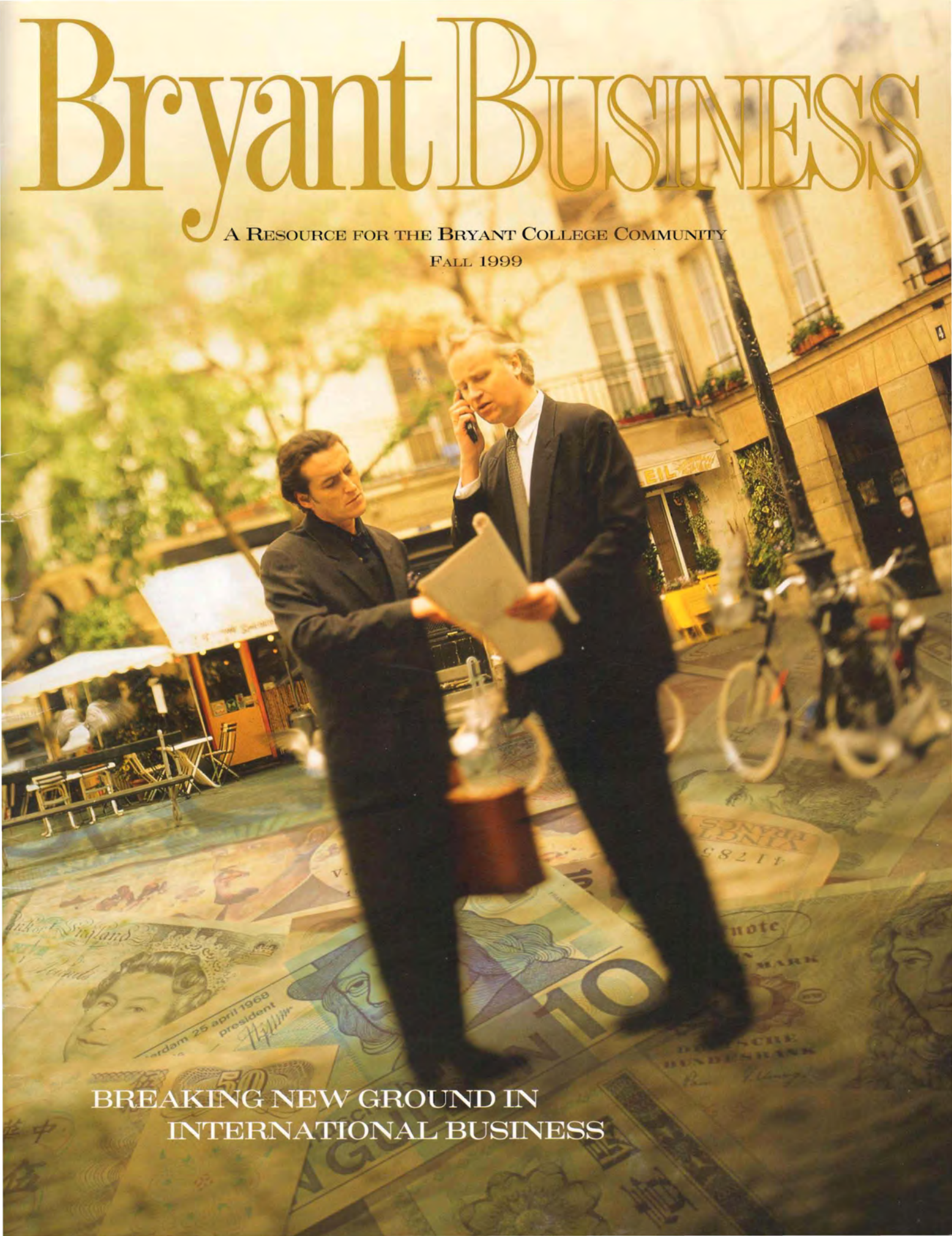


Bryant BUSINESS

A RESOURCE FOR THE BRYANT COLLEGE COMMUNITY

FALL 1999



BREAKING NEW GROUND IN
INTERNATIONAL BUSINESS



THE NEW VISION OF
INTERNATIONAL BUSINESS
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On the cover:

An increasingly global market place has redefined "business as usual." In this issue, *Bryant Business* explores what that means for the world community.

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PRESIDENT'S MESSAGE

Since the days when the tall ships graced our harbors, New England has been a center of trade. In our region, we have never had the resource and manufacturing base — not to mention the consumer markets — to sustain a robust economy independently. So we have made international trade a fundamental part of our lives.

Today our regional economy is thriving, in significant part because of the forces that impel all current economic growth: innovation and global markets. MIT economist Lester Thurow '93H, who will speak at the College in November, contends that we are only beginning to see the productivity impact of new technologies. And in New England, we are seeing only the beginning of the effect global markets will have on the region and nation. Thanks to these two forces, we are facing the most powerful transformation of our ways of working and living since the early days of the industrial revolution.

At Bryant College, we have engaged the entire academic community in the effort to ensure that our programs and people are responsive to the world our graduates will face in the coming decades. With the pace of change as rapid as it is — and the underlying technologies subject to continuing quantum leaps — we have developed an approach that is very much in keeping with the interests of our students and the directions indicated by our corporate partners.

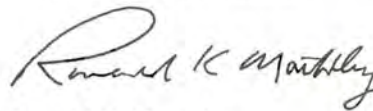
From the corporate world comes a strong call for “focused generalists” — graduates who understand the technology that underpins their work, but who, even more importantly, have the flexibility to learn new technologies and anticipate the market impact of those technologies; who communicate clearly and effectively; and who engage their professional responsibilities with eagerness, strong work habits, and a commitment to ethical behavior. “Bring us people who are prepared to contribute immediately,” they say, “but make sure they are also prepared to keep learning as the world, and our business, change.”

From our current and entering students comes a deep interest in international issues. Young people today are intensely aware of the globalization of markets, brands, and business practices. They've come of age in a world in

which Sony is as recognized a trademark as Ford or Coca-Cola, in which people from other cultures — domestic and offshore — have influenced their interests. Bryant students are anxious to learn about the business specialty areas that they intend to pursue in their professional lives, but they are even more intent on learning about the larger issues, skills, and understandings they will need to succeed in a truly global marketplace.

I am proud to say that the work we've done to create strong and relevant programs has been an outstanding success. Bryant College is celebrating our most robust first-year class in many years, and the profile of our students is stronger than ever. Our alumni are demonstrating an unprecedented level of support for our work, as evidenced by the health and vitality of the College Annual Fund and the President's Leadership Council.

I couldn't be more pleased with the strength, optimism, and prospects of the College I am privileged to lead. And I am confident in saying that — with your help — the best is yet to come.



Ronald K. Machtley

President





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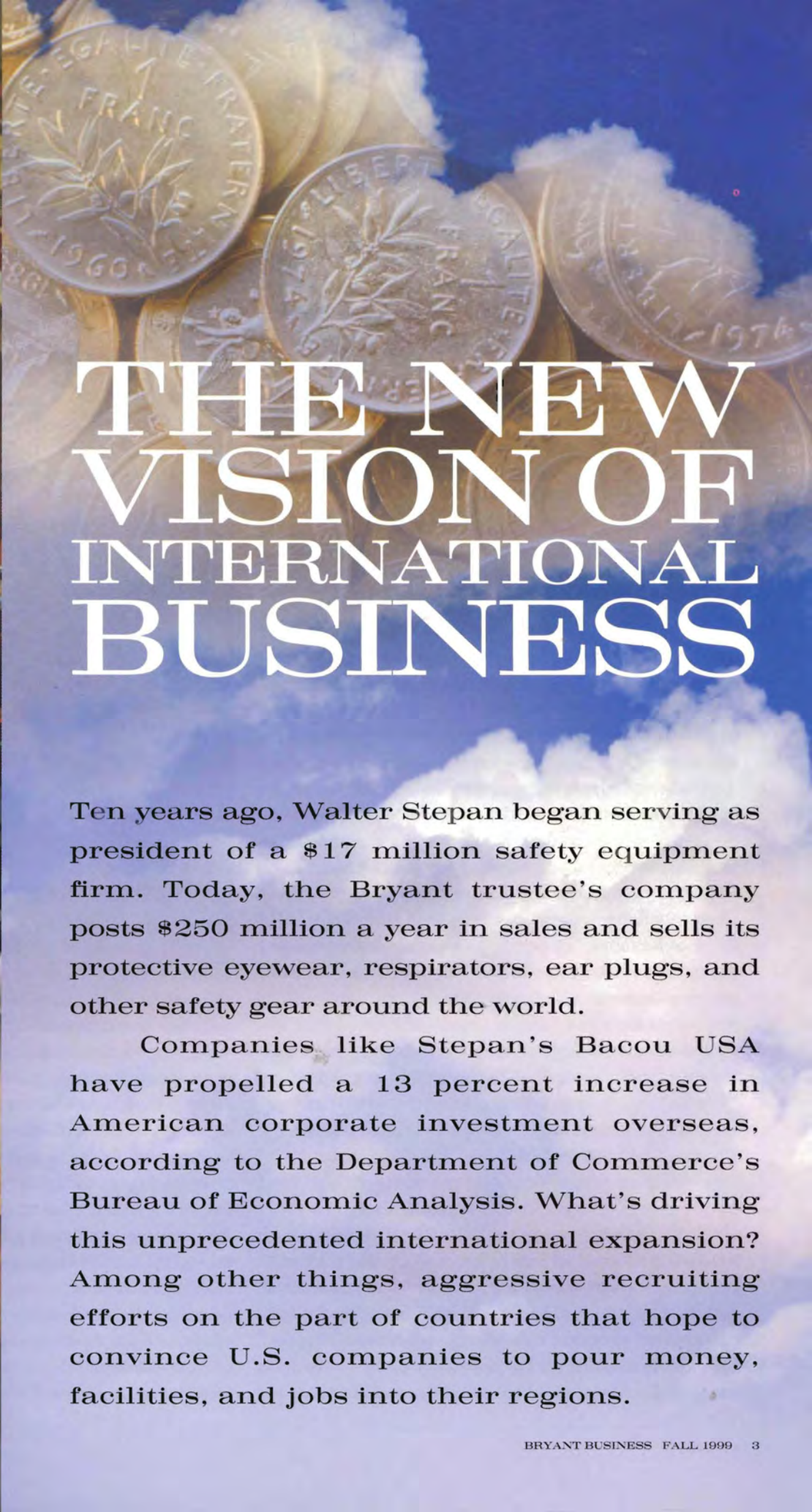
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THE NEW VISION OF INTERNATIONAL BUSINESS

Ten years ago, Walter Stepan began serving as president of a \$17 million safety equipment firm. Today, the Bryant trustee's company posts \$250 million a year in sales and sells its protective eyewear, respirators, ear plugs, and other safety gear around the world.

Companies like Stepan's Bacou USA have propelled a 13 percent increase in American corporate investment overseas, according to the Department of Commerce's Bureau of Economic Analysis. What's driving this unprecedented international expansion? Among other things, aggressive recruiting efforts on the part of countries that hope to convince U.S. companies to pour money, facilities, and jobs into their regions.

As our economic expansion continues to set records, it also helps that companies have money to invest on foreign projects. And bargains abound in Asia and other economically stressed regions, speeding paybacks on foreign capital investments.

INTERNATIONAL BUSINESS, REDEFINED

As the pace of international investment has changed, so have the strategies behind it. As recently as 10 years ago, U.S. companies tended to expand overseas only when they felt they'd saturated the domestic market. Canada and the border towns of Mexico, relatively easy to enter because of their geographical proximity and relatively familiar cultures, were (and are) among the first foreign markets penetrated.

The classic approach — exporting through a distributor, then setting up a subsidiary to manufacture locally — “rolled along merrily for a number of years,” says Robert Buwalda, Chicago-based director of global human resource strategy for Ernst & Young. “But in the last five years, we’ve been seeing different kinds of structures. Now we’re seeing a lot of joint ventures and joint venture partners.”

