WHAT JACK FOUND
AT THE TOP OF THE
E-BUSINESS
BEANSTALK
THE MORAL OF THE E-BUSINESS STORY
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On the cover:
To some, e-business has seemed the goose that laid the golden egg; to others, it has resembled a devouring monster. In this issue, Bryant Business looks at how the Net continues to change the business landscape.
In this issue of Bryant Business, we’re tackling one of the most difficult and elusive subjects in business today. Call it e-business, e-commerce, or the New Economy, any discussion of it ought to come with a warning — “Rules subject to change” — or at least an expiration date. A few years ago, conventional wisdom held that content was the key to the virtual economy. Until last spring, the dot-com and IPO boom was widely touted as the best pure play in the market. And since that bubble burst, the talk has been about PTP — “the Path to Profitability” — which few seem to have firmly underfoot.

The faster we gain new knowledge in this arena, the faster that knowledge is eclipsed by a new reality, a new paradigm, a new idea. Ask yourself, who could have predicted eBay’s astonishing success? Or Napster’s? Who would have thought a behemoth like Microsoft could turn its business model around, moving from desktop to intranet to Web in what is, in corporate terms, the blink of an eye?

The problems this creates for a business college are manifold. What traditional skills will remain crucial in the New Economy? How must those skills be taught or enhanced in response to a world in which the terms or conditions of success change almost daily? What new skills must we develop to understand, integrate, and teach? How must our curriculum adapt? What specific investments must we make — in faculty and staff, capital projects, and technology upgrades — to accommodate the needs of today’s students, as well as those who will arrive with a new set of interests and expectations tomorrow? And what is on the horizon two or five or eight years out that will dispel our current assumptions and cause us to remake our educational offerings once again?

We are undoubtedly in the midst of an information explosion the world has never seen before. As tallied by marketing guru Jack Trout, more information has been produced in the last 30 years than in the previous 5,000. The total of all printed knowledge doubles every four or five years. And our role as an institution of higher learning must be to scan, sift, and assimilate this data to provide our students with the very best opportunities for personal satisfaction and professional success in their lives after graduation.

In this time of change, then, we’ve returned to our strategic plan to challenge its tenets, to probe its basic assumptions with one question in mind: Do this plan, and the programs that radiate out of it, continue to give our students the best possible opportunity to discover and fulfill their potential? I’m proud to say the answer is a resounding “Yes.”

When we talk to alumni, to faculty, and to CEOs and HR officers at major corporations, we continue to hear that an individual’s character and “classic” skill set — analytic ability, written and verbal communication skills, readiness to lead or work in a group, ability to be a lifelong learner — are the most important long-term assets a person can bring to the job. Of course, everybody must be technologically proficient and capable of learning and integrating new skills as necessary. But narrow technological prowess is not enough; today’s state-of-the-art software is tomorrow’s stale doughnut. What we must give, and are giving, our students are habits of mind and spirit, confidence, eagerness to continue to learn, to tackle new challenges, to risk, to learn, to lead.

At Bryant College, we gladly accept the challenge of change. While it makes for some sleepless nights as we struggle with critical decisions about resource allocation and curricular development, it makes for far more exciting and interesting days.

Sincerely,

Ronald K. Marchley
President
THE MORAL OF THE E-BUSINESS STORY:

MAGIC BEANS AREN'T ENOUGH

When early cyber-entrepreneurs like Amazon.com opened up shop on the Web back in 1995, traditional businesses were as naysaying as Jack's mother when he traded the family cow for a handful of beans. A couple of years later, investors were climbing all over each other to invest in e-commerce, and dot-com companies grew as fast as Jack's famous beanstalk.

Today, a few companies like eBay are both attracting customers and making substantial profits for stockholders. But more typical is top e-tailer Amazon.com, which leads the e-commerce pack with 1.6 million customers but has yet to make a profit. So what does the future hold? Business and technology experts agree that the Web still offers the potential for gold, but only for those who know how to harness growing technologies to the same smart business practices required in the bricks-and-mortar world.

"The demise of the dot-com world has really been about profitability or, more aptly, lack of profitability," says Edward "Ned" Grace III, a Bryant trustee and managing partner in WebVestors Equity Partners, LLC. "The idea of not getting profitable for four or five years is a very difficult model for any investor to swallow."
But obviously with the hype of the Internet we saw a lot of people swallow the model . . . and lose a lot of money.”

Steve Caulkins '82, a partner in CSC Consulting's supply chain solutions group, agrees. “And if you ask me, the primary reason why a lot of e-businesses are not profitable is that they've paid too little attention to the operations behind e-commerce,” he says. “People have a hard time prioritizing operations. They want to get online fast and get a presence on the Web. Efficiency becomes a bit of an afterthought.”

“What everyone has found is that having the e-commerce infrastructure is only as good as having a storefront,” adds Grace. “You still need a warehouse, packing, shipping — and you still have real estate costs. And you need to be able to deliver the product.”

In addition to poor operations, many dot-coms devoted to vertical markets failed because there were too many companies clamoring for the same niche market. For example, Petopia.com laid off 60 percent of its employees in October, the second online pet company to hit hard times.

STRENGTHENING THE ROOTS OF E-BUSINESS

Dot-coms may be folding, but e-business is here to stay. Companies will need to invest more in better technologies to improve their internal operations as well as their transactions with customers and suppliers, say experts.

“E-commerce is a small part, although a very exposed part, of e-business,” says Michael Dionne ’74, executive vice president of Apple and former senior vice president at Remedy Corporation, which markets applications for Internet help desks and other operations functions. “I think what people fail to realize is that you contribute to profits when you reduce expenses.” Improved infrastructure, he notes, allows businesses to use the Web for everything from recruitment to purchasing, trimming costs to improve efficiency. “For example, the number of procurement transactions in the average company can run into thousands per month,” he says. “Whether you’re buying widgets or copy paper, there’s a process in place to create a purchase order that is then released to the vendor. That process used to cost about $34 per purchase order, and usually involved somewhere between seven and 10 steps. Now it’s being done on the Web, inside the company. Not only is it cheaper — costing about $4 to $6 to complete — it’s faster and it gives you a simple way to keep track of what you’re spending where.”

Not surprisingly, the advantage goes to those who use Web technology best. “And the larger the company, the more spread out geographically, the more value in doing these things online,” Dionne says.

Whatever the technology, it needs to support business needs, like getting goods and services from the supplier to the user. “In my view, the Internet is strictly a different distribution model,” says Grace. “I’ve not seen much in my research that doesn’t mention supply chain, because that is at the heart of how profitable e-businesses are going to be. Any time you’re talking about moving a product, there are costs involved. Unless the marketplaces are built in such a way that supply chain is addressed, there’s not lasting value for the participants.”

Mark Porto agrees. “I can sell a million books a day. But do I have the business process behind me to deliver them?” asks the president of Net Technologies Inc., a Chicago-based Web strategy and implementation company. “Do I have a supply chain in place that can meet increased demand? That’s what dot-coms are up against. They fold because they don’t have the business acumen to understand that process is behind it all.”

“Internet functions need to be incorporated into a complete system,” says Donna Cupelo, president and CEO of telecommunications company Verizon-Rhode Island, a partner in the Verizon-Bryant Telecommunications Center. “Some businesses establish sites and post wonderful information on them, but then don’t offer users any

Continued on page 4
From where Brian Cowley '82 sits, the downfall of dot-coms and other Internet ventures are ultimately good for those who succeed on the Web.

"Failure tends to illuminate. It makes you look critically at yourself and see what you can do better," he says. For Cowley, senior vice president for global sales at LookSmart, Ltd., failure at a traditional business led to a career in e-business.

Cowley is an old-timer in Web terms. After spending many years in the database and direct-marketing fields on the East Coast, he moved to San Francisco in 1998 to found a print media company. That company failed in 1996, one of his former partners suggested he talk to the people at Netscape. "I was really in a difficult spot," he recalls. "My wife had just had twins, and my business had failed. A friend called and said, 'Why don't you come over here on Monday and check out what we're doing at Netscape?' I came to work that Tuesday."

Cowley's job at Netscape led to his present position at LookSmart, which he joined as cofounder of U.S. operations. At the time, LookSmart consisted of 15 employees based in Melbourne, Australia. "Today we have 725 employees worldwide, 28 offices around the world, and 515 people in the United States," he says. "It's one of the 10 largest companies in San Francisco and one of the largest pure dot-com companies in the Valley."

LookSmart maintains a directory of more than 3 million Web addresses organized into about 250,000 subject categories, and a search engine site to help users navigate the Internet. It licenses its search content and technology to third-party Web sites, including Microsoft's MSN portal, AltaVista, Time Warner sites, Prodigy, Juno, and about 350 other partners.

LookSmart, now almost five years old, has not yet turned a profit. "Based on our communications to our analysts, we are expected to reach profitability by the end of June 2001," says Cowley. He is confident that LookSmart has avoided many pitfalls that have sunk dot-coms.

"I think there were four big mistakes that brought them down," he says. "First, venture capitalists threw too much money, too easily, at inexperienced CEOs with weak business plans. This resulted in a lot of careless spending that put many balance sheets deeply into debt. I mean, companies that are three months old are buying ads on the Superbowl! The kind of money that's been invested in start-ups and spent by these new companies in the last three years is unprecedented.

"Second, competition within most of the vertical online categories is overwhelming. Venture capital dollars went to anybody who had a three- to five-page business plan. In the pet categories, there were at least six companies vying to become e-commerce businesses. There's not enough business to support all of them.

"Third, a lot of people just didn't have management experience in the online marketplace. People from the off-line world thought most business practices could transfer. But you're not only starting up a business, you're working in a medium that's brand new.

"The fourth reason is that they simply have not been able to get their businesses to scale in relation to the markets they serve," he says. "The hangovers from this Internet binge have been quite severe. They're realizing it takes time to build a real business with real scale."

Cowley notes that the failure of many dot-coms has also caused a change in the players on the Web. "I've been in the business for more than five years, and I've watched investors and some of these 20-something CEOs," he says. "That tide has completely changed. I think we're seeing the gray hairs coming into the business. The focus is no longer, 'How quickly can I acquire customers and traffic?' Now it's, 'How much profit can I generate?' There's intense scrutiny and a lot of failure, because a lot of the business models aren't very strong and the management teams aren't high quality.

"One of the basics we learned at Bryant is that you need to surpass fixed costs to get beyond break-even to profit," he adds. Companies like Amazon.com that used to give deep discounts are now raising their prices in their efforts to become profitable.

Like most industry experts, Cowley thinks that while most pure dot-coms are foundering, traditional companies trying to leverage the Internet are doing pretty well. He says that in the future, we should see more bricks-and-mortar businesses taking over dot-coms.

"A year from now, all businesses are going to be Internet businesses," he says. "The Internet is just going to be another means to an end. You're going to see some traditional companies get into the game and augment their Internet divisions. Dot-com companies won't go out of business — but the Kmart's of the world may buy some of them."
“People fail to realize that you contribute to profits when you reduce your expenses.”
- Michael Dionne ’74

where to go. People want to be able to order the product, ask questions via e-mail, and provide feedback if they’re not satisfied.

“The communications support behind the sites needs to increase the Internet’s ability to help people get tasks done — for work or pleasure — quickly,” she adds.

Cupelo urges those in the communications industry to be vigilant about issues like customer privacy on the Web. “What is everyone’s role in maintaining privacy when it comes to e-commerce?” she asks. “It’s easy to share information, but what is appropriate? How much information about what gets to whom? What’s our role as transporters of information?”

Bryant trustee Agnes Bundy Scanlan, managing director and chief privacy officer for FleetBoston Financial, says the speed of information transfer through the Internet has created a demand for privacy protection. “Personal information shared on the Internet has helped bring the privacy issue to the forefront,” she says. “It’s part of the normal course of business to share names and addresses and identify opportunities to market new products. But the alarming speed with which information, such as Social Security numbers, can be shared, has led Congress to call for a tightening of controls.”

Assurances of online privacy, says Scanlan, will lead more people to use the Web for banking and other personal needs. And that in turn means businesses will need to continue to make sure that they can compete on the Web.

