

Bryant BUSINESS

A RESOURCE FOR THE BRYANT COLLEGE COMMUNITY

FALL 1998



WHY WE TEACH
ETHICS

WHY WE TEACH ETHICS

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On the cover:

The handshake is an international gesture of trust and good will in the world of business. When someone destroys that trust through an ethical breach, the consequences can be dire — and not just for the unethical individual. In this issue, *Bryant Business* takes a look at today's ethical climate and addresses the importance of teaching good ethical practices.

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PRESIDENT'S MESSAGE

When we launched *Bryant Business* last fall, we hoped to develop an effective resource for the alumni, parents, friends, corporations, and organizations that form our extended community. We started boldly, with an array of articles on strategic planning: what it is, how it's taught, how Bryant graduate and CEO Tom Taylor has used the strategic planning process at Amica.

By all indications, this first effort at fostering a useful, insightful, and thought-provoking dialogue within the business community was a great success. Response to our reader survey was overwhelmingly positive. "An excellent start," wrote one reader. "As contrasted with other alumni publications I receive, this one is a 'keeper.' I've book-marked the strategic planning article for future reference." In fact, about 30 percent of respondents indicated that they'd made copies of the lead feature, "Strategic Planning with a Sense of Direction."

Of course, our purpose in soliciting feedback was not merely to gain praise. We were looking for some hard data on what readers wanted, and what more we could do for them. In the survey, readers told us they particularly valued the planning series; they also told us that they'd like to see more news about alumni and developments on campus. Several asked specifically for stories that highlight Bryant's faculty. "The faculty members are precious resources at Bryant," one reader noted. "I would like to see more articles about them."

We agree. The magazine regards Bryant's faculty as a primary source of new information, penetrating insight, relevant concerns, and editorial wisdom. In this issue, you'll find faculty engaged in a lively discussion of how ethics should be taught at the college level — plus a case study that is actually used in Bryant's classrooms (pp. 11-15). These stories, plus a thoughtful essay by vice presidents Tom Eakin and V.K. Unni, offer our readers a thorough overview of a difficult and elusive subject.

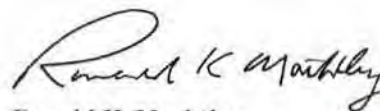
At Bryant College, we understand clearly that a strong ethical base is central to an individual's ability to be a leader in the professional, social, and civic arenas. As you will read in these pages, ethical lapses — whether at the highest levels of government and business, or at lower levels of management — have devastating personal and institutional consequences.

Ethics and integrity do matter; companies and individuals must make this the cornerstone of their future planning. Just as there are examples of individuals and companies who failed to live up to the ethical standard required, we can see every day companies and individuals who make the often hard decision to hold themselves to a standard that both senior management and consumers rely upon. Trust and ethical behavior will be even more important in the future as we move further into an era of knowledge-based products and technology.

This is why integrity — and taking responsibility for one's own actions — is featured so prominently in our new strategic plan for students as one of the four "personal qualities" that we seek to instill and enhance. In this endeavor, we have many advantages. Intellectual challenges are central to our classroom and laboratory activities; in both guided discussions with faculty and fellow students and in self-directed studies, students must encounter and absorb new knowledge. Through intramural and extramural sports programs, students experience camaraderie, teamwork, and healthy competition. Through the examination of ethical considerations in all areas of the curriculum — many examples of which you'll read about in this issue — we challenge students, alumni, and business leaders to examine and enlarge their own ethical base and provide them with the understanding and skills necessary to live up to a high ethical standard.

As the alumni voices you'll read here make clear, a sound ethical base is a critical component of personal and professional success. Ethics and integrity do make a difference.

I hope you enjoy this issue of *Bryant Business*. As always, we welcome your response.



Ronald K. Machtley
President



By J. Thomas Eakin and V.K. Unni

WHY WE TEACH ETHICS



'SEE NO EVIL'

Whether it's rogue trader Nick Leeson, hotel queen Leona Helmsley, Archer Daniels Midland executives Mark Whitacre and Terrance Wilson, or the United Way's William Aramony, newspaper headlines make it all too plain: Breaches in business ethics can destroy careers, lives, and corporations — and sometimes even shake entire industries.



More than 500 American companies have responded by installing ethics officers to help employees sort through ethical dilemmas — and colleges, including Bryant, are developing ethics programs. Still, such high-profile cases strengthen skeptics' conviction that institutionalized ethics education — whether in college or in the workplace — comes too late. There's right and there's wrong, they say, and in cases like these the moral and legal differences between the two don't seem particularly hard to discern.

In the everyday, workaday world, however, most ethical situations are decidedly more ambiguous. Does an idea for a new product that came to you while you were on vacation belong to you or your employer? When does a gift become a bribe? When does savvy "corner-cutting" become unsavory skimping on the final product?

Not only are the "right" answers not always obvious, but businesspeople often receive mixed messages from their employers. In fact, some companies support cultures that actually encourage wrongdoing: Nearly one-third of the employees in a recent national survey said they felt pressured to engage in misconduct to achieve business objectives. Robert Fulghum may have learned everything he needed to know in kindergarten, but not all of us were so lucky. Moreover, many of the ethical quandaries in which business professionals find themselves today didn't even come into existence until most of us were already adults. Indeed, the ethical landscape is shifting so rapidly that we at Bryant feel we would be derelict of duty if we didn't try to give our students a perspective and the important skills they will need to navigate this increasingly challenging terrain.



language, or histories, much of the common basis upon which trust may develop within a national culture," a reputation for trustworthiness is the best insurance that an individual or company will be an honorable partner. Such a partner can be trusted not to "take advantage of certain vulnerabilities which no one else has exploited before and concerning which the law is silent, and morality unclear."

Traditionally, there's been a higher ethical bar for international practices, but other developments are raising the bar for domestic business as well. The recent emergence of "virtual corporations" — temporary networks of independent companies that come together speedily to take advantage of fleeting market opportunities — brings new ethical challenges. Virtual corporations are fraught with potential for unethical

When the first colleges in this country were founded 300 years ago, faculty and staff considered the development of student character as one of their primary responsibilities. But while many contemporary colleges have backed away from this role, we at Bryant continue to see a real need — and a real opportunity — to play an active role in helping students develop an ethical perspective, especially as families and religious institutions exercise less influence on young people than in the past. Moreover, changes in business relationships, advances in technology, and resulting new legal standards are creating a crucible that is testing our present and future business leaders as never before.

NEW TRENDS, NEW CHALLENGES

Integrity has always been one of the hallmarks of a superior company, but it has never been as essential as it is today, when a reputation for probity can make the difference between being party to a promising business relationship and being left in competitors' dust. As George G. Brenkert argues in *Business Ethics Quarterly*, the expanding globalization of business is one phenomenon that is driving a new emphasis on integrity. In the absence of "joint customs, traditions,

behavior, as Thomas M. Jones and Norman E. Bowie point out, also in *Business Ethics Quarterly*. Because there's little, if any, external oversight, the temptation to cut corners may be great; to save the whole project from failing, other team members will readily compensate for free riders. And the stakes are high: Component firms — sometimes former rivals — share skills, costs, and access to one another's markets. In the absence of ample time to develop trusting relationships, virtual partners often must take a leap of faith, and what is that faith based on if not a history of straight-shooting?

Virtual corporations are linked not so much by face-to-face contact as by information technology — a veritable Pandora's Box in the contemporary business world. In fact, the 1998 KPMG Business Ethics survey of 1,000 Canadian companies reported that CEOs cited the security of internal communications as one of the two top risk areas, along with misuse of proprietary knowledge. Gone are the days when confidential information was locked inside a file cabinet. Today, such data is often sent via the Internet, where it may be intercepted, saved, altered, and forwarded by a talented computer user. And while it's self-evident that breaking into a hotel and planting bugs is unethical, today businesspersons can "eavesdrop"

WRESTLING WITH ETHICAL QUESTIONS AT BRYANT

BRYANT COLLEGE'S STRATEGIC PLAN IDENTIFIES "INTEGRITY and personal responsibility" as one of several desired personal quality "outcomes." To that end, we strive to train students to look inward and honestly confront themselves. The student affairs staff — along with faculty and other staff — engages students in discussion about such important questions as:

Who am I?

Why am I here? What is the purpose of this whole experience?

...

What kind of a person do I want to be?

...

What kind of society or institution do I want to be a part of?

...

How does what I do as a student today affect my ability to be effective in life and business in the future?

What does it mean to be a success?

...

What methods should I use to analyze, clarify, and make judgments as an individual, professional, and member of a community or communities?

...

How do I treat those who come to different conclusions?

The ongoing struggle with these issues helps us develop and adjust the way we see our environment and the relationships in it. It is our hope that, in wrestling with these key questions, our students will graduate as individuals of character — more sensitive to the needs of community, more competent in their ability to contribute to society, and more civil in their habits of thought, speech, and actions.

— J. Thomas Eakin

on employees — and sometimes even competitors — without leaving their desks. Software is now available that allows managers to monitor their employees' Internet use, for instance, and anyone with access to passwords can raid voice-mail boxes, as executives at the *Philadelphia Inquirer* and Chiquita Brands International recently learned the hard way.

WHO WILL BE RESPONSIBLE?

Part of the problem can be attributed to how easily people can gain access to information, products, and services they're not entitled to. In addition, the people with the greatest access to a company's proprietary knowledge today tend to be younger than in the past, points out James Hunter, who heads KPMG's ethics and integrity practice. This meeting of sophisticated high-tech skills and a limited perspective on key issues that determine the ethical practices and standards of a company can inspire or undermine trust.

Because our young graduates may well find themselves in positions of responsibility beyond their years, we cannot pass up the opportunity to encourage the development of a solid ethical framework, especially since there is evidence that ethical awareness does grow during and after college: In a nationwide survey, 85 percent of undergraduates said it was acceptable to copy software without paying for it, but fewer graduate students condone the practice, and most business executives think it's completely unethical. There is also encouraging evidence that students will rise to meet the demand for high integrity. After conducting extensive research, Professor Donald L. McCabe at Rutgers University found that there is significantly less cheating at schools that have honor codes than at schools that do not.

Finally, the changing legal climate is making ethical behavior more critical than ever. We at Bryant recognize that what's ethical goes far beyond what's legally permissible. We're just as concerned that individual and organizational goals are in concert as we are that minimum legal standards are observed. But today, laws and judicial rulings are increasingly dictating what businesses must do to avoid ethical crises — and these demand our attention.

Passed into law in 1991, for example, the Federal Sentencing Guidelines tie training to behavioral consequences. The guidelines mandate that an organization may be fined anywhere from \$5,000 to more than \$72 million if any of its employees commits a white-collar crime — unless that organization



the top down. If our graduates are to help create business cultures where upstanding behavior is the expected norm, then they must lead by example.

THE BRYANT DIFFERENCE

As a college, Bryant has for many years been a leader in key business areas such as accounting, finance, and business technology, and we are proud of our many graduates who have risen to the top ranks of American business. To continue to produce true leaders in this changing business climate, however, we must continue to focus on the ethical aspect of leadership — those qualities that engender the trust, respect, and confidence of employees, customers, clients, vendors, and investors.

This is one of the reasons that a Bryant degree requires coursework in history, philosophy, communications, and other liberal studies — courses in which students tradition-

ally develop the broader context for a solid ethical foundation. It's also why we have incorporated instruction in business ethics across the curriculum (as you will read elsewhere in this publication), rather than isolating it in a single course. And, finally, recognizing that today's student has more discretionary time outside the formal class schedule, it's why our strategic plan calls for increased emphasis on sports, clubs, living groups, and internships — all opportunities for students to act on the ethical principles they've discussed in the classroom.

can prove that it has instituted a comprehensive ethics program. By 1995 approximately 280 cases had been prosecuted. And just this past summer, the U.S. Supreme Court set forth clear rules employers must follow to avoid being held liable for sexual harassment committed by their employees.

Gut instinct tells us, however, and research confirms, that merely establishing protocols is not enough to guarantee ethical behavior (nor to protect companies from convictions and penalties). Instead, it's essential to establish an ethical climate from

RESEARCH IN ETHICS: THE BRYANT CONTRIBUTION

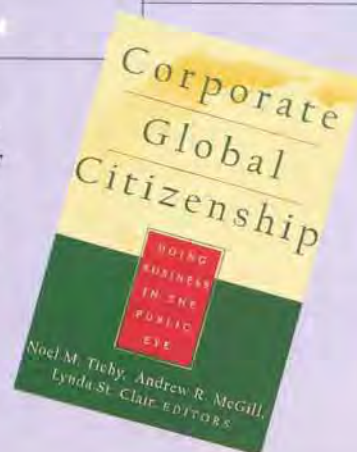
WITH ALL THE EMERGING interest in business ethics these days, it comes as no surprise that academic research on ethical issues is booming as well. Bryant College has a strong presence in the field, with faculty members contributing research on topics ranging from software piracy to corporate responsibility

to how to teach ethics.

For example, *Corporate Global Citizenship*, co-edited by assistant professor of management **Lynda St. Clair**, demonstrates that ethical behavior can enhance a corporation's financial performance. Among the book's examples are programs launched by American Express to bolster the

economy of Eastern Europe, by Merck to halt an epidemic of river blindness in Africa, and by Proctor & Gamble to preserve the planet.

Noel M. Tichy, Andrew R. McGill,
Lynda St. Clair, editors.
Corporate Global Citizenship.
The New Lexington Press,
San Francisco, 1997



'SPEAK NO EVIL'

PRACTICE WHAT YOU TEACH

Gary Pavela, a noted authority on academic ethics, has written, "one of the great (recent) failings in American education has been a group-think acceptance of the assumption that it is somehow intellectually unsophisticated to try to identify and affirm the core values that make social life possible." We could not agree more. Colleges and universities should not be values-free havens. We at Bryant respect diversity, yet we maintain that there are universal values — such as honesty, justice, freedom, and the dignity and worth of each person — that must be upheld. Moreover, we believe our students have voluntarily chosen Bryant at least in part because our community takes values seriously.