That’s largely because international efforts are no longer seen simply as a widening of domestic borders. “Company owners don’t wake up one morning and say, ‘I think I’ll set up an operation in another country,’” says Michele Forzley, who serves as a consultant to Bryant’s Center for International Business. Logistics often set the direction for foreign expansion (as when goods are too heavy to ship long distances, for instance), and businesses’ evolving nature often essentially forces them to establish a physical presence in each country they want to enter (especially true for financial services, telecommunications, and other highly regulated activities). “Companies get to a point where exporting simply isn’t sufficient to compete in other countries,” says Forzley, an international business transactions attorney based in Lynnfield, Mass. “For manufacturing, regulatory, or marketing reasons, they must *be* there.”

GETTING TO THE HEART OF THE MATTER

Practical considerations may be the most obvious reasons for setting up shop overseas, but such an important move shouldn’t simply be a reaction to operational headaches, Forzley adds. “People tend to overlook the essential questions: Why am I going there, and what am I going to accomplish? You’ve got to nail those down for starters; the rest of it flows from there.”



Stepan couldn't agree more. When he kicked off Bacou's acquisitions 10 years ago by purchasing eight specialty manufacturers, “the small companies each had invested 10 percent in international business and thought they couldn't afford more,” he recalls. Instead of letting each division chip away at disparate segments of international markets, Stepan created an omnibus international team that now coordinates strategic planning, market research, and sales and planning for six divisions. Each employee in this San Diego-based group is bilingual and is charged with the mission to find overseas opportunities — particularly niches that can serve several Bacou divisions at once — and pave the way for expansion into them.

In Australia, for instance, the team recently identified a 20-employee company that sells respiratory equipment. Instead of starting an Australian division from scratch, Bacou simply purchased part of the Australian firm. That offered the double advantage of piggybacking on the organization's reputation and sales channels, and employing a staff that can help Bacou employees understand the ins and outs of operating in Australia. Meanwhile, the San Diego group continues to scout other opportunities with Australian partners likely to be compatible with Bacou culture.



PRACTICAL CONSIDERATIONS MAY BE THE MOST OBVIOUS REASONS FOR SETTING UP SHOP OVERSEAS, BUT SUCH AN IMPORTANT MOVE SHOULDN'T SIMPLY BE A REACTION TO OPERATIONAL HEADACHES.

"Most companies go international when they've tapped out their sales in the U.S.," says Stepan, whose son, Axel, graduated from Bryant in 1994. A smarter approach, he believes, is to view overseas ventures as worthy of top-notch resources based on their own merits. When the advantages and disadvantages of tackling a new region are weighed independently of the U.S. operations' situation, it's easier to understand how that region fits into the company's overall growth objectives. Viewing foreign markets simply as receptacles for U.S. outflow or add-ons doesn't produce high yields in the long term, Stepan explains.

Another important but often overlooked factor is the targeted country's own goals, points out Forzley. Those nations with enough political stability to plan ahead often develop very specific roadmaps that chart the foreign investments

they'd most welcome. Malaysia, for instance, once had an agrarian economy with a few rubber and oil exports. In a deliberate effort to create a more industrial nation, government officials encouraged manufacturing facilities to produce items using locally grown rubber; they then applied the same approach to tea, cocoa, palm oil, and timber. These days, the work force is so sophisticated and the infrastructure so reliable that many U.S. companies have established plants for the manufacture of computer components in Malaysia.

NEW CULTURE CLUB MEMBERS

Companies' expectations of the executives they dispatch to break ground on distant soil have been changing in tandem with foreign expansion strategies. Although international placement executives continue to emphasize the value of knowing at least two languages very well, not everyone agrees that is essential. "There are so many translators available locally," says E & J Gallo's chief technical officer, George Dooley '78, "that there's no need to try to master the language of every single country you live in." If you do, says the accounting major, who once set up a pharmaceutical operation in Moscow (see story, page 16), you will box yourself into nations where that language is spoken.

But everyone agrees that the most effective expatriates have always been those who are extraordinarily flexible professionally and personally, who can adapt corporate culture to local culture. In fact, those "soft skills" have now eclipsed technical know-how as the most important for people seeking global experience. After all, with the coffin sealed on corporate colonialism, U.S. companies are being forced to temper their own attitudes about foreign markets. It's not enough anymore to give a polite nod to local customs, learn the right way to hand over a business card and bow from the waist, then charge ahead with an essentially American point of view. "A U.S. company might say, 'We're going to go in and conquer India,' but it's practically impossible to do that alone," says Ernst & Young's Buwalda. The vicissitudes of each region, market, and metropolitan area can't be underestimated. "In China, you must have a local partner to help you understand the market, get permits, and make connections with government officials in a timely manner," he says. "U.S. companies may *say* they're not going to have joint venture partners, but they *will* — because they can't make a run at the international scene without them."

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THOSE NATIONS WITH ENOUGH POLITICAL STABILITY
TO PLAN AHEAD OFTEN DEVELOP VERY
SPECIFIC ROADMAPS THAT CHART THE FOREIGN
INVESTMENTS THEY'D MOST WELCOME.



Expatriate jobs aren't often used as rewards for mid-career middle managers anymore, though they're still considered prime assignments and evidence that one is an up-and-comer, says John Wada, director of sales and marketing for International Orientation Resources, Inc., a consulting firm that helps companies identify and train high-potential candidates for overseas assignments. Middle managers still start, expand, and supervise international operations, but there's an emerging trend to send young employees for 18-month overseas assignments. How well they handle their expatriate experience is "partly a litmus test," says Wada. "Stateside supervisors scrutinize the progress of the foreign division to see how the manager achieves results when she has more autonomy and less direct supervision." Candidates who can check their egos at the customs desk and tune in to the nuances of local culture not only foster a positive momentum for the company, but can also identify strong local executive candidates.

This arrangement is especially appealing to employers. After all, a company that incorporates a spin through an

international assignment early in a staffer's career can then leverage that experience for years to come. Plus, younger employees are generally less encumbered by possessions, children, and aging parents than are older executives. They're also a lower financial risk, and don't often expect the cornucopia of make-good benefits that their more senior colleagues assume will be served up — a company car, American club membership, scads of free plane tickets to bring family over for visits.

A bit surprising, then, is a concurrent trend to assign company veterans to oversee established outposts as their last assignment before retirement. Empty-nesters aren't much harder to move and keep happy than single people, and silver-haired executives can polish a company's image and impart an aura of stability and wisdom, particularly in cultures where age is revered.

WORLDLY WOMEN

American companies are becoming much more open to sending women overseas, reports John O'Connell, regional

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Advice from Henrique de Campos Meirelles '97H

HENRIQUE DE CAMPOS MEIRELLES '97H, a charter member of the Bryant President's Leadership Council, has been president and COO of BankBoston since 1996. (Later this year, when BankBoston merges with Fleet to become the nation's eighth-largest bank, he will become president of global banking and financial services.) Before he was named the first Latin American to serve as president of a major U.S. bank, Meirelles demonstrated his exceptional leadership with an outstanding track record in Brazil. During his 12 years as president of the Brazil branch, Meirelles grew its assets from \$100 million to \$5 billion.

In June, Meirelles delivered the keynote address at Bryant's World Trade Day, which drew more than 300 guests. Excerpts from his speech follow.



It's always a pleasure to be back at Bryant College, and it's a special pleasure to be here for World Trade Day. The two certainly go together: Bryant College, as home of the Rhode Island Export Assistance Center, has played a pivotal role in bringing many New England businesses into the global economy.

Of course, with the global financial crises of the past few years, some of you may be asking whether marketing your products and services in emerging markets is more trouble than it's worth. Is this a good time for U.S. companies to increase their trade, or begin trading, with Latin America? Yes — and let me tell you why. First, it's generally when economies are in the latter stages of recession that companies should step in to do more business. When economies are coming off their bottom, they typically enter a period of intense growth. But there's an even more powerful long-term, structural argument for looking to emerging markets for growth in company sales: That's where the "action" is going to be.

For historic and geographic reasons, most New England companies haven't had much experience with Latin American companies by way of trade and investment. But if you're limiting your interest to more traditional markets, like Western Europe and Canada, you're missing out on some great opportunities.

A few numbers tell the story. More than half the people in Latin American markets are below age 21 — compared to only 31 percent in the U.S. Young people are entering their peak spending years. Couple this with the rapid spread of cable and satellite TV — mainly of U.S. programming — and it adds up to very strong consumer appetites and local businesses that need your goods and services.

How can a company position itself to effectively compete in Latin American markets? Let me give you a short list of suggestions:

First, know the market and be a local player. Have a local partner if possible, and develop a keen respect for your partner's corporate culture. Local partners bring valuable contacts, political clout, and a day-to-day familiarity with the market. They also can help you avoid mistakes like believing that market trends and tastes that apply in one country will apply in others.

Second, send down your latest technology. The demand for advanced technology is strong throughout Latin America, whether in consumer goods or capital goods — and it will continue. So update your products and processes to

meet the very best of the competition. In Latin America, that competition will be from all over the world.

Third, leverage your connection to the U.S. Whether it's cosmetics, computers, or washing machines, brand loyalty is intense and there's a strong attraction to U.S. products, cultures, services, and values.

Fourth, go see for yourself. There's been a dramatic increase in the number of CEOs seeking contacts in Latin America through our bank and coming to see the region first-hand. Those who can carve out a particular niche where they have a competitive advantage are likely to retain that advantage over time.

Fifth, be prepared to be in the market for the long run; don't cut and run at the first sign of volatility. In Latin America, as in Asia, lasting relationships heavily influence business decisions. Companies in the region have long memories when it comes to firms that stayed with them during tough times.

Sixth, think regionally. In South America this means, think Mercosur: It will be a competitive advantage for your company. Mercosur is the regional trade pact with Brazil, Argentina, Uruguay, and Paraguay as its members. Locating in any one of the Mercosur countries means you not only can serve the local market of well over 200 million people, but you can use it as an export platform for other markets as well.

Finally, the best way to succeed is still the old-fashioned way: by providing value at a price that the market will bear. So you may have to modify, but you don't have to radically alter, your basic formula for success. It's worked at home. Chances are, it will succeed abroad.

WHEN THE ADVANTAGES OF A NEW REGION ARE WEIGHED INDEPENDENTLY OF THE U.S. SITUATION, IT'S EASIER TO UNDERSTAND HOW THAT REGION FITS INTO THE COMPANY'S OVERALL GROWTH OBJECTIVES.



director of international services for Prudential Relocation, headquartered in Valhalla, N.Y. That's partly because there are more qualified women executives than ever before in U.S. companies, but also because women tend to take a "sit back and listen" approach when becoming acclimated to another culture, says O'Connell. Because they often pay attention to subtle clues — such as the way Japanese employees wait for the most senior among them to comment in a meeting before jumping in with their own ideas — women often are considered more understanding and easier to work with than their male counterparts.

That's the case even in some Latin American and Asian cultures, where women are scarce among the top corporate ranks. Most men in those cultures are accustomed to dealing with strong women who wield huge amounts of behind-the-scenes authority in family businesses and government. They're not so much put off by the idea of working with a woman, says O'Connell, as they

are working with an American woman who has adopted an aggressive, macho style.

Women expatriates — indeed, *all* expatriates — who can successfully navigate between cultural assumptions and their corporate mission can achieve huge gains for their companies. And despite a growing preference among U.S. companies for hiring as many local residents as possible to manage overseas operations, the need for expatriates will never evaporate, says O'Connell. "Companies will send somebody out because they want their employees to develop a global skill set," he says. "It's hard to be a global manager if you only stay in one office." 🌐

About the author

Joanne Y. Cleaver is a freelance writer specializing in business topics. A frequent contributor to Crain's New York, she also writes for a wide variety of additional publications, including Working Woman, The Los Angeles Times, and The Chicago Tribune.

THE WORLD IS THEIR CLASSROOM

HOW TWO PROFESSORS ARE PROMOTING STUDENTS' GLOBAL AWARENESS



The world may be growing smaller, but it's not getting any easier to comprehend; cultivating a global perspective is as tough a task as ever. Fortunately, Bryant faculty rise to the challenge every day. Whether by encouraging overseas travel or by incorporating up-to-the-minute global case studies into class discussions, professors are constantly finding new ways to place students' "book smarts" into a worldwide context.

