Spring 1991

volume 14, no. 1, Spring 1991

Bryant University

Follow this and additional works at: https://digitalcommons.bryant.edu/bryant_review

Part of the Education Commons

Recommended Citation
https://digitalcommons.bryant.edu/bryant_review/59

This Newsletter is brought to you for free and open access by the Douglas and Judith Krupp Library Special Collections at DigitalCommons@Bryant University. It has been accepted for inclusion in Bryant Review (1978-1997) by an authorized administrator of DigitalCommons@Bryant University. For more information, please contact dcommons@bryant.edu.
Alumni Entrepreneurs
Burns and Ricker
Turn Bagels Into Bucks
Thanks for the Memories

Dear Editor:

I am writing this letter as a thank you to the Bryant Community for all the memories I acquired in my four years here. Having graduated this past May, I am just getting out into the real world, and look upon it with both apprehension and great expectations.

This summer I am traveling to the People’s Republic of China with three other Bryant students and our professor, William Graves. While there we will study Mandarin Chinese, which I have taken for two years at Bryant. We will also tour other cities in addition to Beijing, where we will live for six weeks. I see this trip perhaps as another excuse to put off finding a job in our temporarily troubled economy, but I also know that the experience will open up doors for me that previously would have been closed.

Writing a letter to the Bryant Review is an ironic experience for me, as I have been a contributor to its pages for the past four issues. I have also written for The Archway, so maybe my view of Bryant College is different than others because I get to write the stories about the College, not just read them. Bryant deserves the recognition it is constantly achieving, and as a part of the Bryant Community, whether students, faculty, administration, parents, or alumni, we must all be proud to be part of this College.

The Bryant Community is a wonderfully diverse and talented group of individuals, all of whom must work together to uphold the College’s fine reputation. There must not be a separation of the “cultures” at Bryant. Faculty and administrators must take on more mentor-type roles to ensure that students feel as if they are a vital part of Bryant. Students, in turn, must realize that they do have a say on campus, and that being passive can only lead to apathy. We use the term ‘Bryant Community’ because we like to think of ourselves as a family, sharing similar views, and not being afraid to share them.

Four years of experience, a lifetime of memories. Thank you, Bryant College.

Sincerely,

Douglas J. Higbee ’91
Social and Business Issues Intersect for Management Professor

Professor Kumar Chittipeddi, who teaches Business Policy and Strategy at Bryant, believes that social and business issues are inextricably linked and his students need to understand the interaction of these forces.

"As a business leader, you have to fit your organization to the environment (in which it exists), so whatever happens outside is critical to you," explains Chittipeddi. To help his students understand this important message, he plans to have them do field studies on social issues such as homelessness and drug abuse.

Among Chittipeddi's consulting clients are the US Air Force, various non-profit agencies, and Fortune 500 companies, including NCR. He was part of a research team retained by the business machines giant to survey the top 1,000 businesses in the US to determine if they were managing for stake holders or only for share holders. Stake holders are all those groups—management, line employees, suppliers, customers—who have a stake in the company's success.

Until fairly recently, most companies were managed almost exclusively with the goal of increasing share holders' wealth. NCR, which considers itself a very progressive company, manages for stake holders, according to Chittipeddi, and the company leaders wanted to find out if other major corporations were managed the same way.

More than 70 percent of the executives interviewed were familiar with the stake holders concept, and more than 50 percent believe their companies were managed for stake holders and had allocated extensive resources to implement this concept. An interesting corollary of the study, according to Chittipeddi, is that management is viewed as the dominant stake holder group and that employees and customers are neck-and-neck for second place.

Chittipeddi, who has been teaching at Bryant for one year, is particularly interested in the role of top management and especially the CEO. "I have a strong interest in the CEO," he says, "because he sets the tone for the whole organization. Traditionally, the CEO ruled by fiat in a top-down, dictatorial model." But organizations have undergone major changes and will change even more in the next decade, according to Chittipeddi.

To meet his or her organization's goals, today's CEO has to have a good understanding of how to achieve the best possible fit between the organization and the environment. Because of globalization and rapid technological changes, the environment is constantly in flux. So today's CEO has to be a "sense maker" and "sense giver." He or she has to be a "leader, inspirer, and motivator," says Chittipeddi.

A native of India who completed his undergraduate education at the University of Bombay, Chittipeddi is vice president of the Minority Small Business Division of the United States Association for Small Business and Entrepreneurship. He is also International Liaison for the Entrepreneurship Division of the Academy of Management. This latter group, which he heads, is preparing to research how various immigrant groups in America fare as small business owners.

Chittipeddi, who received his MBA from Oklahoma State University and his PhD from Pennsylvania State University, previously taught at the University of Dayton where he received the School of Business Administration's Professor of the Year Award for 1989-90. He has presented his research findings on entrepreneurship, cross-cultural management practices, and international business at conferences in Finland, Sweden, Canada, and Holland, as well as in the US.

Small business development and entrepreneurship are important to the economic health of a country, notes Chittipeddi. Educational institutions can play a large role in stimulating this development, he says, but "the private sector also has to recognize the benefits of this activity" by supporting external collaborators such as suppliers, marketing services organizations, and new product developers. "It's like sports," he says. "You need farm teams who thrive under the umbrella of larger organizations." With analogies such as this, Professor Chittipeddi's students should have no trouble understanding the complexities of modern management theories.
**Tuition Increase Announced**

Tuition and fees for the 1991-92 academic year were approved by the College’s Board of Trustees February 28, and announced by President William E. Trueheart in a letter to parents of students. The increase brings the total of tuition and fees to $10,994. Residence halls and townhouses will range from $2,951 to $4,4128. The 19-meal per week food plan will cost $2,432.

In announcing the increases, President Trueheart noted: “Bryant has made remarkable progress and continues to attract excellent students even during these times of shrinking applicant pools nationwide. Unlike many of our competitors, our admissions applications are up...and our applicants continue to present first-rate credentials.

“To maintain and enhance our margin of excellence, Bryant has intensified its efforts to raise funds to offset our increasing costs. But cost sharing by present and future students is also essential,” Trueheart added.

**Hunger Clean-Up Day**

In conjunction with the National Student Campaign Against Hunger and Homelessness (NSCAHH), the Bryant Hunger Coalition organized a “Hunger Clean-Up Day” April 13. Students painted the Smithfield Conservation Center, raked and painted benches at Brier Point Beach in Coventry, cleaned up Governor Nott Park in North Providence and Memorial Park in Johnston, and cultivated a community garden in Providence.

More than 160 colleges in 110 cities participated in the Clean-Up Day but Bryant was the only Rhode Island institution involved. Half of the money raised from sponsors of the event will go to the NSCAHH for hunger projects of its choice and the other half will go to organizations chosen by the Bryant Hunger Coalition.

Jennifer Donahue ’92, coalition chair, says she “wants the community to know that Bryant has students who care about the hunger issue and are willing to do something about it.”

**Joseph Licata ’92 Interns in House of Commons**

Study abroad programs promote cross-cultural awareness and help students gain a global perspective. In Joseph Licata’s case, studying abroad during the fall semester provided him with an unusual opportunity to learn about British government firsthand.

Licata ’92, a finance major from North Babylon, NY, was one of five Bryant students to attend Richmond College in London last fall. In addition to his studies, Licata took part in an international internship program. Through a selective interview process, he was chosen to work with Simon Coombs, a Conservative Member of Parliament.

This was really a dream come true, says Licata. “My desire to understand another culture’s approach to dealing with political and social issues was the main reason I decided to study abroad,” says the founder of Bryant’s Pre-Law Society, who is considering a career in law and politics. “I hope to be addressing these issues in the near future.”

During Licata’s internship many historic events took place in Britain. He was in the House of Commons the day former Prime Minister Margaret Thatcher resigned, and he also witnessed the results of the second ballot when John Major was selected to lead the Conservative Party.

**Peat Marwick Reception**

Shown in the front row, left to right, are Professor Robert W. Hehre, accounting department chair, President Trueheart, and Daniel F. Schmitt ’73, partner with KPMG Peat Marwick Main Company of Providence.

President William E. Trueheart hosted a reception on campus April 25 to thank Peat Marwick alumni for their exceptional support of Bryant’s accounting program. Gifts from this group and the KPMG Peat Marwick Foundation have created the Peat Marwick Distinguished Visiting Professor of Accounting position, the first externally funded visiting professorship ever established at Bryant College.

**Visiting Executives Program Launched**

Six of the corporate executives who taught and lectured at Bryant pose with President William E. Trueheart; Director of Corporate Training Programs James Freedman (third from left, back), who coordinated the program; and adjunct Professor Jack Keigwin (left, front) and his wife, Beverly, who funded it; (left to right, back) Richard Eannarino; Ralph Papitto ’47, ’87H; George Shuster; Robert Sweet ’49; Herbert Cummins; and Bernard Monder ’91H.

Seven senior executives took part in the first Visiting Executives program at Bryant March 20 and 21. On campus to give students a rare glimpse of what it’s like at the top of the corporate world were: Herbert W. Cummins, president, Citizens Bank; Richard P. Eannarino, president, NOVA Conservation and Load Management; former Bryant trustee Herbert L. Miller, chairman, president, and CEO, Eastland Bank; Bernard G. Monder, chairman, Pawtucket Red Sox Baseball Club; Ralph R. Papitto ’47, ’87H, former chairman, president, and founder, Nortek, Inc.; George W. Shuster, group vice president and director, Cranston Print Works; and Robert H. Sweet ’49, chair, The Robbins Company.

In 21 MBA and undergraduate classes and at separate breakfast and luncheon events, the executives frankly discussed leadership issues and other topics not usually addressed in textbooks. The program was coordinated by James Freedman, corporate training director in Bryant’s Center for Management Development. Funding was provided by adjunct Professor Jack Keigwin of P. H. French Company and Cookson America.
Bryant Community Shows Support for Desert Storm

Members of the Bryant community were deeply concerned about the safety of US troops during Operation Desert Storm. Our hope that the fighting would be brief was realized. Now we join in welcoming the Persian Gulf veterans home.

Bryant Alumnus Heads National Victory Celebration in Washington, DC

Matthew J. Boland '61 was the moving force behind the National Victory Celebration in Washington, DC, June 8, honoring the American servicemen and women who fought in the Persian Gulf. Boland is managing director of operations for the Desert Storm Homecoming Foundation, a privately funded agency that hosted the celebration. The bipartisan organization will continue to function following the celebration, said Boland, providing scholarships and other assistance to Operation Desert Storm veterans and their families.

Planning and organizing such world class events is second nature to the Bryant marketing graduate, who was assistant convention manager for the 1984 Republican National Convention. Boland served as director of transportation for the US Economic Summit in 1983, hosted by President Ronald Reagan and attended by heads of state from seven European countries. That event was held in Williamsburg, VA, and drew 10,000 national and international participants. He was site director for the Presidential Inaugural Balls in 1981 and 1985—actually four balls at separate locations for more than 35,000 invited guests.

The National Victory Celebration in the nation's capital drew a crowd of nearly one million people. The day started with a memorial service at Arlington National Cemetery. President Bush laid a wreath at the Tomb of the Unknown Soldier, then addressed a gathering in the Memorial Amphitheater.

This history making day also included the largest military parade since World War II. The parade, attended by President Bush and other dignitaries, was led by General Norman Schwarzkopf, who was leading his troops for the last time. The Gulf War veterans were accompanied by tanks, armored vehicles and other fighting equipment representing all of the services, units and weapons used in Operation Desert Storm. The Parade was highlighted by a flyover of more than 120 aircraft, including the Stealth fighter plane. President Bush and Vice President Quayle reviewed the 10,500 troops as they marched down Constitution Avenue.

Following the parade, the participants enjoyed a picnic on the Ellipse in the President's Park. The evening's entertainment featured a star-studded show presented by the USO, and the day of welcoming closed with a sensational 45-minute fireworks display, the largest ever in the nation's capital.

No stranger to Washington, Boland was special assistant to Elizabeth Dole during her tenure as Secretary of Transportation and chief of staff for the Urban Mass Transportation Administration from 1983 to 1985.

