LEADING CHANGE:
Managing the journey of transformation
LEADING CHANGE: SEVEN TIPS FOR THE JOURNEY

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Change can be difficult exciting, angst-ridden, and energizing times all at once. But there’s one thing certain: change is inevitable. And success constant attention to you environment evolving role.

Former Army Chief of Staff Eric Shinseki made it best: “If you don’t like change, you are going to evince even less.”

In many ways, higher education hasn’t seen change, but there’s no doubt that change is occurring. Consider this:

• Students today are more serious than ever about global competition and whether their earnings, lifestyle, and achievement will make them relevant even less.
• Today, fewer male students (43 percent) are college than women (58 percent) and many more are coming from an ethnically diverse background.
• All families are challenged by the cost of education, compounded annual tuition rate increases of six percent for both private and public schools. Proposed legislation is attempting to connect available funding with the annual Consumer Price Index.
• The need to continually reinvest in learning paradigms, and to keep current, available knowledge has changed educational research for faculty and students.
• From Enron and WorldCom to 9/11, we’ve witnessed serious lapses in ethics and character. These lapses can cause losses for shareholders, and institutions’ investors to consider the company apart from its product or service.

These forces and many others bring us to the verge of what Andy Grove in Only the Paranoid Survive calls a “strategic inflection point”—the moment in an enterprise when its fundamentals are about to change. “That change can mean an opportunity to rise to new heights,” he writes. “But it may also just as likely signal the beginning of the end.”

At Bryant, we’ve been preparing for that “strategic inflection point” for the past 10 years—founded initially on our New Century Plan for Excellence.
change can be difficult, exciting, angst-ridden, and energizing—sometimes all at once. But there’s one thing that’s certain: change is inevitable. And success demands constant attention to your environment and your evolving role.

Former Army Chief of Staff Eric Shinseki may have said it best: “If you don’t like change, you are going to like irrelevance even less.”

In many ways, higher education has been shielded from change, but there’s no doubt that change is now upon us. Consider this:

• Students today are more serious than ever and are very concerned about global competition and whether their lifetime earnings, lifestyle, and achievement will match their parents’.• Today, fewer male students (43 percent) are going on to college than women (58 percent) and many more students are coming from an ethnically diverse background.

• All families are challenged by the cost of an education with compound annual tuition rate increases of six to 13 percent for both private and public schools. In Washington, proposed legislation is attempting to connect availability of federal funding with the annual Consumer Price Index.

• The need to continually reinvest in technology, to redesign learning paradigms, and to keep current with instantly available knowledge has changed educational demands. We truly live in the information age. This means libraries and resources for research are significantly different than for prior generations of faculty and students.

• From Enron and WorldCom to Martha Stewart, we have witnessed serious lapses in ethics and character in the professional workplace. These lapses cause employees, shareholders, and institutions’ investors to consider the value of the company apart from its product or service.

These forces and many others bring us to the verge of what Andy Grove in Only the Paranoid Survive calls a “strategic inflection point”—the moment in an enterprise when its fundamentals are about to change. “That change can mean an opportunity to rise to new heights,” he writes. “But it may just as likely signal the beginning of the end.”

At Bryant, we've been preparing for that "strategic inflection point" for the past 10 years—focused initially on our New Century Plan for Excellence. That plan was successfully accomplished ahead of schedule in no small part due to the tremendous support we received from alumni, parents, and friends through The Campaign for Bryant. New buildings, new academic and co-curricular programs, new faculty, and new technology have led people around the globe to a greater appreciation of the quality of a Bryant education.

Now, through our Vision 2010 strategic plan, we are further refining how Bryant University can enable its students and alumni to succeed in this ever-changing world. We are continuing to enhance and expand academic programs and facilities that will better serve our students, yet we find ourselves ratifying the values and attributes that have been fundamental at Bryant for almost 150 years. As a university, we now have the best integration of courses in the College of Business and courses in the College of Arts and Science.

As we move forward, we will continue to reinforce important Bryant traditions. Our students will maintain the strategic advantage of studying both business and liberal arts to build a solid foundation for a lifetime of personal and professional success. We will also find additional ways to focus on the “character of leadership” because Bryant has always understood that personal effectiveness and carefully cultivated habits of the mind are critically important in the world. We will give each student the tools and the opportunities to define and achieve the goals that can help him or her become effective citizens of the global economy and technologically savvy professionals.

Our accomplishments thus far and our plans for the future demonstrate that these are exciting times at Bryant University—times of great change. And as is true with many great institutions, the more things change, the more they stay the same. You are part of this Bryant community, and we appreciate your interest and involvement. As I write this introduction, I’ve just finished reviewing our admission statistics that show this year’s applications are 55 percent ahead of last year! Bryant has become a very hot school.

Come visit us one day soon. Our physical layout and new facilities will feel entirely new, but the most important aspects of our University—our mission, our students, and our continued optimism—will make you feel at home.

Sincerely,

Ronald K. Machlief
President
LEADING CHANGE:
Seven Tips for the Journey

Ford decides to manufacture aircraft again. Deloitte decides to outsource accounting. Curt Schilling decides he's left-handed. Geese decide to winter in Canada. Far-fetched? Probably. But experts know that the demands of our shifting economy can force entities to transform quickly—or risk going under. Leaders in business need to prepare their firms to change course, at times suddenly, so we offer a bit of advice from those who've made the journey.

Because this much is now clear: change in business... is business as usual. (Continued on page 5.)
aeloitte
ana and D. Ellen Wilson '79, executive vice president of human resources for Fidelity Investments.

"We love change at Fidelity. It is part of the fabric of the culture."
As today’s managers maneuver their companies through rapid, complex changes, they may feel like Frodo Baggins, the unlikely hero in J.R.R. Tolkien’s mythic *Lord of the Rings*. With the future of his people hanging in the balance, Frodo volunteers to lead an expedition through a treacherous land. Bolstered by the fellowship of his brave comrades, the wisdom of a mentor, and the occasional help of sword, he embarks upon a journey full of surprise and wonder.

In the absence of magical swords, today’s leader can turn to the wisdom found in change and practical approaches developed by both ancient sages and hands-on managers. Academic case studies, popular books such as John Kotter’s *Leadership* and Malcolm Gladwell’s *The Tipping Point*, and management models such as Six Sigma and the Lean method tackle various aspects of managing organizational change. And though they differ in method, they all share a common understanding: change is a process that doesn’t happen overnight.

“We use mythology and the journey metaphor to discuss leading change,” says James Segovis, Ph.D., a management-in-residence in Bryant’s department of management. “If I am a leader confronting a difficult challenge...”
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In the absence of magical swords, today’s business leader can turn to the wisdom found in change theories and practical approaches developed by both social scientists and hands-on managers. Academic case studies, popular books including John Kotter’s Leading Change and Malcolm Gladwell’s The Tipping Point, and quality management models such as Six Sigma and the Kaizen method tackle various aspects of managing organizational change. And though they differ in methodology, they all share a common understanding: wide-scale change is a process that doesn’t happen overnight.

“We use mythology and the journey metaphor when we discuss leading change,” says James Segovis, Ph.D., executive-in-residence in Bryant’s department of management. “If I am a leader confronting a difficult challenge, I have to mobilize others to want to struggle for shared aspirations. I have to enlist you, empower you, model what to do. I have to prepare you that things might not go well. We’re building a shared relationship for the journey.”

Following are seven common stages in that journey, culled from the collective wisdom of faculty members, corporate leaders, and authors of management studies and books.

**Assemble the Right Team**

Getting stakeholders on board to implement a new vision is a necessary first step in the change process. Bryant University Trustee Joanna Lau ’97 H, the president of Lau Technologies in Concord, Massachusetts, learned that lesson well in 1989 as an MBA student. Assigned to do a case study on resource allocation in a manufacturing company, she chose Bowmar Acton Laboratories, an electronics manufacturer and defense department contractor. When she visited the company, she found an organization struggling along with obsolete technology.

“What made the company work was the business knowledge of the core managers,” she says. “I saw a value proposition there.” When she learned that Bowmar was considering shutting down its headquarters, she sprang...
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into action. Lau re-mortgaged her house, cashed in her retirement fund at the company where she worked, and borrowed money from the bank, family, and friends so she could purchase the company.

Lau’s biggest challenge was convincing management to stay on. “They saw the business was dying; there was no investment in it. The management was mature, in their fifties. And they didn’t know me,” she recalls. “How could I build a bridge of trust? I was a woman, Chinese, and 20 years younger than they were.”

Lau enlisted the help of a reputable attorney who had previously represented Bowmar. “I went to him and said, ‘I can’t afford to pay you. But if you represent me now, I will keep you as my attorney for the organization.’” By persuading the lawyer to endorse her buyout, Lau convinced the core managers to remain when she acquired the company in 1990. She also offered a piece of the pie to employees who stayed. Most are still shareholders today.