Terri Hasseler and Robert Conti, professors of English and management respectively, take dramatically different approaches to introducing students to the international scene. Hasseler recently accompanied a group of eight upperclassmen to London. The 12-day tour was the culminating event of her class, "Cultural Studies Abroad: London." It included six days of sightseeing (favorites: the Tower of London and Westminster Abbey) and six days of research for which the students laid the groundwork during their 10 weeks of coursework. "I wanted to spark their interest in overseas travel," Hasseler says of her students, most of whom had never before left the States. "I wanted them to incorporate international perspectives into their life visions."

Conti, on the other hand, takes the lessons of his own international research back to campus. An IBM engineer and co-founder of a manufacturing business in his "former" life, Conti is now studying the effects of a widely used manufacturing process — just-in-time production — on workers' stress levels. His past work has taken him to Japan and through much of Europe; for his current project, he is collaborating with colleagues at University of Cambridge and University of Manchester in England. Conti's goal at Bryant: To raise the cultural sensitivity of his graduate

students, most of whom are already immersed in an increasingly diverse work world.

THE TIES THAT BIND: CULTURE AND BUSINESS

Both professors devote considerable attention to the ways cultural conditions — especially legal and historical factors — affect business. After all, says Conti, "the technical aspects of most businesses tend to be fairly universal; it's the human factors that change and impact processes in different ways."



"The technical aspects of most businesses tend to be fairly universal; it's the human factors that change and impact processes in different ways."

Robert Conti

To bring this message home, Conti often uses industrial relations case studies from his own experience. For example, he has found it particularly effective to compare U.S. labor unions to those in a nation most students imagine is much the same — Great Britain. In the U.S., he says, we take it for granted that many shop-floor decisions are made on the basis of seniority, rather than ability. In England that's not the case, however, so systemic changes and process improvements are often easier to implement. In America, most factory managers cannot unilaterally change working conditions because labor agreements carry the force of law. Not so in the U.K., where such pacts are voluntary. And

labor contracts in the States carry "no strike" clauses; those in England do not. These and other policies abroad "take most of my students completely by surprise," says Conti, "and show them how profoundly a country's legal and cultural realities can affect the way business is done."

Similarly, Hasseler's students became acutely aware of the ways in which a nation's history can shape citizens' sensitivity to "hot buttons." Consider, she says, the two seniors who studied the impact of immigration on London. Whether they were interviewing subjects at the Commonwealth

Association or taking guided walks through ethnic neighborhoods, “they learned to be very careful about how they asked questions about social issues. They found out that our way of discussing race and class in America isn’t always considered appropriate elsewhere,” says Hasseler. “Social class and race issues are treated differently in the U.K. than in the U.S. Students were especially aware of this at the time of our visit because just prior to our arrival, a Pakistani establishment had been bombed in London.”

APPRECIATING THE FINER POINTS

Of course, sometimes the deepest understanding comes less from learning about a nation’s policies or social movements than from the kind of details that can be absorbed only through personal experience.

In class, for instance, Hasseler’s students studied the works of Shakespeare and the history that undergirds them. But as they quickly discovered in London, it’s one thing to read about the political and social realities informing *Richard III* and quite another to visit the Tower of London and witness the buildings’ cold immensity and collection of weaponry. “It’s not easy to teach students how things like literature and history shape the way we think, and thus how we perform, but we must — intangibles like language and thought make the business world possible,” says Hasseler. “To understand that, students need to learn to think about their world differently. Traveling abroad and experiencing other cultures firsthand is one way to do that, because it forces them to adapt to new circumstances and re-examine their assumptions. And that’s when they really begin to grow.”

Conti brings unusual depth to his classes’ cultural understanding through his own observations. Many students realize

that Japanese factories tend to promote camaraderie and encourage line workers to suggest product improvements. In the less communal, more individualistic U.S., by contrast, employees are more likely to keep innovative ideas to themselves unless they can be leveraged for financial or professional gain. Conti takes

this basic understanding of workplace dynamics to a new level: “In one Japanese factory I visited, I noticed that hanging above each employee’s workstation was a banner with a figure written on it,” he says. “That number corresponded to the number of improvements the worker had suggested. Now think about it: If everyone around you has a sign with a 10 or 20 on it, are you going to want to have a 0?” he asks. “In Japan, workers’ collective tendencies are not quite as voluntary or natural as they appear on the surface; they are reinforced by means of subtle coercion.”

The global viewpoints Bryant students enjoy come not only from their professors; they also are generated by their classmates. With international students flocking to the College in higher numbers than ever, virtually every course is enriched by fresh perspectives. Conti recalls one class discussion about downsizing, during which an Indian student noted that their conversation would be purely academic in her home country, where legal restrictions

essentially prohibit firms from reducing the number of employees — even if production is sharply reduced. “Downsizing” in India, she said, means reducing the size of the production schedule, but not reducing the size of the work force.

“From international scholars to well-traveled faculty, American study-abroad students to CIB [Center for International Business] interns, global perspectives come from all over today’s campus,” notes V.K. Unni, Bryant’s vice president for academic affairs. “The College is giving students a remarkably rich preparation for the new, virtually limitless marketplace.”



“Traveling abroad forces students to adapt to new circumstances and re-examine their assumptions. And that’s when they really begin to grow.”

Terri Hasseler

AMERICAN EDUCATION + INTERNATIONAL PERSPECTIVE = GLOBAL OPPORTUNITY



Students from all points of the globe come to the United States to study American business. They could have studied anywhere in the world. They chose the United States; they chose Bryant. Some of these students will return to their home country to work in a family business or start their own enterprise; others have their sights set on the corporate environment. All of them believe an American business education will give them a competitive edge wherever they go — and all of them provide valuable insights into the challenges Americans face in the international business arena.

TRANSITIONS AFFECT TRANSACTIONS

Understanding cultural differences is as important as executing solid negotiation strategies or possessing excellent communication abilities, especially since the nuances of those skills are influenced by custom, history, and politics. Olga Dedjukhina '01, from Chevoksary, Russia, says such factors are especially important to consider when employing American business

practices in the former Soviet Union. Though they offer many opportunities for trade, the countries in this region, rocked by a swift change from a command economy to capitalism, are fighting for stability even as they move toward fundamental changes.

“I will meet challenges when I return to Russia with my American business knowledge,” says Dedjukhina. “It takes time for people to overcome their negative opinion of U.S. economics and to change the values and standards they’ve had for so long.” It might surprise Americans — taught in introductory business courses that profit is the goal of any company — to learn that Russians don’t value profit as the ultimate prize. But it makes perfect sense within the context of a planned economy in which citizens needn’t think about returns on investments or profit-to-earnings ratios. “We must now learn the basics of a market economy, such as supply and demand, efficiency, and planning,” says Dedjukhina.

Often, international students find ways to combine the best of multiple cultures. Through his internships at Chase Manhattan, Walt Disney World, and Bryant’s Export



OLGA DEDJUKHINA '01
Chevoksary, Russia



PEDRO DETRESNO '99
with sister ELENA '00
Panama City, Panama

ERNESTO BLOHM '99
Caracas, Venezuela



Assistance Center, Pedro Detresno '99 learned to integrate Panamanian business customs with U.S. practices. Today he works for the Bank of Latin America in Panama and opens client conversations with what Americans might call chitchat, because he regards it as an important element of the cultivation process. "In my country, business and personal lives aren't separate," explains the Panama City native. "They support each other. You begin a meeting by talking about your families and what the kids are doing in school, and you work your way into the agenda. That enhances the professional relationship."

International students learn to strengthen personal connections with other "soft skills," too; in this respect, most agree that language is the most obvious barrier for Americans who want to close deals in non-English-speaking countries. "A second language should be mandatory for all students," says Detresno. "If you send someone from your company to Japan and the first thing that person does is say 'good morning' in

Continued on page 14

In the spring issue of *Bryant Business*, Professor Hong Yang described "Environmental Studies in China," the course for which he and his students would travel to China as a grand finale. The group dubbed themselves the China Explorers; below, they share highlights of their three-week journey.

"Sour, sweet, bitter, pungent, all must be tasted."

— Chinese proverb

A fitting sentiment for the China Explorers' adventure. It wasn't just the scorpion, camel's palm, eel, and turtle dishes laid before them at dinner that granted them a taste of China's culture. Nor was it the pickled vegetables for breakfast, or the realization that egg rolls and General Tao's chicken are absent from traditional Chinese menus. This trip offered 15 Bryant students a full spectrum of experiences that brought their classroom lectures to life in ways they never expected. Their itinerary included visits to environmental research laboratories, cultural landmarks, historical sites, and U.S.-based companies.

Scheduled to arrive in Beijing three weeks after the NATO bombing of the Chinese embassy in Belgrade, the Explorers were anxious about their reception. "Would they hold it against us, refuse to serve us in restaurants?" wondered Scott Ford '01. "No, we were received with warm hospitality," he says.



The Chinese were eager to discuss the bombing, but in an open and friendly manner. "They separated our government's actions from us."

In fact, the group was often the main attraction, and Chinese citizens frequently asked to have their photos taken with them; Americans are not a common sight in many parts of the country. "I felt like a celebrity," says Scott Carpenter '01, who amiably agreed to requests for his autograph. The Explorers created quite a stir at the English Corner, a small plaza in Nanjing where people meet to practice English. Kelly Cimino '01 recalls fielding questions there about the NATO bombing. "The general public has never heard our reasons for getting involved with Yugoslavia," she says. "How can they form an opinion if they don't have all the facts?"

Exploring the environment

China is in the midst of intense economic development, but the Explorers found that while business is booming, there is a price to pay for such prosperity. Brendan Shannon '01 describes crossing Chinese streets as "life-size Frogger," and it gets

Scott Ford's vote as "a new Olympic sport." Most telling is the reaction of Jackie Tobar '00 to the bumper-to-bumper traffic jams, drivers heading left — and right — around rotaries, and horns used as a communication tool. "Traffic was an adventure," she says. "It was like riding a roller coaster." Traffic that can strike fear in the heart of a native New Yorker must be something to see.

The students also discovered development's more fundamental dangers. "I have always taken blue skies for granted," says Carpenter, who echoes his classmates' unanimous thoughts on the subject, "and I will never do so again." Concern for the environment is a new concept in China; the waste products from factory smokestacks and vehicle emissions have puffed a semi-permanent overcast sky.

"We had lengthy conversations about the connections between economic growth and the pollution problem," says Professor Hong Yang, "and about the role that the environment plays in business management." The students discussed environmental policy with business leaders,

scientists, and government administrators, including Professor Qu Geping, of the National People's Congress. When he asked the Explorers about their ideas on pollution control they were surprised, but did not hesitate to offer suggestions on smokestack redesign, emission control, and recycling programs. "He didn't view us as inexperienced college students," says Carpenter. "He saw us as Americans who are familiar with environmental protection and recycling."

The big picture

If the Explorers seemed surprisingly confident proposing ideas to the highest-ranking environmental official in the country, it's partially because they had overcome their initial culture shock. "I had not expected their profound shock at the beginning of the trip," says Yang. "Everything seemed so new to them." As, indeed, it was. The students required interpretation not only of the language, but of the customs and values that influence the daily lives of China's citizens. "However," continues Yang, "I am pleased that by the end of the journey they developed an international awareness. They realized that there is a larger world outside of America, and that this world is changing rapidly."

Through his students' eyes, Yang also rediscovered aspects of his native country's history, politics, and environment. "I've gained more appreciation for my own heritage," he

says. At the same time, the young Americans came face-to-face with their heritage. "This trip put my life in perspective," says Ford. "I have a new appreciation for what I have."

The Explorers traveled to the other side of the planet to learn more about their world, and from there the view of America was even clearer. It was, as Yang notes, an opportunity for discovery: The group passed modern construction sites on their way to ancient temples, breathed the effects of loosely regulated industry, and were graciously welcomed into homes and businesses. They found ties among history, culture, and commerce, and saw for themselves the effect of business decisions on the environment and its citizens.

There's one more lesson that the Explorers, who after all in some ways are typical college students, learned. Says Yang, "They found out they can actually get up at 6:00 a.m."

Do some exploring of your own. During their trip, the Explorers posted daily journals and photos to www.bryant.edu/~china.



