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Bryant BUSINESS

A RESOURCE FOR THE BRYANT COLLEGE COMMUNITY

FALL 1997

STRATEGIC
PLANNING
WITH A SENSE
OF DIRECTION



STRATEGIC PLANNING WITH A SENSE OF DIRECTION PAGE 2

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On the cover:

Tinkertoys® provided many of us a treasured first experience with "strategic planning." But in today's corporations, planning is anything but child's play: the pieces fit in ambiguous ways, the possibilities are more complex, and the stakes are definitely higher. In this issue, *Bryant Business* constructs a case for "planning with a purpose."

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PRESIDENT'S MESSAGE

"Our goal for *Bryant Business* is summarized in its subtitle:
A Resource for the Bryant
College Community."

Twelve months ago, Bryant College launched an ambitious and aggressive strategic planning process designed to identify and capitalize on our "competitive advantages" in a rapidly changing environment. The publication you hold in your hands—*Bryant Business*—reflects the early results of that process.

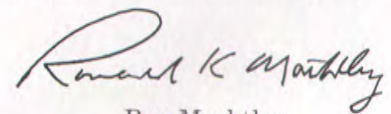
Our goal for *Bryant Business* is summarized in its subtitle: A Resource for the Bryant College Community. Just as the College itself exists to serve the students (current and future), alumni, parents, friends, corporations, and organizations that have chosen to become part of our extended community, this magazine exists to meet the continuing interests of alumni, partners, friends, and supporters near and far. We want and expect *Bryant Business* to be eagerly awaited in your mailboxes—not only for the news about classmates and campus activities that you traditionally expect from an "alumni magazine," but for far-reaching, insightful, and up-to-the minute thinking about business and the world in which we operate. In other words, you can look to *Bryant Business* for a continuing exposure to the stimulating ideas and challenging insights you grew to expect from Bryant professors and courses.

This inaugural issue focuses on strategic planning—offering both a framework for understanding new developments in how, why, and when to plan, as well as exploring Bryant's own strategic planning process as a model. The College faces many of the same issues that businesses must confront. How can we identify and sustain a competitive advantage? How do we assess and increase

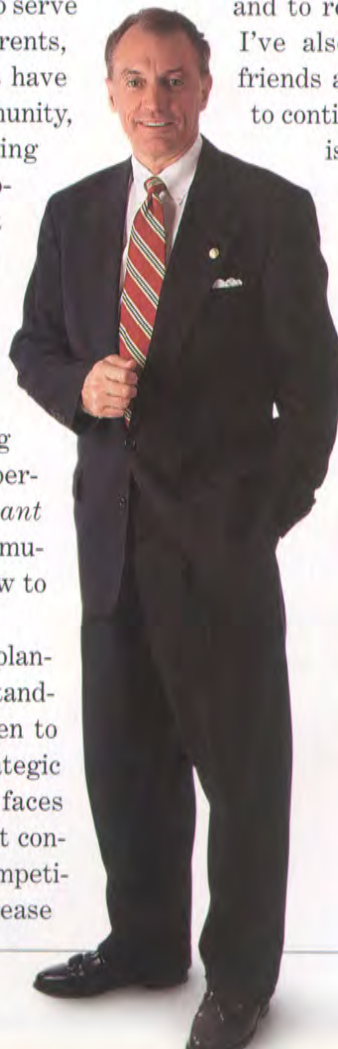
market share? How will we prepare to be successful in a future characterized by technological, workforce, and social change? As a business college, Bryant has a particular responsibility to model the behaviors and actions that leaders in the for-profit community must undertake in response to these and related challenges.

In just over a year as president of Bryant College, I've had the pleasure of meeting with hundreds of alumni and supporters near and far—to hear from you about the place that helped make you who you are and to respond to your interests and concerns. I've also had the privilege of working with friends and colleagues who have challenged me to continue growing, expanding, and learning. It is my sincere hope that this dialogue will strengthen in the coming weeks and months, and that *Bryant Business* will become a valued resource in your ongoing personal and professional development.

We welcome your comments about this exciting new venture.



Ron Machtley
President



STRATEGIC PLANNING

with a sense of
direction

by Leslie Whitaker

“Where do we go from here?” Keeping up with the present is hard enough in the current era of barrier-bashing globalization and high-speed technological innovation, when our environment seems to be changing almost minute by minute. Yet no organization—be it a small entrepreneurial venture, a Fortune 500 corporation, or a non-profit agency—can remain vital without taking time out from daily demands to answer that ponderous question about the future. “The nature and size of the changes facing organizations at this point in our history make strategic planning an extraordinarily urgent enterprise,” says Arthur White, Bryant College trustee and vice chairman of Yankelovich Partners, one of the world’s





THINKING STRATEGICALLY MEANS THINKING OUTSIDE OF THE BOX



premier marketing research and consulting organizations.

Figuring out how to strategize effectively in this new, ever-changing world can be a puzzle. As before, our vision of the future is obstructed by the haze of uncertainty. But one thing is becoming increasingly clear: Thriving tomorrow requires doing more than tinkering with today's operations. "Pursuing incremental improvements while rivals reinvent the industry is like fiddling while Rome burns," warns strategy guru Gary Hamel in "Strategy as Revolution," a recent article published in the *Harvard Business Review*. Thinking strategically today means thinking "outside of the box," turning your company upside down and inside out in search of creative ideas and novel points of view that will point you in exciting new directions.

Experts say there are probably as many varieties of strategic planning as there are organizations that engage in it. But for too many enterprises it has become a highly routinized, time-consuming, and expensive process that is pursued for its own sake, resulting only in a piece of paper that gathers dust on a shelf, rather than a dynamic road map to the future. The garden variety roughly follows this sequence: Based on the goals laid out in a corporation's mission statement, a wide array of data is collected, perhaps including interviews with employees, customers, suppliers and shareholders; market research studies; and competitive intelligence. The data then is processed using tools such as financial, operations, and portfolio analysis. Based on these findings, alternative courses of action are evaluated for pursuing the mission further, and a strategy is selected. Goal statements are revised. The final step, the Action Plan, sets out steps to implementation, including specific assignments and timetables.

To the surprise of many practitioners who have followed this model, popularized by consultants in the 1970s and 1980s, researchers have found that simply engaging in strategic planning adds nothing to the bottom line. "In more than 30 studies conducted since 1970, researchers found no general statistical link between strategic planning and profitability," asserts Thomas Powell, Bryant College associate professor of management.

Such stunning and disturbing evidence of the ineffectiveness of traditional strategic planning efforts has spurred Powell and others to re-examine the process with an eye

toward reshaping it into an activity that results in a distinct competitive advantage. "Some firms need to reinvent stagnant strategic planning processes, or scrap them altogether," advises Powell, who consults with corporate clients ranging from Amtrol, a large Rhode Island-based manufacturer, to Autocrat, a Rhode Island-based manufacturer of coffee syrup. "Firms that plan in today's competitive environment must plan not for planning's sake, but for performance."



WHAT CAN GO WRONG?

While the traditional process admittedly has been instrumental in numerous corporate accomplishments in past years, it also has some serious shortcomings. Among those identified by Powell:

- *Planning is expensive and time-consuming (opportunity costs of taking people off the job);*
- *There is a lack of follow-through when the aim is to produce a document or impress stakeholders; and*
- *Some CEOs pay lip-service to the process but fail to participate with active, visible investments of time.*

Powell points out that precisely because the formulaic strategic planning process has been so popular, it now lacks the key factors that create a competitive advantage: scarcity and inimitability. For a plan to contribute to performance it must to some extent be innovative, and informed by data that no one else can easily collect. It also should build on a firm's distinctive competencies, specific skills or resources that competitors cannot swiftly replicate.



Addressing the issue of follow-through, Kumar Chittipeddi, Bryant College associate professor of management, notes that there are several ways that well-thought-out plans get derailed on the way to implementation. "For one thing, there can be inertia," he says, "especially if the plan calls for dramatic changes that are difficult to make." Other hindrances involve a lack of resources to carry out plans, or changes in the environment that invalidate assumptions that were made at the start of the planning process, making follow-through an impossible or useless task.

Chittipeddi adds that some corporations are responding to their rapidly changing environment by rethinking the time horizons of their strategic plans. A client in the automotive parts industry, he confides, is wrestling with the question of whether to respond to explosive growth in the marketplace over the near term or the excess capacity that is forecast for the long term. "Most of my consulting clients used to look at nothing less than five- to ten-year plans," he says. "Now we are

talking about one- and two-year strategic plans." A shrinking time span also has affected Ocean Spray Cranberries, where a new product used to enjoy several years without a competitor on the market. "Now we measure the time a product is free of competition in months," says John Henry '73, '81MST, Ocean Spray's chief financial officer and winner of Bryant's 1997 Distinguished Alumni Award.

Powell's research has identified several traits that can enhance the effectiveness of a strategic plan in such a competitive environment. Chief among his recommendations:

- *Keep it simple.* Instead of insisting on exhaustive data that considers hundreds of variables, tackle straightforward questions such as, Who are our customers? Who should they be? How can we serve them better? Aim to produce a brief document with measurable short-term goals and a statement of strategic intent and short-term action plans.
- *Make the planning process distinctive.* Avoid boilerplate strategic planning templates—instead, customize your planning process to your organization's unique culture and needs. Avoid overly broad market data—base strategic planning on unique data collected in your specific markets, and on what your people have learned through networking and experience.
- *Keep the CEO actively involved.* Even if the head of an organization declares the process is vital to the organization, if he or she does not commit time to it, employees will discount its importance.
- *Have an action orientation.* Always consider how you can implement your goals. What will we do differently? How will we pay for it?
- *Don't obsess over order and rationality.* Allow yourself the time to wrestle with tough questions: What assumptions are we making that might be incorrect? What are the biggest threats to our future? Accept as much input as your

DISORDERED ENVIRONMENTS BRIM WITH OPPORTUNITIES



stakeholders and interested outsiders have to offer. This treasure trove of proprietary information, in whatever chaotic form it may emerge, will bring its own rewards. "Disordered environments brim with opportunities for innovation, discovery, and happy accidents, opportunities only accessible to those who discard the old maps," says Powell.

- *Design the process to fit the culture.* More formal planning structures befit slower-moving organizations. Proactive firms may work well from a mission statement and a few shared strategic priorities.

BRYANT'S STRATEGIC INITIATIVE

Beginning in October 1996, Bryant College engaged in its own strategic planning process, one that was based on Powell's model of "Initiative-Driven Strategic Planning for Competitive Planning" (see box), a marked departure from past efforts. At the behest of Bryant College President Ron Machtley, Powell co-chaired and Chittipeddi served as a member of Bryant's Campus Management Team, the committee of faculty, students, staff and other community members that oversaw the process. In addition to believing that the college should operate more like a business—or "Practice What It Teaches"—Machtley felt that because the institution was emerging from a period of years of declining enrollment, it was an opportune time to "think outside the box to figure out who we want to be."

Instead of proceeding from the college's mission statement, the traditional beginning for a more formalized strategic planning process, Machtley used the committee's first meeting to introduce several broad premises that he wanted the committee to explore further. Key among them were: 1) to become a student-centered school; 2) to protect core programs; 3) to innovate beyond core programs; and 4) to explore alliances with outside institutions. The committee was also charged with applying a routine business goal, "increase shareholder value," to an academic setting: "We must assure that our alumni and their parents see their investment in a Bryant education as a good value, one that reaps returns over and over."

Starting with broad premises rather than a more limiting mission statement enabled the committee to begin its work by brainstorming rather than plowing ahead with the traditional

data collection and analysis phase. Says Powell, "We were in inertia because we weren't using ideas, not because we didn't have them." To gather the widest possible input from the community, the team formed five subteams, each assigned to tackle a different theme: academic programs, the focus on integrating an international focus into the Bryant experience, campus life, technology, and new affiliations. The subteams then broke into smaller groups that looked at different aspects



of each theme. For example, the academic program subteam tackled issues from new majors to endowed faculty positions. These small groups were encouraged to network throughout the whole organization to solicit ideas about each topic. "It was a kind of planned chaos, to shake things up," says Powell. After numerous one-on-one conversations and community-wide town meetings, the committee reconvened with myriad wild ideas to consider, ranging from going public and selling stock to starting a campus overseas.