In fact, says industry analyst Charles Rutstein of Forrester Research, Inc., in Cambridge, Mass., all traditional businesses will eventually be forced to become digital businesses to survive. “With eBay posting 300-percent annual gains for its shareholders, investors are asking traditional firms, ‘What are you doing about the Internet?’” he says. “Leaders of traditional businesses in industries like furniture retail are trapped between two conflicting demands: meeting Wall Street’s expectations for next quarter and investing for the Internet future.” These realities are particularly challenging when coupled with the low brand loyalty of online customers, who can find the competition just a click away.

Rutstein describes a new use of the Web that can help meet these demands: “E-networking,” which involves the “hyperpartnering” of successful businesses with suppliers, distributors, and shipping agents. CSC’s Caulkins predicts this process will change the Web landscape. “The new software being developed today lets a variety of companies use a variety of services at what they call an e-hub,” he explains. The software supports the processes behind buying and selling activities — such as order deployment and credit verifications — that are necessary after an order is placed on a site.

Bryant’s Executive Development Center (EDC) is making its mark in the business technology sector. Everyone from corporate leaders to up-and-comers are taking advantage of the EDC’s offerings, which range from leadership training to Microsoft certification programs. In fact, more than 40 large corporations turn to the center to educate their workforce and keep pace with emerging trends.

“Our Web development and e-commerce program is the hottest by far,” according to EDC Director Peter Stickleler. The professionals in this comprehensive certificate program divide their 300 hours of required
“The programs can help manage the spectrum of commerce that’s taking place in a channel, from the supplier to the customer’s customer,” Caulkins says.

WHAT ABOUT WIRELESS?
Of course, “gee-whiz” technologies are also being developed for ordinary consumers. “Tellme,” for instance, is a voice-activated program that responds to commands to provide directions to a destination; connect to an airline, hotel, or car rental agency; or even help users catch up on their favorite sitcoms.

Experts expect wireless technology to grow rapidly once simpler and faster chips are employed broadly. Such chips will allow more complex functions to be carried out via smaller and lighter computers. “I think we’ll continue to see a wireless revolution,” Grace says. “Soon you’ll be able to check your refrigerator online, see that you need butter and milk, and hit ‘Send’ — and the next day someone will bring these items to your home.”

Improved applications for products like “eye-opener” and “netpliance” will allow users to access computer programs off a server via the Internet. These will enable more people to use the Internet cheaply, because they won’t need PCs to do so. This, in turn, will encourage more businesses to build the infrastructure necessary to operate on the Web.

“But remember that technologies like wireless communication are going to make things easier for companies only if they’re implemented properly,” says Porto. “Take, for example, an insurance adjuster. He needs to file a report on a claim for a car accident. Wouldn’t it be wonderful if he could do that as he was examining the damage to the car? You’d be able to get a check for the claim immediately. Wireless technology can enable that, but there needs to be a lot of processes in place first.”

So businesses must continually learn how to harness technology, and technology needs to continually evolve to meet the needs of business. Some experts believe these needs have helped bridge the divide that once separated techno-geeks from business people.

“Business people have learned how to use technology,” says Porto. “At the same time, the smart technology people are becoming more aware that, rather than driving technology for technology’s sake, they need to develop programs that solve business needs. All these things must come together if you want to be truly successful.”

As Grace puts it, “At the end of the day, every business needs to solve a problem, to do so in an efficient way, and to make money doing it.”

Experts predict that all businesses will eventually become digital businesses to survive.

coursework between traditional classes and home tutorials. Using HTML, Perl, and Photoshop, they develop and create Web pages that are both functional and user friendly.

But make no mistake: This program is not just for “techies.” The course also covers such issues as the legal, marketing, and security implications of working on the Net. That broad scope, says Stickeler, is part of what makes the course distinctive. “There’s no other program like ours,” he says. “Others target either computer programmers or graphic designers; ours appeals to both groups, as well as to business strategists and marketing specialists.”

The program is immensely popular. According to Dayle Nattress, dean of graduate studies and professional programs, its success is due largely to carefully completed homework. “We conducted plenty of market research to determine the needs of the business community before we launched this program,” he explains. That’s good news for the businesses of Rhode Island and the region . . . and great news for the College. After all, Stickeler notes, “This is just one more demonstration of Bryant’s technological savvy.”
Daniel F. Akerson is chairman and CEO of XO Communications and chairman of Nextel Communications. A graduate of the United States Naval Academy, he serves on the boards of the American Express Company and America Online. Bryant Business recently interviewed Akerson about his perspective on the new economy; excerpts follow.

**BRYANT BUSINESS:** You have obviously become a leader in the field of e-commerce. Where did you learn how to succeed in this rapidly changing field?

**AKERSON:** I learned through the school of hard knocks — the marketplace. In an environment that's in a constant state of flux such as this, the marketplace is the great neutralizer. You either learn or perish.

**BRYANT BUSINESS:** How did you get started in this business?

**AKERSON:** Eighteen years ago I was with MCI, and we recognized the tremendous potential of the Internet. Many telecommunications companies thought of the Internet just as an e-mail platform; the business applications spun off in directions that surprised everybody. At some level, everybody thought Amazon would work, but Priceline? eBay?

**BRYANT BUSINESS:** Which business models do you believe have the best chance for long-term success?

**AKERSON:** There's no purely academic approach to this — so many business models are being tested that it's hard to tell which will succeed and which will fail. It's a very Darwinian industry. Sometimes you derive an answer from knowing what will not work. I'm not convinced, for example, that free Internet services supported by advertising revenue will succeed. Companies like ours, however, which provide the "bricks-and-mortar" platform for the e-commerce world, are very well positioned for long-term success because there will be a continuing demand for faster, more reliable technology upon which to build networks. The bigger question is on the retail side — will the Jeff Bezos of the world be able to come up with a profitable model? It looks now as if the most successful businesses will be a hybrid of e-commerce and bricks and mortar, where customers can relate in the ways they feel most comfortable at any given point in a transaction. At XO, we are building and hosting applications that include voice recognition software, e-commerce, and bricks-and-mortar linkages so that a customer can enjoy a great deal of choice and confidence.

**BRYANT BUSINESS:** What are the critical issues that business educators must face today?

**AKERSON:** Ethics is a huge consideration, in e-commerce as in all business dealings. If you'll steal one dollar, you'll steal $100 million — and neither is acceptable. I'm concerned that the faceless nature of the Internet makes it easier to avoid guilt or moral anguish. I think young people are just as good — have the same strengths and weaknesses — as my generation. They are confronted, though, with myriad new temptations. Those college students, for example, who used chat rooms to bump up stocks were committing fraud, electronic or not. Just because you don't know or see who gets hurt doesn't mean it doesn't matter. Morals are constant.

**BRYANT BUSINESS:** What advice do you have for students today?

**AKERSON:** Regardless of your major, you had better be computer literate. That doesn't mean you're able to manipulate one application, but that you understand the basic logic of the computer. It's like driving a car — you don't need to know the engineering of internal combustion engines, but you'd better be able to read a map, drive the vehicle, and get where you want to go. Beyond that, we want people to think analytically, articulate a point of view, communicate orally and in writing, and work well with others. Open your mind to everything you can conceivably absorb in four or five years — and don't stop there. Wake up every morning and ask, "What can I learn today?" Whether you're 22 or 52, never stop learning.
There is little doubt that the Web and e-commerce are here to stay. And there is little doubt, too, that they will not stay the same. Changes have been coming to Internet technology so quickly that it has become commonplace to hear people in the industry speak of “Internet time” versus “real time.”

To make sense of all these changes and to share their knowledge with students, Bryant faculty stay current with the latest developments, distinguish fads from trends, and sometimes play leading roles in developing new technologies.

XML: A GLUE TO HOLD IT ALL TOGETHER
With an estimated 146 million people online in the United States alone, it’s striking to note that the first user-friendly browsers, such as Internet Explorer and Netscape, became available only in 1993. “We’ve become accustomed to talking about the Web and about information being available on the Web,” says finance professor David Louton. “It’s part of our everyday life — how we get news and information, how we buy consumer products, how we pay our bills — in ways that none of us could have foreseen.” In fact, it was Louton and Bryant alumnus Al Shaw ’96 who installed the first Web server at the College, posting pages for the admission office and a few academic departments. “People thought it was nice,” Louton says, “but not everyone believed in it. We knew that it had tremendous potential, but no one realized how fast it would take off.”

But, take off it has. Conventional wisdom holds that we are in the midst of an Internet revolution in which almost every aspect of our lives is, or soon will be, touched by the technology. Louton, however, suggests that the rapidly increasing prominence of the Web in our personal and business affairs constitutes not one but at least two revolutions.

“The first revolution was about getting information out there, making it available to a wide audience,” he says. “There have been huge strides in that effort — there’s almost nothing you can’t find online if you look hard enough.”

“Although the quality of search technology has improved, finding the information you need is still a scavenger hunt.” — DAVID LOUTON
And that — how hard people must look to find what they need — is the key to the second revolution: making information accessible online, pulling it together in a way that is logical and searchable. "The Internet is sometimes called a vast, uncharted cave," says Louton. "The search engines that have come into widespread use help us grapple with the potential of the Web. But although the quality of search technology has improved, finding the information you need is still a scavenger hunt."

One aid to the hunt, believe Louton and his colleague, accounting lecturer Neal Hannon, is a family of code called eXtensible Markup Language (XML). Unlike HTML, which describes only a Web document's structure and visual presentation and which relies on context to make information understandable, XML tags individual pieces of data and allows them to be used in other contexts. For example, explains Hannon, "you can look at a company's income statement on a Web site. But as anyone who has ever tried to export figures from HTML knows, when you attempt to move individual pieces of data into a word processing or spreadsheet document, you lose the structure and context of the original information. Now if the information is in XML, you can go to a Web site and download the information directly into a database, spreadsheet, or printed report with its references intact. You could even send it to a cell phone."

Hannon belongs to a group that is developing a standard set of XML tags for use in business reporting (XBRL). His is one of many such groups in industries as diverse as advertising (ADXML), human resources (HRXML), printing (PrintML), and even marine trading (MTML). There are also groups working to develop international standards, so that information will be translatable from one country's system to another's.

Not surprisingly, Hannon is bringing his expertise into the classroom. "I tell every class I teach about the business potential of XML," he says. "Students need to understand that the market is quickly coming to a place where all data that are relevant to a business will be moving in an XML environment." Hannon, along with Saeed Roohani, chair of the accounting department, is administering an international competition in which students will have the opportunity to develop XBRL taxonomies and application software tools, or to conduct independent research; he plans to work with at least one or two teams of Bryant students.

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"I tell every class I teach about the business potential of XML."
— Neal Hannon

"I developed an interest in computer security because I wanted to understand how systems were being compromised and to investigate ways to make them more secure."
— Janet Prichard
Louton believes that the increased use of XML in financial reporting will soon have an even stronger impact in the classroom. The Internet is already making it possible for students to obtain information from the Securities and Exchange Commission that is much more up-to-date than was previously available. "The whole dynamic of how we teach is shifting," he says. "I’ve been able to assign projects in which students conduct financial analyses using online 10K forms. In the past, the information was only available on CD-ROM and was sometimes several months old. Now students can get information within days of its release." But with such forms available only in HTML format, they haven’t been user-friendly. Once the information can be tagged in XML and searched, he will assign more complex and challenging projects. "The real impact of XML and related technologies is in comparison of data," he says. "I will be able to ask students such questions as, 'Which firms have market capitalization of over $10 million?' and they will be able to access that information with just a few keystrokes or clicks of the mouse. Ultimately, access to information in a form that they can use will make them much better prepared when they graduate."

CYBERLAW: NEW SHERIFFS, NEW TOWN

Online privacy and security are subjects that have been much in the news recently. The threats to the privacy of personal information, we are told, are many — from cookies (small text files electronically placed on a user’s computer by an online source) that track one’s movements on the Web, to hackers who break into company servers and steal credit card numbers, to health-related sites that share sensitive personal information with marketing companies. Also at issue is what, if any, legal recourse consumers and businesses have when they believe their rights have been violated. Do traditional banking, intellectual property, and privacy laws apply to the flow of information in cyberspace? And if so, whose laws apply? Given the global reach of the Internet and e-commerce, is there a need to develop a new body of law to govern this borderless territory?