LENA HILDMANN '02
Meerbusch, Germany



Japanese to his host, it's going to give the impression that he wants to forge a strong, long-lasting relationship."

Ernesto Blohm '99, of Caracas, Venezuela, believes that learning a new language also fosters an important mindset. "It's a step toward embracing diversity," he says, "and helps you learn about the people and their culture."

THE SPEED OF BUSINESS

Many international students come to America to learn the secrets of optimizing business processes. Of all that Detresno learned at Bryant, he most admires the efficiency with which Americans conduct their affairs. "Business is very straightforward here," he says. "If you want the deal, you do what you have to do and that's it." He considers speed and customer satisfaction the hallmarks of American business. "It's impressive," he says, "that you can get an immediate response if you call an 800-number for technical support for your television, or get advice on how to clean your new shoes. It's a surprise to many Americans when they travel abroad that it's not like that everywhere."

That may be because it wouldn't work everywhere. Lena Hildmann '02, of Meerbusch, Germany, felt that the best way to prepare for a career as an international advertising executive was to study in the U.S. "If there's an easier way to do something, Americans will find it," she says. But not all business practices will translate successfully into other cultures. Part of Hildmann's education takes place outside the classroom, observing the cultural factors that affect U.S. marketing strategies. She notes, for example, that many Americans buy food at the ubiquitous restaurants offering drive-through breakfast meals. "That concept works here, where everything is so fast. But in Germany, we move at a slower pace," Hildmann says. "People don't eat in the car, and the morning meal is a sit-down event. Fast food would not fly there."

BUSINESS BIRTHRIGHTS

Eventually Detresno will work in the real estate company that his father started in Panama, not because he has to but because he wants to; he considers the legacy a source of pride as well as security. "By taking over my father's business, I pay respect to him," he explains. "It is my way of thanking him for all that he has provided me." He is puzzled by American entrepreneurs who work hard to build a successful business only to sell it and start again. Having his own company, he says, will help him provide for his children, who will then be able to provide for their children. "I'm amazed that many Americans don't want to work in their family's business," he says. "Their parents have a successful enterprise and they turn away from a chance to build on what's already there."

Dedjukhina describes a different kind of legacy. "I'm impressed by the way Americans plan ahead in business; that's a habit instilled in them from the time they are children," she says. She has watched the 7-year-old boy in her American host family decide what to spend his money on, then find the best price for it and weigh the opportunity costs associated with his purchase. Though the child doesn't think in these terms, he employs a concept for which Russian youngsters lack a reference point: a basic understanding of the value of money. Dedjukhina believes that such a comprehension of rudimentary business theories will help ease Russia's transition into capitalism; that's what prompted her to study American business.

CONVERGING CULTURES

Though Hildmann was drawn to Bryant by its friendly atmosphere, she is aware of the racial tensions that pervade this nation. "A friend told me that the United States is supposed to be a melting pot, but it's actually a salad bowl because many cultures here don't mix," she says. Noting that many American and international students don't easily mingle, she wonders if U.S. students are intimidated by those with different backgrounds and customs.

Assane Diene '00, from Dakar, Senegal, West Africa, attributes such hesitancy to Americans' fear that they will say something offensive. "But once you take the first step," says Diene, "the people here are really great." And he admits that international students also tend to stick together because they have so much in common with each other. Many of them are world travelers; Diene, for instance, has lived in several countries and speaks French and German as well as English.

THE STRENGTH OF A BRYANT EDUCATION

In his first two years at Bryant, Diene didn't reach out to his classmates; he wanted only to study. "Then I realized the benefits of getting involved," he says. "You gain leadership skills and experience, and you make contacts that will help you in your career." He learned his lesson well: During his junior year, Diene worked as a student ambassador for the Office of Admission, conducting tours of the campus; served as president of the Multicultural Student Union; and was instrumental in bringing Phi Beta Sigma, Bryant's first black fraternity, to campus.

Diene's brother, Aly, followed him to Bryant and plans to heed his advice to get involved with campus organizations. After graduating in 2001, Aly Diene hopes to start his own company in West Africa; now that the political climate there is more democratic, private ownership is a feasible goal. "I came to Bryant because it has an environment that is conducive to achieving entrepreneurial goals," he says. "I will be prepared to fulfill my dream."

Blohm will eventually return to his home in Venezuela to run the retail business his family has managed for more than 164 years. His Bryant professors' use of case studies and current events, and their integration of real-world experiences



into classroom discussions, have been especially valuable to him. "We didn't just talk about abstract theories in class," he says. "We saw business processes, planning, and negotiation in action. That's the strength of a Bryant education: It teaches the language of business, and provides a common ground for working in different countries."

Hildmann is gleaned all she can from her Bryant education. She could have attended a German college for free, but it is here that she found the motivation to make the dean's list, responding to her professors' personal interest in her success. "The faculty are awesome," says Hildmann. "I've learned so much more here than I could ever have learned at home."

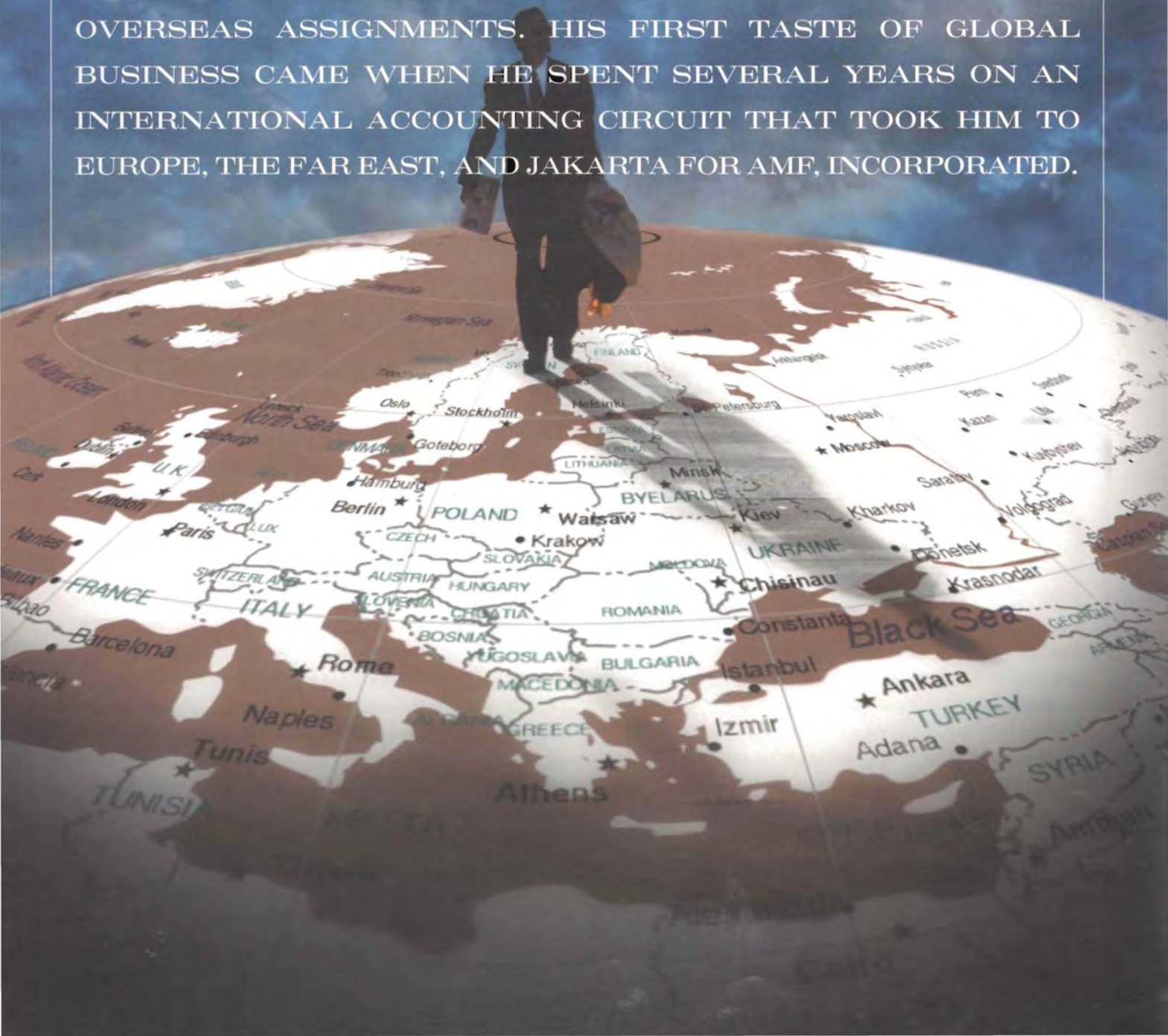
Wherever the professional aspirations of the Diene brothers, Detresno, Dedjukhina, Blohm, and Hildmann take them, these students embody the new-century spirit that blends adventure, innovation, and adaptability. Their success is contingent not upon their choosing one ideology over another, but on retaining the strengths and wisdom of different cultures. 🌐



INTO THE FRYING PAN

AN ALUMNUS' OVERSEAS EXPERIENCE

FROM EARNING HIS BRYANT ACCOUNTING DEGREE TO WORKING IN REVOLUTIONARY U.S.S.R., GEORGE DOOLEY JR. '78 HAS COME A LONG WAY — BOTH LITERALLY AND FIGURATIVELY. AFTER GRADUATING AND EARNING HIS CPA, DOOLEY TURNED HIS AFFINITY FOR CORPORATE FINANCIAL STATEMENTS INTO FODDER FOR HIGH-PROFILE OVERSEAS ASSIGNMENTS. HIS FIRST TASTE OF GLOBAL BUSINESS CAME WHEN HE SPENT SEVERAL YEARS ON AN INTERNATIONAL ACCOUNTING CIRCUIT THAT TOOK HIM TO EUROPE, THE FAR EAST, AND JAKARTA FOR AMF, INCORPORATED.





ne of his first discoveries: "Americans have a 'you'll do it our way' arrogance." That's why he made a point of picking up at least a bit of the language for each locale he regularly visited. Though he never came close to mastering the half-dozen languages "in which I can order a beer," his efforts signaled a willingness to learn that earned him goodwill among his overseas colleagues. "When

you're trying to build a trusting relationship, it helps to let your guard down," he says. "Trying to learn the language is tantamount to putting your hand out for a handshake."

Since he knew that any international executive track would require hands-on marketing experience, Dooley next petitioned his bosses for a spin through the marketing department. Four years later, he graduated from what he calls "the brand management school of hard knocks" for the pharmaceutical division of Eastman Kodak.

In 1992 Dooley pulled these disparate threads of experience together when he sought responsibility for a whole division. The first opportunity offered to him was hardly a peach: general manager of a tiny Kenyan operation that was not only geographically obscure but also part of a no-growth market. "It wasn't an opportunity to make a splash," laughs Dooley. He passed on the offer.

Weeks later, he was presented with an even less tempting post: Nigeria. "That was an even shorter conversation," recalls Dooley. "Then they asked me about Russia." Though the political climate there was fractious on calm days and downright frightening the rest of the time, the chance to break ground in Russia's huge, untapped market appealed to Dooley's inner James Bond. "To build a business from scratch in the old 'evil empire'" sent his pulse racing. That Russia was in the news daily, and that his accomplishments would take the form of exciting news bulletins from the frontier, sealed the deal.

The original plan was for Dooley, his wife, and their twin daughters to live in Moscow for two years, but that plan

changed when in late 1993 an unsuccessful coup attempt was staged at the Russian parliament building, two blocks from Dooley's office. Since "sneaking out of a country while a coup is under way is not something you learn in college," and since he was unwilling to move his family into a dangerous situation, Dooley decided to commute between Moscow and New York each month. "It was a great strain on our family life," he admits.

Still, the arrangement freed him to plunge head-first into the rapidly evolving Russian business community. He helped his company become the first to introduce over-the-counter painkillers to the country, and he masterminded the national television campaign that kicked off what has become a \$100 million business. He also negotiated the import and distribution of the pills and found ways to limit his firm's financial risk to \$2 million.