For some, this information overload was confusing at first. Admits graduate student representative Mary MacIntosh,

97MBA, "It makes sense as a process, but at the time it didn't make me feel comfortable. We didn't know where we were going—it was like a mystery to be solved."

But that was exactly the point. From this morass of clues were harvested several exciting strategic possibilities; the rest were operational suggestions that were passed on immediately to the appropriate vice presidents.



As the committees focused on strategy, they realized that they needed some very specific empirical data. In contrast to the expense of a more open-ended data collection in the traditional planning process, the college was able to keep costs relatively low by hiring consultants, including Coopers & Lybrand, to gather very specific data. It was determined, for instance, that the number of high school graduates in Bryant's primary recruitment area will grow by 30,000 per year within 10 years, suggesting increased recruitment opportunities. Other opportunities identified were offering short certificate programs, executive retreats,

BRYANT'S STRATEGIC PLAN, *The New Century Plan for Excellence*, was based on a model for planning developed by Bryant Associate Professor of Management Thomas Powell. Called "Initiative-Driven Strategic Planning," this seven-part model is a departure from the traditional planning model, known as "Analysis-Driven Strategic Planning," a more generic and analysis-oriented approach that assumes an orderly environment.

In contrast, Initiative-Driven planning is a firm-specific process that is executive-driven and performance-oriented. Practitioners view external changes as opportunities rather than threats and assume a chaotic, unpredictable environment. By involving the entire organization, this approach generates commitment and enthusiasm for the plan by those who must put it into practice.

The process divides into the following stages:

Premises.

The organization's CEO starts the process by outlining several broad premises, including over-arching goals and operating principles.

Critical Issues.

These premises are then taken up by the Planning Team, which brainstorms about initiatives that are then narrowed down to between three and seven critical issues. Subteams, formed to take up these issues, are encouraged to canvass the entire organization, as well as knowledgeable outsiders, for ideas and suggestions.

Initiatives.

Based on what they find out, subteams set objectives and rank-ordered initiatives within their areas. They then issue recommendations to the CEO.

Winnowing.

The CEO again steps in to separate promising operational recommendations, which are parcelled off to the appropriate vice presidents for action, from the strategic ones. Some strategic recommendations form the basis of "Quick Start Initiatives," which are put into action almost immediately. The rest are prioritized.

Data & Analysis.

At this stage, consultants are hired to do some very specific research necessary to further evaluate the practicality and wisdom of pursuing various strategic paths. Reports and recommendations from the consultants are submitted to the Planning Team and CEO.

Decision.

The top executive makes final decisions about the strategic objectives and an evaluation process for tracking progress toward those goals. An executive summary is prepared.

Action.

The final stage involves disseminating the strategic planning document throughout the organization, communicating its importance, and setting up an action plan. Detailed in the action plan are schedules, resources, budgets, and accountabilities.

THE SOLICITATION OF IDEAS ENGENDERED ENTHUSIASM AND SHARED UNDERSTANDING



and on-site MBA degree programs for corporate clients.

The committee also wrestled with the definition of "a career," which is, after all, what the college is preparing its customers (graduates) for. Because it is projected that today's graduates will enter four to five different careers over the course of their work life, the team realized that a wide variety of personal skills and flexibility in the marketplace will be central to future success. The ultimate result was the college's New Century Plan for Excellence, an ambitious plan to be "a student-centered college, focused on excellence, that prepares its students to achieve their personal best in life and business." (For an overview on Bryant's strategic plan, see story, page 14.)

WANTED: STRONG LEADERSHIP

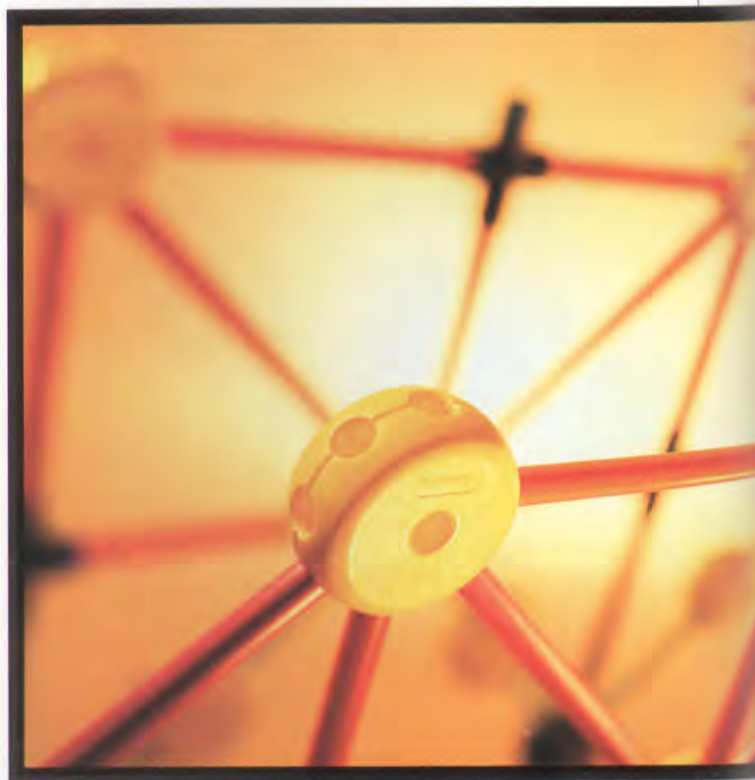
Key to getting broad, enthusiastic participation in an effective strategic plan is the visible support of the CEO. "If the CEO is not involved, the rest of the organization gives no legitimacy to the process," says Powell. "No matter what the CEO says, if he or she doesn't invest time in it, the community sees no value in it." At Bryant, President Machtley ran every committee meeting and very visibly served as "coach and cheerleader" for the process among the wider campus, says Chittipeddi.

Another case in point is Ocean Spray Cranberries, where President Thomas E. Bullock has the strategic planning team reporting directly to him. Says John Henry, Ocean Spray's chief financial officer, "Over the course of the past 15 years, the planning team has reported to a number of different positions, including the chief financial officer and the chief operating officer. The current reporting structure points to its importance."

The Massachusetts-based cooperative owned by 900 cranberry and citrus growers has recently completed a long-range plan, which was divided into three 3-year phases. "Our starting point was: 'Where do we see ourselves 10 years from now?'" says Henry. The answers to the long-term question then inform shorter time frames, including the outlook for the following year, which in turn affects the day-to-day decisions of each individual grower. "They budget their farms based on the return we expect to pay for their fruit," Henry explains.

On a more long-term basis, the strategic plan "helps growers anticipate the future rather than just plugging holes as they come up," he says.

Communication of the plan at every stage of its development is also key to its ultimate success. At Ocean Spray, "Everything has a communication process," which informs board members, grower-owners (who are like shareholders in a corporation) and the cooperative's 2,500 employees. "It's a



rather laborious process," says Henry, "but we do a good job at it." President Bullock also tries to maintain a continuous avenue of communication by periodically inviting eight to 10 employees to breakfast.

Similarly, at Bryant, the widespread solicitation of ideas engendered enthusiasm for the plan and generated an increased measure of shared understanding. "We had to listen to each other in a dialogue, which is not something that is normally part of this process," says trustee White. Graduate student representative MacIntosh, for one, says that she came to appreciate the importance of serving undergraduates, which is



Bryant's core business. MacIntosh, director of strategic planning for Lifespan, a Rhode Island-based integrated health care system, says: "President Machtley collected a lot of input and ideas from all constituent groups and synthesized them into a clean, articulate plan of where the school should go. It was down and dirty, hands-on. At the end, hundreds of people were all lined up nodding their heads, ready to do what it takes to put the plan into action."



At Lifespan, MacIntosh prefers to teach members of the company's various affiliates and agencies how to plan rather than planning for them. Sometimes her biggest challenge is convincing people of its importance. "When people say, 'I'm too busy to plan,' I reply, 'How do you know you're working on the right thing?'"

NOW COMES THE HARD PART: IMPLEMENTATION

It's a cinch to write down platitudes about future milestones you want to achieve and sea-changes you want to make in your organization, compared to the effort required to put them into

practice. "It's easy to do the mechanics; it's hard to follow through," says MacIntosh. "Everyone should be thinking about it. The planning document should be torn and ragged, at the top of everyone's 'To Do' file."

In addition to being at the top of everyone's mind, the plan must be supported by the allocation of resources. Continues MacIntosh, "It needs to be tied in to budgets and performance. People don't realize how much effort goes into implementation, especially for senior management. At the end, you have to fund according to the plan. It takes a lot of fortitude to say 'No' to people's pet projects. It's a discipline that requires time and effort to stay the course and continue on in the right direction."

At Bryant, the implementation phase began this summer. Says trustee White, chairman of the Implementation Committee, "I am trying to mobilize the committee to help me set some benchmarks so that we can report back to the board. I'm enjoying a very comprehensive effort with an evaluation component so we can revise the plan as needed."

Strategic planning will never be an activity in which "one size fits all." But those who are blazing the trail with successful innovations offer several practical suggestions. Henry, for instance, suggests limiting the scope to things that are "measurable and doable." For those organizations that cannot undertake a full-blown planning process, MacIntosh suggests simply grabbing a piece of paper and listing five things that you want to focus on in the next year.

Most important, you cannot be meek. "You need some tolerance for failure," says Chittipeddi. "You place your bets and sometimes you are going to lose. You can't say in today's climate, 'Let me study it to death before I make a decision.'" Machtley agrees: "If you don't have some failures, it means you haven't pushed the envelope enough."

About the Author

Leslie Whitaker is the co-author of two books, The Beardstown Ladies' Common Sense Investment Guide (Hyperion 1994) and Maye and Faye's Building & Loan (HarperCollins 1997). She was a writer for Time, where she specialized in reporting on business, and has contributed to numerous additional national magazines, including Self and McCalls.

BRYANT BUSINESS PROFILE:

AN INTERVIEW WITH CEO TOM TAYLOR

Transformation. That was the result of a recent strategic planning process at Amica, the \$800 million national home, auto and life insurer led by Tom Taylor. The 1963 Bryant graduate started at Amica 27 years ago as a claims adjuster and worked his way up to president and CEO, a position that places him in charge of 3,200 employees as well as planning for his entire operation. In addition, he actively participated in Bryant College's planning initiative. Recently *Bryant Business* talked to Mr. Taylor about his thoughts on strategic planning.

BRYANT BUSINESS: How did Amica's strategic planning initiative take shape?

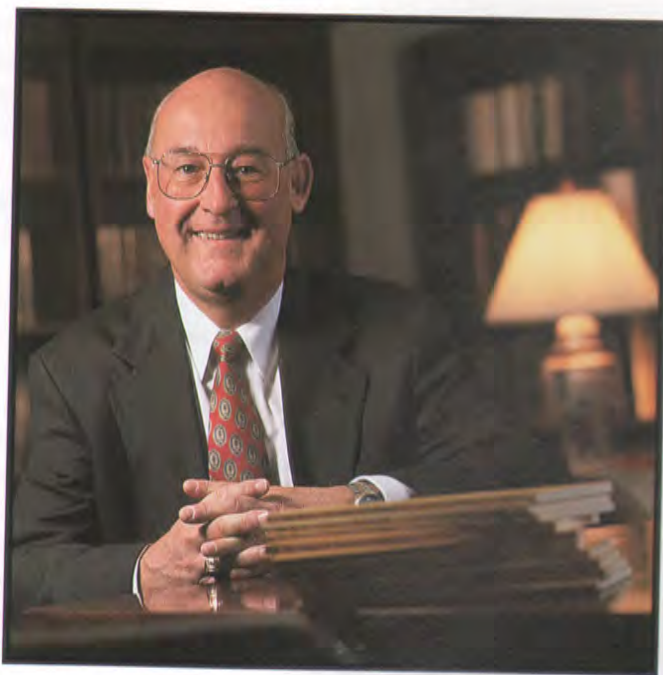
TAYLOR: In the 1980s, we had in place a great formula for steady growth and felt confident in the future—like a big luxury car on cruise control acting as though we owned the road. But by the early '90s, our entire industry was facing enormous change and instability as new competitors emerged and regulations tightened. We saw many organizations that had been "invincible" succumb to a false sense of security and fall asleep at the wheel to disastrous effect. Meanwhile, the new major players in the field were companies that in the '80s had appeared only as dots in the industry's rear-view mirror. We began to see that with the changing environment, we couldn't continue to do business as usual.