“I have two other spinoff companies now,” says Lau. “And I have kept the same attorney.”

Empower the Players

George Vecchione has overseen mergers, turnarounds, and countless organizational changes in his 35-year career as a health care executive. In his present position as CEO and president of Lifespan, a Rhode Island consortium of hospitals, Vecchione has led the drive to make Lifespan one of the most “wired” medical institutions in the country with a cutting-edge clinical information network called Lifelinks. The system connects Lifespan’s four member hospitals, plus some 800 doctors’ offices, allowing physicians to view all of a patient’s records, including x-rays, and MRI and CAT scans. The success of the project has earned Vecchione kudos and awards for his foresight and managerial skill.

One of the keys to leading a successful organizational change, says Vecchione, is to put the right leadership team into place early and empower them to act. “The number of persons around a CEO should not be large,” he says. “But each chair must be filled by a critical person who shares your values, someone who is not afraid to make decisions. Give them support and room to work and get things done.”

When Vecchione arrived at Lifespan in 1998, he says it was clear the organization had enormous potential to use technology to improve not only management, but safety and quality of care. At that time, the head of
career as a health care executive. In his present position as CEO and president of Lifespan, a Rhode Island consortium of hospitals, Vecchione has led the drive to make Lifespan one of the most “wired” medical settings in the country with a cutting-edge clinical network called Lifelinks. The system connects the four member hospitals, plus some 800 clinics, allowing physicians to view all of a patient’s records, including x-rays, and MRI and CAT scans of the project has earned Vecchione awards for his foresight and managerial skills. Fanning the fire of a successful organizational change, Vecchione, he says, “is to put the right leadership early and empower them to act. “The persons around a CEO should not be large,” says each chair must be filled by a critical person who is not afraid to make the system work. Give them support and room to work.”

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information services (IS) was reporting to finance. "My earliest move was to elevate the IS manager to senior vice president level, reporting directly to me," he says. "That person became a strategic member of the management team."

Communicate Direction

"Honesty is essential when communicating change in an organization," says Vecchione, who began at Lifespan, the organization was in phase, committed to increasing research, recruiting top scientists, and implementing new technologies. But the organization was operating on a shoestring; recognizing a looming financial crisis, board members were looking for expense cuts. Almost immediately, Vecchione found himself without a clear vision of the situation that might be short-term or perhaps two years. And he knew what he needed to align expectations with fiscal realities.

"There are three rules when you’re communicating change: Communicate. Communicate. Communicate. Tell people what you’re about to do, what you’re doing as you’re doing it, and afterwards, what did and how it went. Explain why there’s urgency. Be frank and honest and direct as possible. People know where they are in a cycle and would rather have an honest answer than be misled." Modeling behaviors you want in others is for any leader, according to Vecchione. "Be consistent with your actions," he says. "I have a saying: Listen to what I say. Watch what I do."

Anticipate the Consequences

As business organizations become increasingly complex, even small changes can have big repercussions, according to post-graduate chair of Bryant’s department of management. "There’s no change that doesn’t happen in isolation," says Lori Coakley, "and it begets more change, spinning off consequences for the organization.

“We do a simulation in class,” says Coakley. "Students must expand a company, making finance, production decisions. Then we explore the
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**Communicate Direction**

"Honesty is essential when communicating about change in an organization," says Vecchione. When he began at Lifespan, the organization was in a growth phase, committed to increasing research activity, recruiting top scientists, and implementing information technologies. But the organization was operating at a loss; recognizing a looming financial crisis, Lifespan board members were looking for expense reduction. Almost immediately, Vecchione found himself in a turnaround situation that might be short-term or could take perhaps two years. And he knew what he had to do: align expectations with fiscal realities.

"There are three rules when you're making a change: Communicate. Communicate. Communicate," he says. "Tell people what you're about to do, what you are doing as you're doing it, and afterwards, what you did and how it went. Explain why there's urgency. Be as frank and honest and direct as possible. People need to know where they are in a cycle and would rather get an honest answer than be misled."

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"We do a simulation in class," says Coakley. "Our students must expand a company, making finance, marketing, and production decisions. Then we explore the impact of those choices. What the students discover is that one area of an organization cannot change without affecting others."

Nowhere is that truth more evident than in a manufacturing environment. At Marotta Scientific Controls, a New Jersey manufacturer of fluid control systems, valves, and electronic controllers, CEO and Bryant Trustee Thomas Marotta '67 has built multi-directional communication into his day-to-day operations to avoid the unexpected. Before he embarks on a new project, he brings customers to the plant and has them talk with the engineers. "What an engineer and customer envision is not always the same," he says.

Once the concept for a product is clear, training is critical in giving employees the necessary big picture. "When I submit an idea to the plant, I go around and talk to every person. We take a machinist and put him in touch with the assembly person so he can see who uses that part," says Marotta. "Then we show them both how the part ultimately will be used. We move people around a lot."

**Watch for "Alligators"**

As senior vice president for global operations at GE Capital Solutions, a unit of GE Commercial Financial, and a Six Sigma leader, Sharon Garavel '85 knows about change. Lean Six Sigma is a quality management methodology that GE uses internally as well as with customers to enable change and generate growth. It offers tools, frameworks, and measurement systems to help organizations remove waste from and improve processes.

In her career as a facilitator of change, Garavel has observed a wide range of stumbling blocks—"alligators in the water," as she calls them. "There are the naysayers, constantly throwing up roadblocks. Or you can have leaders who want too much collaboration, who set the bar so high they want 100 percent agreement. Perfection is another big obstacle; it's not a practical goal. The organization will never move forward."

"The healthiest way to view change is to see it as a chance for growth," says Joseph Trunzo, assistant
LEADING CHANGE

professor of psychology at Bryant University. Humans are creatures of comfort, however, and individuals must go through a step-by-step process when confronting change, just as organizations do. Often, people start with the notion that everything is just fine as it is. It takes contemplation before planning on change, let alone acting on it and making it an organic part of future behavior. “A common mistake companies make is not accurately assessing the readiness of their organization,” says Trunzo. “They have to take the steps needed to move people along toward being okay with change.”

Sometimes change can fail or not occur because there isn’t a realistic time frame, according to Garavel. “Often times we can’t get people to change if we’re talking about having it happen within six months,” she says. “But if you broaden it, if you say, ‘How would you feel if it changed over the next year or next two years?’ you can get much better acceptance. We feel strongly that buy-in about the pace of change is very important.”

Acknowledging the Loss

New beginnings depend on endings, according to William Bridges, author of Managing Transitions: Making the Most of Change. If successful organizational change is to happen, the author asserts, something must die. Maybe it’s the comfort of old attitudes or reporting structures; maybe it’s the loss of a job title, office space, company identity, or fellow employees who did not stay on after the merger. The wise leader recognizes individuals need support throughout the transition process, not only during the “letting go” stage, but also during the “neutral zone” when new alignments and patterns of behavior develop, so that they feel safe to fully accept the new beginning. Acknowledge the loss, Bridges advises, and allow employees to express their feelings so that the group can move forward.

Bryant’s Jim Segovis recalls a previous job he held in which his division of a quasi-governmental agency was being merged into the U.S. Treasury. “Rather than focus on the negative issues around us,” he says, “my director and other managers celebrated our accomplishments, acknowledged people’s personal grieving and emotions, and then had everyone participate in creating a new vision for the group. This helped people work through their anger, loss of power and prestige, and uncertainty about the future. We emphasized taking personal responsibility for creating the future rather than staying stuck in the past and being angry.”

Celebrate Small Wins

D. Ellen Wilson ’79, executive vice president of human resources for Fidelity Investments, has learned to embrace the transformational journey. “We love change at Fidelity. It is part of the fabric of the culture,” she says. During the 1980s, Wilson explains, Fidelity instituted the Kaizen method company-wide (kaizen is a term taken from the Japanese words ‘kai’ meaning continuous and ‘zen’ meaning improvement). “The theory is that every day each of us is responsible for making a small change that benefits the customer. We change leadership, structure, and strategy. It’s a model that has worked for us. It keeps the company vibrant and competitive.”

Small successes have a mushroom effect, notes George Vecchione. It was “hundreds of little blocking and tackling moves” that helped move Lifespan out of the red. “We got everyone to focus,” he says, either on insuring that all services were properly billed and collected, or identifying new revenue sources, or reducing expenses. “It’s little steps—we didn’t rely on the home run.”

Garavel also believes that small wins energize people. “I often tell my team, pick an area visible to the organization, and small enough so you can change something and win,” she says. “Then really showcase it when you’re done. It builds momentum, gives confidence, and recognizes success. A showcase breaks down barriers to change.”

