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On the cover:
In the competitive market for talent, workplace chemistry has become an increasingly important factor in attracting and retaining the best people. In this issue, Bryant Business explores the mix of policies and initiatives that keeps employees motivated and happy.

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As with all business topics, the discussion of the working environment has shifted radically. Last year, the business press was filled with tips about how to “sweeten the pot” for valued employees: Generous stock option packages, flextime, telecommuting, in-office massages, and bring-your-dog-to-work-days were the subject of articles on a weekly and monthly basis. Now the same publications focus on how to lay off redundant staff, on employees’ preferences for reliable compensation rather than pie-in-the-sky stock options, on how to increase productivity without burning out producers.

While all successful organizations must remain responsive to market conditions, those that consider only this week’s or this quarter’s issues run the risk of a “binge and purge” mentality that neglects the broader context. Fortunately, most organizations maintain a more sustainable focus on longer-term goals and objectives — they focus on the bottom line, but operate on the assumption that fundamental principles of good business must be understood and respected in all economic climates.

For business leaders, this fundamental soundness is nowhere more important than in building a staff that works well together come rain or shine, and in providing them the kind of working environment in which they can be successful — and thereby make the company prosperous.

My experience has shown that there are a few key questions for an organization to consider as it tries to ensure “good chemistry”:

- Does everybody in the organization understand and believe in the mission?
- Does everybody understand their role — both in terms of what’s asked of them and in regard to how they contribute to the fulfillment of the mission?
- Are people valued for their skills and contributions — and is that value expressed in appropriate ways?

Any organization that works earnestly to answer “yes” to these questions will surely be able to recruit, motivate, and retain key staff more consistently than an organization that never tries to address them.

In this issue of Bryant Business we tackle the question of how to build that satisfying, productive, prosperity-inducing environment. And though we’re describing it in terms of “workplace chemistry,” we’re aware that success requires at least as much art as science. At Bryant College, we’ve been able to build a team and create an institutional esprit de corps at least in part by considering the questions I posed above.

As a result of the strategic planning process initiated in 1996, our mission is clearly defined: Bryant College is a student-centered learning community focused on excellence that prepares its students to achieve their personal best in life and business.

Developing consensus on this statement was just the first step, however. We have worked hard over the intervening years to ensure that all internal stakeholders — faculty, staff, and students — understand what is personally required of them for the College to realize this bold new mission. In addition, we have committed ourselves to building an organizational and cultural ethos that recognizes the contributions that each individual makes, and offers opportunity and reward in response to those contributions.

The proof of the success of this effort is all around us: the first major building projects on campus in more than a decade, a record number of applications, unprecedented levels of support from our alumni and friends, a faculty as fine as any that Bryant has ever boasted, an enthusiastic and accomplished student body, and a terrific placement record for our graduates. The College is transforming itself before our eyes, capitalizing like never before on the potential that has always been inherent here.

It might not be a magic elixir, but it is undoubtedly great chemistry.

Ronald K. Machlley
President
WORKPLACE CHEMISTRY

THE INGREDIENTS OF A SATISFIED, MOTIVATED WORK FORCE

The workplace is much like a laboratory, with managers mixing different combinations of policies and practices to create the ultimate potion: a happy and productive work force. And in today's labor market, that potion has become as valuable as it is transitory.

Whether you're an HR director at a Fortune 500 company or a manager of a fast-food restaurant, it's been increasingly difficult to find good employees. Although the bursting of the tech stock bubble and the more general economic slump that has followed suggest the job market may be softening, job creation continues to outstrip layoffs. Every month one out of seven people quits a job to take another, and the Bureau of Labor Statistics estimates that by 2008 there will be 7 million more job openings than workers to fill them. Some analysts predict the unemployment rate will remain below 5 percent for the next 20 years, regardless of occasional slowdowns.

Continued on page 4

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reactions very much more readily than CpCo(CO)₂.

Conjugated alkenes have a high tendency to...
At the same time, businesses are becoming increasingly aware of the impact employee satisfaction has on the bottom line. A quick perusal of yearly “best places to work” lists reveals a rich cadre of benevolent employers who are also extremely profitable businesses. Employees who feel challenged, appreciated, and listened to are more productive, innovative, and loyal. They also tend to provide better customer service, an important point of distinction among similar businesses in the competitive marketplace.

To win the war for talent, employers need the right mix of recruiting strategies, compensation packages, and corporate culture. The Human Capital Index, a recent survey by human resources consulting group Watson Wyatt Worldwide, found a clear link between the human resource policies that cultivate a happy, well-managed, well-motivated workforce and the creation of shareholder value. The survey assessed 400 American and Canadian companies and found that four key human resource practices had a significant impact on market value. Companies that are successful in recruiting new talent show a 10 percent increase in their market value. Significant efforts to reward employees who perform well — and to hold accountable those who don’t — were responsible for a 9.2 percent increase in market value. An increase of almost 8 percent was linked to practices such as offering flexible schedules and creating an environment that encourages teamwork rather than competition. Candid communication between managers and employees, and all-employee access to communication technology such as e-mail, raised market value by 5 percent.

RECRUITING EXCELLENCE

First and foremost, attracting and retaining a productive workforce requires hiring the right people in the first place. And that means tying recruiting goals to the company’s overall business plan, assessing short- and long-term talent needs, identifying the skill sets new hires need, and targeting the people who have those skills.

But once a company has identified the people it needs, how does it get those people in the door? Employers have realized that offering a competitive salary is just the price of admission; more and more are using signing bonuses as lures for employees at all levels.

Hugh A. Dunlap, Jr., ’55, a former vice chairman of John Hancock Advisors, Inc., is now a director of St. Elizabeth’s Home in Providence, Rhode Island. “St. Elizabeth’s has had to offer competitive compensation even at the lowest levels of employment. We’re competing with places like McDonald’s and Wal-Mart for $8-an-hour employees, so we’ve been offering starting bonuses that pay out in one month to one year after hire for hourly employees, and referral bonuses for non-professional staff.”

But it takes more than money to attract talent. Prospective employees are increasingly looking upon employment as a mutual investment: “I’ll invest my time and talent in building your business; you invest your resources in developing me.”
Marissa Crean ’81, chief auditor at Traveler’s Insurance, says that her firm’s Leadership Development Program has been very successful at attracting new employees, especially younger, more ambitious people. “The new hire chooses one of five specialties, say finance or information technology, and then rotates through several different positions in that specialty over the course of three or four years,” Crean explains. “At the end of that period, they are well groomed for assuming a management role and the compensation that goes with it.”

But employers must be careful with employee training and development programs. The objective should be to hire people for jobs they can already do and prepare them for positions they will hold in the near future. Studies show that the happiest, most productive employees are those who start working with a minimum of training and “ramp up” time. Training people for the sake of training them, without making any provisions for them to use their new skills, may simply be training them for a new employer.

A COLLEGIAL AND FLEXIBLE WORKPLACE

Keeping the People Who Keep You in Business, by Right Management Consultants Vice President Leigh Branham, discusses ways to hire and retain talented employees. Branham suggests that more than such perks as back massages and pizza on Fridays, what keeps people feeling good about their jobs is positive interaction with and recognition from managers and supervisors. “Act as if you’re there to serve your employees, not the other way around,” he writes. Employees who feel appreciated are more likely to hang around, and studies show a direct link between low employee turnover and high customer loyalty.

Marcus Buckingham and Curt Coffman from the Gallup Organization claim they can predict workforce performance and corporate success based on employees’ answers to a list of questions they’ve dubbed the “Q12.” Questions include:

• Do I know what is expected of me at work?
• Do I have the materials and equipment I need to do my work right?
• Does my supervisor or someone at work seem to care about me as a person?
• At work, do my opinions seem to count?
• In the last six months, has someone at work talked to me about my progress?

Employees who strongly agreed with the 12 questions were 50 percent more likely to work for a company with low turnover and 56 percent more likely to work for a company with high customer loyalty. Electronics retailer Best Buy began using Gallup’s Q12 tool in 1997 and found stores with Q12 rankings in the top 25 percent exceeded profit goals by 14 percent, while stores in the bottom quarter fell short of their goals by as much as 30 percent.

Another important factor in keeping employees productive and happy is a workplace flexible enough for employees to meet family and personal commitments. A recent survey by careerbuilder.com found family-friendly work schedules to be the feature employees would most like to see at their offices. Almost 75 percent would like the opportunity to work from home, 69 percent would value family-related time off, and 63 percent wish to work on a flextime basis. And the desire for flexibility plays directly into the job search: Almost 50 percent of respondents said a work environment that allowed them to balance personal and professional commitments was one of their principal criteria when looking for a new job.
Employers are beginning to respond to this need for balance. *The New Workplace*, a book by the San Francisco-based nonprofit, One Small Step, describes a unique parental leave policy at Kaleel Jamison Consulting Group in Troy, N.Y. Responding to a tendency among new parents not to return to work after taking family leave, Kaleel Jamison offers 12 weeks of full-paid leave followed by 12 weeks of unpaid leave to employees who agree to return for at least two years when their leave is over. Other firms offer employees paid time off to care for elderly relatives, do volunteer work, or take college classes. The reward for these policies is happier, more productive, more committed employees.

In addition to making sure their staffs have time for their families, businesses are recognizing the important role community involvement plays in the lives of employees. Cindy M. Erickson '83 is senior vice president and director of corporate recruiting and employment services for Fleet Bank in Providence, R.I. “Fleet understands the value of civic engagement,” she says. “We encourage our employees to be more involved in their communities by offering two paid volunteer days in addition to regular vacation and personal days.”

Some companies are so sold on the economic benefits of a satisfied workforce, they include employee satisfaction as a criterion for executive compensation. In 1995, the global market research company ACNielsen began conducting annual business effectiveness surveys. These surveys measure overall employee satisfaction, and tied a full 25 percent of executive incentive pay to achieving an ever-improving employee satisfaction index (ESI). In the five years since the program’s inception, the overall ESI has risen more than 50 percent, operating income has tripled, and net income has nearly quintupled.

**COMMUNICATIONS INTEGRITY**

Another Watson Wyatt study found that companies with highly committed employees saw a three-year total return to shareholders of 112 percent, while companies with low levels of employee commitment had three-year returns of only 76 percent. The leading factor driving employee commitment was trust in senior leadership. Gaining employee support for the business’s direction and explaining to staffers the reasons behind major decisions helped build that trust.

A case in point: the Hyundai Semiconductor America (HSA) plant in Eugene, Oregon. The plant began expanding its workforce almost as soon as it opened in 1998, constantly changing management roles and hiring people so quickly that work teams never had a chance to solidify. The results were huge declines in morale and productivity. To remedy these problems, incoming CEO S.I. Kim instituted what was called “the People Initiative.” The initiative began with a comprehensive employee opinion survey designed to identify
areas most in need of improvement. Subsequent focus groups gave staffers at all levels a voice in how the problems identified in the survey would be addressed. Employee morale improved almost immediately. Not only did workers feel part of the decision making process, they also realized that solving problems wasn't easy, regardless of how well-intentioned management might be.

The People Initiative identified five key areas for improvement: communication, rewards and recognition, performance management, training and development, and leadership. Communication received much of the initial focus, and HSA instituted weekly staff meetings where supervisors shared summaries of executive meetings. E-mail access for all employees (regardless of whether they worked behind a desk or on the shop floor) and electronic readers boards that displayed production data and other company information in real time also helped employees feel more in touch. Managers and supervisors now conduct regular meetings with employees to evaluate progress and promote professional development.

Since the People Initiative was introduced, overall productivity has risen by 30 percent; turnover rates fell by two percentage points in the first quarter; and are continuing to drop; and costs, fabrication cycle times, and scrap percentages all declined significantly.