Boland has been actively involved in presidential advance and political volunteer work with the Republican Party since 1960, when he was New England Young Republican Club president. The Reading, PA, native founded the Young Republican Club at Bryant.

Prior to his current position with the Desert Storm Homecoming Foundation, Boland had been associated with Beatrice Corporation since 1985, as special assistant to the chairman and director of corporate operations. Included in his duties were responsibility for government and international affairs, corporate administration, special asset acquisition and administration of a $16 million budget.

From 1976 to 1977, Boland was director of marketing development at Acuity Systems, Reston, VA, where he was responsible for new product introduction and promotion.

Boland has also headed his own consulting firm, Matt Boland Associates, which specializes in providing its clients with marketing data, media communications and strategic planning programs.

Gulf Vets Scholarships

Bryant's Yellow Ribbon Scholarships Program announced in March provides full-tuition scholarships for members of the American armed services returning from the Persian Gulf War. Five full-tuition, four-year undergraduate scholarships and five full-tuition fellowships in Bryant's MBA and master's in taxation programs are being offered.

Bryan is urging the nation's other 1,500 private colleges and universities to expand this program into a national effort to aid thousands of veterans. President William E. Trueheart stressed that "if every private college and university extended this type of welcome to 10 returning veterans, this would open the doors of the world's finest higher education system to as many as 15,000 qualified applicants."

From its earliest days during the Civil War era, Bryant has always extended itself to returning veterans following periods of conflict. This latest scholarship program is a continuation of that tradition.
President Trueheart greets Kelly O'Sullivan '91 at the 126th undergraduate Commencement exercises on May 18. Brisk winds and partly cloudy skies did not dampen the enthusiasm of the 890 graduates and their families and friends.

A proud Christian Gramstorff '91 is congratulated by US Representative Jack Reed, keynote speaker for the occasion, at the ROTC commissioning ceremony May 17.

Commencement '91

Darman's Commencement Address Gives New Meaning to MTV

Richard G. Darman gave new meaning to the initials “MTV” in his address to graduates and their guests at Commencement exercises May 18. The director of the federal Office of Management and Budget told his audience the US must implement a “complex combination of Mission, Technology, and Values,” if it is to achieve “a New American Order.” He added, “At the risk of conjuring dissonant images of Madonna and rapumentaries, let me abbreviate this combination with the initials MTV.”

Darman urged that the “MTV” model be applied to solving America’s domestic problems: dependence on imported oil, rising health care costs, and a poor elementary and secondary educational system. Solving these problems is the mission, but it will take “basic changes in technology and values,” pointed out Darman, whose remarks were reported in The New York Times and many other national publications.

“The oil import problem is predominantly a transportation problem,” Darman said. To solve it, “Our culture must be weaned away from the excessive value it places on the traditional automobile.” But beyond that, Darman emphasized, “We must have commercially sound breakthroughs...that meet consumers’ tests for price and performance. The value change and technology change are interdependent.”

Commenting on rising health care costs, Darman noted that, at 12 percent of GNP, US spending in this area “is already the highest per capita in the world.” He called for increased attention to prevention by curbing drug and alcohol abuse and other high risk behaviors. Controlling risk factors and shifting research priorities to cures for disease rather than the alleviation of symptoms should go a long way toward holding down health care costs, he said.

Elementary and secondary education is an area where “we must break the mold with both reformed values and new technologies,” Darman told his audience. Although we spend more per capita on education than our major competitors, he asserted, “We’ve trained a generation of experts in the ‘Wheel of Fortune.’”

Darman also maintained that the “formal education system has been remarkably impervious to both the industrial revolution and the technological revolution...innovation in programming and systems has lagged. The reorganization and specialization of labor has hardly taken place.” Darman called for a longer school year and a more “market-oriented” education system with parents and voters putting greater value on “accountability and choice.” He also urged entrepreneurs to develop “innovative technologies for schools of the future.”

Referring to the “Desert Storm model” as the “latest alluring attraction” in the “Washington Wonderland” where he works, Darman said: “Domestic problem solving, especially, is not managed from some central command center.” Individuals as well as politicians in Washington and throughout the country must make the right choices. “It is we who must draw upon our values, apply appropriate technology, and pursue a chosen mission,” he told the graduates. “Your choices will ultimately define the character of larger communities—and the meaning of a New American Order.”
Seven Receive Honorary Degrees

1991 honorary degree recipients (left to right), Bernard G. Mondor, Richard M. Oster (seated), Yuji Ijiri, Karl F. Ericson '58, Richard G. Darman (seated), Henry G. Cisneros, and Joan Tolland Bok.

Honorary degrees were conferred on seven education, business, and government leaders during Commencement exercises at Bryant on May 17 and 18.

At Graduate School Commencement Friday evening, Richard M. Oster, chief executive of British-based Cookson Group PLC, was awarded an honorary doctor of business administration degree. He also delivered the Commencement address. Before being named to head the international industrial conglomerate, Oster served as president of Cookson America, Inc., of Providence, a subsidiary of Cookson Group. The publicly held corporation includes 120 businesses in 60 countries.

One of Rhode Island's leading business executives, Oster also has been active in a host of other community endeavors. He chairs the Commission '92 and the RI Convention Center Authority, and he has been a director, trustee, and member of numerous business, educational, civic, and charitable groups. He is a graduate of the University of Rhode Island, attended Suffolk Law School, and holds several honorary degrees.

Receiving honorary doctor of business administration degrees during undergraduate Commencement ceremonies Saturday morning were Joan Tolland Bok, Henry G. Cisneros, Richard G. Darman, Karl F. Ericson '58, Yuji Ijiri, and Bernard G. Mondor.

Bok has chaired the New England Electric System since 1984, after serving the utility company in other executive posts over 16 years. Before moving to New England Electric in 1968, she was an attorney in private practice and with a Boston law firm for 15 years. Bok also has been very active in the community. In addition to serving as a director for three corporations and the Federal Reserve Bank of Boston, she has worked for numerous business, educational, and civic organizations. Bok earned a Harvard law degree after graduating from Radcliffe College. She has studied at Stanford University and the University of Michigan, and holds three honorary doctorates.

Cisneros served four terms as mayor from 1981 to 1989 before opening his own company in his native San Antonio, TX. As mayor, he was considered the leading Hispanic politician and municipal-government leader in the country. Cisneros has taught at the University of Texas-San Antonio and Trinity University in Texas. He holds a doctorate in public administration from George Washington University, a master's from the John F. Kennedy School of Government at Harvard, and master's and bachelor's degrees from Texas A&M University.

Darman, who also delivered the Commencement address, is director of the White House Office of Management and Budget. Before being named to the Cabinet post by President Bush in 1989, Darman was a managing director of Shearson Lehman Hutton, Inc. Most of his career, however, has been spent in government service. Among his posts: deputy secretary of the treasury; assistant to President Reagan and deputy to his chief of staff; assistant secretary of commerce in the Ford administration; senior policy positions in the Health and Human Services, Defense, Justice, and State departments. Darman's other private-sector experiences have included serving as a director for several corporations, as a college and Brookings Institution trustee, and as a contributing editor for U.S. News & World Report. Raised in Rhode Island and Massachusetts, he is a graduate of Harvard Business School and Harvard College.

Ericson is retired as a partner from KPMG Peat Marwick and now serves as a business consultant. A Bryant trustee from 1981 to 1988, he chaired the board for three years and still serves as an honorary trustee. His service to Bryant was recognized with a Distinguished Alumni Award in 1988. Ericson was honored in 1989 by the RI Society of CPAs, for which he has served as president, and is treasurer of the State Board of Accountancy. His community activities have included serving as a director for seven companies, a hospital, and the Public Education Fund.

Recognized as a giant in the accounting world, Ijiri's distinguished career has included authoring scores of books and articles and pioneering momentum accounting and triple-entry bookkeeping. As University Professor at Carnegie Mellon University, he holds that institution's highest honor bestowed on a faculty member. In 1989, Ijiri was inducted into the Accounting Hall of Fame as its 49th and youngest inductee. He is the only four-time winner of the American Institute of CPAs' literature award. Born in Japan, Ijiri came to the US in 1959, after earning a bachelor's degree and a CPA certificate and working for Price Waterhouse in Tokyo. He holds a PhD from Carnegie Mellon University and an MS from the University of Minnesota, and has taught also at the Stanford University School of Business.

Owner of the Pawtucket Red Sox since 1977, Mondor came out of retirement from a corporate business career to take over the failing AAA International League affiliate of the Boston Red Sox. Since the late '70s, he has transformed the PawSox and saved professional baseball for Rhode Island. Canadian-born, Mondor grew up in Rhode Island and returned to the state after serving in the US Navy during World War II. He bought his first company in the late 1950s; by the early 1970s, he had acquired six more companies. He retired in 1973 after selling his holdings. Mondor has been honored frequently by professional baseball, baseball writers, and the numerous civic, educational, and charitable organizations for which he has donated time and raised funds.
So You Want To Start Your Own Business

Bryant experts offer advice for would-be entrepreneurs

by Jeannine Wilson
According to David Birch, author of “Job Creation in America,” “millions of enterprises are formed each year and... a significant number of them grow—so much so that the formation and growth of fairly small firms now accounts for virtually all of our job growth.”

The desire on the part of millions of Americans each year to be their own bosses, to do something new, to build their own empires is viewed by many as an outgrowth of the myth of the “rugged individualist” in America. It’s what helped the country to move ahead so dramatically in the past. Indeed, entrepreneurship in its essential form represents originality of ideas, perseverance in the face of odds, and economic regeneration. These are the ingredients by which a nation can rebuild itself, and if we are going to pull ourselves quickly out of the current economic slump, America’s entrepreneurial spirit is going to help us bounce back.

The Bryant family counts many successful entrepreneurs among its alumni and friends. In fact, a large number of Bryant graduates are more interested in building their own businesses than in working for corporations. We talked with a trustee and several of these alumni to find out how they achieved entrepreneurial success and to solicit their advice for would-be entrepreneurs. From franchising to merchandising to direct marketing, they represent the true entrepreneurial spirit.

LILLIAN VERNON ’85H
Lillian Vernon Corp., Mount Vernon, NY

Bryant trustee and honorary degree recipient Lillian Vernon ’85H is the consummate example of a successful entrepreneur. As a young housewife in 1951, she used $2,000 in wedding gift money to start a mail order business on her kitchen table. Today, Lillian Vernon Corporation has annual sales exceeding $115 million, is listed on the American Stock Exchange, and according to a recent Gallup poll, nearly 27 million Americans know her name.

Although they were living comfortably in Mount Vernon, NY, on the $75 a week her husband was earning, Lillian Vernon says when she became pregnant, she “figured we would need an additional $50 a week to be able to afford the baby. So I decided to start a business.” She chose mail order because she wanted something she could do from home. Also, mail order required the least start-up money. So, she launched her business by placing a $495 ad for personalized belts and handbags in Seventeen magazine. The orders rolled in, and 40 years later she is a leader in the mail order business.

Although successful from the beginning, the company received a boost in the early ’70s. At this time, the population was beginning to change, and people didn’t want to wear the latest fashions to work. This brought focus to the home market and the mail order business. Lillian Vernon and her merchandising staff of 20 professionals spend an average of 16 weeks a year looking for new products for the company’s catalogs. The company now has buying and quality control offices in Florence, Hong Kong, and Taipei.

The highly successful merchandiser counsels new entrepreneurs to reinvest in the business. “Don’t expect to live on the profits for a while,” she tells fledgling entrepreneurs. “I always put the money back into the business. I had to in order to keep it growing.”

Vernon adds: “An entrepreneur always thinks there’s more to be accomplished and achieved. I always believed, ‘What’s the point of doing it if you’re not going to be successful?’ You never give up. You see a problem and set out to solve it, not worry about it. The successful entrepreneur thinks nothing is impossible.”