It’s okay to start small with a pilot project, adds Garavel, and it’s okay to fail every so often. “Change is a learning process that doesn’t necessarily result in instant success. You need to create a learning culture. It allows you to get good at change, and that’s important.” •

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**Small Wins**

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1990s, Wilson explains, Fidelity instituted method company-wide (kaizen is a term taken from Japanese words in meaning continuous improvement). “The theory is that every employee is responsible for making a small change and the kaizen—higher leadership, strategy. It’s a model that has worked for us. It means vibrant and competitive.”

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**IT’S NOT YOUR GRANDFATHER’S CAREER**

”There was a time in America when ‘career’ meant 40 years at the same job and a gold watch at retirement,” says Ron Deluga, Ph.D., head of Bryant’s department of psychology. Like work itself, that definition has changed. “Today, ‘career’ means a series of decisions throughout life from now until when a person’s formal work ends,” he says. “We prepare young people for the fact that they won’t be staying at the same job the way their grandparents did.”
D. Ellen Wilson ’79, who heads up human resources for Fidelity Investments, agrees that career paths are not reliably predictable anymore. And though she has held seven different jobs in her 18 years at the company, Wilson isn’t daunted by the prospect of more change ahead. For both the individual and the organization, she says, “it is so much more productive if people look at change as a wonderful opportunity.”

GETTING THROUGH THE VALLEY OF UNCERTAINTY

As a human resources professional, and particularly during a period in the 1980s when she worked for a company that was downsizing, Wilson has seen firsthand the struggles of people caught in the uncertainty of organizational change. For any employee facing such change, she offers this bit of advice: “Learn to deal with ambiguity. That ability is the hallmark of people who get through change successfully.”

When transformation efforts begin at an organization, she says, “an informal network kicks into high gear. Everyone speculates but no one knows what the enhanced state will look like. We call this period the ‘valley of uncertainty.’ The way you deal with this phase will be fundamental to your future at the company. I tell people, ‘Give it 90 days. Focus on your work and do your best to make the boss successful.’”

Meanwhile, says Wilson, figure out how you can integrate into the new plan. “You are building an individual portfolio of skills. Be ready for the next opportunity.” Don’t count on the company to know where you fit, though. “It’s different now from our parents’ generation. You’re required to be your own career manager,” she says. “The great news is there’s a lot more choice and flexibility today.”

RECALIBRATING

And what if you don’t fit into the new vision, especially if you are an older worker? “Leverage what you’re good at,” Wilson says. “When change happens in mid-career, after the initial stages of shock and anger, people begin to focus. I advise them to get to an outplacement firm, get coaching on how to market themselves. It’s a freeing experience to recalibrate. They may end up starting their own business. Almost always it’s a positive change.”

Judith Clare, director of career services at Bryant, frequently counsels alumni who are going through career changes. “Once someone graduates, we provide a lifetime of services,” explains Clare. “We have contact with close to 400 alumni, some of whom have been out of school for 25 years. Alumni come to us to update a resume or get help with interviewing skills. We may do a mock interview with them.”

Clare loves working with alumni but admits it’s a challenge because so many issues are involved. “They have families and often there are two careers of equal stature. If a company is moving to another state, what do you do?” she says. “Overnight travel is another problem area. How is a wife to travel if her husband does also and there are children? These are the things that figure into career choices, and often, decisions today are based upon the needs of the children.”

Clare’s general advice to employees is to anticipate change. “If you’re sure the merger or outback or transfer won’t work for you, then begin to look for another job. Don’t wait until the situation is desperate, because that’s when people make bad decisions. You’re likely to take the first job that comes along.”

In her 20 years of counseling Bryant seniors about their future careers, Clare has observed a noticeable shift that comes along.

“They’re looking for team players, which is something they wouldn’t have requested two decades ago,” she says. “Then everyone did an individual job. Today, it’s often team members collaborating to produce a product. Employers are looking for adaptability, too, because circumstances change. And they want multi-taskers.” In New England in the 1980s, she says, a lot of middle managers lost their jobs. “Those remaining took over their functions and assumed a lot more responsibility.” There’s one quality recruiters seek out that hasn’t changed, though. “Communication skills are still their top request, just as they were 20 years ago.”

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EMBRACING THE GLOBAL COMMUNITY

One of the realities Bryant graduates encounter important role China plays in the world economy. Bryant has offered a study-abroad program for many years, in 2005 the creation of the U.S.-China Institute in order to advance University’s commitment to expanding opportunities for students, faculty, and business leaders.

“Bryant has a clear vision of where we want to go,” says Hong Yang, Ph.D., associate professor of environmental sciences and founding director of the institute. “We want to turn an institution into a state-of-the-art research and teaching center to help the world with the problems facing China and the international community.”

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Achieving “Personal Best”

Bryant embraces change, continually evolving in ways that better prepare students for the rich possibilities that lie ahead.

Intellectual curiosity. Character. Drive to succeed. These are the tools Bryant University strives to give students so they can achieve their personal best in life and work. Rather than simply readying them for their first jobs, Bryant educates students for broad roles in society, says David Lux, Ph.D., dean of the College of Arts and Sciences.

Bryant’s recent change to a university structure with two undergraduate colleges builds upon existing strengths and broadens the school’s ability to produce well-rounded, creative, and humane leaders.

“The two colleges complement each other,” says Lux. “Business majors get a grounding in the humanities, while arts and science majors enlarge their scope with a solid introduction to the world of commerce.” In both cases, he says, “our students are creating platforms for clear trajectories into purposeful lives and careers.”

EMBRACING THE GLOBAL COMMUNITY

One of the realities Bryant graduates encounter is the important role China plays in the world economy. While Bryant has offered a study-abroad program for many years, the creation of the U.S.-China Institute in 2005 increases the University’s commitment to expanding the global perspectives of students, faculty, and business leaders.

“Bryant has a clear vision of where we want to go,” says Hong Yang, Ph.D., associate professor of environmental studies and founding director of the Institute. “We want to create an institution with a full-fledged exchange on both sides.”

In 2006, 15 Chinese students, along with 15 Bryant students and 15 students from other universities across the country, will study at Bryant for two weeks. The group will then travel to China for another two weeks. Their joint project focuses on ethical, social, and environmental issues in China and will result in a bilingual report.

Hong Yang, Ph.D., is founding director of the U.S.-China Institute of Bryant.

EMBRACING DIVERSITY AT HOME

As the workplace becomes global and the workforce more diverse, Bryant continues to help students understand and appreciate diversity. Isabela Dias ’07, a student representative on Bryant’s Diversity Council of Champions, works with the group to build awareness with a variety of approaches, including a campus calendar, town hall-style meetings, and activities during freshman orientation.

A key focus of the organization involves broadening understanding of what the term “diversity” really means. “For a long time, people just thought of it as a black and white issue,” says Dias. “People assume, for example, that I am African-American, though I was actually born in Brazil. But diversity has to do with differences such as culture, sexual preference, and physical abilities, as well.”

As a resident assistant, Dias often has informal discussions in the dorm about diversity. By being open and modeling how to talk about a sensitive subject, she feels awareness expanding. “I see small changes in the residents’ attitudes about diversity,” she says. “Things are progressing.”

Jack Trifts, Ph.D., dean of the College of Business, says there is a palpable feeling of pride among faculty and students for what Bryant has already accomplished. “But there’s not an ounce of complacency here,” he adds. “As an organization, we feel a sense of urgency to take what the University has achieved and use it as a springboard into the future.”
Ten-day visit by President Machtley and trustees to China strengthens international ties.
"The Business of Renewable Energy" was the topic of a workshop held on campus October 13 for small business owners, educators, and policy makers. Speakers included Charlie Hawkins from U.S. Senator Lincoln Chafee's Office; Robert Chew of SolarWrights; Patrick Condon from the R.I. State Energy Office, and Robert Cerio of The Hudson Companies. A question and answer period on issues of wind-power, fuel cells, hybrids, photovoltaics (PV), and more capped the evening. The talk was co-sponsored by the Center for Sustainable Business Practices, located in Bryant's Science & Technology Department, and The John H. Chafee Center for International Business.

INVESTING FOR THE FUTURE
Bryant has always been committed to providing students with resources and opportunities to get hands-on experience to enhance their classroom learning. "The Archway Fund" is a new student-managed fund that allows students to work with a real $200,000 investment portfolio—and it takes the concept of "theory to practice" to a whole new level. Bryant trustees voted to allocate $200,000 as a seed capital investment so that finance and financial services students could utilize the C.Y. Sturm Financial Markets Center (FM) to its full capacity. In September 2005, the first group of students was accepted into the program. Students went through a rigorous interview process to get into the program (25 were accepted) in which they will achieve a functional level of competence in the areas of securities analysis (first semester) and portfolio management (second semester).

