



Bryant BUSINESS

A RESOURCE FOR THE BRYANT COLLEGE COMMUNITY

FALL 2000

RACING TO
THE HEAD
OF THE LINE
ELEMENTS OF
ORGANIZATIONAL
LEADERSHIP

RACING TO THE
HEAD OF THE LINE

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On the cover:

Whether large companies or small dot-coms, leading organizations do much more than stay afloat — they set themselves apart from their peers. In this issue, *Bryant Business* explores the qualities that make good organizations great.

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PRESIDENT'S MESSAGE

Great organizations — those that become leaders in their fields of endeavor — come in many shapes and sizes. Each one is unique and responsive to the conditions or environment in which it operates. But all share a set of key characteristics:

- A strong sense of *purpose*, a vision of the distinct culture and values of the organization, and of the greatness it can achieve
- *People* who are passionate about and committed to that vision
- A willingness — and the resources — to *empower* people to reach and exceed the institutional vision.

Taken together, these characteristics allow for a culture of excellence, an organization that can adapt to meet the changing needs of the people it serves while at the same time remaining true to its fundamental character.

In higher education, we are only beginning to address core changes in our marketplace. Leaders in the field must understand and respond to the challenges presented by increasing concerns about the rising costs of an outstanding education, diversity, an ever-growing pragmatism and consumer orientation on the part of students, the implications of a technological information age, and other factors that are still only specks on the horizon.

A catch phrase at Fidelity's new technology division is "learn to fail fast" — a philosophy that requires the ability to look into a dozen ideas quickly, winnowing out the winners before technology shifts and discarding the ideas or projects that are too costly or impractical to bring to market. At Bryant, we have worked hard to configure the College to respond rapidly to the market challenges we face — without ever losing sight of the academic culture and core that we must honor and protect.

Our purpose has never been more clear: to provide the best possible education to each individual student, preparing each for business and for life, and by so doing remain a leader in education in our region and the world. Our strategic plan has provided the framework for achieving this, and our success in enrollment, advancement, and innovation attests to the soundness of our plan.

Our people are simply the best, starting with the exceptional cadre of Vice Presidents (for

Academic Affairs, Business Affairs, Institutional Advancement, and Student Affairs) who have formed a powerful leadership team, and extending through the faculty, staff, and students who make up Bryant today. The Bryant Board of Trustees, with whom I am privileged to work closely, counts among its number some of the finest business minds, civic leaders, and committed volunteers in the nation. They have challenged and supported Bryant and me to ensure that we continue to grow as an institution.

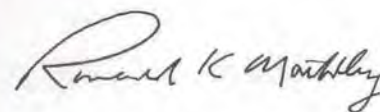
Our ability to empower these people has never been better, thanks in great part to generous alumni and other friends who have seen fit to invest in the College to ensure excellence for current and future students. Membership in the President's Leadership Council — and the cumulative impact of gift commitments — has grown every year. Our graduating classes now understand the role that philanthropy plays in the vitality of the College and signal that understanding by their exceptionally high level of giving. Bryant has benefited immensely from the involvement of a number of alumni and friends who realize what an exciting time this is for the College, and whose generosity is unprecedented in our history.

As a recent editorial in *The Providence Journal* began, "Something wonderful — for our whole region — is happening at Bryant College." With what it termed the Bryant "renaissance," the editorial emphasized that "Bryant is one of the institutions that bodes well for Rhode Island's future" and described the College as "an important part of the region's intellectual infrastructure" and "a generator of jobs."

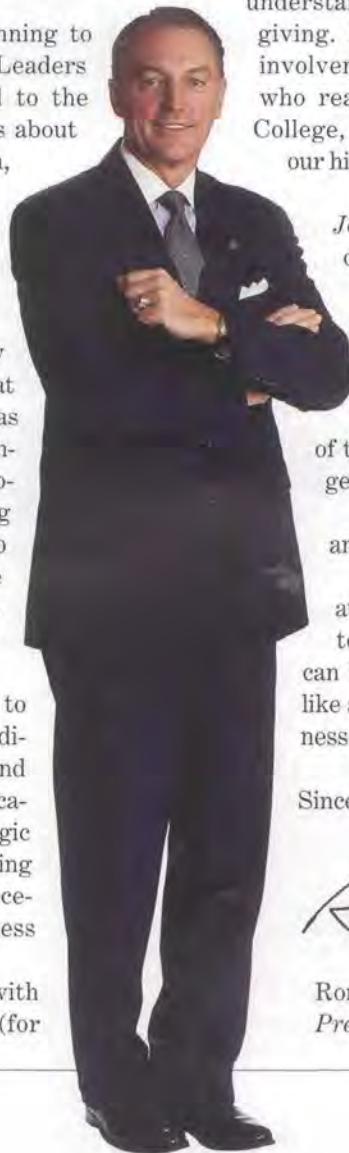
We couldn't ask for a more enthusiastic — and accurate — assessment.

As we look in this issue of *Bryant Business* at how organizations become leaders, we do well to recognize the many areas in which Bryant can be proud of its own leadership position. And like all leaders, we will continue to strive for greatness and excellence in education.

Sincerely,



Ronald K. Machtley
President



RACING TO THE H

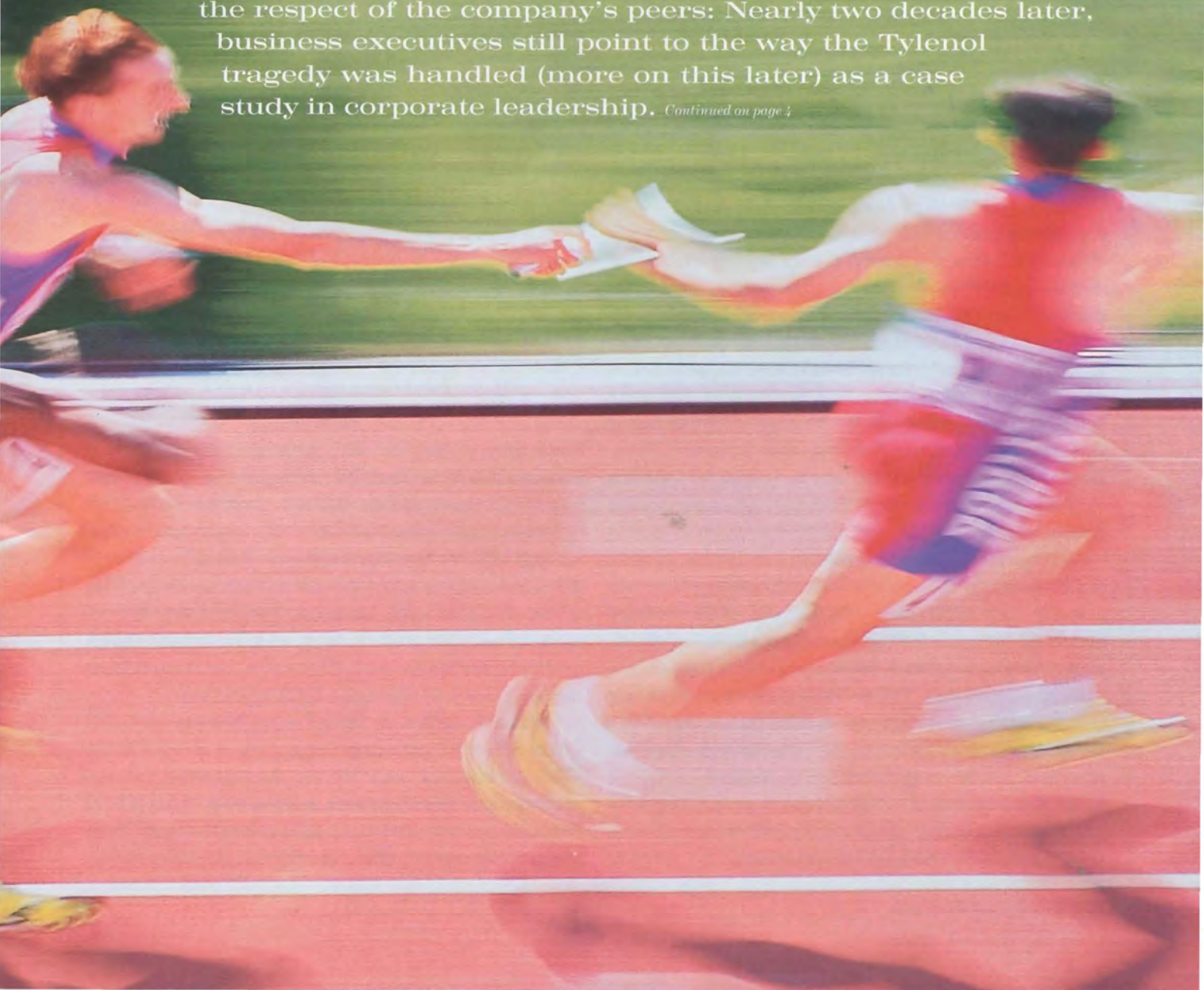
FIVE ELEMENTS OF ORGA



HEAD OF THE LINE

ORGANIZATIONAL LEADERSHIP

In 1982, Johnson & Johnson was stunned by a crisis without precedent in the history of consumer products marketing when five people in Illinois died after taking Tylenol capsules laced with cyanide. While many analysts predicted at the time that the nation's number one painkiller would never recover from the blow, the Tylenol brand regained more than 90 percent of its market share within five months and today is stronger than ever. The loyalty of Johnson & Johnson's customers is perhaps even exceeded by the respect of the company's peers: Nearly two decades later, business executives still point to the way the Tylenol tragedy was handled (more on this later) as a case study in corporate leadership. *Continued on page 4*



What makes a company a leader? Why are some companies not only profitable but also admired by their customers, their employees, their communities, and their competitors? To find out, *Bryant Business* reviewed magazine articles, surfed the Internet, and interviewed a wide cross section of successful business leaders. While the answers included here aren't necessarily surprising, they serve as important reminders that the bottom line is neither everything nor the only thing. At the same time, they illustrate that the investments companies make in their products, their employees, their communities, and their principles often yield the kinds of results shareholders care most about: It is probably no coincidence that, on average, the value of shares of the 58 publicly traded companies on *Fortune* magazine's list of "100 best companies to work for" rose 37 percent (annualized over the past three years), compared with 25 percent among those of the S&P 500 overall.

Of course, industry leaders accrue advantages that go beyond strong earnings. "Leadership gives companies the opportunity to impact society by setting an example in terms of values, of fairness," says Bill O'Hara, president of Bryant College from 1976 to 1989 and founder of the Institute for Family Enterprise. "It's much easier to introduce new products and services when your name is well known," adds Kristian Moor '81, who serves as executive vice president of American International Group, the world's largest property casualty insurance company. With additional opportunities, however, come additional burdens. "Strategies for staying number one are much harder than strategies for knocking number one down," says Moor. "You have to constantly make yourself obsolete."

Marissa Crean '81, vice president and director of audit and risk review for the \$10 billion Traveler's Property Casualty Corp., a subsidiary of Citigroup, agrees. Industry leadership "gives us the opportunity to attract top quality personnel, which enables us to create premium products and increase our revenues. This provides us the flexibility to try new things to grow, which translates into more opportunities for employees. It also gives us the opportunity to effect real change: Citigroup led the initiative to overhaul our archaic financial services laws — something Congress had been working on for several years," she says. "Then again, there's an old saying that pioneers get all the arrows."



A few arrows are a small price to pay for a sterling reputation. Herewith, five ways in which companies can — and should — be leaders.

BUILD A BETTER MOUSETRAP

Value has its place — a very prominent place, if Dayton Hudson's change in corporate name to Target is any indication — but the companies that set the standards in their industries remain those that deliver the highest-quality products and services. "Quality is critical in the business I'm in," says Thomas Marotta '67, CEO of Marotta Scientific Controls, a Montville, N.J.-based designer and manufacturer of aerospace valves. "Our products must work under very difficult conditions, and they're very difficult to repair in the field. So they can't leak, they can't fail — for at least 10 years."