CLEAR REWARDS AND ACCOUNTABILITY
Another important element in the mix is offering rewards for good performance and demanding accountability for poor performance. The Human Capital Index survey found making large numbers of employees eligible for stock plan programs, helping poor performers improve and terminating those who don't improve, and paying top performers significantly more than their average counterparts were all more than twice as important as providing above-market base salaries when it came to growing shareholder value.

Of course, a decent salary can be motivating in and of itself. Richard M. Oster '91H is the former chairman and CEO of Cookson America, a manufacturer of fusible alloys. "If you pay people a little more than they expect to get, a little more than maybe they think they're worth, you make them feel appreciated and instill in them a desire to live up to that salary," he says. "Also, if you recruit, train, and motivate your top people and allow them to achieve a certain amount of"

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LINDA LULLI
Assistant Vice President of Human Resources, Bryant College

"Many of the same image and identity factors that influence a person's decision to buy a particular product also influence a person's decision to take a particular job. So it's important that a business or institution actively market itself to potential employees."

PETER A. SULLIVAN '74
President, The Arlen Corporation, a wealth management firm

"The key to keeping people is your culture. In addition to providing good salaries and growth opportunities, you need to let people know they matter, that they have a necessary role to play in the life of the company."
financial security at a young age, they make better executives. If they’re well enough off not to be afraid of losing their jobs, they’re much more likely to tell the chairman or CEO the things he or she needs to hear but doesn’t want to listen to.”

But salary alone, particularly as conceived in the old service-based model that rewarded employees based on credentials and seniority, is rarely enough to motivate top performance, even from a company’s best people. Across all industries, there has been an increasingly dramatic shift to pay for performance, which ties a significant portion of an employee’s compensation to the accomplishment of department, corporate, or personal goals. That compensation can take the form of a salary increase, cash bonus, stock based compensation, or non-cash rewards like vacation, extra training, and new and better assignments.

According to Heidi Toppel, consultant with Watson Wyatt, a successful pay for performance program has several distinct components. First, clear and achievable corporate goals must be established for the company. Then, individual performance and development goals must be set for each employee and tied to the corporate goals, the employee’s job description, and the employee’s career ambitions. All of this goal setting requires clear and frequent communication between employees and supervisors. Employees must have the resources and encouragement necessary to achieve the goals. There also needs to be a meaningful way to measure results, and the promised rewards must be made promptly.

A soundly conceived pay for performance program can have profound effects on productivity and profitability. Again, Richard Oster: “Cookson had a small plant in New England with about 200 employees that was consistently missing production and profitability targets. They had a bonus pool of about $65,000, of which 85 percent went to top executives. We expanded that bonus pool to $3.7 million and extended participation all the way down to the shop floor. Then we established clear job descriptions and performance goals for each employee. The result was a 12 percent increase in productivity and a 25 percent increase in profits.”
And it’s not just the employer who comes out ahead in pay for performance programs. For years Anthony Portanova ’61 ran Portanova, Inc., which stored construction materials for mills and then shipped the materials to retailers after they had been sold. “Instead of giving my drivers a big hourly wage, I paid them a decent hourly wage plus a percent of the revenue for each load. It encouraged them to keep their trucks on the road and maybe come back for a second or third load,” says Portanova. “The good drivers liked it and they stayed around.”

Even smaller companies are finding creative ways to share the wealth. Richard Battista ’65 owns Beneficial Energy Products, which installs insulation in older homes and buildings. “Mine is a small operation with five or six employees and most of my work comes from government contracts. I can’t afford the medical or other benefits a bigger company might, but I make sure to take care of the little things — coffee in the morning, frequent reviews and raises. I do what I can to make my guys feel appreciated. I also offer bonuses on a per-job basis. If we finish a project on time and under budget, the guys get a cut.”

But how will such programs fare in an economic downturn? “2001 will test the metal of any pay for performance program. Because of the downturn in the economy, payouts from such programs will be substantially lower than they were last year, causing employees either to leave their current jobs for those with healthier, more stable businesses, or begin to demand a more reasonable goal-setting approach,” forecasts Toppel. “There is an art to making this kind of program work properly. The weight given the employee’s goals needs to be properly balanced with the weight given the company’s profitability targets.”

LOOKING TO THE FUTURE

Many of the issues and policies this article has examined are products of the 10-year economic boom of the ’90s, a boom that now seems to be over. But the dependence of the knowledge economy on motivated talent, and the clear link between satisfied employees and satisfied customers, means employers cannot afford to stop thinking about these issues, even if the labor market softens.

In fact, an important consideration in the war for talent is how a business handles the downturns. Companies in all industries are being forced to take a hard look at expenses, some for the first time in a decade, and historically the most expedient route to lowering those expenses has been to cut payroll. But now some firms are taking a longer view.

Instead of laying off staff as commissions shrunk with the stock market, discount broker Charles Schwab Corp. reduced the salaries of its top 750 executives, including that of Schwab himself, by up to 50 percent for a quarter.

But Schwab is definitely in the minority. The global business-consulting firm Bain & Co. surveyed 100 U.S. senior executives and found nearly 40 percent of them would resort to layoffs in an economic downturn. That’s a shortsighted strategy, according to Bain Director Darrell Rigby. “Although layoffs are sometimes necessary, they are often a symptom of poor strategy, particularly when you see companies eliminating people but not the function those people performed. Then you enter this cycle of over-hiring followed by over-firing.”

Companies quick to chop heads when times are tough will scare off more prudent job seekers. They will also sabotage the loyalty and morale of their remaining employees, who typically become less motivated and productive, and often spend much of their energy looking for a new job.

Those companies willing to find alternatives to job cutting have an edge when trying to hire and retain people. The plummeting value of stock option packages and the demise of many dotcoms has made potential employees cautious. They’re much more likely to join companies with stable, realistic business plans that can offer a certain amount of stability. Productivity and loyalty is out there for those willing to cultivate and reward it.
Issues of workplace environment are vitally important to Bryant faculty — and not just because many of them complement their teaching and scholarship with practical business ventures. As professors, they prepare future leaders for careers that may involve cultivating productive and profitable workplaces. And as mentors, they help young people appreciate how their professional settings will affect them personally.

**PROFESSIONAL PREPARATION**

Since educating managers-to-be involves covering the fundamentals of workplace environment, some class discussions detail the intricacies of compensation and benefits packages while also positioning them within larger social and economic contexts. This is a particularly pressing challenge now, because before the bull market turned bearish, a number of relatively new perks settled into offices around the country. “Those benefits were relatively easy for employers to offer,” says Management Professor Harsh Luthar, “but they’ll be much harder to retract.”

Hakan Saraoglu agrees. “During the past decade, participation in defined contribution plans such as 401(k)s increased, and employer-sponsored financial planning services became more common,” notes the finance professor. “It’s vital that students understand exactly what those offerings are and how they work.”

Likewise, modified work schedules grew increasingly valuable to employees. “As our society as a whole became wealthier, flexitime and opportunities to work away from the office became more important than promotion for many people,” says Psychology Professor Ron Deluga. He points out that appreciating trends like this can help managers identify effective ways to motivate staffers.

Faculty also address the limitations inherent in even the most appealing compensation packages, noting that company culture — more than perks like retirement plans or signing bonuses — is generally the single most important contributor to workplace productivity. As an organizational development expert, Management Professor and Department Chair Ron DiBattista spends much of his time helping students understand the ways in which a firm’s culture can help or hinder the development of healthy, happy staffers who strive to promote

“It’s vital that students understand exactly what [401(k)s and other offerings] are and how they work.”

HAKAN SARAOGLU
"Tenure encourages a measure of institutional stability."

RON DIBATTISTA

Of course, since taking these steps can help minimize turnover, they often reduce the costs associated with recruiting, training, and hiring new talent. But Computer Information Systems Professor and Department Chair Hal Records notes another often neglected side effect: "When you have lots of long-term folks in an organization, a senior thread runs through every department. This cadre of people cares about the place and perpetuates its values."

That's as true in corporate settings as in the not-for-profit world. In fact, it's one of the primary arguments for tenure, perhaps the most widely-recognized hallmark of academia. "Tenure encourages a measure of institutional stability," notes DiBattista. "That's especially important at colleges, where we're working with impressionable 18- to 21-year-olds. It's tough to learn in a chaotic environment where large numbers of professors are constantly coming and going."

the institution's well-being. One key component of a productive culture: a team of managers who understand that getting the job done is only half the battle. "When they're caught in tight time crunches, supervisors typically concentrate on pushing projects over the finish line without stopping to think about which projects would be best-suited to which employees," he says. "Taking that relatively simple step can dramatically improve a work environment and reduce turnover."

Deluga, whose research interests include the employer/employee relationship, agrees. "Managers need to make an effort to assign jobs to staffers who will find them interesting — not just hand off the stuff they don't want to do — and take the time to provide plenty of mentoring and support," he reminds students. Another critical factor, particularly when salaries are less than competitive, is recognition. "If you can't provide top pay, it's essential to use other methods to make sure that your employees feel appreciated and needed," he explains. "Employee-of-the-month programs and the like cost companies little, if anything, but they can work wonders."

"If you can't provide top pay, it's essential to use other methods to make sure that your employees feel appreciated and needed."

RON DELUGA

BRYANT BUSINESS SPRING 2001 11
From dry cleaning and day care services to on-site fitness centers, many companies today offer employees more than just a paycheck.

Lynda St. Clair, assistant professor of management and author of *Pressing Problems in Modern Organizations*, read about one company that even provided employees with someone to wait in their homes for cable or telephone repair people.

Employers, though, need to carefully gather information from employees before implementing any of these kinds of benefits. "The more input they seek, the better off they'll be," she says. "Of course, if they aren't willing to spend the money to provide the benefits, it would be better not to ask — perhaps the only thing worse than asking without intending to provide, is providing and then taking away."

According to Deluga, the level of job security afforded by tenure can also raise the level of scholarship at a school. "It encourages you to pursue controversial research, and to say exactly what you think," he says. "That's great for students and satisfying for professors, of course, but it's also good for the institution, because it helps keep its best people and counter the attractions of corporate America." As Records puts it: "We're hired as teachers, but we're really learners who try to pass on our sense of curiosity to students."

**PERSONAL APPLICATION**

Bryant professors also help students apply work environment considerations to their own lives. After all, when it comes to planning for their first job after graduation, most 20-somethings focus on salary. Bryant professors see part of their jobs as encouraging them to take a longer view. "I remind students that base salary is just one part of the big

"Do something you enjoy; if you love what you do, it won't feel like work. It will be a labor of love, and you'll actually want to get up on Monday morning."

**HARSH LUTHAR**
"We’re hired as teachers, but we’re really learners who try to pass on our sense of curiosity to students."

HAL RECORDS

Those in their 20s who think it’s too early to plan for retirement should think again, says Bryant mathematics professor Robert Muksian. Retirement planning should begin “the day you start working. The longest three years of our lives are those between 18 and 22,” he says. “Twenty-one arrives, and you blink and then you’re 30.”

Muksian offers the following scenario: Suppose that each year between the ages of 22 and 67, an individual puts $2,000 into an IRA (individual retirement account) equity fund with an average 10 percent rate of return. By the time that 22-year-old turns 67, $1,437,810 will be in that account.

Muksian suggests utilizing IRAs as much as possible, and to plan so that retirement does not significantly impact standard of living. “Some say you should count on 75 percent of your last year’s salary, but 90 percent should be planned for because of inflation and the rising cost of insurance and prescriptions.”

While IRAs and 401(k)s are crucial elements of retirement planning, until about 20 years ago workers relied solely on Social Security for retirement.