C. Bruce Johnstone, managing director and senior investment strategist for Fidelity Investments, spoke at the kick-off event celebrating the fund on November 7.

The HELIN Library Consortium, comprised of 10 academic libraries in Rhode Island and Massachusetts including Bryant, is creating a digital repository that will archive, preserve, and make available materials that will serve the needs of students and faculty. HELIN's cooperative model of sharing library resources has improved learning, scholarship, and research throughout Rhode Island's academic community. The planned digital repository will include rare books, manuscripts, book plates, photographs, slides, maps, artifacts, oral histories, and audio and video clips. It will also archive and preserve faculty publications, student theses, university publications, and special collections.

BRYANT HOSTS TALK ON SOLAR ELECTRICITY AND BIODIESEL
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Launched in October, the new Bryant home page is the result of input from nearly 400 students, faculty, and staff who provided feedback on the new design over the summer. Over the next 12-18 months, the entire Web site will be updated and redesigned to reflect Bryant's emphasis on academic excellence; character development; innovative use of technology; student-centered, high-touch learning experiences; international and diverse perspectives; and world-class facilities. This initiative is being overseen by a Web Steering Committee co-chaired by Art Gloster, vice president for information services, and Laurie Musgrove, vice president for university advancement.

The August 29, 2005, edition of U.S. News & World Report's "Best Colleges" issue again ranked Bryant in the top 20 Master's I Colleges Category in the North. This designation recognizes high academic quality and other criteria such as alumni participation and selectivity. Check out the rankings and the full-page Bryant ad at http://web.lnyant.edu/usnews.
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BRYANT INTRODUCES NEW HOMEPAGE

An increased focus has been placed on developing Bryant’s language curriculum and the University now offers French, Chinese, Italian, and Spanish. Bryant students also utilize state-of-the-art technology to help develop their language skills. By partnering with an award-winning company that uses Voice-over Internet Protocol (VoIP) technology, Bryant offers real-time, online collaboration among students and instructors. They can also access software that listens to and analyzes their use of the language and provides immediate feedback via the Internet using voice recognition technology.

BRYANT EXPANDS LANGUAGE PROGRAM

On a more informal basis, Bryant’s cable system broadcasts SCOLA, a television network that plays 150 authentic language programs from 80 countries every day. In addition, a “Conversation Partners” program has been developed to match English-speaking students with faculty or students whose primary language is not English. Full-time scholars from France and Argentina serve as teaching assistants in Bryant’s language lab and live in the residence halls with undergraduate students, enhancing the cultural experience for all students.

BRYANT COMMITS TO OPEN SOURCE COMPUTING

Bryant University has committed to open-source computing by moving its entire data center from proprietary Sun Solaris systems to the IBM POWER5 Microprocessor Architecture, which is considered to be critical to any organization looking to build a reliable, innovative, and flexible technology platform based on open-source solutions. Bryant computer information systems and information technology students are also using Linux to build computer skills for application development and, as a result, broaden their technical expertise for future job opportunities.

NEW HOUSING FACILITIES APPROVED

Additional townhouses and a new residence hall are being constructed on campus—plans authorized by the Bryant University Board of Trustees and the town of Smithfield. These new townhouses will ensure that students have greater access to this popular housing option. The 12 units with 70 additional beds will be located behind the D and E block. The new townhouses are expected to open in September 2006. The new five-story residence hall will be constructed in the suite village and is expected to be completed by September 2007.
The Graduate School of Business has redesigned its Master of Business Administration (MBA) program for students who seek the benefits of a full-time program on a part-time basis. The Bryant Graduate School has a strong track record of producing business leaders, and the new program builds on this tradition with some key innovations in business education.

The new curriculum is distinctive in several ways. Students enter the two-year program as a group, and progress as a cohesive unit through a rigorous academic program that combines the latest theory with best business practices. It is a general MBA that provides students with a broad range of business knowledge and skills that can be applied in any setting. Students take two classes each semester for a total of 12 courses over two years.

Another distinguishing element is the opportunity for students to develop strategic networking relationships among their classmates. This is an advantage to each professional throughout his or her career—and a benefit that is rarely enjoyed by part-time degree candidates.

The highly regarded faculty lead classroom discussions that stimulate analytical thinking and incorporate the work experience of the classes. Most Bryant MBA students are working professionals, from 28 to 42 years of age.

For more information, contact the Bryant University Graduate School of Business at (401) 294-6220 or via email to gradprog@bryant.edu or by attending an information session.
Within Bryant’s diverse, student-centered learning environment, you will find there are many different ways to be successful. Here are some shining examples of what success means at Bryant.

**GIVING VOYCE TO OTHERS**

Everyone has his or her own definition of success. For Bryant senior Saddi Williams, in addition to being a committed student and stellar athlete, success also means reaching out to help others.

Williams utilizes his Baptist education in marketing and communication to benefit YoungVOYCE, an organization he founded with four friends during his last year in high school in Washington, D.C.

The Christian-based youth advocacy organization offers mentoring for college-bound students, and a scholarship program.

"Young VOYCE was created to encourage young people to achieve excellence in every aspect of their lives,” said Williams. “My friends and I saw Young VOYCE as an opportunity for young people to become educated, empowered, and excited.”

Despite their busy schedules, Williams and his partners are devoted to Young VOYCE, and as a result it has grown.

To complement the mentoring relationships, the organization established the Extraordinary Scholars award. This scholarship offers up to $500 to one senior at Paul Lawrence Dunbar High School (Williams’ alma mater). The student must have a good GPA, demonstrated community service, and leadership capabilities. The scholarship staff reviews 50-60 applications annually.

In addition to his hometown commitments, Williams is an active member of the Bryant community. He is a member of the Multicultural Student Union, captain of the football team, and president of Bryant Christian Fellowship, an organization he helped found during his freshman year by merging it with the already-existing InterVarsity.

"Bryant gives you a variety of avenues to make an impact,” he said. “But it’s up to you, the individual, to take your stand—and you can make your stand anywhere.”

Educated, empowered, and excited are adjectives that describe Williams well—he embodies “The Character of Success.”

To learn more about Young VOYCE, visit [www.youngvoyce.org](http://www.youngvoyce.org).

**STUDENT COMPETITIONS, AWARDS, AND OPPORTUNITIES**

Mikayla Truckey ’06 has won the Tom Pasternak National Outstanding Tutor Award. Truckey is a senior studying computer information systems and is a peer tutor at the Academic Center for Excellence (ACE). The College Reading and Learning Association (CRLA) International Tutor Certification Program established the award in honor of the late CRLA newsletter editor. Tom Pasternak. Truckey received the award of $250 and a plaque at the National CRLA conference in Long Beach, California, November 4.

Said Lynnae Dopp, chair of the selection committee, “We had a difficult time selecting the winner this year because of how competitive it was, but Bryant University’s Mikayla Truckey rose to the top.”

Natasha Coelho ’06, a senior in accounting, received a $1,000 scholarship from the American Society of Women Accountants—Rhode Island Chapter on October 25. The scholarship was presented by Bryant alumna Inez Melo ’99 of Bachelor, Freehite, McCrory...
in their entrepreneurial efforts, providing them tools they can use to succeed.

**STUDENTS HELP BRYANT BLOOM AT NIGHT**

Last spring Bryant @ Night was born to rev up the number and caliber of on-campus, school-sponsored weekend events. Since then, campus night life has come alive with movie nights, barbecues, karaoke, and events such as "I love the '80s" and "'90s Throwback," Psychic Night, and Carnival Night. There are also three-on-three basketball tournaments and even bingo, where students win great prizes.

Behind the success of Bryant @ Night is the Bryant @ Night Programming Committee, comprising representatives from Health Services, Student Affairs, Athletics, Greek Life, the International Center, Commuter Connection, Student Programming Board, Student Senate, and Student Alumni Association. With such broad representation, Bryant @ Night has "something for everyone."

Recently, students petitioned to add Thursday nights to Bryant @ Night as well. Says Assistant Dean for Student Life Judy Kawamoto, who chairs the Programming Committee, "The students spoke—and we listened."

"It's a good opportunity for students to enjoy something planned especially for them," adds Kathryn Corey, program adviser of Bryant @ Night. To learn more about Bryant @ Night, visit: web.bryant.edu/-atnight.

**ASPIRING STUDENT REPORTERS GET FACE-TIME**

NBC10 held auditions on November 16 and 18 in the new Communications Complex at Bryant for students from colleges around the state to win an internship in on-air reporting. Contestants were each given a brief time slot in which to deliver a prepared piece—no telepromter allowed. Channel 10's newsroom staff selected 12 finalists, of whom two are Bryant students. Their pieces were posted online so viewers could vote for their favorites. The winner will report the campus entertainment news on-air. During auditions, Bryant students volunteered in the control room, assisting Communications Complex Coordinator Tom Dooley.
LEARNING OUTSIDE THE CLASSROOM

The fall term brought a variety of dynamic speakers to campus, from the former president of Brazil to the star of a popular cooking show.