With \$25 million in annual sales, Marotta Scientific Controls is the fourth-largest company of its kind in the United States, and while it's not the biggest, it has won several major quality awards, including one from NASA. (Marotta products have been used throughout the course of the U.S. space program, and the company is currently



“Strategies for staying number one are much harder than strategies for knocking number one down.”

working on the international space station.) Quality is achieved, Marotta says, by “building in a margin of error that exceeds official specifications,” which in turn is achieved through extraordinary investments in precision equipment and a pristine environment. “Ours is a very capital-intensive business,” says Marotta. “Quality is expensive, but there’s no other way. We’re dealing with astronaut safety and national defense.”

3M Dental Products cites an emphasis on quality customer service as well as on quality products as the cornerstone of the strategy that led to its Malcolm Baldrige National Quality Award, named in honor of the man who served as U.S. Secretary of Commerce from 1981 to 1987. 3M company policy requires that all product quality issues be addressed without question and that products be replaced immediately.

SPOIL THE EMPLOYEE AND ENJOY THE SPOILS

In today’s tight labor market, newspapers abound with stories about the extraordinary lengths to which employers will go to attract and keep workers. Nap rooms, dog-walking

services, and benefits for same-sex partners are only the latest developments in a trend that includes flexible work schedules and increasingly generous compensation packages. While there’s more than anecdotal evidence that such seeming extravagances make good business sense, some companies are bolder than others in introducing new perks and incentives. These are the companies that catch the attention of prospective employees — and set the bar for the competition.

Take Computer Associates International, Inc., headquartered in Islandia, N.Y. The third-largest independent software company in the world, Computer Associates (CA) has been recognized as a “best place to work” by both *Fortune* and *Computer World* magazines — the latter for five consecutive years. “CA started providing on-site day care at our larger installations in 1992 — way ahead of the curve — and we’ve had on-site gyms for even longer than that,” says J. P. Corriveau ’84, the company’s senior vice president of worldwide business alliances.

Computer Associates is also a leader in providing training that helps employees reinvent themselves, Corriveau points out. “The PC era has given way to the Web era, and we’re helping 20,000 employees change to a whole new paradigm.” CA is doing so through a comprehensive continuing education program that includes courses taught on site by university

professors, as well as professional seminars, distance learning opportunities, and reimbursement for college courses — a full 100 percent for employees who earn at least a B plus.

Investing in education is a strategy that has helped make DeLoitte & Touche the only professional services firm that *Fortune* recently named a “best company to work for” for the third consecutive year. As the company’s CEO, Jim Copeland, has written, “employers of choice attract and retain the best people by providing opportunities for continuous learning.” *Retaining* is key: The U.S. Department of Labor Statistics estimates that the average cost of employee turnover is equal to one third of his or her annual salary.

Increased profit sharing and employee stock ownership are other, related ways more and more companies are pampering their employees. “Citigroup uses stock-based programs to foster a sense of ownership among employees and to reward extraordinary performance with extraordinary bonuses,” says Travelers’ Crean. Marotta Scientific Controls divides profits among all its employees, starting with the hourly workers and then moving up through the ranks. “I’m last,” says Thomas Marotta. “That’s how I get buy-in from my people.” And 40 percent of Alga Plastics — a Cranston, R.I.-based manufacturer of thermoformed plastic protective packaging for the medical and electronics industries — is owned by its employees, “and they haven’t paid a penny for it,” says Greg Parkos ’50, retired president of Whittaker Corporation who now serves as Alga’s chairman. “Shares are given to them as an employee benefit, and the company buys them back at market value when they retire.”

DO WELL BY DOING GOOD



That companies have an obligation to “give back” to the communities where they’ve been successful is no longer a progressive idea. While most companies talk the talk, and many walk the walk, a select few walk it faster and longer than their peers. “That’s the mark of a leader company,” says Jack Keigwin, Bryant’s executive in residence and owner of a Rhode Island real estate and construction business. “They look beyond the bounds of the organization’s business focus and recognize that it works within a larger setting.”

That companies have an obligation to “give back” to the communities where they’ve been successful is no longer a progressive idea.

Citizens Financial Group, a \$30 billion financial services company headquartered in Providence, is a good example. All four of its state banks received “outstanding” Community Reinvestment Act ratings from the Federal Deposit Insurance Corporation in 1999 — making Citizens the only multi-state holding company in New England to receive the highest CRA rating in all of its subsidiary banks.

Among Citizens’ initiatives is a program with the U.S. Small Business Administration. The program provides technical support and financing for minority building contractors to help them compete for important contracts. “We targeted the construction industry because it has the potential to create well-paying jobs for minority entrepreneurs,” explains Judith Cadigan-Parisi ’78 MBA, a vice president at Citizens. “We believe we can have a positive impact on our community by acting as a conduit for technical assistance as well as financing.” Another program, the Citizenship Collaborative, is a partnership between Citizens and not-for-profit organizations such as the International Institute, Genesis Center, Progreso Latino, and others; it provides immigrants and refugees with citizenship training and helps them become self-reliant in their new country.



Citizens is also a leader in the way it encourages volunteerism among its employees: In 1994, it launched a community service sabbatical program, paying employees their full salaries for three months while they work for not-for-profit organizations such as homeless shelters and women's resource centers. Employees at any level — tellers, branch managers, and up — can participate in the program. So far, the highest-ranking participants have been vice presidents.

Cadigan-Parisi attributes Citizens' community leadership to a tradition that extends back decades and has always been one of the organization's core values. Larry Fish, the current CEO, has continued this support. "Prior to joining Citizens in the early '90s, Larry took some time to work at a social service agency to reenergize himself. His perspective, vision, and commitment to community permeate the whole organization."

Corriveau similarly credits his company's CEO, Charles Wang, with creating a culture of service at Computer Associates. In addition to matching employees' charitable contributions on a two-to-one basis, Computer Associates has invested heavily in a program that repairs cleft palates in Asia, where children with disfigured faces are commonly shunned, and another that helps reunite North and South Korean families separated since the war in the 1950s. At the

same time, CA continues to lead its industry in such key measures as revenue and profitability per employee. "Computer Associates is publicly held," says Corriveau, "but Charles Wang has done an excellent job of demonstrating that altruism is not incompatible with profits."

MAKE SOMETHING NEW UNDER THE SUN

Introducing a new product or service is never a sure thing. After all, for every Big Mac there are at least ten McLeans. But there's no question that being the first out of the gate can be a good way to impress the public and even potentially shape an industry.

Easier said than done. "You have to keep your eyes and ears constantly on what's happening around you," says American International Group's Kristian Moor. "Every time a law related to our industry comes up for a vote, we anticipate both outcomes and prepare both policy A *and* policy B. Then no matter which way the vote goes, we're ready to move forward with a product and everybody else plays catch up. It's expensive, but we're in the business of risk. As our ads say, 'The greatest risk is not taking one.'"

NOT-FOR-PROFITS:
THOSE WHO LEAD THE
LEADING INSTITUTIONS

Thousands of published pages have been devoted to the leadership styles of the men and women at the helm of America's leading companies. But, as a pair of Bryant scholars recently noted, virtually no researchers have studied the leaders of the not-for-profit sector.

That's about to change. **V.K. Unni**, Bryant's vice president for academic affairs, and **Roger Anderson**, professor of management, are collaborating to rectify that omission with research of their own. Why? "We need to fill this gap in our knowledge. We cannot simply assume that a single set of leadership qualities and strategies is effective in every sector," notes Unni. After all, "the primary institutional motivations of places



V.K. Unni

like Bryant — and other schools, and churches, and social service agencies — are fundamentally different from those found in corporate America. We're not in business simply to make money."

The two men are focusing on issues close to home, so to speak. "We'll be studying higher education institutions because that hasn't been done — and because that's what we understand best, both from personal experience and from previous research," says Anderson. The pair will identify those schools commonly considered leaders due to their positions in published rankings, then evaluate trends among their presidents and top administrative teams in terms of age, gender, experience, and other qualities.

Roger Anderson

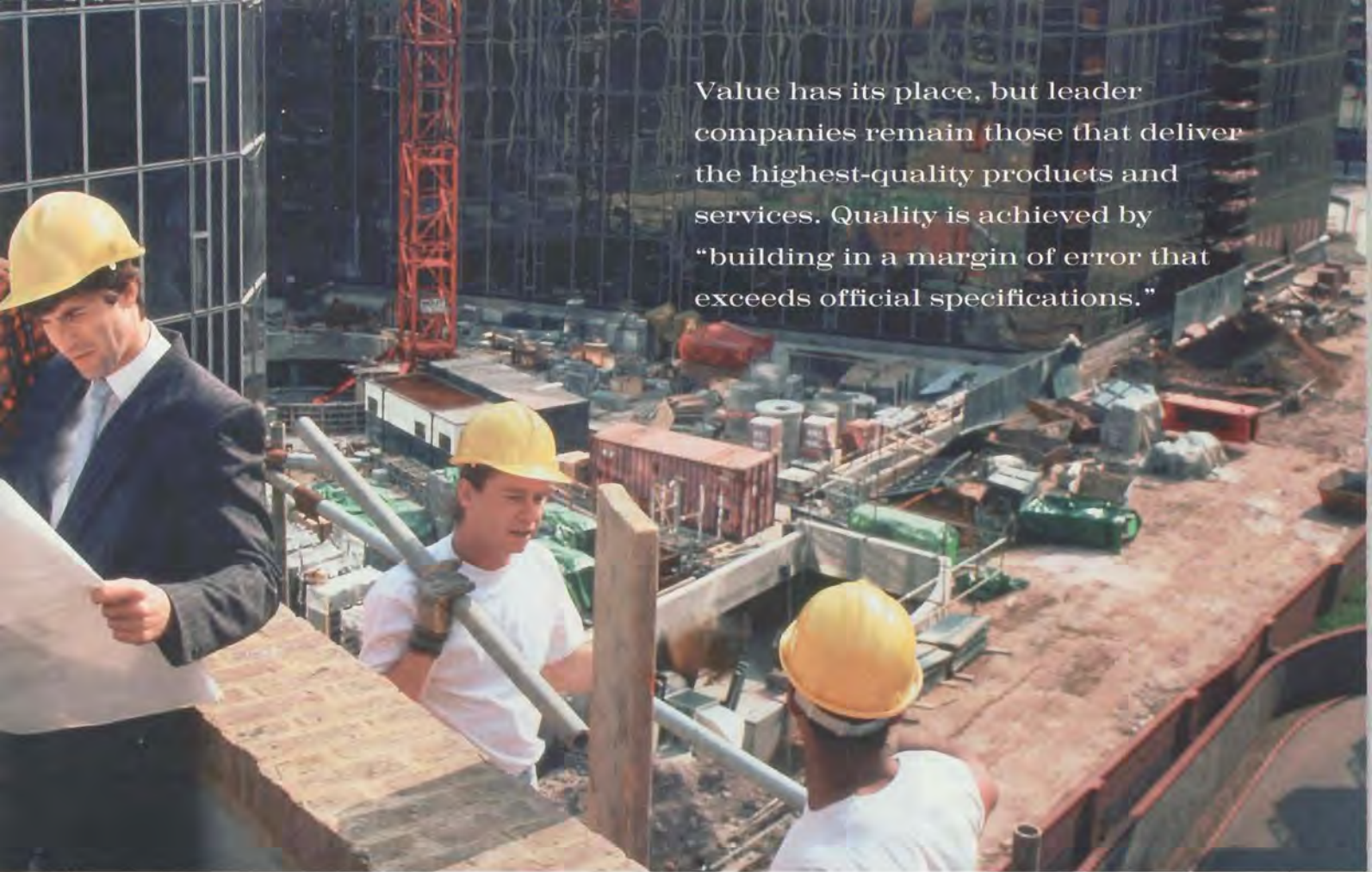


Innovation can also bolster a company's leadership position by generating resources that support its core competencies. Marotta Scientific Controls, for instance, has made a strategic commitment to focus on aerospace valves, yet it typically develops four or five patents a year, not all of them with aerospace applications. "For instance, I happened to hear that the corrections industry had problems with huge doors that used technology from the 1930s," says Marotta. "The motors would break frequently, and officers and inmates would be injured."

