

BRYANT

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IN MEMORIAM

PLATO ARGUED THAT NECESSITY IS THE MOTHER OF INVENTION, but as *BusinessWeek* recently put it, recession is the mother of innovation. Or as *Freakonomics* co-author Stephen Dubner suggests, crisis breeds innovation. Because innovation is far more than just inventing or creating something new: innovation adds value, and systems under pressure must adapt and improve, or they collapse.


At Bryant, although we're not immune to the current economic crisis, our continuous quest to create better value for our students, faculty, staff, and alumni was in motion long before last fall. We've linked business and liberal arts education so our students get the value of both. We've focused on character in our curriculum. We've transformed our campus, most recently with the new Interfaith Center that, in concert with the Krupp Library and the Chase Wellness and Athletic Center, completes the arc that is the inner core of our community. Through a 360 degree assessment of every course in the catalog, we've developed a plan for continuous improvement, innovations that prompted AACSB International — the Association to Advance Collegiate Schools of Business — to describe our curriculum assessment process as "world class." We've focused on all these things not just because they give our students a competitive advantage in this time of change. We've done it because it is the right thing to do.

Our nation is in the middle of massive changes in higher education, similar to what happened at the beginning of the 20th century when urbanization, industrialization, and professionalization triggered an influx of new students. Now, the change we're facing is driven by increasing specialization and the dynamics of a knowledge-based IT economy. Our learning curve in these matters circles back on itself, like the Mobius strip on this issue's cover. As we go forward, we re-examine the challenges and redefine the solutions. Our ongoing assessment means that Bryant will stay in the forefront — and remain competitive — now and in the years ahead because of the value we provide.

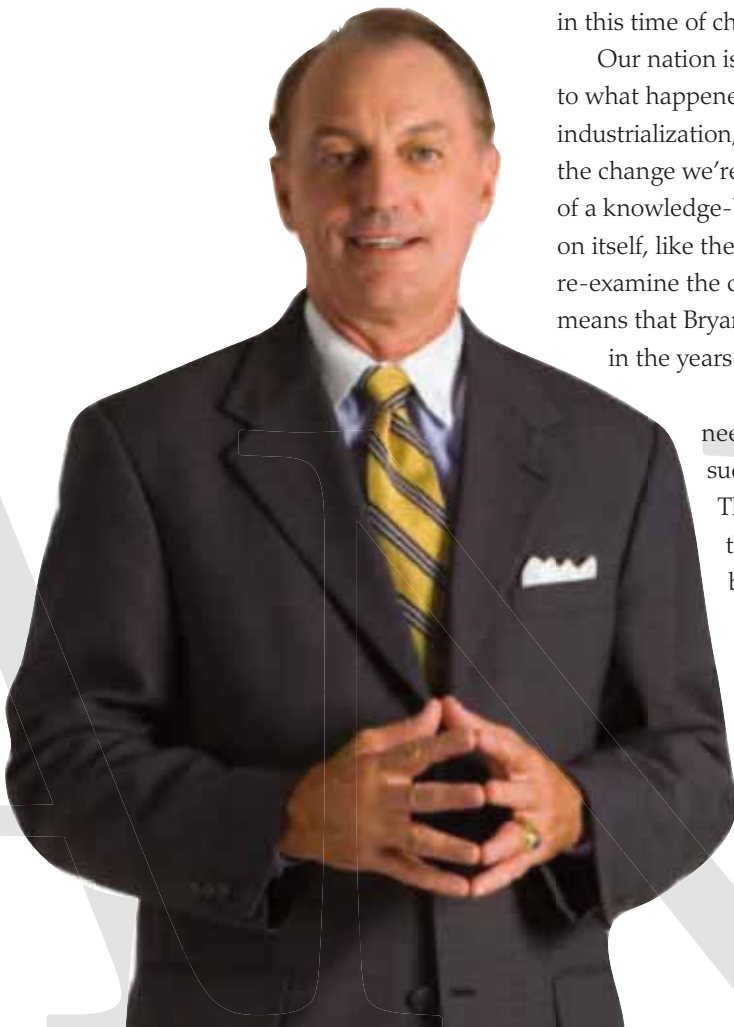
I'm proud that the entire Bryant community has recognized the need for innovation in our educational model and continues to deliver such outstanding results. Change is challenging and revitalizing. Thinking ahead of the curve — anticipating both the demand and the context in which we deliver our educational services — has been our most intelligent strategy.

We will continue to innovate, and in so doing, amplify the value we provide. That's just the way we do things at Bryant.

Sincerely,



Ronald K. Machtley
President



THE PROVING

How Bryant's intensive



GROUND

self-study is driving ongoing improvement



Professor Carol DeMoranville (right), who led Bryant's assessment committee, says, "The assessment process sharpens the focus on the effectiveness of our programs' learning goals. And that allows us to continually improve the quality of learning."



"... by all accounts, the **curriculum assessment process is world class.**"

"... innovative ways of **continuously improving** the process."

"... a **culture of engagement** that permeates the entire constituency."

— AACSB Reaccreditation Report



THE PROVING GROUND



The University has received some very high praise recently. But what do some of these words mean? What exactly is a “culture of engagement”? Or, for that matter, a “curriculum assessment process”?

In a nutshell, assessment means knowing how you’re doing. For a corporation, it could mean instituting a Total Quality Management program or bringing in a

marketplace. Yet for University administrators, faculty, and trustees, the vexing assessment questions persisted: Are we really doing what we say we want to do? Are we focused on academic excellence? Are we preparing students to achieve their personal best in life and work? If we are, how would we know?

And how would we prove it?

Asking the right questions

To be frank, says Jack Trifts, dean of the College of Business, the motivation to

set forth increasingly more stringent standards for assessments, making it a major component for reaccreditation.

Bryant has always had an eye on the job market, consulting outside businesses and employers to ensure its curriculum is in line with market demands. “For eons we’ve been asking ‘Are we teaching the right things?’” says Dean Trifts. “But for assessments, the question has to be: ‘Are our students learning the right things? What qualities and attributes do our graduates have when they walk across



quality assurance manager. It may mean scrutinizing marketing surveys, profit and loss statements, or stockholder reports.

For a college or university, however, assessment requires different metrics. And at Bryant University, the readings on the dials have been promising: National rankings have never been better. Undergraduate applications have risen to 6,000-plus as the school has become more selective with an acceptance rate of 45 percent. Philanthropy is up, with this year’s giving by alumni, parents, friends, and foundations topping \$4.1 million even with the market downturn. The campus is more beautiful than ever — and expressly designed to meet the needs of students, most recently with the re-imagined Teaching and Learning Center and the new Interfaith Center (see pp. 20–21).

All these barometers testify to a strong position in the higher education

begin a thorough assessment process was spurred by reaccreditation from AACSB International — the Association to Advance Collegiate Schools of Business,

“For eons we’ve been asking ‘Are we teaching the right things?’ But for assessments, the question has to be: ‘Are our students learning the right things?’”

the premier accrediting body for business colleges. The must-have designation, bestowed on only 6 percent of colleges worldwide, requires a rigorous five-year process. In the past decade, AACSB has

that stage?’ We can say we’re teaching a certain skill, but it’s more critical to be able to say that a healthy percentage of our students actually have this skill.”

Since 2001, the University had been administering Major Field Tests from the Educational Testing Service (ETS), senior exit exams that measure students’ business skills. In 2001–02, some student scores in management suggested room for improvement. Administrators realized a vital component of management strategy was underdeveloped. They revised the curriculum so that a required business course included sections on management strategy, and in the following years, the scores climbed to the 80th percentile.

Although this was persuasive evidence of the power of assessments to improve student performance, the ETS exams alone weren’t enough to meet



"... programs characterized by innovation and quality."

"... a big business school in a 'small, intimate environment.'"

"... faculty generously care for students outcomes."

— AACSB Reaccreditation Report

AACSB criteria — or Bryant's own goals for academic excellence.

The pitfalls of developing an assessment program are enormous, however. Many a college has seen the assessment process turn into an administrative battlefield. For one thing, the procedure threatens to consume time that faculty would rather spend on teaching or scholarly research.

In addition, faculty often fear that data revealing inferior student performance will reflect unfavorably on them. Anyone

and she acknowledges a penchant for number-crunching.

"Carol brought a passion to the process," says Dean Trifts. "Her enthusiasm and her solidarity with faculty gave the initiative a successful launch."

Still, the magnitude of the task was staggering, says Quigley. The faculty committee had to organize a system that encompassed the entire College of Business. Then, once the process was organized, it had to be implemented — and participating faculty would not receive a stipend, course

committee went from department to department, asking faculty to share the learning objectives for their degree programs. The answers needed to reflect the University's mission.

Second, after the goals were articulated, the school would have to put in place a procedure that could determine what percentage of students were actually achieving those learning goals — the real nuts and bolts of the enterprise.

And third, they would then need to "close the loop." Says DeMoranville,



BRYANT'S THREE-PART ASSESSMENT

- 1. Define learning objectives for each degree program based on the University's mission.**
- 2. Create the nuts and bolts of the process: determine the procedure to assess how many students were actually achieving those learning goals.**
- 3. Use the information to improve instruction or modify the curriculum.**

who has taken an organizational psychology course understands that it's human nature for workers to resist a procedure that could be used against them.

Developing the nuts and bolts

Mindful of all these hazards, Bryant moved ahead to develop its assessment capacity. Carol DeMoranville, who had just arrived at Bryant as associate professor of marketing, stepped forward to chair the faculty committee.

"She was the perfect person for the job," says marketing chair Charles Quigley. DeMoranville had come from a post at Northern Illinois University, which had recently undergone AACSB reaccreditation, and she had participated in assessment work there. Her own dissertation on consumer behavior examined data on how people make purchasing decisions,

release, or any other special incentive. They would have to participate because of their own commitment to the process.

DeMoranville's committee of

"The key is that it's not just a committee with a few people on it. The philosophy permeates the culture of the school."

seven, which included Dean Trifts, determined that the process should consist of three parts. "First, we had to ask, What does the University want students to learn?" DeMoranville explains. The

"Once you have the data about student achievement you can't just put it in a report, and put the report on a shelf. You have to take that information and use it to improve instruction or modify the curriculum."

The committee then did random sampling: To assess student achievement, it solicited current assignments that would demonstrate a certain learning goal. The assignments would be anonymous and would not bear a grade. The committee had developed rubrics with specific criteria that would determine if the student work was exemplary, satisfactory, or unsatisfactory in demonstrating the learning goal. They could then calculate the percent of students who demonstrated proficiency in that goal.