The Bryant trustee’s business has grown to the point that it now employs more than 1,300 people during the peak Christmas season. Last year the company mailed out more than 147 million catalogs in 19 editions. Each catalog has about 700 items, most of which are exclusive or can be personalized in some way.

Asked how she built such an extraordinary business, Vernon predictably answers, “hard work and determination.” But she also attributes much of her success to always keeping her customers in mind when selecting her products. Vernon admits that personal qualities play a role in business success. “I’m a fine merchant,” she says unselfconsciously. “It’s just one of my strengths, like being born a dancer or a writer. I happen to have a real feel for merchandise.”

Buying directly from American companies as well as from companies in more than 33 countries, Lillian Vernon and her merchandising staff of 20 professionals spend an average of 16 weeks a year looking for new products for the company’s catalogs. The company now has buying and quality control offices in Florence, Hong Kong, and Taipei.

Lillian Vernon’s Tips For Success

1. You should always make time for yourself and your family.
2. You should always surround yourself with the best people possible.
3. You should always be open to new ideas and better ways to do things.
4. You should always be prepared to take risks.
5. You should like what you do and like what you sell.
6. You should not dwell on your mistakes or setbacks—but instead learn and grow from them and then move on. Never let your mistakes defeat and discourage you.
7. You should not try to do it all — delegate!
8. You should not grow too fast without the proper systems and people in place to handle it.
9. You should not expect of others what you don’t expect of yourself.
10. You should not be afraid of computer technology that can help your business be more efficient.
11. You should not spend more money than you have — set realistic budgets and stick to them. Keep your debts manageable.
"It starts with an idea. If those juices aren’t flowing, nothing happens. But if you have a gut feeling about something, go for it."

- Donald Lopes ’58

DONALD LOPES ’58, Nerard, Inc., Providence, RI

"We (small businesses) create 90 percent of the jobs out there," points out Donald Lopes ’58, who bought his first Kentucky Fried Chicken franchise in 1970 at the age of 32. He now owns three KFC restaurants in Rhode Island and has been involved in a variety of other business ventures, including a brief incursion into television broadcasting.

Lopes was controller of a small door company in Providence when he decided to go into business for himself. With a partner, who contributed half of their total investment of $14,000, and financing from Business Opportunities, Inc., and the Small Business Administration, Lopes persuaded KFC to grant him a franchise in South Providence. He is now the most senior black owner of a KFC restaurant in the US and one of the most successful black businessmen in Rhode Island.

"It takes real 'hutzpah' to be a successful entrepreneur," says Lopes. "I've always been a risk taker," he adds. So when a "window of opportunity" opened for him in 1970, he jumped through it. In those early years, he did everything from cooking the chicken and waiting on customers to sweeping floors and cleaning the grease traps. He literally rolled up his sleeves and committed himself to making it in business. This takes discipline, Lopes admits, as well as a willingness to work hard.

Luck and timing also play a role in successful entrepreneurship, according to Lopes. But it's more than that. There's also an element of creativity. "It starts with an idea," he says. "If those juices aren't flowing, nothing happens. But if you have a gut feeling about something, go for it."

By far the most important element of successful entrepreneurship is perseverance, according to the fast food retailer. "You have to be able to continue when you're down and out and nobody is there to help you. You can't count on the financial institutions to bail you out (if you run into difficulties), because they don't risk with us anymore," he says.

Referring to his "prestigious office in downtown Providence," Lopes explains, "Those are the trappings. As an African-American who had the opportunity to go to Bryant, I did well, but I came close to failure, too. It's never over. You can never sit back and think it's over."

Lopes, who is very active with numerous civic and business organizations, adds, "People think I've been successful, but I really don't think I have. I'm not there yet. Maybe I'll never be there because I won't ever be satisfied."

STEVE SPROVIERO ’73 & SAL CAIMANO ’74, Market Direct America, Princeton, NJ

Even when Phi Kappa Tau fraternity brothers Steve Sproviero ’73 and Sal Caimano ’74 were at Bryant together, "we had it in the back of our minds to have a business together," they say. So when the two marketing graduates became disenchanted with their jobs in a large corporation, they decided to become partners in their own direct marketing business.

"We were frustrated because we couldn't implement certain ideas we had. We realized that the clients we were working with were actually doing business with us as individuals, not with the corporation," assert the marketing graduates.

Market Direct America provides sales and marketing services to business publishers. "We do the market research and market preparation," Caimano explains. Working with companies and organizations that publish directories, they sometimes produce the directories for them and at other times sell the advertising space in the publications. Their clients include such names as Dow Jones, Southern New England Telephone, Prentice Hall, McGraw Hill, and Bell Atlantic. Market Direct America employs 75 people at locations in Princeton, NJ, and New Salem, PA.

Sproviero and Caimano are enthusiastic about their partnership. "We're like figure skaters. We know each other's moves," explains Sproviero, and this is "a big piece of our success." He adds, "Sometimes you need somebody to bounce things off of. When you're working together, it's easier to come up with a good solution to a problem or opportunity."

Caimano notes that, in addition to their "complementary and supplementary traits," one of the other factors in their success is their "ability to focus on key issues." He adds, "You can never lose sight of the big picture. Some people spend too much time on the nuts and bolts. Steve and I like to go to bat. We're always at the front of a relay race, handing off the baton."

The fraternity brothers also believe wholeheartedly in their business philosophy. "You have to make it easy for people to do business with you. The customer is king."

"You have to make it easy for people to do business with you. The customer is king."

- Steve Sproviero ’73
- Sal Caimano ’74
Amidst the clutter of boxes full of plates, Halloween masks, handbags, Oriental rugs, and assorted other items, Lander explains:

"My parents owned a shoe store, and I said I’d never get into retail because it was so boring. But in this business, you can wake up and not know if you’ll be selling furniture or luggage (that day)."

The deep discounter’s sense of fun extends to his customers, too. "Shopping is entertainment for many people," according to Lander, and "you have to make it fun for them." He does this by tying promotions into current events or running contests such as how many polka dots in Mr. Amazing’s underwear. He also favors humorous, attention getting headlines in his cartoon-type ads.

Before Lee Iaccoca and Frank Perdue began peddling their products in television and print advertising, says Lander, he was appearing in his own ads as Mr. Amazing. And because he stresses service in all his operations, Mr. Amazing has "twin brothers," so that every store has its own Mr. Amazing to talk to if there’s a request or problem. "A lot of large companies have lost that personal touch. People want price but they want personal service too," Lander says.

According to Lander, being able to adapt ideas is what makes an entrepreneur successful. "There’s nothing wrong with learning from others’ ideas," he says. "Creativity comes in when you expand upon it, when you take an idea and make it move."

The close-out merchandiser also notes, "You can’t waver from your business plan. You have to stick to your guns, even though at certain times you have to knock a little harder, tramp a little further" to find the right products. Now manufacturers come to him, Lander says.

Opportunities for new entrepreneurs

Our Bryant entrepreneurs see many opportunities ahead for would-be entrepreneurs. "There are opportunities around every corner," declare Caimano and Sprowiero. Caimano notes in particular, "There are lots of opportunities for smart people to provide great hands-on service," especially in areas that improve the quality of life for today’s dual income families. Basic issues of health care, education, and the environment need to be addressed, he says.

Don Lopes also sees great opportunities in applying "creative thinking to solving mankind’s crying need for very basic support services—better homes, better jobs, and a better way of life. There are going to be tremendous opportunities in education because we need radical changes in this country if we are going to be competitive with other countries."

Steve Lander believes that retailing will be very strong and "the little guy is going to have a real shot. We’ll be seeing much less of the department stores. Major retailers are going to fold under because there have been so many take-overs and they’re carrying so much debt. The only department stores that’re going to prosper are those that pay personal attention to their customers," says Mr. Amazing, who certainly follows that rule.

When someone asks his advice about what type of business to go into, Lander says he tells them to look around and see what’s missing, what’s needed in a community. "If you provide a real service and fill a real need, you’re bound to succeed."

STEVEN LANDER ’69, Amazing Stores, Norwalk, CT

Steven Lander ’69, better known to Connecticut shoppers as Mr. Amazing, spin a belief that close-out and job-lot merchandising was the wave of the future in retailing into a six-store operation. He and two partners are planning to open a seventh store soon.

Lander explains, "We’re the undertakers in the (retail) business. We buy excess inventory from manufacturers and other retailers. We help them stay solvent and bring excellent buys to the public." He adds, "When we first started we weren’t sure where our market niche would be. We were shocked when we started attracting Bloomingdale’s and Macy’s shoppers. Customers are smart. Lander maintains. They know genuine bargains and Amazing Stores pride themselves on "good stuff cheap, not cheap stuff."
Debunking the Myths

A Bryant professor tests entrepreneurship theory in his own business and lives to tell the tale

by Professor Robert Ronstadt

During the early 1980s, I spent four years developing and writing a textbook on entrepreneurship. Fortunately, "Entrepreneurship: Text, Cases, & Notes" was well received and adopted at many colleges and universities. This 700-page tome continues to be used today, despite the need for a major revision, which I'm happy to say is finally underway.

Why didn't I revise the book sooner? The answer is that I simply couldn't disengage myself from a life and death struggle with my own business. This business was expanded greatly in 1986, and the expansion forced me to do something in 1987 that many of my academic colleagues still don't quite understand. I gave up my tenure at a leading business school to run a risky, high growth enterprise.

That experience is now mostly behind me. I say mostly because the business continues with very little involvement on my part. My business partner and spouse tells me that's why the venture is now prospering. Despite the current progress, I must note that prosperity came only after we survived some very perilous times. Nor have our original goals been fully realized.

Many people know the story of Lord Publishing and its development. Inc. magazine wrote about it in August 1988, under the title, "Rewriting the Book on Entrepreneurship." Since that article appeared, I've been asked many times what I learned that wasn't in my entrepreneurship book or the Inc. article. What surprised me? What would I put in the revised version?

Some Myths About Running a High Growth Enterprise

For many years, the burning question has been: Can entrepreneurship be taught? Well, let me state categorically that what I learned and wrote in that first volume helped me to survive. And for those who haven't been there, I can only say that survival is very much the essential condition of entrepreneurship.

There are, of course, many things I will add to the revised version. The four observations I've distilled in this article aren't in the entrepreneurship books, or run counter to accepted thinking on starting and running new ventures. These lessons helped me to see things a bit clearer.

MYTH #1: All Entrepreneurs are Owners

Most people, including business theorists, don't think of ownership as a skill, much less a set of responsibilities. I know I didn't see much difference between managing and "owning and managing" a business. But the differences are huge and important. There are definite ownership responsibilities, and from these responsibilities derive a need for an ownership perspective and ownership skills.

When do you develop a true ownership mentality or perspective? It begins with a significant investment of your own money. No one knows for sure when an "ownership imperative" is triggered, but at some point an ownership mentality appears and governs your thinking and your actions (not to mention your ability to sleep at night).

Don't ever assume that others in your company have this ownership orientation, even when they are part of your entrepreneurship team. Sweat equity doesn't count. Small dollar investments, i.e., small relative to a
person's net worth, don't count either. These minor ownership positions, as the former Senator Sam Rayburn crudely but colorfully put it, "aren't worth a pitcher of warm spit." Only owners will do what's truly right for a business over the long haul, especially when hard decisions have to be made—decisions that require a personal or career sacrifice for the sake of the business.

MYTH #2: A Great Team is a Precondition of Success

Author and business guru Peter Drucker is wrong about team formation. Of course, he isn't the only one. Most entrepreneurship theorists believe that putting together a great team is a necessary precondition for entrepreneurial success, particularly when starting a high growth business. They even believe that you have to assemble that team before you really need it (in an operational sense) to help plan the venture and raise funds.

I understand their reasoning and it makes sense from their viewpoint. But a pre-startup team may not make sense from a business development perspective. All too often, you'd be better off without some of these team members, at least until you really need them and your operating cash flow can support them (as opposed to financing or investment cash flows).

Of course, I realize you need a team to run certain kinds of ventures. But I also know from hard experience that it's sometimes better to wait. Don't bring team members on prematurely for investment purposes because you need them to "sell investors."