BB: How did you get started with the planning process?

TAYLOR: Before we even launched the process, I prepared by reading every book on strategic planning that I could find on Bryant College's library shelves. We reassigned an individual to become our full-time planner in 1993, and he too read all those

"Our plan has allowed us to really take hold of our future. Amica Insurance used to be a luxury car operating on cruise control, but now we've become a Hummer: a highly maneuverable all-wheel, all terrain off-road vehicle."

TOM TAYLOR '63



books. Once we were ready to begin in earnest, we started with a thorough analysis of the external factors likely to have an impact on us in the future. We looked at key areas such as competitors and the structure of the industry, and asked the strategic planning team to identify new issues facing us. Because our industry is heavily regulated, we asked the team to examine carefully any legal and regulatory issues. We looked at technology: were we using it well? We looked at our customer base and did a market assessment. Then we examined our internal ability to face the future, looking at our claims and underwriting services and products as well as our financial resources.

With all those issues as a backdrop, we got down to planning. From the very beginning we knew that a plan dictated from above could not be effective, so we involved a diverse group of people early on. Our initial strategic planning retreat brought together representatives from every key department, from claims to general counsel. Keeping in mind job number one—growing Amica profitably—we established a good cross-disciplinary dialogue. Out of this emerged five major corporate initiatives, with an array of long- and short-term objectives to make the strategies work.

After nine months of working with the team and with various constituents, we formally adopted the plan in 1994. At first it felt like we built a monster—and that we had to implement it all at once. But we soon realized that implementing a strategic plan is like eating an elephant: you have to do it one bite at a time.

BB: Once your plan was in place, what were the next steps?

TAYLOR: The most important thing about a strategic plan is not to let it sit on a shelf. Three years later, we continue to check our progress on fulfilling the plan's elements in quar-

terly senior staff meetings. Someone is assigned responsibility for every piece of the plan, with target dates for completion—allowing for some flexibility. Many of the objectives will be worked on by more than one department, but one person always takes the lead, forcing people to produce.

At our quarterly meetings, we have a “show and tell” in which everyone has an opportunity to report on progress and share their thoughts. The board remains very involved, with many opportunities to review our accomplishments and propose changes. We also continue to hold annual strategic planning retreats with our home-office senior staff and regional VPs from offices across the nation—an entire day away from the office devoted to strategic planning. Prior to the retreat, we send out questionnaires to encourage participants to think about what’s going on in their departments. At the retreat, we break into study groups to hammer out ideas, which we then put up on the walls. Our first year, we had so many sheets up that it was practically wallpaper. These meetings are important not only to assess our progress in implementing the plan, but also to make changes and additions. After all, the world is constantly changing.

BB: What has come out of the plan?

TAYLOR: We’ve had an enormous range of new ideas and initiatives as a result of the planning process. For example, marketing emerged as a critical area, so we assigned cross-disciplinary teams to develop a strategic plan for marketing. That plan was unveiled in 1996 and is now being implemented through an aggressive advertising campaign and other initiatives.

Also, the plan emphasized that although we have been number one in customer service for many years, we weren’t exactly a household name. To help establish our identity in parts of the country where we didn’t have a strong presence, we opened new branches in the Midwest and the South. We’ve become more customer-friendly by extending office hours of our branch locations. And because technology is the oxygen of our age, we’ve put a high premium on advancing our technology systems by developing a multiyear strategic plan for technology.

We’ve seen many side benefits come out of the process, too. The cross-disciplinary strategic planning teams and sub-teams worked so well that we set up cross-department committees to address various other issues such as service. This working style has vastly improved our efficiency and our internal working communications.

BB: Did Amica ever do strategic planning before?

TAYLOR: We certainly planned in the past, but never in such a highly organized manner. This process was new to us in that it forced us to stop and think hard about what we’re doing and where we’re going.

BB: What general concepts have you found to be important in the strategic planning process?

TAYLOR: The company’s senior folks must be intimately involved in the plan. To get buy-in from employees, the impor-

tance of the process has to filter down from the top. And I can’t emphasize enough the importance of communication throughout the organization. At Amica, for example, we launched the new strategic plan by providing each and every employee with a pamphlet, incorporating our corporate mission, that described our five strategic initiatives for the future and why they would be beneficial for Amica. Beginning in 1994 I started holding town-hall meetings at every branch of the company to answer questions about what we were trying to do and to reinforce the goals of the plan. I continue to talk about the plan all the time in order to improve communications, integration, and coordination throughout the company. It’s crucial to foster a positive attitude toward change.

BB: What tips would you offer a CEO on launching a strategic planning process?

TAYLOR: First, read up on the process. You have to know where to start, and you have to take an organized approach. Second, outside facilitators can be a very valuable resource to help draw focus and consensus in the first year of the process. Third, the process must be an organization-wide effort. You can’t rely solely on the CEO, and you must gather a cross-disciplinary and cross-functional perspective.

Encourage your team to let down barriers and think outside the box—forget about old formulas and take a fresh look. In your initial retreat, break up the day by forming small groups that come back and present on the angle they’ve examined. The more you put into their hands, the more it will be their plan.

BB: What strategic planning trends do you see in today’s business world?

TAYLOR: I see a lot more strategic planning now than I did 10 years ago. Every business seems to have more concern about competitive threats and their ability to survive—as indeed they should. Today, because the whole complex of business is changing, it’s delusionary to think about old formulas. That’s history. And it’s just going to get worse: I’m confident that the changes we’ll see in the next 10 years will make the past 25 look like a tea party. That means that serious strategic planning is a necessity. Smart businesses sit down and think seriously about their future.

BB: What influence did Bryant College have on your career?

TAYLOR: Bryant molded the way I do many things today, although I didn’t realize just how much I got out of the experience until I started getting promoted. The discipline of the Bryant education was important, as well as being taught the importance of thinking outside the box.

Bryant has been a source of outstanding employees for Amica over the years. And I still appreciate the fine facilities the College has to offer: if I had used the library as often when I was a student as I do now, I would have made much better grades!

TEACHING PLANNING: THE BRYANT APPROACH

Mary MacIntosh, '97MBA, is knee-deep in strategic planning every day.

MacIntosh is director of strategic planning for Lifespan, a Rhode Island-based health care delivery system currently composed of four hospitals and two home health/hospice agencies. She has been developing and implementing strategic plans at all levels of that organization and others for 12 years. So what could she possibly learn about the subject from a class at Bryant College?

Plenty, she says. "The Business Policy and Strategy course was very valuable for me. Although I've had a lot of practical experience in the field, I hadn't done much foundation work. The case studies and projects we did in the class gave me interesting perspectives on what I do—and I've carried over a lot of material and concepts into my own work."

In today's fast-paced business environment, business leaders everywhere are underscoring the importance of strategic management and planning. To help prepare students for their future roles in the business world, Bryant ensures that all students—graduate students as well as undergraduates—take a course in strategic management before getting their degree.

These capstone courses—Business Policy and Strategy for graduate students, Business Policy for undergraduates—pull together everything a student has learned through the course of a Bryant College education. The goal of both courses, says professor Thomas Powell, is to "bring unity to all the various components of a business education and help students see the big picture."

Professor Kumar Chittipeddi puts it another way. "In this course, students learn to take the CEO's perspective on strategic management and planning. Looking at an organization from

In today's
fast-paced
business
world,
business
leaders
everywhere

this angle helps one learn how to make decisions for the organization as a whole, whether one is a CEO or a lower-level manager. The course is like a medical school internship—it gives students the opportunity to apply everything they've learned."

In addition to Professors Powell and Chittipeddi, Professor Hao Ma teaches the capstone course. All three teach the same material, in various combinations of lectures, class discus-

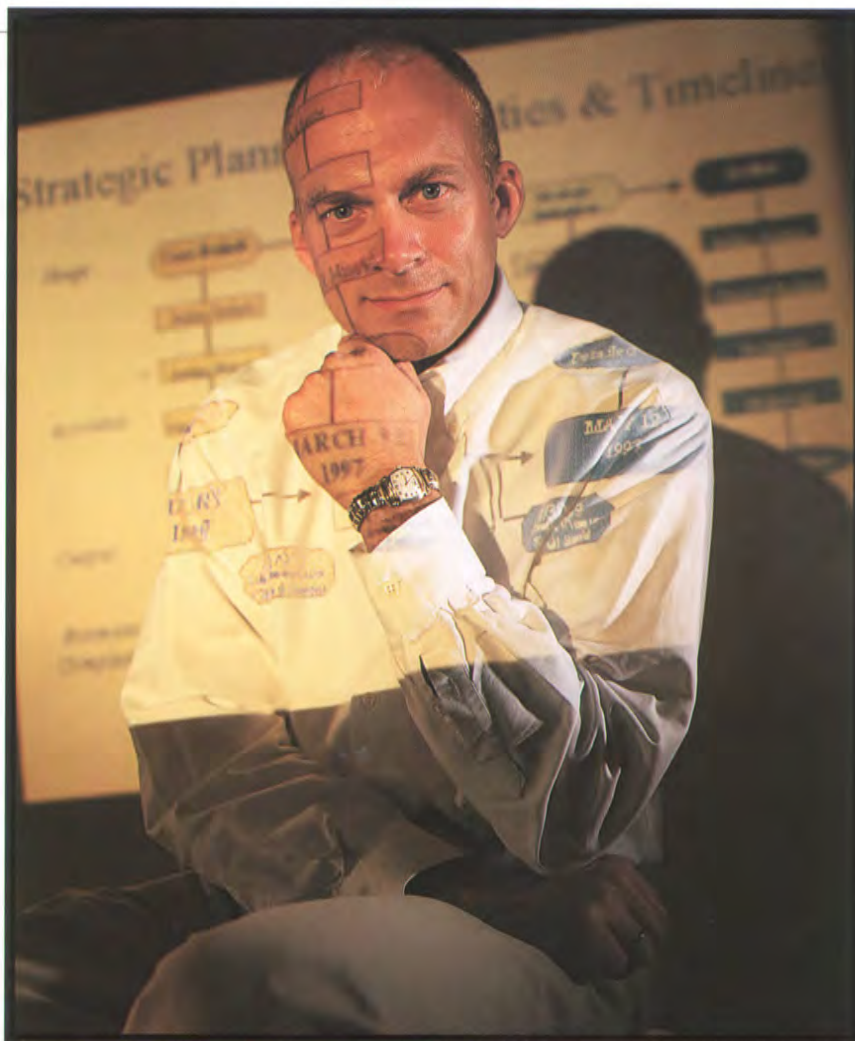
sions, case studies, group exercises, and major projects. The course covers both the content of strategic management—which includes pricing, what products to offer, and which markets to pursue—and the process, which is where planning comes in. Numerous case study assignments give student teams the opportunity to explore real-life problems facing actual businesses—such as Ben & Jerry's, Hershey Foods, and Frontier Airlines—and come up with solutions. "In corporations, planning is more and more team-driven," says Powell, "so we make sure our students gain vital team experience as they work through strategic issues."

Students also conduct a semester-long project in which they complete a full strategic analysis of a company of their choosing. "This gives students exposure to a wide range of perspectives as well as to the frontier of what is happening in strategic research," says Hao Ma. At the

undergraduate level, students study their chosen organization by researching available data. Graduate students, however, communicate directly with the company, gathering the required information through interviews with key organizational personnel, including top executives.

The student teams immerse themselves in their target companies, acting, in essence, as consultants. The finished product is a full analysis of the organization's competitive envi-





"Planning in corporations is more and more team-driven, so we make sure our students gain vital team experience as they work through strategic issues."

THOMAS POWELL

ronment, its resources and financial position, its current strategies, and its options for the future as well as a recommended strategic plan.

Companies chosen for the project run the gamut, including educational, health care, and governmental institutions as well as corporations. In recent years, students have analyzed such wide-ranging organizations as Hasbro, WSBE-TV, Make-a-Wish Foundation of Rhode Island, the City of Woonsocket, and Hair Club for Men. Besides being a great learning experience, the project provides valuable information to leaders of the researched companies, who often ask students to present their findings to executives of the company. In some cases, students make such an impression that they receive job offers at the end of the project; one student recently was invited to join the board of the not-for-profit organization he researched.