Recognizing an opportunity, Marotta Scientific Controls developed an actuator for cell doors similar to those used on spacecraft; it's now used in more than 20 prisons around the country, and Marotta just sold the patent to Folgers Adams for \$1 million — revenue that he is reinvesting in the quality of his core product line. Meanwhile, Marotta is developing a valve to control the flow of fluids through the body for use by the healthcare industry.

DO THE RIGHT THING

Back at the time of the Tylenol tampering scare, it would have been only natural for Johnson & Johnson executives to



Value has its place, but leader companies remain those that deliver the highest-quality products and services. Quality is achieved by “building in a margin of error that exceeds official specifications.”

want to keep as low a profile as possible. Instead, guided by a credo that puts the interests of their customers ahead of everything else, they went public in a big way. They immediately held multiple press conferences, sent a half a million Mailgram warnings to health professionals, established a toll-free consumer hotline, and ran full-page newspaper ads and 60-second television spots across the country — among other activities.

The expense was staggering, but “it was never an issue of dollars. It was always and immediately about the customer,” observes Bill O’Hara. “Similarly, Merck took a big financial risk looking for a cure for river blindness. That was also about people, not profits.”

For corporations as for individuals, doing the right thing no matter the cost is perhaps what defines a leader best. It can be particularly difficult when the “cost” is measured not in money, but in public opinion.

“It takes courage to take a stand on unpopular issues,” notes Wayne Budd ’99H, executive vice president and general counsel with John Hancock Financial Services in Boston. “In the 1960s, there were companies that advanced civil rights before their communities were ready for it, and even today you take a risk if your idea of philanthropic giving doesn’t coincide with the interests or

desires of your customer base. For instance, if you support organizations that care for AIDS patients or disseminate information on HIV, you can alienate those people who consider it a moral issue rather than a medical one.”

John Hancock placed itself in the middle of controversy when its president and CEO, David D’Alessandro, took on the International Olympic Committee last year. John Hancock is a major sponsor of the Olympic games, and D’Alessandro threatened to withdraw its support if the committee didn’t step up its investigation of irregular bidding practices — focusing the international spotlight on an issue that most corporate sponsors and television networks preferred to ignore. “D’Alessandro got a lot of negative pushback from the members of the Olympic Committee, but he held his ground and reform is happening,” says Budd.

John Hancock has also been a leader in removing the glass ceiling for women and people of color, according to Budd. “Having a diverse employee base can help you enter new markets more effectively,” he says. “There’s a saying that you can do well by doing good. Similarly, we should all remember that doing what’s right usually makes good business sense.” 🌐

OF LEADERS AND LEADERS-TO-BE

RACING TO THE HEAD
OF THE LINE

Can leadership be taught? Are the gifts of vision and determination innate or learned? The jury is still out on the question, of course, but it's clear that leadership skills can be fostered in students who wish to grow in that direction. It just takes some creative teaching, Bryant-style.

TALK THE TALK

Bryant professors know from their own backgrounds that first-hand experience is essential to leadership development. But they also know that with imagination and dedication, they can create invaluable learning opportunities in the classroom.

Some employ case studies. Hao Ma, professor of management, incorporates a combination of classic and contemporary cases into his policy and strategy classes. "We cover the war horses like WAL-MART, with its cost-leadership management strategy," he says, "but we also tackle the players in the new competitive landscape." Tech companies like Microsoft, Cisco, and Amazon provide plenty of fodder for discussions, especially given the controversies swirling around dot-coms. "When you hear someone like Warren Buffet asking how we should value Internet companies," Ma notes, "you know that you'll be able to generate great discussions and brainstorming sessions. Consequently, students can compare and contrast what it takes to be business leaders in the traditional economy and in the new knowledge economy."



"If you're going to lead, you need to know how to identify the needs of the people you serve. And the only way to do that is to listen to them. The day of the big talker is gone."

Frank Bingham

Questions of ethics, morality, and character also activate spirited exchanges in Bryant's classrooms. Psychology professor Ron Deluga draws on the book *48 Laws of Power* to encourage students to challenge common perceptions like Law 24, "Never trust anyone." And Frank Bingham, professor of marketing, who names compassion as one of the most important characteristics of leaders, provokes students into constructive arguments by playing devil's advocate. To his personal selling class he recently posited: "You're the president of a small business. You learn that one of your employees has a drug or alcohol problem. You could fire her, or you could try to help her. Of course, you should fire her. Why?" With a smile, he says, "That really gets them going!"

While discussions like these help students sort out complicated issues of leadership and develop new appreciation for differing points of view, they also cultivate an often-neglected skill: listening. "If you're going to lead, you need to know how to identify

the needs of the people you serve. And the only way to do that is to listen to them," says Bingham. "The day of the big talker is gone."

LEARNING TO PLAY THE GAME

Teaching leadership isn't easy. Just ask Deluga, who made a tangible personal sacrifice to the cause of effective instruction. Each year, in his first leadership class, he divides students into groups and distributes to each a pile of cardboard, some tape, and a pair of scissors. Their assignment: Build the fictional Hotel San Francisco with enough stability to withstand a simulated earthquake. Last year's winning structure was reinforced by the scissors, and when the "earthquake" struck in the form of Deluga's briefcase, the Hotel San Francisco survived — but the briefcase did not.

Of course, being on the other side of the desk isn't easy, either. In his sales class, Bingham requires each student to pay him a sales call . . . and he videotapes the event for constructive critique later. Students can try to "sell" him anything, but whatever the product or service, they must prepare to be grilled with tough questions and criticisms, and to be interrupted by the inevitable phone calls. "Lots of students start the class thinking that they just can't do that," says Bingham. "But they can. And when they do, they stand taller." In fact, he says, many students ask for copies of their videos to show prospective employers. "The process boosts their skill level and their confidence — both of which are essential to effective leadership."



"Many students hesitate to [cultivate mentors] because they feel they're imposing. But it's important. It's the way the world works."

Ron Deluga

JUST DO IT

When all is said and done, even the most stimulating classroom discussions and activities can't take the place of practical experience. All three professors encourage students to take advantage of leadership opportunities in campus clubs, part-time jobs, and sports teams. "The students who do this seem to know that they want to be leaders," says Ma. "They're usually very focused individuals with a clear sense of mission, and they bring a new perspective to the classroom."

Spreading their wings also gives students the chance to cultivate mentors — a task that Deluga encourages early and often. "Many students hesitate to do this because they feel they're imposing: 'Why should I bother them with my questions?' But it's important. It's the way the world works."

Of course, leadership roles aren't for everyone. They can involve huge amounts of stress

and usually require an exceedingly thick skin. And as Ma says, "When everyone tries to lead, that can hurt the overall health and dynamics of the organization. If achieving your personal best doesn't mean being a leader, you can't force it. In the end, you need to be true to yourself."

But if you like it . . . go for it. "I'm a runner," says Deluga, "and people are always saying to me, 'Wow, you must have a lot of discipline to run every day.' But that's not it — I just happen to enjoy it." And whether you're running a race or running a company, "if you love what you do you're likely to be successful at it. You're intrinsically motivated." 🌐

WHAT MAKES ENTREPRENEURS TICK?

RACING TO THE HEAD
OF THE LINE

For many people, the drive to make their own way in business seems to have bubbled up from their genetic code at an early age; others admit that it took nudging from family and friends in the teenage years to bring their talents to light.

What's clear from listening to six Bryant graduates is that all entrepreneurs have a special resilience that enables them to weather sleepless nights, pangs of self-doubt, and even the specter of financial failure. (They also seem to have a knack for picking supportive spouses who share those qualities.) They are constantly on the lookout for new ideas (or new spins on old ideas), and new niches, and new ways to leverage resources — whether in their own business or in community affairs.

LOREN J. ANDREO '51 is president and owner of *Andy's Food Town*, which has supermarkets in East Hartford and Simsbury, Conn. He also has numerous other business interests, and is active in professional and community organizations.

I learned about entrepreneurship by growing up on a dairy farm. I milked the cows before I went to school in the morning and worked at my family's roadside stand in the afternoons. I learned early that to get the full benefit of your efforts, you had to be in business for yourself.

When I finished my stint in the Navy, I was handed a long list of colleges where I could use my G.I. Bill. Bryant offered me the chance to get my degree in less than three years. That was all I needed to know.

After graduating, I worked for a credit company for three months — and I got three promotions in that time period, I might add. But it was too confining to work for someone else. I thought about going into the restaurant business, and even tried to buy a place, but my parents had a better idea: My godparents owned a 1,200-square-foot grocery store, and the people they were leasing it to were running it into the ground. I'll never forget the day we signed all the papers and took ownership of the inventory — December 9, 1951. The accountant gave me the keys and said, "Young man, if

you can make money in the grocery business, you can be successful in any business."

The grocery business was going through a big transition after the war, and a lot of the older guys didn't want the business to change. But I decided to open seven days a week — even on Sundays, when we stayed open until noon. And when I saw that the demand for frozen food was growing, I bought a 12-foot-long freezer case with a coin meter. It only worked if I fed it \$10 in change — otherwise, everything melted.

I definitely think being an entrepreneur affects the way you approach community service. We expect a higher level of accountability. I've served on many charitable boards and my family gives a lot to charity, but we're very selective. You have to look for more than good intentions. How much goes to the administration and how much goes to the people you're supposed to be helping?

What's the hardest part about being an entrepreneur? I don't think of it in those terms. There's not a day I can't wait to get up and go to work. I owe a lot to my family — entrepreneurs don't lead the kind of life that allows you to say, "I'll be home at five." I hear from my sons all the time that "it was easier in your day." You know why it was easier in my day? Because they weren't doing it!

DAVID M. GOLD '71 is president of *Gold International Machinery Group*, in Pawtucket, R.I. The company, which was started by his father, offers a wide range of services, from wholesaling machinery and equipment in the U.S. and abroad, to handling business brokering, liquidations, and auctions.

When I was very young — not even ten years old — I couldn't wait for my dad to wake up on Saturday mornings, because that was my day to go with him to his machinery business. I never let him sleep much past 6 a.m. I'd help out by cleaning and painting, whatever I could do at that

age. I learned that if I wanted money in my wallet like my dad, I had to work for it.

When it came time for college, I looked at NYU and some other places, but Bryant was my first choice. I knew it was a good school: My dad went there for two years, but he had to leave to support his family. When he died, my mother and I established a memorial scholarship in his name to help people who might otherwise have to choose between their families and college.

I worked for my dad while I majored in marketing at Bryant. I decided to send out some direct mailers, and got exactly the response my professor told me I could expect from an effective advertising mailing piece. What I learned in class I literally took to the bank. I continued growing my dad's business — and Dad kept giving me raises.

I'll tell you something interesting. After my dad died suddenly in 1983, I found a note on his night table that read: "If I had to change my life over again, I wouldn't change very much... but I would take more chances." Actually, he did take chances. In the 1960s, he bought some second-hand tire retread machinery and shipped the whole plant to Africa. He was thinking globally long before it was fashionable to do so. But I took what he wrote about risk to heart. I had an opportunity years later to buy a printed circuit board manufacturing plant for a few million dollars. Within ten minutes of closing, I had a call from United Technologies offering to buy it from me for a major-league profit. Thanks, Dad!