MYTH #3: Spreadsheets Should Control Decision Making

I'm probably one of the few people who can say the very product our company created and brought to market was also used by us for our own decision making. And it was instrumental in saving our company.

Most people, even MBAs, can't put together a valid (technically correct) set of linked financial projections, even when armed with a spreadsheet program. I know because we've tested them. IBM's tested them. Others have tested them. The result has always been the same: the so-called spreadsheet experts produce sets of financial projections that are laced with fatal spreadsheet errors. But that's another story.

The point is that every decision we make about our business—whether it's a marketing decision, an R&D decision, a production decision—has financial implications, particularly cash flow implications. Being able to see those financial implications, before they happen, is like being able to drive down the highway with your eyes open. I truly believe that just a few decades from now, business owners will look back and wonder how they ever ran their businesses and survived without being able to model financial scenarios for decision making purposes.

MYTH #4: Being Marketing-Driven will Ensure Your Survival

Being marketing-driven isn't always right. Talk about your academic sacred cows. You're probably wondering: How can he say that? Everyone knows these days that you must be marketing-driven. Why even the American Management Association and Inc. magazine have seminars on the marketing-driven organization. It must be right.

Right? Wrong. Of course, you need to be customer-driven. But that's not the same as being a marketing-driven maniac. Being "word-of-mouth driven" can't hurt you either. But to get positive word-of-mouth, first you need to get a great product. And all the great marketing in the world won't get a customer to recommend your product to someone else if that product comes up short.

But to get a great product, you have to be R&D, engineering, and production focused, as well as customer focused. Yet, to be fair, haven't we been severely critical of this kind of technology focus? Don't we still deride the myopia of the Route 128 or Silicon Valley engineer who starts a business and totally ignores marketing and selling?

And so we should. But one can go too far in the opposite direction. You always need a great product, but when the business is a large scale startup, you need a truly great product. Anything less will put you out of business when and if you experience other setbacks, i.e., the customer isn't who you thought; you need to reposition the company; your financing for the big marketing campaign evaporates; dealers and wholesalers aren't pushing the product. When any or all of these things happen, especially in a risky, high growth startup, you need to be able to survive and, eventually, prosper. Only a great product will ensure your survival.

Into the Future

Survival isn't easy for any venture. But achieving spectacular success right out of the chute is really very rare. The phenomenal success of a Lotus or a Microsoft or a Compaq Computer is very much the exception... not the rule. Even for those startups that survive, the vast majority must pass through what I call "near failure" before experiencing some success. Like sailing through a hurricane, surviving "near failure" is a frightening experience.

Sure, you're a better sailor for it, but I'd be perverse if I didn't say I'd rather learn some other way.

Sadly, there may be no other way. People often refer to the US as a healthy or positive environment for entrepreneurship. Unfortunately, the environment has been far from positive for my business during the last few years. Like too many other businesses, we've had to survive in a mean and unfriendly environment, one characterized by a negative state government (MA), a bureaucratic tax and accounting complex that siphons the valuable time and other resources of startups, a fiercely competitive industry which clearly favors the larger established corporations, a recessionary economy, and a severe drought in investment capital.

I don't expect this environment to change much in the near future. Nor should one slough off these observations as simply part of the dynamics of a Darwinian market economy. History is replete with economic areas that remain or have become antibacterial to entrepreneurs. For centuries now, the US has favored the entrepreneur. Sadly, that time may be passing.

In the meantime, we need to learn more about ownership skills, team formation, entrepreneurial finance, creating strong products and services, and many other factors that affect business success. The need has never been greater. To survive and advance in the 1990s, owner-managers will need every edge they can get.
Risk-Taking and Success Go Together

Like alumni Burns and Ricker and Bagel Crisps and bucks

by Linda Daniels

Once upon a time in a city called Providence at a school called Bryant, two boys refused to grow up and buy blue business suits. Suits come with matching desks and bosses, for one thing, and they make it tough to swing a golf club, for another. So Jim and Gary ran away from the corporate recruiters and headed for the Hamptons, where they sought a tonic for the dullness all around them. Since the boys were not princes, however, they had to earn the means of fun and sun. Fortunately, this proved to be no more difficult than knocking on doors in need of a fresh coat of paint.

“Good morning, ma’am,” said Jim, with a winning and boyish smile. “Perfect housepainting weather,” said Gary, presenting a card. Long Island householders were charmed, and Burns and Ricker were in business. No one knew it yet, but a product was soon to be born, a product so popular that the boys could live happily ever after in the Hamptons, if they so desired, or the Bahamas, if they preferred, although Jim has always liked Bergen County, NJ, best and Gary’s roots are in Allentown, PA. The wonder of it all, though, was this: The harder the boys worked, the more fun they had, and the more fun they had, the more successful they became.

Meet entrepreneurs James Burns III ’71 and Gary S. Ricker ’72, originators of the phenomenally successful Burns & Ricker food line: Bagel Crisps, the company’s top seller, Tuscany Toast, Pita Crisps, and Crispini. Three New Jersey factories manufacture more than 150,000 pounds of the snacks each week. They are sold to consumers across the nation and around the world, “but not in Togo,” says Burns. At $1.99 per five- or six-ounce bag, we’re not talking peanuts. Sales last year exceeded $10 million.

People like to eat Bagel Crisps as much as Ricker and Burns like to have fun and make...
money. “Let me tell you a story,” says Ricker, leaning back on a chair and flexing his fingers. Both he and Burns relish the legendary aspects of a partnership dating back to 1968, when the two met back at Bryant. Ricker was a freshman, Burns a sophomore. Both pledged Tau Kappa Epsilon, played golf, and roomed together, discovering along the way how much they shared in common.

“Basically, we were maladjusted,” Ricker says.

“We just knew we didn’t want to work for anyone else,” says Burns.

“No one else would have us,” adds Ricker.

In other words, successful entrepreneurs are kooks without ties who can’t get jobs. Right? Burns thinks a moment, and adds these descriptions “good-looking, magnanimous.”

Back to the mysterious appeal of Bagel Crisps. Mass marketing was years away when this particular story takes place. There were only Burns, Ricker, an accomplished Swiss-born and trained chef, and the New Jersey gourmet food stores Burns and Ricker owned and managed. In this case, penny-pinching was the mother of invention. On the one hand, leftover bagels were going to waste. On the other, boxes of crackers opened for sample tastes of cheese were going stale.

Then, while on vacation and browsing in a Florida food shop, Ricker happened to see a bagel being put through a meat slicer. He thought the neat, thin slices would make good crackers and take care of the waste problem. Burns agreed, but suggested that their taste would be improved by baking, buttering, and flavoring the bagel slices. After Village Cheese Shop Chef Rene Reist worked out the details and produced the first batch, Burns and Ricker put some bagel slices out on the counter and waited for reactions. Customers loved them. Many expressed as much interest in the transformed leftovers as they did in the expensive cheeses and delicacies the store stocked.

“Do you sell these?”, asked one customer after another. “We do now,” Burns and Ricker said, and eventually hired a team of seven to prepare the new product in one store’s kitchen. The bakers barely kept pace with demand. Smart customers got to the store early to avoid disappointment.

Minutes before closing time Thanksgiving Eve 1979, a harried-looking man came in bearing a list. His wife was counting on the store’s garlic bagel chips to provide the preview to dinner. When informed that he had arrived too late, the man grew incensed. Although the manager was apologetic, he was not apologetic enough, apparently.

“He took a swing at him,” Ricker says, smiling broadly. “That’s how exciting a product it was. We were going through fifteen 30-gallon containers a day — in one store alone.”

Adds Burns, “We knew what we had — we could never make enough to meet demand — but we never imagined we’d be here today.”

Here is 12 years later in the heart of Paterson, New Jersey’s industrial district. Company headquarters is an old brick factory hard by a tough-luck neighborhood and the roaring interstate, from which an astro-turf green and cream-cheese white Burns & Ricker logo dominates the monochromatic scenery.

The savory aroma of baking crisps mingles with exhaust fumes for blocks in either direction.

Inside the plant, workers changing shifts squeeze past one another in a narrow paneled hallway leading to the shop floor, which is crisscrossed by a series of conveyor belts the entrepreneurs designed themselves. The belts move the unsliced “bagels” from ovens to a dehumidifying room, where they are dried for two days, then sliced.

The exotic looking “bagels” look more like sturdy elongated cupcakes than the traditional deli staples Burns and Ricker originally used. Once sliced, the crisps proceed to oilers and salters, pass through a tunnel oven, are weighed, and then mechanically dropped into distinctive brown paper bags. Workers seal the packages shut.

While machinery runs and an endless line of crisps go through their paces, Burns and Ricker circle the floor doing what they love best — watching, testing, and joking, as only two men who have worked closely together for 20 years can. Their high spirits are contagious. A worker intent upon catching crisps spies Ricker from the corner of her eye and smiles. Ricker throws back an exuberant kiss, hatting it up for an appreciative audience. Burns rolls his eyes.

(continued on page 18)
from golf, work is their play. They’ve made sure of it. If they wanted dull, they’d be in those blue suits with matching desks and bosses already. If they wanted money, they would have taken the sizable profits earned by

"When you're in business for yourself, even the bad parts aren’t that bad."

- James Burns '71

selling the company not once, but twice, and have retired already.

Says Burns, “We’re not in it for money. We started out in a couple of very small businesses, and if we could have some fun while we made some money, well, that was great.”

According to Ricker, the appeal of entrepreneurship lies in “managing your own destiny. We really had this vision of working for ourselves. At one point, we were out there swinging a bat at anything. We were crazier then. Now we’re a little more conservative.”

Both attribute their new, and barely noticeable, conservatism to the vicissitudes of “settling down.” Burns and his wife Ligerie have two young children, Jimmy, 4, and Christopher, who is 18 months. Ricker and his wife Jill are the parents of Lauren, 5, and Leigh, 3.

“Security becomes a little more important when you have a family,” says Ricker.

Burns and Ricker have yet to sit tight on their profits, however. They haven’t had the time. Not long after the disappointed customer took a swing at a manager, the partners realized sliced bagels were more than a passing fancy for customers. Convection ovens ran day and night in the Wyckoff, NJ, food shop and still did not meet demand. There were also practical drawbacks to running a combination bakery/gourmet shop.

“We were baking the Godiva chocolates with the heat,” says Burns. “It pushed us out the door.”

In 1982, a modest three-year bank loan helped buy equipment and a 1,500-square-foot building in Paterson. There, Burns, Ricker, and 30 employees struggled to meet the increasingly larger orders placed by a local distributor. A year and a half later, they moved to a 7,500-square-foot plant. In 1985, Burns and Ricker decided to expand dramatically. So they knocked on doors again. Having paid back the three-year loan in only a year and a half, they were confident of obtaining a substantially larger loan. But knocking on bankers’ doors — 20 in all — got them nowhere. It took a friend’s connections and an entrepreneurial brainstorm to clinch the deal.

The friend referred them to a banker who was known to be a “real food lover,” Ricker
In January 1989, three years after buying Bums Fat Flatbread and the most recent Burns explored the market and came up with addition, the New full distribution rights to any new product. In gourmet snack food business, primarily Ricker product, was developed in 1989. Burns and Ricker decide to sell. Bums invested the proceeds of the sale into a the company under its new ownership while have first dibs on the new company should which had recently purchased Burns & Ricker couldn't gains. The partners got their loan and moved into the 30,000-square-foot factory they call home today. Encouraged by the large number of orders placed by New Jersey food shops, Burns and Ricker took on a national distributor. Sales increased dramatically.

December 30, 1986, the last day for businesses to take advantage of the capital gains tax breaks, Burns and Ricker sold their company to the New Zealand Dairy Board, which had recently purchased Burns & Ricker distributor Doorman-Roth Foods, Inc., and had expressed interest in buying Bagel Crisps. Bagel Crisps comprised 10 percent of Doorman-Roth's sales.