At Bryant, we believe we can and do teach values — more by the things we do every day than by the words we say. To further the College's mission, each new student this year was invited to sign a Citizenship Pledge, a series of statements that guide the relationships of all members of the Bryant community. But it's a reciprocal agreement, signed by our president, between the College and the student. Before expecting our students to take responsibility for their actions, we pledge to set high standards for all of the members of our community to follow. We pledge to be role models of civil and ethical behavior, and to challenge violations of these values when they occur. As Warren Bennis, the noted researcher and writer on leadership, points out, "If there is anything that undermines trust, it is the feeling that the people at the top lack integrity, are without a solid sense of ethics."

Peter Drucker, in his book *The Leader of the Future*, agrees. "We want leaders who are credible," he writes, citing extensive research. "We must be able to believe in them. We must believe that their word can be trusted."

Bryant is already synonymous with an outstanding business education. It's our goal that this reputation will be even stronger in future years, and that a primary characteristic of our "signature" will be the College's ability to educate ethical business leaders and make significant contributions to the national discussion about ethics and business. Bryant College — our students, faculty, alumni, corporate partners, friends, neighbors, and supporters — deserves no less. 🌐

About the Authors

J. Thomas Eakin is vice president for student affairs at Bryant College. **V.K. Unni** is vice president for academic affairs at Bryant College.

WHEN DAVID WEINSTEIN, chief of administration and government affairs at Fidelity Investments, addressed a group of prospective Bryant students on campus this past spring, he spoke simply, but powerfully, about the importance of honesty and integrity in the mutual-fund business. "People send us money every day — tens of millions of dollars! It's amazing," he said. "And why do people send us their money? Because they trust us."

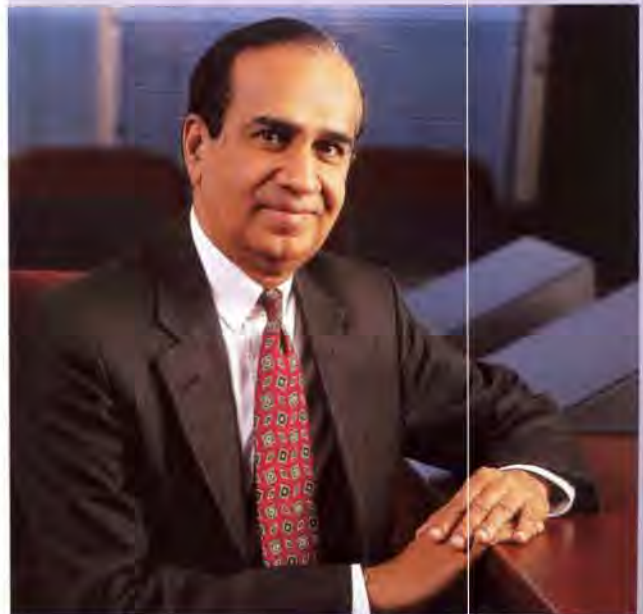
Because people trust them. In the past 25 years or so, business ethicists have devoted countless pages in academic journals to the subject of trust. They've explored the differences among simple trust, blind trust, and authentic trust; among attitudinal, voluntarist, and predictability views of trust; among trust, confidence, and reliance. They've debated whether trust is emotional or rational. They've created such a body of research, in fact, that a new paradigm for business ethics is fast

overshadowing the utilitarian and formalist models that preceded it.

In short, this new paradigm asks not which business practices will produce the greatest good for the greatest number of people, but, rather, which business practices will inspire trust. Also, this paradigm recognizes that individuals need not aspire to ethical behavior merely for its own virtuous sake, but because with it come trust's rewards: consumer confidence, as in Fidelity's case, and promising partnerships, among others.

It is perhaps too early to assess the impact of trust on such indicators as market share, capitalization, and stock market profile, but it seems obvious that the "trust" model is a handy rule of thumb for a professional faced with a moral quandary. As Andrew Brien has pointed out in the *Journal of Business Ethics*: "Simply, if an action is unlikely to promote trust then it is also unlikely to be ethical."

— V.K. Unni



IN THE REAL WORLD: FOCUS ON ALUMNI



Teaching ethics to business students is all well and good, but what happens when those students graduate and launch their careers? What kind of ethical dilemmas do they face once they enter the real world? And what sort of ethical breaches do they see and deal with in others? Bryant Business recently spoke with four Bryant alumni to find out what's happening in ethics on the front lines of business.

TESHA CHAVIER '88

Attorney, Securities and Exchange Commission

As an attorney with the SEC, I'm in the enforcement division. By the time a case reaches us, usually ethics have long since been breached.

Mostly we see insider trading cases, brokers churning accounts, and corporations booking false sales. But the biggest thing is perjury. For instance, on an insider trading case many people lie under oath about how they got the information. Catching them can be easy — if someone denies knowing another individual, for example, we can subpoena phone records. What are they going to say when we point out multiple, lengthy phone calls to that person — that it was a wrong number? Or, if the person says, "I was the only one who bought this stock," we'll look at bank records and find out that a check was written to someone the next day after the transaction for half the amount of the trade.

People assume we won't check up on their stories, but we go to a lot of effort to find the truth. They'd be much better off just telling the truth in the first place, because our agency operates only on a civil level. Someone found guilty of insider trading, for example, usually



double-edged sword: you have to be able to prove anything bad you say, so you don't say bad things — you just try to get that person out the door.

only has to pay back the amount gained plus penalties. Perjury turns the case into a criminal matter, and chances are good that they'll get jail time. People who would have faced only financial penalties if they had told the truth end up in prison for several months because they committed perjury.

Since 1993, when I joined the SEC, I've seen the agency become much more forceful. We deal with criminal authorities very closely, and penalties can be very stiff. We're hitting companies with heavy financial penalties to get them to stop what they're doing.

Ethics really comes down to individuals. Sometimes employers just want to get bodies in there, so they don't thoroughly research new hires. When an employee steals from them and turns out to have a history of theft, the company says, "We never knew." Why don't they ask potential employees the right questions, and follow up to find out if their resumes are accurate? Of course, in a lot of cases, employers will play down incidents, and even say good things about a dishonest employee to another potential employer, just to get rid of the person. It's a



SAM PILCH '68

Vice President and Controller, Allstate Insurance Company
Accounting is an art, although it's become more of a science because of increasingly stringent regulations. Still, there are large elements where choices have to be made — whether disclosures have occurred, whether management or accounting has judged inappropriately. Making the wrong ethical decision can be very damaging to a company.

In my own industry, several companies have gotten in trouble for using "vanishing premium" techniques, in which a company replaces a customer's old policy with a new one, saying no premium is needed. Some companies have had to pay heavy fines when these assertions have been proven wrong. It's a value proposition

— shareholder values are eroded as a result of inappropriate ethical decisions. And it isn't limited to middle or lower-level management.

In the past few years, though, companies have come to realize that they can't withhold information or understate their situation, because the public now is more demanding. With today's extensive communications, people are much more informed than in the past. For example, a major retailer recently went very public about its controversial efforts to collect from bankrupt debtors. They admitted to making mistakes in judgment and promised to rectify the situation.

The extensive regulations covering my industry help keep companies ethical by exposing what they're doing. Of course, there are 50 jurisdictions, each of which has its own set of policies and claims procedures. People say it must be easy to avoid problems — you just follow the rules. But there are so many rules that it's impossible to know them all. Compliance then comes down to intent — we have to be working in the customer's best interest.

The proliferation of regulations means that awareness of regulations and compliance are top priority. We must actively and continually demonstrate compliance as a part of our everyday priorities. Allstate, of course, is large enough to support a law department whose responsibility is to monitor changes in regulation and interpret new laws. But each functioning area — underwriting, marketing, claims, and so on —

is also responsible for compliance. It's clearly stated in our job descriptions.

The industry puts a significant amount of resources toward compliance. When you think about the dollars involved, you wonder how could we spend so much — but then you realize how much work is involved.

On an individual level, as a manager I've found it most disheartening when people do something that compromises their ability to continue in the job. When someone cheats on an expense account, it erodes your confidence. Twenty-five years ago, you could act on improper behavior with simple good company intention, but now, situations involving courts and settlements against companies have led to a more disciplined approach. There's a fact-finding period, an assessment period, then you confront the situation and take action.



PAUL WEISMAN '79

President, Securities Training Corporation

My company provides training to the securities industry. We offer courses and written materials to licensed stockbrokers, for example, to help them pass the required exams for their field. One of the products we offer is a course on ethics in which we run through a scenario that asks people to decide what's the ethical thing to do. We talk about it as an integrity issue: that it's an important choice to make sure all parties are served properly. Ethics goes beyond rules, and our job is to enlighten people as to what the rules are and help them make choices.

"If employees see management taking a less ethical route, why should they worry about ethics themselves?"

PAUL WEISMAN '79

Our company becomes a representative of the firm that has hired us to teach their employees. Because we are viewed as management, we have to be especially careful that we make the best possible choices ourselves and follow all the rules. We have a very strict code of behavior. An instructor sent to an investment bank may hear about an upcoming deal, for example, but absolutely cannot use that information for his or her own gain. Even though we're not regulated ourselves, we have to follow the rules.

I always tie ethics into integrity. For example, we're very upfront with our clients about what we can and can't do. When continuing education requirements came out three years ago, we knew we didn't have the staff to start

teaching all the new courses. So we turned down some potential clients, but now they know we're honest with them. We deal with all the major firms on Wall Street, and we know we have to continue servicing the whole account after we're done teaching the class — so we want to make sure we can deliver on our promises.

Within our company we place a premium on upholding high standards of conduct. First of all, we make sure all employees understand what we expect of them. Twice a year we get all the instructors together to reinforce our position on ethics. We emphasize that one bad apple ruins it for everyone. If one instructor violates a rule, all of us are tainted. We try to show the severity of the offense. After all, this job is their meal plan; it's their career. No one on my staff wants anyone upsetting their own careers, so we have effective self-policing.

Also, we try to always set the right example. If employees see management taking a less ethical route, why should they worry about ethics themselves? When we get a referral from a trade association, we give them a finder's fee. Employees sometimes wonder why we bother since it's all on the honor system; the association would never know if we didn't bother to pay the fee. I explain that I couldn't live with that choice. As a leader, I have to set an example.

We have a variety of built-in safeguards against ethical breaches. Managers' pay, for example, is directly tied to departmental productivity. That gives managers a lot of incentive to make sure their assistants and other employees do what they're supposed to do and not abuse sick days and vacation days. The pocketbook is a great motivator.

I learned a lot about ethical decisions at Bryant College. Professors would talk to us about the ethical choices they'd had to make in their professional lives. For example, one management professor used to work for NASA and talked about the decisions he had to make on the Gemini and Apollo programs. Do you cut the budget and look great, or do you insist on the best quality possible so people's lives are not at stake? Being cheap, I learned, is not always the ethical move. And I'll never forget what Professor McCabe told us. He said, "Once your integrity is compromised, there's no going back." I've followed that advice ever since.

NEIL TIERNEY '58

*Professor of Auditing, George Washington University
Senior Partner, Ernst & Young (retired)*

Before I retired in 1993 and started teaching at George Washington University, I was in charge of the public-



"A person either has ethics or doesn't. To take personal responsibility you may have to pay the price; the rest of the world may not change."

NEIL TIERNEY '58

sector accounting division at Ernst & Young for more than 20 years of a 30-year career.

Over these years in business, I never heard ethics come up as a subject. The senior partners I worked with always made it clear that all they ever wanted from their employees was the truth — when people don't tell the truth, it harms them, their colleagues, and the organization, and that can't be tolerated.

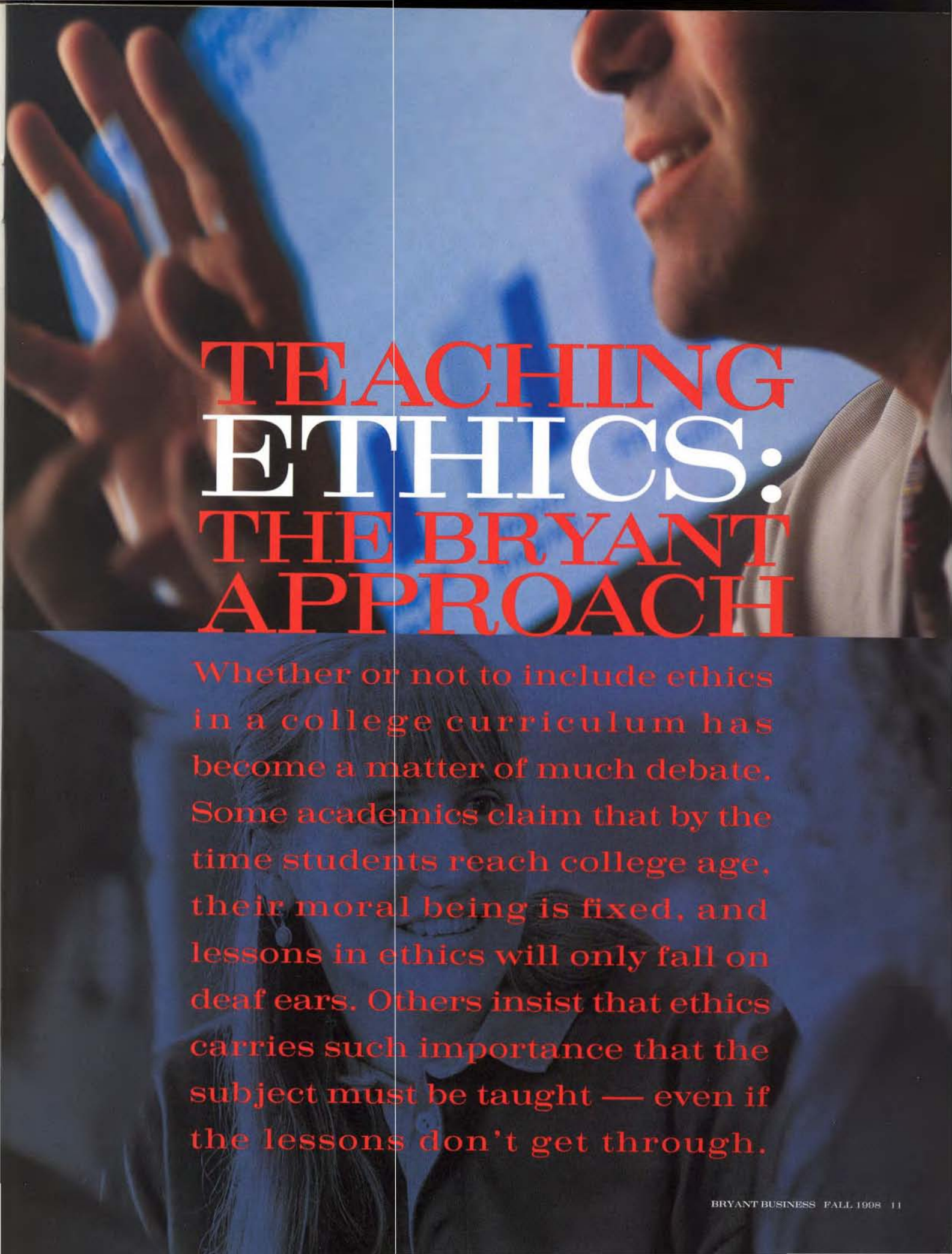
It all comes down to the tone set at the top of the company. If the very senior executives don't make clear where they stand; if they're willing to shade the truth — that works its way through the organization. An organization is just people, after all. They talk about a company doing price-fixing — but an organization can't do anything; it's people who do things. A person either has ethics or doesn't. To take personal responsibility you may have to pay the price; the rest of the world may not change.