Muksian, who is in a “constant state of research” because the material he teaches requires yearly updating, recently published an article in Financial Planning Magazine where he outlined a plan to give individuals meaningful Social Security benefits. He suggested leaving the current system alone and depositing a quarterly amount from income taxes into private investment accounts. Private accounts are fine, he says, as long as people do not have access to them before retirement. “Social Security originally gave the elderly the dignity to be independent in their old age ... tampering with that presents a great risk,” he says.
A SIMPLE PLAN

In 1977, after more than 20 years of working for other people, Bryant alumnus Jim Bryson ’55 went to work for himself. “I had been in several offices where the atmosphere was pretty heartless,” he says. “Sometimes I watched as people seemed to implode.”

I decided that if I was fortunate enough to have my own business one day, I would create an environment where people didn’t have reason to go home at night and grouse about the office.” So as he recruited staff for Bryson Associates Inc., his commercial insurance brokerage firm in Philadelphia, he did so with a simple goal in mind. Simple, but not easy: Never lose an employee.

“The idea that I wanted zero turnover — or as close to that as I could get — came from what I’d seen at other companies,” says Bryson, who retired in 1995 and now devotes much of his time to civic and philanthropic causes serving the gay and lesbian community. “Whenever I or one of my colleagues left a company, it was because of the culture. Sometimes people would say they were leaving to pursue more money or a higher position, but if you scratched the surface you would find that they were actually dissatisfied with the environment.”

Fundamental to Bryson’s philosophy was a belief that the people who worked for him deserved respect, not just for the work they did, but for the people they were. “We had the rule about respect stitched in, rather than just written in,” he says. “We had a culture where if someone had a tragedy in his or her life, we were all sad about it.” It wasn’t uncommon for Bryson to close the office so that staff could be with an employee who had lost a loved one. What’s more, Bryson insisted that employees keep reasonable hours. Usually the last person to leave at six o’clock, he was responsible for shutting down the office, and if he found someone still working, he would ask why. “If the project didn’t need to be done by morning, I’d tell them to go home,” he recalls. “I didn’t want them to compromise their private lives. I believed that if people were routinely working overtime, then we weren’t managing the company very well.”

Of course, there were times when the workload became overwhelming and stress became an issue. During the 1980s Bryson’s company grew exponentially four years in a row. Growth outpaced his staff’s ability to keep up, and the firm was sometimes forced to disappoint loyal clients. In short, says Bryson, “The operation was under stress and that created stress among the staff.” But rather than demanding more from his employees, Bryson did something a lot of bosses might consider unthinkable: He made them stop working. Over a two-month period Bryson brought in consultants four times to lead workshops about how to deal with stress both as individuals and as a group. “Everybody came to work in sweats, and we closed the doors and shut off the phones,” he says. “The message was that the company knows you’re under pressure, and the company cares.”

Clearly Bryson was concerned about the people who worked for him, but he also recognized that treating people well was a good business strategy. He takes pride in having had a waiting list of talented people who wanted to work for him and says clients and suppliers often called to say how much they loved dealing with his staff. “I find it sad that so many employers don’t realize that if you take care of your staff, they will take care of your business,” he says. “The most successful companies over the long term are those that manage the culture and treat their people well.”

So, did Bryson achieve his goal of never losing an employee? “Once in a while we had someone who didn’t fit in,” he admits. “But that was rare.” Bryson’s company thrived for nearly two decades, a colossal financial success... and proof that cultivating a positive work environment pays off. ☺
lots of people think of human resources departments as ‘terminator teams,’” says Stephanie Hagan ’01. “They don’t understand what HR is all about. Until recently, I didn’t understand either.”

But Professor Hinda Pollard helped open her eyes. “I was taking her employment law course, and she mentioned that Bryant’s HR club was bringing Scott Daenekauer of CVS to campus to talk about union management relations,” recalls the business management major. “At the time I was trying to figure out what I wanted to do after graduation, and this seemed like an interesting topic. It was: I learned that there’s much more to human resources than hiring and firing — there’s also everything from compensation and benefits to workplace environment.”

Hagan has since joined and become president of Bryant’s human resources club. She sees part of her mission as broadening the organization’s appeal. Her pitch to management majors: “Even if you don’t think you want to pursue a career in HR, it’s a good idea to take an interest in this stuff — after all, these are the people who do the hiring.”

Island, whose monthly breakfasts she makes a point of attending, Hagan values these on- and off-campus networking opportunities. “There aren’t a lot of internships available in the HR field,” she explains, “so meeting a broad range of people is important.”

No surprise, then, that Hagan landed a coveted internship. At the Island Oasis Frozen Cocktail Company in Walpole, Mass., she tests the waters in a fledgling HR department currently staffed by just three full-time employees. “I’m involved with practically everything, from writing job descriptions to screening applicants,” she says. “It’s a great chance to learn the business.”

The experience has strengthened Hagan’s commitment to the field and has encouraged her to consider a career in recruiting. “I like talking to people who are really excited about their work,” she explains. “In recruiting, you meet new people every day. And if they’re hired you already have a relationship to build on.”

So, when she’s on the other side of the HR desk, what will she be looking for besides a challenging and fulfilling position? Her top priorities include a 401(k) program — “I don’t expect to get much from Social Security, and I want to be able to enjoy my retirement” — and a profit sharing or bonus plan. What about salary? “Sure, a competitive salary is important. But that motivates people only so far.”

Spoken like a seasoned HR professional. 

“Even if you don’t think you want to pursue a career in HR, it’s a good idea to take an interest in this stuff — after all, these are the people who do the hiring.”

STEVEN J. HAGAN '01

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The drill is called The Pit, and for three members of Bryant's volleyball team, it’s not too pleasant at the moment.

Each player lies facedown on the court. They aren’t allowed to move until the ball comes into play, at which time they get up and scramble to send the ball over the net in three touches to another three players, who have the benefit of starting from their feet. The side that loses the point must immediately go to the prone position and await the next ball coming into play.

But the ball doesn’t just come into play. It’s smashed in by assistant coach Ted Garlace, who today is in no mood to direct the ball near the players. Or, if he does send it their way, it comes in at 50 miles per hour and might sting if the player doesn’t dig the ball correctly.

Try this at home and you’ll begin to feel winded after about the fourth repetition. After 10 reps, you’ll be utterly exhausted.

It’s not uncommon for a trio to battle through 10 tries just to get the ball over the net. And then there’s a good chance that the opposing threesome will send it right back. The tough part is that a trio needs to register five kills before it can leave the floor. That takes a long time.

Asked how that drill became part of the volleyball team’s spring practice, head coach Theresa Garlace offers a simple explanation: “They were lazy in warm-ups today. Next time they’ll come to practice ready to go.”

As rigorous as it is, The Pit also calls upon principles of teamwork and communication. But today, it’s simply a punishment — an undesirable part of a three-hour practice that is otherwise quite enjoyable. And it has served its purpose. The players are focused from the start of the next practice and earn the accolades of the wife-and-husband coaching staff.

Ask a coach at any level what motivates his or her players, and the answer is consistent: winning. And if it were that simple, there would be a lot of successful coaches around.

But most coaches will also say the best they can do with any team is put them in a position to win. Finishing the job becomes the responsibility of the student-athletes.

And that variable separates those who consistently win from those who don’t.

So what is the best way to make sure an athlete stays focused? Simple, says Bulldog men’s soccer coach Seamus Purcell. “Everything we do is geared towards winning and getting a positive result, but we make sure our players know there are consequences to losing. Whether it’s extra running at practice or cutting back someone’s playing time, the fear of what might happen can bring about the best in people.”

But in the realm of collegiate athletics, players must balance a heavy academic load with trying sports schedules. Motivating students to maintain good grades requires a somewhat different set of skills than keeping them honest in practice, according to Theresa Garlace. Fear is not necessarily the best tool in that regard.

“We make it a point to make sure our players do well academically,” she says. “And that’s an area where, as coaches, we need to emphasize the positives. We acknowledge the players who do better in class in front of our whole team. We make sure everyone on our team knows who made the Dean’s List or who earned an academic scholarship. It gives everyone something to shoot for.”

“Goal-setting is an important part of helping a student do well,” says Purcell. “You need to set reasonable goals and provide the reinforcement and encouragement that helps reach them.”

And if that fails, then there’s always The Pit.
Everyone knows that Bryant students come away from the College well prepared for professionally and personally satisfying careers. Regardless of their major, they’ve had the benefit of well-taught, academically rigorous courses from top-notch faculty. In short, they’ve acquired the fundamental skills to meet almost any challenge.

Yet talk to most Bryant alumni and they will probably tell you that, as much as anything they learned in class, it was what they learned outside of class that prepared them to succeed. This realization usually occurred in their first job after graduation.

Take Patterson Macdonald Benero ’51, for instance. Just after commencement, Benero took a job as a receptionist for Sutton Realty Company in Providence. She credits her Bryant degree with helping her land the position — that and the recommendations of Bryant’s then-president, Henry Loeb Jacobs, and longtime dean, Nelson Gulkis ’26, ’72H, ’92H, both of whom received a personal call from her prospective employer. But, she contends, the interpersonal skills she picked up at Bryant helped her flourish once she went to work. “I was very active on campus,” says Benero, who was a member of the student senate and president of her sorority, Alpha Phi Kappa.

“Bryant stressed people skills. We were expected to be involved and to conduct ourselves as professionals at all times.”

World War II had just ended when she was a student, and a large number of international students were attending Bryant. Benero joined the international relations club and became one of its most enthusiastic members. “The experience contributed not just to my first job, but to every job since then. It taught me how to work with people from all sorts of backgrounds,” she says, adding that she remains close friends with Edna Repass ’52, an alumna originally from Rio de Janeiro who currently lives in Naples, Fla. Benero went on to accept a position at a Manhattan public relations agency where she eventually became an account executive working with international clients.
Twenty-five years later, Jerome Williams ’76, ’81, ’86MBA, learned about the dual advantage of a Bryant education. He left Bryant armed with a degree in institutional management and went to work in Rochester, N.Y., at Sky Chefs, a subsidiary of American Airlines. “I felt very well prepared to fulfill my responsibilities as a front line supervisor,” he says. “The comprehensive nature of the bachelor’s program gave us a lot of practical information in our area of study, as well as a broad base of knowledge in other subjects.”

However, he also left Bryant with a measure of personal maturity that sprung from the opportunities he had outside the classroom. “I was able to take responsibility for things like planning events and marketing in several clubs,” he says. “Not only could I apply the theories that I’d learned in class, but I also developed skills like working as part of a team, negotiating, and making the most of the strengths of others. Those have been invaluable to me through the years.”

Though still relatively early in his career, Lawrence E. Jasper ’91, concurs with Benero’s and Williams’s assessment of the Bryant experience. Like many of his peers in the accounting program, Jasper went into public accounting after graduation, accepting a position as a junior accountant in the audit staff of Richard Eisner and Co. in Manhattan. At the time he knew Bryant had given him a strong foundation in the field, but he soon recognized his extracurricular involvement had also lent him an invaluable edge. “Graduating from Bryant means more than just fantastic academic preparation,” says Jasper. “The school has an excellent curriculum, but what makes it so special is what you get outside the classroom.”

As a member of the student senate, an orientation leader, and a resident assistant, Jasper dealt with classmates, their parents, and administrators, and he credits this with giving him the confidence to seek out increased responsibility at work and to progress quickly into his firm’s forensic accounting department. “I gained a lot of interpersonal skills at Bryant,” he says. “I learned how to gain the respect of my peers and of people in positions of authority. I’ve carried that experience into the business world, and it has served me well.”