For Maria Mento, '96MBA, the strategic analysis project was where "everything clicked." Mento's team worked with the Visiting Nurses Association of Rhode Island. "With strategic planning, you need to consider all the different facets of an organization and how everything fits together," she says. "Each of the people we interviewed at the VNA had a different piece of the puzzle, and it was up to us to make sense of it all. It was a great experience to gain such a broad perspective."

That's exactly what Thomas Powell wants his students to take away from the course. "The curriculum encourages students not to think narrowly about their own department, but rather to consider it within the context of the larger whole. They learn to ask how their role within the organization is strategically important to the organization. This is something that students don't get from any other course."

BRYANT'S STRATEGIC PLAN CHARTS A COURSE TO EXCELLENCE



**"BRYANT COLLEGE IS A BUSINESS, AND
IT IS OUR JOB TO IDENTIFY AND DEVELOP
OUR COMPETITIVE ADVANTAGE."**

Charged with identifying Bryant's business advantage, a team of more than 100 faculty, staff, students, and community leaders created the College's New Century Plan for Excellence, the five-year strategic plan unanimously approved by the board of trustees in May. "The planning committee members embraced their charge. They have dedicated Bryant to providing a best-value education for the future—an education that is relevant and focused on the needs of the 'customer'—our students," says President Ron Machtley.

After studying the demographics of Bryant's market and brainstorming possible responses, committee members took their ideas "on the road," meeting with corporate leaders and recruiters throughout New England as well as others on campus to identify key needs. The process confirmed that, in addition to a thorough understanding of their business discipline, today's professionals need a wide range of personal effectiveness skills and qualities. To succeed, students need to hone their ability to lead groups, communicate effectively, solve problems, and use technology—all while sharpening their entrepreneurial drive, their sense of integrity and personal responsibility, their global perspective, and their appreciation for the arts and humanities.

By building these elements into the curriculum in innovative

ways, The New Century Plan for Excellence guides Bryant toward becoming a thoroughly student-centered college—an institution that puts students' needs first so they can achieve their personal best in life and business. Among the provisions of the plan:

- A new Faculty Development Center to help faculty boost the curriculum's focus on technology, business ethics, problem-solving, and communications
- A new Writing Center to assist students in building a broad range of communications skills
- New majors, such as Financial Services, that respond to today's business needs
- Stronger partnerships and alliances with corporations, including client-tailored degree programs, executive retreats, and skill-based certificate programs
- A Center for International Business that will take the lead in integrating a global market perspective across Bryant's entire curriculum and will unify the college's Export Assistance Center, International Trade Data Network and World Trade Center under one roof

- A commitment to constantly update technology and technology resources, to ensure that Bryant students learn in an environment that is as technologically advanced as their future workplaces
- Expanded athletic programs that will enhance student life—attracting new students and responding to student and alumni requests (*see related story, page 15*)
- A Trustees' Distinguished Speakers Series to bring nationally renowned speakers to campus to help develop students' skills and perspectives

In the coming months and years, Bryant will regularly evaluate the impact of its more student-centered environment and refine its programs accordingly.

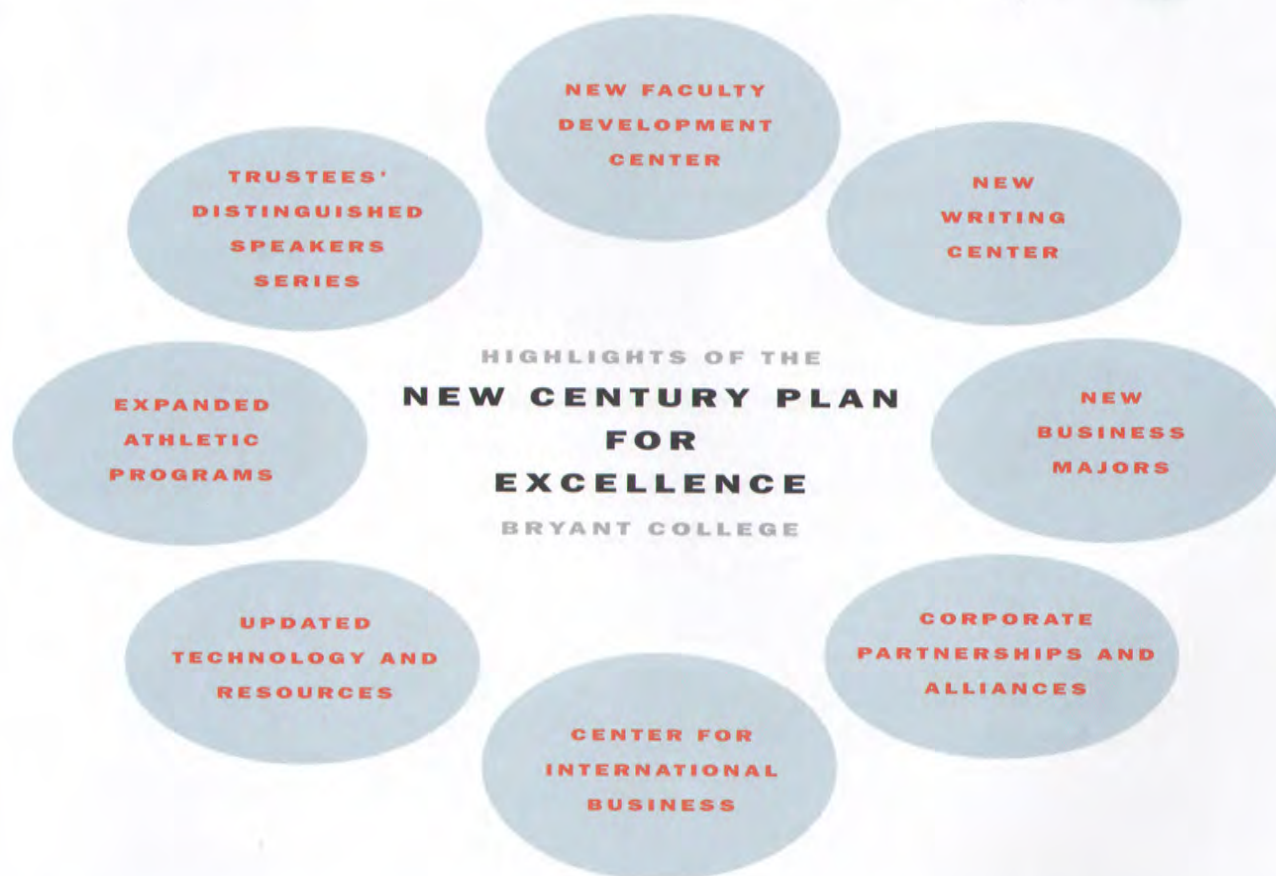
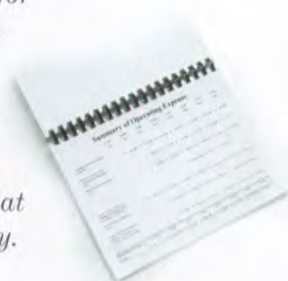


Retention, graduation and career placement rates, trends in the number and quality of new student applications, alumni opinion surveys, and the college's financial bottom line will all be monitored and analyzed to determine the success of the college's efforts.

Machtley says the planning committee recommitted Bryant to its core competency in exciting new ways. "Our vision as a business is now clear," he said. "If we are student-centered, graduating people who have received a best-value education and who embody the Bryant experience, who have a strong business discipline, but who also have the personal effectiveness skills

and desired personal qualities for success, then we will be producing graduates with a distinctive competence—the basis for a sustained competitive advantage."

A special, full-color brochure titled "The New Century Plan for Excellence" has been prepared for our alumni and friends who want to know more about Bryant's new strategic plan. Please call the Office of Institutional Advancement at 401-232-6252 to request your copy.



NEW SPORTS AT BRYANT: PLANNING FOR A MORE STUDENT-CENTERED CAMPUS

BRYANT'S NEW STRATEGIC PLAN isn't just about curricular enhancements. It also calls for crisp fall afternoons, roaring crowds, last-minute goals, and fourth-quarter heroics.

The planned addition of five new intercollegiate

sports—football and field hockey in 1999, followed by men's and women's lacrosse and women's golf—has generated a buzz of excitement on campus. Creating a more student-centered environment was a crucial goal of Bryant College's strategic

planning process right from the beginning, and enhancing the athletic program quickly emerged as a key strategy in achieving that goal. Administrators, faculty, alumni, and students agree that the new sports will add to the excitement

of campus life by making the fabric of student activities richer.

Sports foster a sense of college community, camaraderie and unity while providing a clear focus for campus activities. "It's hard to come up with activities

NEW SPORTS AT BRYANT: continued

that appeal to a broad range of students," says Bryant trustee Jennifer Proud Mearns '82. "When college students go home for weekends, as many do at Bryant, there's less camaraderie, less sense of home, less communication as alumni. Increased sports activities on the weekends, especially football, give students more of a reason to stay and get involved."

Plus, says student Scott Mann '98, "Going out to cheer on the team gives everyone a chance to show school spirit. We're all in different departments and have different interests, but we can all come together at a sporting event and share our pride in our school."

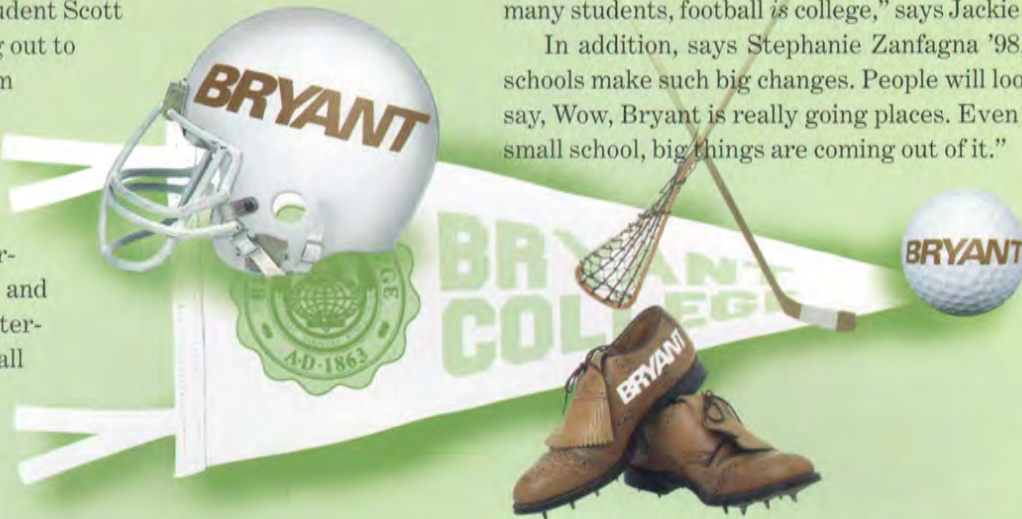
For participants, of course, athletics provides an especially large number of benefits. Besides the well-known health advantages of staying active, student athletes say that sports teach a wide array of important skills, including leadership, time management, facing adversity, goal-setting, and teamwork—traits that are sure to serve students well as they begin their business careers. "Sports get you ready for the real world," says Luke Robustelli '98, who is captain of the baseball team and has been on the Dean's List every semester. "In business today, teamwork is everything. You have to work well with a lot of different individuals. On the baseball team, I've had great preparation for that by learning to deal with 40 players and three coaches." Stephanie Zanfagna '98 adds that playing softball actually helps her school work: "I always do best in school in the spring during softball season. Going to practice gives me structure and helps me organize the rest of my time."

A competitive edge

Administrators predict that an enhanced athletic program will prove a boon for student recruitment. Most of Bryant's competitors offer more intercollegiate sports opportunities; seven of 10 competitors already offer football. "For prospective students who want to play a particular sport, it makes a big difference," says Linda Hackett, director of athletics. "By not offering football and other sports, we miss an entire segment of potential students that our competitors can reach." Already, 70 percent of Bryant students participate in some form of athletics,

whether intercollegiate sports, intramurals or fitness classes. Administrators estimate that the new teams will nearly double the number of student participants, as well as diversify the student body. Students point to football in particular as a recruiting tool, even for non-participants. "Football is a big tradition: in most high schools, going to the football game is what you do on Saturdays. And for many students, football is college," says Jackie Ely '99.

