



BRYANT'S BUSINESS

Monday, February 13, 1989

Bryant College, Smithfield, RI

Volume 9, Number 10

Bryant Forum: American-Soviet relations

"Modern Day Soviet Union, Mr. Gorbachev, and the Future of American-Soviet Relations" is the topic of the third Bryant Forum of the academic year on February 28.

Presenting his picture of Russia will be one of the U.S. military's foremost experts on the Soviet Union, Rear Admiral Ronald J. Kurth, president of the Naval War College in Newport and an officer with several tours of duty in Russia, most recently as Defense Attache between 1985-87. His address begins at 4 p.m. in Janikies Auditorium.



Rear Admiral Kurth,
Bryant Forum
speaker

Kurth is a 1954 Annapolis graduate. The former Naval aviator has taught Russian at Annapolis, and holds a Ph.D. in government from Harvard. Various aviation assignments were squeezed between two different periods at Harvard. While there, Kurth also was a Teaching Fellow in American government.

After leaving Harvard in 1970, Kurth served in the politico-military section of the Office of the Chief of Naval Operations. It was during this tour that Kurth first went to Moscow to negotiate the Incidents at Sea Agreement. Thereafter, he served in the Office of the Assistant Secretary of Defense for International Security Affairs as desk officer for the Soviet Union, East Europe and Yugoslavia. In 1975, after duty with the Sixth Fleet commander, he went to Moscow as Naval Attache.

Kurth commanded the Memphis Naval Air Station after returning from Moscow, and then spent a year as a Military Fellow at the Council on Foreign Relations in New York. He went to Washington in 1980 as the executive assistant to the Deputy Chief of Naval Operations for Plans,

Thanks

Mrs. O'Hara wishes to express sincere appreciation to those in the Bryant community who extended sympathy and concern at the time of her brother's death.

Policy and Operations. Selected for Rear Admiral in 1981, he became director of politico-military policy and, later, director of long-range planning. He returned to Moscow in 1985 as Defense Attache. Kurth has been the war college president since August, 1987.

Call the Office of Corporate and College Relations (ext. 6139) for more information.

New faculty office suite opens

Bryant officially opened on January 24 a new suite of offices for its expanding faculty, which now allows every professor who wants a single office to have one.

Faculty Suite F was christened at a mid-afternoon ribbon-cutting ceremony. The new suite is located on the floor level added above Salmanson Dining Hall.

Construction of the faculty suite was completed in mid-December. Dimeo Construction Company crews began the project in mid-June. The suite was designed by the Providence Partnership.

The complex includes 26 offices for faculty, a separate office and reception area for the faculty coordinator, a conference room, and two waiting areas—one within the suite and one outside the entrance. Faculty began moving into the complex over the January Wintersession. Both current and future faculty members are being situated in Suite F.

The opening ceremony included remarks by Mike Patterson, dean of instruction, Professor Joe Ilacqua, president of the Faculty Federation, cut the ribbon. Richard Alberg, dean of academic administration, served as master of ceremonies. Refreshments were served in the waiting area outside the entrance.



Joe Ilacqua cuts ribbon to open office suite F



Hazing: 'Ugly, senseless, wasteful, outdated, outlawed'

by Gloria Yahn

Her unwillingness to accept the explanation of her son's death as an accident has kept Eileen Stevens on a 10-year anti-hazing crusade. The founder of CHUCK (Committee to Halt Useless College Killings), named for her son, brought her message to campus early this month, on the eve of Bryant's annual Greek pledging period.

Addressing a capacity-filled Janikies Auditorium, Stevens message was loud and clear. "Hazing contradicts and is in total conflict with everything Greeks represent," she said. "It is an ugly and outdated tradition... It is senseless and wasteful." In 31 states, including Rhode Island, it is a crime.

Stevens began by sharing the pain of her son's death by hazing, a story she has told to tens of thousands at more than 400 campuses since 1978. It began with that unforgettable call in the midst of the night more than 10 years ago, with nothing more than a story that her son, Chuck, a second-semester sophomore at Alfred University, had died after attending a party earlier that night. There had been a lot of drinking going on and Chuck was dead from acute alcohol poisoning and exposure. Eventually, Chuck's roommate told her how Chuck had died after being locked in the trunk of a car, without a coat, on a nine degree night and told he wouldn't be allowed out until he had consumed a pint of bourbon, a fifth of wine, and a six-pack of beer in 30 minutes.

When she learned all the details of the incident and that it was part of the hazing process for pledges, Eileen Stevens began her crusade.



Anti-hazing advocate
Eileen Stevens

She has learned a lot about hazing, in all its demeaning, degrading detail, over the years. And "there is nothing positive about it," she said. It is much, much more than physical abuse. Mental hazing comes in the form of sleep deprivation, harassment, intimidation and threats.