For Benero, Williams, and Jasper, Bryant offered first-rate opportunities to develop in mind and maturity, to succeed not just in their first jobs, but in those that followed. Now semi-retired, Benero enjoyed a long and successful career in public relations and journalism; she’s now serving as a Realtor with Nostalgic Homes, an art consultant with Third Canyon Gallery, and president of the Denver Woman’s Press Club, the oldest organization of its kind in the nation. Williams enjoyed Bryant so much as an undergraduate, he came back for more, obtaining an MBA. He now serves as a senior vice president for FleetBoston Financial Group in Providence. Jasper has already come a long way in just 10 years and is now a manager in business investigation services for M.R. Weiser & Co., LLP, in Edison, N.J.

All three recognize they received more than just knowledge about business at Bryant. They also discovered a lot about themselves and those around them. As Williams puts it: “Who I was before I went to Bryant and who I was when I left — well, those were two completely different people.”
For sisters Michelea Mancini ’41 and Mary Mancini ’41, getting involved in campus activities wasn’t an option. The difficult economic times gripping the country in the 1930s and early 1940s forced both women to work during the day and attend college through the evening degree program Bryant had in place then. “We had friends among the evening students,” says Michelea. “But we were so busy, we didn’t have time for much of anything except work and school.” Nevertheless they, like so many others who earned their Bryant degrees at night, reaped enormous benefits.

Both Mancinis majored in accounting and obtained jobs in the field after graduation — Mary at Edward A. Bosler Company, a yarn wholesaler, and Michelea at the U.S. Department of Defense’s Naval Education and Training Center. And both were grateful for the opportunities their Bryant degrees afforded them. “We felt lucky to go to college,” says Mary, who along with her sister has retired and now prepares tax returns for the elderly. “Good jobs were scarce in those days, and even though we missed the social aspect of college life, we prospered because of our experiences at Bryant.”

WHERE IN THE WORLD?

Do you recognize this street? Then show off your memory and let us know! If you identify it correctly and tell us where it was located, you’ll qualify to win a Bryant College sweatshirt. We’ll randomly select two winners from among all correct entries received by July 12, 2001 — and if you share your favorite story about the site, we may feature you in an upcoming issue of the magazine. Drop us a note via e-mail (alumni@bryant.edu) or postal mail (Bryant Business, Bryant Through History contest, Bryant College, 1150 Douglas Pike, Smithfield, RI 02917-1284). We look forward to hearing from you!

Thirteen alumni correctly identified the placement office/library pictured in the Winter 2001 issue. Thanks to everyone who entered the contest, and congratulations to Muriel L. Pickett Kent ’36 and Bernard J. Freed ’48, whose names were randomly selected from among all correct entries.
He's the first to admit he wasn’t a star student. “My grades weren’t the best when I started at Bryant,” says David Allardice ’61. “But my professors treated me as an individual, not a number, and they found ways to help me realize my potential.” And realize his potential, he did: Today he owns David E. Allardice, Inc., a thriving municipal financial consulting business with a client list that includes more than 85 New York cities, towns, and municipalities.

It should come as no surprise, then, that Allardice has been a staunch supporter of the College for years. “My Bryant education opened doors for me,” he says. “I've had success in business and good fortune in life, and the foundation for all that was laid at Bryant. I think that every capable student should have that opportunity, regardless of their financial situation.” Toward this end, the former management major has provided scholarship support through Bryant’s annual fund for almost 40 years, thus opening doors for countless other young people.

Recently Allardice expanded the scope of his philanthropy, establishing two generous deferred gifts to the College — a bequest and a life insurance policy naming Bryant as the beneficiary. Why now? “I wanted to get my financial house in order, for one thing, and these kinds of arrangements can bring significant tax advantages,” he explains. “But more importantly, they're good ways to give substantial and lasting gifts to the College at a time when it is making great strides. Bryant is moving ahead in exciting ways, responding to the needs of the business world and enhancing the quality of life on campus. I want to support that as much as I can.”

So what advice does he have for other friends of the College who may be thinking about planning a gift? “Remember the show of support is just as important as the dollar amount,” he says. “It shows current students, alumni, and the world at large that we care about the school and respect what it does for its students.”

For more information about planned giving, please call Shawn Buckless at 401-232-6813 or toll-free at 877-353-5667.
Progress is well underway on two of the largest capital projects ever undertaken by Bryant: The George E. Bello Center for Information Technology and the Wellness Center. The images on this page were captured by Bryant’s live Web cam, which has been documenting the construction of the buildings 24 hours a day, 7 days a week. See for yourself by visiting www.bryant.edu and clicking on our Web cam icon.
John Bayless played Beatles songs the way Bach might have; Billy Joel tunes as if Chopin were the “Piano Man”; and “Puff the Magic Dragon” as if folk music had been Mozart’s forte.

Bayless — the Julliard-trained pianist, recording artist, and Newport Festival favorite — entrapped the audience gathered in Janikes auditorium with his improvisational style and stories of his Texas childhood during a February 22 concert. It was the second of three performances scheduled this year as part of the President’s Cultural Series. Nearly 120 members of the Bryant community attended the show.

Later in the year, on April 20, the Viennese Baritone Brothers, Paul-Armin and Peter Edelmann, performed as part of the President’s Cultural Series. The Edelmanns’ program provided a variety of light and serious opera pieces that demonstrated the depth of their talent.

United We Stand
When students, faculty, and staff came together during a Rally for Unity in December, the message was clear: Intolerance will not be tolerated on the Bryant College campus.

The mid-morning gathering brought the entire Bryant community into the Unistructure rotunda to address several issues of concern that surfaced as the semester drew to a close, including student safety and diversity, alleged charges of criminal misconduct, and racism.

A host of College administrators, faculty, and students spoke to those issues. They also talked about their own experiences, and about what it means to be a member of the Bryant College community.

“Each of us has a responsibility, as a member of this community, to be supportive and not destructive to each other,” said Coni Fichens, Bryant’s head field hockey coach and assistant director of athletics.

“It means you have to be willing to leave your comfort zone and be willing to challenge yourself and those around you. . . . It means that you will have to listen, really listen to another person’s perspective — and while you may disagree with them with every inch of your being, you and they will actually be better people because of the experience,” she said.

The rally concluded with rally participants signing a “unity” poster, and with follow-up group discussions in the Bryant Center.
ALUMNA BUILDS FOR FUTURE
She traded her softball helmet for a construction hard hat, and the classroom for an office.

Mary Bucki ’99 returned to her alma mater this year as the site accountant for Gilbane — the construction management company building the George E. Bello Center for Information and Technology.

“The day we were awarded the contract I found out I was going to be the accountant,” Bucki says. She thinks her alumna status “had something to do” with her being placed on the job.

“It’s been really interesting,” Bucki says. “It was a weird feeling to come back and not go to classes. I didn’t feel old enough to not be sitting in classes.”

The 24-year-old majored in accounting, minored in English, and was a member of the softball team at Bryant. She said she felt extremely prepared for her first job.

“I hooked up with Gilbane through career services and started three weeks after I graduated.”

Bucki splits her time between her office in Providence and her on-site office at Bryant in a Gilbane trailer. And from what Bucki can see, the Bello Center will be “big time for students.”

“It’s going to be amazing,” she says.

ONE MAN CAN MAKE A DIFFERENCE
Lech Walesa, the man who became the voice of democracy in 1980 communist Poland and whose stirring speech from atop a bulldozer started a social revolution known as “Solidarity,” spoke at Bryant on May 1.

In 1983, Walesa was awarded the Nobel Peace Prize and was named “Man of the Year” by Time magazine and the London Times. He became the first democratically elected president of Poland in 1990. Walesa now heads the Lech Walesa Institute, which aims to advance the ideas of democracy and free market reform throughout Eastern Europe and the rest of the world.

This lecture was part of the Trustee Speakers Series, and it was free and open to the public. A reception followed. More than 1,000 people attended the standing-room-only event.

WORLD TRADE DAY

World Trade Day 2001, featuring a variety of notable speakers and interactive workshops, brought business people from around the region to the Bryant campus on May 31.

The annual event, hosted by the Rhode Island Export Assistance Center, offered attendees insights into the many benefits of a global marketplace. Workshop topics included business opportunities with Brazil, India and France; international trade finance; e-commerce; the politics of the trade deficit; NAFTA; marketing; and finding agents and distributors.

World Trade Day also featured exhibits by international companies and an international food festival.
SURVEY SAYS...
Need a job? How does $35,000 sound to start? Bryant students usually get that offer — before they graduate — according to a recent College survey.

The annual undergraduate employment survey, conducted by the Office of Planning and Institutional Research, revealed that Bryant graduates do well when they leave campus. The majority have jobs before graduation, and those who don’t usually secure one or continue their education within six months. Bryant College graduates, on average, make $35,281 in their first year in the workforce.
Of the 415 students who received bachelor’s degrees in May 2000, 84.3 percent (349) participated in the survey. Here are some highlights:

- 98 percent were employed or continuing their education full-time within six months.
- 61 percent were employed before graduation.
- 52 percent work for Fortune 1000 companies including PricewaterhouseCoopers, Fidelity Investments, and Morgan Stanley Dean Witter.
- 52 percent learned of their positions through the Office of Career Services.
- 83 percent used the on-campus corporate recruiting program.
- 54 percent completed at least one internship by the time they graduated.
- 88 percent work in New England.
- The two most common industries in which graduates are employed are services (44 percent) and finance/insurance/real estate (34 percent).

Approximately 40 senior citizens from Emerald Bay Manor in Cumberland, Epoch Assisted Living in Lincoln, and North Bay Manor in Smithfield learned how to use the Internet with one-on-one training from Bryant student volunteers.

Members of the Bryant chapter of Students In Free Enterprise (SIFE) coordinated the event, held February 24 on campus. SIFE is a national organization that challenges students on more than 700 college campuses to use the knowledge they have learned to better their community.

Two computers were raffled off, one to a retirement home and one to an individual participant. North Bay Retirement Community and Jackie Strauss, Epoch resident, were the winners.

Local television station WJAR-TV 10 and several area newspapers covered the event.

The following day, some participants utilized their new or improved skills by sending thank you notes to SIFE — by e-mail. “The SIFE students are just great,” writes 90-year-old Mary Mailloux. “We were warmly welcomed and made to feel at ease.”

Dan Toland ‘02 shared his computer knowledge and learned something in return. “Seeing the smiles on their faces and knowing we made a difference in their lives is an experience I will never forget,” he says. “It also taught me that you’re never too old to learn new things.”

MAJORS ON THE MOVE

Not long after receiving approval from the Board of Trustees for the addition of Bachelor of Arts degrees in communication and psychology, and for a Bachelor of Science in information technology, applications started coming in.

“We are encouraged by the applications and the interest we’ve seen in these new areas, given that we introduced them fairly late in the year,” says Victoria LaFore, dean of admission and financial aid.

By early February, the admissions office had seen 28 applications from students planning to major in communication, 20 in information technology, and 17 in psychology. The goal for fall 2001 is to enroll a total of 35 students in the new programs combined. It was not clear when Bryant Business went to print if any of the applications resulted in acceptances. Regardless, LaFore said, “This is a good indication for success in the years to come.”

Meanwhile, the new Master of Science degree in information technology, which was approved along with the undergraduate majors, has also shown signs of great potential. “We’ve had a lot of inquiries and expressions of interest,” said Assistant Director of Graduate Admission Jean Gintheraew.
21ST CENTURY LEADERS: WOMEN IN BUSINESS

Bryant hosted the College’s fourth Women’s Summit, “Odyssey 2001: Journey to Success,” on March 14.

More than 750 women from across the region attended the day-long, sold-out event that featured workshops presented by national and local business leaders and Bryant faculty.

The goals of the summit have been to reach as many women as possible at all stages of their careers, and to inspire women to become involved in business and to enhance their personal and professional skills.