"Throughout this process," stresses DeMoranville, "we always made it clear that what was being assessed was the

THE PROVING GROUND

degree program, not an individual student or professor. There are ample opportunities for student and faculty evaluation. But assessment is to help us look at our degree programs.”

Once all the cylinders of the assessment engine were firing, it was time to expand the committee. Eleven “goal assessment teams,” or GATs, were assembled, consisting of three to four faculty each. “At any given time,” says Dean Trifts, “more than 50 percent of the faculty are involved in the process. If you’re not

of unsatisfactory grades for written communications — one of the learning goals. When the committee presented these results at a faculty meeting, there was little argument that indeed student writing needed to improve, a common complaint of faculty nationwide.

Frank discussions ensued. Ultimately, the committee decided to ask faculty to substitute more individual writing projects for group projects, ensuring that students get more writing practice.

she fully expects to see university-wide improvement revealed by the data.

“That’s the beauty of assessment,” she adds. “We can see our strengths and don’t need to fix anything that’s not broken. But this also helps us identify the areas we need to improve. We never have 100 percent of students doing everything at 100 percent, so there’s always something to work on, while we’re maintaining the student skills that are strong.”

To Dean Trifts, the satisfaction in the assessment enterprise is that



“You have to begin with the fact that our faculty are very, very committed to the students. They really do care.”

JACK TRIFTS
Dean of the College of Business



on a GAT, then someone is coming to you asking for an artifact. We had major drive, involvement, and cooperation from the entire faculty.”

How did Bryant succeed in getting the faculty on board with a project that has foundered at so many other institutions? “Number one,” says Trifts, “you have to begin with fact that our faculty are very, very committed to the students. They really do care.” The Bryant faculty’s passion for the whole process of education, and their commitment to creating a student-centered environment, is what made the difference. And when Bryant received its reaccreditation in early 2009, the AACSB report praised the University for its “world class” assessment process.

A Writing Case in Point

One of the things the assessment turned up was a too-high percentage

The committee also proposed a policy called “the fatal flaw.” If a professor comes across more than three surface errors on a page of a student’s paper, the paper is returned to the student unread and ungraded. When the paper is corrected and resubmitted, it’s automatically docked a grade. Faculty were encouraged to adopt the policy if they felt it would help their students’ writing improve.

DeMoranville says that students come to understand very quickly that they can’t produce mediocre work — and they understand that developing good habits will support them once they enter the workforce.

Since introducing these changes, faculty report strong improvements in student writing. Later this semester, the writing learning goal will be reassessed, and DeMoranville says

they got it right, a feat that has been notoriously difficult at other schools. At a recent AACSB Assessment Conference in Dallas, Professor DeMoranville and Dean Trifts were invited to present the Bryant model to their peers. Afterward, they were approached by many who wanted to know more about Bryant’s methods.

“We explained that from early on, we built a sense of trust and engagement with the faculty,” says Trifts. “The key is that it’s not just a committee with a few people on it. The philosophy permeates the culture of the school, which the AACSB recognized.

“But best of all,” he adds, “assessments have clearly improved our curriculum and our delivery. We can demonstrate that our students are scoring higher each year. That means they’re better prepared.” 🌟

MANAGING FOR CONTINUOUS INNOVATION

Four cases show how business leaders respond to the market to deliver the next new thing.

Innovation. Nearly 70 percent of executives rate it as a top three strategic priority. An Internet search for “innovation consultant” turns up 164,000 possibilities. Innovation has become not only a top-of-mind strategy but its own business segment.

These days even innovation itself is being innovative. The research and development labs at major corporate forces such as IBM and Hewlett Packard now use the Web to solicit ideas from the outside world, awarding grants to universities and start-ups for their research and collaboration. Call it a form of “crowdsourcing,” where

in-house jobs are outsourced with an open call to the public via the Internet — a new way to generate ideas and solve problems.

But innovation isn’t confined to developing new products and technology breakthroughs. It could also mean deciding to go green, finding a new way to streamline production, or developing a new marketing approach to increase market share. It could mean starting a company from scratch — or redirecting and reshaping an existing business. Whenever you’re responding to conditions in a new way; whenever you’re doing business not as you’ve usually done it — that’s innovation.

“The competition forced us to innovate, both in the United States and around the world. Now we’re ahead by leaps and bounds of where we would have been.”

MARIO SHILIASHKI '96

General manager of Southeast Asia and India, PayPal



"I'm drawn toward the design aspects of Web sites, but I also love the gadgetry."

ANN-MARIE HARRINGTON '86
President, Embolden

Of course the best opportunities for innovation occur when a new market need appears — and someone is alert enough to notice. Such was the case in 1998–99, when customers buying items on eBay needed a fast, secure way to pay for their purchases. At the same time, many sellers couldn't take credit cards, and didn't want to chase their customers' bouncing checks.

Enter PayPal, a payment-service business unlike anything that had existed before, but that rode the rails of the established banking industry. PayPal's founders observed the new market need, developed an online payment solution, and in short order the company went from nonexistent to enormous. PayPal, which was subsequently acquired by eBay, now boasts 193 million accounts in 190 territories and countries. Its growth in 2008 was 27 percent, processing \$60 billion in payments that year — an astonishing \$2,000 a second.

Mario Shiliashki '96, who has been at PayPal since 2003 and now serves as general manager of Southeast Asia and India, says that the innovation at the firm hasn't diminished since its powerful blast-off.

However, Shiliashki notes, PayPal wasn't the only player in the game for long. Three years ago, Google went head-to-head with PayPal by introducing "Google Checkout." While PayPal had encountered similar situations before, the team needed to develop an innovative approach when this tough competitor emerged.

"Internally, you could feel the intensity of the vibe," he says. "We were expanding at a rapid rate, and then Google forced us to go even faster."

The PayPal team realized they had to partner with merchants — volume retailers such as Dell and Starbucks — and persuade them to integrate PayPal on their Web sites. In a three-month period, PayPal tripled its sales force to reach more merchants, explaining to them the benefits of offering PayPal's services.

Along with the turbo-charged sales approach, PayPal had to

innovate new products that were better than what the competitors could offer. The team quickly moved to

develop an "express checkout" option that integrated with a merchant's system to provide a three-click checkout.

"We had to adapt, and we had to go to market faster," Shiliashki says. PayPal knew Google was expanding into Europe and Australia, and though the PayPal team wasn't sure they were ready to move aggressively into those markets, they moved anyway.

It was an investment that paid off tremendously, Shiliashki says. "The competition forced us to innovate both in the United States and around the world. Now we're ahead by leaps and bounds of where we would have been without the competition."

And ultimately, after spending millions, Google reduced its investment, while PayPal has continued to expand into new markets in Asia Pacific — Shiliashki's current territory. "They went out with a huge bang," Shiliashki says. "And we defended the space that we felt was rightfully ours."

Going boldly

Of course, before you can defend a space, you have to realize it's there. "The trick is to catch a market demand before it's a market demand," says Ann-Marie Harrington '86, whose career transformation could be called a personal innovation. After graduating from Bryant, Harrington received a master's



in social work and pursued a career in social welfare. Then, while doing research on child policy for Rhode Island Kids Count, Harrington suggested to the foundation's directors that they establish an Internet presence. This was in 1995, a point in time before everyone had a Web site, and nonprofits in particular were late adopters.

But Harrington knew the Internet wasn't just for corporate giants. "There have been a few moments in my career when I've had that strong and certain intuition about things to come," she says. "This was one of them."

Her supervisors gave her the go-ahead to build the foundation's Web site, and when the project was completed, she realized she had discovered her professional calling. "I knew I had to jump into the Web game, or I would miss the opportunity from a market perspective." She began taking on Web development projects but focused on a special client base: nonprofits. "The Web site was a powerful communication tool to help nonprofit organizations achieve their mission," she says. Now, 11 years later, her company, Embolden, has become a full-service Internet consulting firm, with 18 employees and a roster of more than 150 clients.

Harrington points out that the Internet has been a locus of major innovation. At their inception, Web sites were used as a static information source,

like a brochure or phone book. Today, the Internet has exploded with social media, chats, blogs, wikis, forums, and microblogging sites that are spreading like wildfire. "Since the advent of Web 2.0," says Harrington, "the Internet offers even greater potential for businesses to build their brands. We don't know where it's going, but everyone feels they have to be in the game."

Managing Embolden has given Harrington the opportunity to use both sides of her brain — the creative as well as the analytical. "I'm drawn toward the design aspects, but I also love the gadgetry," she laughs.

And when assessing market needs, she relies heavily on her intuition — a speedy synthesis of indicators from many directions: colleagues, clients, RSS feeds, books, hearing the buzz. "If more than

two of my clients start to talk about an issue, even if they can't exactly articulate it, I know there's something there," she says.

It's easy for organizations to become completely overwhelmed with new trends and the dizzying pace of change, admits Harrington. One of her primary roles is to help clients stay grounded. "The Web is just another channel to help organizations connect with their constituents. You don't have to jump into stuff just because other people are doing it. You have to look at who's doing it best. You have to tie innovation back to strategy."

The Internet revolution has caused Embolden to transform itself from being builders of Web sites to being Internet consultants, helping clients create strategic plans that deploy all channels in an integrated way.

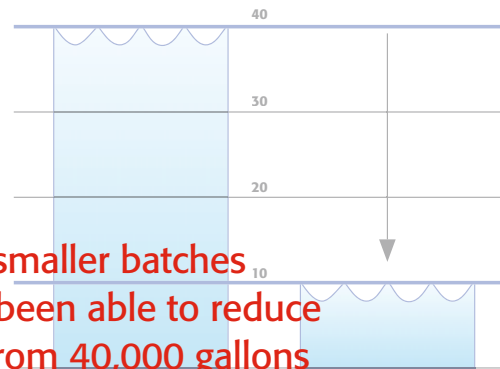
"In the end you have to remember that all this innovative technology is just a commodity. You have to use it strategically: to build engagement and make your Web site sing."

Seeking the niche

Innovative thinking is key when business people perceive a new space opening up in the marketplace. It's also an imperative at the other end of the evolutionary cycle — when the space around a mature business suddenly narrows or disappears.

"By treating these smaller batches separately, we've been able to reduce our water usage from 40,000 gallons a day to 10,000 gallons a day."

DAVID MARQUIS '90
President, ChemArt





Such was the case for jewelry manufacturing, one of Rhode Island's legacy industries. When cheaper labor markets in Asia were able to attract manufacturing businesses overseas, the innovative leaders at ChemArt found a niche that enabled the business to thrive.