Dooley's immersion in the business inspired him to analyze the ways in which other U.S. companies were attempting to establish beachheads

in Russia. He believes his own firm hit on a winning formula when it grouped all of its investments in politically and economically unstable eastern European countries as a high-risk portfolio, instead of demanding that each nation's team succeed independently. "My firm figured, we'll go into all of the countries, and if we succeed in half of them, we'll be doing well," he says.

The effort was a success; those brands now dominate their markets and regions.

"I like being a change agent," Dooley says, "always in the middle of the frying pan." His latest frying pan is closer to home: He recently landed a top spot with E & J Gallo as the company's chief technical officer. But while the temperature may be more pleasant now, the pressure is still on. From his new base in Modesto, Calif., he is leading Gallo's efforts to integrate computer operations in the U.S. and 90 other countries, building on his contacts in Russia, and formulating a comprehensive strategic plan for global operations. 🌐



George Dooley's latest foray into international business immersed him in Russian culture.



A COMPETITIVE EDGE

COURTESY OF THE CENTER FOR INTERNATIONAL BUSINESS

When Pawtucket-based R & R Floor Safety Systems, Inc. developed a new, slip-resistant floor cleaner, its top executives realized that it was only a matter of time before some

bigger company would copy their product and leave them in the dust — unless they could get an early foothold in a foreign market. They'd seen too many local businesses defeated by national companies, and national companies bested by international corporations, to think anything else.

With the help of Bryant College's Center for International Business (CIB), as well as that of the state's Economic Development Corporation, R & R recently completed a major agreement with a Toronto-based distributor of janitorial supplies to sell their floor cleaners in Canada. The transaction added R & R to a growing list of Rhode Island companies, ranging from small businesses like Tabco Technologies and Atom Lures to huge concerns such as Hasbro, Inc. and UVEX, that are increasing their global competitiveness by turning to the CIB.

What started modestly in 1987 as a Small Business Development Center program — in two 12-foot-by-12-foot offices with one PC between them — has evolved into the region's premier resource for international trade. An umbrella organization that coordinates 10 different corporate outreach programs to help Rhode Island companies survive and thrive in the global marketplace (see story, page 20), the CIB now has 18 full-time employees and offers the services of 30 consultants and 80 student employees.

PAULA TIVEY, *ITDN Associate Director*



MARY ELLEN RIVET, *ITDN Training Coordinator*

Bryant also boasts its own World Trade Center, granting members access to a network of some 330 such centers worldwide.

"When we started out, before NAFTA and GATT, the big challenge was to convince local businesses that there is a global economy," says CIB programs founder Ray Fogarty. "Now they know about it, but they often don't know how to compete within it. Our mandate is to help them."

A BOON FOR AREA BUSINESSES

Language barriers, different currencies, and time zone variances represent only the first layer of challenges that confront the businessperson who hopes to expand into a foreign market. Other concerns can prove much more daunting: Is there a market for my product in a particular country? If so, what's my competition like? Can I offer a better value than foreign competitors? Have other American companies beaten me to the punch? Are Americans even welcome in this country?

Bryant's Center for International Business offers a wide range of resources to help local and not-so-local businesses navigate this brave new world of international trade. Probably the most impressive is the International Trade Data Network



DENNIS MCCARTHY, *GlobalLink Manager*

(ITDN), a database that repackages trade information provided by governments, businesses, and industries so that it's easy to search and use via the Internet. Based at Bryant and updated daily, the ITDN provides concrete facts about foreign countries, such as exchange rates and export statistics, but also less tangible information, such as market projections and cultural considerations. "It's a good source of trade leads, among other things," says Paula Tivey, ITDN's associate director, who explains that information travels from overseas companies to their embassies to the Center to local companies. "But it's not a data dump. Since it's worthless if you don't know how to use it, we also provide training."

In addition to educating users on how to get the most from the ITDN, the Center for International Business offers several seminars every month. Led by outside experts as well as by Bryant faculty, courses on the euro, e-commerce, and overseas marketing techniques have been particularly popular. "We deal with real nuts-and-bolts stuff, too, like how to make sure that all of your documents conform to required standards," adds training coordinator Mary Ellen Rivet.

EDWARD BARR, *World Trade Center Rhode Island Manager*



The Center's premier export training event, World Trade Day, takes place each June; this year it drew more than 300 attendees from companies small and large. In addition to nine, one-hour sessions, this year's event featured a live presentation in GlobalLink, the Center's state-of-the-art videoconferencing facility, by a speaker in Argentina who discussed that country's economy. With its 80-seat lecture hall and 30-seat executive briefing room, GlobalLink has been in service for two years and new uses for it are continually being developed. R & R Floor Safety Systems Inc., for instance, used GlobalLink to negotiate with G. K. Chemical Specialties in Toronto. "We were able to meet our distributor face to face without incurring the expense of travel, hotels, meals, and auto rental," says R & R president Raymond LaPointe. "We closed the deal, and it only took two hours out of our day."



RAY FOGARTY, *Director, Export Assistance Center, World Trade Center Rhode Island*

GlobalLink Manager Dennis McCarthy describes another considerable savings in productivity for a Rhode Island polymer manufacturer that is collaborating with partners in Alabama and England to design a bus and subway system: "Instead of flying a five-member team here, we can bring the blueprints into a room with a zoom lens embedded into the ceiling and make design changes on camera. Not just the designers and engineers, but also the financial and marketing folks can participate."

STUDENTS BENEFIT, TOO

Bryant's Center for International Business is making a big difference in Rhode Island — and beyond — but participating companies aren't the only groups gaining a competitive advantage. Because of the unique opportunities the CIB offers, Bryant students are graduating with the kind of experience that many business veterans can only envy. For instance, a Bryant graduate student from Russia recently represented Rhode Island businesses at a trade show in Moscow entirely on her own. "She did everything from negotiating booth fees to setting up meetings for the companies she was representing," says Edward Barr, manager of World Trade Center Rhode

Island at Bryant. A Spanish-speaking student performed similar duties on trade missions to Costa Rica and Chile.


Less exotic, but equally valuable, are the market reports students prepare on countries and industries. "Working with one of our 20 consultants, they do everything from 24-hour rush jobs to six-month research projects, from intake to final presentation," says Ray Fogarty, who adds that the students typically work with 16 to 20 different companies over the course of four years.

Bryant students come to the Center from all majors, but they have one thing in common: a thirst for international business. Unfortunately, such students are a rare breed beyond the Bryant campus. As a rule, American young people have yet to embrace internationalism. "Corporate leaders kept telling us that U.S. students can't compete with international students," says Bernard Blumenthal, who manages the Linking International Trade Education (LITE) program. "Foreign students speak multiple languages, know about current events, understand currency. Many of ours don't." That's why the CIB initiated LITE, a focused attempt to prepare local students in kindergarten through 12th grade to work in the global marketplace.

Components of the program include training for teachers so that they can use the ITDN as an educational tool, engaging high-



BERNARD BLUMENTHAL,
Manager, Linking International Trade Education

school students in research projects, and bringing international Bryant students into elementary- and high-school classrooms to talk about the geography, history, and economy of their home countries. "LITE and all of the CIB programs fit nicely into President Machtley's vision," says Edward Barr. "The College is committed to cultivating a global perspective, not just through coursework but through a whole range of activities." 

AT YOUR SERVICE

Bryant College's Center for International Business (CIB) and its public and private partners offer the following programs:

The **International Trade Data Network** (ITDN) helps small and medium-sized businesses research new markets by providing detailed country reports, maps, statistics, and cultural and political trade information via the Internet.

The **World Trade Center Rhode Island** (WTCRI) promotes trade development by providing members with meeting facilities worldwide, free training seminars, access to electronic commerce, discounts on hotel rates and airfares, and a variety of CIB services.

The **Global Web Page Development Program** provides hands-on training and Web development tools to businesses.

The **Export Management Training Grant Program** provides eligible Rhode Island manufacturers and service providers with up to \$5,000 in matching grants to support their international training needs.

The **Export Finance Program** conducts seminars on export financing, advises clients interested in securing export loans, and processes loan requests in accordance with SBA guidelines.

The **Country and Industry Program** provides Rhode Island companies with detailed market research assistance on a variety of countries and industries.

GlobalLink, Bryant's executive videoconferencing facility, enables companies to conduct "virtual" meetings and training sessions globally, among other activities.

Export trade missions offer companies the opportunity to generate sales leads and meet with potential agents, distributors, and joint venture partners, in addition to a wide range of related benefits.

Monthly **international seminars** help clients identify customers in foreign markets, determine the cost of export sales, and avoid the pitfalls of exporting.

The **Linking International Trade Education** (LITE) program provides students and teachers at the kindergarten through 12th-grade levels with a variety of resources, including access to the ITDN, to help them build global knowledge.

The **Global Managers of the Future** program helps college students learn about the global market through internships, research projects, and direct client contact.

BRYANT ATHLETICS: A WHOLE NEW BALL GAME



There's a new name at the head of Bryant's sports roster this year. After an extensive search, the College has appointed Dan Gavitt the fourth athletic director in Bryant's 136 years.

"I'm very fortunate to be here during such a dynamic time in the athletic history of the College," says Gavitt, who holds an M.B.A. from Providence College and a B.A. from Dartmouth College. "With the tremendous investment in new facilities and programs, we're looking forward to an exciting future."

In addition to overseeing Bryant's capital expansions and upgrades, which range from 20 acres of new sports fields to four new state-of-the-art scoreboards, Gavitt will manage all aspects of the College's current 18-sport athletic program. This year's lineup includes three newcomers — football, field hockey, and men's lacrosse teams — that will be competing at the intercollegiate level for the first time.

BEYOND SPORTS

But Bryant's ambitious athletics agenda is not the only reason Gavitt — a Rhode Island native who has long been familiar with the Bryant mission — chose to join the College community. "I wanted to be on a campus where true scholar-athletes are learning and competing," says Providence College's former assistant men's basketball coach, who helped lead the Friars to a Big East Championship, three NCAA tournament appearances, and a 100 percent graduation rate. "I'm looking forward to helping provide Bryant students with a fantastic four years, both on and off the courts and fields."

He summed up his goals during a recent coaches' meeting: "Our mission, as I see it, is to give all student-athletes the best possible overall college experience," he told his staff. "That means we need to work with them academically and socially as

well as athletically. When they graduate, our students should be able to look back at their time at Bryant, compare notes with their friends who attended other schools, and say, 'My college was second to none.'"



DAN GAVITT, *Athletic Director*

Accordingly, the athletics staff will be doing much more than instilling the discipline and commitment that make for great teams and winning seasons. Gavitt expects the entire department to become actively involved with the larger campus community, attending cultural programs and student performances as well as games. "I'm only too happy to lead by example," he's quick to add. "Like most of us, I have lots of interests outside of athletics, and being on a college campus gives us remarkable opportunities to pursue them. Imagine having the chance to hear [noted historian] Stephen Ambrose speak!" he says, referring to last fall's President's Cultural Series.

Engaging the extracurricular interests of young people has long been a concern of Gavitt, who recently coordinated the International Future Problem Solvers Conference at Providence College. The five-day event was attended by 1,800 scholars and teachers from 43 states. "By becoming more involved in their campus life, we can get to know students on new levels, enrich their college years, and strengthen their sense of community," he says, adding that he'd also like to help alumni stay connected with the College.

Sound like a tall order? It is. "Don't get me wrong; this isn't going to be a lay-up," he says. "But we have a good, solid vision of where we're going. And we have the energy, creativity, and coaching staff to make that vision a reality. Great things are on the horizon." 🏀



Once again, Bulldog scholar-athletes have demonstrated the combination of skill, determination, and hard work that has long characterized Bryant's sports teams.

Track and field



The men's and women's track and field teams shattered 15 school records over the course of a stunning season that concluded with nine students — the highest number in the program's history — qualifying for the New England Track and Field Outdoor Championships. High points of the season included Jeff Backstrom '02 soaring over the previous triple-jump record of 43'05" by more than one foot, and fellow freshman Mark Silverman — who already holds school records in the 55-meter and 100-meter dashes — adding a third accolade to his name by running the 200-meter dash in just 22.20 seconds (and breaking Bryant's oldest athletics record of 22.24 seconds, set in 1950).