Very early in my career I faced a situation where my immediate director was overruling and watering down audit reports prepared by his subordinates. Essentially, he was more concerned with pleasing the people he worked for than with submitting an accurate report.

The organization's senior executives were not concerned about this behavior, and his colleagues had tolerated his behavior for a long time. I didn't see where I could ever change that, so I had to leave. I could never understand why colleagues who were also bothered by this individual's behavior stayed put. After a while, to some degree, they too became corrupted.

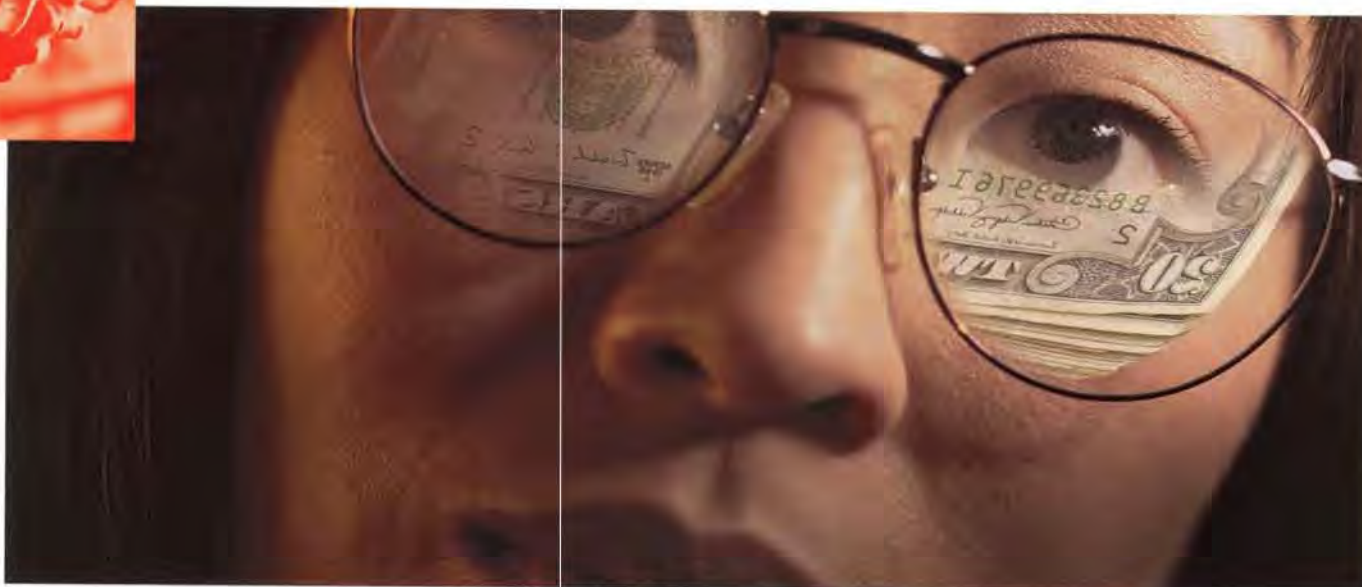
Based on my experience with government and not-for-profits, I believe this country is blessed with decent civil servants. I've worked with thousands of governments — federal, state, city, and county — and though I certainly found errors, I seldom saw deliberate deceit. There was a rash of publicity about ethical problems in the '80s, with all the savings and loans going under. It's easy to hurl out accusations of wrong-doing, but when the dust settles, I'm always amazed at how few actually committed fraud. In most cases, people simply made mistakes. In other instances, we forget that all business is a gamble. People and regulators often do not want to admit that.

It's the same with corporations that are in the headlines for alleged fraud. As they say, a good attorney can get a ham sandwich indicted — and it's only the indictment that gets the headline. When you actually analyze the charges, they often don't seem to stand up. You seldom hear about the acquittals. Allegations sell papers, and no reporter wants to do a postmortem on a case where allegations were disproved. So I feel very positive about the state of this nation's ethics in business and in government. 🌐



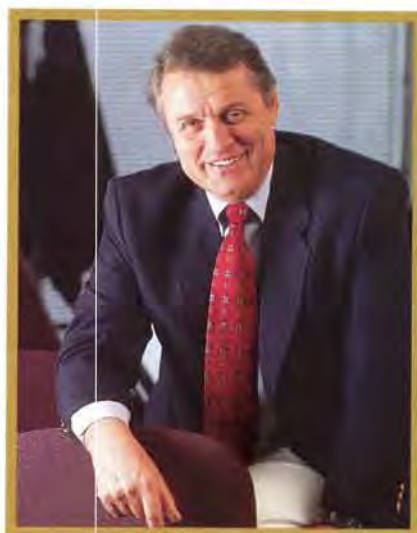
TEACHING ETHICS: THE BRYANT APPROACH

Whether or not to include ethics in a college curriculum has become a matter of much debate. Some academics claim that by the time students reach college age, their moral being is fixed, and lessons in ethics will only fall on deaf ears. Others insist that ethics carries such importance that the subject must be taught — even if the lessons don't get through.



“Usually you’ll find some difference in those situations, but the real question is, is there any change after two or five years?”

Wally Wood



their values, but our primary goal in teaching ethics is to make students aware of the role of ethics in a variety of situations they might encounter.”

Glass continues, “We want to help students become fully informed so they understand the impact of their ethical decisions and the full context behind them. Essentially, we can make them say, ‘I didn’t realize that what I was doing was wrong.’”

PREPARING STUDENTS FOR THE WORK WORLD

Vice President of Academic Affairs V.K. Unni agrees. “Ethics should definitely be a part of the curriculum. Values come from the family, and the specifics of ethical decisions depend on where the student goes after college. But we can prepare students for the work world by teaching general theories and concepts. We hope that the corporations they go to will teach a specific ethical approach.”

In fact, no less an authority than the AACSB, Bryant College’s accrediting body, insists on the importance of teaching ethics, even making it a required curriculum component of any accredited business college.

Even among those who agree that ethics should be a part of any college curriculum, however, controversy reigns over just how ethics should be taught. Should students take a course devoted solely to ethics, or should ethics be woven throughout every college class?

On the whole, Bryant faculty agree that ethics must be an integral part of a college curriculum — in spite of what several see as inconclusive proof that ethics courses have any effect. “There’s not much evidence that teaching ethics has made students more ethical,” according to Bryant College accounting chair Saeed Roohani. In search of evidence, computer information systems chair Wally Wood contacted all the ethics centers in the nation — 180 in all. “No one knew of any conclusive evidence,” he reports. “In fact, one correspondent wasn’t sure how such effects could even be measured.”

Wood finally tracked down a few studies that tested students’ ethical attitudes through use of scenarios immediately before and after taking a class in ethics. “Usually you’ll find some difference in those situations, but the real question is, is there any change after two or five years?”

But Bryant faculty say that teaching ethics has more to do with preparing students to face ethical dilemmas in the business world than with making lasting changes in their ethical beliefs. As CIS associate professor Richard Glass says, “By the time students reach college age, they’ve already developed a value system. To some extent we can influence



AN INTEGRATED APPROACH

Bryant College itself has recently changed its approach to the subject. Until recently, the College required all students to take a course called Business Ethics. Now, the goal is to weave ethical concepts into every class on campus. "Ideally," says Wally Wood, "we would incorporate ethics into all classes *and* teach it as an individual course."

But since a student's college career only can encompass a limited number of classroom hours, Wood concedes that colleges must make a choice. "When you talk about ethics in every course, students are likely to take the subject more seriously than if you only address it once a week," he says. Management department chair Ron DiBattista agrees. "I talk about ethics in everything I teach. Because decision-making is such a big topic in management, I talk at length with my students about weaving ethics into decision-making. It fits into nearly every discipline."

Most Bryant professors agree that the traditional way of teaching ethics doesn't work. Simply lecturing students on the theory of moral behavior, they say, turns students off — or at least puts them to sleep. Instead, Bryant faculty bring ethical messages to life for students by using real-life scenarios and cases that students can relate to.

"When an unethical practice affects the student, or someone they know, it affects them more than the abstract would. That's why I talk about issues that apply to them. It's the psychology of the particular."

Keith Murray



POINT OUT THE RISKS

Saeed Roohani, for example, makes ethical lessons relevant by identifying the risks involved in ethical lapses. "I point out that though an unethical act that gains them a few thousand dollars today is tempting, it comes with big risks. It'll stay on your record and jeopardize your future. I often use the example of congressional candidates — media go to their colleges and even high schools, looking for any little ethical breach. You never know where you'll end up, so I tell them to always think about the risk."

Marketing professor Keith Murray uses similar tactics. "When an unethical practice affects the student, or someone they know, it affects them more than the abstract would," he says. "That's why I talk about issues that apply to them. It's the psychology of the particular." Murray's

ethics lessons include showing misleading commercials to his class. "The ads are a vehicle to talk about the notion of an honest business manager. Sure, the ads conform to regulations, but is it ethical to mislead the consumer? I tell my students they'll never watch TV in the same way again."

In short, says professor of mathematics Alan Olinsky, "Our goal is to graduate students who are knowledgeable about what is going on — and what could go on — so they don't fall into traps."



CASE STUDIES BRING ETHICS TO LIFE

Several Bryant professors use specific case studies to make the topic more interesting. "I use scenarios that students can relate to," says Wally Wood. "For example, your friend works in the computer center and lets you use the computer even though you don't have an account. Is that ethical? The typical student sees no problem with that. On the other hand, I say, can you go out into the college parking lot and use one of the administration cars without asking? They say no. Part of our job is to show them that there's no difference between the two situations."

Richard Glass uses exercises based on role-playing to talk about invasion of privacy and other ethics issues (*see story, below*). DiBattista shows his class a film in which a husband and wife discuss the wife's ethical dilemma at work. "She

works for an ad agency, and is assigned to do a marketing campaign for fur coats. Her value system may be that wearing fur is wrong. What should she do? Generally students have no doubt about what she should do. Whichever side they take, it's all black and white for them, because their ethical will hasn't been tested yet. I try to raise their awareness of wider ethical issues by saying, 'What if she's supporting a family? Doesn't she have an ethical responsibility to them to stay employed?'"

Through role-playing, case studies, and other methods that bring ethical dilemmas to life for students, Bryant professors are working hard to turn their students into ethical employees for the future. In the end, says DiBattista, "I believe you can train people on ethics. It's not easy, and I don't know if you can bat 1,000, but you have to do it." 🌐

A CASE STUDY IN ETHICS

MANY BRYANT PROFESSORS USE real or fictional case studies to make ethical points in their classes. Below is one fictional



situation developed by CIS professor Richard Glass as a springboard for discussions about invasion-of-privacy issues. The case was modeled on Harvard Business School Case 9-189-142 with permission of Professor John Sviokla of the Harvard Business School. All reference to companies or individuals is purely fictional.

Do you know where your employees are?

The Case of Aperture, Inc.

During the fall of 1992, Aperture Inc., a large manufacturer of camera equipment specializing in high-tech equipment for the military, installed an employee surveillance system in its main manufacturing

plant. Each employee was required to wear an employee identification badge at all times while on company premises. Each badge contained a tiny transceiver that emitted radio signals. Throughout the plant transceivers were placed within walls and other suitable locations.

The transmitters picked up the signal in the employees'

badges, and their locations within the plant were continuously monitored and stored in a computer database. In addition, video cameras were placed in a number of high-security locations. It was briefly explained to the employees that their badges contained transceivers that would permit the company to know where the employees were located at any given moment during the day and that the cameras would monitor areas of high security. They were not advised that any of this information would be collected and stored in a database. They were told that they were to wear the badges for security purposes, given the importance of their products to the military, and that there would be other benefits such as being able to easily contact them if a telephone call or urgent matter arose.

In September of 1994, Veronica Madison, assistant to the plant manager, entered the office of Mary Turcotte, vice president of human resources. Veronica was clearly very distressed. She related to Mary that last July 15th her boss, John Barrows, had asked her to help him prepare a presentation to the executive committee. He asked her to meet him at 2:00 p.m. in a conference room in a remote area of the plant that received very little traffic. Veronica recalled asking John why he chose that room, since no one ever seemed to use it. He responded that the presentation was important and that he wanted to hide away so that no one could bother him.

Shortly after meeting in the room, John began to make

sexual advances toward Veronica. When Veronica resisted he threatened her with her job, and Veronica ran from the room. Veronica explained to Mary that up until now she was afraid to say anything to anyone, and besides, John had not made any other advances since that time. However, yesterday she had a job review with John, and he was very critical of her job performance even though she had only received praise in the past. She was now afraid that John was trying to get rid of her.