Entrepreneurs do look at community service differently. I'm an artist and photographer, and people seem to like what I do artistically. I only make my art available

through charity auctions. People actually watch the local auctions for my work. It's a nice way to get recognition for my talents and to help the community as well.



"I've always enjoyed working for start-ups, whether they're new divisions of a company or entirely new entities."

ROSEMARY FLYNN KOCH MBA '79

ROSEMARY FLYNN KOCH MBA '79 was the eighth person brought into Applied Technologies of Woburn, Mass., a start-up that was bought in May 2000 by Corning Inc. The start-up develops and manufactures photonic components for telecommunications, aerospace, and military applications.

When I was young, my first venture into business was through Junior Achievement. I joined primarily because my friends belonged to JA. Together we learned how to set up and administer a company, as well as how to produce and market a product.

I was always good at math, so when it was time for college a relative steered me towards accounting, assuring me that the field would provide a solid business background for my career. I chose Bryant for my MBA because it gave me the opportunity to interact with business professionals — since I was one of the

younger students, I got a great deal out of being surrounded by people who had so much more practical experience than me.

I've always enjoyed working for start-ups, whether they're new divisions of a company or entirely new entities. To succeed and thrive in them you have to be goal driven, and you have to have a vision. You can make a lot of things happen and you can watch the firm grow from its inception. You also have more input than you would at a large company, and you wear many different hats. Although you have fewer resources, there is the advantage of fewer layers in the decision-making process. Having been recently purchased by Corning, it is interesting to see how a start-up fits into the framework of a large company.

To anyone considering jumping into a start-up, here's my perspective: You'll learn a lot. Whether the start-up is successful or not, you'll gain invaluable insights into how organizations work.

THOMAS CELONA '69 is owner of Thrifty Car Rental of Rhode Island, based in Warwick. The U.S. Small Business Administration named him Rhode Island Small Business Person of the Year in 2000 and he's held several leadership positions with community organizations.

My dad was an entrepreneur. He always had a bunch of businesses going — there was a gas station, a cement block manufacturing company, an ice company. I worked for them all as soon as I could.

I wanted to go to Bryant from day one, even though there weren't a lot of people going to college in those days. It had a great reputation. After Bryant, I took a job working for Olivetti selling office equipment. I lasted six weeks. I was the number one salesman, and yet the boss screamed at me one day because I was wearing a sport coat instead of a full-fledged suit. He said, "Go home and change." I said, "This is nuts." I saw an ad in the paper for a car rental franchise and my brother-in-law and I went into business together. It was only the 21st franchise in the Thrifty system. We started out renting Volkswagens for \$7 per day at the Warwick Airport. Since then we've grown into a full-fledged transportation company, offering car rentals, limousines, car sales, service, leasing, and airport parking.

A successful entrepreneur understands that your dedication to your business must be second to none. I do my own commercials, and many people say they like that personal touch. You also have to believe in your heart that the customer is the most important person in the business. I drive our

customer service division nuts, but we're number one in the whole Thrifty system for customer service. You can't be an entrepreneur without being in touch with your clients.



"You have to believe in your heart that the customer is the most important person in the business."

THOMAS CELONA '69

JEFFREY HEDBERG '91 started Connecticut Financial Insurance Group in 1994. Based in Hartford, it now has offices throughout the state. The company sells insurance as well as pension funds, stocks, and securities. Along with his involvement in nonprofit organizations, he is also a Selectman for Newington, Conn.

I've always enjoyed making money. I started delivering papers when I was seven — in fact, I think I had to get a special exemption to deliver papers at that age. My older brother John and I always had something going to make a buck — selling baseball cards, shoveling driveways. My parents owned their own business and we always had to work for what we wanted.

There was no question about my going to business school. I got an early acceptance to Bryant, and I didn't apply anywhere else. I never

excelled at school — I was always fighting to get that B-, that 80 to 85. But Bryant was a great experience. The professors weren't elitist types who talked down to you. You knew they were teaching from experience.

I worked at MetLife in sales and recruiting after graduating, but I always knew I wanted to own what I was producing. At a big company, you can't go out and do this or that. You have to get permission. And I'm not one to wait for permission.

I didn't come from money, so I started my business by emptying out my retirement plans — and this at a time when we had one son and were expecting another. For the first two years of my business, I second-guessed myself every day.

I was getting offers to work for other firms where I would have been making a lot more money. But you can't fear failure and you must be able to regroup. And you need to have a spouse who understands that.

I'll tell you what I've noticed about entrepreneurs in community service: We like to do things right away. We don't talk about it, we just do it. We'll take the ball and run with it. I think it's because we don't have time on our hands. One group I'm a part of is a foundation that was started by a local businessman whose daughter died of leukemia. Most of us don't know anything about the medical aspects of leukemia, but we give 100 percent of everything we raise to the cause. We get together at 5:15 p.m. and we're done at 6:30 p.m. There are no dinners on the house; we just go in and do business. And in the first year, the foundation raised \$200,000. We don't mess around.

THOMAS PASTORE '82 is the CEO and cofounder of Sanli Pastore Hill, a Los Angeles-based management consulting group specializing in business valuation, litigation support, and financial and economic research.

I wanted to be an artist when I was young, but my parents didn't like the idea of me starving. Accounting was big in the early 1980s, and my family convinced me that as a CPA I could always make a good living. I chose Bryant for its reputation, and it taught me the discipline of looking at the bottom line and measuring results.

I became interested in entrepreneurship while doing valuations of entrepreneurial companies at Pricewaterhouse, which was my first job after getting my MBA. A colleague and myself decided we could do better, so we formed our own

firm, working out of his apartment. Now we have 25 people with offices in every major California city.

I channeled my dreams of being an artist into business. Entrepreneurship demands much more creativity than other



"I channeled my dreams of being an artist into business. Entrepreneurship demands much more creativity than other fields — and you've got to be able to turn on that creativity at will."


THOMAS PASTORE '82

fields — and you've got to be able to turn on that creativity at will. Making an appraisal is as much an art as it is a science. In fact, some people would say it takes even more of the former. And there's a long tradition of the artist-businessperson. Richard Branson and even Madonna are some of the best businesspeople you could ever know.

But it's important to balance creativity with logical thinking. We've had a lot of dot-com valuation assignments, and I think that those businesses have given people the wrong idea about entrepreneurs. It's not just about having a great idea; it's also about performance. For a long time the market supported ideas alone, but now it's demanding performance.

The will to survive plays a big role in entrepreneurship, too. It spurs the best innovation, because if you want to meet payroll then you need to invent things. Now we're one of the largest valuation firms in California. But to get to this point, we had to figure

out what new service or twist on an old service to offer. Valuation can be very rough and tumble, and in court your witnesses have to be very, very well prepared. They also have to be interesting, otherwise the jury members' eyes start closing. So we developed a service that prepares visual aids, provides expert witnesses, and trains attorneys in cross-examination.

Humility comes in handy, too. Being an entrepreneur is the most humbling experience you can have in your life. 

LEARNING TO LEAD

FROM STUDENT SENATE TO BOAC,
TWO STUDENTS MAKE THE MOST OF THEIR BRYANT EXPERIENCE.



Conventional wisdom holds that public speaking is many people's foremost fear — even greater, in fact, than the fear of dying. But in addition to inspiring others, setting and achieving goals, and solving complex problems, leaders must often speak publicly.

For senior Michelle Eichengreen, the opportunities available to her at Bryant — especially as a resident advisor — have helped her not only develop her leadership skills, but also overcome her reluctance to address an audience. “My first experience in public speaking was at a building meeting of 300 freshmen,” she says, laughing at the memory. “Later that day, I had to talk to two groups of more than 80 people total — but by then it was a piece of cake!”

Bryant has prepped Eichengreen and fellow senior Steve Manocchio to handle a multitude of leadership challenges through a variety of co-curricular activities. For instance, Manocchio joined the Bryant Outdoor Activities Club (BOAC) as a freshman to satisfy his love of adventure and the outdoors. He quickly rose through the leadership ranks — first becoming vice president, then co-president — and has been instrumental in the club's efforts to attract new audiences. “In the past few years, we've started to expand the range of activities beyond traditional outdoor pursuits, like skiing and hiking and biking,” he says. “We



“Some people are born leaders. But I've had to develop leadership traits, and Bryant has provided avenues for me to do that.”

MICHELLE EICHENGREEN '01

began to survey new members and asked them to help decide what the club offers; after all, the club is here for them — not just for the executive board.”

Manocchio also turned a freshman volunteer opportunity at Special Olympics into an extended leadership commitment. “My first Special Olympics stint was one of the best days of my life,” he says. “It was more rewarding than a \$2 million paycheck, so I knew right away that I wanted to stay with it.” In fact, when the director of the program graduated, Manocchio interviewed for and got the job. With a 35-person management team and a group of about 350 volunteers reporting to him, the role demands both self-confidence and an ability to solve difficult problems. Some of this he learned in Professor Ron Deluga's leadership class (see page 10), but the rest he picked up on the job. “When I became director there were people on staff who had been there for three years,” he says. “They knew a lot more about the program than I did — I was just a sophomore with barely any experience. I was nervous at first, but they supported me; they

saw that I wanted to work with them in order to do what needed to be done.”

Like Manocchio, Eichengreen began pursuing leadership opportunities early in her college career. In her sophomore year, she became a resident advisor — a role that she has kept for three years and that has enabled her to acquire mediation and communication skills. “It’s important to be approachable, for people to feel they can talk to me,” she says. “I’m called on a lot to help resolve roommate problems. Once I get a clear sense of what the issues are, I either talk to the roommates individually or mediate a meeting.” She says she has also become more confident in speaking up: “When you’re dealing with such a large and diverse group of people, you need to be open and very direct about what’s expected.”

Her experiences as an RA have helped her prepare for another role, that of vice president in the Student Senate. Elected in the spring of 1999, she serves on such committees as the Bryant Center Operations Committee and the Campus Improvement Committee (CIC). In both positions, she is responsible for hearing students’ concerns and presenting findings and recommendations to the Bryant community. Last year, members of the CIC conducted a door-to-door survey of students about changes they would like to see on campus. “Everyone agrees that this is a beautiful campus,” Eichengreen says. “In fact, it’s one of the main reasons I came to Bryant. Even so, the students asked for some enhancements. We presented recommendations

to the Student Senate, which then passed them on to Business Affairs and Student Affairs. We’re encouraged that one of our recommendations — for a footpath in the townhouse village courtyard — has already been adopted.”

Though both students have seized opportunities available at Bryant, neither arrived with formal leadership experience. “When you get put into a leadership role, you either adapt or you drop out,” Eichengreen says. “Fortunately, I adapted. I started to speak up more, and I developed goals for myself and learned how to work toward them. Some people are born leaders. But I’ve had to develop leadership traits, and Bryant has provided avenues for me to do that.”

On the other hand, as the kid who, on family vacations, was always the one with map in hand, directing the driver this way and that, Manocchio may very well be one of the “born leaders” Eichengreen mentioned. Nevertheless, he feels that his experiences at

Bryant have enabled him to develop as a leader. “Learning leadership is an ongoing process,” he says. “I’m always discovering new ways to help people. I’ve learned to communicate effectively, run meetings, resolve conflicts, and organize time and resources better, thanks to these positions.”

As Manocchio and Eichengreen begin their last year at Bryant, they both regard their experiences so far as invaluable. And both are confident that the leadership training they are receiving at Bryant will enable them to face whatever challenges await after graduation. 🌐



“Learning leadership is an ongoing process. I’m always discovering new ways to help people.”