CONVOCA TION SPEAKER ADVOCATES INTEROSPECTION AND JOY

Bryant's Convocation address was delivered by the Reverend Jurema Cardoso, chaplain at Columbia University. Her theme of "centering down," drawn from Quaker concepts of authenticity and grounding, was timely and inspiring. Chaplain Davis, who also serves as associate provost and director of Earl Hall Center at Columbia, discussed the importance of self-knowledge to help focus on the essential priorities. She cautioned students about the contemporary notion of "waiting for life to begin" until a goal is reached or a possession, credential, or status is obtained, and instead encouraged members of the Bryant community to find joy in the process of "getting there." "Enjoy your now," Rev. Davis advised. The Student Alumni Association and the Bryant University Alumni Association sponsored a reception, where the Class of 2009 received a class baseball cap while the Bryant Blues band performed.

LEARNING FROM AROUND THE WORLD

November 14–17 was International Education Week (IEW) and it focused on the theme "Utopia/Dystopia: Envisioning a Better World." The opening flag ceremony was followed by a talk from Providence attorney Jerry Einer, former Vietnam-era peace movement leader, who spoke about history and foreign policy in Vietnam and Iraq. During the week there were workshops and forums on global issues including the role of music in African society and how family and cultural traditions shape individual identity. "The Radical Reader" event was attended by nearly 300 students and they met former Brazilian President Fernando Henrique Cardoso, who spoke about history and utopian visions. At the end of four days, the community came away with a sense that—utopian or not—we really are connected to those far away.

BRAZILIAN PRESIDENT ON CAMPUS

Global studies student Vanessa Jurema '06 (born in Brazil) proposed the idea of inviting former Brazilian President Fernando Henrique Cardoso to campus to give a talk. "It's a good opportunity for students to enjoy something planned especially for them," adds Kathryn Corey, program advisor of Bryant @ Night. To learn more about Bryant @ Night, visit Bryant.edu/anthnight.

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A COMMUNICATION SERIES

The Distinguished Communication Speakers series, co-sponsored by University Advancement and the Department of Communication, drew several notable speakers to campus throughout the fall semester.

Kicking off the series October 18 was Marc Summers of the popular Nickelodeon show "Double Dare" and the host of the Food Network's "Unwrapped" and "Trivia Unwrapped." Summers imparted his wisdom about a career in show business—"Do it with passion." Ralph J. Begleiter, Rosenberg Professor of Communication and distinguished journalist, presented "Is It News?" November 12.
SPOTLIGHT ON STUDENTS

Bob Gulla captivated would-be communicators November 8 when he spoke about "The Writing Life." The long-time Rolling Stone and Entertainment Weekly contributor offered a two-hour workshop on the ups and downs of a career in writing and communication, and conducted several exercises.

CELEBRATING ONE'S HERITAGE

Bryant celebrated Latino Heritage Month with a variety of activities that included everything from an interactive Latin dance party to a cultural coffee house. All events were presented by the Multicultural Student Union. A highlight of the month's events was a keynote speech by Alfredo Dante Rivera, CEO, Bora2Speak, LLC, a leadership and communication consulting firm. Rivera discussed the importance of honoring, celebrating, and embracing diversity through personal action.

APPAREL ENTREPRENEUR SPEAKS

"Achieve your dreams. Do what you like. Like what you do." were the words of wisdom from Bert Jacobs, co-founder of the Boston-based multi-million dollar apparel company Life is good®. Jacobs spoke to students September 20 as part of Bryant's Global Entrepreneurship Program (GEP) annual kickoff event. "If we had a program like the GEP at my college, getting to where we are now would have been a lot easier," said Jacobs after the talk. For more information about GEP, visit www.bryantgep.org.

MEDIA WHIZ AT BRYANT

Hailed by The Washington Post as one of the capital's "most celebrated journalists," Congressman Quarterly's White House columnist Craig Crawford visited Bryant November 15 to discuss the themes in his new book, "Ten Degrees," which focuses on the relationship between politicians and the press, objective reporting, media bias, and democracy. Crawford is featured almost daily on national TV and radio programs including The Early Show on CBS, various programs on CNBC and MSNBC including Countdown with Keith Olbermann and Hardball, and CBS Network radio. He is a frequent commentator for NBC's Nightly News, CBS Evening News, and CBS This Morning. Following his talk was a luncheon and book signing. The event was co-sponsored by the Faculty Development Center and the Faculty Development Committee.

PROFESSIONAL PRAISE

Hundreds of students gathered to hear the success story of Bert Jacobs and Life is good®.

Latino Heritage Month activities

In-residence at the University of Delaware, gave a lecture at Bryant on October 24 titled, "Global Media and the Power of Images." The former 20-year CNN world affairs correspondent talked about America's conflicted image in the world and the crucial role communication plays in conveying, sometimes creating, that image.

Bob Gulla speaks about a career in writing.

Juggling Kim

Professor of Marketing Frank Bluhm and Charlice Quarley collaborated on "An Off-Site Drug Distribution System Designed to Expand Service into Underserved Areas: A Case Study," presented at the Economics and International Research Conference in December.

Jesse Jaffe

In July, professor of political science, John Dietrich, presented a conference on women's care during World War II and the topic of Hishima Nagasawa. The event held at the Oak Ridge Lab in Tennessee — the three national labs in the bomb were developed — over the summer, published an essay, "Nazi Transformed Status Women," which appeared in From Total War to Total Victory: How War Was (Re)defined in the United States: A Social History (Wheaton, IL: Castalia Press, First Division Press 2006). His book reviews have appeared in the Journal of American History, the Journal of Women's History, and the Journal of Women's History.
between politicians and the press, objective reporting, media bias, and democracy. Crowther is featured almost daily on national TV and radio programs including The Early Show on CBS, various programs on CNBC and MSNBC including Countdown with Keith Olbermann and Hardball, and CBS Network radio. He is a frequent commentator for NBC's Nightly News, CBS Evening News, and Fox in the Morning. Following his talk was a book signing.

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Professors of Marketing

Garrison Keillor read two poems by associate professor of creative writing Tom Chandler on his NPR radio show, The Writer's Almanac: "Ten Degrees" on the November 16 show, and "To the Woman at the Red Edge Motel" on the November 22 show. Chandler, who is Rhode Island Poet Laureate emeritus, was recently on sabbatical serving as the writer-in-residence at the Vermont Studio Center.


Jongseung Kim, assistant professor of economics, has returned from a year-long sabbatical at Johns Hopkins University researching the economic status of the Hispanic population in the U.S. labor market and gender inequality at work. He also taught econometrics in the Johns Hopkins master's program in applied economics in Washington, D.C.

In July, professor of history Judy Barrett Litoff presented a conference paper on women's correspondence during World War II on the topic of Hiroshima and Nagasaki. The conference was held at the Oak Ridge National Lab in Tennessee— one of the three national labs where the A-bomb was developed. Also over the summer Litoff published an essay, "The Nation Transformed: United States Women," which appeared in From Total War to Total Victory: How the War Was (Really) Won (Whitson, Ill.: Cantigny First Division Foundation, 2005). Her book reviews have appeared in the Journal of American History and the Journal of Tourism and Culture.

Harsh K. Luther, associate professor of management, co-authored and presented three papers selected through a blind referee process at the National Academy of Management Conference 2005 in August at the Convention of the American Psychological Association in Washington, D.C.

Professor of Marketing Elaine Notarantonio was keynote speaker at the International Catholic Stewardship Council at their annual conference in October on marketing and religion, "Can We Really Market God: Marketing and Marketing Research for Religious Organizations."
SPOTLIGHT ON FACULTY

William O'Hara, president emeritus and executive director of the Institute for Family Enterprise at Bryant, co-authored "The Anthony Romano Company: Ethics of a Family Business" with Bryant alum Robert Delisle '79, '96 MBA, for fall publication in The Family Business Casebook Annual 2006, printed by The Cox Family Enterprise Center, Coles College of Business at Kennesaw State University, in cooperation with the Loyola University Chicago Family Business Center. The case was first considered when Delisle discussed his first-hand experience working in a family business in O'Hara's MBA business ethics class. Delisle is now vice president of finance, The Allied Group, Cranston, R.I.

Saeed J. Roohani, professor of accounting, received the 2006 Outstanding Educator Award from the American Accounting Association among social problem-solving ability, distress, and risk behaviors (tobacco and alcohol use) among smoking-related cancer patients and their family members. He is currently analyzing data for presentation at national conferences and scientific journal publication. His co-investigators on the projects are affiliated with Miriam Hospital, Brown Medical School, and Rhode Island Hospital.