When Mary confronted John, he acted amazed and responded that Veronica was making it up. He couldn't imagine why she would do this other than he had to reprimand her

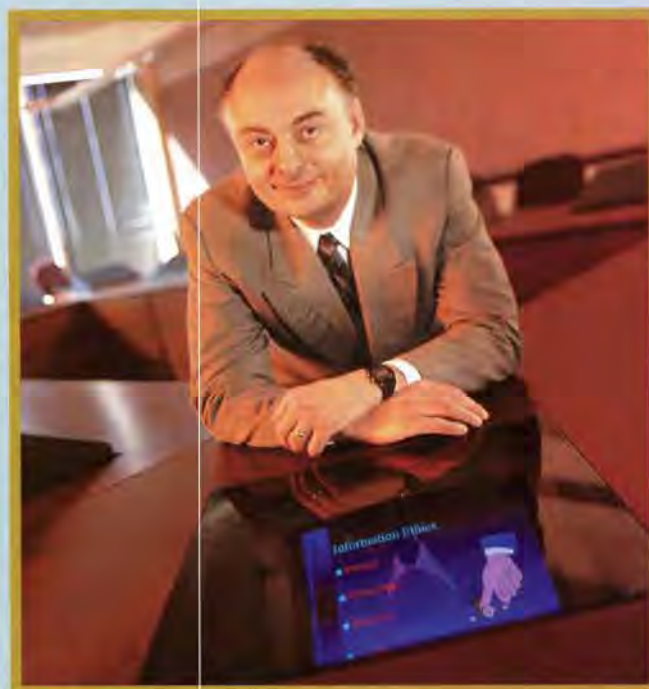
in her performance review the other day. When Mary told John the details, John said, "That's impossible — I haven't been in that conference room in the back of the plant for years, never mind being there with Veronica." The next day, Mary and the director of MIS looked up the whereabouts of Veronica and John on the day in question. The computer database clearly indicated that on July 15th at 2:00 p.m., the tracking system recorded Veronica and John's presence in the conference room at the back of the plant.

The Students Respond

After reading the case, students are told that employees

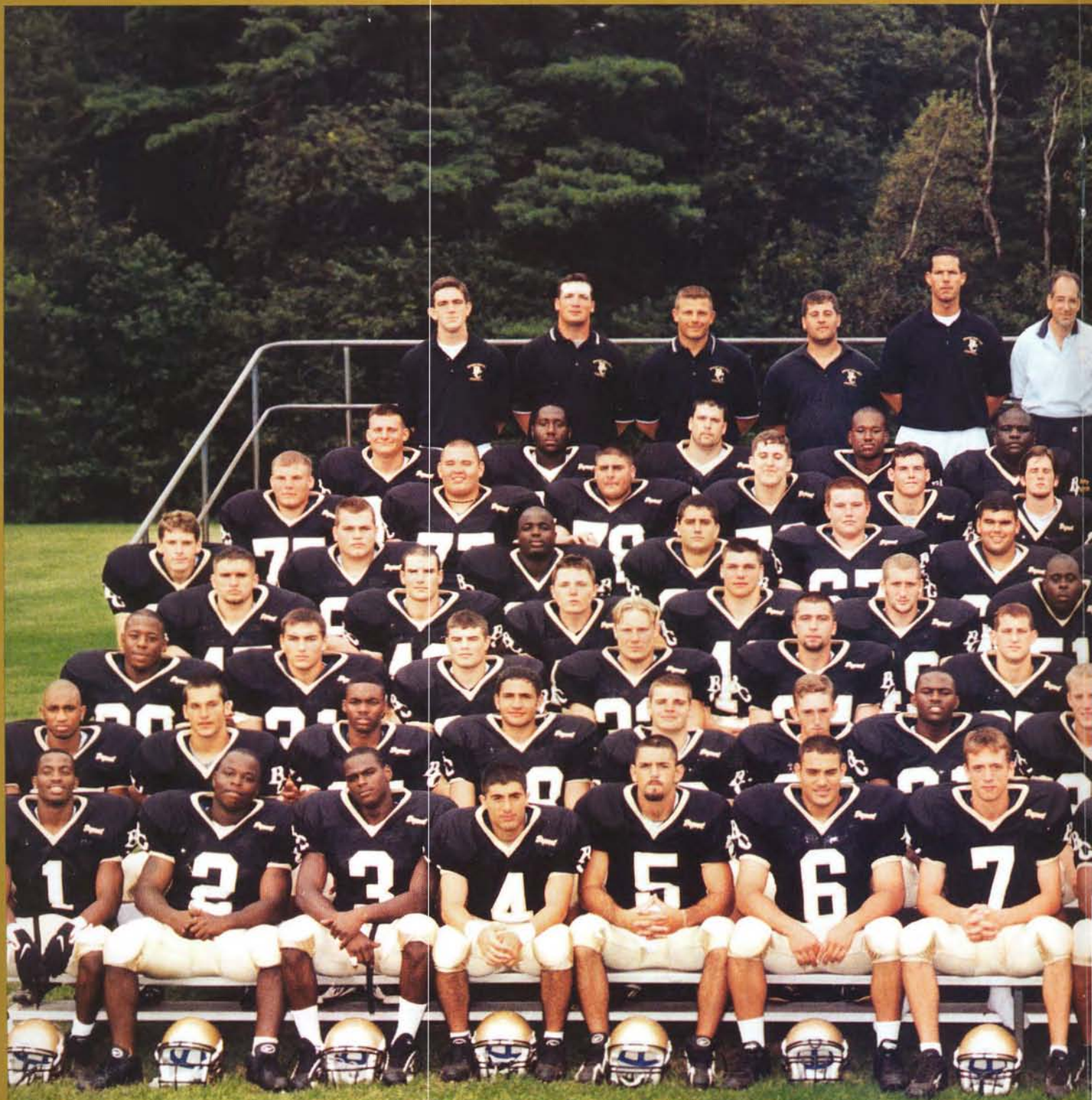
are angry about the company's surreptitious storage of data on their whereabouts in the plant. The students compile arguments for and against employee-monitoring, and participate in a role-playing exercise that pits labor against management. "Halfway through the debate between the two groups, the rest of the class starts chomping at the bit to join in," says Glass. "So we open it up and get everyone involved. Students argue back and forth and begin to understand that there's no right or wrong answer." Then each student decides whether the practice is ethical and whether it should continue. Finally, Glass initiates a full-class discussion on ways in which an organization can promote ethical behavior while taking into account the effects on various stakeholders.

According to Glass, students generally begin the role-playing exercise with arguments that relate to the policy's effectiveness rather than to the question on ethics. During the debate, however, students gradually focus more on ethical issues such as the right to privacy. "It's very rewarding to watch the process evolve from a discussion of organizational effectiveness, the traditional approach to business problem solving, into a personal and emotional discussion of ethics." And besides, Glass points out, the exercise gets students interested. "Students love this approach," he says. "It makes what many students consider a very dry part of the course more exciting."



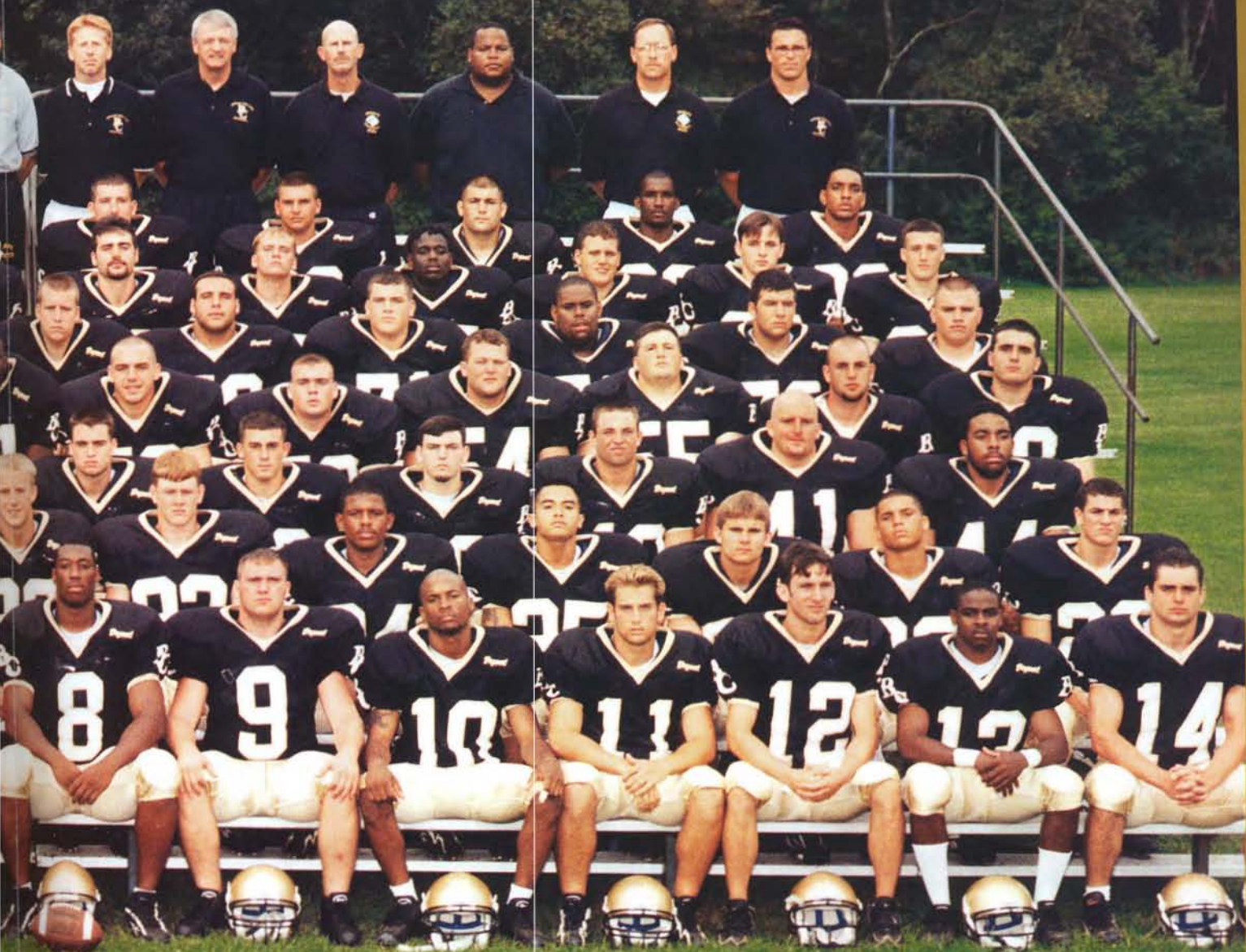
"It's very rewarding to watch the process evolve from a discussion of organizational effectiveness, the traditional approach to business problem solving, into a personal and emotional discussion of ethics."

Richard Glass



BRYANT COLLEGE IN AU

1998



ORIGINAL FOOTBALL TEAM

- 1999

PHILANTHROPY MAKES THE DIFFERENCE

BRYANT SUPPORT GROWS TO RECORD LEVEL

Thanks to the continuing support of generous alumni, parents, and friends of Bryant College, contributions have reached a record high. The College received more than \$1.8 million in gifts in the past fiscal year, an increase of 30 percent over the previous year.

"We are grateful for this support because it is so essential for furthering our mission," says President Ron Machtley. "Thanks to the generosity of Bryant's many contributors, we can continue to provide a learning environment that puts students first."

Donations increased across the board. Gifts to the College's operating fund grew 5 percent, to nearly \$787,000. And the telefund program grew nearly 18 percent, to more than \$343,000.

Alumni continued to show strong support for the College, with gifts totaling more than \$885,000. The number of donors also increased, with nearly one in five alumni making a gift in the past year.

Support by parents almost doubled, growing to more than \$90,000 last year, up from \$55,000 the year before. And the number of parents making gifts increased 13 percent in the same time period.

The President's Leadership Council, which includes annual contributors of \$1,000 or more, grew well beyond expectation. The goal last year was to welcome 50 new members. During the past

year, an astounding 92 new members joined the Council and 79 members renewed their membership.

"We hope other parents, alumni, and friends of the College will join in supporting the unique education Bryant provides," says Laurie L. Musgrove, Vice President for Institutional Advancement. "Private gifts play a key role in fulfilling the College's strategic plan."

SUPPORT BRYANT'S LEGACY

Bryant is committed to providing students with the resources to succeed. Scholarships are one way to ensure that our tradition of success continues.

This year, 20 Bryant students benefited from your contributions to the Alumni Association Scholarship Fund (AASF).

One of those students is Elissa Burke '00, a computer information systems and management double major. "With three of us in college at the same time, this scholarship was a big help to my family," says Elissa.

The AASF is supported, in part, by the proceeds from the Bryant College VISA card. Each time you use your Bryant VISA, MBNA Bank will make a contribution to the AASF.

You'll soon be receiving an application in the mail for the Bryant VISA card. Just fill it out and mail it in. Or call the Office of Alumni Relations at 401-232-6040 to request an application immediately.

Thank you for your investment in Bryant's highest priority — our students, our future. You can make a difference.



(left to right) President's Leadership Council members Karl F. Ericson '58, '91H, honorary trustee, and Walter Stepan, father of Axel Stepan '94, enjoy a Cultural Series reception with Horst Maurer.



Elissa Burke '00



Patriots Day in August offered an opportunity for alumni, donors, and their families to meet members of the New England Patriots and watch the team practice on campus. Bryant has provided summer training facilities to the team since 1976.

BRYANT THROUGH HISTORY

A REGULAR BRYANT BUSINESS FEATURE SPOTLIGHTING DIFFERENT PERIODS OF BRYANT'S HERITAGE AND LINKING ALUMNI TO MEMORIES OF THEIR YEARS ON CAMPUS.

What are your favorite memories from your years at Bryant? Dancing at the Little Brown Jug? Walking through the Archway for the first time after graduation? Making friends in the dorms? Bryant Business recently spoke with representatives of the classes that graduated 50, 40, 30, 25, 10, and five years ago. Here's what they remember best about their Bryant years.