STEVE MANOCCHIO '01



REMEMBERING NORMAN SARKISIAN '53

It was a chance encounter. A College phone-a-thon and the pleasant voice and appeal of a Bryant student engaged the attention of an alumnus who had been inactive for many years. The reconnection fostered a nostalgic curiosity about his alma mater, enthusiasm about its achievements since the 1950s, and an almost youthful excitement about getting involved again.

Thus began Norm Sarkisian's second romance with Bryant College. As an undergraduate he was close to the Jacobs family, the College's founders, and was involved in a parade of campus activities.

He subsequently committed to a career in business that would reflect positively on his Bryant experience. Following his graduation in 1953, he returned to his native Hartford, Connecticut, to begin a career in accounting.

Although successful in that field, an entrepreneurial energy pulsed through Norm and he knew he would never be content with even the most successful accounting practice. His facility with numbers was exceeded by his acumen to see business opportunities where others didn't. His first investment in the Beacon Machine Company led to a long line of successful business acquisitions that surprised even him. He would remark, "Through God's good luck I rose from shoe shine boy on the streets of Hartford to associate with the leaders and captains of industry."

As Norm's fortunes grew, his community involvement and generosity kept pace. At his funeral service, those in the know commented that they had never seen an obituary as long as Norm's in *The Hartford Courant*. The list of his charitable memberships and community services filled an entire page.

It always seemed to me that Norm had time for everything: his family, his businesses, his community, his Armenian causes, his leisure (a great card player and aspiring golfer to the end), his race horses, and his dearly loved Bryant College.



Once he was "hooked" by that phone-a-thon student, Norm was back in the College fold for good. His interest led to trusteeship and his trusteeship led to the largest single gift to the College at that time, which established the Norman Sarkisian Chair in Business Economics. It was the College's first — and to this day, its only — endowed chair.

But Norm was more than a financial benefactor to the College. He urged his son Robert, Class of 1988, to attend

Bryant . . . and then through the Parent's Council encouraged hundreds of other parents to emulate his commitment. As a personal observer, I saw that he represented a passionate force for Bryant's renewal. His recurring theme at board meetings was this: the trustees will make Bryant "a world class institution within ten years." Clearly Norm's membership on the board raised the level of trusteeship and helped create a vision of Bryant greatness that has enabled it to achieve the stature and prestige it continues to build on today.

It was my good fortune to serve as president during most of Norman Sarkisian's term as trustee. In so many positive ways, he changed my life and the lives of the students, faculty, staff, and fellow trustees with whom he came in contact. In aspiring to make his College "world class," he changed the destiny of the institution he loved so dearly.

Bryant has lost a graduate who left an enduring and formidable legacy.

William T. O'Hara
President Emeritus, Bryant College

PHILANTHROPY MAKES THE DIFFERENCE



*"Philanthropy helps us move from being a good
to being a superior institution."*

— Laurie Musgrove, Vice President for Institutional Advancement

Thank you! Thank you! Thank you!

We can't stress enough how much we appreciate the vision and leadership our donors demonstrate in supporting Bryant College. Thanks to you, this has been another record-setting year for us in terms of the response to our increased fundraising efforts.

At Bryant, every gift has a very real and immediate impact and raises the bar for future generations of donors. Thank you for helping us make history.

Sincerely,

Laurie L. Musgrove

Vice President for Institutional Advancement

ANOTHER RECORD BROKEN!

This year's Annual Fund gifts broke the \$4 million mark for the first time in Bryant's history.



BRYANT ATHLETICS: A FRESH APPROACH TO BUILDING A FIELD HOCKEY PROGRAM



It's a short drive from Bryant's campus to Coni Fichera's home in Forestdale. Almost too short for all of the brainstorming that goes on along the way.

"With Melissa coming in, that means Lindsay can go back to her natural position, and I can put Emily up front," she thinks to herself. "Then with Heidi, Liz, and Kerri, we can go three deep on both the left and right side. But then we have Julie back, and she'll see plenty of playing time."

And so it is with every ride home for Bryant's second-year varsity field hockey coach. Different combinations are pondered, different plays drawn on the chalkboard of the brain.

The game is always on the mind of this head coach, whether she's in the middle of the second half against the No. 1 team in the country or shoveling her car out after a harsh New England winter storm. Maybe one day she'll be able to cook dinner without constantly thinking of how to defend the short corner or how to draw up the midfield combinations. But not now. Not when the potential for success is so great.

In truth, Fichera shouldn't have the right to be as excited as she is about Bryant field hockey. Her team is in only its second year as a Division II varsity squad, and this is



BRYANT'S FIELD HOCKEY TEAM

supposed to be another so-called building year. But then, Fichera isn't interested in what is supposed to be. She never has been.

She wasn't supposed to be able to play at a high level collegiately, even though she led Pinkerton Academy to its first appearance in the finals of the state tournament. But there she was, accepting Plymouth State College's female-athlete-of-the-year award along with her undergraduate degree. Her team from the small state school in New Hampshire wasn't supposed to compete with Williams, which has one of the finest all-around programs in intercollegiate athletics. But after making a ridiculous 37 saves against the top team in the nation,

Fichera forced the game into double overtime, giving her team the chance to win.

A GROWING SEASON

Fichera took Bryant to a 5-12 record in its first varsity season. But to her, that record really isn't important; the year's goal wasn't to contend for conference championships or go undefeated.

"Of course we wanted to win every game," says Fichera, "but we were able to make each game a learning experience without the pressure of winning or losing. With such a young group, I felt it was important to go into the season with a goal of working to our highest potential, not focusing as much on game outcomes."

She means it, too. Ask Fichera about Bryant's overtime win against Eastern Connecticut, and she uses words like lethargic and sloppy. Ask her about her squad's losses to Bentley and Saint Michael's, however, and the words outstanding and dominating come out.

Last year's roster consisted of 18 players, not a single one with any varsity college playing experience.

But that's not to say that the cupboard was entirely bare. Michelle Goodfellow, who was a sophomore on that first varsity squad, had come up through the ranks of the Bulldogs' club team and ended up as a first-team All-Northeast-10 Conference selection. And Lindsay Schoolcraft, then a freshman, was a highly regarded recruit who was the only rookie named to the conference all-star team. The roster also included Darci Brown, Erica Davis, and Marybeth Winslow — three juniors who were already enrolled at Bryant when the program was elevated to varsity status, and so were unre-cruited out of high school. Those three were among the Bulldogs' only upperclassmen, giving them a leadership role whether they wanted it or not.

"I can't think of many college students who, when given the opportunity to start their playing career halfway through college, could respond any better than those three did," says



FIELD HOCKEY TEAM IN ACTION

Fichera. "Even though they went through everything from practice to training to road trips for the first time like everyone else, it was pretty clear that they were the team's leaders."

PLANNING FOR THE FUTURE

Fichera was well aware that 18 bodies would not be enough for a 2000 schedule including, among others, the defending Division II national champion and the national runner-up.

"Right now, when we try to recruit a player who's also considering Bentley or Saint Michael's," she says, "we know the chances are pretty good that she's not going to come to Bryant. Those programs

have a history of success that we don't have yet." But if the natural reaction would be to try to attract a lower-caliber player, Fichera went against the grain, forging relationships with players who were considering larger, Division I schools. One of her primary selling points: being part of something truly special at Bryant, rather than perhaps getting lost in the shuffle at a larger, so-called big-time school.

When players asked questions, Fichera gave them honest answers. When one player expressed concerns about the academic workload, Fichera arranged for her to sit in on a class in the Unistrukture, then tour the library and discuss the various tutoring options available. When the same player posed the same question to the Division I school that had a full scholarship offer on the table, she was met with a generic, "We'll worry about academics when you get here." That player will be in the Bryant lineup on opening day.

Fichera concedes that it was risky to go head-to-head with some of the traditional Division I powers for players. But as the winter progressed, it was clear that the risk was paying off. Melissa Manseau, one of New Hampshire's top all-around players, chose Bryant over the University of Massachusetts. Heidi Chirigotis of Westport, Mass., held a press conference to announce that she was coming to Smithfield instead of accepting offers from Brown and University of Connecticut.

The influx of new players has left Fichera with new problems as the season approaches. Her team has nearly doubled in size, and she needs more uniforms and equipment. And how exactly will she utilize those 30 players? Who will get paired with whom? What if someone gets hurt? There are still plenty of questions that need to be answered.

But that's what the ride home is for. 🍌

PEP TALK FROM CONI FICHERA



SPOTLIGHT ON BRYANT: CAMPUS NEWS

THREE NEW TRUSTEES APPOINTED

A trio of new members were elected to the Bryant College Board of Trustees in June. William D. Ankner, Tov Birke-Haueisen, and David C. Weinstein will serve on the Board for three years.

"We are very pleased to have these highly qualified individuals join the Bryant College Board of Trustees," states president Ron Machtley. "Bryant prepares young men and women to make significant contributions in a variety of professional fields. These new Board members represent industries that benefit from our graduates; they will be able to provide us with their perspectives and expertise."

DAVID C. WEINSTEIN is chief of administration and government affairs for Fidelity Investments, and has been with the company since 1984. He is a member of Fidelity's 12-person operating committee and works closely with the company's chair on key strategic initiatives.

Weinstein is responsible for the firm's regional sites

and for a number of the company's administrative groups, including legal, government relations, compliance, audit, risk management, and internal affairs. He serves as an officer and director of many Fidelity businesses.

Before joining Fidelity, Weinstein was associate general counsel at Prudential Insurance Company. He received a B.A. from Boston University and a law degree from Boston College Law School.

WILLIAM D. ANKNER, PH.D., has been the director of the Department of Transportation for the State of Rhode Island since 1996, and has worked in the field of transportation for more than 20 years.

He is active on a number of boards and committees and is head of the Governor's Office on Highway Safety. He came to Rhode Island from the Delaware Department of Transportation, where he was director of financial management and budget.

He received his Ph.D., L.Ph., and M.A. from the University of Ottawa and his

B.A. from Stonehill College in North Easton, Mass.

TOV BIRKE-HAUEISEN is a member of Bryant's Class of 2000 and a state tax consultant for PricewaterhouseCoopers LLC in New York City.

Birke-Haueisen has a B.S. with a double concentration in accounting and finance. He was very active with Bryant athletics, serving as captain of the varsity track and field team since 1997 and as co-chair of the Captains Council in

his senior year. He received the 2000 Male Scholar-Athlete Award and the William T. O'Hara Leadership Award in recognition for his efforts at Bryant.

Birke-Haueisen was involved in several college clubs and organizations on campus. He participated in community activities as well, and served as director of athletics for the Rhode Island Special Olympics Northern Areas Games.

REUNION 2001 TO TAKE PLACE DURING HOMECOMING

The National Alumni Council voted unanimously to hold the annual Bryant College reunion during Homecoming, beginning the fall of 2001.

"The feedback we have received from alumni indicates that they want to see activity on campus," says Judy Mastronardi, director of alumni relations, "and the campus is traditionally quiet in June, when we have hosted past reunions."

During Homecoming, alumni will be able to attend

a football game and other sporting events, see students, and get a sense of what the campus is like during the academic year.

This past year, the change from a full-weekend reunion to a one-day event was a great success. "We are always looking for ways to improve further," says Mastronardi. "We held several 'mini reunions' last year during football games, and they were very popular, so we've been building up to this idea. We're hoping to increase participation in Reunion by instituting this change."

CHAFEE CENTER DEDICATION

Highlighting this year's World Trade Day on June 14 was the formal dedication of The John H. Chafee Center for International Business. Recognized as the region's leading resource for international trade, the center is named for the late United States Senator from Rhode Island, who is recognized as a longtime advocate of international trade. Chafee's widow, Virginia Chafee, and daughter, Georgia Nassikas, were on campus for the dedication. His son, Senator Lincoln Chafee, delivered remarks through a video conference hook up. (From left, Georgia Nassikas, Virginia Chafee, and Ron Machtley.)