"It was such a hunk of money, we just couldn't refuse," says Ricker, who directed the company under its new ownership while Burns invested the proceeds of the sale into a new company, RickBurn Enterprises. In an unusual twist to standard sellout agreements, Burns and Ricker were allowed to stay in the gourmet snack food business, primarily because the New Zealand Dairy Board owned full distribution rights to any new product. In addition, the New Zealand Dairy Board would have first dibs on the new company should Burns and Ricker decide to sell. Burns explored the market and came up with Tuscani Toast and Pita Crisps. Crispini, a low-fat flatbread and the most recent Burns & Ricker product, was developed in 1989.

In January 1989, three years after buying Burns & Ricker, the New Zealand Dairy Board put Bagel Crisps back on the market. Burns and Ricker, who had heard "rumblings," promptly bought Bagel Crisps back, merged it with Rick-Burn, and sold the merged company to a Belgian investment firm called Inus. The part-

"When I get up in the morning, I can't wait to go to work!" 
- Gary Ricker '72

ners are minority stock holders, and Burns has completed the first year of a five year contract with Inus to manage the company.

Ricker, meanwhile, is free to scout out new business opportunities for the recently incorporated HearthCo, their latest joint venture. HearthCo's current interests range from real estate targeted for a planned condominium complex to a gourmet pizza franchise in Paterson, which is two stores strong and promising to grow. Both see endless possibilities for themselves and other entrepreneurs. Burns points to technological advances that have made factories more efficient (Burns & Ricker reduced its workforce from 350 to 60 by streamlining processes and upgrading equipment). Ricker points to the heavy losses suffered by middle management during the recession and sees opportunity. Inventive professionals cut loose from corporations are tomorrow's entrepreneurs. "I see a million ways to make a million," he says.

Of course, it's not all fun, games, and money for entrepreneurs. Ricker says they did their fair share of "cutting the cheese and telling the bad joke" before becoming successful enough to leave retail for production. Burns says "you have to be willing to do it all," the fun and not-so-fun stuff, like solving an unexpectedly serious production problem that may mean the difference between making a loan payment on time, or closing shop.

Both attribute much of their success to "luck," though as Ricker puts it, "I don't think the business would have grown if we hadn't made our own luck. But there are people who work their tails off who never make it. So I think luck does have a lot to do with it."

Burns believes he and his partner are only as good as their next success, or their most recent triumph over failure. "We enjoy succeeding, the process. Once you succeed, you're even more eager to do it again."

The risks involved in entrepreneurship are a given, both say. And so is the self-satisfaction taking them brings. Says Burns, "When you're in business for yourself, even the bad parts aren't that bad. Why not?" Because," says Burns, smiling boyishly, "it's an adventure."
t's 11:00 a.m. Monday in the Framingham, MA, office of Petrus Imports, Inc. A fax comes over the wire from a buyer for a large retailer in England. He wants samples and price lists for Petrus' line of baby strollers. Petrus president Kenneth Cohen '71 calls his office in Taiwan. And within four days the samples and price lists will be in the hands of the English buyer. An order for a 40-foot container of one item will probably follow.

A large Japanese manufacturer needs drilling equipment for a new plant in Tennessee. In his home country, he had purchased Eldorado drilling machines manufactured in Japan by the Connecticut firm's licensee, Miroku. So he orders equipment for the American plant from Eldorado, explains Peter Rudd '61, the company's president.
These two Bryant graduates are typical of today's international entrepreneurs, who make business deals by phone and fax all over the world. They also spend a good deal of time traveling to meet their clients and suppliers, because, even in this rapidly shrinking world, a handshake still means a lot.

Cohen started his direct importing business in 1985, after working as a manufacturer's representative then national sales manager in the baby furniture industry. Less than six years later, his company is second in sales volume in the baby stroller business in the US, and he has added several new products to his line. Although Cohen says he "likes to build a business slowly," this one has actually grown very rapidly. Noting that between 300,000 and 350,000 babies are born in the US alone each year, Cohen says it's a "basic, predictable business" that's virtually recession proof.

The Bryant marketing graduate is now moving into the European and South American markets. He decided to get involved in Europe now because there is less competition. By 1993, after EC'92 has been in effect for a year, he "wants to be established and have dominance in that market."

Cohen's phenomenal success is due in large part to his novel approach to importing. Petrus contracts for the manufacture of strollers, walkers, and other children's furniture in the Orient, matching up the needs of major US chains such as Caldor and Toys 'R' Us and other retailers with the makers. Cohen, who only deals with large customers, negotiates with the factories for orders of 50,000 to 100,000 pieces a year.

Retailers place an order with Cohen and then advance payment in the form of a letter of credit in a bank. Petrus delivers the merchandise to the retailer's consolidator in the country of origin. The manufacturer receives payment from the bank, and Petrus receives a commission for arranging the order.

Cohen travels to the Orient and works with the factories to ensure that the merchandise meets the safety standards of the various countries it will be shipped to. "I shop the Orient and put together a product line from five to seven manufacturers. Our company does all the inspecting and price negotiating. We take care of the aesthetics of the products, printing of boxes, labels, and instruction sheets. We also have an independent lab that routinely tests our products to be sure they conform to all safety standards. Because of the nature of our products, safety is primary."

Kenneth Cohen '71, president, Petrus Imports, Inc.

Cohen's direct marketing approach makes his company very competitive. Petrus has low overhead and can work on a smaller margin than his competition. It's also advantageous to the retailer who can offer a quality product at a better price and increase his margin.

Previously, some of the products Cohen brokered were sold under the manufacturer's brand name, others were sold under private labels, while still more were sold under the Petrus brand. Today, however, every piece carries the Petrus name. And the line has been expanded to include several wood pieces being sold under the Deco Baby brand. These hand-painted pieces, which include a high chair, a table and chair set, a child's rocker and toy chest, were designed in-house with an eye to existing decorator looks. According to Cohen, the company spends more time on design than anything else, with the possible exception of customer service. As a result their products have a high-end look but sell at popular prices.

Although Cohen says "Taiwan is still the best" place to buy manufactured products because of the quality of the labor force, wages there have tripled in the last five years and it's "not the inexpensive place to do business it was 10 years ago." So about two years ago, Petrus opened a factory in mainland China to take advantage of that country's plentiful labor force. At the same time, he started Petrus Manufacturing in Miami, FL, where the company makes baby walkers using molds from a manufacturer in the Orient.

Cohen decided on Miami because it is the gateway to South America and because of the large Cuban population. "The Cubans are very industrious, hard working people like the Chinese," he says. "I'm spoiled from doing business in the Orient. It's clear to me why manufacturing in this country is as sick as it is and in the Pacific Rim it's as strong as it is."

But Cohen is optimistic that things are improving for American manufacturing. "I think manufacturers in this country realize they've made some major errors in the lack of quality and lower productivity, but I think it's turning around. Things are getting better because people at all levels realize they have to contribute. They can't just live off the system."

Cohen adds, "Wall Street is the best example of what's wrong with our society. Everybody wants something for nothing, but that doesn't work. You have to roll up your sleeves. That's what it will take to get this country going again. We're still the largest market in the world, and we have to protect that."

(continued on page 22)
Cohen hopes to do more manufacturing in the US for the domestic market and for export. Manufacturing here gives him more control, he says, as well as a better profit margin. And US retailers “crying about the economy” are putting pressure on their buyers to buy more American-made products. “Retailers want their customers to have jobs and be able to buy more,” explains Cohen.

There’s a popular belief that America is the ideal environment for entrepreneurship, but Cohen and Rudd do not agree. “In this country, the deck is stacked against you,” says Cohen. “To start a business you need help and that’s very difficult to get here. Take sourcing, for example. In Asia, people are willing to work with you and invest in your success. It’s ‘this is my business’ and our product sells for German quality, especially in engineering, but it’s just a myth. There’s no doubt in my mind that our quality is equal to or surpasses theirs, because they know somebody could come in and do a better job. There’s a lot of that in Europe, but in the long run it has to change.”

Peter Rudd agrees that “backing the Common Market in Europe will be a very big hurdle for us.” He adds, “Manufacturers in those countries prefer to buy from their own countries for a number of reasons: transportation expense, ease of communication, and the comfort zone of dealing with a local company.”

As an example, Rudd points out, “I don’t think there are any laws in Germany that restrict imports as in Japan, but there’s an unspoken barrier. It’s part of their culture.” He adds emphatically, “There’s a lot of mystique about German quality, especially in engineering, but it’s just a myth. There’s no doubt in my mind that our quality is equal to or surpasses theirs, and our product sells for 60 percent of theirs because their labor costs are high, and their service is horrible because Europeans don’t have the sense of urgency that Americans have.”

The only way to compete in Europe, according to Rudd, is to open “a satellite manufacturing facility or distribution point there supplied by a US plant.” Indeed, he says, because Europe will surpass the US in market size after EC92, “this is the only way that smaller companies will survive and grow.”

Quamco, the holding company for Eldorado and three other companies owned by Rudd and his partners, is “looking to buy companies overseas” as well as in the US. Quamco already owns a small plant in Birmingham, England, but they are not impressed with the work ethic or tax structure in Britain and are now considering sites in Italy.

Rudd became president of Eldorado in 1984, after a leveraged buy-out by management. He had been with the company, which produces precision drills and precision drill machines for the metal cutting industry, since 1966. When the former owner, Litton Industries, wanted to divest itself of Eldorado and three other similar companies, they offered them as a package to management.

“IT was a good opportunity,” says Rudd, “because we knew we could manage the companies much more effectively without the bureaucracy of a big company like Litton.” Rudd and his partners were proven right. “We started with a lot of debt, but we paid it off quickly,” he says.

In December 1989, Quamco was doing so well that Overseas Partners, Inc., of Italy, offered to purchase equity in the company. The merger with Overseas Partners was “by design,” says Rudd. “We weren’t in junk bonds. We had substantial assets and business prospects to back the merger,” Rudd explains, “but we felt that money markets were peaking at the time and banks were going to dry up. That’s exactly what happened.”

The greatest manufacturing opportunities in the next decade will definitely be in Europe and the Far East, Rudd says, because of economic growth in those areas. “If small companies such as ours locate in those countries, we can compete with them very favorably because we have better technologies and marketing skills. We excel at that.”

Manufacturing in this country has hit rough times, according to Rudd, because the base of “people skilled in manufacturing is depleting itself.” And, he adds, the US government is not supporting manufacturing, especially in the area of worker training. “We at Quamco are not protectionists,” he said, “but American manufacturers just don’t have the support and protection that European and Japanese companies have from their governments.”
Former Bryant Star Henry Gonzales '73
Directing McDonald's Classic

Henry Gonzales '73 knows all about how basketball can change a young man's life.

It was 23 years ago that basketball gave Gonzales a ticket out of his North Philadelphia neighborhood - a ticket that started him on a journey that would take him from the Philly playgrounds to an executive office.

"Without sounding corny, there's no question that basketball changed my life," says Gonzales. "It gave me a chance to get out of the city and go to college. There weren't many kids from my neighborhood heading to college and definitely none of the guys I was hanging around with."

In 1973, he was one of the leading scorers and rebounders on the Bryant College basketball team. Today he is vice president and regional director for 216 McDonald's restaurants from Rhode Island to western New York. For 18 years, he has been more concerned with selling Big Macs than grabbing rebounds.

But on April 6, basketball became a big part of his life again.

On April 6, 9,000 New England basketball fans at the Springfield Civic Center and a national TV audience watched the annual McDonald's high school All-American basketball game.

It was the first time in the 14-year history of the event that the game was played in New England, and Gonzales is the person who spearheaded the drive to bring the event to New England.

"Each year, those regions that would like to host the game present their proposals to the site selection committee," explains Gonzales. "Last year Miami, Portland, and our region were the major competitors for the game. We tied the game into the celebration of the 100th anniversary of basketball and the Hall of Fame here in Springfield. I guess the committee liked our presentation."

But Gonzales and his group didn't get the final word that they would host the game until December. That left only four months to make all the arrangements.

"I think because of the television negotiations everything was finalized a little later than usual this year," says Gonzales. "Usually the host group gets the go-ahead sometime in the fall. But it wasn't any problem because we have a great group of owners and volunteers in this area. They did all the work."