Softball



Though the softball team struggled to post an 8–29 overall record, Bryant's players enjoyed several moments of shining glory. Junior third baseman Sarah Marder, for instance, hit .445 — the second consecutive season she's hit over .400 — with seven doubles, 15 runs batted in, and 10 stolen bases. She also belted six triples, tying the single-season record she established last year. To top it all off, Marder appeared on the NE-10 Weekly Honor Roll three times and was honored by the Rhode Island Association for Inter-collegiate Athletics for Women as one of its eight Distinguished College Female Athletes of 1999.

Golf



For the 13th consecutive season (and the 22nd time in 27 years), Bryant's golf team earned a spot in the North

Regional NCAA tournament. The Bulldogs held their own over the course of the three-day event, shooting a 311 on the final day to finish 12th. Junior John Larson shot a team-low 76 in the third round, and Sean Harbour was the top overall Bulldog finisher. Harbour, a freshman, began third-round play in contention for the NCAA Division II Championship as an individual before finishing in a two-way tie for 13th place.

Tennis



Overcoming a slow 0–2 start, the men's tennis team ultimately won seven of nine matches this season. With just one senior on the roster, the Bulldogs placed an impressive third in the NE–10 championships. The team's efforts were powered by an outstanding group of sophomores — David Delworth, Justin Stein, Sean Martin, Joel Slager, and Craig Hall — who combined for a 30–10 singles record. Delworth, who lost his first three singles matches before reeling off eight consecutive victories, finished with the team's most wins and won the Bulldog Award.

Baseball



The baseball team landed their first post-season tournament title, winning the Northeast–10 Conference tournament championship this year after capturing the 1998 regular-season championship. The wins capped a season filled with outstanding play. Top performers included senior center fielder Jason Eldridge: A first-team all-region and all-conference selection and 1998's conference player of the year, he hit a team-leading .364 with 10 doubles, six home runs, and 46 runs batted in. Eldridge is the school's career leader in games played (179), at bats (656), hits (247), doubles (50), triples (13), total bases (368), and runs batted in (182). Meanwhile, senior catcher Keith Masterson, a first-team all-NE–10 choice for the second consecutive season and the league's best defensive catcher, foiled the plans of 24 of the 53 runners who tried to steal on Bryant.

PHILANTHROPY MAKES THE DIFFERENCE



Thank you, all annual fund donors!

Every gift to the Bryant College Annual Fund is vitally important, because every gift helps prepare our students for lives filled with professional success and personal satisfaction.

Please accept my warmest thanks for your generosity.

Laurie L. Musgrove
*Vice President for
Institutional Advancement*

ANNUAL FUND GIFTS BREAK NEW RECORD

Donations to the Annual Fund reached an all-time high this year, thanks to the generosity of Bryant alumni and other friends of the College.



BRYANT THROUGH HISTORY

Gladys (Kinoian) Lujan '56 speaks five languages and has called eight countries home. Her globe-trotting adventure began on Bryant's East Side campus, where she laid the groundwork for her career as a Foreign Service Officer with a solid education and a broad range of co-curricular experiences. Below, a few of her Bryant memories.



*Gladys (Kinoian)
Lujan in 1999*



*Gladys (Kinoian)
in 1956*

TEACHERS WHO MADE A DIFFERENCE

Like most Bryant alumni, Lujan describes her Bryant professors as "very congenial." Among those who stand out in the memory of the business education major, two sisters: "Dorothy O'Connell and Alice McLaughlin taught shorthand," she recalls. "Although they were taskmasters who brooked no nonsense, they were compassionate and warm. They were wonderful role models, especially for those of us who planned to teach, because they so clearly enjoyed what they were doing."

Then there was Miss Louise Cronk, who taught in the fledgling English department. The former Marine "held herself straight and proud and was very strict. She was insistent on the proper way to craft a sentence and write a convincing business letter," Lujan says. "I never forgot those lessons. They've been invaluable at every stage of my career."

Finally, she remembers Lionel Mercier, dean of the School of Business Teacher Training and of the School of Secretarial Sciences. In one of his classes, he described how accountants of old would "sing" entries into their ledgers. "With a twinkle in his eye, he then asked one of the shyest, most reserved members of our class — Peggy Harrington '56 — if she would do that," recalls Lujan. "He didn't expect her to reply, but she asked, 'Are you particular about the tune?' Then she sang the balance sheet with gusto! It's one of those college vignettes that has stayed with me."

LEGACY OF LIFELONG LEARNING

In the 1950s, Bryant's course offerings focused on business and education, but the programs also gave students the freedom to try their hands at a variety of fields. "As electives I took courses in marketing, advertising, and management," says Lujan, "and I'm so glad that I did. They made me even more curious about what else was 'out there.'" That turned out to be a gift that kept on giving: "I never really stopped learning after I graduated," Lujan says, noting that she earned about 40 post-graduate credits in subjects ranging from literature to politics, took up the piano at age 56, and recently began to paint in watercolors. "Let's just say I'm an *aspiring* artist," she says with a laugh.



FINDING TIME FOR FUN

Outside the classroom, Lujan sang for the Glee Club, penned music columns for *The Archway*, and was on the bowling team. She also played shortstop for her softball team (“I was pretty good”) and defense in basketball games (“I was pretty awful”).

Lujan, like many of her women classmates, belonged to a sorority; in fact, all three of her sports teams were Greek-sponsored. “Most of the athletic and social events, like the Snow Ball, were organized by fraternities and sororities,” she explains.

“But we also did a lot of work in the community. My sorority — Sigma Iota Chi

— did domestic-labor type work for a state-run sanitarium, for instance, washing windows and scrubbing floors.”

A PASSION FOR PERFORMANCE

Some of Lujan’s fondest co-curricular memories feature the Masquers, the College drama club that produced plays, musicals, and revues each year. “For one performance, I had to ride a tandem bike with another actor. We practiced by riding all over College Hill,” she recalls. “But I also had to tap dance, and for that I needed some extra help.”

Mrs. Mary Appleby, head of the dramatics department (and wife of Professor Ray Appleby), stepped in with dancing lessons. “On the big night, we rode that bike right into the cafegymtorium, hopped off, and sang and danced to the song, ‘On a Bicycle Made for Two.’ Whew!”



Mrs. Mary Appleby in 1956

REAL-WORLD LEARNING

On top of managing a full course schedule and busy social calendar, Lujan worked part-time for a local lawyer five days per week. “I’d walk to his office on Waterman Street after spending an hour or two in sports practice or rehearsals,” she

says, “and study after my return home. We walked almost everywhere in those days; fortunately, it was a charming, residential area.” As for her boss, she says, “he joked that he could be called the state’s only ‘chicken lawyer,’ because Victor Borge [the world-renowned pianist/comedian] was one of his clients and owned a good-sized chicken farm. Who would’ve thought?”

PUTTING COURSEWORK TO WORK

“If it weren’t for my Bryant education,” Lujan says, “I may never have had the confidence to apply for my first overseas job. But I knew that the College had given me a solid business background and other skills and would open lots of doors for me.” Indeed, just a few years after earning her Bryant degree (and teaching in the Connecticut school system for two years) Lujan was hired by the State Department, which was seeking executive secretaries willing to work at U.S. embassies abroad.

She credits the rigor of her coursework with preparing her to parlay her experience abroad into a career as a Foreign Service Officer. She spent the last 19 years of her career as a consular officer. “When I graduated I

knew how to write clearly, though many of my peers didn’t. And if you couldn’t write well, then you simply couldn’t make it as a Foreign Service Officer. Bryant gave me the skills I needed not just to get a job, but to advance as much as I wanted.”

That’s vitally important today, she says, because students never know where life will take them. “At first, I thought working abroad would make for a fun and interesting couple of years, after which I would return home, get a master’s degree, and return to teaching,” recalls Lujan, who until she was in her 20s had rarely traveled outside of her native New England. “I certainly didn’t expect it to become a 33-year career that took me all over the world, from Greece to Chile, Algeria to Haiti — where I met my husband, Jerry.”

It’s no surprise, then, that Lujan is delighted with the direction the College is taking today, particularly its commitment to global perspectives and the liberal arts. “When I was a student, it was helpful to be well-rounded,” she says. “But today, it’s more than helpful — it’s an absolute necessity.”

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SPOTLIGHT ON BRYANT: CAMPUS NEWS

THREE NEW TRUSTEES APPOINTED JAMES A. (DOLPH) NORTON

served as interim president of Bryant College during the 1995-96 academic year. He was highly regarded for his adroit leadership as he eased the Bryant community's transition between presidents William E. Trueheart and Ronald K. Machtley. Norton also maintained the College's strategic direction and initiated its new logo.



James A. Norton

Norton has also served as the interim leader of four other colleges and universities, most recently at Adelphi University in Garden City, N.Y. He took on these jobs after retiring in 1988 from the Woodrow Wilson Department of Government and Foreign Affairs, where he was professor, and from the Center for Public Service at the University of Virginia, where he served as director.

Throughout his career, Norton has worked at many institutions, including Florida State University, Western Reserve University, Case Western University, Cleveland State University, and the

University of Virginia. He has also served as president of the Greater Cleveland Associated Foundation and chancellor of the Ohio Board of Regents.

After serving in the Army Air Corps during World War II, Norton obtained his undergraduate and master's degrees from Louisiana State University. He went on to earn a second master's and a Ph.D. in government from Harvard University.

LYNN RAPOZA '99, a financial analyst with Goldman Sachs in New York City, is the College's newest Recent Alumni Trustee. The first Bryant student to enroll in the financial services program, she graduated *cum laude* with a bachelor's degree in financial services and was one of the first three students to receive a degree in that concentration.

Rapoza held summer positions at CIGNA Individual Life Insurance Co. in 1997 and at Lincoln Financial Group in 1998, where she served as an executive assistant to the vice president for client and producer services. From January 1996 until her graduation, she served as an office assistant in Faculty Suite G at Bryant.

Lynn Rapoza '99



As an undergraduate, Rapoza held leadership positions in the Student Alumni Association and Junior Achievement of Rhode Island. She also served on the Senior Class Committee and the Sexual Assault Task Force.

THOMAS TAYLOR '63, '98H is president and CEO of Amica Mutual Insurance Co., located in Lincoln, R.I. Amica, founded in 1907, employs more than 3,300 people in 41 offices around the country and serves nearly 500,000 households. Taylor has been with Amica since 1970, when he started as a claims adjuster. He worked his way up the ranks, occupying positions as assistant vice president, senior vice president and superintendent of the claims division, executive vice president, and COO. He was named to his current position in 1995.

Taylor is a member of the board of directors and executive committee of the Northern Rhode Island Chamber of Commerce, and is a director of the Rhode Island Public Expenditure Council. He served as chairman of the board for the Alliance of American



Thomas Taylor '63, '98H

Insurers from 1998 to 1999 and today holds positions on that organization's executive and finance committees. Taylor belongs to the boards of directors of the American Insurers Highway Safety Alliance and the Property Loss Research Bureau. For the American Institute for Chartered Property Casualty Underwriters/Insurance Institute of America, he serves as a trustee and a member of the executive and ethics policy committees.

In 1998, Taylor received an honorary degree from Bryant.

CMD CHANGES ITS NAME, ITS MISSION

The Center for Management Development is now known as the Bryant College Executive Development Center. The name change reflects the department's new direction and curriculum, which respond to the current needs of corporations that call for technology and financial leadership training. The Center's offerings include Microsoft and client/server technology programs, a certified financial planning program, and a certificate program for emerging leaders. For more information, call (401) 232-6200.

LITERARY MAGAZINE LAUNCHED

BLR*The Bryant Literary Review*

The Department of English and Humanities and the Student Arts Association are launching a new literary journal.

The Bryant Literary Review, a journal of poetry, fiction, creative nonfiction, art, and photography, seeks submissions for its inaugural issue, to be published in May 2000. Work may be of any style or subject matter. Deadline: January 1, 2000. Send submission with cover letter, brief bio, and SASE to:

The Bryant Literary Review
Faculty Suite F
Bryant College
Smithfield, RI 02917

DISTANCE AND TIME ZONES NOT BARRIERS TO M.B.A.