BRYANT ALUMNI



Gloria (Sabetta) Gardner
Class of 1948

It's difficult to remember what happened 50 years ago, but I do remember making a lot of good friends at Bryant. Also, I remember my sorority days: the rituals, the teas, the dances — which I attended as an active member of Sigma Iota Chi. I chose Bryant College because it was considered the top business

school. The fact that I was able to advance successfully in the business world proved that I made the right decision. Bryant stressed ethics, efficiency, and excellence. As a manager, I stressed the same.



Shannon Dunnigan
Class of 1993

Here's an interesting fact: I was born in 1971, the year Bryant College moved to Smithfield! Going to school at Bryant was one of the greatest experiences of my life. The campus was like a Utopian society — everything we needed was there. But what really made the difference was the people — friends and teachers. In my women's history honors course we

BRYANT ALUMNI

presented a paper on the lives of three generations of women in our families. These women were not around any more — my mother took ill my freshman year and passed away my sophomore year. That made the presentation of my paper particularly poignant. My professor, Judy Litoff, said something to me on graduation day that I'll never forget: she said, "I learned a lot from you." It was surprising to hear that she learned something from me, especially when I was so grateful for what I learned at Bryant.



Steve Berman
Class of 1968

Bryant provided what I didn't see at other schools — an excellent academic environment with real-world applications. For instance, in my political science class we had to write a proposal for a congressional amendment. My wife and I met at Bryant. When we moved to the South (Georgia), we

BRYANT ALUMNI

saw how loyalty to and pride in your alma mater was a big thing there, and we were disappointed that we didn't feel a part of something like that. So when Bryant's Alumni Association really evolved, we felt proud to be active members of an alumni community. In fact, I was at the summer Olympics wearing a Bryant hat, and a man started a conversation with me saying his daughter now attends Bryant. We meet Bryant people all over the place now.



Mike Deotte
Class of 1993

From the Scoop, the bookstore, Tupper's, the Grill, and the Comfort to the townhouses, dorms, and suites — we had everything we needed at Bryant. We were our own little intra-community. That's why I chose Bryant: classes were small, and I could be involved in more activities on campus. I was in the Student Alumni Association and had the

BRYANT ALUMNI



opportunity to attend national SAA conferences at UCLA and Georgia Tech. We even hosted a regional conference right here at Bryant. I have a lot of fond memories of being editor of the yearbook, too — writing, proofing, editing, photographing, negotiating contracts, working with the staff, and ultimately producing a professional-looking publication that encapsulated everyone's point of view of what happened during their years at Bryant College. Plus, it was a great way to get the last word!



Bob McCaffrey
Class of 1988

What I remember most about Bryant was spring weekend — the last weekend before finals. For the whole week everybody was like one humongous family — we were outside throwing frisbees, barbequing, playing foosball and soccer, and going to outdoor concerts. Those were the best times without a doubt. I came from a small town, so I liked that community

BRYANT ALUMNI



feeling. The dorms were clustered together and there were only 3,000 students. I may not have known everybody, but I'd certainly recognize everyone I saw on campus. The friends I made there are still friends today, 10 years later. Any of the guys could pick up the phone to be in touch, and it'd be like we just saw each other yesterday. I got so much out of my four years at Bryant College that I try to stay involved. I feel strongly about what Bryant has to give, so I have no problem giving back.

BRYANT ALUMNI



Susan Haley
Class of 1993

When Bryant accepted me, I decided to go even without seeing the school — on reputation alone. And I'm glad I did. Bryant College really molded me into the professional I am. Interaction with people, respecting professional opinions, seeing both sides of a situation (personal or professional), and being objective are all aspects of

professionalism that I learned at Bryant. It helped me look at the big picture. For instance, accounting professor Michael Lynch was a real inspiration to me and other students. He told us about his real-world work experiences, his degrees, and how he moved around in the accounting profession. Students admire him for his accomplishments and aspire to follow his example. Professor Lynch taught me to aim high, so that's what I'm doing. I plan to own my own business one day.



BRYANT ALUMNI



Peter Barilla
Class of 1958

I went to Bryant right out of the Air Force. Bryant was a small school at the time, and the education I received there really helped me in my careers. After graduation I worked for the state of Rhode Island as a bank examiner, then a securities examiner, and eventually I retired from the East Providence School Department as business administrator.

Some of my favorite times were in the "cafetorium" where we all gathered in the morning to have coffee and shoot the breeze before class. A lot of us were veterans and lived in apartments in Providence instead of in the dormitories, so we enjoyed meeting up with the other guys and gals in our class. Oh yeah, I have two other important memories — Bovi's in the Fox Point area on Friday afternoons and my crazy roommate, a former Marine who was always doing the "white glove test" to get us to clean our apartment!

BRYANT ALUMNI



Bob Beaudoin
Class of 1958

Veterans lived in apartments instead of the dorms because most veterans were older than the average Bryant student, and we weren't particularly inclined to abide by the curfew rules. The Benefit Street area, which had a number of apartments rented by veterans, was noted for its weekend social activities. I got a great education at Bryant and have fond memories. In those

days accounting was the school's greatest attraction, and they gave students personality tests upon entrance into the program. My test results concluded that I was an extreme extrovert and advised me to major in business marketing. I worked for Campbell Soup Co. for 14 years and then for the Maine Department of Marine Resources until my retirement two years ago. By the way, I was Pete Barilla's roommate, and if it hadn't been for me that apartment wouldn't have been liveable!

BRYANT ALUMNI



**Karen (Gallo)
Riddett**
Class of 1988

My experiences in the sorority were the best times. Socially, we provided an outlet for the rest of the student body because we hosted a lot of functions. But we also did community work. We cleaned up a neighborhood in Providence. We planted trees, painted park benches, visited nursing homes, and encouraged other people to participate in community events.

I'm proud because the Greeks always were the first to volunteer. I was treasurer in the Greek Letter Office, too, so I got exposure to the way the college worked as a business rather than just as an educational institution. The Rotunda was the central meeting place where everyone went, and every Greek system would hang out at the same spot all the time. Any day of the week, you would see groups hanging out at the trees, on the steps, on the benches, and you'd know exactly where to find your friends. It was a great place to people-watch.

BRYANT ALUMNI



**Rita A.
(Saccoccia)
Anderson**
Class of 1948

Fifty years! It's so hard to believe! But 50 years ago, when I attended Bryant College, I just loved going to school there. We would gather in the cafeteria between classes to drink coffee and talk. I became president of the only national sorority on

campus — Sigma Iota Chi — an honor for me and a lot of others. I graduated with a Bachelor of Secretarial Science degree, and I had a solid background in grammar and language. My training at Bryant gave me the confidence I needed to enter the workforce after 50 years.

BRYANT ALUMNI



Jim Gibney
Class of 1968

I was senior class president in December 1967 when it was announced that the whole college was going to be moved out to Smithfield within four years. Our student senate called a meeting out at the Mowry Homestead, which is now the alumni office. Nothing was there but that building and fields, cows, and stone walls. I remember thinking, 'How can this spot ever replace the character and tradition of Bryant on the East Side of Providence?' My feeling now, when I stand in the

middle of that campus, is how proud I am of my college and how I'd like to be an undergraduate at Bryant today.

I'm proud to say, too, that my classmates and I were instrumental in bringing the Archway from the old campus to the new one. When alumni from the '40s, '50s, and '60s first visit the new campus, seeing the Archway in the middle of that campus floors them. It means a lot to them that the current student body has respect for the Archway, because it's a symbol of the academic environment and community feeling of the old Bryant campus. It's a nice feeling for alumni to identify with that so many years later.

BRYANT ALUMNI



**Susan (Ricci)
Robertson**
Class of 1973

When I started school at Bryant in September of 1969, I was one of only three or four women in the accounting department. That year there was a protest against the Vietnam War; I marched. School ended two weeks early, no finals, it just shut down. Officials wanted to get students off campus and back to their homes before too much more trouble

broke out. It was a crazy time — starting college, the Vietnam War, protests, friends going to war, moving to a new campus. But it was also where I met my husband. We were in an accounting class together where we all sat alphabetically. I was Ricci, he was Robertson, and the rest is history.



**Lloyd
Robertson**
Class of 1973

Susan and I were just friends until our senior year. But then I got a low draft number, and I realized just how much she meant to me because I knew I had to talk to her right away. That's when we got more serious. Ultimately,

BRYANT ALUMNI

Once we moved to the new campus in our junior year, the concerns about war sort of left us for a while. It was secure, self-contained, our own community.

I was lucky — I didn't have to go to Vietnam because the war ended right after I graduated. As I get older I see my life in sections. The first third was spent learning, the second third was dedicated to my family, and the last third is about giving back to my community. That's what I'm doing now with Bryant — my experiences there formed a significant part of my life. Our daughter goes to Bryant, and when I visit campus I feel younger. I have a great deal of pride in Bryant College and the people I knew there.

SPOTLIGHT ON BRYANT: CAMPUS NEWS

LEADERS JOIN BOARD OF TRUSTEES

Three outstanding women leaders have been named to the Board of Trustees of Bryant College. Joining the board in January were: Agnes Bundy Scanlan, managing director of Corporate Community Development at Fleet Financial Group; Joanna T. Lau '97H, president and chairman of LAU Technologies; and Beverly E. Ledbetter, vice president and general counsel at Brown University.



Scanlan

Agnes Bundy Scanlan joined Fleet Corporate Administration in 1994 as senior vice president and director of corporate community development, and was promoted to managing director in 1998. Her responsibilities include Fleet's corporate-wide compliance with the Community Reinvestment Act of 1977 and economic development. Prior to joining Fleet, Bundy Scanlan served as counsel to the U.S. Senate Budget Committee, where she analyzed and reviewed all Senate floor bills and amendments for potential violations of the Congressional Budget and Impoundment Act of 1974. Bundy Scanlan earned a

bachelor of arts degree from Smith College and a juris doctorate from Georgetown University Law Center.

Joanna T. Lau '97H co-founded LAU Technologies in 1990 to provide high-tech, high-quality, and innovative services. The company now employs 200 and is one of the few businesses in the country to meet the high quality specifications of the U.S. military. Before founding her own company, Lau worked with GE Aerospace, GE Consumer Electronics, GE Aircraft Engine, and Digital Equipment Corporation. She earned a bachelor of science degree from SUNY Stony Brook, a master of science from Old Dominion University, and an MBA from Boston University. Bryant recognized her business achievements with an honorary degree in 1997, when she was the keynote speaker for Graduate School Commencement exercises.

Beverly E. Ledbetter, vice president and general counsel at Brown University, serves on the Institute of Education Management Advisory Board and on the faculty of the Harvard Management Development Program. She is also chair of the American Corporate Counsel

Lau



Ledbetter

Association's Non-Profit Section, a member of the NCAA Committee on Infractions, and past president of the National Association of College and University Attorneys. Experienced in both the private and public sectors of higher education, Ledbetter was previously legal counsel at the University of Oklahoma, where she also taught courses in law and higher education. She earned a bachelor's degree from Howard University and a juris doctorate from the College of Law at the University of Colorado.

BRINGING BUSINESSES TOGETHER

In keeping with its reputation as the region's leading business resource, Bryant College recently held three major conferences to serve various elements of the business community.

"The Path to Profit: Creating a Competitive Edge Through Design" marked the first major initiative of the Center for Design and Business, a partnership between Bryant College and the Rhode Island School of Design that unites the art,

design, and business communities behind economic development. Held in April at the Providence Convention Center, the seminar brought the region's businesses together to understand the role that design can play in their companies' success. Guest speakers from Uvex, Zelco, and Spinerly shared their experience in uniting design and business.

Representatives of area small businesses gathered on campus in April to learn about electric deregulation and associated issues, and the potential impact of such changes on their businesses. "Choosing a Competitive Electric Supplier" was sponsored by Bryant College, Narragansett Electric, the R.I. Economic Development Corporation, the R.I. Manufacturing Extension Services, and the R.I. Small Business Development Center.

"Globalizing your Business for the 21st Century" was the topic of this year's World Trade Day in June. Hundreds of current and aspiring exporters gathered on campus to learn more about international trade, how to use the resources available, and how to increase their profits by tapping international markets. Bryant trustee Roger Begin '76, vice president of Fleet Investment Management, and Tom Tanury, chairman of Tanury Industries, co-chaired the event, which was sponsored by Fleet, Bryant College, and the Rhode Island Economic Development Corporation. World Trade Day is an annual event run by Bryant's Export Assistance Center, which is celebrating its 10th anniversary of service to the business community.

PENN STATE ADMINISTRATOR NAMED VICE PRESIDENT

Bryant College has named J. Thomas Eakin, Ed.D., to the position of vice president for student affairs. Before coming to Bryant, Eakin was assistant vice president for student affairs/student development at Pennsylvania State University, where he held various roles since 1970.

From 1992 to 1997, Eakin served as senior student affairs administrator for the Commonwealth Educational System, with responsibilities for student affairs leadership at 17 two-year campuses in the Pennsylvania higher education system.

"I am very pleased to announce Dr. Eakin's appointment," says Bryant President Ronald K. Machtley. "Vice president of student affairs is a very important leadership position at Bryant College, and we are fortunate to have someone of his ability, distinction, and experience in that role. I am confident that he can help lead us into the next century and achieve our mission."

In his new role, Eakin is responsible for career services, residence life, multicultural student services, health services, counseling, and student activities.

Eakin earned his bachelor's degree from Indiana University of Pennsylvania and his master's of education and doctorate in counselor education/student personnel from Penn State University.



DEAN OF ADMISSION AND FINANCIAL AID NAMED



Victoria J. LaFore has been named dean of admission and financial aid at Bryant. Before coming to the College, LaFore was assistant dean and director of admission at Western New England College School of Law, where she held various positions since 1992.

"It is with great pleasure that we welcome Victoria LaFore," says President Ron Machtley. "I am confident that under her leadership, we will continue to be successful in attracting highly qualified students to Bryant."

In her new position, LaFore will oversee student recruitment efforts at Bryant, including the establishment of enrollment goals, and the disbursement of financial aid and scholarships to students.