This year, several women who first attended the summit as hopeful entrepreneurs returned as workshop presenters. That made it clear, says event chairwoman Kati Machtley, that some of the summit’s goals have been reached.

“It’s fun to know in some way you’ve helped someone with their own career,” Machtley says. “We’re just happy we can give them the tools they need to go forward.”

The day’s workshops covered topics including leadership, communications, entrepreneurship, marketing, and financing a small business.

Patricia Dunn, CEO of Barclays Global Investors, was the day’s opening keynote speaker. Phyllis Mindell, Ed.D., founder and president of Well-Read, an international consulting firm, and author Grace Cornish, Ph.D., a motivational speaker, relationship expert, author, and TV personality were this year’s other keynote speakers.

A networking reception and book signing session also offered participants the opportunity to exchange ideas and talk about opportunities.
THREE NEW TRUSTEES
The Bryant Board of Trustees recently welcomed three new members to its ranks.

DENISE MOON '77
is co-CEO of Pacific Systems LLC, a management consulting, ERP software implementation, and technology services firm. This Newport Beach, Calif.-based company has provided consulting services to the mid-tier marketplace for more than 10 years.

Before founding Pacific in 1989, Moon worked as an accountant, a self-employed software consultant, and for M.I.S.I. Co., Ltd., an IT consulting company in Torrence, Calif. Moon is a member of the advisory board at the University of California, Irvine, and has also served as a volunteer with the Orange County Girl Scout Council in Orange, Calif. She and her husband, Michael '77, live with their two children in Corona Del Mar, Calif.

BRENDA (GRAHN) WURTZ '82
is the senior vice president of real estate and store planning for Illuminations, a retail company that sells candles, candle accessories, and home décor products. Wurtz directs all real estate transactions and store-planning functions for the company.

Before joining Illuminations, Wurtz was the executive vice president of real estate and store planning at Nine West. Prior to that, Wurtz worked as a public accountant for Deloitte & Touche and several other firms in Connecticut and New York, including Avon and Fisher Catmuto.

She lives in Sandy Hook, Conn., with her husband Jeffrey '82 and their three children.

ROBERT P. MEAD '73
has been the president of Tyco Flow Control, and the vice president and an officer of Tyco International, since 1993. Tyco Flow Control is one of four segments of Tyco International, Ltd., located in Exeter, N.H.

Before Mead joined Tyco, he spent nearly 20 years at Grinnell in various positions, including vice president of finance and executive vice president of manufacturing. He started his career with Grinnell in Providence after graduating from Bryant. When the company moved its headquarters to New Hampshire in 1987, Mead and his wife Jane relocated as well. Mead also spent several years at Allied Tube and Conduit Corporation.

Mead serves on the board of directors for the National Fire Sprinkler Association and is a charter member of the President's Leadership Council at Bryant. He lives in Stratham, N.H., with his wife. They have two daughters.

CHECK OUT BRYANT’S WEB CAM!

Campus construction updates are now just a click away. A Web camera mounted on the roof of the Multipurpose Activity Center documents progress on the construction of the George E. Bello Center for Information and Technology and the Wellness Center.

Images from the Web cam can be accessed through the College Web site, www.bryant.edu. Click on the “Live Construction Web Camera” icon to see up-to-the-minute construction activity, day or night, rain or shine. The image is updated each time the page is viewed; new images appear by refreshing the page.

“The Web cam went live January 26, and will remain through the completion of the project,” said Bryant College Web Producer Sean McKeown. The camera was installed, McKeown said, to help keep the entire Bryant community up-to-date with the campus construction and renovation projects.
SERVICE CALL

Winter break: For Bryant juniors Jason Duchesneau and Adam Fontaine, it provided an opportunity to do missionary work in Kingston, Jamaica.

When they told Father Joseph Pescatello, Bryant's Catholic chaplain, that they wanted to help those in need, he contacted longtime friend Msgr. Richard Albert, the pastor of Stella Maris Church in Kingston. Albert hosted Pescatello and the students. He also identified locations where they could volunteer, including several schools and homes in Riverton City, where more than 5,000 squatters live in substandard housing.

Duchesneau and Fontaine urge other students to take part in such projects. "The trip inspired us to be more than we are and to not take life as lightly as we often do," says Duchesneau.

"We knew it would be challenging, but we were looking forward to helping others," says Fontaine. "What we didn't realize was the impact it would have on us."

2001 BRYANT LITERARY REVIEW
The second issue of the Bryant Literary Review (BLR), a national journal of fiction and poetry, is now available for purchase.

More than 400 submissions were received from across the country and around the world. An editorial board of faculty, students, and staff selected seven short stories and 21 poems. Professor Tom Chandler, recently appointed Rhode Island Poet Laureate, served as editor and poetry editor; Professor Nora Barry, chair of the English/humanities department, was fiction editor; and Ron Pitt, director of the Faculty Development Center, was managing editor. Kimberly Pike '01 served as student editor and Melanie Ferrara '02 was editorial assistant. Design and layout were done by Rebecca Chandler.

"The BLR is a way of announcing to the world that Bryant is just as seriously committed to literature and the arts as it is to business," says Tom Chandler. "We're very excited about the quality of submissions we've received and look forward to publishing another issue filled with vivid, elegant writing."

Copies of the BLR cost $8 and may be purchased in Faculty Suite F or by calling (401) 232-6464. For a preview of the journal, log on to the BLR Web site at http://web.bryant.edu/~blr

Submissions for the next issue will be accepted between September 1, 2001, and December 31, 2001. See the Web site for submission guidelines.

AD FEATURES FUTURE LIBRARY

The prestigious architectural firm that designed Bryant's future library pictured the structure in a full-page advertisement appearing in the December issue of Library Journal and other publications.

Gwathmey Siegel & Associates, the world-renowned New York architectural firm, featured the George E. Bello Center for Information and Technology — home of the new Bryant library — first among 12 other prominent libraries it designed, including the Harvard Baker Library and two New York Public Libraries.
BUSINESS LANGUAGE 2001: XBRL
Business leaders, faculty, and students learned about the financial computing language of the future—XBRL—during a symposium hosted by the world's first Extensible Business Reporting Language Educational Resource Center: Bryant College.

The January 31 symposium provided more than 100 members of the business and Bryant communities with an overview of this new financial reporting language, which has been called the most significant development in accounting since the spreadsheet and the ASCII file.

"Business people need a resource to learn how to apply this new business tool," said Saeed Roohani, chair of the accounting department at Bryant, and one of the leaders, along with Professor Neal Hannan, in Bryant's involvement with XBRL. "Bryant College's XBRL Educational Resource Center will provide businesses, faculty, and students with workshops, instructional material, a repository of articles, and the academic programs they will need to help incorporate XBRL into financial reporting activities."

XBRL provides a standard method of preparing, publishing, and exchanging financial statements and business reports reliably and simply via the Internet. The day-long symposium at Bryant offered those who will likely be using the language workshops, a hands-on demonstration, and a live international broadcast.

Bryant is a member of the XBRL.org International steering committee, along with top-level executives from some of the largest software, accounting, financial services, and consulting organizations in the world. In fact, major financial software vendors, including the Great Plains division of Microsoft, Hyperion, and ACCPAC, plan to incorporate XBRL into their products by the end of 2001; Navision has already done so.

"We expect that XBRL will be mainstream within three to five years," said V. K. Unni, vice president of academic affairs. "It is our hope that by providing our students with the latest technological advancements, such as XBRL, they will have a competitive advantage in the marketplace."

SCHOLARSHIP LUNCHEON

In January, CV Starr scholarship recipients, and representatives of the groups who provide the funds for the scholarships, met during a luncheon at Bryant.

The event, hosted by CV Starr and American International Group, Inc. (AIG), enabled this year's winners and a few executives from AIG to get acquainted; it also offered students the opportunity to network and learn about the company.

Kristian P. Moor '81, AIG's executive vice president of domestic general insurance, and Margo Schmidt, the company's director of corporate training and development, attended the two-hour event.

Minority students have been receiving merit- and need-based CV Starr scholarships at Bryant since 1980. The scholarship fund was created through the Starr Foundation, which was established by the late Cornelius Vander Starr, AIG's founder.
A SUPREME APPOINTMENT
He earned a master's degree in taxation at Bryant and, more recently, the top spot on the bench of the state's highest court.

Frank J. Williams '86, a state superior court justice since 1995, was sworn in as chief justice of the Rhode Island Supreme Court on February 9, replacing retiring Chief Justice Joseph Weisberger. Governor Lincoln Almond nominated Williams for the post in January, and the state senate unanimously confirmed the nomination.

Almond chose Williams from a field of five candidates because of his "judicial and academic experience and his leadership skills," according to Associated Press reports. "He has exhibited a profound dedication to the administration of justice and has earned the respect of his colleagues."

Williams, a Vietnam veteran, Abraham Lincoln scholar, and author of several books, served as a probate judge and solicitor in several Rhode Island communities. He is perhaps best known for helping to create a contract agreement in the bitter dispute between the state and guards at the Adult Correctional Institution last year, and for his rulings concerning a Smithfield tire dump and its subsequent clean-up.

The Boston University Law School graduate will oversee the state court system's $600 million budget, and vowed to build consensus between the system and the public. "These are the people's courts and I have a vision," Williams told the Associated Press.

SAVE THE DATE!

HOMECOMING

SATURDAY, OCTOBER 20

9:30 AM – 11:00 AM
Welcome Continental Breakfast (Wellness Center)

10:30 AM – 12:30 PM
Campus Tours

11:00 AM – 1:00 PM
Car Show (Tailgating section of parking lot)

12N – 7:00 PM
Reunion Under the Big Top (Stadium Tent)

1:00 PM – 4:00 PM
Bryant vs. University of Massachusetts, Lowell Football Game

7:00 PM and 10:00 PM
Two Concerts
1935
RUDOLPH A. BIGDA and WALTER A. QUILITZSCH of Palm Bay, Fla., are AARP tax volunteers at the Senior Center in Palm Bay. Rudy and Walt have been helping out for the past 20 years. Rudy says "we would like to hear from our classmates."

1938
MARY (HADLOCK) SMALLMAN of Hermon, N.Y., received an honorary degree in applied science from Paul Smith's College, which is located in northern New York. Mary served for many years as the St. Lawrence County historian, and herself the St. Lawrence County Researcher.

1940
LILLIAN (TETREAUl) LAMOUREUX of North Dartmouth, Mass., was awarded an honorary doctorate of music degree from the University of Massachusetts at Dartmouth. This was given for her nearly 20 years of volunteer service to the New Bedford Symphony Orchestra as president and executive director. The presentation was made at the annual July 4th New Bedford Symphony Orchestra Pops Concert on the university campus.

1943
MYER JARCHO of Warwick, R.I., is the oldest practicing CPA in Rhode Island. Myer was a founder of Jarcho, Schwartz, Yarbas & Santilli, Ltd., which has now merged to become Yarbas, Kaplan, Santilli & Moran, Ltd., in Providence, R.I. Myer is also a member of the Rhode Island Society of CPAs and the American Institute of CPAs.

1950
GEORGE W. B. WHITING of Palm City, Fla., was honored by the Florida Foreign Trade Association's Hall of Fame Success Stories, with the Pioneer Award, for being a trail blazer and innovator. George is a life-member of The Disabled American Veterans Association and of the United Professional Horsemen's Association of North Carolina.

1951
PHYLLIS (ZAMMIELLO) CICCHIELLI of Cranston, R.I., was appointed a commissioner for the City of Cranston Housing Authority Board.