These are the questions that interest two members of the Bryant faculty, computer information systems professor Janet Prichard and law professor Julia Gladstone. Prichard has devoted considerable time to issues of online privacy, an interest that grew from her experience as a systems administrator. "I’ve always enjoyed figuring things out, and I’ve always been good at solving puzzles," she says. "I developed an interest in computer security because I wanted to understand how systems were being compromised and to investigate ways to make them more secure."

It was natural, then, for her to apply her expertise to privacy on the Web. Her focus now is on how users can prevent information about themselves from finding its way into the wrong hands. "There is a whole host of experts who deal with encryption technology from the server side," she says. "But what interests me is what consumers can do to safeguard themselves through, for instance, opt-out tools, by which you can better control which cookies are placed on your computer."

She notes that many cookies are largely innocuous, actually helping users by making it more convenient to revisit a site that requires registration and logon. But there are others that allow companies to track a user’s movements around the Internet — and those alarm some
people. Many companies post privacy policies that state how such information can and cannot be used, but there is no guarantee that they will adhere to them — or even that they won’t change their policies without notice. Indeed, a recently filed complaint to the Federal Trade Commission (FTC) noted that one major online marketing company changed its privacy policy three times in as many years.

Gladstone, who was a securities and banking lawyer prior to joining Bryant, says she initially got involved in the Internet through her legal research. “I stayed with it because I wanted to see how the law would evolve and affect the Internet.” Like Prichard, she has spent a fair amount of time looking into privacy issues, especially the use of cookies. With the FTC addressing the issue, it remains unclear whether the government will need to intervene, or whether industry self-regulation will be enough to safeguard confidential information. “If the companies don’t police themselves, then it seems to me that the government will feel it has no choice but to police them,” says Gladstone.

Fellow Bryant professor William Scheibal, who has worked with Gladstone on Internet privacy studies, believes that government intervention is just a matter of time. “The financial pressures on e-commerce will outweigh companies’ interest in protecting consumer privacy,” he says. “The recent decision by Amazon.com to reduce the level of customer privacy protection illustrates the problem. In fact, many companies involved in e-commerce are now beginning to support some government regulation.”

Both Prichard and Gladstone address issues of online privacy with students — Prichard in her Web design course and Gladstone in her class on Internet law. Gladstone’s course also deals with a wide range of other Web-related issues, from commerce to jurisdiction to intellectual property rights. “More than anything, I try to encourage my students to be open-minded about the Internet and the law,” she says. “They need to be willing to challenge many basic assumptions about the role of law in our society because we’re playing a whole new ballgame. They need to recognize the way the Internet abolishes boundaries and challenges sovereign control. I try to get them to ask what that means for governance and the broader picture of where these technologies are heading. It’s encouraging to see that they get it; they understand what’s at stake.”

ENTERPRISE-WIDE PACKAGES: FROM COMMERCE TO E-COMMERCE
In the second half of the 1990s, companies worldwide invested millions of dollars in software packages that enabled them to integrate their business units. Enterprise resource planning (ERP) systems, as these software packages are generally called, improved productivity by breaking down functional barriers and integrating data within companies.

The emergence of e-commerce, however, has brought the need for new tools that not only integrate data within companies themselves, but also share data
“Financial pressures on e-commerce will outweigh companies’ interest in protecting consumer privacy.”

— WILLIAM SCHEIBAL

Throughout the entire supply chain. “Data integration was the focus of the ERP packages in the market during the last decade,” says Marianne Bradford, professor of accounting. “These packages are very good at managing human resources, accounting, and manufacturing logistics. But e-commerce is more concerned with data sharing, and many of these ERP packages aren’t designed for that.”

Bradford, who researches implementation issues that surround enterprise-wide packages, suggests that we’re now seeing new features that will extend core ERP strengths to include e-business, customer relationship management, supply chain management, and business intelligence tools that allow companies to monitor such key indicators as customer satisfaction and cycle time. “A lot of reengineering took place when companies implemented ERPs,” she says. “Many firms changed their processes to accommodate the way ERPs function. Now, with e-commerce, there are even newer business processes — like those that allow customers to configure and order products online and then to track the orders they placed — and these processes must be measured, forecast, and controlled. This is where the business intelligence functions come in. It’s about the intelligent use of information — not just capturing data, but using it to run a business proactively.”

The objective of these tools is quick and efficient delivery of products and services. “The Internet and e-commerce have produced a generation of customers who have high expectations for customized service and instant results, as well as competitive service and pricing,” says Bradford. The demand is prompting many in the e-marketplace to launch trading networks, to partner with everyone along the supply chain. Some of the value-added functions, then, will enable companies to forecast to their suppliers so that they can produce goods to meet a customer order, and to do so in a way that leaves customers satisfied.

Bradford stresses the value of ERPs to her accounting students because ERPs allow companies to break down functional silos and incorporate data from across the organization. And although integration poses certain risks, such as wider access to sensitive information, she says, “it enables us to make better business decisions and to take advantage of years of vendors’ benchmarking practices.” Moreover, she believes that integration is the key to good accounting practices. “Accountants today need to understand more than just how to read financial statements,” she says. “They need to understand business processes and to recognize how what happens in one department affects other departments. Sometimes they must look at non-financial considerations — customer satisfaction, time-to-market, integrated supply chains — to see that all of these drive success in the market.”

Just as few could have predicted how the Internet now defines and affects the way we do business, obtain news and information, and communicate with one another, it is unclear where we will find ourselves in the coming years. With the widespread trend toward e-commerce, the College and its faculty continue to create educational opportunities that will prepare students for their roles as industry leaders. From computer science to accounting, finance to law, Bryant faculty understand the promise and challenges of the New Economy, and they’re bringing that understanding into the classroom and into the minds of Bryant students.

January 31, 2001, will mark the official opening of the Bryant College eXtensible Business Reporting Language (XBRL) Center. XBRL is an electronic ‘dictionary’ that defines data tags for financial information, reporting, and analysis. Activities will include presentations, lectures, and discussions about how this XML-based system will forever change business reporting. For more information, please contact Neal Hanou at nhanou@bryant.edu or 401-232-6227.
Seven recent Bryant alumni who have landed jobs in e-business share their wisdom about this burgeoning, though sometimes precarious, industry. All graduates of the last decade, these young entrepreneurs speak about how their expectations have been borne out.

“This is my dream job,” says BRENDAN HAYES ‘99, the most recent graduate of the group. Hayes is working in Web development at Embark.com in the heart of San Francisco. At Bryant, Hayes taught himself HTML—a coding system used to create Web pages—while working in the print lab in the Koffler Technology Center.

This prepared him for the position at Embark. “I knew then that I wanted to work for an Internet company on the West Coast, doing great stuff in a casual atmosphere.”

The position has turned out to be exactly what Hayes expected—and more. He has learned the importance of anticipating changes in the marketplace in order to keep the company at the front of the pack. Originally called “College Edge,” Hayes’ firm initially marketed CD-ROMs that accompanied a college resource guide. Then, about four years ago, when the explosion in e-commerce made it evident that users would download information from the Internet more readily than they would consult a guide book, the firm switched gears. Now Embark works in partnership with colleges and universities to make applications and other materials available to users online. “In fact,” Hayes says, “we just put the Bryant application on our Web site.”

Hayes always expected to see a high turnover in e-commerce firms, so he hasn’t been surprised by recent shifts in the dot-com marketplace. “Everyone I graduated with knew that we weren’t like our parents—that we weren’t going to stay at one job for 10 years.” Working in San Francisco’s multimedia gulch, he has seen firsthand that e-businesses can be ephemeral. Last spring when high-tech stocks plummeted, “a lot of companies right down the street shut down,” Hayes says. “People showed up for work and were told, ‘Sorry, we’re out of money, we’re not going public, good-bye.’” Fortunately, Hayes’ firm again anticipated problems before they occurred and short-circuited them. “We consolidated space and took other steps to solidify the company,” he says, adding that Embark has remained steady throughout recent tremors.

In his introduction to the e-world, Hayes has continued to learn that core business principles apply to e-commerce as much as to any other field: “Business can be fleeting,” Hayes says. “You need to have a strong product and room to grow. And you must find your niche.”

WILLIAM STARBUCK ‘96 seems to have a talent for identifying such niches. As president of two e-commerce Web sites, absolutelycollege.com and Nantucketer.com, Starbuck has found two areas to keep him busy. When formulating the business plan for the first company, Starbuck considered consumer demographics
carefully. “I thought, ‘Who’s on computers? Who uses the technology? Students.’” So he founded absolutely-collegiate.com, which markets clothing with college logos, brand-name pens, dorm essentials, and such unusual products as the stereo pillow (a standard bed pillow with a built-in speaker system). The Web site also includes a joke page and a chat room to try to make the online shopping experience fun.

A descendent of one of Nantucket’s 17th-century founding families, Starbuck has a special interest in all things of that island, which led him to establish Nantucketer.com. An online gift shop, the site markets ceramics, furniture, lightship models, and other products with nautical themes. The Web site also features an art gallery.

“You need to operate on good business principles: Strive for profitability, streamline the organization, pay attention to your burn rate, look at profit-and-loss statements.”

—WILLIAM STARBUCK ‘96

Before launching the first site, Starbuck expected a rush of traffic that he claims made him so nervous, he was almost reluctant to see the site go live. “But when we went live, nothing happened,” he says. “I thought, ‘Where is everybody?’” He soon discovered that it takes a while for the “spiders” and “crawlers” — the programs that follow links across the Web to capture text and create a database — to locate new Web sites. “But after a month the search engines found me, and eventually there was a snowball effect.” Now both sites are doing very well. Absolutelycollegiate.com is receiving between 50,000 and 100,000 user-sessions of seven minutes or more each month. Nantucketer.com is also growing daily, and both sites are constantly expanding their product lines. “More products mean more sales,” Starbuck says.

Previously a sales representative for a toy company, Starbuck used his experience in that conventional business to launch his e-companies. “I had to find vendors, put product lines together, and discuss issues with buyers such as cross-selling strategies and suggestive-selling techniques” — all of which come into play with his Web sites.

Even so, Starbuck understands the fragility of e-commerce. “The bubble bursting last spring can be a benefit to businesses like ours. We haven’t overextended ourselves,” he says. “You need to operate on good business principles: Strive for profitability, streamline the organization, pay attention to your burn rate, look at profit-and-loss statements.” It’s time, Starbuck says, to return from inflated expectations to standard business practices.

DREW DISKIN ‘95 also takes the long view on the recent slump in the high-tech stock market. “It phased out a lot of the gold rush,” he says. No one was happy to see a lot of dot-coms bottom out, Diskin says, but ever the realist, he acknowledges, “That’s our economy. You have to make lemonade. The correction in the market is good for professionals who understand the big picture.”

As a business consultant for his company, INERTIA, LLC (www.inertiaresources.com), the big picture is exactly what Diskin is continually looking at. INERTIA specializes in business development, marketing strategies, and multimedia communications, and Diskin’s forte is dealing with change. “We’re building synergies between organizations to produce business solutions,” Diskin says. “We specialize in assessing business situations, taking companies out of the box, and developing new marketing tools and resources to help them go forward.” To this end,
"The correction in the market is good for professionals who understand the big picture."

-DREW DISKIN ’95

the company’s projects often include development of Web sites and other multimedia projects that strive to add value and build awareness.

Recently Diskin’s consulting business built a team to develop a portal for a large credit union. The one-year process covered market analysis, communications strategy, design output, content aggregation, and architecture development. “It’s important to understand business, not just the tools of business,” Diskin says. He has taken to heart the words of Professor Frank Bingham Jr., who taught him to “sell the steak, not the sizzle.” Instead of focusing attention on hype or gadgets, Bingham’s mantra emphasizes the importance of substance. “What matters is people and the business relationship,” Diskin says. “And remember — whatever may happen to your company, your skills won’t leave you. Build on your experiences and nurture your network of peers.”