"Henry is the type of guy who wants you to believe everybody else is doing all the work. But the truth is, he was in charge of just about everything except selecting the players and coaching the teams," says Kim Henning, McDonald's regional marketing manager.

Twenty of the nation's top high school players took part in the game. The players were divided into East and West teams with the rosters including people like Cherokee Parks, the 6-foot-11 California superstar who is headed to Duke, and Travis Best, the 5-11 guard from Springfield, MA, who has committed to Georgia Tech.

The players were selected from a list of 1,300 high school players throughout the country submitted by a 13-member advisory committee. The advisory committee is chaired by former UCLA Coach John Wooden.

The actual selections were made by a committee of nine high school coaches from around the country. The chairman of the selection committee was Morgan Wootten, the widely-known coach of DeMatha High in Washington, DC.

The 1991 participants became part of a McDonald's All-American alumni team that was made up of 350 players before this season. Of the 330, 97 percent went on to play for NCAA Division I colleges. Eighty-nine former members currently are playing on college teams, and 135 of those no longer in college played at one time in the NBA. Currently, 80 former participants in the game are on NBA rosters, including 1991 All-Stars Magic Johnson, Michael Jordan, Patrick Ewing, James Worthy, Chris Mullin, Dominique Wilkins, and Brad Daugherry.

"The players I have talked to who played in previous games said this game is a great start to their transition from high school to college," notes Gonzales, who helped Bryant to a 20-6 season as a senior in 1973.

Henry Gonzales '73

"The idea is for the kids to have a good time. One of our biggest jobs is making sure there's no pressure placed on them while they are here. The 9,000 or so tickets were sold within two weeks after they went on sale in February.

"If we'd had 5,000 more seats, we could have filled them with no problem," says Gonzales. "The response throughout the area was great."

Like all basketball fans, Gonzales was excited about seeing the nation's best teenage players in action. But his biggest thrill came at half-time.

"We presented a check for nearly $100,000 to children's charities in the area," says Gonzales. "That's the really exciting thing about this game. Since its inception, the game has raised more than $1 million for charity."

"We only ask the players to do two things during their stay here," explains Gonzales. "We bring a group of young kids from the inner city to one of the practices. After the young kids watch the practice, some of the players talk to them about the importance of staying in school and staying off drugs. On Friday there was a trip to the Children's Miracle Network at the Baystate Medical Center. We hope it gives the players a good perspective on some of the other aspects of life. Plus the kids in the hospital and the inner city love to see these guys."

Adds Gonzales, "Basketball has been a great influence on the lives of these players. Now they're seeing how they can be an excellent influence on the lives of a lot of young kids around the country."
Transactions

'35 Rudolph A. Bigda of Palm Bay, FL, appeared in the January 1991 Who's Who in the South and Southeast, and was recently elected a trustee at the Holiday Park in Palm Bay.

'41 Herman R. Rosen of Scottsdale, AZ, was named an honorary member of the American Institute of Certified Public Accountants (AICPA).

'48 John J. Helfin of Woodbridge, VA, has retired as director of operating accounting for the Naval Supply Systems Command and is a part-time financial systems consultant.

'49 Norman J. Boutin of New Bedford, MA, was elected president of the Auxiliary of St. Luke's Hospital of New Bedford.

'52 Robert Handelman of Westport, CT, was named vice president of Bancroft Haberdashers of New York, NY.

'56 Harry B. Manning Jr. of Riverside, RI, is the secretary of the Anglers Club in Wrentham, MA, and Trout Unlimited for all of Rhode Island and Bristol County, RI.

'58 Virginia (Chase) Routbier of Westport, MA, was selected to head the Services Support Group at Old Stone Bank in Providence, RI.

'60 Shirley (Mazur) Zawistowski of Jermyn, PA, is a corrections counselor and co-therapist in the sex offender program at the State Correctional Institute in Waymart, PA.

'61 William G. Heeks Jr. of Wilmington, NC, has become president of Wertheimer Bag Co., Inc., of Wilmington.

'62 Kenneth P. Mellor of Lincoln, RI, was named assistant superintendent of schools in Sharon, MA.

'64 N. Richmond Alexander Jr. '77MBA of Warwick, RI, has been appointed registrar of New England Institute of Technology in Warwick.

'65 Harold M. Sherman Jr. of Greer, SC, was appointed to the board of directors at Weathakee Yarn Mills in West Point, GA.

'67 Rodney W. Hass of Acton, MA, was made a partner in Jolobby Hess and Co., CPAs, P.C., in Waltham, MA.

'69 Edward B. Gomeau of Old Saybrook, CT, was named secretary of business and operations for North Haven Public Schools in North Haven, CT.

'71 Ronald L. Thomsen of Accworth, GA, was appointed southern sales manager for the L. S. Starrett Company of Athol, MA.

'73 Samuel A. Greco of Tamarac, FL, was promoted to senior vice president of finance for the South Florida division of Columbia Hospital Corporation and named CFO of University Hospital in Miami, FL.


'75 Robert M. Fargo of Norwich, CT, became a certified financial planner in November 1990.

'76 Marian L. Barrette of Johnston, RI, was named vice president of the municipal finance department at Citizens Bank in Providence, RI.

'77 R. Clinton Dailey Jr. of Manchester, NH, was awarded the professional insurance designation Chartered Property Casualty Underwriter. Clint is a senior underwriter for Amica Mutual Insurance Company in Bedford, NH.

'77 William R. Demers '81MBA of Adams, MA, was named a partner in the accounting firm of Silber, Nash & Myers in Pittsfield, MA.

'79 Richard J. DeRienzo '83MST of Barrington, RI, has opened an accounting firm, Lefkowitz, Garfinkel, Champi & DeRienzo, P.C., in Providence, RI.

'79 Judith M. Morse '80MST of East Providence, RI, was appointed to the Depositors Economic Protection Corporation (DEPCO) board by RI Governor Bruce Sundin '80H.

'79 William B. Robbins of Clinton, CT, was named vice president in charge of education by the Society of Accredited Marine Surveyors.

'79 Patrick J. Sullivan '81MBA of Wesley, MA, was named senior vice president at First New Hampshire Bank, Manchester, NH.

'79 Edgar R. Alger III '82MST of Cumberland, RI, was elected mayor of Cumberland, RI.

Alumni Association Executive Board Officers 1990-91

President: Catherine Parente '78
Vice President: Nicholas Punjilili '80
Vice President: Ernest Almonte '78, '85MST
Treasurer: Charles Kingsbury '56
Secretary: Jeffrey Ferrante '81

Members-Al-Large 1990-91

Emanuel E. Barrows '87
Robert V. Blanchini '82
Frank G. Bingham '61, '72MBA
Paul Conney '81
David E. Gordon '77
Nelson J. Gulsit '76, '72H
Kathryn Kingsbury '55
Elvina C. Knight '56
John LaRocca '70
Kenneth J. LaSalle '66
David J. Lucier '80
Scott C. Menard '73
Paula Iacono '69
William L. Myers '77, '87MST
Mark St. Pierre '91
James Salami '90
David Shultz '84
Sherri H. Sigel '89
Craig Sonsire '86
Wendy Sonsire '86
Kenneth J. Sousa '87MBA+ Roland P. Talbot '39
Steven Townsend '78, '80MBA= Alan S. Wardyga '77, '84MBA** William White '91++

* Non-Voting Member
** Past Association Member
# Alumni Trustee
# Graduate Alumni Council President
** Student Alumni Association President
# Faculty Representative
# Student Senate President

NEWSMAKERS

Alumni of Bryant College

Student Senate
Student Alumni Association
Faculty Officers

Executive Board Officers

President: Sonsire '26*
J. H. Salemi '90
J. P. Pierre '91 *=

Vice President: Connery '81
Y. Connors

Secretary: Kingsbury '55
Kathryn Kingsbury

Treasurer: Lucier '69*

President: Lucier '69*

Trustee: Lucier '69*

President: Kingsbury '56

Former Officers

President: Lucier '69*

Secretary: Kingsbury '55

Treasurer: Lucier '69*

Former Officers

President: Lucier '69*

Secretary: Kingsbury '55

Treasurer: Lucier '69*

1990-91 Officers

President: Lucier '69*

Secretary: Kingsbury '55

Treasurer: Lucier '69*

Former Officers

President: Lucier '69*

Secretary: Kingsbury '55

Treasurer: Lucier '69*

1990-91 Officers

President: Lucier '69*

Secretary: Kingsbury '55

Treasurer: Lucier '69*

Former Officers

President: Lucier '69*

Secretary: Kingsbury '55

Treasurer: Lucier '69*

1990-91 Officers

President: Lucier '69*

Secretary: Kingsbury '55

Treasurer: Lucier '69*

Former Officers

President: Lucier '69*

Secretary: Kingsbury '55

Treasurer: Lucier '69*

1990-91 Officers

President: Lucier '69*

Secretary: Kingsbury '55

Treasurer: Lucier '69*

Former Officers

President: Lucier '69*

Secretary: Kingsbury '55

Treasurer: Lucier '69*

1990-91 Officers

President: Lucier '69*

Secretary: Kingsbury '55

Treasurer: Lucier '69*

Former Officers

President: Lucier '69*

Secretary: Kingsbury '55

Treasurer: Lucier '69*

1990-91 Officers

President: Lucier '69*

Secretary: Kingsbury '55

Treasurer: Lucier '69*

Former Officers

President: Lucier '69*

Secretary: Kingsbury '55

Treasurer: Lucier '69*

1990-91 Officers

President: Lucier '69*

Secretary: Kingsbury '55

Treasurer: Lucier '69*

Former Officers

President: Lucier '69*

Secretary: Kingsbury '55

Treasurer: Lucier '69*

1990-91 Officers

President: Lucier '69*

Secretary: Kingsbury '55

Treasurer: Lucier '69*

Former Officers

President: Lucier '69*

Secretary: Kingsbury '55

Treasurer: Lucier '69*

1990-91 Officers

President: Lucier '69*

Secretary: Kingsbury '55

Treasurer: Lucier '69*

Former Officers

President: Lucier '69*

Secretary: Kingsbury '55

Treasurer: Lucier '69*

1990-91 Officers

President: Lucier '69*

Secretary: Kingsbury '55

Treasurer: Lucier '69*

Former Officers

President: Lucier '69*

Secretary: Kingsbury '55

Treasurer: Lucier '69*

1990-91 Officers

President: Lucier '69*

Secretary: Kingsbury '55

Treasurer: Lucier '69*

Former Officers

President: Lucier '69*

Secretary: Kingsbury '55

Treasurer: Lucier '69*

1990-91 Officers

President: Lucier '69*

Secretary: Kingsbury '55

Treasurer: Lucier '69*

Former Officers

President: Lucier '69*

Secretary: Kingsbury '55

Treasurer: Lucier '69*

1990-91 Officers

President: Lucier '69*

Secretary: Kingsbury '55

Treasurer: Lucier '69*

Former Officers

President: Lucier '69*

Secretary: Kingsbury '55

Treasurer: Lucier '69*
Ernest A. Almonte '85 MST of Scituate, RI, was appointed by RI Governor Bruce Sundlun '81 as chairman of the state's Clean Water Protection Finance Agency.

David W. Gniot of Cranston, RI, was promoted to controller of EDF, Inc., of East Providence, RI.

John D. Spatcber of Granby, CT, was named a partner with Blum Shapiro & Co., in Farmington, CT.

Richard R. Washburn Jr. of Torrance, CA, was promoted to manager of human resources at Hughes Communications, a wholly-owned subsidiary of Hughes Aircraft Co. in El Segundo, CA.

Robert P. Force of Pawtucket, RI, was promoted to captain with the Pawtucket Police Department.

Paul S. Weisman of New York, NY, was promoted to senior vice president and is on the board of directors at Securities Training Corp. in New York City.

Robert R. Barber of Cranston, RI, was promoted to sergeant in the Cranston Police Department.