A Rhode Island-based manufacturer originally specializing in jewelry findings (or parts), ChemArt shifted gears and used its photochemical machining process to create custom ornaments for specialized audiences. The ornaments, which are gold-plated brass, are custom designed for "a list of cool clients," says David Marquis '90, president of ChemArt, in Lincoln, RI. In 1981, ChemArt designed the official annual White House holiday ornament — and has been manufacturing them ever since. Back in '81 they made 1,500 White House ornaments. For 2009 they've made 1.1 million.

The White House ornament opened the door for other clients, including the FBI, the CIA, and the National Security Agency. ChemArt also markets its products to schools, foundations, and organizations that might be commemorating an anniversary, holding fundraisers, or enhancing an annual recognition program.

"We build ornaments that reflect an organization's mission or goal," says Marquis. "Our strategy is to go where other people aren't, and we don't try to be everything to everyone." While some manufacturers try to capture a whole marketplace, ChemArt has sought the niche within.

Despite the economy, business has never been better. Marquis explains that because ChemArt is making custom items, it can build its margins into the price, ensuring the company will be profitable. "In 2009, we'll do close to \$20 million in sales. We could have a much larger top line but would not be as profitable due to the higher cost of doing business in many of the potential growth segments our industry offers. My focus is the bottom line, not the top line."

So with this strategy in place, where does the next innovative move come into play?

Most recently, with a green initiative.

Until a few years ago, ChemArt's plant produced two streams of waste water, which were funneled to one central area for a "batch treatment" before the water was released. After careful research and analysis, a new system was devised that divides the effluent into eight streams and uses a microfiltration system to remove contaminants. "By treating

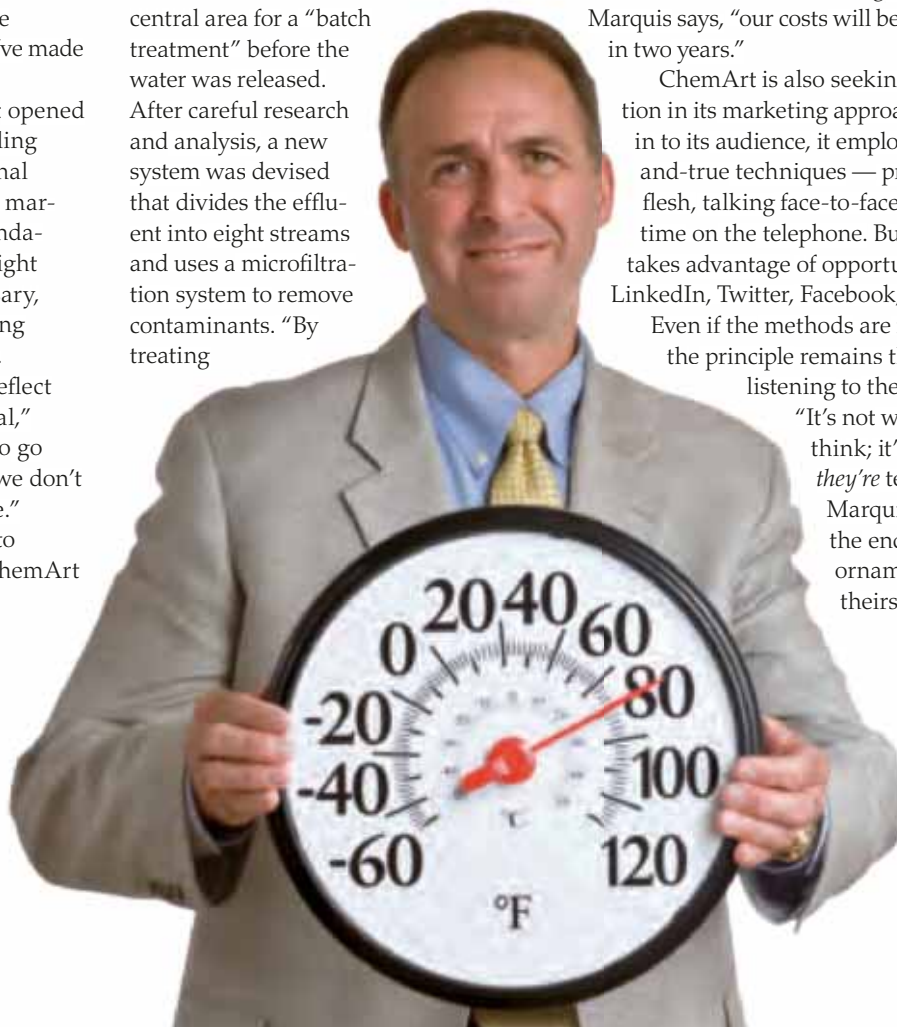
these smaller batches separately, we've been able to reduce our water usage from 40,000 gallons a day to 10,000 gallons a day," Marquis says. This innovation won them the Senator John H. Chafee Outstanding Conservation Projects and Programs award, the only company in their industry to be so honored.

As part of the green initiative, ChemArt also did a dumpster analysis, which revealed a good deal of plastic waste from packing material. The company contracted with a recycler that hauls away plastics at no charge — and reduced its plastic waste by a ton a month. Other green projects include the installation of an air scrubber, and retrofitting one of its two buildings with energy-efficient lighting. "When I redo our main manufacturing building," Marquis says, "our costs will be paid back in two years."

ChemArt is also seeking innovation in its marketing approach. To tune in to its audience, it employs the tried-and-true techniques — pressing the flesh, talking face-to-face, spending time on the telephone. But it also takes advantage of opportunities on LinkedIn, Twitter, Facebook, and blogs.

Even if the methods are innovative, the principle remains the same — listening to the customer.

"It's not what *you* think; it's what *they're* telling you," Marquis says. "At the end of day, the ornament is theirs. I've tried



to render it, but they have to tell me if we've achieved it. No matter how smart you think you are, what matters is what the customer thinks."

Preparing the ground for innovation

A focus on the customer is also what drives innovation at Honeywell, the century-old technology and engineering services company. Although the industry giant finds itself at the other end of the revenue spectrum from specialized niche firms like Embolden or ChemArt, attention to the customer is still a cardinal rule.

"When I moved into my first home," says Joseph Puishys '80, president of Environmental and Combustion Controls, a business unit of Honeywell International, "I bought a new tree for my yard, and the owner of the nursery said to me, 'You have to dig a \$1,000 hole to plant that \$100 tree.'"

It's a lesson that's stayed with him — the importance of preparing the ground to ensure that an enterprise will thrive. And, like Marquis and Harrington, Puishys says the place you invest first in business is with VOC, the voice of the customer.

"Honeywell has a rigorous, disciplined method for innovation," says Puishys, "and it all starts with extensive work with our customers."

Puishys explains that innovation is Honeywell's sacred cow, with more than 35 percent of its annual revenue coming from

new products released in the prior three years. Like all companies during the current economic downturn, Honeywell has had to cut back on travel, overhead, and general administrative expenses. Many corporations also cut back on new product development because it's costly. "But that is the one segment of the business that we will not compromise," Puishys says. "If I cut back on engineering design work, I'll save now and then never catch up. New products plant seeds for tomorrow's growth."

Before Honeywell unleashes its engineers on the design of a new product, the company conducts market research to assess customer needs. After robust VOC information is gleaned from segmented market study, the two-year innovation cycle proceeds with competitor analysis, intellectual property management, and, finally, product launch.

This was the course Honeywell followed for one of its recent innovations, the VisionPRO, a programmable thermostat. One of the most important energy-saving steps a homeowner can take, says Puishys, is to install a programmable thermostat. But Honeywell's research showed that most people kept their units on "hold mode" because they didn't understand how to use them. So Honeywell set out to design a thermostat that was so user-friendly it was foolproof, with a color touch screen and other visual cues.

The final step, before a single unit went on the shelves, was a 60-city marketing tour to demonstrate the product. "By the time the lengthy innovation process was concluded," he says, "the contractors couldn't wait for them to come off the trucks."

All in all, Puishys says Honeywell is an exciting firm to be working for. "If you are sitting in a building," he says, "chances are the HVAC equipment is being controlled and monitored by Honeywell technology." How did he come on board such a stalwart company? It started at Bryant.

As a 20-year-old finance and accounting student, Puishys learned from an accounting professor about an opportunity for part-time work with Fram, an automotive products corporation. "I was earning \$1.90 an hour in the cafeteria," he says, "and this paid \$5.00 an hour, so I jumped at the chance."

By senior year, he was in classes all morning and working at Fram from noon to 6 p.m. He stayed with the company through a series of acquisitions and its ultimate merger with Honeywell. And he himself segued from financial services to operations and eventually to general management. "I was good at accounting," he says, "but I always wanted to be CEO. My education at Bryant helped me get there."

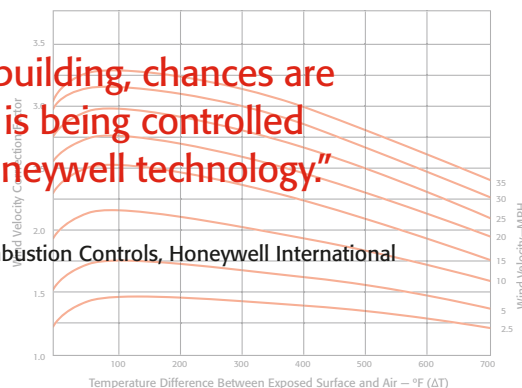
Like Harrington's shift from social worker to Internet advisor, you could call Puishys' career path a kind of personal innovation.

Or you could call it: business not as usual. 🐼

"If you are sitting in a building, chances are the HVAC equipment is being controlled and monitored by Honeywell technology."

JOSEPH PUISHYS '80

President of Environmental and Combustion Controls, Honeywell International



SETTING BUSINESS



A young man with dark hair, wearing a dark blue t-shirt with a white graphic and a backpack, is smiling and looking to his left. He is standing on a moving walkway or escalator, with a blurred background of a modern building and greenery. The overall tone is positive and dynamic.

INTO MOTION

Human capital — the most vital investment

Bryant's preeminent scholar in human resources, Professor Harsh Luthar, explains how today's HR professionals must be equal parts administrator and strategist — and how their role can be the foundation of a business' success.

SETTING BUSINESS INTO MOTION



Businesses require many forms of capital — financial, physical, intellectual. But all these resources are animated and given meaning by human capital. “No matter how beautiful the buildings are or how great the technology is,” says management professor Harsh Luthar, “businesses need talented people to leverage their assets, or nothing else will come together.”