RENEE LURIE ’91 and JONATHAN LURIE ’90

had similar expectations about the professional growth potential in e-business. The husband-and-wife grads both recently got on board that tsunami of e-commerce, Monster.com. As an e-lead specialist for Monster, Renee Lurie knows firsthand how effective the online employment agency is. “I got the job at Monster.com through Monster.com,” she says. In the two years that she’s been there, the company has grown by leaps and bounds. “We are number one in our industry,” she says. “We have 6.5 million resumes and are growing every day.” It was this growth that attracted Lurie to the company in the first place and that convinced her to leave the retail industry to join Monster. “It was a new field with more opportunities to do a variety of things,” she says. She’s also noticed e-business has a wide-ranging appeal. “My co-workers come from a broad range of fields and have diverse backgrounds. Physical therapists, scientists — there are all kinds of people here.”

When the instability in e-business sent shock waves through the stock market last spring, they didn’t feel it at Monster. “We kept reading in the papers about businesses folding. But for us there’s not much competition,” says Renee. Her husband Jon agrees. “We’re far ahead of our competitors,” he says, “and are still growing globally. We’re all over the world, and there’s a new call center in Glasgow, Scotland. We have offices in nine or 10 countries.”

Jon was also attracted to the company’s growth opportunities. Within his first 18 months, Lurie was able to change departments, moving from sales to technology. As a Siebel System administrator, Jon Lurie now takes care of the global sales force database — “the Cadillac of databases,” as he calls it.

While Jon agrees that the e-company provides new and varied opportunities, he says that the business is more like a traditional bricks-and-mortar company than he expected. “Our internal hardware is high tech,” he says, “but what we offer the consumer is a service. So ultimately the business is about people.”

MARK ANDREWS MBA ’98 is director of strategic marketing information technologies for Waters Corporation (www.waters.com), which manufactures and supplies high-performance liquid chromatography
equipment. In contrast to the other Bryant graduates in these pages, Andrews’ experience working in e-business is occurring incrementally as he helps steer his firm into e-commerce territory; the company is slowly shifting “from bricks-and-mortar to clicks-and-mortar.”

Also a part-time marketing professor at Bryant, Andrews began at Waters 20 years ago as a chemist. He now works in strategic planning: “I noticed that the marketing people were making the decisions, so I moved into marketing.” About five years ago, he began to realize the importance of establishing an Internet presence for the firm. “After you’ve bought your fifth book from Amazon.com, you say, ‘Hey, maybe they’ve got something here.’ And since we are a technical company, I felt it was important for us to have a cutting-edge Web site.” Andrews helped form the company’s Internet steering committee during the site’s planning stages. Now that the site is up and running, the steering committee has been replaced by an e-business team, in which Andrews also takes part.

Overall, the transition into the e-world is going more slowly than Andrews expected. “Business-to-consumer companies need to react more quickly than business-to-business companies like ours. In B-to-B scenarios, you’re dealing with bigger companies, and there are purchasing protocols you may have to follow.” But ultimately, Andrews forecasts, the B-to-B relationships are going to be more significant for the Internet than the B-to-C areas “because there’s more money involved.”

As for the explosion of fragile new companies, Andrews predicts, “there will continue to be adjustments in the stock market, but we’re going to see a lot of companies come together, and we’re going to see some big successes.” Bill Starbuck of absolutelycollegeate.com agrees, and notes that because e-commerce is in its infancy, it’s at its most exciting, most promising phase. “E-business is in the Model T stage,” he says. “Who wouldn’t want to be in on that?”

ALLAN STAUNTON ’97 was working as a claims adjuster with an insurance company when he realized the climate was right for change. Wary of being entrenched in a job with little mobility, he saw a position with an e-business firm as a chance to make a big career move. So he joined a dot-com start-up, and his expectations have been exceeded. His new company, Advanti.com, bears little resemblance to the corporate environment he left behind. An Internet technology firm, Advanti.com provides data center services to customers in both outsourcing and consulting. As a network analyst, “I get to do a little bit of everything, from providing technical support to setting up infrastructure to planning services for customers.”

"I get to do a little bit of everything, from providing technical support to setting up infrastructure to planning services for customers."

—ALLAN STAUNTON ’97

MARK ANDREWS MBA ’98
Senior Week has long been an occasion for the graduating class to come together and celebrate the achievements of four years together. In recent years, students have created Web sites to provide information to their classmates about the week’s activities. But this year’s Senior Week committee members have made their site a much more integral part of the process, and they have brought it online early to get more people involved.

This year’s class had a head start, thanks to a combination of determination and luck. “Previous classes generally put their sites up late in the year,” says Lisa Waynelovich, an accounting and CIS major who co-chairs the Senior Week committee. She reports that she began to think about the Web site before the start of the school year. “For the most part, past sites have publicized what was going on during Senior Week itself, and committees used more traditional means — flyers and radio announcements and so on — to get the word out about fundraisers during the year. My goal was to get the site up by the end of the first semester so we could advertise fundraising events on the Web and generate more support and enthusiasm for Senior Week.”

Waynelovich had planned to solicit help from a Bryant alumnus who created the Class of 2000’s site. But at the first Senior Week committee meeting she learned, as luck would have it, one of the other committee members, Mike Ehrich, had been developing Web sites for some time. Two years ago, the CIS major joined with a friend at another college to found All-in-one Network Solutions, a company that implements networks, registers Web domain names, and develops Web sites. He has created sites for several Bryant student organizations, including the Bryant Outdoor Activities Club and WJMF (88.7FM), the College’s student-run radio station, and he enthusiastically volunteered to make the most out of this year’s site.

GOING ONLINE TO TAKE THE PULSE OF THE CLASS
The committee opted to forego the traditional approach of posting the class site on the Bryant student server. They instead registered a new domain — www.seniorweek2001.com — and found a commercial provider to host it. “The site is a critical part of our strategy to receive and provide the most current information about our activities,” says committee co-chair Steve Manocchio. “I’m convinced that because we have a Web address that’s unique, seniors will be more enthusiastic about visiting the site. We’ll spark more interest and increase the number of visitors.”

Technical considerations also prompted the committee’s decision to use an outside server. “The Bryant server works well for most student pages,” says Ehrich. “But for understandable reasons of space, security, and functionality, there are limits to what students can post on their sites. We wanted to take advantage of the latest technology.”

The site includes monthly calendars of events, e-mail links that enable visitors to contact staff members directly, and photos from class events. In addition,
an online survey allows seniors to help decide where fundraising and Senior Week activities should be held. “It was fairly simple to add that to the site, and students really seem to appreciate it,” says Ehrich. “Those of us who are on the committee didn’t want to be the only people to decide where, for example, we would hold the kickoff party during Senior Week. This way the whole class determines where we will go, which will increase their sense of ownership and commitment.” Having the survey online rather than on paper makes it easier for class members to take it — a couple of clicks send a vote to the central database — and for the committee to tally the results. “The online questionnaires are providing us with valuable information about what seniors want for Senior Week,” says Manocchio. “Ultimately this will allow us to plan more efficiently and effectively for Senior Week events and to give our classmates what they want.”

FROM ONLINE TO INVOLVED
“Our main objective for the site is to encourage student involvement,” says Waynelovich. “We want to reach the whole class and invite participation from students who might not otherwise be part of Senior Week.” It’s already having an effect. Waynelovich recalls that a student living a few doors down from her knocked on her door one evening a few months ago. “He’s someone I’ve seen around but never really talked to,” she says. “He had been to the site and wanted to know whether we were planning to do a Halloween fundraiser, as past classes have done. It was gratifying that someone who had never approached me before did so because of what he had seen on the site.”

The committee is working now to publicize the site even more. Waynelovich reports on the site and the Senior Week committee’s progress at each Student Senate meeting, and the Web address is announced on the student-run television station every evening. The URL is also included on every Senior Week-related flyer and is prominently displayed in the rotunda of the Unistructure. “Our next objective is to post the address in every classroom,” says Waynelovich. “We’re also establishing links between our site and some of the pages in Bryant’s site.”

All of this work is beginning to pay off, not just in the number of visitors to the site but also in the involvement of the class in the planning process. “Our class has more committee members than any previous senior class,” she says. “Everyone is motivated and the excitement is spreading to the rest of the campus.” With any luck, she’ll be answering her door a lot in the months to come. ☺
Greg Wolyniec '01 is a fantastic football player. He plays perhaps the most important defensive position on the field, middle linebacker, and clearly is one of the best around. He is the leading tackler on the Bryant football team, and he scored a touchdown in the Bulldogs’ first home game this year when he returned a fumble into the end zone.

In addition to his accomplishments on the gridiron, Wolyniec carries a 3.88 grade-point average. He was named to the District I Academic All-America team last year and will likely earn similar honors this season. He may be Bryant College’s best example of a student who achieves at a high level both academically and athletically.

At Bryant, there are hundreds of athletes whose academic performance levels contribute to the integrity and success of the College. These are students who attend Bryant to play a varsity sport and to become well-rounded, ready-for-the-world business leaders.

In a society where big-time college athletics often seems to find new ways to challenge academic standards, Bryant is the exception rather than the rule. One out of every four Bryant student-athletes was named to the Dean’s List.

How does this happen? Bryant’s athletics department stresses the importance of academic performance early and often. The department closely monitors the progress of each student-athlete, identifies those who are at risk, and helps students stay on course.

“College athletics by its nature lends itself to academic support,” said Coni Fichera, Bryant’s assistant director of athletics, who oversees the Bulldogs’ academic support programs. “It forces students to manage their time and it doesn’t allow for procrastination, which is a leading cause of academic struggle.”

The athletics department takes time management seriously. All first-year students who participate in intercollegiate athletics are required to attend at least two department-sponsored study halls per week. In addition, each freshman athlete meets weekly with a mentor who provides guidance and monitors academic progress. The department also works closely with the College’s First Year Success Program to help smooth the transition to college-level work. The goal behind the freshman program is to establish sound study habits in first-year students — habits they’ll maintain later.

Upperclassmen are well aware that if their cumulative GPA falls below 2.4, they’re right back in mandatory study hall. But the idea is for student-athletes to strive for more than the bare minimum.

“In their sports, our student-athletes are constantly being taught to achieve at a high level,” said Fichera. “They don’t just want to play, they want to win. And we try to stress the same thing in terms of academics — we don’t want them to do just enough to stay eligible, we want them to succeed. If you’re getting a C at mid-semester, figure out what you can do to make it a B. If you’re getting a B, do what you can to earn an A. Learn that the work you put in is worth it.”

Success is measured each May, when the College’s athletic ambassadors walk proudly across the Commencement stage. “We had a student-athlete here who had decided that college wasn’t for her and dropped out,” said Fichera. “But she missed the competition so much that she came back to school just to play soccer. The difference was that when she came back, she was better prepared, she knew what to expect, and she did much better academically. She graduated and now has a great job.”

So as Greg Wolyniec accepts his awards for academic and athletic achievement, by all means congratulate him. But be sure to congratulate his colleagues as well, who also prove that Bryant’s student-athletes can accomplish anything. ☀️
BRYANT THROUGH HISTORY

As the new year dawns, Bryant honors two of its oldest ambassadors, both of whom have watched the College transform itself from a small technical school into a business education powerhouse.

DORRIS ESTHER GUILD ANGUS '24
At age 100, Dorris Esther Guild Angus '24 is a mother of three, grandmother of eight, and great-grandmother of 11—not to mention an ex-baseball player and former accountant.

As might be expected from the first woman to earn a Bryant accounting degree—and the only woman in her graduating class—Angus' independent spirit appeared early in life. In high school, for example, while many of her male classmates were serving in the Great War, she played on their baseball team. “They’d give me a hard time, but I could hit. I could throw,” she recently told the Sun Chronicle (Attleboro, Mass.). Her parents called a halt to the fun when they decided that she was raising her skirts too high to run the bases.

Shortly thereafter, Angus enrolled at Bryant (then Bryant & Stratton). “Every night I took the trolley from my parents’ home in Attleboro to Providence,” she recalls. “I had to lift those long skirts just to get on board.”

Once on campus, she attended classes in the Butler Exchange Building. At least one of her professors—W. C. Lane, chairman of the accounting department—urged her to earn her CPA. Her father vetoed that idea, however, instead encouraging her to help support the family right away.

Toward that end, Angus accepted an accounting job with Watson Silversmiths Company; eventually she left to “do the books” for Hicks Bakery. Along the way she married Robert Angus; together the couple had three children—Robert, Norma, and Barbara.

