



# BRYANT'S BUSINESS

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## State of the College: O'Hara

"If you are proud of Bryant today, you will be electrified by this institution as the years unfold."

With those words, taken from his annual address to parents, President O'Hara summed up his annual "State of the College" address in December. It drew scores of faculty and staff members to Janikies Auditorium on a late Monday afternoon.

Bryant is at a "historic moment" in its life, Dr. O'Hara said. Strategic planning has done a lot for the College and tremendous movement forward has been made, he said, but there is "more to be done." Bryant is still some distance from its goals but it has great potential.

"Preeminence can't be achieved overnight," Dr. O'Hara said. "Most institutions start out humbly... and reach a moment to exploit all the positives. I believe this moment is here for Bryant College."

Enumerating some of these "positives," Dr. O'Hara said; Every freshman class has been getting better, with four applications for every opening. Bryant is financially stable, achieved through prudent fiscal management. Bryant has moved ahead in its ability to raise funds. And the direction of the College is changing for the better through strategic planning.

"Bryant is reaching for the stars," he said. "Bryant is stirring... change is the byword... the effect of this is reaching every sector."

Dr. O'Hara went on to list several of the latest strategic planning recommendations he is presenting to the Board of Trustees: a center for cooperative internships and career planning; an

institute for integrated studies; strengthening institutional research; increased funding for faculty research; the setting up of task forces to further expand and "open" up the strategic-planning process.

The President quoted from a recent marketing study of New England corporate executives and personnel managers.

Corporate leaders, he said, are not happy with the nation's college graduates they are hiring. They don't have communications and analytical skills, and they lack a "world view."

Dr. O'Hara said also that college graduates need a better understanding of public issues. This can be better achieved, he said, through a more "holistic approach to learning," with the "liberal arts underscored as a vital part of one's education." Graduates also must "learn how to learn," for the inevitable day when they will be required to "retool" in our constantly changing marketplace.

The marketing study also indicated that Bryant is well-known and well-respected in Rhode Island, but less so regionally, and not well-known nationally. While this will require a significant public relations effort, he said, "the best way to get better known is to provide the best product possible."

Dr. O'Hara touched briefly on the effort to seek accreditation from the American Assembly of Collegiate Schools of Business (AACSB). He said the College can expect a visit from an AACSB team by the early 1990s.

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## SBDC takes Bryant to Brazil

Bryant's influence is being felt as far away as Brazil.

It was extended there last fall by Doug Jobling, director of the Small Business Development Center. He spent two weeks in northeast Brazil as part of a Partners of the Americas program to develop an SBDC-like system of small-business assistance. Partners of the Americas is a 23-year-old, private, nonprofit organization linking citizens in 43 states with citizens in 27 Latin American and Caribbean countries. Its goal is to mobilize resources at the community level for technical and cultural self-help projects.

Jobling was one of eight SBDC state directors among a group of 26 business men and women who made the two-week trip. They spent the first week in Natal, a city in the state of Rio Grande do Norte, presenting a conference on the SBDC concept and other university-based support pro-

grams for small businesses. Then they scattered to their various partner states to replicate the conference. Their audiences were small business people, government officials, and college administrators and faculty.

Jobling and Sue Barker, who manages the SBDC office at the University of Rhode Island and who also made the trip, spent that second week in Sergipe, Brazil's smallest and Rhode Island's partner state. Jobling spoke specifically on the SBDC's training programs.

"I was very pleased to be able to play a role in initiating the concept of the SBDC program in Brazil," he said. "There was great receptivity to the idea among the university officials and everyone else who attended the conference."

Jobling added that he sees strong support by the Brazilian government for such a program in this region, one of the country's poorest. It is hoped that this pilot program can then be ex-

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## O'Hara

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Education remains Bryant's top priority, the President added, but not the only one. The College's facilities also must be kept at the cutting edge. He referred specifically to the Koffler Technology Center, and the need for additional student housing and faculty office space.

The completion of the renovation of Koffler into a state-of-the-art technology center will reduce the ratio of students to computer work stations from 49:1 to 20:1—a major leap, he said. And with 200 students still on a waiting list for on-campus housing, he said, "we are actively exploring the possibilities of additional living space."

He said also that he is fully aware of the need for additional office space for faculty. Richard Alberg, acting vice-president for academic affairs, is working with the faculty on this, he said.