In addition, says Stephanie Zanfagna '98, "Not many schools make such big changes. People will look at this and say, Wow, Bryant is really going places. Even though it's a small school, big things are coming out of it."

**New team implementation**

The new teams will be added gradually over the next five years. The phased approach ensures that the strategic planning team will have opportunities to reevaluate the plan at every step of the way. Bryant's first step was to hire a full-time coach, Jim Miceli, to plan the football program and recruit students. Miceli comes to Bryant from the University of Maryland, where he was the assistant football coach. "I'm very excited about the opportunity to start a program here from the ground up," he says. "Sure, it'll take time for the program to develop, but once it does it'll be a great thing for this college. Football can bring a whole community together: students, faculty, administrators, alumni, local residents. Not a whole lot of things in life can do that."

Maintaining academic standards

Though the athletic plans call for an aggressive recruitment effort, the College is determined to pursue new students within the high academic standards it has always maintained. "We will continue to be very serious about balancing academics and athletics, and promoting an environment where athletics and academics go hand in hand," says Hackett. Miceli agrees. "It's my job to make sure athletes become part of the campus, not separate. Our recruiting efforts will identify prospects who fit in to a college community where academics are top priority—people who enjoy football but for whom school is most important."

BRYANT THROUGH HISTORY

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

The past 134 years have witnessed the evolution and vast growth of Bryant College. The college that started life in 1863 as the Providence branch of a proprietary, skills-oriented school has evolved into a highly regarded, nationally accredited, degree-granting institution bustling with life on an attractive campus in Smithfield.

Many different forces—both external and internal—have fueled that growth through the years. The continuing evolution of business technology, the emergence of women in the workforce, numerous societal upheavals—all have precipitated dramatic changes in the way business is conducted and taught.

This history section of *Bryant Business* provides a glimpse into the past, revealing some of the challenges and milestones the college has faced in its 134 years. Following are snapshots of the college at several significant points in its history.



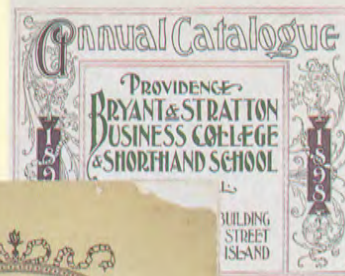
BRYANT 1897

100 YEARS AGO, REVOLUTIONARY changes in the workplace had forever altered the face of business—and of business education. The introduction of machines such as the typewriter, cash register, and Dictaphone over the last quarter of the 19th century revolutionized the way business was done. In addition, women were entering the business world—and therefore business colleges—in unprecedented numbers.

An 1897 Bryant College catalog describes the hectic pace of contemporary business: “In the slow-going times of the past, before the days of express trains, telegraphs, telephones and electric lights, the young



Bryant catalogs in the 1890s advertised a full course in the commercial department for \$100.



TUITION.	
PAYABLE IN ADVANCE.	
COURSE OF INSTRUCTION.	
Per Term, (18 weeks)	\$4.00
Scholarship for full course, Commercial Department, one school year.	\$100.00
L. COURSES.	
OF COURSEWORK	\$15.00
per day	10.00
	5.00
OF EXAMINATIONS	\$4.00
	\$50.00

man on finishing school entered at once into business, and was coached or instructed by his employer, perhaps we may say, educated and trained by him, to do his business.... But today conditions are

different. Now hustle, push and rush are the watch-words, and the man of business has no time to spend in training and educating young clerks.”

Bryant College was in the midst of a growth spurt: in 1897, the College graduated

360 students, “the largest class in the history of the school,” and the faculty had risen to 11. Known by the original name of Providence Bryant & Stratton Business College, the school had moved several times. Bryant was adapting to the new business world by introducing and maintaining the latest equipment.



Stereographs offered a 3-D view of the Bryant campus.

19th-century Bryant students purchased “membership” certificates that entitled them to “a full course of instruction.”

BRYANT 1947

50 YEARS AGO, THE UNITED STATES was recovering from World War II. Returning veterans were helping enrollment at Bryant swell to 2,100—in facilities that normally housed 1,000. Students were attending classes in three shifts



through a “warm seat system” to get the most use out of available space. Income, higher than ever, was being used to purchase new buildings, including

a brick Georgian house across the street from the main building for use by administration.

The curriculum in 1947 emphasized the essentials; in the words of a catalog from that year, the 96 weeks of intensive instruction were “sheared of all unnecessary

classwork.” The two-year format of the program meant that students could “save two-years’ tuition, two-years’ time, and are able to go on the salary list two years earlier than can their friends who may seek the same type of education in a standard four-year institution.”

When not studying or in class, Bryant College students of 1947 were spending time pursuing a variety of interests. The Senior Class Vote that year found, for example, that “men” topped the list of Most Common Subject of Bull Sessions, with 52 votes, followed closely by “women,”



with 45. Pet Peeves of the time included homework, gossips, inconsiderate people and teachers, while dancing topped the list of Pet Likes, followed by good-looking women, food, music, and sports.

The arched entranceway to South Hall on the old campus was installed on the grounds of the Smithfield campus.



25 YEARS AGO marked the dedication of Bryant College's new Smithfield campus on land donated by Earl S.

Tupper, founder of Tupperware Company. The opening of the campus in the fall of the 1971-1972 academic year was termed "the miracle of Bryant" in honor of the amazing feat of relocating an entire college campus in time for the new school year. As retired dean Dick Alberg notes, "We left the old campus one day and set up here the next."

Of course, not everything was ready in time for the beginning of the school year. Even

after classes were delayed for two weeks, some students were moving into their dorm rooms before carpeting or furniture arrived; food was being imported from Providence for the first 78 days of the fall term; and the Unistructure remained half-completed until winter, forcing staff and faculty to live out of boxes for the first semester. But by the dedication ceremonies in April 1972, the college community was firmly ensconced in its spacious new surroundings.

Elsewhere on campus, the outside world was making its mark. Curricular innovations in response to business trends included two new graduate programs

The Archway, Bryant's weekly student newspaper, published a special issue to celebrate the dedication of the new campus.

—MBAs in accounting and in management—and programs in computer science.

Measures to attract more women students included a high-profile symposium on women in business that attracted national attention. Unrest over the escalation of the Vietnam War led to a campus-wide vote on whether students should strike—a proposal that was voted down, 58 percent to 42 percent. Meanwhile, students on campus were listening to Pink Floyd's new release, "Dark Side of the Moon," and playing Pong, an early mass-produced video game that helped spark a booming video-game industry.



BRYANT 1972



Dedication ceremonies for the Smithfield campus took place in the new Unistructure in 1972.

BRYANT 1987

10 YEARS AGO, BRYANT COLLEGE was continuing to expand. The recently completed Bryant Center, a student center with a "homey atmosphere" and "tons of sunlight," was winning rave reviews from students, faculty, and administrators. Meanwhile, the Koffler Center, previously used as a student center, was renovated to become the new Koffler Technology Center with a substantial increase in the College's computer power.

Both of the new centers fulfilled goals of a far-reaching strategic planning process that was launched in 1984 in part to

"provide an educational experience which trains the 'total' person." In the words of then-president William T. O'Hara, the Bryant Center and the strategic plan represented "Bryant's commitment to student life today and for generations to follow."

Also in 1987, Bryant's 125th Anniversary kicked off with a celebratory convocation and a sumptuous ball in Newport. Sports were in the news: the golf team won the New England Intercollegiate and the first Northeast 10 Conference championships, the soccer team took 8th place nationally, and the Athletic



Hall of Fame was inaugurated. The Class of '87 donated a walkway for the Archway, launching the tradition of walking around the historic landmark.



A special post-war pamphlet informed veterans of educational opportunities at Bryant.

Magnets and other mementos commemorated Bryant's 125th Anniversary and the opening of the new Koffler Technology Center.

125th ANNIVERSARY



The 1947 Ledger, Bryant's year-book, offered this aerial view of the east side campus.

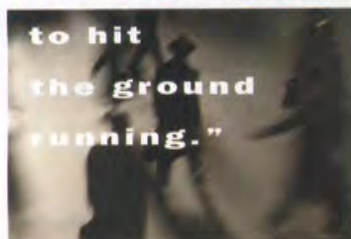
CURRICULAR INNOVATIONS

RESPONDING TO THE CHANGING WORKPLACE

Like any successful institution, **Bryant College adapts to its environment**, maintaining a balance between tradition and innovation. Bryant has worked closely with the business community to determine which skills are required in today's workplace. In response to a business climate that places as much importance on cross-functionality as on technical expertise, Bryant has developed a curriculum that **develops problem-solving, communication, and team skills in its students.**



"New professionals are expected



Roger Anderson, management professor, former academic dean, and acting dean of graduate and executive education, describes other core competencies required of graduates.

"Change in organizations is ubiquitous," says Anderson. "People are going to have to be adaptive and resourceful. New professionals are expected to hit the ground running, to be able to make immediate contributions. We have taken those needs and translated them into an academic program that prepares our graduates."

Because business and technology are inseparable, graduates will need a working knowledge of a range of technological tools. To that end, many Bryant faculty incorporate into their courses opportunities for students to learn and use videoconferencing, industry standard software, multimedia applications, and the

Internet. Individual and team projects simulate workplace experiences of preparing analysis, research, reports, and presentations.

All of these skill sets must be considered within the context of today's global marketplace. Business professionals must be culturally sophisticated, prepared to conduct business according to host country traditions. Bryant's language and cultural courses complement the international focus that is woven throughout the curriculum.

By integrating these critical thinking and communications skills into their courses, Bryant faculty prepare students to face the challenges and opportunities of today's, and tomorrow's, work environment. Here are a few examples of how Bryant courses help students develop important skills.



FINANCE

Students in Professor Betty Yobaccio's Multi-national Business Simulation class work as executive management teams in a fictitious international company. Simulation software replicates the factors that marketing, accounting, and finance managers must consider while analyzing, planning, and making strategic decisions for the company. "It's a valuable course for all majors," says Yobaccio. "Students learn to make decisions from a broader perspective, which is what today's workplace demands."

In Professor Neal Hannon's Business on the Internet class, students build an Intranet system for a fictitious company, creating a Web site for employees that offers news about the company, product updates, or company policy and procedures. "The objective," says Professor Hannon, "is for students to practice the skills that will be required of them in the workplace and to experience the integration of business and technology."

Bryant's Working Capital Management course uses computer simulation of an imaginary company. Students make decisions on issues such as what credit terms and early payment discounts are offered to customers, how much inventory is ordered for production—and how often—and how excess cash is invested. Professor David Ketcham employs the case method of problem solving to further simulate real-world conditions. He gives an example: "The boss is not going to run into your office and shout, 'Quick, what's the present value of \$500 per year for 12 years if the interest rate is 8 percent?' The boss may come in, however, and say, 'Look, I have this 62-year-old woman whose husband died and she has \$300,000. We need to set her up in some kind of low-risk annuity so that she has income.' Case problem solving prepares the students to articulate, in relatively simple terms, how to solve complex problems like this."



APPLIED ACTUARIAL MATHEMATICS

In all fields, Bryant faculty conduct research that contributes to the knowledge base in their discipline, advances them in their fields, and enriches the classroom experience for students.

In Applied Actuarial Mathematics, Professors Phyllis Schumacher and Patricia Odell recently co-authored a research paper, "Attitudes Toward Mathematics and Predictors of College Mathematics Grades: Gender Differences in a Four-Year College." Their research explored the contradiction that while males have traditionally scored higher on math SATs, females generally maintain better grades in high school mathematics courses.

Schumacher also recently collaborated with psychology professor Janet Morahan-Martin in surveying 277 undergraduate students for a research project titled "Gender Differences in Internet Usage, Attitude and Behaviors Among Undergraduates."

The third edition of Department Chair Rick Smith's *Mastering Mathematics: How to Be a Great Math Student* was recently released. The book offers tips to students on reaching their academic potential through improved homework and study habits. Many of his hints—for example, don't simply memorize facts—are relevant to other fields. "It's not just about math," says Smith. "It's about learning how to learn."

Professor Marty Rosenzweig organizes his students into teams, simulating the way they will work after graduation. Teams elect leaders, who participate in special training sessions to understand different learning styles and to learn various problem-solving techniques. Weekly projects challenge the teams to "think mathematically" and use the computer as a tool for problem solving.