She is a member of the American Association of College Registrars and Admission Officers, the Law School Admission Council, and the National Association of College Admission Counselors.

LaFore holds a bachelor's degree magna cum laude in marketing and management from Siena College and an MBA from the University of Massachusetts.

NEW STUDENTS ARRIVE ON CAMPUS

**MORE ROOMS.
MORE OPTIONS**

The theme this year for residence halls is "more" — more rooms, more options, and definitely more students.

"We're housing 1,950 students on campus this year," says Robert Sloss, assistant dean of students and director of residence life. "That's a larger number than we've had in a long time."

To ensure that there are enough rooms to house everyone, Bryant has reopened three residence halls that were closed last year. And one of those, Hall 8, will provide freshmen with a



nonsmoking, 24-hour-a-day quiet residence. "We've offered nonsmoking or quiet floors in the past, but this was the first year we had so many students request those options that we could dedicate an entire building to house them," says Sloss. The preferences of returning students are also accommodated. One entire residence hall and several floors in other buildings are available to upperclassmen who prefer a nonsmoking environment.

But buildings are only a small part of the residence life experience at Bryant. The school offers a number of programs to make the campus quickly seem like home — and to ease the transition from high school to college. Bryant is rare in that it offers a campus-wide opening when students first move in. "At a lot of other schools, just the residence halls and cafeterias open up when students move in," says Sloss. "At Bryant, all financial

WELCOME BRYANT STUDENTS

aid, admissions, and residence hall staff are on hand to meet with students and answer any questions they may have. It's a really nice effort by the entire College community to make students feel welcome."

Specially trained residence advisors, who are upperclassmen, are on hand throughout the year to help freshmen adjust to college life. "The resident advisors live on the same floors as the freshmen and plan all sorts of educational and social events," Sloss says. "The goal is to have each freshman develop in his own way and become part of the Bryant community."

**BRYANT
ENROLLMENT
BOOMING**

The word is getting out to high school seniors that Bryant is the college of choice for achieving a personal best in business and in life. This fall, Bryant enrolled 750 freshmen — the College's largest incoming class since 1988.

Victoria J. LaFore, dean of admission and financial aid, says several factors contributed to the largest incoming freshman class in years. The first is demographic. "There's been a large increase in the number of high school graduates, and that's a trend that is expected to continue for several more years," she says. Indeed, applications for fall '98 were 24 percent greater than the previous year.

But Bryant's stellar reputation and energetic recruiting efforts also played a part. "Bryant continues to have a strong reputation as a top quality business college," LaFore says. "And the Admissions and Financial Aid staffs really worked hard at getting the word out about Bryant and expanding

our market share. They gave prospective students a lot of personal attention, and that shows in the resulting applications." In particular, applications increased from the high-population states of New York, New Jersey, and Connecticut.

Other factors have also contributed. "The addition of a football program helped us to recruit students who are both academically qualified and gifted football players," LaFore says. "We also streamlined our marketing materials, so that the mail stream to prospective students was more consistent in frequency and message."

But far from resting on their laurels, the Admissions and Financial Aid teams plan to continue expanding their efforts. "In the next year, we plan to increase our recruitment of international students, in keeping with the College's strategic vision of creating a global learning environment," LaFore says. "I'll also be brainstorming with staff to come up with new recruiting strategies. We want this upward trend to continue."

**A WARM BRYANT
WELCOME**

New Bryant students had little opportunity to feel homesick or lonely this fall, thanks to the programs coordinated by the

student activities office. During the course of the Bryant Experience, a

three-day orientation program, 16 student leaders helped new students make the transition to Bryant's community. From distribution of keys to moving in to social events, new arrivals were settled in and involved in various activities in no time.

One of those activities was Bryant Serves I, a program devoted to community service activities. New students joined returning students, faculty, and staff to paint fences, clean up litter, and do yard work at 22 sites in Rhode Island and Massachusetts. "This was the first time we tried this program," says Judy Kawamoto, director of student activities. "It was a positive experience for everyone involved. Our students got to know each other while doing something worthwhile for the community. We plan to do it again."

In Connections, an annual Bryant Experience tradition, faculty and staff members "adopted" the students of a residence hall floor. Students met with their mentors at the Freshmen Fiesta dinner, forging bonds that will grow stronger in the upcoming year. "The whole point is to make new students feel welcome at Bryant," says Kawamoto of the many activities and events organized by her office and Bryant students. "We got off to a good start."





PROFESSOR'S POETRY EARNS RECOGNITION

Bryant College English professor Thomas Chandler has been named the 1998 Phi Beta Kappa poet at Brown University. Chandler is a recognized poet who has won the Galway Kinnell Poetry Prize and has twice received writing fellowships from the Yaddo arts colony. His work has appeared in *Poetry*, *The Literary Review*, and *The New York Quarterly*, among other publications. Poems from his latest book, *Wingbones*, have been nominated for the 1998 Pushcart Prize, a national award.

INTERNET ACCESS

Alumni and friends can get the latest Bryant news through the College's world wide web home

page (www.bryant.edu; click on "What's New"). Included are selected news releases; academic and event calendars; *Bryant Exchange* and *Quick Exchange*, the College's internal newsletters; and the *Alumni Bulletin*. Feedback can be e-mailed to Public Relations Director Nancy Rowett, APR (nrowett@bryant.edu).

This year, Bryant became one of the first colleges in the nation to broadcast Commencement live on the web. Virtually anyone in the world with basic Internet access was able to view Bryant's Commencement exercises through the "What's New" section of the College's home page or through the direct address of www.bryant.edu/commencement/webcast.html. Commencement remained "live" on the website for two weeks following the event.

Convocation '98, held on Thursday, September 10, marked the beginning of the new academic year and introduced new students to the Bryant community.

John D. (Jack) Callahan '56 (top photo), chairman and CEO of the Callahan Group and chairman of the Bryant College board of trustees, was the keynote speaker at convocation.

Mathematics Professor and mace bearer John T. Quinn (bottom photo) led the procession of students, faculty, and administrators across the campus to the ceremony in the gymnasium.



Bryant College has developed a new, interdisciplinary major in financial services, the first of its kind offered to undergraduates in the region.

The major was developed in direct response to the field's increasing prominence in business. "The timing is perfect for Bryant's financial services major," says Ed Santos '81, executive vice president of Fleet Financial Group in Providence. "Analysts tell us that this is the major growth area of the coming decade."

"We're on the cusp of a huge market," adds Joe Duffy '69, senior vice president of family wealth management at Bank of America in Los Angeles. "Bryant students will be entering careers that can last a lifetime."

Finance Professor Art Gudikunst, who coordinates the College's financial services program, explains that because the finance industry is rapidly changing and demand is growing, financial services is a logical development in Bryant's curriculum. "The field is broad, yet personal," he says. Gudikunst also points out that both the field and the Bryant major reflect an interdisciplinary approach.

Mike Fisher '67, managing director of the Institutional Business Group at Strong Capital Management in Milwaukee, agrees. "Financial services embraces a wide variety of disciplines and skills. It's an industry of constant change that is ideal for anyone who wants a lot of action."

To enter the field of financial services, tomorrow's professionals must have a broad background that encompasses the related disciplines — finance, marketing, accounting, law, and more. "We recognize what a professional going

into personal financial planning will need in order to be successful," says Gudikunst. "The interdisciplinary nature of the program allows us to offer our students both breadth and depth of understanding."

Santos agrees. "By developing skill sets in many disciplines, Bryant students will have many opportunities in a growing industry, and even within the same company. A broader background gives you a better chance of building your career. You need to be ready to change and adapt, with the company, with the industry."

Bryant's course of study captures the critical professional areas. The core of the curriculum is finance, since that also forms the base of the professional field. But it is not enough for financial services professionals to understand the financial products they offer, Gudikunst says; they must also have ongoing contact with their customers, understand their needs, design alternative product packages, and prepare for external influences.

Students in Bryant's financial services program study marketing to help them develop personal sales skills and refine their communication abilities. Legal studies is integral to the curriculum because service providers must understand the impact of changing regulations and legislation and be able to anticipate and prepare their clients for future developments. Students also study accounting to develop income tax sensitivity and awareness of tax-related issues that can affect product availability.

"By developing skill sets in many disciplines, Bryant graduates will have increased opportunities in this exciting industry," says Santos. "Bryant prepares students for change."



NEW GAME FEATURES BRYANT

Bryant College is a featured player in a new game recently released by Hasbro, Inc. The Rhode Island Edition of the Monopoly® game showcases many other state landmarks in addition to Bryant. This is one of more than 30 special-edition Monopoly® games currently available from Hasbro's licensee, USAopoly, Inc., based in Encinitas, Calif.

Bryant was one of only three Rhode Island institutions of higher education invited to place a square on the game

board. Other featured landmarks and businesses include the Slater Mill historic site, Roger Williams Park Zoo, A.T. Cross, Ross-Simons Jewelry, and Del's Lemonade.

The Rhode Island edition of the Monopoly® game is on sale at the Bryant College bookstore and at Filene's department stores, among other outlets. To order through the Bryant bookstore, please call 401-232-6240 with your credit card number. The cost is \$29.99 plus \$5.00 shipping and handling. All proceeds benefit the Hasbro Children's Hospital.

CULTURAL AND SPEAKER SERIES INTRODUCED

Bryant College introduced two important initiatives this spring. The Trustee Speaker Series and the President's Cultural Series bring noted names to campus to enrich the Bryant community and enhance students' appreciation for the arts. Both series are features of the College's New Century Plan for Excellence.

Music resonated through the halls of the Unistructure in February when one of the world's greatest guitar duos performed to a sold-out audience. Sergio and Odair Assad, who are credited with reviving

Brazilian guitar music, inaugurated the President's Cultural Series with a program ranging from the American premiere of Terry Riley's composition *Zamorra* to an adaptation of Gershwin's *Rhapsody in Blue*.

Noted classical pianist Sergio Fiorentino graced the Bryant stage in April to continue the President's Cultural Series. Like the Assad brothers, Fiorentino came to Bryant with the support of the Newport Music Festival. Fiorentino has received critical and popular acclaim for his performance of works by Scriabin, Rachmaninoff, and Prokofiev.

Earvin "Magic" Johnson addressed a crowd of students, alumni, trustees, staff, and high school students in February as Bryant's Trustee Speaker. Johnson, recognized as one of the top 50 basketball players of all time, spent his NBA career with the Los Angeles Lakers and was a member of the Olympic Dream Team. He was invited to Bryant, however, to speak about his business career. A successful entrepreneur, Johnson brings economic development to depressed urban areas through his business ventures with TGIFridays, Starbucks Coffee, Sony Pictures Entertainment, and

other national corporations.

Trustee Mike Fisher '67 was instrumental in bringing Olympian Dan Jansen to campus in March as the next Trustee Speaker. Jansen, who served as a CBS Sports commentator during this year's winter Olympics, won worldwide respect when he overcame adversity to win Olympic gold in the 1994 speedskating competition, his fourth Olympics. In his talk, Jansen inspired students to set goals instead of limits as they pursue their dreams. Among the special guests in the audience was fellow Olympic gold medalist Sarah DeCosta of the U.S. women's ice hockey team.

Earvin "Magic" Johnson shows his support for Bryant's new football team after speaking with students as the first in the Trustee Speaker Series.



STUDENTS PLACE SECOND IN NATIONAL COMPETITION

A team of Bryant students finished second in a national marketing competition in Dallas this spring. They were one of eight teams nationally to advance to this championship round of the American Marketing Association Challenge. The team outperformed students from Loyola and Ohio Universities, among others. In 1995, Bryant's team won the national competition.

This year, their task was to develop and present a marketing strategy for the Kellogg Company as it penetrates the recreation market for food and snack purchases. The students' 30-page assessment and recommendation paper was chosen as among the best, and they advanced to the championship round in Dallas. There they made a 30-minute oral presentation, followed by a question-and-answer session.

Competing were: seniors Tracy Bolduc, Jacqueline Longtin, and Vincent Sullivan; juniors Brian Willinsky and Barry Yackolow; and graduate student Jeffrey Teixeira. The students worked with advisor Frank Bingham '61, '72MBA, professor of marketing. 🏀

CLASS NOTES

1934

MARGARET (HELFERTY) FIELD of Brooklyn, Conn., a longtime supporter of Quinebaug Valley Community-Technical College in Danielson, Conn., was honored at commencement exercises with the Board of Trustees Merit Award for her outstanding contributions.

1935

WILSON H. CRANFORD JR. of Jacksonville, Fla., opened a consulting business in Jacksonville.

1948

RICHARD A. FREED of Granville, N.Y., received the Washington County Bar Association Liberty Bell award for 40 years of service to various Granville-area community groups.

1958

CAROLYN (SMITH) LANGLOIS of North Dartmouth, Mass., owner and president of Towne House Insurance Agency, Inc., in Dartmouth, Mass., attained the designation of Certified Insurance Counselor.

1959

CYNTHIA (PECKHAM) DEWEY of Rehoboth, Mass., was named senior account manager of Aon Risk Services, Inc., of Rhode Island in Providence, R.I.

PETER O. JOHNSON of Wayland, Mass., retired after 28 years as vice president for taxes at ITT Sheraton Corporation of Boston.

1960

BERTRAND R. BLAIS '84MBA of North Kingstown, R.I., was named vice president of finance and administration at Fielding Manufacturing in Cranston, R.I.



ROBERT E. METIVIER of Pawtucket, R.I., retired as Mayor of the City of Pawtucket in January 1998.

DARELLE L. WHITE of Wallingford, Conn., is a criminal justice secretary for the Fugitive Squad Unit in the office of the Chief State's Attorney for the State of Connecticut.

1965

JAMES T. BLAKE III of South Bend, Ind., was appointed president and CEO of Lake Medical Group, Inc., in Warsaw, Ind.

RICHARD J. HAINES of Newton, Iowa, was named director of the Iowa Department of General Services by Governor Terry Branstad in Des Moines, Iowa.

1966

WILLIAM H. WALSH of Cranston, R.I., was appointed president and CEO of DaMa Jewelry, Inc., in Johnston, R.I.