Professor Luthar (whose first name is pronounced “Hersh,” meaning “joy” in Hindi) points out that human capital — unlike other forms of capital — can walk

away. “Talented employees always have other options. They can leave, and they can be difficult to replace.”

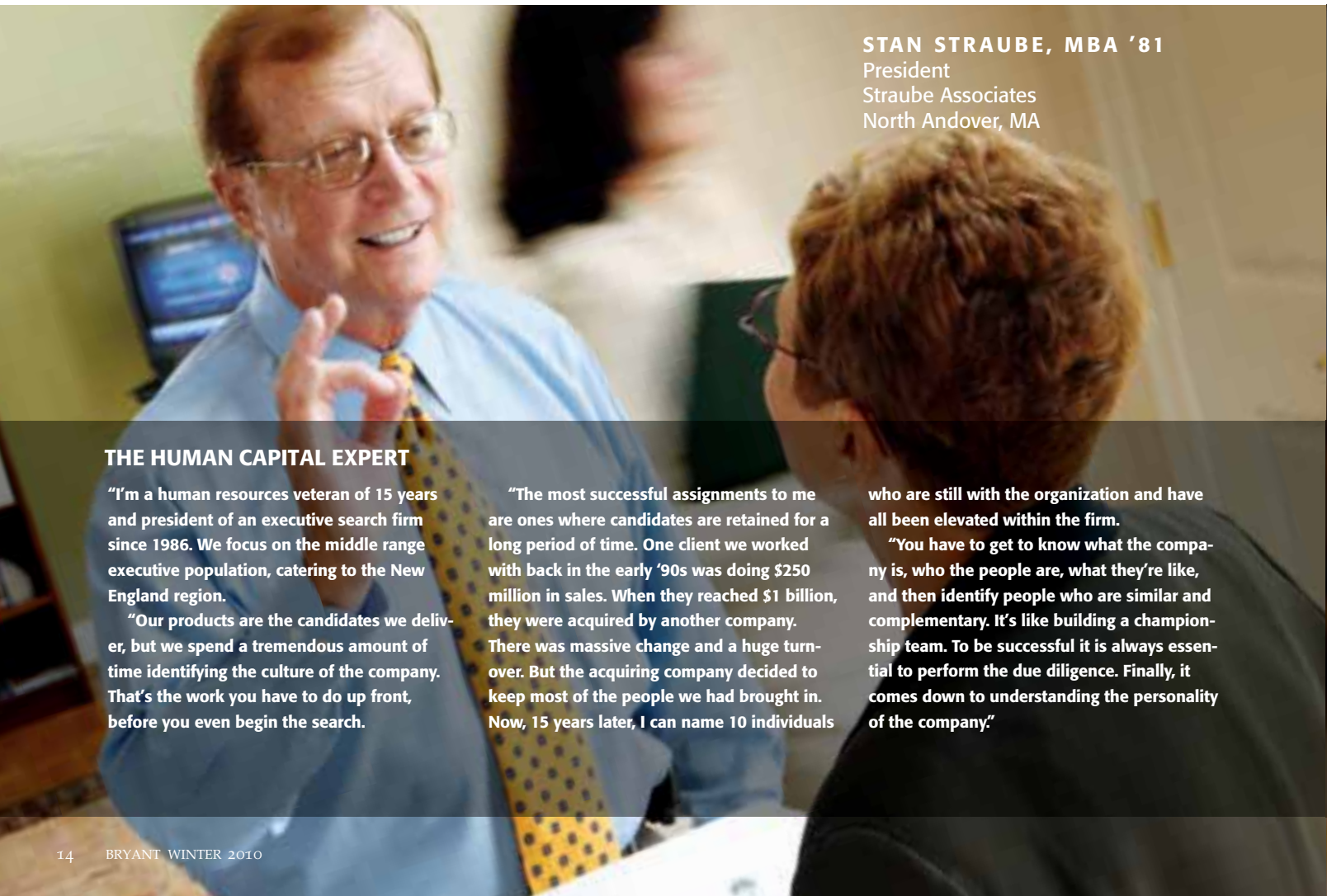
He cites the well-known case of Kai-Fu Lee, an expert in voice recognition software. From 1998 to 2005, Lee, then a senior VP at Microsoft, left to become the founding president of Google Greater China. On the basis of a non-compete agreement, Microsoft sued Google, but ultimately settled. “If Microsoft had managed Kai-Fu Lee better, perhaps these losses could have been avoided,” says Luthar. “There were all kinds of signs he was not happy, but they took him for granted.” (More recently, Lee announced he was leaving Google to start a new

incubator program in Beijing to help young Chinese entrepreneurs.)

Viewing human capital as a business asset to be protected and developed gives HR professionals a more strategic role in their firms, with a focus on training and on placing the right people in the right positions. So, to be effective, HR execs must understand their business’ strategy.

The Internet has changed the way we work, automating and accelerating many administrative tasks, freeing HR departments to focus on how human capital can best be developed to meet a company’s goals.

“One of the ways you can tell if a company is using its HR function in a



STAN STRAUBE, MBA '81
President
Straube Associates
North Andover, MA

THE HUMAN CAPITAL EXPERT

“I’m a human resources veteran of 15 years and president of an executive search firm since 1986. We focus on the middle range executive population, catering to the New England region.

“Our products are the candidates we deliver, but we spend a tremendous amount of time identifying the culture of the company. That’s the work you have to do up front, before you even begin the search.

“The most successful assignments to me are ones where candidates are retained for a long period of time. One client we worked with back in the early ‘90s was doing \$250 million in sales. When they reached \$1 billion, they were acquired by another company. There was massive change and a huge turnover. But the acquiring company decided to keep most of the people we had brought in. Now, 15 years later, I can name 10 individuals

who are still with the organization and have all been elevated within the firm.

“You have to get to know what the company is, who the people are, what they’re like, and then identify people who are similar and complementary. It’s like building a championship team. To be successful it is always essential to perform the due diligence. Finally, it comes down to understanding the personality of the company.”

strategic way is to look at the company's employee structure," says Luthar. "If the highest executive in human resources is reporting to the CEO, that means HR has a place at the table when strategic decisions are being made. But in more traditional structures, you may see the HR director reporting to the CFO, who then reports to the CEO."

When management views human resources as an expense, a frequent solution to increase profits may be to downsize. But the opposite perspective, treating human resources as an asset rather than a liability, can be a winning strategy.

An example is the way Southwest Airlines handled the airline industry

crisis in 2001: While many airlines were laying off workers, Southwest viewed its human resources strategically. The company decided to retain people and forego other capital expenditures. "Research tells us that when employees aren't happy, their interactions with customers suffer. But at Southwest, employees rewarded the business for its loyalty with a commitment to customer service, and the airline survived that downturn better than many others in the industry, with high customer satisfaction ratings."

So, when a company is undergoing major changes — whether the changes are innovations or crises — how can human resource managers create

a successful outcome for a business? Ultimately, says Luthar, the company's CEO has to set the tone.

"The role models have to be the top managers," he says, "and they must have earned employees' trust." But with that trust in place, HR managers are in a position to create a culture that's receptive to change and transition. Ultimately, employees need to feel they are being treated fairly.

And that, says Luthar, is exactly where the HR professional's expertise lies. 🧠

JOANNE DAVIGNON '85

System Manager of Human Resources and Staff Development
Union Hospital, Inc.
Terre Haute, IN

THE CHANGE AGENT

"Everything the hospital does has to be aligned with our six 'critical success factors.' One of the factors is to be recognized as a 'best workplace.' HR has been heavily involved in that, and last year the Indiana Chamber of Commerce did name us a Best Place to Work. Next for us: we're aiming to receive that citation from Modern Healthcare, a national forum.

"A recent major change for us has been a \$178 million expansion. We've had to hire 200 new employees to staff the new building. How do we do that and be sure we're hiring the best?

"One change that helped: We only allow people to apply for open positions, but we did not want to turn away great applicants if there was not an available position when they searched our Web site for openings. We wanted to be able to recruit these individuals when a position opened down the road. Our system was antiquated, and I was one of those people who said, 'There's got to be a better way.'

"Then, while viewing demonstrations of applicant tracking systems at an HR

conference, I found it. I was able to demonstrate that the new system would align HR with the strategic goals of the hospital. Last October we implemented the new applicant tracking system, which was a big change for our managers and applicants. But the new system ensures that we're hiring the best individuals and not losing great, qualified applicants.

"Technology has changed so much, but one thing that's the same: Everything we do is still about being the best."

SPOTLIGHT ON: ATHLETICS

Bryant athletics have gained national recognition in recent months, bringing acclaim to the University as it enters its second season of Division I competition.

MCKENNA, GREER DRAFTED INTO PROFESSIONAL RANKS

Though they play different sports, baseball great **Pat McKenna '09** and men's lacrosse standout **Zack Greer '09 MBA** both ended successful college careers with similar fates. Not only did the pair share the athletic department's Male Athlete of the Year award but they also were drafted by their respective professional sports leagues at the conclusion of their spring seasons.

A four-year starting shortstop for the Bulldog baseball team, McKenna was selected by Major League Baseball's Detroit Tigers in the 27th round of the 2009

baseball draft, going as the 810th overall pick on June 10.

In 2009, McKenna finished one of the finest four-year careers that Bryant has ever seen, starting in all 223 games over the last four years and setting program records for both games started and games played. He also finds himself atop the Bryant record book in career triples (15), walks (113) and assists (801), while he sits third in runs scored (154), fourth in doubles (44), tied for fifth in home runs (22), and tied for fourth in hits (234). McKenna had a career batting average of .289, including hitting .319 over his last three seasons.



Pat McKenna '09

He finished third on the team in hitting with a .338 average in 2009 while leading the team in home runs (12) and runs scored (62).

Although Greer joined the Bulldog men's lacrosse team for only one year, he left Smithfield, RI, as the leader of one of the most memorable and tide-turning seasons in program history. A four-time All-American and 2009 Tewaaraton Trophy finalist — lacrosse's equivalent of the Heisman — Greer was selected third overall by the Long Island Lizards in the 2009 Major League Lacrosse draft on May 27.

Greer left his mark not just on the Bulldog record books but on the NCAA's as well. For his career, Greer chalked up an NCAA Division I record 248 goals, also tying the career points-scored mark with 353. The 2009 captain averaged a nation's-best 4.53 points per game and was tied for sixth in total goals in 2009 (42). His 2.80 goals per contest tied him for second in the country while his 1.73 assists per outing were good for No. 10.