Today Angus is an avid card player and current events aficionado, and it’s not unusual to find her simultaneously reading the local papers and listening to CNN. Asked by her town newspaper for the secret to her longevity, she replied, “I always told my children and grandchildren to be nice to people. I never thought I’d live this long, but I made it.”

A. EDGEHILL DUFFY ’20
“Tough.” In a word, that’s how A. Edgehill Duffy ’20 describes the Bryant coursework of the '20s. Nicely complementing this intellectual rigor was the Dodge and Camfield Building, where business was taught on the fifth floor and shorthand on the sixth. Duffy recalls the structure as a spartan facility with few of the amenities students expect today. “There was nowhere for us to buy a snack, or even just coffee, in that building,” he says. But that didn’t dampen his spirits—especially in 1918, when he and his fellow students tossed paper streamers from the upper windows to welcome troops home from WWI.

After commencement, Duffy married a fellow Bryant alum with whom he had grown up in Olneyville, R.I. Myrtle (Bainton) Duffy ’19 earned the Governor's Prize for her shorthand skills when she graduated with
her diploma in the Executive Secretarial Program; she worked for 44 years for the City of Providence and as a church organist.

In the ’20s and ’30s, when according to Duffy there were few opportunities to move directly into the business world without exceptional “connections,” he nevertheless thrived in a number of fields — including rare stamp collecting. He ultimately became a successful Rhode Island tax advisor and retired at age 61 from Connell-Davidson.

Not one to rest on his laurels, he then launched his own tax accounting and financial planning business, building on a core of customers who had followed him to his new firm. (His investment philosophy: “Stay in the stock market for the long term and buy companies with good capitalization and a hammer lock on their market.”)

Duffy continued to provide tax-related services until recently. Formerly a chaplain for six organizations, he is also a Son of the American Revolution and a Mason. His philanthropy has supported his church as well as a number of children’s charities.

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**WHERE IN THE WORLD?**

**Do you recognize this spot?**

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 February 16, 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!

Ten alumni correctly identified the cafeteria届毕业生 at the Spring issue. Thanks to everyone who entered the contest, and congratulations to Douglas Stewart ’57 and Dale Collett ’88, whose names were randomly selected from among all correct entries.

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"[The spot pictured] was located in the east end of the Auditorium building right under the machine classroom. The food service director was Ed Falchione. I certainly remember the lady behind the counter, but I cannot remember her name. The same picture is also in the yearbook of my wife, June Knight Stewart ’58.

"I was a dorm student living in Scott House from February 1955 through 1957. My financial situation was so tight that it squeaked. My daily lunch at the Café was a cup of black coffee and a package of Nabs for a total of 10 cents. I used to take cream in my coffee but cream at the Café was an extra two cents and I could not justify the added expense. I still drink my coffee black."

—Douglas Stewart ’57

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"My favorite story [about this spot] occurred on October 8, 1956, when after my final class I purchased an ice cream cone and began watching, on the College’s black and white television, game five of the 1956 World Series between the Brooklyn Dodgers and the host club, the New York Yankees.

"Don Larsen pitched for the Bronx Bombers and was opposed by veteran Brooklyn right-hander Sal ‘the Barber’ Maglie. The Yankees scored two runs in separate innings while Brooklyn was searching for not only its first hit of the contest, but its first base runner.

"A commitment I made to myself was that I would leave the contest when the Brooklyn Dodgers acquired their first hit. Needless to say, Don Larsen pitched the only perfect game in World Series history, retiring all 27 Brooklyn batters. Consequently, I was two hours late for my part-time job as a billing clerk typist for a large trucking company in Providence."

—Dale Collett ’88
A TRIBUTE TO A BRYANT LEGEND
NELSON J. GULSKI ’26 ’72H ’92H

For more than 75 years, Nelson J. Gulski was a vital part of Bryant College. On October 11, 2000, he died at the age of 93. The family, friends, and colleagues he left behind feel deep sadness at their loss, mixed with gratitude for the privilege of having known him.

President Ron Machlal describes Gulski as having had “more time, experience, and impact at this institution than anyone we can refer to today.” Machlley notes, “In the history of any institution, there are people who embody that institution, who become almost synonymous with that institution.” Nelson Gulski was such a person for Bryant College.

Since 1924, when he enrolled as an accounting student at Bryant & Stratton in Providence, Gulski’s affiliation with the College endured. He served as a faculty member, dean, acting president, active alumnus, and trustee.

Gulski was a major force in the College’s transformation from a two-year business school to a four-year business college. He always shared the goal of making Bryant its best and took great pride in helping students prepare themselves for their careers and their lives. He is remembered for his support of women entering the accounting field during an era when women were not encouraged to pursue professional careers.

When Gulski was hired to teach accounting at Bryant in 1927, jobs were tough to come by. He was offered a $1,300 annual salary to teach 50 weeks a year, including two nights per week. When Dean Jeremiah Barber died, Gulski was asked to take over as dean.

Professor Pat Keeley has noted that Gulski was “the only man I knew who could start a fire on his desk just by looking at it.” Gulski was renowned for being quite stern, and was known affectionately by many as the Mean Dean. “I was!” he reflected. “I was brought up to be a disciplined individual and believed others should be the same way.”

Gulski made the national press when he required all seniors in their last semester to wear a shirt and tie to class. About 99 percent complied. “We did put emphasis on getting people ready for the business world,” he observed.
"I take a great deal of pride in having helped a lot of people prepare for a job and for life. If I have done that... well, I think I have earned my keep."

Gulski served as a member of the board of trustees from 1975 to 1988 and received honorary degrees from the College in 1972 and 1992. After retiring from the board, he served Bryant as a distinguished alumnus, an honorary trustee, and a generous donor.

Gulski was a walking history book about Bryant. From the early days under the presidency of Henry "Harry" Loeb Jacobs in downtown Providence, through the war years and the turbulent '60s, and finally to the move to the Smithfield campus, Gulski was a guiding and stable presence in the Bryant community.

Asked about the most difficult times during his tenure with the College, Gulski cited the World War II years. "The student body was down, faculty had been drafted or enlisted, leaving only two or three of us to teach all subjects. Everybody had to pinch hit," he recalled.

Jumping in size from around 150 students in 1944 to close to 3,000 in 1949 was also a very challenging experience for Bryant. "I'll take a lot of credit for ingenuity in organizing that," Gulski reflected. "We had GIs literally pleading to get in. We went to double sessions and had every seat full all day and during the evening. I hired all of the faculty and made sure they covered the same material and gave uniform exams."

As for his fondest memories of his years with Bryant, Gulski mentioned meeting his wife, Christine, who was hired to teach penmanship not long after he came on board. They spent 31 wonderful years together and had three daughters. He also noted, "I was happy in my job. I have been a very fortunate individual. I couldn't have asked for anything more."

When asked how he would like to be remembered, Gulski responded, "I take a great deal of pride in having helped a lot of people prepare for a job and for life. If I have done that... well, I think I have earned my keep."

For more than seven decades, this friend and colleague was a tireless supporter of Bryant College. He will be remembered for his integrity, loyalty, commitment, and ethical principles. His legacy to Bryant will benefit generations of students and alumni.

A memorial service held at the College on October 19, 2000, provided an opportunity to honor the man who faithfully served Bryant for 75 years. It was a time to put aside the ordinary issues of the day and to spend time in reflection and remembrance of a distinguished educator.

For those who would like to honor Nelson Gulski's memory with a gift, donations can be made to the Nelson J. Gulski Scholarship Fund in care of the Bryant College Development Office.

NOTE: Nelson Gulski sat with President Ron Mackley for a videotaped interview in 1987, when he was just 91 years young. Quotes in this article are drawn from that archival tape.
Thanks in part to an innovative new partnership with a prominent e-business strategy firm, Bryant has jumped light-years ahead of most other educational institutions of its type.

It all began with Jean Paul Corriveau '84, senior vice president of worldwide business alliances at Computer Associates International, Inc. (CA), a firm that delivers the end-to-end infrastructure that supports e-businesses. About a year ago, Corriveau recognized that carefully selected e-business software and training could both help students prepare for the business world and enrich the recruiting ground for his firm, which enjoys a significant presence in the geographical areas from which the College draws many of its students, including Connecticut, Massachusetts, New Jersey, and New York. "We have two goals with this partnership," he explains. "One is to expand the skills of Bryant College students to include the Internet technology that is used by the finest companies in the world. The other is to be able to recruit more at Bryant for business-savvy students who are trained on our technology."

Toward those ends, CA donated licenses for its Jasmine e-business software as well as training to help faculty incorporate the program into their classrooms. The icing on the cake: Corriveau's personal gift, which was used to purchase the hardware required to use Jasmine from multiple areas.

By spring 2001, students will find Jasmine in multimedia Web design courses as well as in object design and development classes. The College plans to expand its offerings soon and is also exploring the possibility of using Jasmine as a primary component of a digital library that would be available to all of the College's constituencies.

As for Corriveau, he's happy to see such a healthy partnership between his alma mater and his firm. "My father always taught me that you have to give back when you have been richly blessed," he says. "Seeing students at the same age I was when I was discovering my love for information technology makes me want to help them in any way I can."

INFORMATION FOR THE TECHIES AMONG US

Jasmine is the world's first integrated e-business platform that powers personalized exchanges and portals. It provides the tools needed to build, test, and deploy e-business applications, and it can speed the time to market of business-to-business, business-to-consumer, application service provider (ASP), and trading exchange applications.

Bryant has installed a Jasmine server with 36 GB of storage in a new server farm. This is linked with two other servers. One of the trio handles student and faculty multimedia works-in-progress, another handles the multimedia library and completed works, and a third provides for distribution of digital objects, assets, and titles to classrooms throughout the College.
PHILANTHROPY MAKES THE DIFFERENCE

It may be better to give than to receive...but it’s best to do both if you can. That’s exactly what members of Bryant’s deferred giving club have done. Named in honor of the College’s founding year, the 1863 Society is made up of alumni and friends who have made bequests or deferred gifts to Bryant.

The benefits to the College are clear: Individual donors earmark their funds for a wide variety of purposes ranging from scholarships to capital enhancements. But the gifts often help donors as much as they help the College. “These generous donations make it possible for us to fulfill Bryant’s mission and transform the lives of students,” says Shawn Buckless, director of leadership gifts and planned giving. “But they also meet donors’ needs in ways that simple check-writing — and the tax deduction that goes with it — may not.” Deferred gifts can be structured to generate income, which can then be used to finance retirement, the care of an elderly parent, a child’s education, or virtually any other goal. “Whatever the donor’s concerns or objectives, we can help,” says Buckless.

After two years in the planning, the club already accounts for approximately $3 million in future gift income generated from bequests, trusts, life insurance policies, and other philanthropic vehicles. “Society members tell me that they like this type of plan because it enables them to give a more significant gift to the College than if they made a cash gift,” Buckless says. “They find that they can donate more than they ever thought possible.”

Every club member is invited to VIP events, including the annual 1863 Society luncheon, and is publicly recognized in Bryant’s Annual Report on Philanthropy.

For more information about planned giving at the College, please call Shawn Buckless at 401-232-6813.

V.K. Unni, vice president for academic affairs, speaks to the 1863 Society at a fall luncheon.
When campus visitors ask, "What's up?" they better prepare themselves for a lengthy reply. The entire Bryant community is fast moving forward with the ambitious strategic plan laid out several years ago. Academic initiatives are progressing as planned, and more tangible developments can already be seen at every turn. The new Wellness Center is set to open in August 2001. And the George E. Bello Center for Information Technology is slated to open in December 2001. Along with the snow and cool breezes, excitement is in the air at Bryant!
SPOTLIGHT ON BRYANT: CAMPUS NEWS

NEW MAJORS BROADEN THE REACH OF BRYANT

"This is an exciting time in the history of Bryant College," says President Ronald K. Machtey. "Not only is our $50 million campus expansion plan fully under way, but we now have curriculum enhancements that will help increase student enrollment. Each of these new programs will build upon our business focus and incorporate a core business component as part of our curriculum."

Bryant's board of trustees recently approved the addition of a Bachelor of Arts degree in communication, a Bachelor of Arts degree in psychology, a Bachelor of Science degree in information technology, and a Master of Science degree in information technology. In addition, there will be an expanded international studies concentration and a new minor in international business. The new programs will begin in the fall of 2001 with limited enrollment. Full enrollment will begin in the fall of 2002.