Commentary

HOWARD G. SUTTON Publisher
 JOEL P. RAWSON Senior Vice President and Executive Editor
 ROBERT B. WHITCOMB Vice President and Editorial Pages Editor

The Providence Journal

Founded in 1829

SEVELLON BROWN Publisher 1942-1954
 JOHN C. A. WATKINS Publisher 1954-1979
 MICHAEL P. METCALF Publisher 1979-1987
 STEPHEN HAMBLETT Publisher 1987-1999

Publishers of
 The Providence Journal since 1829
 The Providence Sunday Journal since 1885
 The Evening Bulletin 1863-1995

— Editorials —

Bryant's \$50 million expansion

Something wonderful — for our whole region — is happening at Bryant College, in Smithfield. The 137-year-old college, which offers degree programs in business administration and liberal arts, is enjoying a renaissance. Under the creative leadership of its trustees and its president, former Congressman Ronald Machtley, admissions are up, varsity football has been introduced (and new playing fields built), and campus life is flourishing.

And the college has announced a bold \$50 million campus expansion program, the centerpiece of which will be the \$17 million George E. Bello Center for Information and Technology. The center, designed by the prestigious architectural firm Gwathmey Siegel & Associates, will be the new home for the college's library and its 140,000 books, videos and other items. But it will be much more: a meeting place, a seminar and conference center, and a quiet haven (part will be open around the clock) for students who want to get away from the dormitory and read or reflect. The modernistic building's spaces are organized around a two-story pavilion that looks out through glass onto

the campus. At night, the building will radiate light. It will also feature a cyber-café, where students can enjoy refreshments and access to computers while meeting with friends, a stunning great hall where large meetings can be held, and study spaces with access to computers. The construction schedule calls for it to be finished by December 2001.

Bryant is one of the institutions that bodes well for Rhode Island's future. It offers innovative programs in financial planning and world trade, both of which will be increasingly crucial to the economy. It draws young people from outside the region to Rhode Island (roughly 85 percent of its students reside on campus), and here many remain: Fidelity Investments last year plucked more graduates from Bryant for its work force than from any other college or university. Bryant College, in short, is an important part of the region's intellectual infrastructure — a reason people come here, and a generator of jobs here.

We share in the excitement of college leaders, alumni and students over Bryant's quest for greater excellence.

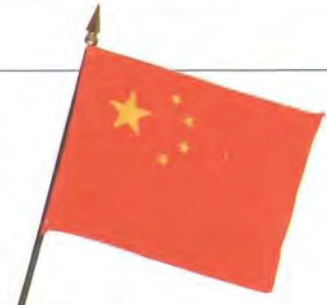
SECOND ANNUAL STUDENT TRIP TO CHINA

For the second summer in a row, students from professor Hong Yang's class, "Environmental Study in China," traveled to China this year. The group expanded their knowledge of China's economy, environment, and culture as they conducted hands-on scientific research, visited U.S. and Chinese companies, interacted with Chinese students, and toured archeological and historical sites.

This year Professor Yang, with the encouragement of Vice President V.K. Unni, added to the program a faculty development initiative that helped build cooperative relationships between Bryant College and target universities

in China. Professors Julia Gladstone, Gaytha Langlois, Judy Barrett Litoff, and Gail Wright, along with Jim Segovis, director of the John H. Chafee Center for International Business, took part in a joint educational forum at Shijaizhuang University of Economics. In addition, they presented papers at the fifth International Conference on Global Business and Economic Development in Beijing. They also met with Chinese colleagues at several universities throughout the country and worked on projects associated with their own research.

Visit the China Explorers' Web site at www.bryant.edu/~china to see students' journal entries, photos, and more.



BRYANT LITERARY REVIEW IS HERE!

The inaugural issue of the *Bryant Literary Review* (BLR), a national journal of fiction and poetry, is now available for purchase.

The *Review* received hundreds of submissions from across the country and around the world. An editorial board of faculty, students, and staff selected seven short stories and 21 poems. Professor

Tom Chandler, recently appointed Rhode Island Poet Laureate, served as poetry editor; Professor Joe Urgo, former chair of the English/humanities department, was fiction editor. Student editors were Chuck Jarvis '01 and Kimberly Pike '01.

Copies of the *Bryant Literary Review* cost \$8 each and may be purchased in Faculty Suite F or by calling (401) 232-6464. For a preview of the journal, log on to the *Bryant Literary Review* Web site at <http://web.bryant.edu/~blr>.

Submissions for the next issue will be accepted from September 1, 2000, until January 1, 2001.



BRYANT STUDENTS TAKE TOP HONORS IN MARKETING COMPETITION

Four Bryant students recently earned distinction in a national marketing contest. Seniors Timothy Bertrand of Suffield, Conn.; David Greco of New Haven, Conn.; Robert Fressola of Shelton, Conn.; and Kurt Zelch of Grafton, Mass., were among 50 students selected from throughout the country to compete in the Northwestern Mutual Life Sales Competition, held recently in New Orleans at The American

Marketing Association International Conference. Bertrand placed first in the country, Greco fourth, and Fressola fifth. Each student received a scholarship award.

The students prepared a 10-minute presentation that involved selling *The Wall Street Journal* to a prospect based on his or her goals and needs. Sales recruiters and managers from Northwestern Mutual Life and *The Wall Street Journal* served as judges.



This public recognition of one student's accomplishment appeared in The Wall Street Journal (June 19, 2000).

BRYANT WELCOMES NEW FACULTY TO CAMPUS

The College recently announced the appointment of 13 new assistant and associate professors who will teach a variety of business and liberal studies courses in the fall.

TRACI LYNN

ANDERSON, assistant professor of communication, received her Ph.D. from the University of Oklahoma and specializes in communication theory, interpersonal communication, and communication and technology.

N. ASLI ASCIOGLU

assistant professor of finance, earned her Ph.D. from the University of Memphis. Her background is in investments, corporate finance, and international markets.

BRIAN BLAIS

assistant professor of science and technology, obtained both a Sc.M. and a Ph.D. from Brown University and concentrates on physics, meteorology, and astronomy.

MARIANNE

BRADFORD, assistant professor of accounting, received a doctorate from the University of Tennessee. She focuses on accounting information systems, and financial and managerial accounting.

ABHIJIT CHAUDHURY

associate professor of computer information systems, earned a Ph.D. from Purdue University. He will teach Web design and development, telecommunication, and client/server applications.

JAMES CURRAN

assistant professor of marketing, has a Ph.D. from the University of Rhode Island. His areas of expertise are consumer behavior, international marketing, technology, and marketing.

ANJAN KARRI

assistant professor of management, holds a Ph.D. from Washington State University. He specializes in business policy, corporate- and business-level strategy, and Internet-based strategy.

BRIAN KROEGER

assistant professor of political science, obtained a Ph.D. from the University of Wisconsin-Madison and is an expert on government and society in America; parties, interest groups, and social movements; and racial and ethnic politics.

PAUL LOKKEN

assistant professor of Latin American history, received a Ph.D. from the University of Florida and concentrates on Latin American history, U.S. history, and colonial Central America.

TERRI HUME OLIVER

assistant professor of English, has a Ph.D. from Harvard University. Her background is in 20th-century American literature, African-American literature and culture, and theories of ethnicity.

JANET PRICHARD

assistant professor of computer information systems, earned her Ph.D. from the University of Rhode Island. She will focus on Web design and development, object-oriented computing, and operating systems.

CHRISTOPHER J.

ROETHLEIN, assistant professor of management, received his Ph.D. from the University of Rhode Island. He specializes in production and operations management, manufacturing strategies, and supply chain management.

ELIZABETH WALDEN

assistant professor of humanities and philosophy, holds a Ph.D. from the University of Minnesota. Her expertise is in cinema and ideology, literary and aesthetic theory, and issues in cultural pluralism.

MASTRONARDI NAMED DIRECTOR OF ALUMNI RELATIONS

Judy Mastronardi, formerly assistant director and then interim director of alumni relations, was named director of alumni relations this summer. Her responsibilities include planning programs and events that promote close ties between alumni and the College.

"Judy has developed a strong relationship with many alumni in the relatively short time she has been here," says Laurie Musgrove, vice president for institutional advancement. "She facilitated the strategic planning process to help the



Judy Mastronardi

National Alumni Council determine where the group wanted to go in the future, and her skills will be invaluable in attaining those goals."

BRYANT CAPTURES HIGHEST AWARD FOR TRADE DEVELOPMENT

The Rhode Island Export Assistance Center (RIEAC) at Bryant College received the highest award in the country for international trade development — the President's "E" Award for Export Service. The award was created in 1961 to recognize American exporters' competitive achievements in world markets and benefits to the U.S. economy.

Recipients are selected by the U.S. Department of Commerce.

"Bryant College is proud that our partnership with the State of Rhode Island has laid the foundation for the accomplishments of the RIEAC," says President Ron Machtley. "We created the RIEAC because we recognized the need to develop the exporting skills of Rhode Island companies and increase global awareness of Rhode Island products. This award demonstrates the level of our success."

BRYANT'S NEW AND IMPROVED WEB SITE

Bryant College's Web site has a new look. Log onto www.bryant.edu and you'll find a site that is more comprehensive and user friendly and much easier to navigate.

Operational since early September, the site was tested with students and parents at orientation.

A Web site committee representing all areas of the College has worked hard to create a site that provides

prospective students, their parents, and others with quick and easy access to the information they need.

Check it out! Your feedback is welcome; please contact webpro@bryant.edu.



CLASS NOTES

1954

ANN (BLACKWELL) WELLS of Essex Junction, Vt., and her husband, Dr. Joseph Wells, are both retired and in the process of writing a book for physical therapists.

1956

YOLANDA L. CALITRI of Johnston, R.I., retired as assistant registrar at Brown University in Providence, R.I., after 27 years of service.

1969

PAULA (PASCOE) IACONO of North Providence, R. I., was named coordinator of annual giving and special projects at St. Joseph's Health Services of Rhode Island.



SHELDON A. SPECTOR of Lexington, Mass., retired as corporate assistant treasurer of Raytheon Company and is now semi-retired as president of Chernus Nominee Trust, The Jadith Real Estate Trust - II and Spector Properties Trust in Brookline, Mass.

1970

RICHARD S. FEENEY of Norwich, Conn., was promoted to vice president and chief financial officer of *The Hartford Courant* in Hartford, Conn.



1971

ESTA (HOLTZMAN) BARCOHANA of Pawtucket, R.I., was named chair of the business department at Hope High School in Providence, R.I.

1974

PAUL T. CIEJKA of Dubai, United Arab Emirates, is the regional human resources director for the Middle East and Gulf Region of Citibank N.A., in the Czech Republic.

JUDITH M. COSENTINO of Lake Worth, Fla., is the human resource associate at New Piper Aircraft, Inc., in Vero Beach, Fla.

R. KELLY FRADET of Northampton, Mass., is president of Amerivest Advisory Corporation in Northampton.

1975

ROBERT A. DICAPRIO of Cumberland, R.I., co-owner of Images by Bob DiCaprio in Woonsocket, R.I., won the prestigious Fuji Masterpiece Award for the best illustrative portrait at the Professional Photographers Association Show in Newport, R.I., for his print entitled, *Misty Morning Stroll*.



VICTOR P. GAGLIARDI JR. of Wethersfield, Conn., was appointed controller for the City of Hartford in Hartford, Conn.

1976

ELIZABETH A. BAILEY of Fredericksburg, Va., received a master of education degree from George Mason University in Fairfax, Va.

JAMES F. BIRT of Windham, Me., graduated with a master of adult education degree from the University of Southern Maine.

CRAIG T. BOGAR of Spanish Fort, Ala., was named the director of athletics at the University of Mobile in Mobile, Ala.