**students
to face the
challenges
and
opportunities
of today's
and tomorrow's
work
environment.**

SPOTLIGHT ON BRYANT

AD CAMPAIGN SPOTLIGHTS ALUMNI SUCCESS

"BRYANT LAID THE GROUNDWORK for my career. Communication and negotiation skills provide me with an important advantage. Without that edge, it's tough to get ahead."

So says Karl Eckweiler '83, environment, health and safety counsel for Xerox Corporation, in a new Bryant College advertisement. The ad is part of a recently unveiled campaign to promote the College's undergraduate program that showcases the achievements of four young alumni who now work for major corporations.

Other advertisements feature Bob Mitchell '84, director of marketing and promotions for ABC Television Network; Kris Venzina '87, program manager for Microsoft Corporation; and Tammy Heffron '89, senior systems analyst for Sony Pictures Entertainment.

demonstrate that nearly every career requires business knowledge.

The campaign is primarily directed toward parents of prospective students—the top influencers in students' college choice process. The advertisements are appearing this fall in key recruitment markets throughout New England. Margaret Drugovich, Bryant dean of admission and financial aid, says the campaign will raise awareness of Bryant as most students are completing their college applications. Direct mail materials, telephone calls, and special events will supplement the ad campaign and brochure to help convert the most qualified prospective student applications into new student enrollments.

Alumni success stories are central to all of Bryant's undergraduate collateral materials. "Students interested in business are goal oriented and



Processing into Convocation are (from right): Vice President for Academic Affairs V.K. Unni, Chairman of the Board Jack Wolfe, history professor Judy Litoff, and President Ron Machtley.

AN OFFICIAL WELCOME

ON SEPTEMBER 2, STUDENTS gathered with faculty, staff, and trustees to mark the beginning of Bryant College's academic year. Convocation, which officially welcomes the freshman class to Bryant, offered remarks from representatives throughout the college community.

"Take advantage of every opportunity to broaden yourself," advised trustee Ernie Almonte, '78, '85MST, president of the National Alumni Council, who addressed students as "alumni in residence." He encouraged students to "Challenge yourself. Take risks. And enjoy your time at Bryant. You will get out of your Bryant experience what you put into it."

Featured speaker President Machtley described the College's mission and The New Century Plan for Excellence. "Your generation has a tremendous future—beyond imagination," he told new and continuing students. "Bryant College in this new era has a

tremendous future, too. Bryant College is changing and learning.... Bryant is a success story. But our success derives from the success of each individual student."

Dr. V.K. Unni, Bryant's new vice president for academic affairs, shared with the students his reasons for joining the Bryant community. "Bryant College is a quality institution with AACSB accreditation, quality programs, and national rankings," he said. "When you are asked by your friends why you came to Bryant College, I hope your answers are similar to mine—a past that is enriched with quality and a future full of potential success."

SUPPORT FOR BRYANT REACHES UNPRECEDENTED LEVELS

ALUMNI, PARENTS, AND FRIENDS of Bryant College are supporting the College and its future as never before, reports trustee Joseph T. Duffy '69,



Bryant's new ad campaign features alumni success stories.

In addition, a new recruitment brochure aimed at high school juniors quotes these four alumni and more than 30 other recent Bryant graduates. The goal of both the brochure and the campaign is to expand high school students' concepts of business and to

focused," says Drugovich. "They and their parents want to know what they can expect from a Bryant degree. This advertising campaign and our publications will help us demonstrate the many opportunities available to our graduates. It is a compelling story."



President Machtley, second from left, meets in his office with a delegation from the Republic of Georgia. The group of educators came to campus in October to learn about the American way of teaching business. While on campus, they met with the president, Vice President for Academic Affairs V.K. Unni, and professors Judy Litoff and Joe Illaqua, both of whom have conducted exten-

sive research in the former Soviet Union. In addition, the delegation participated in a colloquium with Bryant faculty on business education practices at Bryant College and in the United States. They also toured Bryant's state-of-the-art facilities, including the Koffler Technology Center, the Davis "paperless" Classroom, and the College's videoconferencing center.

chair of the Institutional Advancement Committee and senior vice president at Bank of America. The final numbers for the 1996-97 fiscal year show tremendous gains in financial support.

Contributions to the College rose 32 percent over the previous year, with nearly

\$1.4 million in gifts. Alumni showed their support with gifts totaling 75 percent more than the previous year; the number of donors grew by 25 percent. The average alumni gift increased 40 percent. In addition, gifts from parents increased 117 percent over the previous year.

Membership in the newly organized President's Leadership Council has risen as well. The number of individuals making gifts to Bryant of more than \$1,000 rose by 29 percent, and their total contribution increased 63 percent.

Last year's fund raising owes its success to the efforts of key volunteers, most notably Annual Fund Chair and President Emeritus Bill O'Hara and Parent Fund Chairs Mr. and Mrs. Gordon Riblet. The generosity of George Congdon '63 played a major role, as well, through a

\$100,000 challenge to those who had not supported the College in the past five years or more. His challenge met with spectacular success: a total of 1,728 alumni responded with gifts totaling nearly \$140,000 between January 1996 and July 1997.

"The Bryant community has cast a vote of confidence in the College's future," says President Ron Machtley. "This support helps us realize our mission of preparing students to achieve their personal best in life and business."

OVERVIEW OF ALUMNI GIVING



BELL ATLANTIC FOUNDATION PRESENTS GIFT FOR PUBLIC SCHOOL INITIATIVE

The Bell Atlantic Foundation, a supporter of Bryant's efforts to educate young people about international trade, recently made a \$25,000 gift to Bryant for the Linking International Trade Education (LITE) program of the Export Assistance Center. The program introduces teachers and students from Rhode Island high schools and middle schools to new technologies and international business data.

Pictured, Donna Cupelo, president of Bell Atlantic Rhode Island, presents President Machtley with the gift. She was on campus for the Bryant Women's Summit, where she spoke about Emerging Technologies.



BRYANT HOSTS SUMMIT ON WOMEN

MORE THAN 400 WOMEN GATHERED in Smithfield on September 15 to gain insights into what the future holds for working women. *The Women's Summit: Rising to Workplace Challenges in the Next Millennium* offered alumnae, students, and members of the business community a variety of presenta-

tions and workshops led by some of the region's leading businesswomen and nationally and internationally known authorities.

Opening remarks were offered by Rhode Island Governor Lincoln Almond and event chairman U.S. Senator John Chafee. Futurist and internationally syndicated columnist Hazel Henderson spoke about the state of

women in business. She noted that there are nearly 8 million women-owned businesses in the United States today, generating \$2.3 trillion in sales and employing 18.5 million people. Ms. Henderson projects that by the year 2000, 50 percent of all U.S. businesses will be owned by women.

Other presenters reinforced Ms. Henderson's message about the prominence

of women-owned businesses. Joanna Lau '97H, president and co-founder of LAU Technologies, spoke of her own experiences in rising to the top of her field in a presentation titled, *Entrepreneurship: One Woman's Success Story*. Ms. Lau, who delivered an inspirational Commencement address at last year's graduation exercises, runs a Massachusetts company that manufactures electronic systems for U.S. military and commercial applications.

Summit participants attended special topic sessions including *Mastering the Art of Influence*, *Emerging Technologies*, *Lessons in Diversity*, *21st Century Leadership*, *The Sky's the Limit—or Is It?* and *Preventive Medicine and Wellness*. Many of the sessions offered expert advice from the region's business leaders.

Bryant College maintained a visible presence throughout the event: Bryant faculty members facilitated or spoke at nearly every session, and many alumni, trustees and staff members made presentations. The Hon. O. Rogeriee



More than 400 of the region's businesswomen convened on campus to address the challenges of the future.



English professor Pat Keeley (top photo, right), invited Ray Iannetta '71, president of Industrial Science Associates in Rhode Island, to speak to his students as part of Alumni Day.

For Vicente Pina '88 (bottom photo), international director of development for LIMRA International of Connecticut, Alumni Day included an interview by a film crew for the College's new student recruitment video.



Keynote speaker and CNBC anchor Sue Herrera urged women to take charge of their financial future.



The day's events closed with a keynote address by Sue Herrera, anchor of CNBC's *Impossible: Integrating Work and Family*. Gertrude Hochberg, former Bryant vice president and founder-member of the Rhode Island Commission on the Status of Women, was a lead speaker in "Desperately Seeking Economies of the nation and the world. In addition, print and broadcast media chronicled the landmark event, bringing insights to many who did not attend.

Consulting the Way to Go?

Thompson, Bryant College trustee, spoke with authority about *Mission Possible or Impossible: Integrating Work and Family*. Gertrude Hochberg, former Bryant vice president and founder-member of the Rhode Island Commission on the Status of Women, was a lead speaker in "Desperately Seeking Economies of the nation and the world. In addition, print and broadcast media chronicled the landmark event, bringing insights to many who did not attend.

CLASS NOTES

1953

LEO P. TURO of Mashpee, Mass., received a Bronze Star and a Combat Infantryman Badge for his service as an assistant gunner for the U.S. Army's Third Infantry Division during World War II.

1957

JOSEPH H. LEMIEUX '94H of



Toledo, Ohio, chairman of the board of directors and chief executive officer of Owens-Illinois,

Inc., of Toledo, received the 1997 Phoenix Award in recognition of his contributions in leading the company to worldwide recognition in the glass container manufacturing industry.

1960

EARLE M. MITCHELL JR. of Springfield, Va., retired after 28 years of service from the US Naval Reserve with the rank of Lt. Commander, Supply Corps.

BRENDA (DISAIA) ROWLAND of Saratoga, Calif., was appointed department chair of the Health Technologies Division in the Applied Arts and Science Department at West Valley College in Saratoga.

1961

FRANCIS E. MACAULEY of Madeira Beach, Fla., chairman of FEMAC Corporation in Madeira Beach, was honored by

Strathmore's Who's Who and was included in the VIP section of the 1996-1997 *Business Leaders Directory*.

1962

VICTOR R. CASTELLI '81MST of East Greenwich, R.I., was named chief financial officer of Fellowship Health Resources in Lincoln, R.I., a provider of mental health services for adults with severe mental health problems in Rhode Island, Massachusetts, and Delaware.

JAMES J. JOYCE JR. '78MBA of Cumberland, R.I., was named senior vice president of Parallel Commercial Capital Boston, LLC, of Stoughton, Mass.

1965

FREDERICK E. ROBINSON



JR. of Wakefield, R.I., was appointed chief operating officer at Tuition Management Systems, Inc., in Newport, R.I.

1967

ANTHONY J. STRIANESE of Clifton Park, N.Y., professor and chair of the hotel, culinary arts, and tourism department at Schenectady County Community College in Schenectady, N.Y., received the Foundation Award for Excellence in Professional Service/ Librarianship from his college.

1969

PAULA (PASCONI) IACONO of North Providence, R.I., director of alumni relations at Bryant College, was elected vice president of the board of directors of the Make-A-Wish Foundation of R.I. in East Greenwich, which is part of a national organization that grants wishes to terminally ill children.

RODNEY C. REMBLAD of Woonsocket, R.I., retired as chief of police for the City of Woonsocket Police Department.

1970

VINCENT L. DELNERO of



Greenville, R.I., executive vice president and treasurer of Pawtucket Mutual

Insurance Co., in Pawtucket, R.I., was named to the board of directors of Delta Dental of Rhode Island in Providence.

1971

DENNIS D. LEWIS of Ballston Lake, N.Y., was named senior vice president of business operations for CUC Services, Inc., a subsidiary of the New York State Credit Union League in Latham, N.Y.

1972

MARGARET (WITHERLY) SEALE of Kingsport, Tenn., received the Adult Educator of the Year Award given by the Coalition for Lifelong Learning, based at Milligan College in Tennessee.

1973

JEAN (ARNESEN) JONES '81BS of Sharon, Mass., is a marketing department assistant at Harvard Pilgrim Health Care in Dedham, Mass.

ROBERT G. TETREAULT '73MBA of Lincoln, R.I., was named director of personnel services at Rhode Island College in Providence, R.I.