1954
DAVID H. LEIGH of Wallingford, Conn., a senior partner at Bailey, Moore, Glazer, Schaefer & Proto, LLP, in Woodbridge, Conn., was appointed to serve as chair of the Connecticut Society of Certified Public Accountants (CSCPA) Real Estate/Construction Committee. This is a specialized committee that enables members to increase their exposure to industry trends, issues, and opportunities, and share their expertise and experiences with others having similar interests.

1956
JOHN F. RAHILL of Pawtucket, R.I., retired as finance director for the City of Pawtucket.

1957
JOSEPH N. CUGINI of Westerly, R.I., retired as chairman of the board, president/CEO of the Westerly Community Credit Union after 41 years of service. He was inducted into the Credit Union Hall of Fame for his significant contributions he made to the credit union movement throughout his career. Joe is currently vice chairman of the board of directors for CENA Mutual Group in Madison, Wis. He is a past president of the World Council of Credit Unions and past chairman of the Credit Union National Association.

1958
JOHN W. CORRISHLEY SR. of Bristol, R.I., a senior partner at Corrishley Financial Group in East Providence, R.I., was named to the Professional Advisory Council of the Rhode Island Foundation, which is an 18-member group that advises the foundation on the needs of philanthropic Rhode Islanders. His community and professional activities involve the Family Business Institute of Bryant College, U.S.S. Battleship Massachusetts, the Newport and New York Yacht Clubs, Save the Bay, Providence schools, Rhode Island Life Underwriters, and the Estate Planning Council.

1959
RONALD J. SADER of Milford, Conn., was named vice president and chief financial officer at Joseph A. Schiavone Corporation in New Haven, Conn.

1965
JAMES M. GEARY of Roswell, Ga., was appointed president and CEO of Gunold Alloys of America, Inc., in Kennesaw, Ga.

1967
RONALD J. MAROCCO of Cranston, R.I., was named chief financial officer at Total Manufacturing in Slater's, R.I.

1970
KAREN (WENTWORTH) DAVENPORT of Ashford, Conn., was named department head of the business and computer science department at Rockville High School and Vernon Center Middle School, in Vernon, Conn.
LAWRENCE B. LIPTON of Houston, Tex., owner-agent of The Lipton Agency/Allstate Insurance Co., in Houston, was awarded the 1999 Small Business of the Year Award by the North Harris Montgomery College District.

1971

ROBERT M. DAUGHTON of Omaha, Neb., is the chief operating officer for the 232-store Pamida Holding Company based in Omaha. Pamida is a division of Shopko Stores, Inc.

1972

JOHN E. TURPIN ’76 MBA of Avon, Conn., was elected senior vice president of Ingersoll-Rand Company and president of industrial productivity sector in Torrington, Conn.

1973

RICHARD J. KOMITA of Tarrytown, N.Y., was named director of business systems and development at Martha Stewart Living Omnimedia in New York, N.Y.

DAVID D. LOW of Arlington, Va., was named director of corporate sales for Security Moving & Storage in Washington, D.C.

JONATHON G. MARVEL of San Angelo, Tex., who retired from United States Army Military Intelligence, is a teacher at Central High School in San Angelo.

ALICE (PINNAVIA) REZENDES of Safety Harbor, Fla., was named director of operations at the Palm Harbor Montessori Academy in Palm Harbor, Fla. The Academy is a private school with an enrollment of more than 200 students.

JULIANC. SANTILII ’81MST of Lincoln, R.I., is a partner at Yurkas, Kaplan, Santilli & Moran, Ltd., in Providence, R.I. Santilli is a member of the American Institute of CPAs, the Rhode Island Society of CPAs, the National Association of Certified Valuation Analysts, the Institute of Business Appraisers, and the National Society of Public Accountants.

JOHN ZAJCHOWSKI of Lincoln, R.I., was appointed assistant principal for Calcutt Middle School in Central Falls, R.I.

1974

PAUL E. M. ORAN of Lincoln, R.I., is a partner at Yurkas, Kaplan, Santilli & Moran, Ltd., in Providence, R.I., and is a certified member of the United States District Court, District of Rhode Island, Alternate Dispute Resolution Panel, Rhode Island Society of CPAs, and the American Institute of CPAs. Paul is founder, consultant, and technical reviewer for the New England Peer Review. He is a board member of the Rhode Island Children’s Crusade and a past president of the North Providence Lions Club. He serves as a consultant for various non-profit organizations, including Volunteer Services for Animals, the R.I. Multiple Sclerosis Society, and the East Coast Greenway Alliance.

CHARLES E. NOVAK of New Brunswick, N.J., was promoted to Asia Pacific regional operations controller with Johnson & Johnson, Inc., based in Singapore.

RICHARD S. WOOLF of Coventry, R.I., was named HFL & Field Veterans Association Award from the Metropolitan Life Insurance Company in West Warwick, R.I., for his 20 years of continuous service to the company.

1975

JOANNE (LIPSZK) SMITH of Salem, Mass., was named an adjunct faculty member at North Shore Community College in Lynn, Mass. Joanne is also the general studies teacher in the kindergarten activity room, and an assistant teacher in the first grade, at Cohen Hillel Academy in Marblehead, Mass. Joanne’s schedule at Hillel allows her to continue at North Shore Community College and she states, “I truly love what I am doing now.”

KEVIN C. SMITH of Fairborn, Ohio, is an academic advisor at Wright State University in Dayton, Ohio.

1978

PETER J. PELIZZA of Stevens Point, Wis., was appointed president and chief operating officer of Dairyland Insurance Company in Stevens Point.

1979

CYNTHIA C. SHEEHAN of Middletown, Conn., is a systems analyst with OTX-CT in Wallingford, Conn.

1980

ROBERT A. SKURKA MBA of Seekonk, Mass., was named senior vice president of business banking at First Federal Savings Bank of America in Fall River, Mass. He is the bank’s senior commercial lender with responsibility for directing all commercial lending in Massachusetts and Rhode Island and overseeing their business loan portfolio. Robert is president of the New England chapter of Risk Management Association, a director of SEED Corporation, and a volunteer for Easter Seals of Massachusetts.

JOSEPH M. ZUENA of Basking Ridge, N.J., is a real estate broker associate with Chenoweth in Aspen, Colo. Joe also owns and operates a successful private real estate management company.

1981

PAUL E. CONNERY of West Hartford, Conn., is the general manager of St. Thomas Seminary and Archdiocesan Center in Bloomfield, Conn.

LYNDA (BABITZ) FURNARI of Cherry Hill, N.J., received a master of business administration degree in finance from William Paterson University in Wayne, N.J., and was named director of mutual fund services for Triangle Solutions in Aston, Pa.

1982

JOHN E. HINDS of Nashua, N.H., was promoted to chief of operation for the Dartmouth-Hitchcock Air Response Team (DHART) in Lebanon, N.H. John is also a paramedic for the National Disaster Medical System (NDMS), which is a civilian medical response team for domestic and international disasters.

VIRGINIA (WEDEKIND) LINDGREN of Cumberland, R.I., started a home-based business called “Beauty in the Basket.” Virginia’s daughter, Allison, received a life-saving heart transplant in October of 1998, and Virginia has been an advocate and fundraiser for “Kids at Heart” during the Boston Marathon.

SCOTT A. MORGAN of Millburn, N.J., was named vice president of finance and administration with Menudirect Corporation in Pisauway, N.J. He was also elected to the board of directors of the company’s subsidiary in the United Kingdom, Nutrition Point, Ltd. Scott tells us he enjoys the Jersey shore with his family and coaching his eight-year-old son in Little League.

RICHARD T. ROCHELLEAU of Coventry, R.I., was named vice president for service quality at Citizens Bank in Providence, R.I. Richard is also active in the East Providence, R.I., Lions Club and the Rhode Island Special Olympics.

EUGENE F. ROSADINO JR. of Berwyn, Pa., senior vice president of supply chain for Zany Brainy Inc., was additionally named president of Zany Brainy Direct in King of Prussia, Pa.

1983

JILL (SELTZER) CHARBONNEAU of Chesterfield, R.I., was promoted to vice president/consumer finance at Citizens Bank in Warwick, R.I.
DAVID E. COOLEY of Meriden, Conn., received a master of business administration degree from the University of Hartford in Hartford, Conn.

DAWN (BAYLES) CUPERO of Newtown, Conn., was appointed vice president of business development at VisiA Inc., an interactive media firm, in Danbury, Conn.

PAMELA J. FALES of Bounton, N.J., was named director of product management at ServiceWare, Inc., a company that specializes in knowledge management and knowledge delivery products, in Parsippany, N.J.

FRANK J. ROCO JR. of Baton Rouge, La., was promoted to chief technology officer with Public Systems Associates, Inc., in Baton Rouge. PSA is a legislative systems solutions company and develops turnkey systems for 14 state legislatures.

1983
WILLIAM E. DZIURA of Lakeville, Mass., was promoted to vice president of systems development at Collette Vacations in Pawtucket, R.I.

WILLIAM J. HENRY of North Providence, R.I., was named inventory analyst at Speedline Technologies MPM in Franklin, Mass.

JAMES A. SINMAN’81MST of North Kingstown, R.I., is a partner at Yarbus, Kaplan, Santilli & Moran, Ltd., in Providence, R.I. Jim is a member of the Rhode Island Society of CPAs and the American Institute of CPAs.

1984
DIANE (NOREAU) BELKnap MBA of Greenville, R.I., and her husband own the Greenville Inn Restaurant in Greenville. They received the 2000 North Central Chamber of Commerce Community Service Award.

GREGORY D. HESS of Austin, Tex., was promoted to software development manager with IBM/Tivoli security business unit in Austin.

CAROLINE (VITALE) KOZIATEK of New Haven, Conn., was promoted to vice president of human resources at Anthem Blue Cross Blue Shield in North Haven, Conn.

DEBORAH (JONES) MALINA of Middletown, Conn., chief financial officer at The Connection Inc., in Middletown, was appointed chair of the not-for-profit organizations committee of the Connecticut Society of Certified Public Accountants.

PAUL E. MARIO ’94MBA of Smithfield, R.I., was named manager of staffing and organizational development in human resources at Bryant College.

1985
HAROLD SCHWARTZ MST of Providence, R.I., has been a partner at Jareh, Schwartz, Yarbus & Santilli, Ltd., for 43 years. The company merged to become Yarbus, Kaplan, Santilli & Moran, Ltd., in Providence, R.I., and Harold, who is now semi-retired, specializes in individual, corporate, and partnership taxation at the firm. He is a member of the Rhode Island Society of CPAs and the American Institute of CPAs.

JOSEPH E. AKIN of Warwick, N.Y., was named tax manager at Datascop Corp., in Montvale, N.J.

LISETTE (DUGUAY) CLEM’82 MBA of Woonsocket, R.I., was promoted to director of alumni development operations at Providence College in Providence, R.I.

HOWARD J. JONAS of Mount Laurel, N.J., was named vice president at BlackRock in Wilmington, Del.


LYNN (BERNIER) WYTAS of Andover, Conn., was named corporate treasurer at Gerber Scientific, Inc., in South Windsor, Conn. Lynn is responsible for the company’s cash and debt management, building relationships, and insurance, and for the financial aspects of the company’s benefits and stock option plans. Lynn is a certified public accountant and certified internal auditor. She is a member of the Connecticut Army National Guard.

MICHAEL W. WYTAS of Andover, Conn., was named director of treasury operations at UnitedHealth Group in Hartford, Conn.

1986
ROBERT P. BROWN of Bedford, N.H., was named strategic tax advisor at Fidelity Investments in Merrimack, N.H.

GREGG S. COOPER of Manlius, N.Y., was named distributor sales manager at bestroute.com LLC, headquartered in DeWitt, N.Y. Gregg is responsible for directing sales to distributors nationally, maintaining customer and prospect relationships with the distribution community, and working in concert with bestroute.com’s regional sales representatives.