GEORGE T. MENAS MBA of Newport, R.I., was named a portfolio manager in the business lending department of Bank RI, in Providence, R.I.

1977

NEWTON BUCKNER III '78 of Farmington, Conn., a principal with the CPA firm of Whittlesey & Hadley P.C. in Hartford, Conn., was elected to serve as secretary for the Connecticut Society of Certified Public Accountants.



JOSEPH L. LENTINI JR. of Hope, R.I., is the chief financial officer at Tanya Creations, Inc., in East Providence, R.I.

1978

NICHOLAS A. BALOG of Brentwood, Tenn., was named executive vice president of operations at md2patient.com, a Web site for medical physicians, their staff, and patients in Franklin, Tenn.

1982

LISA (SATTLER) BIESAK of Durham, Conn., was named executive director for the Building Owners and Managers Association of the Greater Hartford Chapter of BOMA International in Middlefield, Conn.

1983

CATHERINE (STEVENS) FITZSIMMONS '84 of Los Gatos, Calif., was named vice president of human resources for Ricoh Silicon Valley, Inc., in Cupertino, Calif.

NANCY (JAMES) GREENE of Ashaway, R.I., was named corporate treasurer of Rhode Island Harvesting Company, a family-owned business celebrating its 50th anniversary in Ashaway.

JEFFREY E. MEYER of Coventry, R.I., director of strategic development at Blue Cross Blue Shield of Rhode Island in Providence, R.I., was awarded with the other members of his development team the Application Development Trend's Sixth Annual 2000 Innovator Awards for Extending Existing Systems. The purpose of the project "Blue Ribbon 2000" was to build a modular customer service system to replace a non-Y2K-compliant system by September 1999. This innovative customer service application, developed in less than a year, was lauded by the judges as modular and flexible enough to easily allow for system upgrades and the incorporation of new technology for Blue Cross Blue Shield of Rhode Island.

ERIC M. ROSENBERG of Hollywood, Fla., was named sales engineer at Qwest Communications with the Qwest Business Partner Program in Fort Lauderdale, Fla.

1984

JEREMIAH F. LONG JR. '96 MBA of Attleboro, Mass., was named assistant controller at Mahr Federal Inc., in Providence, R.I.

EDWARD A. SULLIVAN JR. of Cranston, R.I., was admitted into partnership with the firm KPMG LLP in Providence, R.I. He provides assurance services to telecommunications, electronics, and Internet companies. He is a member of the Rhode Island Society of Certified Public Accountants and the Brown University Venture Forum.

1985

DOUGLAS A. HERTEL of Scotia, N.Y., was named staffing manager at Independent Wireless One in Albany, N.Y.

JAMES D. WILKINSON JR. of Bristol, R.I., received the Intuit's QuickBooks Certification and was named a Certified QuickBooks Advisor. He is currently a partner at Cayer Prescott Clune & Chatellier, LLP, in Providence, R.I.

1986

DIANNE M. BALBAT of Hollis, N.H., is co-founder and vice president of Livineasy, Inc., in Hollis.

DOUGLAS A. DORMAN of Marlborough, Conn., was named chief financial officer at Centermark Technologies, Inc., in Higganum, Conn.

BETH (WAGNER) SCHWENZFEIER of Westborough, Mass., was named manager of Data Warehouse for the Bose Corporation in Framingham, Mass.

1987

DIANE (MAROLLA) GIARRUSSO of Johnston, R.I., received a master of social work degree from Rhode Island College in Providence, R.I.

KENNETH M. ORINGER of Boston, Mass., chef and co-owner of Clio in Boston, was nominated for the prestigious James Beard Foundation Award for top chef in the northeast region.

JULIE-ANN (ROTONDO) POLL of East Granby, Conn., an employee communications manager at Aetna, Inc., in Hartford, Conn., was named the 2000 Bronze Quill Award winner by the Connecticut International Association of Business Communicators.

TERESA (URBANEK) PREZIOSO of Wilmington, Mass., was named senior manager with Wolf & Company, P.C., in Boston, Mass.

1988

ELAINE (SOLBOS) COFRANCESCO of Tolland, Conn., received a master of business administration degree in finance from Rensselaer Polytechnic Institute in Troy, N.Y.

KEITH M. COHEN of Venetia, Penn., was promoted to store team leader with Target Stores in West Mifflin, Penn.

LYNN M. FIORE of Wallingford, Conn., was named the administrative hearings attorney in the legal division of the Department of Consumer Protection for the State of Connecticut in Hartford, Conn.

MICHAEL R. MULVEY of Bristol, R.I., is the vice president of technology at BabyStripes, Inc., in Newton, Mass.

JOY (PROCCACCINO) TESSIER of Sharon, Mass., a vice president at RNK Telecom in Dedham, Mass., launched a new Web site named dialaroundtheworld.com.

1989

REBECCA J. CASTAGNA of Rocky Hill, Conn., was named corporate account executive for A.C. Nielsen in Norwalk, Conn. She is also a marketing consultant for several local businesses in Connecticut.

BRIAN L. ESSEX of Chestnut Hill, Mass., received a master of science degree in finance from Boston College in Chestnut Hill.

DAVID M. GOODMAN of Norwalk, Conn., is the co-founder and chief executive officer for The Tennis Network in White Plains, N.Y. TTN is the first Internet-related television channel in the sports industry.

JEFFREY P. LEVINE of Rocky Hill, Conn., was named stable value portfolio analyst with TimeSquare Capital Management in Hartford, Conn.

INEZ M. MELLO '95 MBA of Smithfield, R.I., was promoted to director of the state and local tax division at Batchelor, Frechette, McCrory, Michael & Co., in Providence, R.I.

REINA M. MEUCCI of New York, N.Y., was named divisional merchandise manager of accessories and lingerie at Bergdorf Goodman, Inc., in New York.

MICHAEL J. THOMPSON '99MBA of Foxboro, Mass., is the MIS director for the Town of Mansfield in Massachusetts.

1990

SHELLIE (MEARS) BEAUPARLANT of West Danville, Vt., is the associate publisher for *Turf Magazine*, a publication of Moose River Publishing in St. Johnsbury, Vt.

M. NOEL (HAMILTON) CLARK, formerly of Dothas, Ala., was named controller at Georgia-Pacific Corporation tissue facility in Plattsburgh, N.Y.

JONATHAN D. LURIE of Milford, Mass., is a system administrator for Monster.com in Maynard, Mass.

LORI (FUTCH) MEADS of Provincetown, Mass., was promoted to vice president at Seamen's Bank in Provincetown.

STEVEN P. NALDI of Bloomington, Ind., completed his Certification in Production Inventory Management from APICS and was promoted to supervisor of planning and production activity control at Boston Scientific Co., in Spencer, Ind.

MARK F. PALMER of Johnston, R.I., a software project manager for GTECH Corporation in West Greenwich, R.I., was relocated to Sydney, Australia, on an interim basis to manage the software development and installation of the New South Wales lottery system. Accompanying Mark on this journey were his wife, their 2-1/2-year-old son, and their eight-month-old triplets!

PATRICK A. TREANOR of Lindenhurst, Ill., was promoted to national sales training manager for the cardiology/urology division of Abbott Laboratories in Abbott Park, Ill.

1991

KRISTIN M. CARROLL of Boston, Mass., is the media director at Carat Freeman in Newton, Mass.

TIMOTHY J. QUINT of Alpharetta, Ga., was promoted to internal marketing supervisor at Atlanta Casualty Companies in Norcross, Ga.

MICHAEL R. SOLOMON of Flemington, N.J., is the regional manager with Lincoln Financial Group in Bedminster, N.J.

RUSSELL J. WALKER of Jacksonville, Fla., was promoted to associate sales manager for Automatic Data Processing in Jacksonville.

BETH A. WEATHERBEE of Groton, Conn., was named financial advisor with Allmerica Financial in Glastonbury, Conn.

1992

ALLISON (TARKIAINEN) ASARO of Phoenix, Ariz., was named financial analyst in capital expenditures at TOSCO Corporation in Tempe, Ariz.

PATRICIA A. BLAIR of New York, N.Y., is the director of purchasing at ABC Carpet and Home (Restaurants Division-Chicama and The Parlour Café) in New York City.

SANDOR P. DIZES of Wethersfield, Conn., was promoted to manager at Haggett, Longobardi & Company, LLC, in Glastonbury, Conn.

SCOTT C. JORDAN of Danbury, Conn., is treasurer of a toastmaster chapter affiliated with Toastmasters International.

DIA MONTVILLE '97 of Smithfield, R.I., completed the Suzuki Rock'n'Roll Marathon in San Diego, Calif. Dia walked the marathon in 7 hours and 45 minutes, raising \$3,500 for leukemia and lymphoma. Dia also participates in the Feinstein mentoring program in the Warwick School System, volunteers at the Veterans Affairs Hospital, and is treasurer of the North Scituate Baptist Church in North Scituate, R.I.

SEAN M. REILLY of Mendon, Mass., was promoted to global financial technology services officer with State Street Corporation in Westwood, Mass.

1993

SAMUEL T. BROOMER of Middletown, Conn., was named director, corporate risk and reinsurance management and concurrently, controller of HSB SpecialtyRe at HSB Group, Inc., which is the parent company of The Hartford Steam Boiler Inspection and Insurance Company in Hartford, Conn. He was named to the board of directors at The Channel 3 Country Camp and serves as treasurer and chairman of the finance committee.

THOMAS E. CONNELL MBA of Johnston, R.I., received a juris doctor degree from Roger Williams University Ralph R. Papitto School of Law in Bristol, R.I.

JULIE (HOLT) DESANTIS of Lyndhurst, N.J., was named director of risk management for KMC Telecom, Inc., a competitive local exchange carrier in Bedminster, N.J. Julie received a New York Property & Casualty Broker license and an associate in risk management designation from the Insurance Institute of America.

SHANNON K. DUNNIGAN '97



MBA of Smithfield, R.I., was promoted to site manager for projo.com, the Web site of *The Providence Journal* in Providence, R.I. She will have operating responsibility for all aspects of projo.com. She is also active in the community as an ambassador for the Greater Providence Chamber of Commerce and is a member of the Women & Infants' Executive Fellows Round Table.

LORI-ANN E. RADOMSKI of Summit, N.J., is regional recruitment manager at Comcast Cable Communications, Inc., in Union, N.J.

ANTONIO J. REBELO '98 MST



of Cranston, R.I., was promoted to manager at KPMG LLP in Providence, R.I. He is a member of the Rhode Island Society of Certified Public Accountants and the American Institute of Certified Public Accountants.

PAUL R. SABATINO of Morris Plains, N.J., is a sales representative for Ortho-McNeil Pharmaceutical, Inc., in Morris Plains.

1994

ALISON (FALCONE) ARMELL of Clermont, Fla., was promoted to marketing manager for the central Florida group car sales division of Enterprise Rent-A-Car in Winter Park, Fla.

KRISTIN (ANDERSON)



FRASER '99 MBA of Warwick, R.I., was promoted to manager at KPMG LLP in Providence,

R.I. Kristin also serves as treasurer for Dorcas Place, an organization that promotes adult literacy, and as a member of the Rhode Island Society of Certified Public Accountants.

SHELLEY E. HARPER of Manchester, Mass., was promoted to senior legal product manager in the legal department at Fidelity Investments in Boston, Mass.

WALTER J. MANNING III MBA of Narragansett, R.I., president of Manning Properties, LLC, received a juris doctor degree from Roger Williams University Ralph R. Papitto School of Law in Bristol, R.I.

PHILLIP D. MORIN of Providence, R.I., was promoted to logistics manager at MB Quart Electronics in Walpole, Mass.

CINDY (PULIAFICO) RICHARDSON of Boston, Mass., was named benefits manager at the Sheraton Boston Hotel in the Back Bay of Boston.