"Bryant University and the entire Bulldog family are so proud of both Zack and Pat for all that they have accomplished," said Bryant director of athletics **Bill Smith**. "For them to continue on with their careers at the professional level is exciting, not just for the two of them, but for the Bulldog men's lacrosse program, the baseball program, and the athletic department as a whole. We wish them the very best of luck and will be watching to see what they continue to achieve."

With their moves to the pros, McKenna becomes the first Bryant baseball player drafted since **Doug Johnson '02** was selected by the Colorado Rockies in the fifth round (142nd overall) in the 2002 draft, while Greer becomes the first-ever Bryant lacrosse player to be drafted into the professional ranks.

TEAM USA MEN'S LAX TRYOUTS

All eyes were on the campus this summer as Bryant Athletics and head men's lacrosse coach **Mike Pressler** hosted 84 of the nation's top professional and collegiate lacrosse players vying for a spot on the 2010 U.S. Men's National Team.

Pressler, named head coach of Team USA in September 2008, will take a team to Manchester, England, in the summer of 2010 to compete in the Federation of International Lacrosse World Championships.

At the three-day tryout held at Bryant's Turf Complex, players competed in two daily sessions as a collection of spectators and the 14-member selection committee watched. In the end, 40 were tabbed for the U.S. national training team,



Zack Greer '09 MBA

to be cut to just 23 roster slots in the lacrosse world's version of the World Cup next July.

"I want to commend our selection committee members on their professionalism and unbelievable insight. It was a very difficult task to get from 84 to 40," said Pressler. "We have a heck of a group with our 40 now, and that's our team going into the fall of '09."

The training team includes eight members of the 2006 U.S. men's team that finished as runner-up to Canada at the world championship, three of whom were also members of the gold medal-winning 2002 U.S. men's team.

BULLDOG STADIUM LOCKER ROOMS GET A WINNING UPGRADE



Bulldog players can now prepare for games in modern locker rooms that rival the top Division I facilities and help athletes play at the top of their game. The \$2.2 million renovation project, which included improvements to offices, a training room, storage locations, public restrooms, and infrastructure of the Bulldog Stadium complex, was made possible by generous contributions from alumni and other supporters.

SENEGALESE BASKETBALL STUDENT PREPARES FOR THE 2009–10 SEASON

Since he was a little boy growing up in Senegal, Africa, **Papa Lo** adored the sport of soccer, playing the midfielder and defender positions and idolizing the stars from Brazil and Barcelona. But it was basketball that eventually brought the six-foot-nine center to the United States.

Even though he didn't dribble a ball until he was 14 years old, Lo was a natural. He was spotted at a pickup game near his home by Cameroon native and Washington, DC, resident Joe Touomou who was in Senegal for a basketball camp in 2005. Afterward, Lo was successfully recruited to the Winchendon School, a college preparatory school in Massachusetts.

After Winchendon, it was on to the University of Massachusetts where he played one year for former coach Travis Ford. While

with the Minutemen in 2007–08, he played in 22 games, blocking 25 shots as a freshman engineering major. He had three blocked shots in just six minutes of action against nationally ranked Xavier and also had a blocked shot and four rebounds against Boston College.

Perhaps the most important part of his freshman season came in late December when he married his wife Moumy, also a native of Senegal. Lo, a Muslim, and his bride did not make the trip to Senegal for the customary wedding. In Africa, the two families gathered together that day at the mosque, while Lo remained in Amherst, MA, not missing a practice with the UMass basketball team.

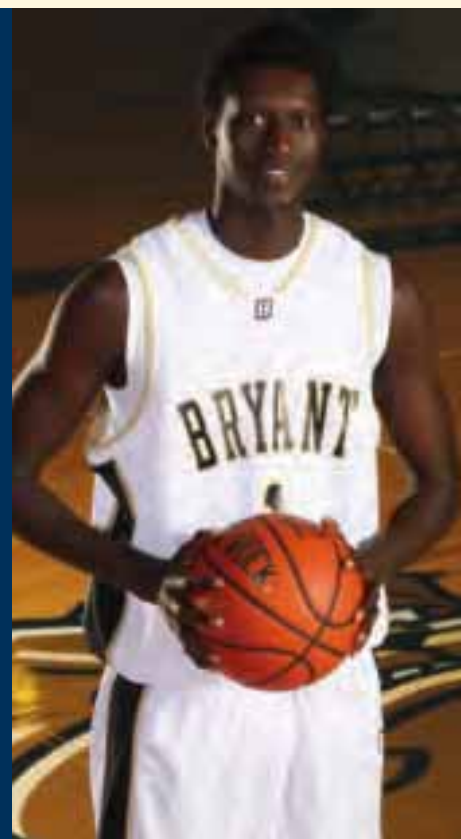
Arriving in Smithfield, RI, last fall, Lo sat out the 2008–09 season in compliance with NCAA transfer rules

and could not practice with the team following knee surgery.

Lo has used the summer months to build his strength with a conditioning program led by fitness director Tim Brien. Lo also helped out with the various summer basketball camps held on the Bryant campus, encouraging young players and helping them develop their skills.

Today, after a year on the sidelines watching his new teammates compete during the school's first year at the Division I level, it's no wonder that Lo, now an actuarial mathematics major, is eagerly awaiting the new season ahead.

"I am excited to get back on the court," said Lo. "We have some excellent freshmen coming in, and with our returning players, it is going to be a good year."



SPOTLIGHT ON: FACULTY

Engagement in the community allows faculty to bring a fresh and meaningful perspective into the classroom.

NATIONAL NEWS CALLS ON FACULTY EXPERTS

Bryant faculty are expert scholars in their fields and are frequently called upon by national media to lend their opinions to the news of the day. Here are a few recent examples:

In a piece titled, "Can Tengzhong Persuade China to Support the Hummer Deal?," assistant professor of management **Crystal Jiang** spoke with *The Wall Street Journal's* Deal Journal blog about the auto industry in China and the Hummer sale.

The Washington Times published an op-ed cowritten by management professor **Michael Roberto** titled, "A Mid-Summers Dream." The essay focuses on what Roberto learned from professor Larry Summers 20 years ago as a Harvard under-

graduate, and how those principles stack up against the policy choices Summers is making as the director of the White House's National Economic Council for President Barack Obama.

Professor **Judy Barrett Litoff**, a preeminent historian, had two of her research projects featured in the national media. On June 6, 2009, the 65th anniversary of the D-Day invasion of Normandy, *All Things Considered* on National Public Radio included Litoff speaking about Virginia d'Albert Lake, an American woman who helped save airmen in France during the German occupation and went on to join the Resistance. Litoff edited an award-winning book comprising d'Albert Lake's diary and memoirs.



Crystal Jiang, Ph.D.



Michael Roberto, DBA

FACULTY NEWS AND NOTES

- Assistant professor **Michael Bryant** was awarded a Fulbright Foreign Scholarship and spent six weeks this summer in Germany lecturing about the post-World War II war crimes program.
- Assistant professor of applied psychology **Allison G. Butler** and **Brynn Woodland '10** (Orleans, MA) presented a poster at the American Psychological Association Annual Convention in Toronto, Ontario, in August.
- **Saeed Roohani**, professor of accounting, will guest-edit the *International Journal of E-Business and Research's* issue on eXtensible Business Reporting Language research.
- **Paul Swift**, a lecturer of philosophy, won the best essay award at the Society for Values in Higher Education's annual conference. He was also recently named president of the Rhode Island Philosophical Society.
- History professor **W. Jay Reedy** presented a paper during the Fourth International Conference on Interdisciplinary Social Sciences in Athens, Greece.

For more faculty accomplishments visit momentum.bryant.edu.

In addition, an article in *The Chronicle of Higher Education* featured Litoff's research on letters from Bryant alumni serving in WWII, which were recently unearthed in the University's library. Litoff worked with students to digitize the collection and interview alumni who wrote and received the letters.

CHAMPION OF CHILD WELFARE

At the Children's Friend Annual Meeting in May, **Sandra Enos**, associate professor of sociology, was honored with the 2009 Michelle Norris Award for her extraordinary and ongoing support of the agency.

In preparation for the 175th anniversary of Children's Friend, Enos spent several years researching child welfare in Rhode Island and completed

a written history titled "A Rich Blessing to the Community: A History of Children's Friend and Service." Her work formed the basis for a historical documentary, as well as a traveling photo and archive exhibit, which will be showcased this fall as part of a five-part lecture series. A portion of Enos' research was also featured in the "Patron of the Past" column of the June issue of *Philanthropists' Journal Rhode Island* and on WRNI, Rhode Island's NPR radio affiliate.

The Michelle Norris Award is given each year by Children's Friend to an individual or organization that has provided extraordinary support and assistance toward the agency's mission of improving the lives of Rhode Island's most vulnerable children.

GET TO WORK: PROFESSOR BRINGS REAL-WORLD INDUSTRY NEEDS INTO THE CLASSROOM

Christopher Roethlein is passionate. Passionate about teaching, passionate about research, and dedicated to channeling both of these passions to help others.

"The Land of Ahs" is a perfect example. A playground with a fantastical name and an inspired purpose — to be accessible for all children, including those with disabilities — opened last year with the help of Roethlein and Bryant students. The professor of management engaged his students to assist in the project, which took more than five years and nearly a quarter of a million dollars to complete.

"Teaching is a privilege. Few professions involve making connections and enhancing people's lives like teaching," Roethlein says.

"As educators, it is essential to provide our students with current examples and fresh ideas from both academia and industry." As such, he requires many of his students to work with local organizations as part of their class work.

"Students may 'interview' managers on their quality or supply chain practices, or do projects similar to what a consultant might be required to do," Roethlein explains. Companies and organizations including Bancker Industries, ChemArt, WaterFire, The Allied Group, Sperian Protection, Gloria Gemma Breast Cancer Research Foundation, and Polytop Corporation have worked directly with Bryant students, and in turn have received advice on how to

increase their efficiency, profits, and workplace communication.

This semester, Roethlein is working with graduate students on a collaborative project with Narragansett Brewing Company, a Rhode Island-based beer brewer. "Expectations are high, and the students have always exceeded both my and the industry partner's expectations."

A former Fulbright scholar, Roethlein lauds Bryant for allowing him to explore the interests that he is most passionate about. "To be an effective teacher, you also need to be an effective scholar," he says. "Research keeps me in touch with current academic and industrial trends. It makes me excited to learn more, and I pass this excitement along to the students."