Joseph Trunzo received a grant funded by the National Cancer Institute to investigate the relationships between social problem-solving ability, distress, and risk behaviors (tobacco and alcohol use) among smoking-related cancer patients and their family members. He is currently analyzing data for presentation at national conferences and scientific journal publication. His co-investigators on the projects are affiliated with Miriam Hospital, Brown Medical School, and Rhode Island Hospital.

It was a record-breaking fall sports season for Bryant University. The Bulldog football team set new highs for victories, and the women's volleyball team accomplished a first in the program's history: hosting the NCAA Regional Championship.

On the football field, the Bulldogs ran their way to an impressive 7-3 record, setting a new school record for wins in a single season as well as establishing 29 new team and 39 individual records. Under the second-year coach, the Bulldogs posted a school record 1,369 season while Lorena (Providence, RI) led plenty of excitement. The Bulldogs' season ended in the first year of eligibility for junior transfer from Amherst and former

Gift by gift, you can help build a better Bryant

$25 Pays for an on-staff specialist to tutor a student on time management
$50 Provides Bryant's tennis teams with a case of tennis balls
$100 Pays computer race for five student workstations
$250 Pays for a bus so that 50 students can network with alumni on Wall Street
$500 Provides 300 students with annual access to Lexis/Nexis

Your annual gift may provide more than you think.
Call toll-free (877) 353-5667, or give online at www.bryant.edu. Choose "Online Donations" under the Alumni page.

BULLDOG FALL HIGHLIGHTS

Lorena Perry '17 shattered Bryant's rushing record.
among social problem-solving ability, distress, and risk behaviors (tobacco and alcohol use) among smoking-related cancer patients and their family members. He is currently analyzing data for presentation at national conferences and scientific journal publication. His co-investigators on the projects are affiliated with Miriam Hospital, Brown Medical School, and Rhode Island Hospital.

Hong Yang, assistant professor of science and technology, was leading author for a paper about biomolecular preservation of Tertiary Metasequoia fossil Lagerstätten that appeared in the Review of Palaeobotany (Palynology). He was organizer, chair, and field trip leader for a special symposium on Cladica Miocene fossil deposits for the 15th Annual Goldschmidt Conference held in Moscow, Idaho, last May.

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On the football field, the Bulldogs ran their way to an impressive 7-3 record, setting a new school record for wins in a single season as well as establishing 29 new team records and 39 individual records along the way. Under the direction of second year coach Marty Fine, the Bulldogs passed for a school record 1,993 yards this season while Lorenzo Perry ’07 (Providence, R.I.) created plenty of excitement with his dazzling running ability. The junior transfer from UMass-Amherst and former Rhode Island High School Player of the Year at La Salle shattered the school rushing record with 1,335 yards and a record 17 touchdowns for the season. One of several highlight games came in Bryant’s 24-12 win over Stonehill, where the speedster ran for a record 313 yards — the fourth-best rushing performance in school history. The Bulldogs went a new school record for wins in a season and finished perfect 5-0 at home this season, highlighted by a 27-14 win over Bentley College.

The Bryant volleyball team captured their sixth Northeast-10 Conference tournament championship with a 3-2 win over Bentley College in the final. Michelle Muniz ’06 (Guaynabo, Puerto Rico) earned MVP honors at the championship and was named the Player of the Year in the conference for the third year in a row. Tiffany Garry ’08 (Frankfort, Ill.) was named the NE-10 Setter of the Year while Jessica Cegarra ’07 (Danville, N.H.) and Hannah Sandrowski ’06 (Trumbull, Conn.) were named second team all-conference while sophomore Tricia Spada ’08 (Dedham, Mass.) earned third-
SPOTLIGHT ON ATHLETICS

BULLDOGS RECEIVE WOMAN OF THE YEAR RECOGNITION

Women's lacrosse graduate Caitlin Williams '06 (North Attleboro, Mass.) was named 2006 NCAA Woman of the Year for Division II. The NCAA Woman of the Year recognizes outstanding female student-athletes who have excelled in the classroom, in their sport, and in the community. Williams was recognized by Northeast-10 Conference administrators for her academic and community leadership.

Former basketball player Carly Muise '05 and former softball player Chelsea Williams '03 are recent recipients of national awards handed out by the NCAA. Muise, a native of Hanson, Mass., was named NCAA Woman of the Year for the State of Rhode Island while Williams, a native of Ellington, Conn., was awarded the NCAA Sportmanship Award.

Williams was recognized by Northeast-10 Conference administrators for her academic and community leadership. Muise became the second Bryant student-athlete to be honored as Woman of the Year from the state of Rhode Island.

Muise was the only female student-athlete from the state of Rhode Island representing all divisions. Muise was a four-year letter-winner with the Bulldog softball team, earning First Team All-East-10 Conference honors this past season with a .344 batting average and .860 fielding percentage at second base. A standout student-athlete, Muise was one of just 33 softball student-athletes nationwide to earn Academic All-American honors in 2005.

In addition, she is a four-time National Fastpitch Coaches Association (NFCA) Academic Award honoree, Northeast-10 Conference Scholar-Athlete, and Division II Academic All-American.

Williams, a native of Ellington, Conn., was awarded the NCAA Sportmanship Award.

The objective of this survey was to determine how Bryant University can continue to improve programming and communication with alumni. It is our sincere desire to strengthen our connection with alumni in ways that benefit the alumni, the current student, and future generations. According to the survey, 75 percent of alumni are connected with or wish to be more connected with Bryant. The results show that the greatest desire is to have more contact with the Bryant community. The survey showed that those who graduated in the '90s feel the least connected with their alma mater, and we want to open the channels of communication to find out how we can strengthen ties with this group. We welcome feedback and suggestions for enhancing the alumni experience.

The Leadership Academy comprises student-athletes, alumni, and friends from across the nation. This year a total of 44 institutions took part in the conference. Bryant's Head Women's Lacrosse Coach Karen Healy joined student-athletes Carlin Gardner '07 (Old Saybrook, Conn.) and Jen Ececnell '06 (South Orange, N.J.) of the Bryant men's basketball team to represent Bryant at the Academy.

The mission of the Division II Leadership Academy is to engage participants in leadership education and facilitate partnerships that will affect progress on campuses, within conferences, throughout Division II, and beyond the collegiate realm.

BULLDOGS RECEIVE SECOND TEAM ALL-AMERICAN HONORS WITH BRENDEN SMITH

Third-year Bulldog football player Brenden Smith '08 (Addison, Maine), the Bryant's Scholastic Athlete of the Year, was named to the 2006 Second Team All-American for his performance during the 2006 season. Smith had 74 tackles, including 29 for a loss, and four sacks.

SPOTLIGHT ON ATHLETICS
Bryant conducted a survey last November to better understand the relationship between the University and its alumni. More than 1,200 alumni responded to the anonymous e-mail survey, which was conducted by Starnes, Inc., one of the country's top executive search and consulting firms.

The objective of this survey was to determine how Bryant can continue to improve programming and communication with alumni. It is our sincere desire to strengthen our connection with alumni in ways that benefit the alumni, our current students, and future generations.

According to the survey, 75 percent of alumni are connected with or wish to be more connected with Bryant. The results show that the greatest connection is with alumni who graduated between 2000 and 2005 and prior to 1970. The 70s alumni expressed the greatest desire to have a stronger relationship with Bryant, and we look forward to working with alumni leaders and individuals around the country to make that happen.

The survey showed that those who graduated in the 70s feel the least connected with their alma mater, and we want to open the alumni of communication to find out how we can strengthen ties with this group. We welcome feedback and suggestions for enhancing the alumni experience.

Stay tuned for more information about the Bryant alumni experience in the next issue of the Alumni Bulletin. We will be looking at developing more alumni programs in the coming months.

**STRENGTHENING CONNECTIONS**

Bryant University's Office of Alumni Relations is working hard to expand its outreach to all members of the Bryant community.

Beginning this fall, efforts began to establish a new program to help alumni stay in touch with each other and with Bryant. Class Steering Committees are being formed for all graduating classes to focus on improving communication between campus and alumni and to encourage attendance at Homecoming and Reunion 2006.

Robie Tororton-Warde, interim director of alumni relations, says Bryant's Class Steering Committees will use the "Power of Five" concept to help Bryant alumni stay connected with one another and with the broader Bryant alumni network.

"Each alumni will be asked to contact five other alumni in their graduating class," said Ward. "Then each one of those five will contact five others, and so on, until we've reached everyone in a reunion class."

If you're interested in connecting alumni from your graduating class to each other, contact Robie Tororton-Warde at alumni@bryant.edu or call her at (401) 255-0250 or toll free, (877) 353-5667.