Commenting further on the faculty, he said, they are now doing more and the best research ever done at Bryant. And they are taking advantage of the additional support given by the College to improve their teaching skills. What goes on in the classroom is of the highest priority—and will remain so, he said, with research being an important complement to teaching. To further enhance teaching, he said, Bryant plans to add 32 new faculty members over the next four years.

"Quality is the outcome of everything we want to do on campus," Dr. O'Hara stressed. "Our goal is to provide a degree that will grow in value each year. . . ."

"The opportunities are here. . . . We must go for it. . . . We must go forward."

There is, obviously, a price tag for all this, the President said: \$25-30 million. So he is asking for a major commitment from all of Bryant's constituencies.

A capital campaign is being planned to assist in covering a significant portion of these new costs, he said. A final goal has not yet been set, but the campaign will be the largest such effort in Bryant's history.

Bryant also is looking to students and parents to share these costs, he said. This means a tuition increase that will be "reasonable, but larger than usual."

Even with a significant tuition hike, he said, Bryant's tuition will be significantly less than most of its top competitors in this region. Mindful that tuition increases require additional sacrifices for students and their parents, Dr. O'Hara said, Bryant also will substantially increase its financial aid.

"No student in need will be turned away," he said.

In closing, the President said, Bryant has a responsibility to "press for the best" education and educational environment for students or "we fail our students."

To press for the best in curriculum, in facilities, and in faculty, he said, is the only way to serve Bryant's students, faculty, and alumni.

## Brazil

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panded nationally.

"President Sarney has been extremely supportive of efforts to assist the small business community in Brazil," Jobling said. "It is the result of that support that this conference was developed."

Jobling said that most of the men and women who attended the conference were from businesses operated completely by a family. In some cases, these companies are no more than pushcarts hawking jewelry, food, and crafts on the streets. In any case, the businesses he viewed were definitely small, and poorly equipped by American standards.

This is not to say, said Jobling, that all these businesses are failing. Vila Romana, a manufacturer of Pierre Cardin and Calvin Klein jeans, for example, produces 5,500 pairs a day.

"The factory production line and management style is very modern," he said, "with healthy doses of positive reinforcement, production by teams with incentives, a formal training program, incentive wages after a base salary, and a just-in-time inventory system."

But a more typical business was Suporte Moveis, a small furniture manufacturer in Aracaju.

"It employs only three artisans who handcraft furniture to buyers' specifications," Jobling said. "The company makes furniture directly for the end-user and does not sell through stores or by any other means. Their only marketing technique is to accept orders from people who come directly to the factory. The owner inherited it from his father. He is not skilled in business practices, has no sales force or distribution channels, and in all probability has very little idea whether or not he is even making a profit."

This is the kind of company, Jobling said, that ultimately will benefit from Brazil's small-business program—if it's in business a year from now.

Jobling's trip was not all business. He did spend one night in Rio de Janeiro. And the university club at the Federal University of Sergipe was right on the beach.

"The water was fantastic, very warm, nothing like New England's," he said.

But because of the country's very casual attitude—what the group called "Brazilian time"—he said, the daily sessions all began late, broke for a prolonged siesta at mid-day, and, thus, ran into mid-evening. That left little time for sightseeing.

The flight from Rio to Sergipe did give him a perspective on the country, however. While the plane jumped from city to city up the coast, picking up and discharging passengers like a Greyhound bus, Jobling said, he noticed that most Brazilians live in the cities, usually in government-built apartment houses in subdivisions. He observed very few single-family houses or developments, except in the older cities among the upper class.

Also, he said, where the cities end, the forests begin—no suburbs. The cities are like "islands of humanity," he said.

## SBDC does make a difference

The Small Business Development Center makes a significant impact on the state's economy, according to two studies completed recently by Bryant faculty members.

In particular, the studies indicate, SBDC counseling of would-be business men and women over one year alone, 1985, led to the successful launching of 56 new businesses. And SBDC assistance to clients in the two years surveyed led to the creation of almost 900 new jobs—or more than eight a week.

The studies were conducted by professors Chantee Lewis and Linda Riley. Lewis looked at the SBDC's initial group of clients in 1982-83, when it opened. Riley surveyed 1985 clients.

Doug Jobling, SBDC director, described the study of 1985 clients "as the most comprehensive study ever completed by an SBDC in the country, because it represents a census of all 723 clients for that year." The Lewis study, he added, shows the value of SBDC intervention right from its inception.