1968

JAMES P. FEROLITO of Narragansett, R.I., owner of Gorman & Ferolito, Inc., CPAs, in Cranston, R.I., was appointed to the executive board of the New England Graduate Accounting Studies Conference.

A. BARRY LEIBOWITZ of Lancaster, Pa., was appointed director of operations for Kevco, Inc., in Lancaster.

1969

BRIAN F. FARMER of Warwick, R.I., was named an account executive at Providence-Southern L.L.C. in Providence, R.I.



1970

JOSEPH L. SABATINO '77MBA of Cranston, R.I., was named chief financial officer and director of administration at McGovern Noel & Benik in Providence.



VINCENT J. VINCI of Cranston, R.I., was elected president of the Rhode Island Society of Certified Public Accountants.

1971

KENNETH C. BARTH of Fargo, N.D., was named regional finance director — Iowa for Mercy Health Services in West Des Moines, Iowa.

ROBERT M. DAUGHTON of West Des Moines, Iowa, was named senior vice president and director of Younkers Department Stores, a division of Proffitt's, Inc., in Des Moines, Iowa.

WILLIAM D. GRUCCIO of Pointe Verde Beach, Fla., was named regional vice president of the career agency system at The Penn Mutual Life Insurance Company in Philadelphia.

STEVEN R. HILL of Houston, Texas, was named vice president of gas pipe lines and power development at Ocean Energy, Inc. (formerly United Meridien Petroleum Corporation), in Houston.

MARK E. PEARLSTEIN of Randallstown, Md., was named national sales manager of International Interactive Media in Manchester, N.H.

1972

ADRIEN W. HEBERT '77MBA of Coventry, R.I., is vice president of finance at Bacou USA, Inc., in Smithfield, R.I.

CHARLES H. MARTIN of Rehoboth, Mass., was promoted to vice president/facilities at Citizens Bank in Warwick, R.I.



THOMAS J. WESTGATE of Cumberland, R.I., was elected treasurer of the Rhode Island Society of Certified Public Accountants.

1973

RICHARD J. HEFFERNAN of Merrick, N.Y., was appointed president of the Penguin sales group for adult hardcover/young readers at Penguin Putnam in New York City.



JOHN P. HENRY '81MST of Plympton, Mass., was promoted to senior vice president, grower relations, and chief financial officer with Ocean Spray Cranberries, Inc., in Lakeville, Mass.

LINDA (LEOPOLD) RHAULT of Warwick, R.I., was appointed account executive and sales supervisor for Qualified Resources, Inc., in Cranston, R.I.

ROBERT L. TROMBLEY '79MBA of Bozeman, Mont., was promoted to director of marketing operations for the Northwestern United States with MetLife Auto and Home Insurance Company in Bozeman.

PAUL R. WILLIAMS of



Rumford, R.I., was promoted to vice president of sales at Trans National Communications in Boston.

1974

RANDY L. ANAGNOSTIS of Amston, Conn., was selected by the Connecticut Songwriters Association as the recipient of the 1997 Outstanding Artistic Achievement Award for the writing and production of his new age instrumental album, "Dreams."

GERARD R. CAYER '82MST of Smithfield, R.I., a partner at Cayer Prescott



Clune & Chatellier, LLP, in Providence, was awarded the designation of Certified

Valuation Analyst (CVA) from the National Association of Certified Valuation Analysts.

BENJAMIN H. COLONERO JR. '82MBA of Northborough, Mass., was named executive director of The Willows, The Salmon Family of Services' retirement community for active seniors in Westborough, Mass.

TONI (DIAS) GREEN of Minneapolis, Minn., was named area manager of Cargill Inc., Community Relations Twin Cities Programs in Minneapolis.

CLAUDIA (MCELROY) HOFFMAN of Miami, Fla., business manager of the Miami office of Holland & Knight LLP, was named president-elect of the South Florida Chapter of the Association of Legal Administrators.

TERRY D. MAGUN of Woodbridge, Conn., opened Magun Promotions, LLC, a promotional products marketing company located in Woodbridge.

FRANK A. PAPINEAU JR. of Arlington, Va., is a staff member with the House Committee on Commerce in Washington, D.C.

1975

RICHARD W. STOLL of Milford, Conn., was promoted to assistant controller at Lone Star Industries, Inc., in Stamford, Conn.

1977

OSCAR H. LAVALLEE '79MBA of Blackstone, Mass., was named principal of Sherman, Lavallee & Associates, Inc., in Needham, Mass.



DENISE (CACIAGLI) MOON of Corona Del Mar, Calif., a principal with Business Systems Specialties, Inc., in Newport Beach, Calif., was presented with the Outstanding Entrepreneur Award given by Wells Fargo Bank's Business Banking Group in recognition of BSSI's past and present performance and management style.

1978

SCOTT P. LUND of Canton, Mass., is operations manager for Action Automation & Controls, Inc., of North Attleboro, Mass.

1979

GARY A. DALTON '87MBA of South Kingstown, R.I., was appointed corporate controller at Astro-Med, Inc., in West Warwick, R.I.

SCOTT D. GOLDBERG of North Hollywood, Calif., is a senior product manager in the Consumer Products Division of Ventura Foods, LLC, City of Industry, Calif.



BARBARA L. HOLT '79MBA of Riverside, R.I., was appointed assistant vice president for commercial loans with Webster Five Cents Savings Bank in Webster, Mass.

JAMES P. REILLY JR. of North Providence, R.I., was appointed managing consultant with Greysmith Alden, a division of The Greysmith Companies in Providence.

1980

JOANNE (BUCCI) GRANATA of West Warwick, R.I., was named vice president/private banking for Citizens Bank in Providence, R.I.



THOMAS W. MOORE of South Windsor, Conn., was named vice president of finance and accounting for Output Technologies Eastern Region in Hartford, Conn.



1981

SUSAN M. PACHECO '89MST of Cranston, R.I., was named tax manager at KPMG Peat Marwick LLP in Providence.

1982

RICHARD G. CARRIERE '87MST of North Smithfield, R.I., was named a financial consultant at Smith Barney in Providence, R.I. Previously, Richard was a founding principal for Accounting Resources, and sold the company to Norrell Corporation, a NYSE staffing and outsourcing firm.



MAUREEN (MCNAMARA) HADLEY of Hyannis, Mass., was nominated to the first annual Massachusetts Special Olympics Hall of Fame for her 17 years of volunteer work with the Greater Cape and Islands Special Olympics.

THOMAS J. MEDICO '87MBA of Merrimack, N.H., is manager of budgeting and financial analysis at PC Connection, Inc., in Milford, N.H.

GREGORY A. PORCARO '87MST of Cranston, R.I., was elected a director of the Rhode Island Society of Certified Public Accountants.

MARIE (CARLINO) ROSSI '94MBA of Johnston, R.I., was promoted to director of planning and administration with Textron Inc. in Providence, R.I.

LINDA (PELLETIER) SUZMAN '82MBA of Rehoboth, Mass., is controller at the Jewish Federation of Rhode Island in Providence, R.I.

1983

FRANK J. D'OSTILIO JR. of Woodbridge, Conn., was presented an award for his business achievements and community involvement from the New Haven, Conn., edition of *Business Times* magazine.

CINDY (BORRELLI) ERICKSON of Johnston, R.I., was appointed senior vice president and functional human resources director supporting the staff and finance functions of Fleet Financial Group, headquartered in Boston.

J. ALBERT HANDFORD of Center Sandwich, N.H., retired after 29 years of service with Bell Atlantic, formerly NYNEX, in Providence, R.I., and is now a certified Master Hypnotherapist and private investigator in Center Sandwich.

STEVEN J. HARROLD of Woodbury, Minn., was appointed director of corporate security services at 3M Corporation in St. Paul, Minn.

JEFFREY D. LEMKIN and **AMY (CLARK) LEMKIN** '84 of Framingham, Mass., opened their second store, Brianna's Bagels (named after their daughter) in Framingham.

WILLIAM A. MEKRUT '83MST, of Lincoln, R.I., was appointed vice president of finance and treasurer at Allendale Insurance in Johnston, R.I.

CHERYL (RUGGIERO) REIFF '90MST of Lincoln, R.I., was named a shareholder with Kahn, Litwin, & Co., Ltd., in Providence, R.I.

1984

ANDREW G. ANDREWS of Avon, Conn., was re-elected as administrative vice president for the 1997-1998 fiscal year at Community Accounting Aid and Services, Inc., in Hartford, Conn.

JAMES P. BARRON '84MBA, of Linwood, Mass., is an assistant vice president and corporate accounting group manager in the Corporate Accounting Department at Fleet Financial Group in Providence, R.I.

KEITH R. FOWLER of Foxboro, Mass., was promoted to supervisor of financial modeling and reporting at Eastern Utilities Associates in Boston.

ROBERT M. SORMANTI of Exeter, R.I., is a senior development officer at FIRSTFED in Pawtucket, R.I.

1985

ADAM D. BARKIN of Stamford, Conn., was named senior director at Technimetries, Inc., in New York City.

ROBERT M. SINGER of Hamden, Conn., an attorney, has published several articles: "TRA '97: Relief for Some, More Aggravation for Others" in the December 1997 issue of *The Tax Advisor*; "Reverse Mortgages: Managing Money for Life" in *Mature Years* in the spring of 1998; and "Use of Credit Cards as Sources of Capital for Small Business" in the February 1998 *Bank Security Report*.

ELLEN J. SURREY of Uxbridge, Mass., was named business manager of the new 6,500-seat Paul E. Tsongas Arena in Lowell, Mass.

JAMES D. WILKINSON JR. of Bristol, R.I., a partner with Cayer Prescott Clune & Chatellier, LLP, in Providence, R.I., was awarded status as a Diplomat of the American College of Forensic Examiners Board of Forensic Accounting.

1986

GARY A. DZIEDZIC was assigned to Hong Kong as vice consul for the economic/political section for the Consulate General of the United States of America.

LORRAINE M. ROBIDOUX '86MST of Woonsocket, R.I., a certified public accountant and associate professor of accounting at Salve Regina University in Newport, R.I., was elected secretary of the Rhode Island Association of Accounting Professors.

DAVID P. SATLOFF '86MBA, '91CAGS, of Sharon, Mass., received a master's degree in biochemical trauma from Lynn University in Boca Raton, Fla., in cooperation with the University of Miami's Medical School.

WAYNE E. SCHULZ of Marlborough, Conn., owner of Schulz Consulting, was appointed to the Editorial Advisory Board of the *Journal of Accountancy*, where he will assist in the technical review of computer-related articles submitted for publication.

PATRICIA A. THOMPSON '86MST, of North Kingstown, R.I., was elected president-elect of the Rhode Island Society of Certified Public Accountants.

1987

CAROLINE (BRIERE) MCDONALD of Swansea, Mass., is marketing services administrator at Swarovski Optik North America, Ltd., in Cranston, R.I.

JILL (CHARPENTIER) NOSACH of North Kingstown, R.I., was named director of development at Save the Bay, Inc., in Providence, R.I.

BRENDAN J. O'CONNOR of Highlands, N.J., is an account manager with Sorema Asset Management in New York City.

THOMAS G. RECCK of New Hartford, Conn., was elected treasurer to the Executive Board of the Connecticut Canine Search & Rescue, Inc., in West Hartford.

1988

BETTY (LUCIER) BORKOWSKI of Huntersville, N.C., is a systems engineer and officer at NationsBank in Charlotte, N.C.

KIMBERLEY (BRYANT) CADY of Somers, Conn., was promoted to controller at BioPlexus, Inc., in Vernon, Conn.

SANDRA (SCHENCK) COLETTA '88MBA of Johnston, R.I., was named senior vice president for system development and integration with Lifespan in Providence, R.I.

DOUGLAS E. DETWILER of Farmington, Conn., was named business manager at Visual Concepts Media, Inc., in Bloomfield, Conn.

ANNE (BELANGER) GUYOTTE of Westminister, Mass., is a staff manager with the Bell Atlantic Center for Customers with Disabilities in Marlboro, Mass.

CHRISTOPHER R. LOWIS of Bristol, R.I., was named an executive recruiter with The Loflin Group, Inc., in East Providence, R.I.



1989

DAVID W. BANIAN of Newport News, Va., a captain in the U.S. Army, was named company commander of the 1098th Transportation Company of the 24th Transportation Battalion at Fort Eustis in Newport News.

JOSEPH R. DEQUATTRO '96MST of North Providence, R.I., was promoted to senior tax manager at Ernst & Young LLP in Boston.

SHARON E. EMERICK of Uxbridge, Mass., a staff accountant with Redding & Redding in Uxbridge, was appointed accountant for the Town of Hopedale, Mass.

MICHAEL S. HOWARD of Doraville, Ga., was promoted to marketing manager for MobileComm in Atlanta, Ga.

DONALD P. LARIVIERE JR. of Providence, R.I., is senior associate relations specialist at Staples Inc., in Westborough, Mass.

RICHARD D. MARYYANEK JR. of New York City is vice president of business development and customer marketing at Golden Books Family Entertainment in New York City.

CHARLES T. MC ILHINNEY of Doylestown, Pa., was elected from the 143rd district to the House of Representatives for the Commonwealth of Pennsylvania.



CLIO (CAVALLARO)



MULRYNE '89MBA of Bristol, R.I., was promoted to vice president of mergers and acquisitions for Citizens Bank in Providence.

KIMBERLY (CARTWRIGHT) NORRIS of Woodbury, Conn., was appointed director of student life and services at Briarwood College in Southington, Conn.

DORINDA (STEVENS) O'CONNELL of West Boylston, Mass., was promoted to assistant vice president of planning and allocation for The MARMAXX Group, which oversees T. J. Maxx and Marshalls Ladies Fashion Sportswear, located in Framingham, Mass.

ANTHONY P. PECORA JR. of Arlington Heights, Ill., was named vice president and associate counsel for ABN AMRO Chicago Corporation in Chicago.

WILLIAM C. TSONOS of Uxbridge, Mass., was promoted to vice president in small business banking at BankBoston, in Providence, R.I.