This semester, a group of 30 Bryant students began their M.B.A. program. The first day of classes was like any other: introductions, professors' expectations, syllabi review. Subsequent class sessions, however, are highly unusual: The students do not return to their classrooms, and their professors do not mark them as absent. That's because this is Bryant's first distance-learning M.B.A. program, a joint venture developed with the Naval Undersea Warfare Center (NUWC) with \$1.5 million in federal funds. The curriculum is similar to Bryant's standard M.B.A., but is tailored to meet the needs of NUWC employees.

On laptop computers, students log on to the Internet, slip on their headphones, and join synchronous (real-time) sessions to hear professors' lectures, see their notes written on a whiteboard, and ask questions via microphone. Students can access asynchronous sessions to read and respond to posted items at any time of the day or night, making it perfect for those working the second shift or in different time zones. "This is an exciting opportunity for Bryant College, and it was made possible by the creativity and dedication of our faculty," says Dayle Nattress, dean of graduate studies and professional programs. "We are the first in New England to offer a distance-learning M.B.A. program of this type, and look forward to offering similar programs in the future."

ACADEMIC CENTER FOR EXCELLENCE OPEN FOR BUSINESS

The Learning Center: Its location is the same but its name has changed, along with the thrust of its mission. Now called the Academic Center for Excellence (ACE), the resource offers a wide range of programs to help students achieve academic success. ACE personnel include professional staff, peer tutors, and a network of part-time specialists who focus on math, English as a second language, study skills, and learning disabilities.

"The name change is consistent with current trends in colleges and universities," says Earl Briden, dean of undergraduate studies. "They are redefining the purpose of their support systems to emphasize student achievement, success, and excellence, as opposed to retention."

Laurie Hazard is ACE's new director, as well as director of the Writing Center. She brings a wealth of experience to the position, including two years as director of academic support services at Becker College and six years as learning skills specialist at Boston University. Hazard holds a bachelor's degree from the University of Rhode Island and both a master's degree and a doctor of education degree from Boston University.

"Our goal at the Academic Center for Excellence is to help students earn and maintain superior grade point averages by providing programming that will enable them to become self-reliant and confident learners," says Hazard.

"We believe that any student has the ability to make the dean's list," she adds. "It takes motivation and a great deal of hard work. Motivation involves utilizing the services at ACE. The hard work is putting into practice the strategies they learn."



Laurie Hazard, director of the Academic Center for Excellence and the Writing Center

FUNNY BUSINESS



On Tuesday, November 9, comedian Mark Schiff will perform at Bryant's Janikies Auditorium. Schiff, one of Johnny Carson's favorite comedians, is a regular performer for *The Tonight Show with Jay Leno* and *The Late Show with David Letterman*. He has appeared on *Mad About You* and *Regis & Kathy Lee*, and has headlined in major casinos and clubs across the country. He supplies the voice of the little dog in *2 Stupid Dogs*, a Hanna-Barbera cartoon, and is captured in animation on Comedy Central's *Dr. Katz*.

Tickets are \$10 for general admission; \$5 for Bryant alumni, faculty, staff, and their guests; and free for Bryant students. Tickets must be purchased in advance at the Bryant Center Information Desk or by calling (401) 232-6245.

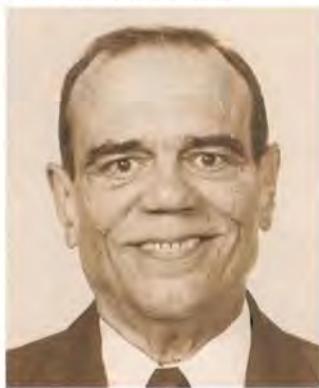
This event is sponsored by the Boston and Rhode Island Alumni Chapters.

RECENT FACULTY RESEARCH

Bryant professors have published and presented their research in a number of forums recently.

- Pedro Beade, humanities professor, presented "Closing the Ring: Providence Place and the Completion of Rhode Island's Capital Center Project," at the annual meeting of the American Culture Association, held in March in San Diego, California.
- The *Journal of Marketing Management* has accepted a paper written by marketing professors Frank Bingham, Keith Murray, and Elaine Notarantonio; its title is "The Effect of Price in the College Selection Process."
- Professor Joseph Bonnici of the marketing department

Pedro Beade, humanities



Terri Hasseler, English

co-authored an article about nutrition labels for a recent issue of the *Journal of the Association of Marketing Educators*.

- English professor Terri Hasseler spoke on the panel, "What does race mean now?" at the Southern New England Con-

Kevin Pearce, communication



Douglas Levin, science

sortium on Race and Ethnicity at Rhode Island College in March. In April, she was program chair for the Northeast Victorian Studies Association Conference, "Victorian Memory," held at Yale University.

- The Riverlinks Project, directed by science professor Douglas Levin, was recently selected by the U.S. Department of Labor as one of 17 exemplary 1998 summer youth programs.
- Psychology professor Janet Morahan-Martin presented "Loneliness and Pathological Internet Use: Exploratory Explanations" in April at the Eastern Psychological Association Meeting in Providence.
- Kevin Pearce, communication professor, co-authored an article entitled "Internet and



Hong Yang, science and technology

Face-to-Face Communication: Not Functional Alternatives," which was published in *Communication Quarterly*, Summer 1998.

- Professor Hong Yang of the science and technology department presented "Ancient and modern macromolecules: actualism in paleontological research at the molecular level" at the 34th Annual Meeting of the Northeastern Section of the Geological Society of America, which was held recently in Providence. At the Fifth Annual Conference of Rhode Island Natural History Survey, Yang also presented a paper with fellow science professor Gaytha Langlois entitled "Acting Locally but Thinking Globally: Research and Educational Programs that Link Rhode Island to the World."

CLASS NOTES

1956

SOLOMON A. SOLOMON '64 of East Providence, R.I., chairman of the business department at the Community College of Rhode Island, was named Bryant College's General Chair for Reunion 2000.

1965

JOHN A. LEMME of West Warwick, R.I., a managing partner of BlueChip Financial Advisors, LLP, in East Providence, R.I., launched a program designed for CPAs who want to add investment management to their practice.

BRUCE A. WILSON of Farmington, Conn., was named president of BankBoston's West Region, which includes Connecticut and the Pioneer Valley in western Massachusetts. Bruce is a member of the board of directors and executive committee of the Metro Hartford Chamber of Commerce, a director of the Greater Hartford Arts Council, a member of the UConn Children's Cancer Fund Advisory Board, and a member of the executive committee and co-chair of the legislative committee of the Connecticut Bankers' Association.

1970

JAMES M. VESEY of Coventry, R.I., was appointed senior vice president of commercial lending with The Washington Trust Company in Westerly, R.I.

1971

ALANE (CIAMPANELLI) FREZZA of Smithfield, R.I., was named vice president/business banker for Citizens Bank in Providence, R.I.

1972

JAMES F. BYRNES of San Jose, Calif., is vice president/controller for KBM Electronics, Inc., in San Jose.

RICHARD A. KAPLAN of Gaithersburg, Md., was promoted to director, audits of Federal Aviation Administration Automation and Infrastructure Programs for the U.S. Department of Transportation's Inspector General in Washington, D.C.

1975

ROBERT A. DICAPRIO of Cumberland, R.I., a PPA-certified photographer with Images by Bob DiCaprio in Woonsocket, R.I., photographed General Colin Powell, keynote speaker at the annual Business Expo in Providence, R.I.

1978

SHERYL (HEER) TREANOR of Chester, N.Y., is lead business analyst for United Parcel Service in Paramus, N.J.

1979

DEBRA BRUNNER of Chesterfield, Mo., is a regional marketing manager at Missouri Employers Mutual Insurance Co. in Columbia, Mo.

SCOTT E. HERMES of San Diego, Calif., was promoted to vice president of sales and marketing at Sunstone Hotels in San Clemente, Calif. Scott was selected Supplier of the Year by Meeting Professionals International, which is the world's largest organization of meeting professionals.

1981

ANTHONY P. RICHARDS of Newton Centre, Mass., was promoted to managing director at Lehman Brothers, Inc., in Boston, Mass.

1983



GREGORY CABRAL '89MST of Fall River, Mass., was named a partner at Syner;

Cavallaro & Co., Inc., in Cranston, R.I. Greg is a member of the American Institute of Certified Public Accountants and the Rhode Island Society of CPAs.

DONALD R. QUATTRUCCI of Franklin, Mass., was promoted to vice president, senior portfolio officer with Mellon Private Asset Management in Boston.



ROGER D. STEBENNE MBA of North Attleboro, Mass., was named vice

president of operations for The Mason Box Company in North Attleboro.

WILLIAM H. WEEDON JR. MBA of West Warwick, R.I., was appointed product line manager for specialty metals and chemicals at Arconium in Providence, R.I.

1984

FRANK E. RAPOZA MBA of Seekonk, Mass., was promoted to vice president for product development and worldwide sourcing for the Monet Group, Inc., in East Providence, R.I.

1985

ALBERT J. ADAMO JR. of Westerly, R.I., was promoted to assistant controller at The Washington Trust Company, in Westerly.

ROBERT M. BİBEAULT



of North Attleboro, Mass., was elected a shareholder of the firm of Walter & Shuffain, P.C.

CPAs in Norwood, Mass. Bob is a member of the MSCPA, American Institute of Certified Public Accountants, and Neponset Valley Chamber of Commerce. He is also active with the North Attleboro Little League.

THOMAS P. GALULLO of Indianapolis, Ind., a certified public accountant with The Financial Resource Group of Indiana in Indianapolis, received the Certified Financial Planner license in March 1999.

JOHN F. LYNCH MBA of Atlanta, Ga., was named vice president of purchasing for Homestead Village, Inc., in Atlanta, which is one of the leading owners and developers of extended-stay lodging in the United States.

1986

JAMES J. ARNOLD of Hamilton, Bermuda, is president of Arnold's Tile, Ltd., in Hamilton.

DAWN (LEONARD) PENSAK of East Walpole, Mass., is a sterling educational consultant with Discovery Toys.

1987

PETER E. CLARK JR. of New York, N.Y., was named a partner at KPMG LLP in New York, and will be working with international banks that have operations in New York.

JANE (GESNER)



LABOULIERE of North Dighton, Mass., was promoted to vice president/corporate trust for

Citizens Bank in Providence, R.I. Jane is active with Junior Achievement of Rhode Island, the Institute of Certified Bankers, and the American Bankers Association.

DIANE (GAGNON) McGWIN



MBA of North Attleboro, Mass., was named vice president at BankBoston in

Attleboro, Mass. Diane will be responsible for developing new business, serving existing BankBoston customers, and playing a leadership role in the bank's community outreach initiatives.

DEBORAH (PAOLINO)

PANNULLO MBA of North Scituate, R.I., president of Pannullo & Associates — a training consultant firm for quality production and operations management — and vice president of Polytop Corporation, Inc., in Slatersville, R.I., was elected treasurer of the 1999–2001 board of directors for the inaugural law alumni association at Roger Williams University Ralph R. Papatto School of Law in Bristol, R.I.

THOMAS G. RECK of

Harwinton, Conn., was elected to a second term as treasurer of the executive board of Connecticut Canine Search and Rescue in West Hartford, Conn.

BRADLEY P. VAN ANTWERP

'93MBA of Cranston, R.I., was promoted to regional director for corporate accounts with Bell Atlantic Mobile in Wallingford, Conn.

1988

LINDA A. BURNETT of Gracie, N.Y., director of association information services at The College Board in New York, N.Y., passed the Certified Association Executive Examination from the American Society of Association Executives, certifying professional excellence in association management.

DONNA (TURCOTTE)

CACCIA '96MST of Providence, R.I., was named a manager at Cayer Prescott Clune & Chatellier, LLP, in Providence.

DARREN J. LACROIX of



Auburn, Mass., produced and appeared in a video to help those touched by cancer.

Darren won second place for the documentary, called *Living and Laughing with Cancer — A Comedian's Journey*, at the Worldfest Houston Film Festival.

MICHAEL R. MULVEY of Bristol, R.I., was named director for Internet operations at Restrac, Inc., in Lexington, Mass.

RICHARD J. PETRUCCI JR. of North Providence, R.I., is an estate and business planning attorney for Allmerica Financial in Worcester, Mass.