Among the major findings of the 1985 study are that the average increase in sales for all clients averaged 16 percent. This translated into an average increase in profits of 71 percent.

Average one-year sales for the 56 new businesses were more than \$98,000, the study indicates. And the additional tax revenue generated by these increases in employment, sales, and profit topped \$734,000. That means every dollar given by the

Small Business Administration and Department of Economic Development, which support the center with Bryant, produced \$2.30 in taxes going back to the governments.

The studies also indicate that businesses receiving SBDC help are more successful than those that do not.

For example, the average increase in sales for SBDC clients in the wholesale, manufacturing, and construction businesses greatly exceeded average sales increases for all industries in Rhode Island. Only in the retail and service industries, where there were a large number of SBDC-aided start-up companies with low sale figures, did state averages exceed SBDC client averages.

The average profits for all five categories of businesses were dramatically higher among SBDC clients, the 1985 study reveals. And the average increase in employment for all Rhode Island businesses was much lower.

Established as a joint venture between the SBA and Bryant, the SBDC network is Rhode Island's only institutional resource that offers, at no cost to the client, counseling and support for businesses in pre-venture, new, and mature stages. In addition to Bryant, centers operate in downtown Providence, at the OIC in South Providence, in Woonsocket at the Chamber of Commerce, in Newport, and at the University of Rhode Island.

## Assistant to President named

Dr. Priscilla J. Angelo assumed on January 5 the post of Special Assistant to the President for Institutional Advancement at Bryant. She is former associate dean of academic affairs at St. Lawrence University in New York.

A highly regarded administrator, Angelo will work in concert with the vice-president for institutional advancement to execute the responsibilities of the division. Described as having "a broad institutional perspective," she said: "I have consciously tried to get across-the-board experiences."

Angelo began working at St. Lawrence in 1968 as assistant dean of students. Three years later, she was named associate director of student services, a post she held until 1978 when she became associate dean. She also has worked closely with St. Lawrence presidents in a variety of special assignments ranging from serving on the president's advisory council to accreditation to government and legislative relations.

A 1984 Fulbright Scholar in West Germany, Angelo also has been a visiting administrator for the University of Pittsburgh's semester-at-sea and Chapman College's world campus afloat programs. She has traveled widely, including Asia, the Middle East, Africa, the Soviet Union, Europe, and Canada, and is particularly proud of her international experience.



*Priscilla J. Angelo*

Angelo holds a Ed.D. from the University of Massachusetts, an M.S. from Indiana University, and a B.S. from State University of New York, Oswego, with studies at the University of Vienna. She has taught at St. Lawrence and two New York secondary schools.

The central New York native has been very active in professional associations and community agencies, including serving as the United Way chair, a director and vice-president of the Chamber of Commerce, a member of the boards for an economic development agency and a hospital, and a capital campaign chair for a county historical association. She has received a variety of honors, including several graduate fellowships and as an Outstanding Young Woman of America.

## Thanks

Madge Stetson and her husband, Wayne, extend sincere thanks to the Bryant community for the many condolences they received after the death of his sister and brother.

# QUICKLY

... Five faculty members spoke at the recent Northeast Business and Economic Conference in Lowell, Massachusetts: **Hsi Li**, on the pricing of car loans in Boston; **Joe Ilacqua**, with Li, on an alternative theory of comparable worth in Rhode Island; **Chantee Lewis**, on the economic impact of the SBDC; **Praja Trivedi**, on an alternative accounting framework for the Providence Water Supply Board, and **Ron DiBattista**, who was a discussant at a technology and innovation session...

... **Tim Sullivan**, CMD director, has been named chairperson of the strategic planning steering committee of the Association of Continuing Higher Education (ACHE). He currently serves on ACHE's board of directors...

... **Pedro Beade**, professor of English, continues to write book reviews for the Providence *Journal-Bulletin* newspapers. His latest, in the November 30 issue, looked at the fictional novel "Paradise" by Donald Barthelme...

... *College Teaching* has accepted for publication an article by **Sid Rollins**, coordinator of instructional development. It is titled "Start-up Strategies for an Instructional Development Program." Rollins also will be making a presentation at the annual conference of Faculty Evaluation and Development in Orlando in April. His program is titled "Starting an Instructional Development Program: A Marketing Model"...