"Do you ever know how far you can go in playing with someone's mind?" Stevens asked the mostly Greek audience.

"Hazing contradicts everything you were founded upon. When I hear the words fraternity and brotherhood, I think of things like unity, purpose, goals, achievement, ideals, values, and principles, not hazing," she said.

Stevens said she didn't come to Bryant with easy, clear-cut solutions. She came just to tell everyone that "you shouldn't look the other way," that changes "must come from within," that you shouldn't be afraid to ask for help, that you have a responsibility and "you must have the courage to speak out."

"I could stand here until I'm blue in the face and all the officers in your fraternity could do the same, but you are the ones who change things. It's up to you. It's your decision. And I realize that decision will be a lonely one. When and if you are confronted with a problem or a situation like this, I won't be there, no one will be there to assist you. It's up to you to say no."

CHUCK works to bring about an awareness of hazing practices, to share the laws and proposed legislation from states taking strong steps to eliminate hazing, and to document deaths and injuries related to hazing. Hazing today can result in both criminal and civil consequences.

The Greek Letter Council sponsored Stevens' visit, and is donating the money raised from this year's annual pledging philanthropic project to CHUCK.

A Magaziner kind of day

Bryant continues its Year of International Awareness on February 21 with a day wrapped around Ira Magaziner, visiting scholar of global business studies.

In three separate functions, Magaziner will meet with three different audiences all on the same day. It all begins at a noon luncheon in the North Dining Room with a group of business leaders. They will help Magaziner and co-author Mark Patinkin, of the *Providence Journal-Bulletin*, celebrate the publication of their book, "The Silent War."

Then at 4 p.m., approximately 30 faculty members will join Magaziner at a colloquium at President O'Hara's home. Magaziner will talk about "Lessons for America from Other Industrial Nations."

Magaziner ends his day on campus as a panelist discussing "Careers in International Business" for students at 6 p.m. in the North Dining Room. Other panelists include Michael Black, president of the World Trade Club of Rhode Island and president of Moran Shipping Agencies, Inc., and A. J. McNamara, an international marketing consultant.

Magaziner is the president of Telesis, an international consulting firm specializing in corporate strategy and industrial policy. He also co-authored another book, "Minding America's Business," in 1982.

Breast cancer program Thursday

A program on the "Early Detection of Breast Cancer" will be held Thursday afternoon for all female employees of Bryant.

Sponsored by the Council of Secretarial/Clerical Staff, the program runs from 3-4:30 p.m. in the MRC Lecture Hall. It will be led by a surgeon and a physician's assistant from the Total Breast Care Program at Roger Williams Cancer Center.

President's report on Trustees meeting

At its annual pre-holiday quarterly meeting last December 15, Bryant's Board of Trustees handled the following business:

The Board elected a new Trustee, Lloyd W. Granoff, president and CEO of Wallace Capital Corporation, of Providence, and the grandson of Sol Koffler '70 Hon., a long-time Trustee now serving in an honorary capacity. (See separate profile on Granoff in this issue.)

The chairman of the Board, Hon. Bruce M. Selya, welcomed Granoff to the Board and reported that he had received a letter of resignation from Trustee Richard Dale, effective January 1. Dale cited the time constraints of a new job for his need to step down.

Development committee chair Barbara Papiitto '83, '86 MBA announced that the College had received two sizable contributions: a \$100,000 grant from the Champlin Foundations for a language laboratory, and \$25,000 from Max '49 and Edith Gold for a scholarship fund in their

New Trustee picking up family's commitment

The newest member of Bryant's Board of Trustees is picking up his family's commitment to the College.

Lloyd W. Granoff, president and CEO of Wallace Capital Corporation, of Providence, assumed the post at the Board's quarterly meeting on December 15. Granoff's grandfather is Sol Koffler '70 Hon., chairman of the board of Koffler Corporation, who is an Honorary Trustee after serving as a Trustee for many years. The Koffler Technology Center and Koffler Rotunda also are named in his honor.

Granoff also is a vice president of the Koffler Corporation, an affiliate company of Wallace Capital, a business investment company. The Providence native has worked also as money management officer for Fleet National Bank and investment officer for Rhode Island Hospital Trust National Bank. He is an honors graduate of the school of management at Boston College.

Granoff's community activities include serving on the Providence Public Building Authority, the Mayor's Advisory Board of Pawtucket, and the Boston Benefit Committee.



Trustee Lloyd Granoff

names. She reported also that as of mid-December, the Bryant Fund for 1988-89 stood at almost \$236,000, an amount 34 percent ahead of the total at the same time for the previous year.

The honorary degree committee reported that it was establishing a slate of honorary degree candidates and speakers for Commencement 1989. It expected to complete its work in the near future.