1974

PETER A. SULLIVAN of East Greenwich, R.I., founding principal of Arlen Corporation in Providence, R.I., was named chairman for the 1997-1998 Top of the Table, a select group of worldwide members from the Million Dollar Round Table.

1975

ROBERT A. DICAPRIO of Cumberland, R.I., taught marketing and sales at the annual Triangle Photographers Institute of Professional Photography in Pittsburgh, Pa.

GEORGE H. HULEY of Flower Mound, Texas, a senior operations officer with the 289th Infantry of the U.S. Air Force Reserve in Houston, was promoted to major.

1976

GEORGE R. CHAMPAGNE of Lincoln, R.I., president of Abar Imaging Center in Providence, R.I., was elected president of the Association of Professional Color Imagers (APCI).

WILLIAM M. DROHAN of



Great Falls, Va., president of Drohan Management Group in Reston, Va.,

received the 1997 Fellows designation from the American Society of Association Executives for his outstanding leadership in advancing the association management profession.

KENNETH M. MACDONALD



of East Greenwich, R.I., president of M & G Materials Handling Company in

East Providence, R.I., was honored with the Dealer of Excellence Award in recognition of superior performance in sales and business management.

RICHARD W. WEBBER of Hampden, Mass., was promoted to senior business consultant with Massachusetts Mutual Life Insurance Co. in Springfield, Mass.

1978

JEFF BERG of Omaha, Neb., was promoted to vice president of image products for First Data Resources, Inc., in Omaha.

DIANE DAVIS-MORIANOS of Stafford Springs, Conn., was named a member of the school board for the Town of Stafford, Conn.

THOMAS F. LYONS of Middletown, R.I., was appointed chief operating officer at BankBoston, South Region, in Fall River, Mass.

BRADFORD P. OSTIGUY of Guilford, Conn., was named president of Storage Systems of Connecticut, Inc., in North Branford, Conn.

SALLY (MONTI) PROTO of Bristol, R.I., was named vice president and East Bay regional manager of retail banking at Citizens Bank in Providence, R.I.



REGINA (ANTONUCCI) SIRICO of Milford, Conn., was named branch general manager of the Alternative Resources Corporation in Stamford and Southbury, Conn.

**1979**

DONALD L. DIBLASI of Johnston, R.I., was named vice president of the Johnston branch of Bank Rhode Island.

CYNTHIA (GESNER) DUFRANE '81BS of Rehoboth, Mass., was promoted to vice president/manager technical group at Fleet Bank-Rhode Island in Providence, R.I.

KENNETH I. HALL of Manchester, N.H., joined the loan origination staff at Downeast Mortgage Corp. in Manchester, with Concord and Hooksett, N.H. areas as his territory.

MICHAEL M. TIKOIAN of Greenville, R.I., was named chairman of the Coastal Resources Management Council for the State of Rhode Island.

1980

CATHLEEN (ANDERSON) BIELAWSKI of Ballston Lake, N.Y., received a John Hancock Field Quality Award in recognition of general excellence and extraordinary personal service efforts on behalf of clients.

JOHN A. BIESAK of Durham, Conn., was appointed director of finance at CiDRA Corporation in Wallingford, Conn.

THOMAS E. KAMINSKI of Tiverton, R.I., was promoted to lieutenant with the Town of Tiverton Police Department.

JOHN A. RODERICK of Scituate, R.I., was named corporate president of Mearthane Products Corporation in Cranston, R.I.



SHARON (MCGARRY) SINNOTT of Hyde Park, Mass., was named principal of St. Mary of the Hills School in Milton, Mass.

ALAN H. ZUCKERMAN of Mount Laurel, N.J., was appointed to managing shareholder at Flaster, Greenberg, Wallenstein, Roderick, Spigel, Zuckerman, Skinner & Kirchner, Attorneys-at-Law, in Cherry Hill, N.J.

**1981**

JAMES M. ALBER of Beacon Falls, Conn., was reappointed by the Connecticut Society of Certified Public Accountants in Hartford, Conn., to serve as chair of its Continuation or Disposition of a Practice Committee for fiscal 1997-1998.



KRAIG N. BURNHAM of Bedford, N.H., was appointed sales manager at CFX Mortgage in Bedford.

JOSEPH M. CARR of Essex Junction, Vt., was named underwriting manager for the Vermont Mutual Insurance Group in Montpelier, Vt.

ANN-MARIE (LAMBERT) IGNASHER of Greenville, R.I., received a juris doctor degree from Suffolk University Law School in Boston, Mass.

MICHAEL A. KEARNEY of Middletown, Conn., was named vice president of information systems for Phoenix Home Life Mutual Insurance Company, in Enfield, Conn.

KRISTIAN P. MOOR of Branford, Conn., was elected senior vice president of domestic general insurance at American International Group, Inc., based in New York, and will also continue as president of National Union Fire Insurance Co. in Pittsburgh, Pa.

1982

PAUL A. CARNES of Cumberland, R.I., received a juris doctor degree from Roger Williams University, Ralph R. Papitto School of Law, in Bristol, R.I.

KENNETH L. NAHIGIAN of Coventry, R.I., is vice president of operations at Paramount Restaurant Supply Corp. in Providence, R.I.

1983

STEVEN D. BEAULIEU of Southington, Conn., was named controller of Masonic Management Services, a division of MasoniCare of Wallingford, Conn.

PETER M. COSTA of Cumberland, R.I., was named finance officer at St. Mary Academy-Bay View in East Providence, R.I.

FRANK J. D'OSTILIO JR. of



Woodbridge, Conn., was awarded the Certified Real Estate Brokerage Manager designation and was also named treasurer of System I Real Estate Network in New Canaan, Conn.

JOSEPH C. FISCHER of Norwood, Mass., was named a systems analyst in the server desktop testing and evaluation department at John Hancock Financial Services Company in Boston.

MARIANNE (D'AMARIO) HALL of Pittsfield, Mass., was promoted to director of software services at CompuWorks, Ltd., in Pittsfield.

DONNA (MANZI) LAVALLEE of Cumberland, R.I., was promoted to administrative assistant to the chief of police in the Town of Cumberland.

JOHN V. MILEY of Cranston, R.I., was named corporate controller for Northeast Truck Group in Warwick, R.I.

JAMES D. NABER of West Roxbury, Mass., was elected a partner at KPMG Peat Marwick LLP in Boston.

**1984**

JAMES P. BARRON of Linwood, Mass., received a master of science degree in taxation from Bentley College in Waltham, Mass.

MICHAEL J. CINTOLO of Wrentham, Mass., was named president of the Worcester Marketplace for IKON Office Solutions in Westborough, Mass.

ALBERT E. HOLDEN JR. of Smithfield, R.I., was named director of managed care contracting at Lawrence & Memorial Hospital in New London, Conn.

ANDREW R. LAPLUME of Marshfield, Mass., was promoted to assistant director of administrative services at Harvard Graduate School of Business Administration in Boston.

MARYANN PERNORIO of East Greenwich, R.I., was appointed director of investor relations and planning for Providence Energy Corp., in Providence, R.I.

LISA (SEGEL) WRIGHT of Clemmons, N.C., a business analyst in the Treasury Services Group, was elected a banking officer at Wachovia Corporate Services, Inc., in Winston-Salem, N.C.

1985

ALBERT J. ADAMO JR. of Warwick, R.I., was promoted to budgetary planning officer at The Washington Trust Company in Westerly, R.I.

DAVID M. BEIRNE of Croton-on-Hudson, N.Y., was named general partner for Benchmark Partners, based in Menlo Park, Calif.

ROBERTA (ROBERTS) GOSSELIN of Lincoln, R.I., was promoted to senior manager at KPMG Peat Marwick LLP in Providence, R.I.

MELISSA A. OGG of Attleboro, Mass., was promoted to assistant audit officer at Bank Rhode Island in East Providence, R.I.

ROSS R. UPTON '85MBA, '89MST of Mattapoisett, Mass., was elected senior vice president of finance at St. Anne's Credit Union in Fall River, Mass.

1986

RICHARD J. BERTOLOZZI of Melrose, Mass., was named executive chef at Julia's Restaurant in Brighton, Mass.

ARTHUR C. HEALEY JR. of Marlboro, Mass., was appointed human resource manager of the education division at Sodexo USA in Waltham, Mass.

MELISSA (ROBINSON) HEALEY of Marlboro, Mass., was named financial manager of the *Harvard Magazine* in Cambridge, Mass.

NEIL I. ROSEN of West Hartford, Conn., was selected by the Connecticut Society of Certified Public Accountants (CSCPA) to serve as chair of its membership committee for the organization's 1997-1998 fiscal year.



WAYNE E. SCHULZ of



Marlborough, Conn., opened Schulz Consulting in Marlborough, a computer consulting firm offering accounting software implementation and training services. Wayne was

reappointed to the Editorial Advisory Board of the *Journal of Accountancy*.

GLEN W. STEVENSON

'86MST of Cranston, R.I., a principal and director of tax services at Kahn, Litwin & Co., Ltd., in Providence, R.I., completed the certification process with the National Association of Certified Valuation Analysts to earn the designation CVA.

PATRICIA L. ZELLER



'86MBA of Cumberland, R.I., was promoted to vice president/personal trust at Citizens Bank in Providence, R.I.

1987

PATRICIA B. AUERBACH '87MBA of Fall River, Mass., was appointed executive director of the Bristol Regional Employment Board.

CHRISTINE (MATURO)

DEMIRIS of Closter, N.J., a member of the West Bergen, N.J. Association of Realtors, was named a sales associate at Weichert Realtors in Wyckoff, N.J.

MANUEL R. FONTES '87MBA of Lisbon, Portugal, was appointed resident representative at the European Investment Bank in Lisbon.

JAMES L. LATHROP of Voluntown, Conn., was elected a corporator for the Jewett City Savings Bank with five branches in eastern Connecticut.

DEBORAH P. PANNULLO '87MBA of Greenville, R.I., received a juris doctor degree from Roger Williams University, Ralph R. Papitto School of Law, in Bristol, R.I.

SHARON (FRIAR)

PATTERSON of New York, N.Y., received a master of business administration degree from Providence College in Providence, R.I.

SIMON TAHAN '87MBA of Warwick, R.I., was appointed senior vice president/district manager of the consumer retail division of Fleet Bank in Providence, R.I.

1988

MICHAEL AHN of Pawtucket, R.I., received a juris doctor degree from Roger Williams University, Ralph R. Papitto School of Law, in Bristol, R.I.

DONNA (HODSON)



ISHERWOOD of Smithfield, R.I., was promoted to team leader at The Angell Pension Group, Inc., in Rumford, R.I.

DANIEL F. NEHRING '88MBA of Versailles, Ky., passed written and oral comprehensive examinations in pursuit of a Ph.D. in business administration from the University of Kentucky. Dan also presented a paper titled "Resistance to Downward Influence Attempts" at the Academy of Management Conference in Boston.

JAMES T. PEARSON III of Amston, Conn., was promoted to senior manager at Price Waterhouse LLP, in Hartford, Conn.

SEAN R. SMITH of West Hartford, Conn., was named an account executive at SAS Institute Inc., in East Berlin, Conn.

MICHAEL J. WILLIAMS of Cranston, R.I., received a juris doctor degree from Roger Williams University, Ralph R. Papitto School of Law, in Bristol, R.I.

1989

RICHARD A. BOGUE of Coventry, R.I., an estate and income tax planning attorney for Plourde & Leonard, Ltd., in Providence, R.I., received the Nicholas Picchione Gold Medal for achieving the highest score in Rhode Island on the most recent CPA examination.

AMY L. DOWD of Dennis, Mass., is a marketing assistant at Cape Cod Cooperative Bank in Yarmouth Port, Mass.

KEVIN P. DUNN of Annapolis, Md., commanding officer of the Coast Guard Cutter Adak, was awarded the Coast Guard Commendation Medal that honored crew members for their actions in the recovery operation of TWA Flight 800.

DAVID M. GOODMAN of Armonk, N.Y., was named executive director of the United States Tennis Association/Eastern Section in Harrison, N.Y.

MITCHELL R. GREEN of Natick, Mass., was promoted to assistant vice president of Middlesex Savings Bank in Natick.

DEENA (LALIBERTE) HORNE '96MBA of Walpole, Mass., was promoted to product specialist for the East Region of NCR Corporation in Newton, Mass.