1990

DAVID W. ARDEN of Attleboro, Mass., was promoted to tax manager at Fleet Capital in Providence, R.I.

JUAN J. BRUNO of Hato Rey, Puerto Rico, was appointed manager in the audit department of Horwath Velez Semprit & Co., PSC, in San Juan.

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

JAMES A. SHERMAN of Unionville, Conn., a sales representative for Application Associates of Middlesex, N.J., was named 1997 Salesman of the Year by Sonic Air Systems, Inc., of Fullerton, Calif.

MELISSA A. WOOD of Mesa, Ariz., was named victim rights coordinator for the Mesa City Prosecutor's Office in Mesa.

1991

GLORIA (FARIA) BANCROFT of Bristol, R.I., was appointed reimbursement manager at Woonsocket Health and Rehabilitation Centre in Woonsocket, R.I.

KENDRA A. HAWES of Doraville, Ga., was named business manager of Weinstock's Flowers & Gifts in Atlanta.

AMY (YANKAUSKAS) KING of Clark, N.J., was appointed director of marketing for M.D. Oppenheim & Co., P.C., in Iselin, N.J.

ANDREW P. LUCAS of Cranston, R.I., is a senior mortgage officer at Plymouth Mortgage Company in Warwick, R.I.

SCOTT G. TRETHERWEY of Walpole, Mass., an assistant golf pro at Pleasant Valley Country Club in Sutton, Mass., won the A.T. Cross Rhode Island Open Golf Tournament in August 1997.

1992

JAMES P. BERGERON of San Francisco received a master of business administration degree in June 1997 from Harvard University, and was named a corporate development associate with Distribution Dynamics, Inc., in Milpitas, Calif.

JAMES V. D'AMICO of Melrose, Mass., president of D'Amico & Associates, Inc., in Chelsea, Mass., was named the



1998 Young Entrepreneur of the Year for the Commonwealth of Massachusetts by the U.S. Small Business Administration.

MARK E. PLIHCIK of Scottsdale, Ariz., is president and CEO of OnLine Now, Inc., a Scottsdale-based Internet developer.

1993

KARA (KELLY) DE ROSA of Stratford, Conn., is an accountant with Roller Bearing Company of America in Fairfield, Conn.

KELLY A. HARRIGAN of Charlestown, Mass., was promoted to senior account executive with Triple Dot Communications in Boston.

MARC E. JARO of Boca Raton, Fla., was named account manager for telemarketing operations in the account services department of Technion Communications Corporation in Tamarac, Fla.

MELISSA B. MCENERNEY of Hoboken, N.J., was promoted to senior account representative for sales at Martindale-Hubbell in New Providence, N.J., and was chosen as the company's top sales representative.

MARK J. PLOURDE of South Windsor, Conn., is a financial analyst in the corporate controller's office at United Technologies Corporation in Hartford, Conn.

DIANA L. SIEBOLD of Manchester Center, Vt., is an account executive with WJAN/Cat Country Radio in Manchester Center.

1994

TOMAS I. BERGSTRAND of Singapore was promoted to audit manager for the Far East branches of Skandinaviska Enskilda Banken in Singapore.

ALAN A. DION of Amherst, N.H., is a financial analyst with PC Connection, Inc., in Milford, N.H.

1995

MATTHEW A. BARTER of Boothbay Harbor, Maine, is co-owner of the Flagship Motor Inn, LLC, in Boothbay Harbor.

JOHN B. CAPRIO of Boston is an assistant account executive with The Weber Group in Cambridge, Mass.

MARY L. GATES of Billerica, Mass., is a project accountant at Renaissance Worldwide in Lincoln, Mass.

JOSHUA I. HANSEL of Houston, Texas, is a regional sales manager at e prime, Inc., in Houston, a diversified energy services company that sells open-market gas and power to commercial and industrial customers on the East Coast.

KAREN R. PALCZYNSKI of Indianapolis, Ind., was promoted to assistant vice president and portfolio manager at Conseco Capital Management in Carmel, Ind.

VICTOR A. SERENA JR. of Wrentham, Mass., was named operations manager for the Department of Public Works in Dedham, Mass.

1996

CRAIG P. BUJNOWSKI of Boston is portfolio assistant/quantitative analyst for INVESCO Management and Research in Boston.

MARK V. CACCIA '96MST



of Harrisville, R.I., a partner at Cayer Prescott Clune & Chatellier, in Providence, R.I.,

was awarded the designation of certified valuation analyst from the National Association of Certified Valuation Analysts.

KRISTEN (LEVINS) SUTEK of Killeen, Texas, was named media relations coordinator for the public affairs department at Scott and White in Temple, Texas.

1997

LISA FERREIRA of Providence, R.I., is a research assistant in the consumer finance research department with BankBoston in Providence.

MOLLY B. MULLIGAN of Mystic, Conn., is a secretary with the Mashantucket Pequot Tribal Nation Project Development Office in Mashantucket, Conn.

CHRISTOPHER L. QUINN of Walpole, Mass., and three other graduate students from the University of Denver Graduate Tax Program were awarded first place in the finals of the annual Arthur Andersen Tax Challenge held in St. Charles, Ill.

MATTHEW A. SNYDER of Hamden, Conn., a staff accountant with PriceWaterhouseCoopers, in Hartford, Conn., successfully passed the certified public accountant exam (CPA).

CHRISTOPHER D. SPAGNOLE of Lincoln, R.I., was named a tax associate for trust with Trust Tax Services Of America, Inc., in Worcester, Mass.

ANNA (GOIS) BARCELOS



of East Providence, R.I., is the marketing communications coordinator at Arconium/Oster

Alloys, a Cookson Company, in Providence, R.I.

IN MEMORIAM



Trustee **B. JAE CLANTON**, a well-known civil rights leader, died on March 31, 1998. Before retiring last year, she served as executive director of the Urban League of Rhode Island for 13 years, taking it from a small agency to a multimillion-dollar civil rights and social services organization serving minority and low-income clients. She began her career in social work at the John Hope Settlement House.

A Bryant trustee since 1990, Clanton was active in the academic affairs and finance committees and served as vice chair of the audit committee. She also served on the board of trustees of the Rhode Island Foundation, Butler Hospital, and the Pond Street Baptist Church; as chair of the Rhode Island Coalition Against Bigotry; and as vice chair of Leadership Rhode Island.

At Bryant's commencement exercises this year, the College posthumously awarded Clanton an honorary degree in recognition of her dedication to Bryant and exemplary career in public service. Her husband, Melvin, accepted on her behalf. She is also survived by a daughter, Ann.

Bryant President Ronald Machtley delivered a eulogy for his friend. He said, "When we read of her life's accomplishments, it makes us feel inadequate... but also inspired. She was a woman who understood the difference between making a living and making a life."

G. RUSSELL LEBEAU '50 — a war veteran, a prominent advertising executive, and a longtime trustee of Bryant College — passed away recently at the age of 72.

A Navy veteran of both World War II and the Korean War, LeBeau earned more than 10 military ribbons. He began his career in 1954 in the accounting depart-

ment of the former Bo Bernstein & Co. Advertising Agency, Providence and Boston, where he eventually was promoted to general manager. In 1969, LeBeau was named president, treasurer, and chief executive officer. He restructured the firm in 1976 and founded LeBeau, Liecht & Santangini, later known as LeBeau Santangini Inc. He served as president of the Rhode Island Advertising Club, which named him "Man of the Year." He was also active in the American Association of Advertising Agencies.

LeBeau served as a trustee of Bryant for 20 years, from 1968 to 1988. He was a member of the board's finance and pension design committees. He chaired several building committees, including those overseeing the renovation of the historical alumni house, the MAC Center, and other campus developments. In 1989, the trustees named him trustee emeritus. He also served on the board of directors for International Data Science Inc. and the Southeast New England United Way.

He is survived by his wife, Dorothy, four children, and three grandchildren.



GEORGE CONGDON '65, a founding partner of Rouse & Associates, a national real estate company, passed away on April 23, 1998. In 1972, he joined with Willard G. Rouse III to form Rouse & Associates, which soon became the preeminent real estate development firm in the Delaware Valley of Pennsylvania. In 1994, he directed the initial public offering process that transformed Rouse & Associates into Liberty Property Trust, one of the largest public real estate companies in the country. He led the firm's major development, serving as its executive vice president and as a member of its board of trustees.

Congdon was also a leader at Bryant College. In 1995, he established a challenge grant with the intent of getting more alumni involved in the College. He pledged \$100,000 to Bryant, contingent upon fellow alumni who had not given to Bryant in the past five years giving the same amount. The challenge was a great success, resulting in 1,728 alumni making gifts totaling \$138,924.

In making the gift, he said, "I have spent my life in a world of leverage. My goal was to make a significant difference in the long term of the College." He did, and he will be missed. He is survived by his wife, Anne, four children, and three grandchildren.

FRANCIS B. BROWN, former lecturer in criminal law at Bryant, passed away recently at the age of 67. Brown was an attorney, a Democratic committee leader and, until his retirement in 1993, director of the Court Appointed Special Advocate of the Family Court. He is survived by his wife, Mary, two children, and three grandchildren.

FRANCIS J. FERGUSON, retired professor of accounting at Bryant, passed away recently at the age of 79. Ferguson taught at Bryant for 33 years. He served as secretary, treasurer, and on the executive committee of the Bryant Faculty Federation. He was advisor to Theta Delta and also an advisor to Chi Gamma. He is survived by his wife, Patricia, two children, and three grandchildren. Contributions to his memory may be made to the Francis Ferguson Scholarship Fund, Bryant College, 1150 Douglas Pike, Smithfield, RI 02917.

DR. JOAN F. MARSELLA, retired professor of sociology and social anthropology at Bryant College, passed away recently after a long illness at the age of 76. She had taught at Bryant for 22 years. Cards of condolence may be sent to her husband, Dr. Augustus F. Marsella, at 300 Natick Avenue, Cranston, R.I. 02921.

IN MEMORIAM

MARGUERITE (SULLIVAN) LENNON '16
March 11, 1998

ANNA (RUSZENES) SAWICKI '20
March 9, 1998

LILLIAN (GENTILE) DEL GROSSO '21
March 1998

MARION (BEDFORD) CAINES '22
January 3, 1998

GEORGE F. FLANIGAN '28
February 3, 1998

MARIE E. HORSEMAN '28
January 30, 1998

ALFRED D. STOWELL '28
October 12, 1997

ELIZABETH (RAMSAY) THURSTON '28
November 15, 1997

FLORENCE MCCABE '29
November 1, 1997

LORETTA (DOIRON) WINTHROP '30
March 23, 1998

ANNABELLE (MEEHAN) CAHALAN '31
January 1, 1998

MORRIS CARTER '32
February 13, 1998

ELEANOR L. EMERY '32
April 3, 1998

JAMES E. PENNELL '33
January 31, 1998

ANTHONY P. LONGOBARDI '34
March 25, 1998

RUTH (MOLASKY) STONE '34
March 1, 1998

CATHERINE (MCGRATH) HOLLAND '36
October 24, 1997

ROGER C. LAMBERT '36
December 19, 1997

NATHANIEL LIPTON '36
March 14, 1998

JANE (BLAKE) MARRIOTT '39
December 17, 1997

FLORENCE (SHAPER) STILLMAN '39
March 3, 1998

ALBERT E. WILSON '40
March 14, 1998

HENRY L. ZENGA '40
November 4, 1997

JOHN J. ALMON '41
March 31, 1998

EDNA (CORDIER) GROSCH '41, '82
January 1998

GEORGE A. BUNNELL '42
September 22, 1997

BARBARA (SNOW) HAMEL '46
March 30, 1998

ELSIE (CONSID) FOX '47
January 20, 1996

JAMES C. MURPHY '47
January 13, 1998

HENRY F. MIERZWA '48
November 29, 1997

BERNARD A. SCANLON '48
June 25, 1996

DAPHNE (BARRETT) SEATON '48
March 9, 1998

ROBERT S. SOKOLL '48
January 9, 1998

THOMAS SPENCE JR. '48
February 20, 1998

JOSEPH DI BLASI '49
February 20, 1998

CHARLES D. GARNETT '49
January 19, 1998

JEANNE (DENOMME) JUIF '49
December 21, 1997

KARL A. MANDL SR. '49
April 19, 1998

CARLTON W. CLEWLEY '50
June 5, 1997

RAYMOND J. HEALEY '50
March 28, 1998

JOHN MIGA '50
October 26, 1997

EILEEN (DOOLIN) WORKMAN '50
March 17, 1998

C. THOMAS ZAPPONE '50
November 15, 1997

JOSEPH A. HAZE '51
January 31, 1998

H. EVERETT JACKSON '51
January 13, 1998

DOMENIC A. RICHARDS '51
April 4, 1998

JOSEPH A. LADEBAUCHE '52
October 6, 1997

VIRGINIA (NORDQUIST) SWANSON '53
December 10, 1997

WILLIAM J. HAAG '54
February 25, 1998

FRANK F. ZEFFIRO JR. '55
October 3, 1997

FREDERIC T. DAVIS JR. '57
April 4, 1998

GERALD JACOBS '57
October 20, 1997

GILBERT A. GEORGE '58
April 5, 1998

THOMAS F. KEENAN '58
October 6, 1997

SUSAN (BEYNON) PERRUCCI '58
October 22, 1997

GARY G. REMLEY '58
November 21, 1997

ROBERT E. ARBOUR '60
December 23, 1997

LEONARD J. JENARD JR. '60
October 1, 1997

THOMAS F. QUINLAN '66
October 6, 1997

PAUL L. DESROCHES '70
November 6, 1997

JOHN S. SITKIEWICZ '78
September 3, 1996

SHIRLEY (SUNMAN) ROCK '82
October 28, 1997

JUDITH (ROOD) PHOENIX '89, '93
August 3, 1997

SUSANNA (YORK) MAYNARD '91
December 1, 1997

ALLISON W. JARVIS '93
November 20, 1997

STEPHEN D. DANIELS JR. '96
December 31, 1997



Bryant BUSINESS

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Mrs. Lorraine E. Lallier
Information Technology