The Board voted to adopt a revised mission statement for Bryant and the recommendations of the 1987-88 Strategic Planning Committee in the report, "In Pursuit of International Understanding." The recommendations were sent to the faculty and administration for further review and implementation.

Tenure was granted by the Trustees to computer information systems professor Cynthia Johnson. Three-year contracts were given to professors Pedro Beade (humanities), Gregg Carter (social sciences) and Mary Prescott (English) because those departments are above the 65 percent tenure cap.

The buildings and grounds committee reported that Faculty Suite F was completed, and that both Dormitory 16 and the senior housing project are on schedule. A bond issue to defray the cost of the latter two projects is pending. (See separate story on office suite F in this issue.)

The Board meets next on February 23. In conjunction with that meeting, Trustees will attend a workshop facilitated by the Association of Governing Boards.

Series on 1990s to explore environment

International environmental issues is the focus of the second segment of a five-part luncheon speakers series titled "Looking into the 1990s: Rhode Island and the International Scene," to be held Wednesday.

Robert L. Bendick Jr., director of the state Department of Environmental Management, is the speaker for the second segment. Being held at the Turk's Head Club in downtown Providence, the series is running once a month through May. Sponsor is the Bryant Graduate School Alumni Steering Committee.

Remaining dates of the luncheons with speakers and their topics are:

- **March 15:** Colin MacGillivray, executive vice president of Blue Cross/Blue Shield of Rhode Island, speaking on "socialized health care";
- **April 19:** Steven Mascena, president of Mascena, Ecker & Associates, Inc., "previewing the state's employment picture";
- **May 17:** Ira Magaziner, president of Telesis and Bryant's visiting scholar, discussing "international trade and where America stands."

The buffet luncheons begin at 12:15 p.m. at a cost of \$14 each. Call the alumni office to make reservations.

QUICKLY

... **Alan Greenspan '88 Hon.**, chairman of the Federal Reserve Board, was the focus of a cover story in the January 15 issue of the *New York Times Magazine*. Titled "Caution at the Fed," the story discussed the difficulties of fighting inflation while attempting to avoid a recession...

... *The Journal of Business and Industrial Marketing* has accepted for publication a paper by professors **Frank Bingham** and **Charles Quigley**. Titled "Venture Team Application to New Product Development: An Implementation Model," the paper will run in the summer edition...

... "Concerns of College Faculty About the Data Processing Management Association's Model Curriculum," a paper by professor **Ken Fougere**, has been accepted for publication by the *CIS Educator Forum Journal*. Fougere also has been recertified as a certified systems professional (CSP) by the Institute for Certification of Systems Professionals...

... **Jeannine Wilson**, a writer in the publications office, is a member of the committee planning the 1989 PROSHOW, the fourth annual trade show and expo sponsored by the local chapter of the Public Relations Society of America on April 13...

... Student employment director **David Brooks '76** has been elected vice president of the National Association of Student Employment Administrators (NASEA)...

... Professor **Lance Heiko's** Japan trip and Just-in-Time management research continues to attract media attention: this time nationally. He traveled to Washington, D.C. to appear live on the February 3 edition of "Nation's Business Today," a daily, nationally cable-broadcast show produced by the American Business Network of the U.S. Chamber of Commerce. ESPN, for one, carries the show at 6:30 a.m. daily for two hours...

... Trustee **John Renza Jr. '70, '79 MBA**, of Cranston, attended the inauguration of President Bush on January 20...

Published by the Office of Public Information. Production by the Office of Publications and Advertising. Editor: Bill Rupp. Assistant Editor: Gloria Yahn.

Japan 'frightening' for America: Heiko

by Bill Rupp

Bryant management professor Lance Heiko spent two weeks in Japan during Wintersession. He lectured at Kyoto University on Just-in-Time (JIT) management, his specialty within the field of production and operations management; traveled to five manufacturing plants, including two operated by Toyota, JIT's founder; and laid the groundwork for the first comparative study of the diffusion of JIT in Japan and America. Here are some of his observations and impressions.

Professor Lance Heiko's first experience with Japanese business executives has left him a bit "frightened" for America as this country competes with them.

Heiko saw, in particular, a "zealous commitment" to utilizing the "brainpower of each and every employee" and "responding first to their customers—not the shareholders."

The employee suggestion system operated by NGK Industries, of Komaki, for instance, Heiko said, "is remarkable. It generates 50 suggestions per employee per year, or approximately 15,000 suggestions."

"A Japanese worker thinks about how to improve his job every day," Heiko said. "It's a true bottom-up approach to improving productivity."

Suggestions ultimately may eliminate a worker's job, Heiko said, but because companies guarantee a worker a job someplace else if a job is eliminated, employees don't hesitate to make suggestions.