"We reviewed the academic strengths of the College and determined that, by adding these new majors, we could broaden our appeal to potential students while maintaining our traditional emphasis on career preparation," says V.K. Umni, vice president for academic affairs.

The communication major will focus on human communication, mass communication, and broadcasting and new media. A new, state-of-the-art campus television studio — the result of a joint venture with Cox Communications (see article, next page) — will be completed within a year and will provide students with learning opportunities and practical experience in broadcast, production, and programming. It will ensure that students understand the integration of video, data, and broadband technology.

Building on the College's existing liberal arts minor in psychology, Bryant's psychology major will focus on applying psychology in professional and business environments. A business component will strengthen student career opportunities.

Bryant's undergraduate and graduate information technology programs will emphasize technology management expertise, fundamental business knowledge, and communication skills. The new George E. Bello Center for Information and Technology, scheduled to be completed in December 2001, will provide another resource for students.

BRYANT STUDENTS CAPTURE SECOND PLACE IN NATIONAL TAX COMPETITION

Accolades to the Bryant College tax team, selected as one of 10 undergraduate colleges and universities nationwide to compete in the Arthur Anderson Tax Challenge™, held in November,
CULTURE AT BRYANT

"SHINING THROUGH THE MILLENNIUM": PARENTS & FAMILY WEEKEND 2000

The weather was spectacular, the events varied and fun, and the mood upbeat as nearly 800 Bryant students, parents, and family members celebrated Parents & Family Weekend on October 20 and 21.

Sponsored by the Student Senate under the leadership of Elena Fertitta '02, chair, and Elaine Chrzan '03, vice chair, the program featured events ranging from juggling to a barbecue to a swing-style breakfast.

Many students and parents attended the Bryant Players' performances of Arthur Miller's classic play *The Crucible*, which received standing ovations at the conclusion of all three shows. A "Family Fun Factory," complete with antique photos, caricature artists, and temporary tattoos, was also a big hit.

2000, Bryant captured second place in this prestigious contest.

The Bryant team of four senior accounting students included: John Bly, of Schenectady, N.Y.; Mark Gauthier, of Peabody, Mass.; Timothy Schwarz, of Somers, Conn.; and Lisa Waynclowich, of Turners Falls, Mass. Professor Timothy Krumviede served as faculty advisor.

The Tax Challenge is the leading national, intercollegiate competition for accounting students in graduate and undergraduate programs, and this year 110 teams from 86 colleges and universities competed. At the finals, the Bryant team competed against Boston College; Brigham Young University; College of William and Mary; John Carroll University; St. John Fisher College; The Ohio State University; University of Missouri – Kansas City; University of North Carolina at Charlotte; and University of Wisconsin – Madison. The College of William and Mary placed first. Bryant also advanced to the national competition in 1996 and 1997.

**BRYANT ADS HIT THE INTERNET**

For the first time, Bryant is using Internet advertising to reach prospective students for undergraduate recruitment. A series of four banner ads have been created and are currently on review.com's Web site scholarship page. The advertising message emphasizes Bryant's balanced business and liberal arts education, and focuses on global and business themes. Throughout this fiscal year, undergraduate admission will continue to target teens aged 15 to 18 through additional Internet advertising and portal strategies.

**COX COMMUNICATIONS TO BUILD STUDIO AT BRYANT**

Cox Communications and Bryant College announced plans for a new television studio on campus that will enhance both public access program capacity and the College's digital multimedia capabilities. Initial construction plans forecast that the studio will open by the end of 2001.

The full-service studio will work in conjunction with Bryant's computer laboratories to digitize studio programming and taped segments to develop multimedia projects. These digital assets will also be important tools for classroom teaching and distance-learning programs at Bryant.

"We are very excited about adding this technology to our campus," says President Ronald K. Machlief, "Rhode Island benefits from access to a state-of-the-art studio, and our faculty and students will have new learning opportunities."

Students can train on television equipment and earn college credits by interning with Cox. Students will cover College events that will air on Cox's Rhode Island Interconnect channel, on the College's cable network system, and on local public access channels. The studio will also offer students the chance to create a morning or evening news program to telecast statewide.
1969
RICHARD A. BLOCK of Tampa, Fla., received his master of business administration degree from Mercer University in Atlanta, Ga.

1972
STEWARD E. COHEN of Millersville, Md., was appointed vice president of human resources at SITEI, Technology Services in Herndon, Va. He will be responsible for strategic human resources initiatives within the business unit.

1976
PAUL D. ROY of Ledgewood, N.J., was named manager of legal administration for Time Warner Inc. in New York, N.Y.

1981
LYNN (DONNELLY) BISIGHINI of South Windsor, Conn., was appointed a principal at Ernst & Young in Hartford, Conn.

1982
RICHARD G. CARRIERE of Smithfield, R.I., was named a member of Solamon Smith Barney's exclusive Blue Chip Council. Blue Chip Council is a recognition program for financial consultants who, during their first five years, demonstrate the highest professional standards in addition to excellence in client service.

1984
A. MILES MCNAMEE of Evergreen, Colo., was promoted to vice president of business development at Starz Encore Group in Englewood, Colo.

1987
JAMES C. COUSINS JR. of Miami, Fla., was named director of special projects—corporate relations at the University of Miami School of Continuing Studies in Coral Gables, Fla.

1988
CHRIJSTopher R. LOWIS of Bristol, R.I., has launched a professional search and placement firm, Lewis & Associates, in Bristol. Lewis & Associates will focus on the financial services arena, including the mortgage banking, discount brokerage, and mutual fund industries. The firm will specialize in identifying, evaluating, and placing professionals in new career opportunities in sales, operations, and management positions for client companies.

1990
ANN M. RICHARDS of Morgantown, W. Va., received a Ph.D. in special education from the University of Arizona and was promoted to assistant professor in the department of educational theory at the University of West Virginia in Morgantown.

1991
DOROTHY (MANIGAN) BOULEY of Barrington, R.I., was appointed director of benefits and employee administration at The Providence Journal Company in Providence, R.I. She is a member of the New England Human Resources Association, the Society for Human Resources Management, the Human Resources Management Association of Rhode Island, and the New England Employee Benefits Council.

1991
WILLIAM C. TSONOS of Uxbridge, Mass., was named vice president/commercial lending at Citizens Bank in Providence, R.I. He is active with volunteers in Providence Schools, the Cumberland/Lincoln Boys and Girls Club, and the Northern Rhode Island Chamber of Commerce.

1990
LORI (LAPLANTE) CHICOYNE of Wilmington, Mass., was named marketing director at Judith Nitech Engineering, Inc. in Boston, Mass.

1990
KEVIN L. SANTACROCE of Southold, N.Y., graduated from the American Bankers Association's Stonier Graduate School of Banking. He is vice president of loan administration at The Bridgehampton National Bank in East Hampton, N.Y.

1990
 ЛиONALD IRWIN IV of Oak Hill, Va., was promoted to team leader and senior vice president at Bank of America's Private Bank in Chevy Chase, Md. He will manage the metro-D.C. region's wealth strategies team, which provides wealth advisory services to affluent individuals and families with net worth greater than $100 million.

1990
KERRY A. SPENCER of Manchester, N.H., was named regional planning and expense director of CIGNA Healthcare in Hooksett, N.H.
JOANNE P. GIOVANELLI of Orlando, Fla., is working in event management at Walt Disney World in Orlando, assisting with the annual Oceanside Convention and the fifth Annual ABC Super Soap Weekend.

AMY (TUCKER) HICKS of Cumberland, R.I., an assistant actuary at AIPSO in Johnston, R.I., was named a Fellow of the Casualty Actuarial Society (CAS).

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

1992

JOHN A. CIRELLO of Hamden, Conn., received his juris doctor degree from Quinnipiac College School of Law in Hamden and passed the Connecticut Bar Exam during the summer. He is an associate with Mass, Civillo & Kessler in New Haven, Conn.

SCOTT T. HALLWORTH of East Greenwich, R.I., was promoted to assistant vice president at MetLife Auto & Home in Warwick, R.I., and also recently received his fellowship in the Casualty Actuarial Society.

MARC E. JARO of Coral Springs, Fla., was named project manager-client services at CEL-LIT Inc., in Miami, Fla.

JAMES M. RAY of Barrington, R.I., was named vice president-special assets for Citizens Bank in Providence, R.I.

1993

VIKRAM KHANNA of Boston, Mass., a sales executive for North America with the Investment Management Solutions Group at Thomson Financial in Boston, Mass., was awarded the 1999 Portia Cup and the Thomson OpenTrader 1999 Global Sales Award.

JILL KOSTZEWSKI of Westport, Conn., was named manager of marketing services at Playtex Products, Inc., in Westport.

1994

NICOLE (REBER) BROOK of Harrisville, R.I., was promoted to manager of financial reporting at Textron Financial Corporation in Providence, R.I.

EDWARD C. NORMANDIN MBA of Basking Ridge, N.J., was named associate attorney concentrating in corporate law at Pryor Cashman Sherman & Flynn, LLP, in New York, N.Y.

RICHARD R. PELOSI of Cranston, R.I., was promoted to project manager at Staples, Inc., in Framingham, Mass.

RICHARD R. SORENSEN of West Hartford, Conn., was promoted to controller of PRC, a division of ChoicePoint, Inc., in Hartford, Conn. PRC is an insurance software developer that services the property and casualty industry for commercial lines.

1995

TARA (BATES) HUX of Farmingville, N.Y., was named branch manager at Sberlon in Melville, N.Y.

MARK A. LANGLAIS of Fort Myers, Fla., was named controller at Fiddleticks Country Club in Fort Myers. He is president of the Minnesota Chapter of Hospitality Financial and Technology Professionals and is also a member of the Club Managers Association of America (CMAA).

JENNIFER A. MARRON of Chestnut Hill, Mass., was named research administrator at Joslin Diabetes Center in Boston, Mass.

ERIK A. NILSEN of Marlborough, Conn., was named product manager for e-business development at Fleet Bank in Hartford, Conn.

1996

RYAN J. COLBY of Sutton, Mass., was named senior sales executive at IDG World Expo Corporation in Framingham, Mass.

1997

KRISTIE S. BREEN of Plainville, Mass., was named project manager for global networks and telecommunications at EMC Corporation in Franklin, Mass.

ELIZABETH (ULLRAN) GARDNER of Webster, Mass., was named director of finance at Kansas City Technology, an online provider of continuing education in Southborough, Mass.

ROBERT M. MCPHEE of South Yarmouth, Mass., is an associate of McPhee Associates Inc., Custom Building and Realty, in East Dennis, Mass.

1998

DOMINIK M. WELLMANN of Oxfordshire, England, was promoted to account executive at South African Airways in Hounslow, Middlesex, England. He is responsible for retaining existing accounts and developing new business in the United Kingdom and Ireland.

1999

KIM M. BIRONG of Newton, Mass., was promoted to supervisor, loyalty communications, for Starwood Hotels & Resorts in Boston, Mass.

ALISON (COOPER) FAIRCILD MBA of Cumberland, R.I., was named financial analyst at CVS Corporation in Woonsocket, R.I.

Konstantinos Koukoulis of New York, N.Y., is a senior account executive in corporate investor relations with Rudler Finn in New York.

Gerasimos Matiatis of New York, N.Y., is a junior analyst with Salomon Smith Barney in New York.

2000

MICHAEL R. AHEARN of Engam, Minn., was named accounting specialist at The Gift Certificate Center, a Hallmark company, in Minneapolis, Minn.

NICOLE M. CORMIER of Scottsdale, Ariz., was named associate underwriter for Amica Insurance in Phoenix, Ariz.

JENNIFER L. LAFRANCE of Foxboro, Mass., is a buyer with Johnson & Johnson in Raynham, Mass.

JAIME LANNON of Tuckahoe, N.Y., was named market development coordinator at Native's Restaurant News in New York, N.Y.

RICHARD M. LOVERING III of Hollis, N.H., was appointed business systems analyst at Teradyne, Inc., in Nashua, N.H. Teradyne is a test equipment manufacturer for the electronics, communications, and software industries.