BRYANT WELCOMES NEW FACULTY

College of Business



Kwadwo N. Asare,
Assistant
Professor of
Accounting;
BS, St. Francis
College; MBA,

Cornell University; MS, McCullum Graduate School of Business; Ph.D. candidate, Bentley University. Dissertation topic: Effects of corporate governance ratings on financial analysts' earnings forecasts and asset allocation decisions



Sharmin Attaran,
Assistant
Professor of
Marketing; BA,
University of
California, Los

Angeles; MBA, California State University, Bakersfield; Ph.D. candidate, University of Illinois at Chicago. Dissertation topic: Consumer-company identity orientation congruence and its effects on buyer behavior



Stefanie Boyer,
Assistant
Professor of
Marketing; BA,
MBA, Ph.D.,
University of
South Florida.

Dissertation topic: Measures and models for salesperson training and development

College of Arts and Sciences



Nicole Freiner,
Assistant
Professor of
History and
Social Sciences;
BA, Alfred
University;

MA, Ph.D., Colorado State

University. Most recent position: Visiting Assistant Professor, Lafayette College



Qin Leng,
Associate
Professor of
Biochemistry;
BS, MS, Ph.D.,
Chinese
Academy of

Sciences. Most recent position: Professor of Palaeobotany, Nanjing Institute of Geology and Palaeontology, Chinese Academy of Sciences

SPOTLIGHT ON: CAMPUS

Bryant strives for innovation in all aspects of campus life, from events and new academic programs to facilities that enrich students' educational experiences.

NEW MBA FOR IT PROFESSIONALS

In January 2010, the Graduate School of Business will launch a Bryant MBA for information technology professionals. The new program will build the executive and management capabilities of individuals with expertise in the IT field who seek greater organizational responsibility and leadership opportunities.

The MBA is a two-year, part-time program for working professionals who enter and progress together as a cohort.

Study teams selected within each cohort comprise individuals from diverse educational and professional backgrounds. Students enroll in two courses per semester, beginning in the spring semester.

The MBA for IT professionals program is designed for students who have either an undergraduate degree in an IT-related program or significant experience in the IT field. Admission is on a rolling basis.

Visit www.bryant.edu/itmba for more information or to apply today.

ACADEMIC PROGRAMS ADDED

Bryant offers more than 80 areas of study in business, liberal arts, and the sciences. Each year, the University seeks to expand its degree programs so that graduates have the skills and knowledge to compete in the global marketplace. For the 2009–10 academic year, Bryant has added the following degree options:

Concentration in Entrepreneurship

Successful entrepreneurs typically demonstrate a blend of innovation and research, leadership and personnel management, marketing and selling skills, and financial abilities. Entrepreneurship concentrators will develop an understanding of the strategic, tactical, and analytic traits necessary to make sound business decisions in new entities.

Entrepreneurship Minor

All enterprises, irrespective of their profit motives, require a sense of entrepreneurialism.

Designed to give students a working perspective of small to medium-sized enterprises, including the development of new enterprises, this minor helps students cultivate an understanding of entrepreneurship and the traits of entrepreneurial leaders.

Global Supply Chain Management Minor

The ability to manage complex global supply chains is key to success in the modern economy. Through an interdisciplinary, hands-on course of study, this minor provides students with a working knowledge of supply chain management as an integrative, value-creating strategy for complex business-to-business networks.

Human Resources Management Minor

There are many different facets of managing people in organizational contexts. This new minor will explore all the HR

STUDENTS THRIVE IN NEW TEACHING AND LEARNING CENTER



Bryant has a new home for students seeking the help they need to navigate Bryant's challenging academic programs. The Teaching and Learning Center, which opened at the start of the academic year, houses the Academic Center for Excellence, the Writing Center, Bryant's English-as-a-second-language program, a faculty development center, and several study areas and academic labs.

functions and their legal implications, as well as the challenges of developing employee compensation and training policies, and managing people in a global setting.

Professional and Creative Writing Minor

The ability to communicate well through writing is a valuable skill that is necessary across professional disciplines. This minor will help students develop writing skills in a variety of settings. It is designed to provide a full exploration of genres, including feature writing for magazines and the Web, newspaper journalism, and creative writing in poetry and fiction.

For a full list of Bryant's areas of study, visit:
bryant.edu/areasofstudy.

BRYANT HOSTS CHINESE LINGUISTS

Educators from China, Hong Kong, Japan, Taiwan, the United States, and the United Kingdom converged on the Bryant campus this summer for the 21st North American Conference on Chinese Linguistics (NACCL-21).

The three-day event focused on a full range of topics in Chinese linguistics and explored new research about the language, which has more native speakers than any other in the world. A recognized expert in the area of second language acquisition, **Yun Xiao**, associate professor and chair of Bryant's Modern Languages Department, led the conference.

In addition, adjunct lecturer of Chinese **Ying Zhang** presented her research, which focuses on one of the biggest

barriers to learning Chinese — vocabulary acquisition. (Ying presented similar papers at international conferences in Taiwan and China in June and August, respectively.)

According to **David Lux**, dean of the College of Arts and Sciences, NACCL-21 provided an excellent opportunity for experts in the field to learn more about Bryant's commitment to Chinese education.

AMERICA'S BEST COLLEGES

Bryant University earned the No. 16 spot in the Master's Universities (North) category

in the latest rankings compiled by *U.S. News & World Report*. It is the fifth consecutive year the University has been ranked in the top 20.

The release of the rankings comes on the heels of Bryant's inclusion in the 2010 edition of Princeton Review's *The Best 371 Colleges*. Earlier this year, Bryant was also mentioned among the top schools by *BusinessWeek* in the magazine's 2009 rankings of the top undergraduate business programs in the country.



Innovative programs and a dedicated faculty have helped Bryant secure its spot in the 26th edition of *U.S. News* college

rankings, which are calculated using seven indicators to measure academic quality. Out of 172 schools in the Master's Universities (North) category, Bryant was ranked 15th for highest average freshman retention rate and 21st for highest graduation rate. Bryant boasts the 26th-lowest acceptance rate in the category at 45 percent.

A PLACE FOR REFLECTION, WORSHIP, AND LEARNING



Last month, the Bryant community got a glimpse of the new Interfaith Center when it officially opened during Reunion @ Homecoming. Designed by award-winning architects Gwathmey Siegel & Associates, the Center is a place where people of all backgrounds can come together for introspection and reflection.

SPOTLIGHT ON: STUDENTS

Service learning, entrepreneurship, community service, and study abroad are just a few ways a Bryant education reaches beyond the classroom.

STUDENT INVOLVEMENT FEE AT WORK

Twelve Bryant students volunteered for a total of 450 hours and raised more than \$1,000 for a women's shelter during a service-learning trip to Peru. The trip is one of the first funded by the Special Initiatives Committee, a new group created through the Student Involvement Fee, that reviews requests for one-time programs to benefit members of the Bryant community and enhance student life.

The Peru excursion was organized by Bryant's chapter of Amnesty International, which started developing ideas for a service trip abroad after **Katie Gorham '10** (Perry Hall, MD), the group's treasurer, spent time

last summer in Kenya volunteering at an orphanage.

When students returned to school in September, the group began planning the trip, then submitted a proposal to the Special Initiatives Committee.

"I think the entire experience has shown me the value of hard work, determination, and persistence in getting good things to happen," says Gorham. "That is something we can't truly learn by reading a book or hearing a lecture."

The committee accepts proposals for nontraditional programs, events, or campus-wide initiatives. Students do not have to be associated with a student organization to submit an idea.

"The Special Initiatives Committee is a way for students to get directly involved



A dance-a-thon hosted by the Bryant Velocity Dance Team raised more than \$4,000 for the National Multiple Sclerosis Society.

WELCOME, CLASS OF 2013



On a beautiful September weekend, the entire Bryant community welcomed members of the Class of 2013 to campus. After attending Enrollment Days, settling into their rooms, and saying good-bye to mom and dad, Bryant's newest students took part in the three-day Bryant Experience to learn about the limitless opportunities they'll have at Bryant.

Total students: 762
Resident students: 730
Men: 59.1 percent
Women: 40.9 percent

Multicultural: 11.4 percent
Avg. SAT: 1144
Avg. GPA: 3.37
Class Rank: Top 24 percent

in the planning of projects and programs they want to see happen at Bryant," says **Luke Bornheimer '10** (Cambridge, MA), a member of the committee. "Co-curricular programs are what differentiate an average experience from one that is truly memorable and leaves a positive impact on the Bryant community."

Another program funded by the new group was a recent dance-a-thon organized by the Bryant Velocity Dance Team to raise money for the National Multiple Sclerosis Society. More than 220 people participated in the six-hour event that raised \$4,000.

Special Initiatives Committee member **Ryan Letourneau '11** (Holden, MA) feels student-run organizations provide a forum

for students to complement what they learn in the classroom. "Education is more than just attending class," he says. "Getting involved is critical to our development as students."



Bryant students volunteer at Casa de Acogida Mantay, a shelter for disadvantaged women in Peru.

STUDENT'S ENERGY BAR BUSINESS SATISFIES HIS HUNGER FOR ENTREPRENEURSHIP

A visit from FedEx doesn't usually elicit an emotional response from Bryant senior **Michael Adams**. That all changed when the delivery was a package from *Entrepreneur* magazine announcing that Adams' business, Eddie's Energy Bars, would be included in the June issue's list of "100 Brilliant Companies."

Managed out of his parents' kitchen in Richmond, VT, Adams' three-year-old company bakes and distributes all-natural, preservative-free energy bars to 17 locations in five states and online. Eddie's Energy Bars were mentioned in an *Entrepreneur* article that examined up-and-coming businesses that cater to outdoor enthusiasts and adventure athletes, along with a list of "companies to keep an eye on."

"It has always been my dream to appear in *Entrepreneur* magazine," says Adams, a marketing concentrator. "This is a testament to my family's hard work and dedication, our loyal customers, and everyone who has helped support Eddie's along the way."

A love of cooking and a challenge from a teacher led Adams to create his first energy bar as a junior in high school. Today, Adams runs the business with his father – the company's namesake – and his mother. He dedicates about 10 hours a week to the business in between his schoolwork; writing for Bryant's student newspaper, *The Archway* (he was named the 2008–09 Editor of the Year); and serving on the Student Arts and Speaker Series planning committee.

He was honored with a Center for Student Involvement (CSI) Spotlight Award last year for his activities on campus.

With his senior year on the horizon, Adams is thinking about the future direction of the company. He concedes that the energy bar market is a difficult one to compete in. Still, his goals are high. He hopes to move the operation to a bigger location and grow throughout the Northeast and ultimately on the West Coast, where many of the company's online orders originate.