MELANIE (MEZZANCELLO) SINGH of Orlando, Fla., was named human resource administrator at Siemens Westinghouse Power Corporation in Orlando.

MARK J. TRUPIANO of San Francisco, Calif., was promoted to Web technology specialist in the enterprise architecture and emerging technologies division of Wells Fargo in San Francisco.

CHRISTOPHER J. WELCH of Middletown, N.J., was named assistant controller at Tiedemann Investment Group in New York, N.Y.

MERYL M. WYMAN of



Brookline, Mass., was named manager in the dispute consulting practice at Deloitte &

Touche LLP, in Boston, Mass.

1995

LOREN (KRAMMER) BENNETT of Bensalem, Penn., was named plan manager for investment processing at Merrill Lynch in Somerset, N.J.

ANDREA (COLAIANNI) DIRICO of Margate, Fla., was named e-marketing consultant working with real estate agents and brokers on their Internet strategy for the southeast Florida region at Homes.com, a company based in Menlo Park, Calif.

JODY V. HARRISON MBA of Cranston, R.I., a legal administrator at Hodosh Spinella & Angelone PC, Attorneys at Law, received a doctor of education in education leadership degree from Johnson & Wales University in Providence, R.I.

TABITHA M. KENT of Duxbury, Mass., opened EXPRESSIONS, a paint-your-own pottery studio in Duxbury.

DARLENE (SCIRPO) RILEY of Cheshire, Conn., was appointed residential sales agent for Calcagni Associates Real Estate in Wallingford, Conn.



1996

PAMELA J. BARRY of Merrimac, Mass., was named director of communications at Boston University Sargent College in Boston, Mass.

STEVEN M. FIORE of North Grafton, Mass., is the national account manager at NCR Corporation in Newton, Mass.

BONNIE S. MILLER of New York, N.Y., was named marketing communications manager at The Dreyfus Corporation in New York City.

JASON R. OLDROYD of West Hartford, Conn., was named assistant director and financial officer for CIGNA HealthCare-National Sales and Delivery Network, Information Management and Technology in Hartford, Conn.

MICHAEL B. TINELLI of Boston, Mass., was promoted to accounting officer of the capital and credit markets division at State Street Corporation in Boston.

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

1997

EMMANUELLE S. ACCAD of Foxboro, Mass., is a corporate event planner at Lids Corporation in Westwood, Mass.

CHRISTOPHER M. BRUNEAU of Portland, Me., is a marketing coordinator with Gofish.com in Portland.

REBECCA (TRACY) EGGERS of Hinesville, Ga., an officer strength manager, was promoted to First Lieutenant in the United States Army at Fort Stewart, Ga.

TARA E. FOLEY of Charlotte, N.C., was named staffing manager at OfficeTeam, a specialized staffing firm that is a division of Robert Half International in Charlotte.

MOLLY B. MULLIGAN of Mystic, Conn., is the gaming secretary for the director of casino promotions/Wampum Club at Foxwoods Resort Casino in Mashantucket, Conn.

RAYMOND K. ST. MARTIN of Clinton, Mass., was named senior technical recruiter for Viridien Technologies, Inc., based in Boxborough, Mass. Viridien Technologies provides analysis, design, architecture, process, implementation, and consulting to companies looking for an inter-networking advantage.

MATTHEW A. SNYDER of New York, N.Y., is a senior associate in the operations system risk management group with PricewaterhouseCoopers LLP, in New York.

YOLANDA L. SORELL of Mallorca, Spain, was promoted to senior auditor at KPMG Auditores in Palma de Mallorca, Spain.

1998

KIMBERLY M. GREGORY of South Boston, Mass., was named an associate consultant with Painted Word in Cambridge, Mass.

MICHAEL P. HURLEY of Minneapolis, Minn., was named account associate at Datalink Corporation in Minneapolis.

SEAN T. KENNY of Framingham, Mass., was named IT business analyst for The Clarks Companies, N.A., in Newton Upper Falls, Mass.

JENNIFER E. MELLO '00 MBA of Norwood, Mass., is an assistant buyer for Work N Gear in Canton, Mass.

CHRISTIAN E. RASMUSSEN IV of Cutchogue, N.Y., is an account executive with Cablevision in Riverhead, N.Y.

1999

MARK A. BELLIAS of San Francisco, Calif., was named an associate in central control for Barclays Global Investors in San Francisco.

KEVIN W. LOLLEY of Sanford, Me., was named portfolio analyst at Putnam Investments in Andover, Mass. Kevin was also the recipient of the company's MVP 1999 Award.

THERESA A. MELOCCO MBA of Deerfield Beach, Fla., was named new product development manager at Sunbeam Corporation in Boca Raton, Fla.

THERESA M. MEYER of Cutchogue, N.Y., is president of Meyer Accounting and Business Services in Cutchogue.

JENNIFER M. ROBERT of Waterbury, Conn., is an associate programmer in IT operational development at American Skandia in Shelton, Conn.

WILLIAM J. THERIAULT MBA of Belchertown, Mass., was named a senior engineer at ISO-New England, Inc., in Holyoke, Mass.

2000

MATTHEW J. FANNING of West Warwick, R.I., was named a systems programmer for Metropolitan Life Insurance Company in Warwick, R.I.

ALUMNI-ADMISSION CONNECTION



As a graduate of Bryant, you can help us continue to recruit a diverse group of quality students. Join fellow alumni around the country by becoming a part of the Alumni-Admission Connection. Your involvement will vary depending on your interests, availability, geographic location, and graduation class. Some of the activities you may become involved with include:

- *Referrals* – Help us identify high school students to whom Bryant admission materials should be sent.
- *College Fairs* – If you graduated within the last five years and live within an hour of an upcoming college fair, you may be invited to represent Bryant at one of these events. Several hundred inquiries are brought back to the College each year as a result of these fairs, but many of the events conflict with recruiting schedules of our Admission staff. This is a great way to share your enthusiasm about the College and meet prospective students.
- *Recruiting Events* – Throughout the year, AAC members actively participate in on- and off-campus recruiting events such as our fall and spring open houses. Depending on the event, you might speak about your career or simply mingle with prospective students and their families.
- *Phone Calling Campaign* – During the spring semester in March, you may be invited to participate in this major campaign to answer questions that admitted students have about Bryant and to encourage students to accept our offer of admission.

To join the AAC or for further information, contact Michelle (Barbato) Pelosi '95, assistant director for volunteers and events, at **(800)622-7001** or **mpelosi@bryant.edu**.

Share your success with a new generation.

IN MEMORIAM

WALTER A. ANDERSON '24 <i>April 13, 2000</i>	CHARLOTTE (HOWLAND) GENO '38 <i>March 31, 2000</i>	A. GEORGE MAIOCCO '49 <i>April 23, 2000</i>	EDMUND OLIVER JR. '64 <i>April 15, 2000</i>
LILLIAN (JOHNSON) ANDREN '27 <i>February 27, 2000</i>	EDWARD K. S. KWOCK '40 <i>November 26, 1999</i>	DONALD R. SOUTHWICK '49 <i>March 21, 2000</i>	RICHARD D. IMONDI '68 <i>March 19, 2000</i>
RUTH (SULLIVAN) POTTER '27 <i>June 25, 2000</i>	ARTHUR E. NELSON '40 <i>May 31, 2000</i>	NORMAND P. LUSSIER '50 <i>May 2000</i>	ALBERT N. LAPIERRE '68 <i>June 9, 2000</i>
DONATA (WOLSKI) DEROSIER '29 <i>May 5, 2000</i>	LILLIAN C. KELLY '41 <i>January 22, 2000</i>	JOHN P. HOLLAND '51 <i>March 15, 2000</i>	BARBARA (CHICKERING) BARAN '69 <i>February 25, 2000</i>
EILEEN A. SULLIVAN '32 <i>June 2, 2000</i>	MARY (MCGUIRK) HANNAN '42 <i>June 2000</i>	JOHN F. MARTIN '51 <i>December 24, 1999</i>	JOSEPH B. GRANT JR. '72 <i>March 23, 2000</i>
HELEN (SITO) BOCHENEK '34 <i>June 11, 2000</i>	DORIS (COHEN) GOLDSTEIN '44 <i>March 15, 2000</i>	ANDREW J. BELL JR. '54 <i>May 26, 2000</i>	JEFFREY F. SCHOERNER '74 <i>April 9, 2000</i>
MARJORIE (CLARK) SUTCLIFFE '35 <i>February 24, 2000</i>	GLORIA (JOHNSON) BOOTH '46 <i>May 27, 2000</i>	SANDRA (BAZAR) KALISH '54 <i>February 12, 2000</i>	EDWARD P. KING JR. '88 <i>May 12, 2000</i>
JOYCE (ROWELL) ELLIS '36 <i>March 5, 2000</i>	LOIS (PLATT) WEST '46 <i>April 2, 2000</i>	HAROLD R. SPRINGER JR. '54 <i>April 28, 2000</i>	DOUGLASS S. STEWART '88 <i>April 7, 2000</i>
HENRY S. JABLECKI '36 <i>June 27, 2000</i>	CLAIRE (FOWLER) DEWICK '47 <i>May 22, 2000</i>	FRANK E. COSTA JR. '56 <i>May 10, 2000</i>	KIMBERLY S. BENDER '90 <i>March 27, 2000</i>
MARY (POVOAS) NUNES '37 <i>March 8, 2000</i>	RAYMOND R. RUTKOWSKI '48 <i>April 18, 2000</i>	SILVINO FERREIRA '58 <i>December 26, 1999</i>	LUCY M. GAREDO '92 <i>February 24, 2000</i>
SHIRLEY (JEWETT) WHEELER '37 <i>February 27, 2000</i>	HUGO J. DICLEMENTE '49 <i>May 7, 2000</i>	RICHARD C. CONNELL '62 <i>August 14, 1999</i>	
	BURLEIGH M. JOHNSON '49 <i>March 8, 2000</i>	WALTER F. SMITH '63 <i>April 6, 2000</i>	

NORMAN SARKISIAN '53, '88H Bryant College lost a long-time friend and supporter when Norman Sarkisian '53, '88H, died on August 17 after a courageous battle with cancer. President and owner of The Beacon Group for over 35 years, Sarkisian was described in an alumni magazine article from the mid-1980s as "one of the College's most vocal proponents of aggressive planning for the College's future."

Internationally known for his civic leadership and philanthropy, Sarkisian served as a Bryant Trustee, led the College's National Fund to new records as its chair

from 1982 to 1983, and spent one year as major donor chair of the Bryant Fund. He had close ties to education in Hartford, receiving that community's Citizen of the Year Award and serving as president of the West Hartford PTA-PTO. He was also a trustee of Hartford Seminary, St. Michael's College, and The Hartford Art School. Bryant awarded him an honorary Doctorate of Science in Business Administration in 1988.

Sarkisian is survived by his wife of 43 years, Joanna (Gallo) Sarkisian; two daughters, Kerry Bouthot and Pamela Denesuk; son Robert '88; and four grandchildren.

FREDERICK R. GLASSMAN '78H, a retired businessman and community leader, passed away at the age of 89 on July 15, 2000. Glassman, a former Trustee of Bryant, received an honorary doctorate of business administration from the College in 1978.

Glassman founded Ford Products Co., which fabricated aluminum storm doors and windows in 1952. One of his ventures was Park & Shop in Pawtucket. He started the corporation in 1957, after downtown business owners complained about a lack of parking for customers. The corpo-

ration provided low-cost off-street parking for shoppers.

Glassman was also an activist in his community, working to bring the Davies Vocational-Technical School to Lincoln, R.I., among other pursuits. Fred Glassman will be remembered as a man of character, vision, fierce determination, and, above all, integrity.



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