KAREN L. COSGROVE of West Hartford, Conn., was promoted to manager at Blum Shapiro in West Hartford. Karen is a member of the American Institute of CPAs and the Connecticut Society of CPAs.

MARY (IRONS) CROOKS of Middletown, Mass., was promoted to project manager of application integration at National Grid USA Service Co., Inc., in Westborough, Mass.

DAVID P. DUPERE of Esmond, R.I., president and CEO of Warwick Municipal Credit Union in Warwick, R.I., was reappointed to the board of directors of the National Association of State Credit Unions Supervisors Credit Union Council (NASCUS).

1987
EMANUEL E. BARROWS of East Providence, R.I., was appointed senior vice president of business lending at Bank Rhode Island in Providence, R.I. Manny is also president of the Rhode Island chapter of the Urban Financial Services Coalition, treasurer of the board of directors for the Textron Chamber Charter School, trustee for the National Conference for Community and Justice, and an advisor to the Narragansett Council Boy Scouts of America.

JEFFREY J. BROWN of Barrington, R.I., a certified financial planner with Tower Square Securities, Inc., in East Providence, R.I., was a panelist at a public forum sponsored by the State of Rhode Island concerning financing the costs of long-term care. Jeff is a certified financial planner and an instructor in the Executive Development Center at Bryant College.

BRUCE H. CONRAD of Ipswich, Mass., was named a software control analyst with Perot Systems in Newport, Mass.

JAMES E. GAULEY of Sunnyside, Wash., was promoted to general manager of Johnson Concentrates, Inc., in Sunnyside.
CAPT. GARY T. HAYWARD of Chelmsford, N.H., a commander of mission systems flight with the United States Air Force at Cannon AFB, N.M., was selected as the 2000 Air Force Command, Control, Communications, and Computer Association Award recipient.

RUSSELL P. MARSELLA ’91 MBA of Cumberland, R.I., received a Juris doctor degree from Roger Williams University Ralph R. Papitto School of Law in Bristol, R.I.

1988

LAWRENCE E. BROUDE of Bethel, Conn., was named the corporate services manager for American International Relocation Solutions in Danbury, Conn. He is responsible for working with the families that are relocating and the corporate customer to provide international relocation program administration and management. Larry attained his certified relocation professional (CRP) designation in the spring of 2000.

ROBERT J. CALABRO of Lincoln, R.I., was admitted as a tax partner with PriceWaterhouseCoopers LLP in Boston, Mass.

DONNA (HODSON) ISHERWOOD of Greenwich, R.I., a senior administrator at The Angel Pension Group, Inc., in Rummford, R.I., was awarded the qualified plan administrator (QPA) designation by the American Society of Pension Actuaries (ASPA).

MICHAEL R. MULVEY of Bristol, R.I., was named senior director of professional services with Deploy Solutions in Westwood, Mass.

VICTORIA (MORRISON) ST. AMAND of Londonderry, N.H., and her husband purchased a small business named Esquire Limousine, Inc., in Londonderry.

MICHAEL D. VAGNINI of Southbury, Conn., was named director of taxes at Warrenco, Inc., an apparel manufacturer and distributor, in Milford, Conn.

1989

MATTHEW R. FARROW of Providence, R.I., was named the senior national account executive for Internet solutions at Equifax in Providence.

CARL FRIEDHOLM of Greer, S.C., is the chief technology officer at Profitlab Inc., in Greenville, S.C.

JAMES M. HANLON of Norwood, Mass., was appointed vice president and manager of the new SBA Access Lending Center at Abington Savings Bank in Abington, Mass.

ADAM D. KATZ of Aurora, Colo., was named a financial analyst/controller with Compuware Corporation in Englewood, Colo.

JEFFREY P. LEVINE of Rocky Hill, Conn., was named director and chief financial officer at S.S. Thomas & Associates, LLC, in East Granby, Conn.

DONNA (DESROSIERS) LYMAN of Monroe, Conn., was named marketing communications manager at Pyramid Services, Inc., in Danbury, Conn.

MATTHEW L. SCHOFENBERG of Glastonbury, Conn., was promoted to principal engagement manager for professional services with EMC Corporation in Rocky Hill, Conn.

KELLY (COSBAR) SEANOR of Fairfield, Conn., was named director of operations at Weatherby Health Care in Norwalk, Conn.

MICHAEL J. THOMPSON ’86 MBA of Foxboro, Mass., was named operations engineer with Switchboard.com in Westboro, Mass.

1990

KENNETH R. BURNETT of Maplevale, R.I., was promoted to vice president of corporate banking at Citizens Bank in Providence, R.I. Ken is active with the Rhode Island Committee to Prevent Child Abuse, the Rhode Island Rape Crisis Center, the Meeting Street Center, and the Omni Development Corporation.

JOHN D. CLAYPOOL of Stony Point, N.Y., vice president of JP Morgan & Company in New York, N.Y., was appointed treasury services relationship manager of the media and telecommunications industries team. John manages a select portfolio of Fortune 500 clients, including AT&T, IBM, and Verizon Wireless.

MICHELLE M. DUPREY of New Haven, Conn., a lawyer who is disabled, sued the State of Connecticut Department of Motor Vehicles for the $5 fees charged for handicapped parking permits. These fees violated the Americans with Disabilities Act. The State agreed to pay Michelle $25,000 and to give $97,500 to various disability rights and education groups.

JACOB MERRIQUET of Auburn, Mass., was named an account executive with Admore Exhibits in Sterling, Mass.

JOSEPH MOLLO MBA of Lincoln, R.I., was named assistant vice president of management information services/information technology at National Amusements, Inc., in Dedham, Mass.

ROBERT C. WESTERBERG of St. Petersburg, Fla., is a commercial airline pilot with Gulfstream International Airlines in Dania, Fla.

1991

JON R. ANDERSON II of Richmond, Va., was named national new construction sales manager at Kwikset Corporation, a division of Black & Decker, Inc., in Richmond.

ANTHONY BILIC of Boston, Mass., was named hedge fund software developer with Wellington Management Company, LLP, in Boston.

KAREN (CORBETT) CARTER of Tewksbury, Mass., is a senior research analyst for customer management strategies at AMR Research in Boston, Mass.

JEFFREY M. FRYER of Southington, Conn., was promoted to senior tax manager at PricewaterhouseCoopers LLP in Hartford, Conn.

DAVID A. GOLSTEIN of New York, N.Y., vice president of client services for Trident Corporate Services, Inc., was transferred from Atlanta, Ga., to open a new office for Trident in New York City.

KIMBERLY (RUGGIERO) INGLIS of Clinton, Conn., was promoted to account executive at Travelers Insurance in Hartford, Conn. Kim is responsible for the underwriting, pricing, and marketing of commercial insurance to national account size businesses that are headquartered in or brokered out of the New York region.

LUIS M. LOURENCO of Lincoln, R.I., is an accounting and technology manager for Yarás, Kaplan, Santilli & Moran, Ltd., in Providence, R.I. Luis is a member of the Rhode Island Society of CPAs and the American Institute of CPAs.

KAROL (GOLISH) LUCIER of Warwick, R.I., was promoted to vice president/audit at Citizens Bank in Providence, R.I.
ROBYN (LANGLAIS) MAGGIO of Tailors, S.C., is in e-commerce and application development for Profitlab Inc., in Greenville, S.C.

CINDY (FRIEMANN) MCCAFFERY of Muttinich, N.Y., is the marketing and projects manager for Williams & Company in Greenport, N.Y. Her responsibilities include administration of the National School SCRABBLE Program, event planning, and the fund-raising program with the Literacy Volunteers of America.

MICHAEL J. OUELLETTE of Seymour, Conn., was named sales training manager at Automatic Data Processing in Windsor, Conn.

ANDREW A. PELLETZ of Dumfries, Va., was promoted to principal business and economic analyst for Mitretek Systems, Inc., in McLean, Va. Andrew is working with the Department of State's Consular Affairs Division in setting fees for services, such as issuing passports in the United States and abroad, issuing immigrant and non-immigrant visas at embassies and consulates around the world.

CHRISTINE A. SCHIFFER of Danbury, Conn., was named marketing director of the Danbury Fair Mall in Danbury. Christine is in charge of promoting the property and its merchants via print, radio, TV, magazines, and the Internet, along with overseeing any shows that occur on site.

TRICIA M. ZENOBIO of New York, N.Y., was named an associate, practicing corporate litigation, at Davidoff & Malito, LLP in New York.

1992

LAURIE A. BIRACREE of San Bruno, Calif., is a financial analyst at Synopsys, Inc., in Mountain View, Calif.

JAMES V. D'AMICO of Gloucester, Mass., is the president of Century 21 North Shore Real Estate Inc., with offices in Chelsea, Peabody, Salem, Gloucester, and Beverly, Mass.

NORMAN R. FARRAR of Smithfield, R.I., was promoted to vice president/corporate tax at Citizens Bank in Providence, R.I.

SHARON (SUCHECK) JOHNSTOWN of Coventry, Conn., is a marketing manager with The Hartford in Southport, Conn.


DAVID J. WOODS JR. of Attleboro, Mass., is a senior consultant/technical lead with Breakaway Solutions in Boston, Mass.

1993

CATHERINE (HANRAHAN) ANDERSON of Canton, Conn., was promoted to manager at Blum Shapiro in West Hartford, Conn. Catherine is a member of the American Institute of CPAs and the Connecticut Society of CPAs.

MICHAEL E. ANDERSON of Cranston, R.I., was promoted to network operating systems engineer and a bank officer with Citizens Bank in Cranston. Mike attained Microsoft certified systems engineer (MCSE) certification.

DAVID S. GILMORE of Somerset, Mass., was promoted to sales associate for everynetwork.com in Waltham, Mass.

PETER M. JACKSON of Wethersfield, Conn., a sales finance manager in the industrial systems division at General Electric Company, in Plainville, Conn., received a master of business administration degree from Renaissance Polytechnic Institute in Hartford, Conn.

MARC E. JARO of Coral Springs, Fla., is project manager for client services at CALLIT, Inc., in Miami, Fla.

ADAM B. JOFFE YSU MBT of Stamford, Conn., was named assistant vice president of Deutsche Asset Management in New York, N.Y.

GUSTAVE J. KEACH of West Hartford, Conn., was named director of ancillary services at Hebrew Home and Hospital in West Hartford, Conn.

JOHN LUCARELLI III of Waterbury, Conn., was named a supervisory in the auditing and accounting group at Blum Shapiro in West Hartford, Conn. John is a member of the Connecticut Society of CPAs and the American Institute of CPAs.

JERILYN (ESCOPOS) SHANNON of Milford, Conn., was promoted to associate consultant at Evaluation Associates, Inc., in Norwalk, Conn.

1994

SUZANNE K. CAPUTO of Edgewater, N.J., is a senior financial analyst with Maybelline/Laboratories Garnier in New York, N.Y. Suzanne is working directly with the marketing and media departments on their financial, budget, and strategic planning.

EDITH D. DOMENICO MBA of Plainview, N.Y., was named information systems consultant at MetLife in New York, N.Y.

TOBY E. DUNBAR of Philadelphia, Pa., a senior business analyst at Deloitte Consulting in Cheeks Ford, Pa., was promoted to the global markets and services financial group.

RALPH A. GIGLIOTTI of North Providence, R.I., a senior accountant at Sullivan & Company CPAs, LLP, in Providence, R.I., was awarded the accredited in business valuation (ABV) designation by the American Institute of Certified Public Accountants. Ralph is a member of the American Institute of CPAs and the Rhode Island Society of CPAs.

ROQUE A. GONZALEZ of Asuncion, Paraguay, is the sales and product manager for De la Serra SAICECA in Asuncion.