**BRYANT PLANS FOR THE FUTURE**

Bryant's reputation as one of the premier schools in the Northeast for business students has been well-established since 1962. Graduates of Bryant University prove time and again they have all the knowledge and skills to make a difference at work and in their communities. Bryant has helped so many students because it continues to adapt to the charging environment.

"Bryant's establishment of the College of Business and the College of Arts and Sciences reflects our commitment to uniquely integrate liberal arts and business to help each student succeed," said Ronald K. Machtley, president of the University. "Our strategic goal is to expand our programs and offerings to become the small university of choice, known and respected at the international level."

In order to help achieve this strategic goal, Bryant has formed the National Council on Philanthropy (NCoP). The NCoP will help Bryant continue enhancing its reputation, and build on the momentum of the William Jones Basketball Camp in Taiwan for a team representing the United States.

The NCAA Sportmanship Award was chosen by a committee from member institutions and is awarded to those who exemplify good sportsmanship that characterizes the highest level of respect, caring, fairness, civility, honesty, integrity, and responsibility during competition.

Bryant's recognition of its reputation and credibility are excellent.

"Bryant's reputation and access to new and innovative programs."
established by The Campaign for Bryant. Some highly regarded and talented alumni and friends of Bryant have decided that this is an important endeavor to support.

"The fact is, Bryant can no longer rely principally on tuition revenues to fulfill its aspirations," said Tom Hewitt ’68, a member of the NCoP who also chairs Bryant’s Board of Trustees. "Other colleges and universities have found that reaching beyond the resources and friends of Bryant have a compelling case for supporting Bryant or to make that first gift."

While Bryant has compiled a record number of accolades during the last few years, the administration is proactively planning for the future. "We are attracting greater numbers of students who want the Bryant experience," said Laurie Musgrove, vice president for university advancement. "We’ve enrolled more students with higher SAT scores because of our growing reputation, our academic programs, and an enhanced campus experience. Private gift support coupled with sound financial planning and management will ensure that this trend continues."

At the inaugural meeting of the NCoP in New York City on December 1, committee members discussed the scope and purpose of the organization and began the planning phase. Members of the Council will work closely with Bryant’s administration, Board of Trustees, and staff to engage greater numbers of alumni and friends of the University who have an interest in making a difference at Bryant.

"Through the support of alumni and friends, the University has made great strides in establishing its national reputation," said President Machtley. "So much has been accomplished, but we cannot rest on our achievements to date. We must stay the course in ensuring that the Bryant experience, in and out of the classroom, continues to positively impact each and every one of our students."

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**NATIONAL COUNCIL ON PHILANTHROPY**

Chairman: Tom Hewitt ’68
CEO, Interstate Hotels & Resorts

Malcolm (Kim) G. Chace
Chairman, Bank of America

Keith Mahler ’79
President, Mahler Realty Advisors

Peter A. Sullivan ’74
President, Allen Corporation

Michael E. Fisher ’67
Managing Director, Barclays Global Investors

Thomas Taylor ’63
Vice President, Airways, Chair, Bryant’s Board of Trustees

Jane Mahler ’79
President, Mahler Realty Advisors

Robert D. Wales ’50
Chairman, Air Emissions Control

Janice Willetts Sullivan
Owner, Colors by Design

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**TELL US YOUR BRYANT STORY**

When I first started college I had no real direction or sense of what my career aspirations were. As my studies progressed and different professors inspired me, it all came together. Surprisingly, I went to law school after graduating and I am now a civil litigation attorney in Massachusetts. Two very special and talented professors helped me to become a lawyer. One was a professor who taught the basic law class and piqued my interest in the law (despite my marketing major). The other professor wrote a letter of recommendation for me that helped me get into law school. So many of my experiences from this great business school helped me to get through law school—and continue to help me as a lawyer today.

Thank you, Meredith Rainey ’98

To share your story...

1. Log on to www.bryant.edu/mystery or
2. Send an e-mail to mystery@bryant.edu or
3. Send a letter to: University Relations
   Attention Tina Senecal ’95
   Bryant University
   1150 Douglas Pike
   Smithfield, RI 02917

Please include the name you attended Bryant under, your class year, and a phone number or e-mail address. You’ll get a Bryant Alumni window decal when you submit.

Due to space considerations, we may edit submissions.
Through the support of alumni and friends, the University has made great strides in establishing its national reputation," said President Machtley. "So much has been accomplished, but we cannot rest on our achievements to date. We must stay the course in assuring that the Bryant experience, in and out of the classroom, continues to positively impact every one of our students.”
30 BRYANT BUSINESS WINTER 2000

CHRISTOPHER A. CACIOPPO of Providence, R.I., owns two businesses. The first one is a real estate investment company. The second business is providing basic estate investments. CHRISTOPHER A. CACIOPPO of Durham, N.C., was promoted to executive director at the Family Violence Prevention Center of Orange County in Chapel Hill, NC.

EILEEN F. TWEEDIE of Norwalk, Conn., was appointed assistant professor in the department of accountancy at Bentley College with specialization in taxation. LEslIE (D'AGOSTINO) ST. JEAN of North Grafton, Mass., was elected to a two-year term as co-chairman of the Grafton Mass. Special Education Parent Advisory Board. Her duties will include working directly with the school committee and school administration to support special education services as well as support families and their special needs children.

SUSAN (BURNS) WINDLE '89 MST of Cranston, R.I., was appointed officer of Heineken USA. She will be located in Providence, R.I. She has been promoted to senior manager at the accounting firm Sansivel ti, Kimball and McNamee, L.L.P.

CHARLES C. GREENWALD of Whitinsville, Mass., is a market analyst, contract marketing manager, financial reporting for Staples, Inc., in Framingham, Mass.

CHRISTINE (JOHANSEN) DEBLOIS of Durham, N.C., was promoted to director of Achievement Award. CATHERINE A. LEVATINO of West Greenwich, R.I., was promoted to executive director at the Family Violence Prevention Center of Rhode Island and Coastline Trust.

TRACY J. NGOA, PH.D., CPA of Somerville, Mass., was named assistant professor in the department of accounting at Bentley College with specialization in taxation. TAMMY (MANTIE) McKAY of Windham, Conn., is now employed by Integrated Disability Resources of Bloomfield, Conn.

JOSE B. GONZALEZ of Danbury, Conn., was promoted to manager of web services at Fidelity Investments. He will be working to enhance the fidelity.com website, as well as improving the customer experience, customer satisfaction, and driving cost standards.

TAMMY (MANTIE) McKAY of Windham, Conn., is now employed by Integrated Disability Resources of Bloomfield, Conn.

JoSEPH DECHRISTOFARO of Kingston, Mass., has been appointed by the Connecticut Board of Education to serve as chair of its technology committee for 2005-2006.

DAVID J. BUSSO '95 MST of Providence, R.I., joined Tofts PC as a principal in the tax group. He will be located in both the Cambridge and Providence offices.

CHRISTINE (JOHANSEN) DEBLOIS of West Greenwich, R.I., received the 2005 YWCA Women of Achievement Award. MELISSA (WOOD) RADCLIFF of Durham, N.C., was promoted to executive director at the Family Violence Prevention Center of Orange County in Chapel Hill, NC.

DEBRA (DEELEY) GAGNON of East Greenwich, R.I., was promoted to senior manager at the accounting firm Sansivel ti, Kimball and McNamee, L.L.P.

ANNE M. PISATURO '94 MST of Cranston, R.I., has been appointed by the Construction Society of Certified Public Accountants (CSCPA) to serve as chair of its technology committee for 2005-2006.

PADMAI J. COTIE of East Windsor, Conn., was promoted to partner at Sadori, Lukin and Bagby, LLP in Avon, Conn.

TRACY J. NGOA, PH.D., CPA of Somerville, Mass., was named assistant professor in the department of accounting at Bentley College with specialization in taxation.

LESLIE (D'AGOSTINO) ST. JEAN of North Grafton, Mass., was elected to a two-year term as co-chairman of the Grafton Mass. Special Education Parent Advisory Board. Her duties will include working directly with the school committee and school administration to support special education services as well as support families and their special needs children.

ERICh M. ALMEE of Lambertville, N.J., has a growing business, Aromatic Fusion, Inc., and is focused on developing innovative fragrance delivery systems. They will be launching a new brand of products in the upcoming year.

DEBRA (DEELEY) GAGNON of East Greenwich, R.I., was promoted to senior manager at the accounting firm Sansivel ti, Kimball and McNamee, L.L.P.

ERICA S. GREENWALD of New York, N.Y., a senior auditor with the AERs function of Deloitte and Touche LLP, was one of five working mothers interviewed in the Jane Pauley Show. She talked about her career track and how her flexible work arrangements benefit both her and the firm.