"My favorite part of being an entrepreneur is that I am constantly learning, meeting new people, and building my own business instead of someone else's," says Adams. "It is a whirlwind adventure."



IN A WORD, *BELLISSIMA!*



A group of 30 students and three faculty members spent the first few weeks of their summer break studying and living in Italy as part of the Sophomore International Experience – including having an Italian cooking lesson (above). As **Kaitlin Sidorsky '11** (Rocky Point, NY) explained, "From learning about the culture and interacting with new people to having my very first gelato, my experiences have been as satisfying as the sun on my back, the good food in my stomach, and the great friendships I've made."

SPOTLIGHT ON: ALUMNI

In an economy marked by uncertainty, one constant is the continued success of Bryant alumni.



RECENT ALUMNI TRUSTEE: KRISTEN COLLINS '09

To say **Kristen Collins** made it a point to get involved when she was a student at Bryant would be an understatement. Among her many activities, she was an orientation leader and an admission fellow; and helped start Bryant's Colleges Against Cancer chapter and assisted in planning its annual Relay for Life fundraiser.

Although she's graduated, Collins will still be actively involved with her alma mater. At Commencement, Collins was appointed the Recent Alumni Trustee on the Bryant Board of Trustees and will serve a three-year term.

Collins, who earned a dual degree in finance and marketing, graduated as a member of the

Honors Program. Today she is an assistant admission director at Adelphi University in Garden City, NY.

CLASS OF 2009: WHERE ARE THEY NOW

The Class of 2009 went out into the world well prepared to meet the challenges ahead of them. Here are just a few of the places they've moved on to:

Christine Cassidy landed a position with PricewaterhouseCoopers and is enrolled in Bryant's Master of Professional Accountancy Program (MPAc). Former editor of *The Archway*, communication major **John Crisafulli** is the director of volunteerism and public relations for WaterFire Providence.

The first Bryant student to receive a bachelor of arts in applied economics, former co-captain of Bryant's football team **Alex Grande** is an associate financial analyst at Fidelity Investments in Marlborough, MA.

Alicia Haelen, the University's first student to earn a bachelor of science in applied mathematics and statistics, accepted a position as a research assistant at Johns Hopkins School of Medicine in Baltimore, MD, where she will work with a surgeon who specializes in cancer studies.

Gergely "Nemo" Nemeth is currently in the master's pro-

gram in environmental economics at Duke University. Nemeth is also a sky-diving instructor.

Joe Robertson recently began a program at Syracuse University in which he will pursue a master's of public administration and a master's in international relations. He is one of only 15 students to be accepted into the two-year program offered by the top-ranked Maxwell School.

Mitch Terk, one of 140 members of the Class of 2009 to minor in legal studies, is pursuing a juris doctorate at Rutgers School of Law in Newark, NJ.

Monika Sattler, Bryant's first student to earn a bachelor of arts in global studies, is continuing her education at Georgetown University, pursuing a master's degree in security studies.

BECOME A CAREER CHAMPION

Bryant invites you to share your knowledge and expertise about career success with the next generation of Bryant students through programs at the Amica Center for Career Education.

By getting involved in the life of Bryant students, you can guide future alumni as they embark upon the important task of building their careers. Here are just a few ways you can help:

- Recruit graduating students through on-campus recruiting, career fairs, and on-site interviews
- Host an internship at your company
- Advise students about different types of careers
- Mentor students and younger alumni
- Post current job opportunities with the Amica Center

Also, through the Alumni Career Link you can join more than 300 Bryant alumni who are sharing valuable career information with students and fellow alumni. Submit or update your information today at www.bryant.edu/alumnicareer to develop your own professional network or to help promising young alumni launch their careers.

To become a career champion for Bryant students, contact Kathy Clarkin, manager of corporate recruiting, at: kclarkin@bryant.edu or 401-232-6091.

ALUMNI MAKE "40 UNDER 40" LISTS

Bryant alumni work tirelessly toward their professional and personal goals. Recently, four such alums were recognized by top business journals for noteworthy accomplishments — all before reaching age 40:

David A. Caprio '91, executive director of Children's Friend,



was named to the "40 Under Forty" list published by the *Providence Business News*, but the

accomplishment he says he's most proud of is the 17,500-plus families served by his organization in 2008, a record for the 175-year-old nonprofit. Under his leadership, Children's Friend was chosen as one of Rhode Island's "Best Places to Work" by *Providence Business News* and the Best Companies Group. "It's gratifying to be part of a team that has a lasting, positive, and direct impact on

at-risk children and families," he says.

Selected from hundreds of nominees, **Eileen (Parker)**

Carroll '91 has been named to the *Boston Business Journal's* "40 under 40" list. She is a vice president/portfolio manager for CB Richard Ellis/New England, a global real estate services company. A 12-year industry veteran, Carroll is currently responsible for the management of a 2.6 million-square-foot real estate portfolio located throughout suburban Boston. A true visionary in her field, Carroll has been certified as one of her organization's first



Leadership in Energy and Environmental Design (LEED) Accredited Professionals, allowing her to lend expertise on environmentally sustainable construction within her company. She notes that her experiences at Bryant helped prepare her to think on her feet and stay a step ahead of the competition.

Nicholas J. Cianci '06, the most recent graduate among the



Bryant honorees, is a *Hartford Business Journal* "40 Under Forty" award winner. He is a marketing director and financial representative with New England Financial Group in West Hartford, CT. Cianci credits a keen sense of

technology, attention to detail, and an ability to create solutions to fit sophisticated clients' needs with his success in a field that is dominated by financial services veterans. As he continues in his career, Cianci hopes to emulate these veterans not only in the professional arena but also within the community. "From day one I have been told, 'People don't care what you know until they know that you care,'" he says.

Hartford Business Journal also recognized alumna **Annette Larabee '92** as an honoree. She



is senior vice president/senior loan officer with Connecticut River Community

Bank, which was a start-up when she joined the company in 2003 and now manages more than \$190 million in total assets.

An active member of her community, Larabee serves on the boards of WomenLead and the Glastonbury Town Center Initiative. She is also active in the Glastonbury Chamber of Commerce and the Glastonbury YMCA.

Larabee credits inspiration from family, friends, and co-workers for her successes, particularly her mother: "She left her home country to explore the world and settled in America to raise two children while her husband was at sea in the U.S. Navy. She has battled breast cancer and is now again exploring the world."

THE BRYANT UNIVERSITY ANNUAL FUND

Today more than ever



Visit www.bryant.edu/annualfund for information or to make a gift

When financial difficulties force our students to give up the dream of walking through the Archway at Commencement, it is a tragedy. The Annual Fund provides essential support so that no student has to give up his or her dream—and Bryant will continue to be recognized among the nation's best universities. Annual gifts play a key role in sustaining our momentum, especially in today's economy, supporting critical operations including:

- **Scholarships and support for students** facing unexpected financial hardship
- **Faculty and curricula support** to attract and retain renowned faculty
- **Global Education Scholarships** for initiatives such as the Sophomore International Experience
- **Library and technology enhancements** for evolving curricular needs
- **Special career initiatives** providing students with strong job opportunities

Class Notes is a great place to share news about professional and educational accomplishments and other special events in your life. Keep Bryant University informed of your latest endeavors by submitting information online through the Class Notes page at www.bryant.edu/alumni. You can also send an e-mail to alumni@bryant.edu or call 877-353-5667.

1970

SUZANNE (LECLAIRE) ACCARDO of Johnston, RI, celebrated her 20th anniversary as president of Lenders Title Services, Inc., located in Johnston.

1981

DUANE M. DESISTO MBA of Hope, RI, was honored at the 27th Annual Hearts & Heroes Gala of the New England Chapter – Bay State Branch of the Juvenile Diabetes Research Foundation. DeSisto is president and chief executive officer of Insulet Corporation, an innovative medical device company dedicated to improving the lives of people with diabetes, located in Bedford, MA.

1982

ANDREA (PASSANISI) KING of Glastonbury, CT, was appointed to serve as a member of the Connecticut Society of Certified Public Accountants (CSCPA) for the organization's 2009–10 activity year. King will also chair the CSCPA's Student Outreach and Career Awareness Committee for the coming year.

LAURENT E. LAMOTHE of West Warwick, RI, was appointed to the board of directors at Thundermist Health Center. Lamothe is currently the director of personnel and human resources for the Town of West Warwick Public Schools.

1987

MARIA (MANZI) KANE of Cranston, RI, was named vice president and project manager for operational support and development at Citizens Bank, Cranston.

1988

PIETRO PETRARCA of West Greenwich, RI, earned his Ph.D. from the University of California after successfully completing his dissertation entitled "Leadership Characteristics in New Recruits and Cadets as It Relates to Successful Community Policing Management." Petrarca is an adjunct professor at Johnson and Wales in Providence and also a commander in the West Greenwich Police Department.



1990

KAREN (ZAKRZEWSKI) HOLBROOK of Worcester, MA, was named director of application development and support at Blue Cod Technologies, Inc., located in Marlborough, MA. Holbrook formerly held the position of Blue Cod's B.O.S.S. team manager and also worked as application designer, developer, and consultant.

1991

DENISE M. HOLLOWAY of Forest Grove, OR, was named financial controller at QPM Aerospace, Inc., located in Portland, OR. Holloway also serves as financial controller for a related company, Net Inspect LLC, a leading Internet-based quality measurement system company in Seattle, WA.

"The opportunity to travel around the world while doing something that I loved was an offer that I couldn't refuse."

LILY HIMMELSBACH '09 was recruited by American Eagle Outfitters to be a part of the team to launch the company's international brand. Currently her efforts as international coordinator are focused on opening new stores in the Middle East in early 2010. Future plans call for expanding to Dubai, Hong Kong, and Tokyo, among others.

Although Himmelsbach is based in Manhattan, her job requires frequent international travel: "This job presented the opportunity for me to participate in the international launch of a multibillion-dollar fashion company, a multitude of travel,

and the possibility of expatriate work along with it. The opportunity to travel around the world while doing something that I loved was an offer that I couldn't refuse."

Himmelsbach got a taste of what it would be like to travel the world when she studied in Spain during her junior year at Bryant. As one of Bryant's first 56 graduates to earn their bachelor of science in international business over the last two years, Himmelsbach joins a new generation of graduates who are now working in a variety of positions around the world or pursuing advanced studies at top international institutions.

KEVIN T. SHEEHAN of Kennesaw, GA, was named director of advisory services at KPMG LLP located in Atlanta, GA. Sheehan will be responsible for leading the contract compliance services practice for KPMG's Southeast region.