ROBERT J. HARTY II of Danbury, Conn., is a staff accountant for global financial reporting with ACNielsen in Stamford, Conn.

CHRISTOPHER G. HINCKLEY of Stoneham, Mass., was promoted to information technology engineer for the United States in the global support services organization at Agilent Technologies in Andover, Mass.

JASON R. LEGER of Central Falls, R.I., a branch manager at Labor Ready in Attleboro, Mass., was elected to the City Council in Central Falls, and serves as Finance Chairman. This was Jason's first run for office and he defeated an eight-year incumbent.

ROBERT A. MCBRIDE MBA of Doylestown, Pa., an area sales manager with Aventis Pharmaceuticals in Parsippany, N.J., was promoted to Commander-United States Naval Reserves.

MARK D. POST of Marietta, Ga., was named network manager with BellSouth Telecommunications.

MATTHEW R. SUSSMAN of Allentown, Pa., was promoted to director of sales for Penn Treaty Network America Insurance Company, a national leader in the long term care insurance industry, based in Allentown.
ROBERT G. HADLEY JR. MIST of Exeter, R.I., was named vice president and controller at Claremont Management Company in Bridgewater, Mass.

1997
REBECCA (TRACY) EGGER of Honesville, Ga., was promoted to Captain in the United States Army and is a Readiness Officer at Fort Stewart, Ga.

TIMOTHY C. FITZBAG of Laconia, N.H., was named branch manager/financial advisor at American Express Financial Advisors, Inc., in Concord, N.H.

MARTEN R. HART of Parma, Italy, is a financial analyst in product supply finance and Italian logistics at Proctor & Gamble in Gattico, Italy.

STACEY L. HUGHES of Redlands, Calif., was named a neuroscience specialist, sales representative at Eli Lilly and Company in Anaheim, Calif.

JOSE A. MARTINS of Pawtucket, R.I., was promoted to consultant in the information services department at FM Global, an insurance organization headquartered in Johnston, R.I.

EDMOND A. MORRISON IV of Murray Hill, N.J., is a senior consultant at Ernst & Young LLP in New York, N.Y.

PAMELA J. PINKHAM of Plainville, Mass., was named a franchisee consultant with Allied Domecq QSR in Randolph, Mass.

MATTHEW N. PORTER of Honolulu, Hawaii, was promoted to Captain in the United States Army, based in Waipahu, Hawaii.

CHRISTOPHER D. SPAGNOLE of Lincoln, R.I., is a certified public accountant with Markarian & Meehan, Ltd., CPAs, in Warwick, R.I.

HEATHER A. SIMAS of Middletown, R.I., was named programme analyst on the GTS team at MetLife in Warwick, R.I.

1998
JEFFREY J. BINETTE of Wells, Maine, was named Internet systems engineer at Genuity, based in Burlington, Mass.

TIMOTHY J. O'CONNELL, formerly of Hauppauge, N.Y., was named operations supervisor at J.P. Chase & Co., in Boston, Mass.

KIMBERLY (HAYES) SEDER of East Hartford, Conn., was promoted to senior accountant at Blum Shapiro in Norwalk, Conn.

MATTHEW J. SLOSEK of Hackensack, N.J., was promoted to district manager for Baccardi USA Ltd., in Hackensack.

SCOTT C. TAYLOR of Middletown, Conn., was promoted to senior investor representative with CIGNA Financial Services in Hartford, Conn.

1999
KERT L. EDGAR of Burlington, Conn., was named a training specialist with UnitedHealthCare in Meriden, Conn.

NEAL D. JOHNSON of Brighton, Mass., was named account coordinator at Arnold Communications in Boston, Mass.

SCOTT C. LUSHING of Warwick, R.I., was appointed business development manager at Bangor.com, Inc., in Providence, R.I. Scott began there when there were only five employees in the back of a coffee shop now the company employs more than 20 and is still growing.

DANIELLE M. PORTER of Junction City, Kan., was promoted to First Lieutenant in the United States Army and is now the Battalion Training Officer at Fort Riley, Kan.

NADINE M. VIGIL of San Francisco, Calif., is an investment banker at Prager-McCarthy & Sealy in San Francisco.

2000
TIMOTHY N. CAHRI of Palatine, Ill., was named a programmer/analyst with Hewitt Associates, in Lincolnshire, Ill.

JENNA L. GOLDBERG of New Britain, Conn., was named a staff accountant at Blum Shapiro in West Hartford, Conn.

RAINA GRIGELEVIC of East Providence, R.I., was named a project manager with Spinaker Group, Inc., in Norwood, Mass.

STEVEN S. LAWRENCE of San Francisco, Calif., was named database administrator for the San Francisco AIDS Foundation. Steve manages a Java-based application that is used by all the AIDS-related organizations in San Francisco and some others throughout the Bay area.

BRIAN T. MCCAW of Hoboken, N.J., was named an associate-ARAS with PricewaterhouseCoopers LLP in New York, N.Y.

KEVIN A. MINASSIAN of East Hampton, N.Y., was named vice president/partner at B & M Web Inc., in Southampton, N.Y. He developed ChekIt.com as an interactive site for the east end of Long Island, N.Y., listing everything from local businesses to activities. Over the past two years, Kevin has improved on his first venture, CompetitionsOnLine.com.

ANDREA M. PEZZUTO of Manchester, N.H., is a technical analyst with FESCO H&W at Fidelity Investments in Merrimack, N.H.
IN MEMORIAM

ALICE (KANE) O’BRIEN ’20
October 6, 2000

ELIZABETH (LAWSON) KEARNEY ’27
February 1, 2001

FLORENCE (NUTTALL) WATSON ’28
January 26, 2001

ALBERT W. BROWN ’30
October 22, 2000

EMMA (BEGIN) DUGUAY ’30
December 7, 2000

LILLIAN (LISNOFF) LONDON ’30
February 6, 2001

ROSE (MCGOVERN) MCINTYRE ’30, ’44
October 22, 2000

CARMINE A. MUSCHIANO ’30
January 3, 2001

IRENE (TOWNLEY) DAY ’31
January 4, 2001

MARION (MOORE) HANLEY ’31
May 2000

ROSALIND (CONLAN) MARTELLI ’33
December 5, 2000

HARRY E. YOKEN ’33
February 4, 2001

DONALD G. FARRINGTON ’34
January 8, 2001

BARRABRA (FISCHER) DUNBAR ’36
October 2000

GRACE (ADLER) WINDLE ’36
November 23, 2000

FRANCES (LEE) KENNEDY ’38
November 10, 2000

JOSEPH S. LOMBARDO ’38
October 2000

THOMAS W. SANFORD ’38
December 3, 2000

NATHANIEL GUY ’40
January 19, 2001

IRENE (BANCUK) NEIR ’40
January 2001

ALFRED W. COLE ’41
January 16, 2001

DINA RISPANTI RIANI ’41
February 4, 2001

HOWARD R. KARKER ’42
December 24, 2000

CHESTER S. WICHOWSKI ’42
January 30, 2001

HELEN (LESKIEWICZ) ZALENSKI ’42
November 29, 2000

GLORIA (PATCH) SCHACHT ’43
November 3, 2000

CHARLES E. DEMERS ’48
October 9, 2000

GEORGE W. ANDREAS ’49
December 21, 2000

JOHN F. LANGWELL, JR. ’49
January 20, 2001

NORMAN M. LYDICK ’49
January 16, 2001

DOLORES (ROCCO) MCCANN ’49
January 28, 2001

FERNAND L. MORIN ’49
January 2001

PAUL E. BASSETT ’50
January 29, 2000

ROBERT E. DAVIS ’50
December 31, 2000

HOWARD A. DIGGLE SR. ’50
November 24, 2000

EDWIN BIELAWA ’51
June 14, 2000

CHARLES KOLUCH ’51
November 11, 2000

ALBIN J. RICHTARIK ’51
October 8, 2000

C. LILY (VETRO) FASANO ’52
December 20, 2000
H. EDWARD MARSHALL '52
January 27, 2001

THADDEUS E. LE FORT '56
February 3, 2001

MICHAEL G. ABDALLA, SR. '57
January 23, 2001

JANICE (BARBIERI) SALMI '57
April 12, 2001

ALFRED N. BEAUREGARD '58
September 28, 2000

RICHARD B. BENSON '58
January 26, 2001

MALCOLM B. CLANCY '59
November 27, 2000

SUSAN P. HUDSON '59
October 5, 2000

ROBERT A. NETTER SR. '59
December 29, 2000

KENNETH A. WASHINGTON '59
October 24, 2000

E. LARRY TESDESHI '60
October 17, 2000

THOMAS A. RYAN, SR. '63
January 8, 2001

MARY L. BLAIS '67
December 2, 2000

ALAN M. AUSTIN '70
November 23, 2000

TIMOTHY J. BANNING '76
December 15, 2000

JAMES P. REDGATE '76 MBA
October 12, 2000

ANTHONY A. ARCAND '83, '91 MST
November 8, 2000

A. EDGELL DUFFY '20
April 10, 2001
Mr. Duffy was a self-employed tax accountant for more than 35 years. Formerly a chaplain for six organizations, he was also a Son of the American Revolution and a Mason. His philanthropy supported his church and a variety of children's charities. He was married to Myrtle (Baintron) Duffy '19.

JENNIFER L. LESPERANCE '03
March 17, 2001
A marketing major, Jennifer had been named to the Dean's List. She was a youth group leader at Centenary United Methodist Church in Attleboro. She also organized a team that participated in Providence's "Light the Night" cancer research fundraiser. She is survived by her parents, Brian and Susan Lesperance; sister Pamela Lesperance; maternal and paternal grandparents; and 16 cousins.

JOHN A. RATTIGAN
April 26, 2001
The Bryant Community lost an esteemed colleague and friend when John Rattigan, 51, assistant director for public safety, died following a hard-fought battle with cancer. John lived a life of compassion, dedication, and commitment to his family and his community at large. His dignity and the care and support of his family and friends were an inspiration to us all.

A retired Providence fire department lieutenant, John came to Bryant in 1988 as DPS Fire/Safety Coordinator following a distinguished career with the Providence Fire Department. A member of the Rhode Island Fire Safety Association, New England College and University Fire Safety Officers Association, Rhode Island College and University Public Safety Directors Association, and National Fire Safety Protection Association, John also served on various College committees including the Safety Committee. John was a member of the Rhode Island Army National Guard, and served in the 76th Military Police Company and the 115th Military Police Company.

John is survived by his wife, Paulette J. Bokoski-Rattigan, director of purchasing and support services at Bryant College; three sons — Scott J. Rattigan, a resident director at Bryant College, Army Specialist Marc R. Rattigan, and Michael P. Bokoski; and a daughter, Laura B. Bokoski.

REVEREND LEON H. SULLIVAN '87H
April 24, 2001
Reverend Sullivan devised the Sullivan Principles, an international code of business conduct that helped end apartheid in South Africa in the 1970s. He became the first black board member at General Motors Corp. in 1971. He was a featured speaker during the 125th Anniversary celebration at Bryant and received an honorary degree from the College in 1987.

JOHN HAZEN WHITE, SR., '35H
March 28, 2001
Mr. White was chairman of Taco Inc., a Cranston, R.I., firm that makes heating and cooling equipment and employs 500. He founded the Taco Learning Center; which offers more than 125 classes to employees. White, who was involved with Common Cause, became a vocal advocate for ethical government and vigilant citizenry following Rhode Island's 1991 banking crisis. He is survived by his wife Mary, one son, four daughters, 12 grandchildren, and two great-grandchildren.
Bryant is accredited by AACSB-The International Association for Management Education, which recognizes those institutions that meet its rigorous standards of excellence.