CHARLES C. GREENWALD of Whitinsville, Mass., is a marketing analyst, contract marketing manager, financial reporting for Staples, Inc., in Framingham, Mass.

JOSEPH DECHRISTOFARO of Kingston, Mass., has been appointed by the Connecticut Board of Education to serve as chair of its technology committee for 2005-2006.

Kimberly McNamee, L.L.P. of Cranston, R.I., was promoted to senior manager at the accounting firm Sansivel ti, Kimball and McNamee, L.L.P.

JAY R. HERMANOFF of Cranston, R.I., is managing principal and head of the real estate practice of Legceans Legacy Valuation Services, LLC.

Jennifer Jackson of Strategic Resources, Inc. was named president of Investors R.I.

MAUREEN NOBLE of New York, N.Y., is the new manager of the RNY Group, Inc. in New York City.

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MICHELLE J. RICATTI of West Warwick, Mass., is working at Merrill Lynch Weekeh, Mass., as a team of Mass.

DAVID F. GREGO of Providence, R.I., is a partner at EY, where he is responsible for the Government Solutions practice in Massachusetts, including capacity management.

KIMBERLY JAFFE of Lincoln, R.I., received the position of chief Met-Life. She is the co-member of the enterprise technology Strategic Plan, and PMP certification.

KERRI THE ST. JONES of West Warwick, R.I., is an associate account manager for the F.H. Mearns Co. Account Manager at Fidelity Investments Smithfield, R.I.
TAMMY (MANTEL) MCKAY of Medway, Mass., joined the Bloomfield, Conn. office of Healthcare Utilization Management in

RACHEL (LOVETT) PETERSON of Medway, Mass., joined the human resources team at PTC in Needham, Mass., and has just started working full-time again after working part-time since the birth of her two children, Matthew (4) and Sarah (2).

CHRISTOPHER M. BONEY of Medway, Mass., was named director, marketing communications at Fidelity Investments in

JASON F. LELLO of Farmington, Conn., has been named the certified analytical lab manager as ImagE-Engine, in Framingham, Mass.

stephanie j. inman of north providence, R.I., has been promoted to vice president of the enterprise's 2006-2008 IT Management Center.

THOMAS S. PHILLIPS '01 MBA of Smithfield, R.I., was named regional manager of the Northeast Market Territory, responsible for Georgia, Tennessee, Mississippi, and Alabama.

THOMAS J. LALIBERTE '03 MSIS of Smithfield, R.I., earned the distinction of project management professional (PMP) from the Project Management Institute (PMI).

MAUREEN NOBILE of Marietta, Georgia, was named regional manager of the Southeast Market Territory.

AMY HEARY of Weymouth, R.I., has just been promoted to vice president of the marketing and public relations firm at North Star Marketing, Inc., after receiving her MBA from Bryant in August '06.

Aaron T. Wilkes of North Hatfield, Mass., in with mass.

justin w. orkin of Newton, Mass., is a technical recruiter with Open Systems Technologies in Newton.

PELING NOSTALGIC?

If you haven't yet registered to be an active member of the Bryant Online Directory, you may be missing out on a chance to make invaluable connections!

Bryant's online community offers you the opportunity to chat with alumni on message boards, advertise your business in the Bryant alumni yellow pages, or rekindle friendships with old friends. You can look up former classmates using a variety of search criteria, type in the name of your city or state. Do you want to know who your alumni neighbors are? Just type in the name of your city or state.

Connecting with old friends is easy! Sign up online today by visiting www.alumnicontacts.com/olc/pub/BRC
IN MEMORIAM

MYRTLE (COLOMBO) PICKLES '26
March 9, 2005

VERONICA (MASTERA) BUTTS '30
August 10, 2005

ALICE (MARQUES) CARD '30
September 16, 2005

RUTH (JEFFREY) BARNES '31
February 18, 2005

ELLEN (B. JORKLUND) BARNHARDTSON '33
January 11, 2005

MARJORIE (PERKINS) NIGHTINGALE '33
January 16, 2005

HAROLD E. GRAY '35
February 21, 2005

JOSEPH F. MURPHY SR. '35
July 13, 2005

DOROTHY (DUNN) NELSON '35
May 23, 2005

VIOLA (WITIKAINEN) CROWELL '36
October 2, 2005

WALTER F. PETRUCCI '36
August 11, 2005

NORMAN L. DUCHEINEAU '37
November 21, 2005

MARIE (RAYDEN) BURNS '38
September 6, 2005

MARY ANNE (WILSON) GIBBS '38
September 20, 2005

ROLLIN C. TRIPP '38
April 1, 2005

ELIZABETH K. DALY '39
June 30, 2005

HILDA FERREZZANO '39
August 11, 2005

ALVAH W. SANBORN '40
June 17, 2005

RALPH H. LAKEY '43
September 27, 2005

ELIZABETH A. NEILAN '43
July 1, 2003

MARY (STEINER) SEGALL '43
August 26, 2003

BANTINA (QUARTAROLI) BELLA '44
April 16, 2005

ANA TERESA (PINO) SCOTT '46
April 6, 2005

WILLIAM P. CONNOR '48
June 21, 2005

FRANK E. BOLLANGER '48
March 8, 2005

JOEL M. PRESSMAN '49
July 20, 2005

RAYMUND G. CARBERY JR. '50
April 27, 2005

MILTON S. GOLDBERG '50
November 20, 2004

WESLEY A. GOLSTEIN '50
July 19, 2005

JAMES E. WILLIAMS '50
July 19, 2005

JANE (YORK) BELL '50
July 8, 2005

EDWARD F. GIATO '51
November 18, 2004

NICOLA SALERNO '51
July 3, 2005

DAVID GARDAM '52
June 9, 2005

JULIANE (WITKAINEN) COSTANZO '53
July 22, 2005

JOSEPH LIBERMAN '54
May 27, 2005

THOMAS RHODES '55
June 3, 2005

ROBERT D. MATIMORE '56
February 17, 2005

CLYDE B. ROOF '58
January 10, 2005

Irwin L. SYDNEY '58
July 14, 2005

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April 9, 2005

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January 10, 2005

Irwin L. SYDNEY '58
July 14, 2005

DOUGLAS L. MCELLENS '59
April 9, 2005
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<tr>
<th>Name</th>
<th>Date</th>
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<tr>
<td>PHYLLIS (LEPORE) COSTANZO '55</td>
<td>June 3, 2005</td>
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<td>DONALD E. WERT '55</td>
<td>January 4, 2005</td>
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<td>LOWELL D. HANSON '56</td>
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<td>LEWIN L. SYDNEY '58</td>
<td>July 14, 2005</td>
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<td>VINCENT PENNACCHIU '50</td>
<td>April 1, 2005</td>
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<td>ARTHUR D. GOLDBERG '60</td>
<td>November 26, 2000</td>
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<td>JAMES L. SHERIDY '60</td>
<td>May 21, 2000</td>
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<td>GAETANO TANTIMONACO '60</td>
<td>September 2, 2000</td>
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<td>MICHELLE (RUDDMAN) BLANKFORT '62</td>
<td>January 16, 2005</td>
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<td>ELENA HORTA '65</td>
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<td>WILLIAM H CORNE JR '66</td>
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<td>STANLEY G. MACIENSKI '66</td>
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<td>DAVID R. FISH '96</td>
<td>June 8, 2005</td>
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<td>LINDA (DIVERA) SLAVIS '66</td>
<td>March 5, 2005</td>
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<td>ANDREW M. ARSENAULT '97</td>
<td>June 19, 2005</td>
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<td>THOMAS J. JACQUARD II '76</td>
<td>July 4, 2005</td>
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<td>DAVID G. LONERGAN '78 MBA</td>
<td>June 5, 2005</td>
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<td>LORI ANNE (FIORENZANO) CORRISHELY '80</td>
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<td>ARTHUR J. BLACKMAN '62 MBA</td>
<td>February 2, 2005</td>
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<td>GEORGE L. DUCHARME '82</td>
<td>March 11, 2005</td>
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<td>SUSAN (DWYER) JANIAK '94</td>
<td>January 25, 2005</td>
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<td>NANCY DINITTO VADERBONCOEUR '94</td>
<td>June 19, 2005</td>
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<td>CHARLOTTE (CLARK) RODERICKS '97</td>
<td>February 20, 2005</td>
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<td>WILLIAM OLLIVER BAILEY '88 H</td>
<td>January 29, 2005</td>
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<td>ALBERT E. LEAL '70</td>
<td>September 17, 2005</td>
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<tr>
<td>BENJAMIN J. BATES '90</td>
<td>September 11, 2005</td>
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Economics adjunct faculty member Robert Harris, '55MBA, '59CAGS died November 29, 2005. He was the husband of Donna Harris, Bryant's assistant director of alumni relations, and the father of Bryant alumna Rebecca Harris '98.