1997

MARK D. SCHWARTZ of Mansfield, MA, was named chief financial officer and vice president of finance and administration of ThingMagic, Inc., in Cambridge, MA.

SHANNON FINNING-KWOKA

of Easley, SC, was awarded a doctorate of philosophy in educational leadership from Clemson University in Clemson, SC. Shannon has accepted a position as associate dean of students at Drexel University in Philadelphia, PA.

2001

JILLIAN (TEMPEST) ROGERS of Virginia Beach, VA, was named account supervisor at Nexus Direct in Virginia Beach. Rogers is responsible for direct response advertising.

BRENDA M. LANE of Wollaston, MA, received the "2008 Individual Award for Client Service" at Shawmut Design and Construction located in Boston, MA.

2002

TODD J. BARRY MBA of Branford, CT, authored a book entitled *Pierogies with the Pope: A Tribute to Pope John Paul II, and New Beginnings with Pope Benedict XVI*, published by PublishAmerica. *Pierogies with the Pope* is a heartwarming, multi-faith tale for young readers about world religions and two Popes.

ONLINE ALUMNI DIRECTORY

Free to all 40,000 Bryant alumni, the online directory is easy to use and available via the Bryant Web site at www.bryant.edu/alumni (just click on My Alumni Page). Find classmates or alumni living in your area or use the keyword search for contacts in particular companies or industries.

Sign up today to renew old friendships and network with your peers.

TIMOTHY M. MCGRAW of Providence, RI, passed the Certified Financial Planner (CFP®) exam. McGraw is an independent financial planner with Ameriprise Financial in Cranston, RI.

2007

EILEEN R. HAYES of Lincoln, RI, was named business development manager at Contravisory Investment Management, an investment management firm specializing in equity portfolio management for high-net-worth individuals, families, and institutions, which is located in Hingham, MA.



KARL P. TUR of Northampton, MA, was among the "40 Under Forty" in Western Massachusetts selected by *Business West* magazine's readers and judges. Tur is a partner at Ink & Toner Solutions with shops in Amherst and Northampton, MA.

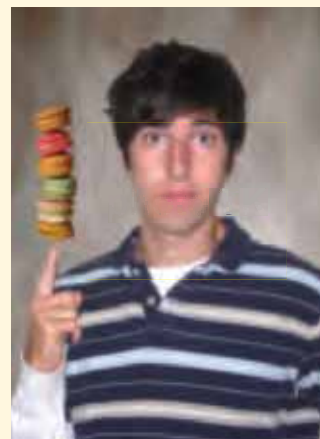


STEPHEN FITCH '09 was struck by the wild popularity of a cookie called a French macaron (not to be confused with the American coconut macaroon) while studying in Paris as a Bryant student. Once he determined the treats were virtually unknown back in the states — and that a single French chain was selling 30,000 macarons a day — he started developing a business plan.

Today, Fitch is the owner of Moondust Macarons. The company manufactures the French treats and has already made headway with several businesses, including a Fortune 500 company interested in licensing the

idea for national distribution. The product has also been featured on "The Rhode Show," a morning program on the Rhode Island Fox affiliate.

The seeds for his company took root during his senior year when he wrote a business plan as part of an entrepreneurial marketing class taught by adjunct marketing professor **Sandra Potter**, who continues to provide Fitch with her expertise and guidance. "This venture has given me some great experiences and put me in touch with so many interesting people," says Fitch. "It is exciting to imagine what will happen next."



IN MEMORIAM

GLADYS (WALTERS) BIRONG '28
March 16, 2008

MARY (MARSHALL) STOWELL '29
May 17, 2009

HELEN (FORWARD) MERRIFIELD '33
January 19, 2009

ALINE (LAVALLE) PHELPS '35
March 27, 2008

LOUISE (NORRIS) HARRINGTON '37
April 27, 2009

EVELYN (CICHY) WHITCOMB '37
April 7, 2009

AGNES (GORALSKI) VINCENT '38
April 14, 2009

DIMITRY YASINCZUK '38
April 1, 2009

MILTON OPOTZNER '41
May 2, 2009

CAROLYN (MCOSKER) GRENIER '43
March 15, 2009

NOELA (JOLY) KAISER '43
March 15, 2009

MARY (LOMBARDI) ZONFRILLO '43
May 9, 2009

RUTH (NEWMAN) JOSEPH '45
March 16, 2008

LUIGI G. AURECCHIA '48
February 12, 2009

GEORGE D. JAMESON '48
December 22, 2007

ROBERT L. BUZZI '49
May 26, 2009

ELIZABETH (GAISFORD)
DONNELLY '49
January 30, 2009

MAURICE J. NEARY '49
April 1, 2009

HENRY C. SETTERSTROM '49
May 30, 2009

GEN. NICHOLAS ANNICELLI, JR. '50
May 8, 2009

VINCENT P. GALLOGLY '50
May 7, 2009

FRANK A. RANDALL, JR. '50
April 21, 2009

ROBERT J. CHASE '51
April 5, 2009

RICHARD E. JACKSON '51
March 29, 2009

NICHOLAS MICROULIS '51
February 28, 2009

RICHARD W. PIANKO '51
April 7, 2009

HAROLD F. PLYMPTON '51
April 6, 2009

PAUL E. ROPER '51
May 25, 2009

JOAN (BLOOMQUIST)
KONCEWICZ '52
May 9, 2009

MERRILL G. CORNELL '53
March 21, 2009

BERNARD T. MCKENNA '53
March 28, 2009

HASKELL ZABITSKY '54
February 5, 2009

JOSEPH J. CARLINO '55
December 11, 2006

GAYLA (VANEK) THOMPSON '55
March 31, 2009

ANTHONY A. CALDERA '58
March 17, 2009

RICHARD B. KEOGH '58
April 19, 2009

OVID L. MONACELLI '58
May 27, 2009

ROSEMARIE DECESARE '59
June 1, 2008

JOSEPH F. DIOHEP '59
March 6, 2009

ROBERT G. DANIS '60
May 27, 2009

MATTHEW J. BOLAND '61
April 13, 2009

BEVERLY (WILSON) SYLVIA '62
May 21, 2009

MAJOR GENERAL THOMAS G.
CLELAND '63
August 22, 2008

LOUIS D. PETTINE '66
May 20, 2009

ROBERT W. CARPENTER '67
January 29, 2008

CARLA-JEANNE (HYDE)
GORDON '68
May 24, 2009

ROBERT L. COLEMAN '70
August 8, 2006

DANIEL E. AHERN '71
May 28, 2009

FREDERICK B. PERCY IV '71, '74 MBA
April 6, 2009

ROGER L. COURNOYER '73
March 8, 2009

KEVIN M. TOOLE '74
May 1, 2009

ALEXANDER R. ANDERSEN '75 MBA
March 9, 2009

WILLIAM S. SWEENEY '75
September 3, 2007

PATRICIA (CARROLL) DEWEGER '81
June 20, 2009

KATHLEEN (DISALVO) BOWEN '86
March 16, 2009

ANTOINETTE (BYRNES)
DAVID '86 MBA
May 4, 2009

LINDA (SAGE) BAUERSACHS '89
March 14, 2009

DAVID M. POISSANT '96
May 25, 2009

TRUSTEE/FACULTY MEMORIAL

LEONARD E. JOHNSON, a long-time Bryant trustee and a dear friend to Bryant, died on May 4, 2009, in Wolfeboro, NH, at the age of 99. He served as president of Gladdings Inc. from 1955 through 1969, and during his tenure opened the company's first branch in Wayland Square; launched its first suburban branch in Garden City; sparked the Tri-Store Bridge linking Gladdings, Shepards, and Cherry & Webb; and purchased the Avery Piano Co. After his retirement, Johnson joined Bryant's faculty as an adjunct professor. He served as a Bryant trustee from 1977 to 1988, and was appointed as an Active Honorary Trustee in May of 1990. He served in that capacity until his death.

TRUSTEE MEMORIAL

GREGORY T. PARKOS '50, '88H, former chairman of the Bryant Board of Trustees, died on September 2, 2009, at his home in Venice, CA. Parkos grew up in Newport, RI, and received his bachelor's in business from Bryant in 1950. He went on to serve in the U.S. Army and as a foreign service staff officer for the State Department. He was a prominent and prodigious business leader, and ultimately retired as the CEO of Whittaker Corporation, a multinational company headquartered in Los Angeles, CA. Parkos received a Distinguished Alumnus Award in 1987 for his record of outstanding professional achievement and a year later received an honorary doctorate from Bryant. His legacy lives on at Bryant with the Parkos Family Scholarship.

TRUSTEE MEMORIAL

FREDERICK C. LOHRUM '96H, former member of the Bryant Board of Trustees, died on November 2, 2009. He began his distinguished business career with IBM, and later served as chairman and then president of Randolph Computer Corporation. He moved on to head Bank Boston Leasing, a subsidiary of Bank of Boston, and served as chairman, president, and CEO of Bank of Boston Connecticut. He became chairman, CEO, and president of Hospital Trust in 1992. Lohrum finished his career as the South Region Chairperson and CEO of BankBoston, NA, retiring in January 2000. As an active member of many professional boards and community organizations, he was recognized throughout his life with a number of awards, including an honorary doctorate from Bryant in 1996.

BRYANT UNIVERSITY HONORS *the* BRYANT LEADERSHIP COUNCIL CHAMPIONS *for* PHILANTHROPY



THROUGHOUT OUR NATION'S HISTORY, great colleges and universities have depended on generous financial support from within their leadership communities. Today, private philanthropy helps bridge the gap between what families can afford and the full cost of a quality education. Retaining top faculty, building and maintaining inspiring facilities, and staying at the forefront of technological innovation all require the philanthropic partnership of our alumni, parents, and friends.

On October 2, Bryant University recognized exceptional leadership at a special gala celebration. Our distinguished award recipients were:

- John H. Joyce '53
Outstanding Alumnus 2009
- Gordon and Ursula Riblet
Outstanding Parents 2009
- Fidelity Investments
Outstanding Friend 2009

Visit www.bryant.edu/givingtobryant to read the citations for our honorees and to see how you can become involved.





Bryant University

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Smithfield, RI 02917-1284

www.bryant.edu



Bryant's Sophomore International Experience (SIE), held during winter and summer breaks, challenges students to learn the culture and business trends of regions abroad – but there's always time for a little fun along the way. Upcoming SIE groups will travel to Costa Rica and Panama, Germany and Greece, China, and Italy.