Michael A. Chalek of Cranston, RI, was promoted to lieutenant in the Cranston Police Department.

Ray A. Dairymple of Suffield, CT, was promoted to financial analyst at the corporate headquarters of United Technologies in Hartford, CT.

Joanne M. Daly '87 MST of Sewickley, PA, is a campaign associate for the United Way in Pittsburgh, PA.

Dean A. Grande of Singapore was appointed marketing manager of Stanley Works Asian operations in the Republic of Singapore.

Joseph N. Grygnaule of Providence, RI, was named regional manager of the security division of Creative Services, Inc., in Providence, RI.

Robert K. Herlily of Milford, MA, was named controller at Island Transportation, Inc., of East Freetown, MA.

Ronald M. Ronzi of North Providence, RI, has completed his training as a court reporter and is employed at Allied Court Reporters in Cranston, RI.

Robert L. Sullivan of Gardner, MA, was named general manager at the 1764 Old Mill Restaurant in Westminster, MA.

A. Peter Borsuk, a senior EDP auditor with the Walt Disney Company, has temporarily relocated to Paris, France, where he will help manage the development of Disney's new movie studio and theme park in that country.

Erich M. Golschneider of Wallingford, CT, was appointed director of finance at the Visiting Nurse Association of South Central Connecticut in New Haven, CT.

Robert B. Howe of Smithfield, RI, was named division supervisor in the security division of Creative Security, Inc., of Mansfield, MA.

Robert P. Todaro of Staten Island, NY, was appointed New York regional sales manager of the Snapple Natural Beverage Company.

Benjamin L. Edwards of Prospect, CT, vice president of Edwards Printing Co. and Thomas G. Peterson of Meriden, CT, partner at GP & P Advertising, pooled their talents to raise over $10,000 for two community soup kitchens.

Paula (Gleicher) Lowell of Kearns, UT, was promoted to software project manager at B.T.S. in Salt Lake City, UT.

Jeffrey E. Meyer of Coventry, RI, is a systems and technical consultant with Heald Computer Services, Inc., in Worcester, MA.

Mary Beth M. Mulik of Hockessin, DE, is a paralegal with the DuPont Company in Wilmington, DE.

Marie J. Rondeau of Bristol, RI, was named chair of the advisory board for the Department of Athletics at Roger Williams College in Bristol, RI. Marie, a self-employed tax accountant, is on the board of directors of the YMCA and is active with the American Heart Association and Friends of Linden Place.

Melissa A. Fontaine of Foster, RI, is a part-time assistant professor at the Community College of Rhode Island and a program coordinator at Channel One - Central Falls in Central Falls, RI.

Michael R. Grandchamp of East Greenwich, RI, joined Old Stone Bank in Providence, RI, as a departmental officer/senior field examiner within the commercial banking group.

Deborah (Jones) Mullins of Middletown, CT, was promoted to supervising associate at DiSanto, Bertoline & Co., of Glastonbury, CT.

Patricia (McAndrews) Brilli of Chicago, IL, is a senior accountant with Price Waterhouse in Chicago.

Gregory W. Hawes of Westport, CT, has accepted a position with Automatic Data Processing in Milford, CT.

Timothy C. Geleta of Warwick, RI, has relocated to Dallas, TX, with Nissan Motor Acceptance Corporation as a senior customer accounts representative.

Mary Irons-Crooks of Uxbridge, MA, is a technical support analyst with Dun & Bradstreet Software in Framingham, MA.

Neil L. Rosen of West Hartford, CT, was appointed director of marketing at J. Morrissey & Company, personnel consultants in Hartford, CT.

Beth (Wagener) Schwenzflicker of Townsend, MA, received an MBA from the University of New Haven in West Haven, CT.

John M. Shields of Coventry, RI, has joined the Coventry Police Department after graduating from the Rhode Island Police Academy.

Kerry L. Anamar of Boston, MA, is an account executive at Ciprian Kremmer, a Boston-based advertising firm.

Leslie A. Black of New Britain, CT, was named public relations assistant at Mintz and Hoke, Inc., in Avon, CT.

Mary E. Bovans of East Hartford, CT, is a staff auditor in the subsidiary audit group of The Travelers Company in Hartford, CT.

John W. Vancura of Quincy, MA, was named professional staff accountant for Vitale, Caturano & Company, P.C., of Boston, MA.

David R. Bissauill of Adams, MA, is the president of the Adams youth football program.

Darlene E. Callin of White Plains, NY, is a senior staff accountant at Reliance Group Holdings, Inc., in New York, NY.

Richard W. Davis of Cranston, RI, was named a consultant for Computer Assistance, Inc., in Wellesley, MA.

James Isabelle Jr. of North Providence, RI, received the secondary business education certification from the State of Rhode Island. Jim is a student development counselor at Johnson & Wales University in Providence, RI.
James Hallet '83

Golf pro Jim Hallet, a four-time All-American during his years at Bryant, was involved in one of the most exciting finishes in this year's PGA golf tournament. On the 18th green in East Providence, RI, Hallett trapped a sudden-death playoff for the title at the USPGA Classic in New Orleans, LA. In March, when he birdied the first hole with a spectacular second shot on the par-four hole. This put Hallet into a playoff with Ian Woosnam. Woosnam won the playoff and two weeks later took the Masters Championship.

The day was not a complete loss for Hallet, however. The second place finish earned him $108,000, the largest payoff of his professional career, bringing his total earnings for the 1991 season to an impressive $259,300.

Jeffrey W. Lake of Colorado Springs, CO, was promoted to first lieutenant in the US Army.

Michael H. Lecours of Warwick, RI, was named accountant in the finance department at Providence Gas Company in Providence, RI.

David C. Levine of New York, NY, is a senior accountant in decentralized units financial accounting at Chemical Bank in New York.

Jeanne M. Rupinski of Cranston, RI, was promoted to associate press secretary for the city of East Providence, RI.

Richard W. Anderson of Warwick, RI, was elected a member of the Institute of Management Consultants and has been certified as a certified management consultant. Richard is a principal of Richard W. Anderson, CMC in Warwick.

Bob Reilly of Cranston, RI, was appointed press secretary for the city of East Providence, RI.

Kevin P. Dunn of Annapolis, MD, completed officer candidate school and was commissioned as a US Coast Guard ensign in Yorktown, VA.

Matthew R. Ehrenman of Avon, CO, was promoted to senior sales representative at Bass Payroll Systems in Vail, CO.

Robert R. Fogarty of Cranston, RI, was appointed controller at Douglas Lumber Kitchens and Home Center in Smithfield, RI.

Andrew D. Hunt of Pawtucket, RI, was appointed press spokesman for Warwick, RI, Mayor Charles J. Donovan.

Thomas Matoes of Woonsocket, RI, was promoted to controller/deputy finance director for the city of Woonsocket.

Matthew L. Schoenberg of Pelham, NY, was appointed project specialist for fax services at TR/UTC Communications, Inc., in New York, NY.

Donna J. O'Brien of Coventry, RI, is the assistant coach for the Salve Regina College women's basketball team in Newport, RI.

James Hallet '83

Golf pro Jim Hallet, a four-time All-American during his years at Bryant, was involved in one of the most exciting finishes in this year's PGA golf tournament. On the 18th green in East Providence, RI, Hallett trapped a sudden-death playoff for the title at the USPGA Classic in New Orleans, LA. In March, when he birdied the first hole with a spectacular second shot on the par-four hole. This put Hallet into a playoff with Ian Woosnam. Woosnam won the playoff and two weeks later took the Masters Championship.

The day was not a complete loss for Hallet, however. The second place finish earned him $108,000, the largest payoff of his professional career, bringing his total earnings for the 1991 season to an impressive $259,300.

Jeffrey W. Lake of Colorado Springs, CO, was promoted to first lieutenant in the US Army.

Michael H. Lecours of Warwick, RI, was named accountant in the finance department at Providence Gas Company in Providence, RI.

David C. Levine of New York, NY, is a senior accountant in decentralized units financial accounting at Chemical Bank in New York.

Jeanne M. Rupinski of Cranston, RI, was promoted to associate press secretary for the city of East Providence, RI.

Richard W. Anderson of Warwick, RI, was elected a member of the Institute of Management Consultants and has been certified as a certified management consultant. Richard is a principal of Richard W. Anderson, CMC in Warwick.

Bob Reilly of Cranston, RI, was appointed press secretary for the city of East Providence, RI.

Kevin P. Dunn of Annapolis, MD, completed officer candidate school and was commissioned as a US Coast Guard ensign in Yorktown, VA.

Matthew R. Ehrenman of Avon, CO, was promoted to senior sales representative at Bass Payroll Systems in Vail, CO.

Robert R. Fogarty of Cranston, RI, was appointed controller at Douglas Lumber Kitchens and Home Center in Smithfield, RI.

Andrew D. Hunt of Pawtucket, RI, was appointed press spokesman for Warwick, RI, Mayor Charles J. Donovan.

Thomas Matoes of Woonsocket, RI, was promoted to controller/deputy finance director for the city of Woonsocket.

Matthew L. Schoenberg of Pelham, NY, was appointed project specialist for fax services at TR/UTC Communications, Inc., in New York, NY.

Donna J. O'Brien of Coventry, RI, is the assistant coach for the Salve Regina College women's basketball team in Newport, RI.

26 BRYANT REVIEW • SPRING 1991

'87 Thomas L. Bwyer Jr. of Providence, RI, was promoted to vice president of finance and budget at Johnson & Wales University in Providence, RI.

Richard H. Krupski of Barrington, RI, was promoted to director of marketing for the northern Rhode Island region of Blue Cross & Blue Shield of Rhode Island.

Paul G. Wierges of Providence, RI, was appointed a senior financial manager and vice president of retail banking at Bank of America in Providence, RI.

'89 Charles A. McNamara of South Attleboro, MA, was named assistant product manager of electromechanical and rheological instruments at Instron Corporation in Canton, MA.

John E. Fritz of Greenville, RI, was named strategic planning officer and elected the Bank Secrecy Act compliance officer in the retail bank group at Citizens Bank in Providence, RI.

'90 William H. Cranford Jr. '35 and Margaret Delouche of Wethersfield, CT, on November 24, 1990.

Eleanor (Hart) Barry '51 and Karl King of Pittsburgh, PA, on November 13, 1990.

Richard K. Hurst '70 and Carol Sebocinska of Chelmsford, MA, in November 1990.

Robert E. Pike '73 and Carol Foss of Loudon, NH, in November 1990.

Fred A. Wissbrn '74 and Lori Kirdzik of Wallingford, CT, on October 6, 1990.

Betsy A. Rosenthal '76 and James Nagode of Chicago, IL, on October 6, 1990.

Marie A. Aucclair '77 and Paul Panek of Reading, MA, on October 14, 1990.

William T. Hunt '77 and Rosemary Duffy of North Providence, RI, on September 27, 1987.


Nancy (Thayer) Spears '77 and William Truitt of Bristol, RI, on September 15, 1990.

Ellen M. Ruppert '78 and David Bernero of Union, NJ, on September 25, 1990.

Renate C. Thomas '78 and Gregory Giarrusso of Barrington, RI, on November 11, 1990.

Rexanne Elmasian '79 and Nerses Demoyan of Providence, RI, in November 1990.

Paul S. Weiseman '79 and Michele Shapiro of New York, NY, on November 18, 1989.

Jules J. Cardin '80 and Lauren DeLuca of Cranston, RI, on September 1, 1990.