... **Judy Litoff**, associate professor of history, was a guest lecturer at SALT, the Center for Field Studies for Maine Folklife, in Kennebunkport in December. She spoke on "Maine Islands: Myth vs. Reality"...

... **Mrs. Chiang Kai-shek** '42H has returned to Taiwan after an 11-year stay in the U.S. Her plans are unknown, but she is still considered a political force on the island nation, according to the *New York Times*...

... **Chantee Lewis**, professor of finance, has been named to the Newport Redevelopment Agency...

... **Pedro Beade**, assistant professor of humanities, continues to write book reviews for the Providence *Journal-Bulletin* newspapers. His latest, in the November 30 issue, looked at the fictional novel "Paradise" by Donald Barthelme...

# CALENDAR

MONDAY, JANUARY 19

**Martin Luther King's Birthday**  
NO CLASSES

FRIDAY, JANUARY 23

**Wintersession ends**

TUESDAY, JANUARY 27

**Spring Semester  
Classes Begin**

SUNDAY, FEBRUARY 1

**Eucharist**  
Bryant Center Meeting Room 2  
Noon & 9 p.m.

**Protestant Services**  
Bryant Center Chapel  
12:30 p.m.

## SPORTS

MONDAY, JANUARY 26

**Women's Basketball**  
Bentley  
5:30 p.m.

**Men's Basketball**  
Bentley  
7:30 p.m.

WEDNESDAY, JANUARY 28

**Women's Basketball**  
St. Anselm  
5:30 p.m.

**Men's Basketball**  
St. Anselm  
7:30 p.m.

## Prominent banker named Trustee

A prominent Rhode Island banking executive has been named to the Board of Trustees of Bryant.

Charles W. Carey, executive vice-president and chairman of credit policy for Fleet Financial Group, Inc., assumed the post at the December meeting of the Trustees. Carey also is president of the commercial banking division of Fleet National Bank, a principal subsidiary of the holding company.

Carey, 45, joined the bank in 1972 and was appointed vice-president in charge of the credit department the following year. In 1975, he took over the responsibility for Fleet Credit Corporation, then the equipment leasing subsidiary of the corporation. Two years later, he was named president of that company, a post he held until 1984.

Carey was appointed also as a senior vice-president of the bank in 1978, a vice-president of the corporation in 1980, an executive vice-president of the bank in 1983, and to his current post in 1986.

A Colby College graduate, Carey also holds a master's degree in economics from the University



Charles W. Carey

of Maine. Before joining Fleet, he was with New England Merchants National Bank in Boston.

Active in Rhode Island, Carey is a member of the boards of the International Appraisal Company, Butler Hospital, the Rhode Island Council on Economic Education, and the Business Development Company of Rhode Island.

Carey lives with his wife and two sons in Cumberland.

## New faces

Among the new administrators who have completed their first semesters at Bryant are the following:

### Doreen J. Clay

The new assistant director of financial aid came to Bryant from Bentley College, where she held a similar post. A native of Plymouth, New Hampshire, she holds a B.S. degree from Plymouth State College and has studied at the University of Massachusetts. Clay has worked also at UMass at Amherst, in the Plymouth school system, and at the University of Arizona. Her duties include financial aid counseling, coordinating off-campus student employment, and processing financial aid applications.



### Elizabeth R. Cotter

The health educator came to Bryant from the University of Rhode Island, where she was a family nurse practitioner and is an M.S. candidate. She holds a B.S.N. from Boston College, an R.N. diploma from Rhode Island Hospital School of Nursing, and a nurse-teacher certificate from Rhode Island College. Cotter has worked also as a pediatric nurse, a consultant, a research assistant, and a nursing instructor.



### Caroleen M. Jones '84

The Bryant alumna is the new annual giving officer. She worked previously as a software packaging sales representative. Her responsibilities include assisting the director of annual giving with a variety of fund-raising activities among alumni, parents, employees, and students. Her degree is in marketing.



### Alice M. Roher

Roher is the new assistant director for marketing for the Center for Management Development. She came to Bryant from a private management education firm in New York City, and holds a B.A. from Susquehanna University and a direct marketing certificate from New York University. The Pennsylvania native has worked also at Columbia University, and is responsible for marketing strategy, planning, and implementation of direct mail and advertising for The CENTER.