NGK, which manufactures ceramic insulators and engine parts, also is a good example of a company imbued with a tremendous "social responsibility," Heiko said.

Because the insulators are vital to the steady flow of electricity in Japan, Heiko said, NGK's managers don't let anything get in the way of producing a quality product. This socially responsive attitude appears widespread, he said, as evidenced by "incredibly neat and organized factories" and "rigorous final inspections of products."

The other manufacturing plants Heiko visited were Toyota's Kamigo engine and Motomachi assembly plants; Nissan's Oppama fabrication, assembly and shipping plant; and the Omron plant near Kyoto, which produces automatic teller and ticket-vending machines. The latter facility was particularly interesting, said Heiko, because its automated machinery made it a "lightless factory."

"Whole sections of the plant are so fully automated there is no need for workers so no need for lights," Heiko said. "It demonstrates the tremendous capital investment in automation."

The Toyota final-assembly plant also was shocking because it operates with "all-male employees under the ages of 26 or 27," Heiko said. Japanese labor laws, which still reflect what he said is still a "sexist society," prohibit women from working after 10 p.m. With swing shifts, thus, it is impossible to use women on the assembly line. That's one reason it's all-male. Another is that the assembly line is very labor-intensive, he said, where work is expected to be done very fast. Toyota prefers younger male workers.

Japan's "obsession with speed" was noticed everywhere, said Heiko. Restaurants are an example. There are "lots of fast-food places, with many American restaurant chains." Fast service is what the Japanese seek, with most restaurants installing counter space for their eat-and-run customers.

Heiko flew into Tokyo first, then traveled by the "bullet train" to Kyoto (about the distance from Boston to Philadelphia) in two hours. For the most part, he traveled by himself (he speaks some Japanese), with his tours of the plants arranged by a professor at Kyoto University with a graduate student as an escort. The Nissan and Toyota plant visits were led by a tour guide; the others by plant managers. The latter tours were particularly revealing because Heiko could deal one-on-one with production personnel.



Lance Heiko

AIDS Awareness Day Feb. 28

February 28 will be a day to make the Bryant community more aware of the significant impact of acquired immune deficiency syndrome (AIDS) on all aspects of society.

Sponsored by the AIDS Task Force, "AIDS Awareness Day" will run from morning to night all across the campus with participation by all segments of the college community. Activities and discussions will include:

- an information table in the Rotunda and the Bryant Center distributing literature and showing videos on AIDS;
- faculty discussing in their classes the various legal, economic, health, moral, and other aspects of the disease;
- a person with AIDS talking about living with the illness, in the Dorm 15 lounge at 7 p.m.

All activities are open to the entire Bryant community. For more information, call Betty Cotter, director of health services and chair of the AIDS Task Force.

Congresswoman speaks Wednesday

American economic competitiveness and environmental development within the international economy.

This is the topic of Rhode Island Congresswoman Claudine Schneider's address at Bryant Wednesday afternoon. Her 1 p.m. talk is in the North Dining Room.

Economic competitiveness is a favorite topic of Rep. Schneider, who is co-founder and one of four co-chairs of the bipartisan Congressional Caucus on Competitiveness. The caucus is addressing the issue of American industrial competitiveness in global markets.

Rep. Schneider, who has represented Rhode Island's 2nd Congressional district since 1980, also is a member of the Science, Space and Technology Committee, the Merchant Marine and Fisheries Committee, and the Select Committee on Aging. She has been very active in a host of energy and environmental issues.

Rep. Schneider is the guest of Bryant's professional women's group, the Student Senate, and the International Social Organization. A reception follows her address.

By the way...

by Gloria Yahn

- Paula Iacono, alumni office, tells me her daughter, Lauren, won her fifth figure skating gold medal last month. The competition was held at the Smithfield Municipal Ice Rink and was open to all members of the U.S. Figure Skating Association throughout Massachusetts and Rhode Island. Lauren has been skating for four years. Nice going, Lauren!
- A belated welcome back to Marianna Engel, CMD, who returned to work a couple of weeks ago part time. Marianna became a mom for the second time to another daughter on October 20. Nice to see you back, Marianna!
- Janice DiPietro, accounting department, and her husband, Joseph, became the proud parents of their second child and first son on January 29. Joseph Anthony, weighing 8 lbs. 2 ozs. joins his sister, Alexandra, in completing a perfect family of four. Congratulations, DiPietros!
- Melissa Barnes, career services, tells me there is a program titled "Balancing Your Career and Your Life" that is open to anyone interested on Wednesday. Two of the four panelists are our own Rosemary D'Arcy, CMD, and Judy Litoff, social science department. Free of charge, the program will be held at 4 p.m. in the MRC.