'89

'88

'87
James Hackett '81 and Bettina Rice of Boston, MA, in November 1990; Lauren B. Katz '81 and Jeffrey Schuman of Rocky Hill, CT, on October 6, 1990; Mary G. Melton '82 and Dennis Thompson of Cheshire, CT, on November 4, 1988; Brian Dirgins '82 and Cynthia Donnelly of Windsor, CT, on September 7, 1990; Robert P. Todaro '82 and Lisa Fiosso of Staten Island, NY, on November 11, 1990; Sidney P. Charbonneau '83 and Michael Roberts of Charlestown, MA, on June 9, 1990; Andrew K. Davis '83 and Lynn T. Biron '87 of Plainville, CT, on September 14, 1990; Steven J. Harrold '83 and Sara Lindstrom of Huntington Beach, CA, on October 7, 1990; Edward J. Madden Jr. '83 and Barbara Greene of Newington, CT, on October 6, 1990; Maureen A. O'Brien '83 and Edward Burke of Winchester, MA, on November 17, 1990; Sharon M. Gallo '84 and Richard Beamer of Wethersfield, CT, on October 20, 1990; Douglas F. Gunsolley '84 and Petrina Russo of Trumbull, CT, on September 14, 1990; Caroleen M. Jones '84 and Jack Hulburt of Portsmouth, RI, on October 27, 1990; Jeanne M. Richard '84 and Gregory Picklesimer of Rocky Hill, CT, on November 3, 1990; Timothy A. Soderberg '84 and Susan E. Patone '87 of Centreville, VA, on November 4, 1990; Linda J. Crossen '85 and William Kraner Jr. of Abington, MA, in December 1990; Jennifer K. Latvalle '85 and Timothy Longman of Oakville, CT, on September 29, 1990; Irene P. Luppe '85 and Donald Hildebrand of Framingham, MA, on October 6, 1990; Patrick Perfetto '85 and Deborah Roisert of Burlington, CT, on October 27, 1990; Stephen T. Quartino '85 and Lisa A. Rudnicki '87 of Cranston, RI, on September 30, 1990; Janice M. Viggliotti '85 and Robert Bryden of Cheshire, CT, on October 15, 1990; Susan M. Achorn '86 and James Harkins of Lowell, MA, on December 15, 1990; Dale R. DelVecchio '86 and Susan Gardiner of Hamden, CT, on October 13, 1990; Gary A. Dziedzic '86 and Kathy Kiniry of Plantsville, CT, on September 8, 1990; Diane M. Moskey '86 and Michael Coleman of Portland, CT, on October 26, 1990; Wayne E. Schulz '86 and Christine Schulte of Marlborough, CT, on October 6, 1990; Sheila A. Vredenburg '86 and Christopher Baker of Narragansett, RI, on October 13, 1990; Edward J. Degnan III '87 and Nancy Godzun of Milford, CT, on June 22, 1990; Carissa (Rennie) Huntington '87 and Michael Pinto of Fall River, MA, on October 20, 1990; Robert J. Lynch '87 and Kathleen T. Cleary '89 of Hanover, MA, in January 1991; Klan A. Prochorena '87 and Neal Natel of New London, CT, on September 22, 1990; Patricia A. Quinn '87 and Paul Becotte of Southington, CT, on October 27, 1990; Stephen M. Ricarossi '87 and Selly Quinn of Coventry, RI, on October 20, 1990; Eric S. Rosenlund '87 and Maureen Smith of Bellingham, MA, in January 1991; Janice E. Topper '87 and Andrew Butler of Vernon, CT, on October 6, 1990; Harris K. Weiner '87 MBA and Jan Price of Providence, RI, on October 7, 1990; Teresa M. Bullett '88 MBA and John Conte of West Warwick, RI, on October 7, 1990; Mary-Ellen D. Corcoran '88 and David J. Stano of Glastonbury, CT, on October 6, 1990; Lisa M. Denniston '88 and Timothy Raiche of Westerly, RI, on October 27, 1990; Melissa A. Fagnant '88 and William Ferland of Woonsocket, RI, on October 13, 1990; Linda A. Jannotti '88 and Vincent Smith Jr. of Cranston, RI, on November 9, 1990; Susan A. Larson '88 and William F. Wyslick '88 of Vernon, CT, on November 10, 1990; Kenneth K. Searle '88 and Kathleen Comerford of Scituate, RI, on November 17, 1990; Michael V. Sherman '88 and Daroda Resendes of Warren, RI, on September 23, 1990; Silverio J. Araujo '89 and Lorraine Cox '89 of Norwood, MA, on October 20, 1990; Michelle J. Beatrice '89 and John Schiss of Middletown, CT, on October 6, 1990; Diane L. Carlson '89 and Christopher Terry of Manchester, CT, in December 1990; William L. Chapman '89 and Jennifer Stephen of Bellingham, MA, on June 16, 1990; Michael P. Force '89 and Kimberly Mcclanahan of Justice, IL, on May 26, 1990; Daniel J. Healy '89 and Pamela Caplette of Webster, MA, on September 8, 1990; Christopher J. McCarthy '89 and Charleen Ellis of Salem, MA, on October 27, 1990; Michael C. Durand '90 and Maureen G. O' '90 of Naick, MA, on November 10, 1990; Heather A. Paradis '90 and Jeffrey Krieger of Middletown, CT, on November 24, 1990; Julie A. Shaw '90 and Hugh Stansfield of Northboro, MA, on September 30, 1990; Harry G. Thomas '90 and Sandra Defelice of Carrollton, TX, on September 15, 1990; Lisa A. Wasielewski '90 and Stephen DiMarco of Glastonbury, CT, on July 7, 1990;
Brian Terkelsen '86

Brian Terkelsen has joined Barclays Bank PLC, an international private bank located in New York City, as vice president and product manager for global asset management. In his new position Terkelsen is responsible for product development and sales of dollar and foreign-denominated investment advisory accounts.

Terkelsen was previously an assistant vice president with Bankers’ Trust Company, one of the largest commercial banks in New York. The finance graduate had also been associated with Citibank for two years.

Correction

Thanks to all of our eagle-eyed readers who pointed out the error in the trivia Quiz in the winter 1991 issue. The Archway, which celebrated its 45th anniversary in February, was begun by students in 1946, not in 1942 as we had stated.

Allyson Rose to Kenneth J. Sabagh '80 and Ann (Giacini) Sabagh '81, of Attleboro, MA, on September 6, 1989;

Gabrielle Briana to Lynda (Bahitz) Corse '81 and her husband, Michael, of Hillsdale, NJ, on May 31, 1990; Kyle John to Ray A. Dalrymple '81 and his wife, Diane, of Suffield, CT, on September 29, 1990; Jared Ernest to Dean A. Grande '81 and his wife, Jennifer, of Singapore, on August 25, 1990; Michael John to Joyce (Annawoertian) Seebian '81 and her husband, Victor, of North Providence, RI, on February 21, 1990;

Amanda Elizabeth to Robin (Gallante) Mekietek '82 and her husband, Rick, of Narragansett, RI, on September 18, 1990; Jeffrey Robert to Katherine (Wadsworth) Kmietek '82 and her husband, James, of North Providence, RI, on November 17, 1990;

Collin James to Beth (Klem) Breeney '83 and her husband, James, of Waterbury, CT, on June 5, 1990; Kendra Rose to Dean W. Giocci '83 and Donna (Maas) Giocci '85, of Westfield, MA, on April 13, 1990; Elizabeth Eaton to Susan (Eaton) Conti '85 and her husband, Mark, of Marlboro, MA, on November 8, 1990; Matthew George to George A. D'Auteuil '83, '84MBA and MaryBeth (Early) D'Auteuil '83, of Worcester, MA, on October 5, 1990; Alexandra Gostautine to Susan (LaRossa) Dometikos '83 and her husband, Steve, of Millis, MA, on October 4, 1990; Nicole to Joseph E. Henry '83 and his wife, Melissa, of Pascoag, RI, on February 16, 1991; Markus Gregory to Mark L. Lauria '85 and Sandra (Sturton) Lauria '85, of Meriden, CT, on October 4, 1990; Lauren Renee to Mark R. Lauzier '83 and Karen (Bloom) Lauzier '84, of Rocky Hill, CT, on May 26, 1990;

Kyle Andrew to Marc R. Beausoleil '84 and his wife, Colleen, of Blackstone, MA, on November 3, 1990; Gina Marie to Janet (Vernette) Caramadre '84 and John Caramadre '84, of Fort Gordon, GA, on November 17, 1990; Tyrel Pierce to Dawn (Hunter) Shaffer '84 and her husband, Eric, of Baltimore, MD, on March 12, 1990; Stephen Michael to Carol (Rivers) Bonnell '85 and her husband, Michael, of Bellingham, MA, on November 27, 1990; Nicholas Theodore to John A. Nosach '85 and Jill (Charpentier) Nosach '86, of Cumberland, RI, on February 2, 1991;

Emily Ancia to Karen (Auclair) Oliveira '85MBA and her husband, George, of Somerset, MA, on December 3, 1990;

Kyle James to Cheryl (Gross) Antoinetti '87 and her husband, Mark, of Plainville, CT, on February 21, 1991;

Francis R. Dimond '15
Claire (Guillette) Sheehan '15
Emily (McCaughn) Moran '19
Jessie L. Pihie '19
William J. Moran '29, '50
Seth Rigby '29
Muriel (Wallace) Vincent '34
Thomas J. Burke '39
James C. Gray '39
Maul (Shaddock) Oakes '41
Alice E. Leflede '42
Sr. Fidelis J. McHugh '44
Charles L. Kimmene '47
Ellen B. Stockton '47
Paul J. Guvleanu '48
Earl R. Grady '49
Jeanne (Doyle) Henabery '49
Joseph F. Rogalski '49
Charles J. Talon '49
Roy E. Malk '50
Edmund R. Sardelli '50
William G. Byers '51
Assunta (Salom) Pokora '54
Doris (Studnick) Borek '55
James F. Carty Jr. '55
Frederick J. Connolly '56
Roger G. Scott '59
Richard H. Cloutier '59
M. Gladys O'Gorman '60
Emily (McCaughn) Moran '60
James F. Carty Jr. '55
Henry P. Bove '59
Lee R. Shorette '63
William E. Polokarski '69
M. Gladys O'Gorman '71
Raymond E. Levellle '75
Daniel L. Barns '80
Christine (Salom) Pokora '81
William H. Graham '81
Amanda Elizabeth to Robin (Gallante) Mekietek '82 and her husband, Rick, of Narragansett, RI, on September 18, 1990; Jeffrey Robert to Katherine (Wadsworth) Kmietek '82 and her husband, James, of Middletown, CT, on December 3, 1990;

In Memoriam

Correction

Thanks to all of our eagle-eyed readers who pointed out the error in the trivia Quiz in the winter 1991 issue. The Archway, which celebrated its 45th anniversary in February, was begun by students in 1946, not in 1942 as we had stated.
Bryant Trivia Quiz

1. This longtime Bryant coach and faculty member was named coach of the year in 1991 by the sportswriters and sportscasters of Rhode Island:
   (a) Archie Boulet
   (b) Lee Drury
   (c) Wally Camper

2. The Patriots football team has been holding its summer training camp at Bryant since:
   (a) 1975
   (b) 1978
   (c) 1986

3. Bryant’s Dean of Women during the late ’60s was:
   (a) Philomena Castronovo
   (b) Judy Clare
   (c) Paula Iacono

4. BRYCOL’s latest business venture is:
   (a) dry cleaning
   (b) FAX service
   (c) suite cleaning service prior to Parents’ Weekend

5. More than 100 Bryant seniors signed up for a dining etiquette seminar this year because:
   (a) Miss Manners will be lecturing on campus
   (b) they want to be prepared for power lunches
   (c) their mothers told them not to come home until their table manners improve

6. Bryant’s Center for Management Development is one of the largest college-based professional training providers in the Northeast. In the last 10 years, the Center served:
   (a) 12,137 individuals
   (b) 25,049 individuals
   (c) 33,628 individuals

MAKE YOUR BUSINESS OURS

Bryant alumni are on the move!

If you have a recent change in your life, professional or personal, please let us know!

Name __________________________ Class __________________
Name at time of graduation __________________________
Address ____________________________________________ Zip __________________
Home Phone __________________________ Business Phone __________________________
Position/Title __________________________________________
Employer ____________________________________________
Address ____________________________________________ Zip __________________
Information for class notes ____________________________

Please return to: Jill T. Nosach '86, assistant director, Alumni Relations, Bryant College, 1150 Douglas Pike, Smithfield, RI 02917-1284.