DONNA L. TAFT of Babylon, N.Y., was named tax associate with PricewaterhouseCoopers in New York, N.Y.

ASHISH TALWAR MBA of Fremont, Calif., was named a market research analyst at Aces International, Inc., in San Jose, Calif.
MARY (HAMILL) LEBLANC '21
September 15, 2000

MARTHA (WINSOR) HURFORD '26
July 2000

HELEN (BOLLAND) WYATT '26
September 2000

NELSON J. GULSKI '26, '72H, '92H
October 11, 2000

RUTH (SULLIVAN) POTTER '27
June 25, 2000

DONATA (WOLSKI) DEROISIER '29
May 5, 2000

FRANK FLANAGAN '30
July 2000

ELSY (CRAIG) GANZ '30
July 13, 2000

ELSY (TARBELL) MARSH '35
August 23, 2000

HELEN (DAY) FITT '35
September 27, 1999

FREDERICK W. WATTS JR. '36
August 9, 2000

MARTHA (DIMEZZA) DELEO '40
September 22, 2000

IRENE (SHEEHAN) HOLMES '40
August 27, 2000

ROBERT R. RAYNOR '43
August 27, 2000

JAMES J. LARUSSA '47
September 14, 2000

STANLEY BUDNICK '49
July 8, 2000

HUGO J. DICLEMENTE '49
May 8, 2000

LEO J. LAWLESS '49
September 21, 2000

ERMINO P. LISBON '49
August 16, 2000

JOSEPH A. FAGAN '51
July 30, 2000

SAMUEL C. LAURICELLA '51
July 27, 2000

ERNEST M. PAGNANO '51
July 9, 2000

CHARLES ANSHEK JR. '53
August 26, 2000

FRANK F. COSTA JR. '56
May 10, 2000

MICHAEL MALIKY '57
June 28, 2000

RONALD E. VERESKO '62
August 1, 2000

MAIDA L. FISHMAN '68
June 23, 2000

DAVID N. THOMAS '74
July 29, 2000

STEVEN M. SADESKY '76
July 2000

RICHARD H. MILONE '79
May 9, 2000

SHERI L. CAPRON '91, '94
July 12, 2000
IN 1997, when Bryant College’s board of trustees adopted the mission statement and strategic plan articulated in *The New Century Plan for Excellence*, it was committed to building on the College’s traditional strengths and character while advancing its reputation and performance. The combination of this vision with strong leadership, an enthusiastic student body, and a loyal cadre of alumni and volunteers positioned the College to offer its students and the business world more value than ever. Bryant College stood poised on the threshold of a new era.

We enter 2001 knowing that we have crossed that threshold and have many accomplishments to celebrate. This report focuses on growth in the six major areas of the College: Academic Affairs, Student Affairs, Admission and Financial Aid, Institutional Advancement, Business Affairs, and Athletics. We highlight major developments in the three years since the plan was unveiled to show you how Bryant College has indeed been “thinking outside the box.”
DEAR ALUMNI AND FRIENDS,

It's hard to believe that it has been three years since we introduced you to the exciting new strategic plan for Bryant College. At that time, I proudly communicated our renewed mission, stating that "recognizing the myriad changes in the way the world does business, Bryant has developed a bold new plan to take our College to the forefront of business education: The New Century Plan for Excellence." Three years later, it seems appropriate to share with you how we have fared with the exciting initiatives set forth in 1997.

These have been exhilarating and dramatic years. I reminisced with graduating seniors at Commencement exercises last May about how we arrived at Bryant at the same time, bunking down together in the gym on our first night on campus as the wind and rain of Hurricane Edouard battered the campus. Since then, we have been through a lot together, fortunately more positive than stormy. We expanded our curriculum with new financial services and accounting information systems concentrations. We introduced five new varsity sports teams — including football — on our newly renovated sports fields. We developed a campus facilities master plan designed to take us into the 21st century, and we broke ground for both the George E. Bello Center for Information and Technology and for the Wellness Center. We are ensuring that our facilities meet our exacting standards of excellence. We upgraded our technology and classrooms and, last year, hired faculty who will work with our new Faculty Development Center to ensure that we provide our students with the highest level of course content and the most fully integrated use of technology.

We set a five-year time frame to achieve the objectives of The New Century Plan for Excellence. I am proud to say we have completed 11 out of 12 tactical initiatives, including increasing the student body — today it numbers nearly 2,600 full-time students, compared to 2,200 in 1996. That's an incredible success rate that can be attributed to the tireless efforts of our faculty and staff, led by an enthusiastic group of vice presidents and a distinguished board of trustees.

Today, we begin Phase II of The New Century Plan for Excellence to ensure that Bryant College continues to excel in higher education.

Our goal when we began the strategic planning process back in 1996 was to produce a plan that would serve as a dynamic road map. Faculty, alumni, staff, trustees, students, and business leaders from throughout New England have helped make this a living document. I hope you share my enthusiasm about all we have accomplished to date, and that you will continue to travel with us on our exciting journey into the future.

Sincerely,

Ronald K. Machtley
President

MISSION STATEMENT
Bryant College is a student-centered college, focused on excellence, that prepares its students to achieve their personal best in life and business.
1997–2000 AT A GLANCE

ACADEMIC AFFAIRS

"I am extremely proud of our talented and dedicated faculty. They are excited about the strategic plan, and their enthusiasm is reflected in the many things our division has been able to accomplish under their leadership. Looking ahead to the 2000-Plus Strategic Plan, we will add programs that will diversify our student body and increase enrollment. We will continue to work toward greater diversity in terms of both gender and ethnicity within the faculty."

V.K. Unni, Vice President for Academic Affairs

The New Century Plan called for us to "solidify emerging areas of excellence, strengthen hallmark disciplines, and move the College's premier programs to national prominence." While building on the academic core by strengthening the existing undergraduate and graduate programs, Academic Affairs was to consider new majors and incorporate into the curriculum personal effectiveness skills and desired personal qualities that the trustees identified as pivotal to the success of business leaders.

HIGHLIGHTS

- Added two new faculty-initiated concentrations — Financial Services and Accounting Information Systems. Both programs have met enrollment goals. Bryant was the first college in New England and only the second in the country to offer a Financial Services concentration.

- Hired 13 new faculty for the 2000-2001 academic year. In each of the previous three years, the number and diversity of faculty hires have increased.

- Continued to achieve national distinction among faculty. A few examples: Professor Judith Barrett Litoff is the author of 11 books, most recently, The Horrors of War and the Errors of Peace: United States Women and Postwar Planning; Professor Charles Cullinan traveled to Portugal during the fall 2000 semester as a Fulbright Scholar; and Professor Tom Chandler was named to a five-year term as Rhode Island Poet Laureate in September 2000.

- Improved and expanded our undergraduate Honors Program. The program now includes a greater variety of courses and more opportunities for social interaction between faculty and students.

- Created the Faculty Development Center and hired a full-time doctoral-level director. The Center incorporates teaching, research, and service, and works toward increasing gender and ethnic diversity among Bryant faculty.

- Published the inaugural issue of the Bryant Literary Review. Edited by Professor Joseph Urgo, former chair of the English/Humanities Department, Professor Tom Chandler, and students Chuck Jarvis and Kimberly Pike, the BLR features poetry and fiction submitted from across the country and around the world (authors also included two members of the Bryant community).

- Received reaccreditation from the New England Association of Schools and Colleges (NEASC) in April 2000. The NEASC team visited Bryant in March and spent three days meeting with all constituencies on campus.

- Established the First Year Success Program, which featured a three-day winter retreat in January that brought faculty, staff, students, and Bryant trustees together to cultivate and discuss qualities and skills crucial to success in business.

- Re-energized the Academic Center for Excellence. The number of students served by the center nearly tripled during the 1999–2000 academic year. A Writing Center, run by a doctoral-level director, has been added.

- Consolidated international programs in The John H. Chafee Center for International Business. The enlarged and enriched center has received several million dollars in grants during the past four years and has become a state-of-the-art facility for export assistance.

- Expanded the International Trade Data Network (ITDN) at the Chafee Center; it now reaches into all 50 states.

- Extended the Rhode Island Export Assistance Center's Linking International Trade in Education (LITE) Program into Rhode Island K–12 schools. Founded in 1995, this grant-supported program is a unique, computer-based service that provides students and teachers with opportunities to explore the many facets of the world economy utilizing ITDN technology.

- Created the Center for Design & Business in 1996. This joint venture with Rhode Island School of Design is the only center of its kind in the world, developing business skills for artists and designers and helping businesses learn how to commercialize new products and use design in innovative ways.

- Launched the Verizon (formerly Bell Atlantic)-Bryant College Telecommunications Center in 1996. Operating under a unique model, Bryant students provide technology training to companies throughout the region.

- Increased Bryant's global perspective through international faculty exchange and research projects. The former Soviet Union and China have been active participants.

- Achieved national recognition when The John H. Chafee Center for International Business received the President's "E" Award for Export Service from the U.S. Department of Commerce in October 2000.

- Implemented an innovative marketing campaign for our graduate programs. Under the leadership of a new director, graduate admissions have been steadily increasing.
Established the first Internet-based MBA program in New England, now in its second year. A contract with the Naval Undersea Warfare Center allows 80 students headquartered in Newport, R.I., to earn their graduate degrees while traveling around the world.

Increased the number of individuals and businesses served by the Executive Development Center (EDC). The former Center for Management Development (CMD) gained new leadership, and its focus shifted from supervisory to leadership training. The EDC has become the top training resource for 50 major corporations.

STUDENT AFFAIRS

"Everything we do in Student Affairs relates to our institutional mission of being student-centered and focused on excellence. We work closely with Academic Affairs to emphasize the education of the whole student by developing the skills and qualities identified in the strategic plan, designed to prepare our students to do their personal best in life and business."

Thomas Eakin, Vice President for Student Affairs

As stated in The New Century Plan, "developing a competitive advantage means developing an invigorating campus life where students learn the personal skills and qualities needed to be successful in college and in their future careers." Throughout the College, we are working to 1) develop a distinctive campus climate built upon sound community principles that support the development of intellectual, physical, and spiritual dimensions; 2) build campus-life programs that engage students and develop personal effectiveness skills and desired personal qualities; 3) create an effective and efficient program of student services; 4) review and improve the quality of campus life; and 5) assess and expand student internships and enhance career and employment opportunities.

ADMISSION AND FINANCIAL AID

"We reached our freshman recruiting goals much sooner than expected, so as of fall 2000, our enrollment levels are two years ahead of schedule. We are especially pleased with the results in recruiting qualified students of color and with the success of our restructured scholarship program. Bryant is attracting a very diverse group of talented leaders and scholars from across the country and around the world."

Victoria J. LaForte, Dean of Admission and Financial Aid

The New Century Plan for Excellence emphasizes the importance of reaching into new markets to attract students and sets ambitious goals for increasing the number of undergraduate students to 2,500 over a five-year period. The plan expresses a need to "develop an admission strategy to ensure a growing racially and ethnically diverse campus; to make certain that the cost of a Bryant education remains within the reach of traditional students; and to emphasize that a 'value education' does not mean a 'cheap' education but a quality education for the investment."

HIGHLIGHTS

- Established the First Year Success Program. First-year students are assigned to teams that help them with academic challenges and encourage participation in cultural and social aspects of the College. The program continues to evolve; students are now documenting the development of the skills and qualities outlined in The New Century Plan for Excellence for a portfolio that they will expand throughout their four years at Bryant.

- Strengthened the diversity component of the two-day summer orientation program for incoming students and parents. In addition to providing an opportunity for entering freshmen to meet members of the faculty, administration, and student body, orientation provides special-interest programs designed exclusively for the incoming class.

- Developed the Bryant Pledge, which all new students sign to demonstrate their commitment to showing respect and personal responsibility in their behavior while at Bryant. This is part of the ongoing effort to develop a community where students are held accountable.

- Invested more resources in on-campus cultural and social activities and opportunities. These include the Trustee Speaker Series, the President's Cultural Series, evening and weekend programs, and an expanded community service program.

- Established the Intercultural Center as a stand-alone facility. The center provides international students and students of color with a place where they feel comfortable within a majority-dominated college, and serves as an advocate and resource in developing support for underrepresented groups.