PETER P. MONTECALVO JR. of Broad Brook, Conn., is a sixth-grade teacher at Sage Park Middle School in Windsor, Conn.

1990

MELISSA A. LOLLI of Providence, R.I., was promoted to senior manager at KPMG Peat Marwick LLP in Providence.

CLAUDIO M. MARASCO JR. of Cranston, R.I., received a juris doctor degree from Roger Williams University, Ralph R. Papitto School of Law, in Bristol, R.I.

JAKE MERZIGIAN of Auburn, Mass., graduated from Worcester Polytech Institute of Industrial Management in Worcester, Mass.

JEAN-PAUL NADEAU of Westport, Mass., was named assistant director of the Learning Center at Bryant College in Smithfield, R.I.

MARK R. PAPARELLI of Warwick, R.I., was appointed manager of purchasing at Providence Gas Company, in Providence, R.I.

EDWARD J. RAZZANO of New York, N.Y., is manager, creative services and catalog marketing at MCA Music Publishing in New York.

PATRICIA B. WALKER '90MBA of Uxbridge, Mass., was promoted to manager of corporate marketing for Providence Energy Corp. in Providence, R.I.

1991

CHRISTOPHER J. AVENA of Groton, Conn., was named head coach of the Saints, the St. Bernard High School Hockey Team in Uncasville, Conn.

KAREN (CORBETT) CARTER of North Reading, Mass., was promoted to principal with RossCrossland Weston & Co. in Boston.

GLEN F. DAVIS of Boston graduated with a master of business administration degree with distinction from Suffolk University in Boston.

PETER J. DILLON of Olathe, Kan., was named business analyst in customer care systems and processes with Sprint PCS in Kansas City, Mo.

TRACY A. HOGAN of Middletown, Conn., was promoted to senior account executive at KGA Advertising in Middletown.

MICHAEL J. MELLOR of Gaithersburg, Md., was named a manager in the high technology unit at Coopers & Lybrand LLP, in Rockville, Md.

JOYCE A. MITCHELL of East Greenwich, R.I., received a juris doctor degree from Roger Williams University, Ralph R. Papitto School of Law, in Bristol, R.I.

JOSEPH O. PEIXOTO of Taunton, Mass., was promoted to plant manager of Attleboro Refining Co. in Attleboro, Mass.

LAUREN (KADEZABEK) THOMPSON of Ringoes, N.J., was promoted to marketing coordinator at Rosenberg, Rich, Baker, Berman & Company in Bridgewater, N.J.

1992

JENNIFER M. DONAHUE of Brookline, Mass., was named manager of production services at Colliers International in Boston.

ROBERT W. McMANUS JR. of Brooklyn Park, Minn., is a senior claims analyst with American Express Financial Advisors in Minneapolis, Minn.

LESLIE (D'AGOSTINO) ST. JEAN of North Grafton, Mass., was promoted to financial accounting supervisor at The MarMaxx Group, a division of TJX Companies in Framingham, Mass.

1993

CRAIG M. BILODEAU '93MBA of Cranston, R.I., a senior manager at Sansiveri, Kimball & McNamee, LLP, in Providence, R.I., was given the designation of certified business appraiser (CBA) by the Institute of Business Appraisers, Inc.

SUZANNE FAY of Ada, Ohio, received a juris doctor degree with distinction from Ohio Northern University in Ada.

CYNTHIA E. GALE of Stamford, Conn., a marketing coordinator for the American Institute of Foreign Study in Greenwich, Conn., was named Employee of the Quarter in August of 1997.

ROBIN B. MORRIS '93MBA of Warwick, R.I., was named to head the Oncology Care Center at Roger Williams Medical Center in Providence, R.I.

1994

PAUL A. BRADLEY '94MBA of Cumberland, R.I., was named vice president of engineering at Olicom Enterprise Products, Inc., in Marlboro, Mass.

ROBERT A. McBRIDE '94MBA of Cumberland, R.I., a lieutenant commander for the U.S. Navy, completed the Naval War College National Decision Making Course at the Naval War College in Newport, R.I.

STACEY W. YAMALIS of Rocky Hill, Conn., was named a senior accountant at Price Waterhouse LLP in Hartford, Conn.

1995

W. DUSTIN GOLDSTEIN of



New York, N.Y., was named assistant vice president in the global cash management sales

division at HongKong and Shanghai Banking Corp., Ltd., (HSBC) in New York, N.Y.

PAUL M. ROVELLI JR. of New York, N.Y., is an account service representative at AEGIS Insurance Services Inc. in Jersey City, N.J.

1997

MICHAEL DISANDRO III



'97MBA of Rumford, R.I., was promoted to vice president of corporate banking at

Citizens Bank in Providence, R.I.

HEATHER DUCASSE-JOHNSON '97MBA of Smithfield, R.I., was promoted to commercial lending officer at Middlesex Savings Bank in Natick, Mass.

LISA M. MYERS of East Hartford, Conn., was named manager of client services at The Corporate System, Inc., in Rocky Hill, Conn.

DAVID F. TURNER JR. of Uxbridge, Mass., was named to the staff at the public accounting firm of Alexander Aronson Finning & Co. in Westborough, Mass.

ALUMNI LEADERSHIP

NATIONAL ALUMNI COUNCIL PRESIDENT
Ernie Almonte '78, '85MST
Alumni Trustee

CHAPTERS

ATLANTA, GA.
Steve Berman '68
Noel Clark '90
Deb Friend '91
David Goldstein '91
Kendra Hawes '91

BOSTON
Jeff Dean '95
Paul Kelly '88
Dave Normandeau '84
Nick Puniello '80
John Ragnoni '86

FAIRFIELD COUNTY, CONN.
Tom Boehm '95
Beth Carter-Gosselin '85
Rod Cohane '78
Bob Perry '77

HARTFORD, CONN.
Sandy Aldieri '82
Wendy LoSchiavo '82
Vicente Pina '88
Joyce Suleski '85

MARYLAND/D.C./VIRGINIA
Don Irwin '89

MIDWEST
Tom Galullo '85 (Ind.)
Dan Nehring '88MBA (Ky.)
Don Pfister '57, '61 (Ohio)
Barry Sapurstein '71 (Ind.)

GREATER NEW YORK
Carolyn Crouch '94
W. Dustin Goldstein '95
Dave Goodman '89
Rebecca Hirth '94
Larry Jasper '91
Paul Rovelli '95

PENNSYLVANIA/SO. NEW JERSEY
Howard Jonas '85 (Pa.)
Deb Pozza '88 (Pa.)
John Skoglund '65 (N.J.)

RHODE ISLAND
Donna Benell '90
Shannon Dunnigan '93
Ray Grigelevich '91
Jerry Kirkwood '61

TEXAS
Gerry Berard '80, '95H



PROUD OF BRYANT COLLEGE? SHOW IT!

GOLD CHRISTMAS ORNAMENTS:

- Logo surrounded by 'Bryant College' inside a wreath - 12.99
- 3-D Archway inside gateway with 'Bryant College, Smithfield, RI' - 21.99



NOTE CARDS:
10 note cards, boxed,
Archway drawing
design - 4.95

SWEATSHIRT: Champion 93% cotton,
7% poly, midweight, 'Bryant College'
embroidered on left chest, Wheat, Navy,
Purple, S, M, L, XL, XXL - 34.99



SWEATSHIRT: Gear, 80%
cotton, 20% poly, oversized,
heavyweight, center front 'puff'
imprint, Red, Purple, Cream, S,
M, L, XL - 39.99/XXL - 42.99

T-SHIRT: Champion
100% cotton, 'Bryant
College' in type, Navy,
Gray, Black, S, M, L, XL
- 16.99/XXL - 17.99



LICENSE PLATE FRAME:
Bryant College - 4.50

Show your school spirit to the world
with Bryant College sweatshirts, hats,
mugs, umbrellas and more. New this
fall: Christmas ornaments, "Bryant
Alumni" items, and many new ways to
show your Bulldog loyalty.

For information about these and many
other Bryant College items, call the
Bryant College bookstore at 401-232-6240.
To place an order, return this form by
mail or fax.

PENNANT: Wool felt with college seal
and words 'Bryant College' - 7.99



UMBRELLA: Jumbo
folding umbrella, black
and gold - 15.99

SWEATSHIRT:
Champion 100% cotton,
'Bryant College' in type,
Gray, Navy, Green, M, L,
XL - 44.99/XXL - 46.99



GLASSWARE:

- 12 oz. Pilsner glass with
pewter logo - 12.99
- 12 oz. Stein with pewter
logo - 14.99
- Optic shot glass with
logo - 3.99
- Optic glass coffee mug
with logo - 6.99
- 15 oz. Tankard glass with
logo - 7.99

WINDOW DECALS:

- College seal - 99¢
- 'Bryant College' in type - 99¢
- College logo - 99¢

BRYANT COLLEGE

T-SHIRT: Champion 100% cotton,
'Bryant Football' in type with football
logo with 'Bulldogs' in type, Gray,
S, M, L, XL - 17.99/XXL - 18.99

**BASEBALL
CAP:** White
with 'Bryant
Bulldogs' -
14.99



BRYANT BULLDOG:
Stuffed animal - 19.99

BASEBALL CAP:
White with 'Bryant
College' - 14.99

AUTOMOBILE MUG:
14 oz. mug with 'Bryant
College' - 5.99



SWEATSHIRT:
Jansport 90% cotton,
10% poly, center front
embroidery 'Bryant
College Alumni,' Gray,
S, M, L, XL -
44.99/XXL - 46.99

ALUMNI MUG: Black
coffee mug with 'Bryant
College Alumni' and
school seal - 4.99



SWEATSHIRT: Jansport
50% cotton, 50% poly,
center front embroidery,
'Bryant College Alumni,'
Gray, S, M, L, XL - 29.99/
XXL - 31.99

Bryant Alumni

**BASEBALL
CAP:** Off-white
with 'Bryant
College Alumni'
- 15.99



T-SHIRT: Jansport
100% cotton, left-chest
imprint 'Bryant College
Alumni,' Gray, White,
S, M, L, XL - 14.99/
XXL - 16.99

GLASS: 15 oz.
Double old fashion
with 'Bryant College
Alumni' and school
seal - 4.99



LICENSE PLATE FRAME:
Bryant College Alumni - 7.99

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READERS' RESPONSE

WE WANT TO HEAR FROM YOU!

Tell us what you think of your new alumni magazine! Your opinions and observations will help us shape future issues of *Bryant Business*. Please take a few minutes to complete this survey and return it to:

Bryant Business
c/o Office of Institutional Advancement
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Your name (optional)

Year of graduation

Graduation major

Current business sector:

- ☐ Accounting ☐ Financial services, insurance, real estate
☐ Advertising/marketing support ☐ Government/not-for-profit sector
☐ Communications ☐ Manufacturing
☐ Entertainment/hospitality ☐ Other: _____

How many people other than yourself will read your copy of this magazine? _____

Will you make copies of any of the articles to distribute to others?

- ☐ Yes
☐ No

If yes, which article(s)? _____

Please rate *Bryant Business* on the following attributes:

	POOR	1	2	3	4	5	6	EXCELLENT
Name of magazine		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Quality of writing		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Selection of article topics		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Appearance/graphic design		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Cover/artwork		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Please rate each of the feature articles that appear in this issue.

	NOT USEFUL	1	2	3	4	5	6	VERY USEFUL
Strategic Planning with a Sense of Direction		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Bryant Business Profile: An Interview with CEO Tom Taylor		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Teaching Planning: The Bryant Approach		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Bryant's Strategic Plan Charts a Course to Excellence		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Would you like to see more or less of the following sections?

	A LOT LESS	1	2	3	4	5	6	A LOT MORE
Major feature section		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Bryant through History		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Curricular Innovations		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Spotlight on Bryant		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Class Notes		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

How much interest would you have in the following subjects as major focuses for future magazine issues?

	NO INTEREST	1	2	3	4	5	6	A LOT OF INTEREST
Financial planning/services		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Entrepreneurship/business development		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Ethics in the business world		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Global issues		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
The business of creativity		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Other: _____								

Please use the space below for any additional comments on Bryant Business.

Thank you! Your participation will help us continue to serve our alumni and friends well in the future.

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ETHICS AND THE BOTTOM LINE in the next issue of...

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