AMY (McFARLAND)



ROLLINS of Lincolnville, Maine, was named marketing coordinator for The First National Bank of Damariscotta in Rockport, Maine.

THOMAS A. STEPHENSON of West Collingswood, N.J., opened Stephenson Insurance Agency in Philadelphia, Pa. The agency is equipped to handle all types of insurance for property/casualty, life, annuities, and long-term care. All products are under the Allstate umbrella.

DIANE (KELLEY) WILBUR of North Smithfield, R.I., is a partner at BlueChip Financial Advisors, LLP, a registered investment advisory firm in East Providence, R.I.

1989

SUSAN C. HAGER of Albany, N.Y., was named national training coordinator at Inverness Inc., in Fairlawn, N.J.

JEFFREY P. LEVINE of Rocky Hill, Conn., was promoted to assistant director of CIGNA Investment Inc., in Hartford, Conn.

HEIDI (ALDERS) SMITH of Montgomery, N.Y., is the controller for Henry C. Alders Wholesale Florist, Inc., in Campbell Hall, N.Y.

BRENDA L. WHORF of



Warwick, R.I., was promoted to assistant vice president/branch manager at

Citizens Bank in Bristol, R.I. Brenda is active with the East Bay Coalition for the Homeless, the Bristol Rotary, and the East Bay Chamber of Commerce.

1990

CHRISTINE KENT-SHARMA of Princeton, N.J., is a senior financial analyst with Asset Management Technology at Merrill Lynch in Plainsboro, N.J.

KRISTEN (QUARATELLA) MANSFIELD of Westerly, R.I., is an associate with the law firm of Rotella and Fabricant in New London, Conn.

CLAUDIA (LAFAZIA) MONTAQUILA '96MBA of Johnston, R.I., was named controller at Bego USA in Smithfield, R.I.

JOHN J. RODGERS of Oklahoma City, Okla., opened Rodgers Law Firm, LLC, in Oklahoma City.

BRIAN C. SPANO of Marshfield, Mass., is an architect for document management solutions with Fidelity Investments in Boston, Mass.

BRIAN J. SULLIVAN of Mansfield, Mass., is a senior software engineer with United Health Group in Hartford, Conn.

1991

ANTHONY CARNEMOLLA of Nesconset, N.Y., was named regional sales manager for STERIS Corporation, headquartered in Mentor, Ohio.

PATTI J. DEVINE of New York, N.Y., was named marketing manager at *TIME Magazine* in New York.

AMY (TUCKER) HICKS of Cumberland, R.I., an assistant actuary at AIPSO in Johnston, R.I., was named an associate of the Casualty Actuarial Society in Arlington, Va.

ROBERT R. KWASNICKI of Teaneck, N.J., was promoted to senior consultant at Epicor Software Corporation in Parsippany, N.J.

DENISE E. LEDDY of Charlotte, N.C., a certified financial planner with American Express Financial Advisors, Inc., in Charlotte, received the American Express Financial Advisors Mercury Award for business production.

1992

SEAN M. FUREY of South Riding, Va., received a master of science degree in technology management from George Mason University and is a principal with American Management Systems in Fairfax, Va.

AMY B. LETOURNEAU of Westwood, Mass., received a juris doctor degree *magna cum laude* from New England School of Law in Boston. At commencement, she also received a West Group Outstanding Scholastic Achievement Award.

1993

MICHAEL E. ANDERSON of Cranston, R.I., is a desktop engineer with Alltel Information Services at Citizens Bank Data Center in Riverside, R.I.

BRANDON R. JOHNSON of South Boston, Mass., is a recruiter in finance and accounting with ROMAC International in Boston.

LARS E. PLUSS of Charlestown, Mass., is a financial data analyst for Interactive Data Corp. in Bedford, Mass. Lars received a master of business administration degree from Northeastern University in Boston in June 1999.

1994

DANIEL P. DRISCOLL of Brighton, Mass., was promoted to regional vice president at Boston Capital in Boston, Mass.

MARK K. DUDEK of Alexandria, Va., is a senior analyst at Techmatics/Anteon in Arlington, Va.

DONNA-LEE (BRUM) LEHANE of Charlestown, Mass., was promoted to assistant vice president at AEW Capital Management, L.P., in Boston.

JENNIE (RICE) LUCCL of Hoboken, N.J., was named senior associate for national human resources at Ernst & Young in New York, N.Y.

STACEY L. PARRON of Hoboken, N.J., was promoted to associate manager, MIS, at the Prudential Insurance Company of America in Newark, N.J.

BRIAN M. SINKIEWICZ of Woburn, Mass., was named contract administrator at Textron Systems Corporation in Wilmington, Mass.

1995

W. DUSTIN GOLDSTEIN of Jersey City, N.J., was awarded the certified cash manager designation from the Treasury Management Association. Dustin was named senior sales manager, payments and cash management for HSBC Bank Plc and will reside in Madrid, Spain, for two years.

1996

CHRISTIAN J. GADEN of Newton, Mass., is a consultant for Decision Support Technology, Inc., in Wellesley, Mass.

TIMOTHY L. HAWKES of Brighton, Mass., is a business analyst for Global Knowledge Exchange at KPMG in Boston, Mass.

DOUGLAS K. LEBLANC of Manchester, Conn., was promoted to district manager of the Hartford, Conn., district for H&R Block in South Windsor, Conn.

BRETT E. SANDMAN of Athens, Ga., is assigned to the USS *Kitty Hawk*, one of the U.S. Navy's aircraft carriers, and will serve in Japan for three years.

TRACEY YOUNG of Bristol, Conn., received a juris doctor degree *magna cum laude* from New England School of Law in Boston and is an associate with Reid and Riege, P.C., in Hartford, Conn.

1998

JOSEPH A. FANNING of East Greenwich, R.I., is a staff accountant with Ernst & Young, LLP, in Providence, R.I.

DONNA M. PIETRYSKI of Smithfield, R.I., passed the Certified Public Accountant exam and is an accountant with Messina, Upright & Company in Cranston, R.I.

YOLANDA L. SORELL of Mallorca, Spain, was promoted to staff II auditor at KPMG Auditors in Palma de Mallorca, Spain.

VOLUNTEER TODAY!



This fall, 650 freshmen and 115 transfers started their journeys toward becoming distinguished Bryant alumni. Talented new students from across the country and around the globe chose Bryant because of our reputation for academic excellence and real-world preparation. We're looking for more.

Alumni are critical components of successful student recruitment programs. As a testament to the quality of a Bryant education, you lend credibility to the praise we've earned. By speaking at an open house, visiting a nearby high school, calling a scholarship recipient, or recommending an applicant, you spread the word about Bryant in ways our staff cannot.

New students will appreciate the opportunity to repeat your success by starting their futures at Bryant. And when you help bring in gifted students each fall, the value of your degree increases. So volunteer with the Office of Admission today. Contact Michelle Pelosi (Barbato) '95, Assistant Director for Volunteers and Events, at **(800)622-7001** or **mpelosi@bryant.edu**.

Share your success with a new generation.

IN MEMORIAM

EMMA (NARDOLILLO) GEREMIA '19
July 23, 1999

ALMIRA (BLISS) MONROE '20
February 25, 1999

THOMAS F. SOULE '27
April 4, 1999

CLAIRE (BOURGET) DUFFY '30
March 25, 1999

GABRIEL L. BOUCHER '31
May 17, 1999

JEANETTE (SALZANO) JAGOLINZER '31
April 29, 1999

MARGARET A. SULLIVAN '31
July 29, 1999

FREDERICK W. DELANEY '32
October 17, 1998

HELEN (LAVELLE) HOWARTH '32
May 4, 1999

JOSEPH F. SCOWCROFT '32
June 18, 1999

MARY (MORGERA) NAPOLITANO '33
April 2, 1999

ALFRED M. CATELLE '34
February 10, 1999

VERNON R. DAVIS '34
June 30, 1999

S. BERTRAM TABOR '34
March 26, 1999

ELYCE (KRAUSS) LAAKSO '35
February 9, 1999

RUTH (COGSWELL) BROWN '36
July 25, 1999

JEANNETTE (DUGAS) CUMMINGS '37
June 21, 1999

ERNEST J. JOHNSON '38
May 6, 1999

CARL F. MCKITTRICK '38
July 9, 1999

ELEANOR (NICKERSON) ROY '38
June 19, 1997

HENRY J. JASIEWICKI '39
May 7, 1999

WILLIAM H. LALLY '39
January 20, 1999

ALMA ACHIN '40
April 12, 1999

ROBERT N. FOWLER '40
April 3, 1999

ARTHUR J. MENARD JR. '40
July 4, 1998

SYLVIA (CROSS) O'HAVER '40
February 16, 1999

BARBARA (MURPHY) BAKER '42
January 23, 1999

BERTIL A. JOHNSON '42
March 26, 1999

EVALD H. NILSSON '42
March 14, 1999

GEORGE E. RYAN '42
February 26, 1999

WILLIAM J. SHEEHAN '42
August 4, 1999

GERMAINE (MARTIN) LETENDRE '44
May 27, 1999

ELVERA (HULTENIUS) UPDEGROVE '45
February 2, 1999

GLORIA (GOODLOFF) COLWELL '46
March 1, 1999

MARIE (CLEGG) MCGRADY '46
April 1, 1999

JAMES P. PESTANA SR. '47
February 13, 1999

RUTH (HALL) AUDET '48
April 13, 1999

WILLIAM J. MOLLOY '48
February 19, 1999

FRANCIS C. CARTER '49
June 12, 1999

JANICE (LANTZ) COFFEEN '49
May 7, 1999

ORY A. COSTA '49
February 6, 1999

JOHN F. LONG '49
May 20, 1999

EDWARDS S. MACHADO '49
March 14, 1999

LEONA E. MARTEL '49
March 12, 1999

MAURICE G. MONGEAU '49, '74MBA
July 12, 1999

THOMAS P. REGAN '49
June 9, 1999

MAURICE A. TETU '49
January 18, 1999

NORMAN A. BELMORE '50
June 29, 1999

RALPH M. CAGLE '50
March 25, 1999

JOAN (MORGAN) GHIO '50
June 7, 1999

JOSEPH A. MEEGAN '50
February 5, 1999

IN MEMORIAM

ROBERT C. MEYER '50
January 25, 1999

JOSEPH L. CAREI '58
May 28, 1999

WAYNE M. STETSON '73MBA
March 17, 1999

RUTH (LONDON) RONN '50
May 17, 1999

AUGUSTINO V. GIUFFRE '61
June 22, 1999

STEVEN N. GRAY '76
June 6, 1999

JOHN J. SULLIVAN '50
February 20, 1999

MITCHELL A. TATRO JR. '62
March 26, 1999

DENNIS E. HEALY '78
February 23, 1999

FRANCIS P. TORCHIA '50
July 26, 1999

KATHLEEN (O'HARA) HUNT '63
April 1999

ERNEST R. DIROCCO '79, '88
February 23, 1999

DANIEL J. VASSETT '50
June 18, 1998

GERALD S. MALDAVIR '63
January 7, 1999

PATRICIA (LEMOI) HAGAN '79
April 9, 1999

DOROTHY (FORSELL) HORNBY '51
March 31, 1999

ROBERT E. SMITH '63
March 15, 1999

NANCY (HART) JACKOWSKI '79
July 3, 1999

RONALD F. SCHUMACHER '52
January 13, 1999

HARVEY J. ORLECK '64
April 5, 1999

ROBIN E. LYON '79
February 22, 1999

JOHN W. STETSON '52
June 6, 1999

DAVID W. VALENTINE '69
June 25, 1999

DAVID A. KENNEDY '84
February 17, 1999

ANNE L. MOORE '54
March 6, 1999

STEPHEN D. WILLIAMS '69
July 12, 1999

GARY S. WAX '84
April 7, 1999

MICHAEL ZITO '56
February 13, 1999

GEORGE C. CRAIG JR. '70, '73MBA
March 15, 1999

STEVEN A. HOOK '86
March 1, 1999

ROSE (SMILE) LARISA '57
March 18, 1999

BARBARA (NILES) NONNEMACHER '70
September 23, 1998

ALICE (SMART) PILLSBURY '92
February 20, 1999

EDWARD A. DICKERMAN '72
October 8, 1998





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