- Surpassed enrollment goals set out in the strategic plan. The plan called for 2,500 undergraduate students by the fall of 2001.

- Changed the allocation of scholarship funds. Our new allocation supports the recruitment of more academically gifted students through enhanced scholarships. We are enrolling a greater number of top-quality scholars each year.
- Increased aggressiveness in recruitment efforts. The result has been a 55 percent increase in applications since 1996. In the fall of 1996, Bryant enrolled 2,196 full-time undergraduates; that number passed 2,500 in fall 2000.

- Realized a 14-point increase in the average SAT scores for entering freshmen between 1998 and 2000. There was a 10-point increase in average SAT scores among international students in the same time frame.

- Awarded more financial aid per student. The average total aid package increased from $13,061 in 1998 to $14,449 in 2000.

- Directed recruitment strategies for students of color and increased outreach to prospective minority students within northern Rhode Island. During the past five years, the percentage of students of color in the entering class has grown dramatically from six percent to 12 percent.

- Reassessed targeted international recruitment. We have reviewed demographic and economic information to make appropriate adjustments to the recruitment strategy.

- Strengthened alumni, student, faculty, and business volunteers networks. Communication changes are being initiated to share information with the admission staff about overseas travel by Bryant faculty and administrators.

- Established stronger ties with alumni. Through publications and event planning, the College has created more opportunities to develop bonds and communicate with graduates across the country and around the world.

- Enhanced programs that benefit students and alumni. Ultimately, new initiatives will provide every graduate with a Bryant e-mail address, access to career services, and continuing education opportunities.

- Educated students about the importance of philanthropy. The Class of 2000, which made the largest class gift in the history of the College with commitments totaling more than $27,000 in gifts and pledges, is a clear example of how these efforts are paying off.

- Established the President's Leadership Council. In just three years, this group has grown from 80 households to 250 households.

- Increased efforts to promote the College through the media. In addition to promoting special events and activities, we placed stories about new academic programs, initiatives, and the many contributions of our faculty, students, and alumni.

- Received glowing commentary in a Providence Journal editorial. Bryant was lauded for its campus expansion plan and its contribution to higher education and business in Rhode Island.

- Achieved national recognition for outstanding promotional materials. Bryant publications received bronze and silver awards from the Council for Advancement and Support of Education (CASE), the most prestigious award competition in the industry. An admission advertisement won a silver award from the Admission Marketing Report.

- Began the institution-wide process of developing a new, dynamic, and user-friendly Web site. The site went live in September 2000 and received more than 4.9 million hits in its first month.

**INSTITUTIONAL ADVANCEMENT**

_We have had a tremendous response to our increased fundraising efforts from all constituencies, and we continue to be grateful for their support. Our division has focused on developing relationships and improving communication so that alumni, staff, faculty, students, and the external community understand what we are trying to accomplish and can assist us in achieving our goals._

Laurie Musgrove, Vice President for Institutional Advancement

At the top of the list of strategic objectives in The New Century Plan for Excellence is to “provide a physical environment that reflects and supports new methods of teaching and learning.” The development of a capital campaign is essential to accomplish this goal. The success of the campaign is dependent on the strength of the College’s relationships.

**HIGHLIGHTS**

- Initiated the first comprehensive capital campaign in the College’s history. The division is planning a five-year campaign, and it has already announced the largest commitment in Bryant’s history — $5 million from George E. Bello ’58.

- Increased donations annually since 1996. Total giving grew to more than $4 million in fiscal year 1999–2000, a new record.
Devised a new advertising strategy to communicate our message to a broad audience. Advertising for Bryant’s many divisions now appears in a wide range of print publications, on television, on the Internet, and on radio (including a campaign with National Public Radio [NPR]). Alumni and friends from across the country have voiced a sense of pride in hearing Bryant promoted at this level.

**BUSINESS AFFAIRS**

"Our endowment is at an all-time high of around $143 million. Its performance in terms of rate of return is consistently above average compared to other endowments."

Joseph Meichelbeck, Vice President for Business Affairs

_The New Century Plan for Excellence_ states that building a competitive advantage means “developing a model of Bryant as a business focused on substantive initiatives designed to achieve the mission.” As a technology-enabled business, our goal is to make Bryant a model for business; improve Bryant’s cost-effectiveness; and provide high-quality, cost-effective services to “customers.” The various departments under Business Affairs are driven by that objective.

**HIGHLIGHTS**

- Won recognition from the Greater Providence Chamber of Commerce for comprehensive employee programming.
- Provided cross-divisional training to help employees better collaborate to identify work styles, resolve conflicts, and solve problems.
- Begun installation of Banner, an administrative software program that will allow current students to register online and prospective students to apply online. Bryant systems will be more closely coordinated among the various departments.
- Upgraded the bandwidth capacity for the campus network. This initiative is a continuation of the College’s commitment to replace all hardware every two years and enables more rapid transfer of files.
- Managed the financial arrangements for the $50 million campus plan.
- Reviewed and upgraded residence facilities to ensure that they are up to competitive standards.
- Handled the complex business aspects of new athletic initiatives. The new football stadium and other athletic fields and the addition of football, men’s and women’s lacrosse, women’s field hockey, and women’s golf have enhanced student life, made Bryant more visible, and opened new recruitment markets.

**ATHLETICS**

"With the expansion of our department to include five new varsity sports and a state-of-the-art Wellness Center, Bryant is continuing its bold tradition of progress that began with President Machlief’s New Century Plan for Excellence in 1996. This goes hand in hand with the College’s commitment to progress and my own personal goal of making the student-athlete’s experience at Bryant the most positive and rewarding years of his or her life."

Dan Civetti, Director of Athletics

A primary objective of _The New Century Plan for Excellence_ is the enhancement of the athletic program at Bryant. By making significant improvements to the existing program and introducing five new varsity sports, Bryant sought to attract more students to the College and to bring its department of athletics up to competitive standards.

This, in turn, would lead to an enhancement of the student-life experience, increased visibility through a broad-based competition schedule and an intense external recruiting effort, increased revenue with the enrollment of additional students, and an enlarged alumni base.

**HIGHLIGHTS**

- Improved visibility of Bryant College through new athletic offerings, which generated significant positive publicity in local and national media outlets.
- Introduced a competitive varsity intercollegiate football program. This included conducting a national search for a head coach in 1997, playing a seven-game, non-varsity schedule in the fall 1998 season, and rising to varsity status for the fall 1999 season.
- Added a competitive varsity intercollegiate women’s field hockey program, which played a full varsity schedule in the fall 1999 season.
- Launched a competitive varsity intercollegiate men’s lacrosse program in the spring 2000 season.
- Introduced a competitive varsity intercollegiate women’s golf program three years ahead of schedule. The team played full varsity schedules in the fall 1998 and spring 1999 semesters.
- Began the search process to hire a full-time varsity intercollegiate women’s lacrosse coach in preparation for that program’s first season of competition in spring 2002.
- Saw the completion of Bulldog Stadium, which serves as the permanent home for varsity football and lacrosse and as a frequent site of men’s and women’s soccer matches. The stadium accommodates 4,400 spectators and features full locker room facilities, public restrooms, and a press box.
- Completed the Bryant Baseball Complex and the Bryant Softball Complex. Both facilities drew praise as being among the best in the region for varsity competition.
IN CONCLUSION

The “first and final question” identified in The New Century Plan for Excellence is, “How will Bryant College gain competitive advantage?” The answer, according to President Machtey: “We believe that education can change lives. If we are student-centered, graduating individuals who have received a best-value education and embody the Bryant experience, who not only have a strong business discipline, but also have the personal effectiveness skills and desired personal qualities for success...then we will have the basis for a sustained competitive advantage.”

We have come a long way in these three years...but we still have far to go. As we continue to move forward into the 21st century, our success depends upon the ongoing support of the extended Bryant family. We encourage your involvement during this exciting chapter in Bryant’s history, and we thank you for helping to make possible the successes illuminated in this report.

LETTER FROM VICE PRESIDENT JOE MEICHELBECK

I am pleased to report that Bryant College operated with a balanced operating budget for the fiscal year that ended July 31, 2000. The College continues to enjoy a strong financial position and— with the generous support of alumni, students, faculty, trustees, staff, and friends—will continue to provide an excellent education for future generations.

Our budget was balanced thanks to the hard work and diligence of the entire Bryant community. Total revenues increased to $60.1 million. Tuition and room and board revenues increased $3.1 million, reflecting higher undergraduate enrollments. Expenditures increased in all major categories, also due to higher student enrollment. The charts above detail the sources and uses of operating funds.

Total fund balances grew from $158.9 million to $171.6 million, primarily because of investment gains in the endowment fund ($14.2 million). The market value of the endowment grew 10.4 percent to $143.8 million; the endowment also provided $5.4 million to support the operations of the College, including scholarships and academic support.

Bryant spent $6.5 million in 2000 to upgrade technology, classrooms, residence halls, and athletic facilities, as well as to provide continued planned maintenance of all campus facilities. Deferred maintenance, which is a major issue on many other campuses, is not a problem at Bryant because of long-range planning and funding of periodic replacement needs on an annual basis.

The College has prudently managed the resources entrusted to it. We have a strong capital base, which will provide support for years to come. Bryant’s financial results for 2000 demonstrate that we have successfully met the challenge of controlling costs while providing a quality education.

Joseph R. Meichelbeck
Vice President for Business Affairs/Treasurer
As a graduate of Bryant, you can help us continue to recruit a diverse group of quality students. Join fellow alumni around the country by becoming a part of the Alumni-Admission Connection (AAC). Your involvement will vary depending on your interests, availability, geographic location, and graduation class. Some of the activities you may become involved with include:

- **Referrals** – Help us identify high school students to whom Bryant admission materials should be sent.
- **College Fairs** – If you graduated within the last five years and live within an hour of an upcoming college fair, you may be invited to represent Bryant at one of these events. Several hundred inquiries are brought back to the College each year as a result of these fairs, but many of the events conflict with recruiting schedules of our Admission staff. This is a great way to share your enthusiasm about the College and meet prospective students.
- **Recruiting Events** – Throughout the year, AAC members actively participate in on- and off-campus recruiting events such as our fall and spring open houses. Depending on the event, you might speak about your career or simply mingle with prospective students and their families.
- **Phone Calling Campaign** – During the spring semester in March, you may be invited to participate in this major campaign to answer questions that admitted students have about Bryant and to encourage students to accept our offer of admission.

To join the AAC or for further information, contact Michelle (Barbato) Pelosi ’95, assistant director for volunteers and events, at (800) 622-7001 or mpelesi@bryant.edu.

Share your success with a new generation.

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**The Women’s Summit at Bryant College**

**Odyssey 2001: Journey to Success**

Don’t miss this exciting opportunity to join nationally recognized business leaders and professional women at the fourth Women’s Summit at Bryant College. Gain new skills and insights to guide you along your journey to success.

**KEYNOTE SPEAKERS**

**Patricia Dunn** is Global CEO of Barclays Global Investors (BGI), and No. 12 on Fortune magazine’s fall 2000 list of the USA’s 50 most powerful women in business. Since joining BGI in 1976 as a temporary secretary, she has served in many areas including consulting, portfolio management, trading, marketing, and client relationships. Today she oversees $833 billion in assets at the world’s largest institutional money manager, and the largest group of index funds.

**Phyllis Mindell**, Ed.D., is founder and president of Well-Read, an international consulting firm that provides seminars in leadership, reading, writing, speaking, and non-verbal communication. She is the author of *A Woman’s Guide to the Language of Success: Communicating with Confidence and Power* and *Power Reading*.

**Grace Cornish**, Ph.D., motivational speaker, author, relationship expert, and family therapist, has inspired women from all walks of life with her positive messages of self-reliance. Her books include *The Fortune of Being Yourself* and *Radiant Women of Color: Embrace, Enhance and Enjoy the Beauty of Your Total Being*.

**REGISTRATION** at 8 a.m.

**PROGRAM** starts at 8:45 a.m.

Look for registration materials in late January.

**FOR MORE INFORMATION CALL:**

(401) 232-6565

**SAVE THE DATE**

**Wednesday, March 14, 2001**
Bryant is accredited by AACSB-The International Association for Management Education, which recognizes those institutions that meet its rigorous standards of excellence.