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Spring 2005

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Sawyer Business School

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Suffolk *Business*

Suffolk University | Sawyer School of Management

Spring 2005

A conceptual image showing a globe of the Earth being held gently by two hands of different skin tones, one darker and one lighter, against a deep blue background. The globe is positioned in the center, with the hands reaching up from the bottom. The text 'Competing in a GLOBAL Economy' is overlaid on the right side of the globe.

Competing in a
GLOBAL
Economy

| From the Dean |

MISSION STATEMENT:

We create a learning environment that enables our students to emerge as successful leaders in the practice of global business and public service. We value excellence in education and research, and work with our students, alumni and business partners to achieve it.

We live in a highly complex global economy where our ability to compete effectively influences the way we conduct business. In our last issue we focused on innovation and how essential it is for organizations to develop innovative thinking to remain successful. This issue of the Suffolk Business Alumni Magazine examines the additional challenges of cultural sensitivity, outsourcing, branding, and product development organizations confront in global business.

Our feature story, "Competing in a Global Economy," written by Ed DeGraan, BA '66, president and COO of The Gillette Company provides us with an overall perspective on issues Gillette has faced in the global economy. Chet Cekala, MBA '00, JD '87, assistant general patent counsel at Gillette, writes about challenges Gillette encountered when building global brands through product innovation. Bill Boudreau, MBA '76, retired foreign service officer and author of *A Teetering Balance: An American Diplomat's Career and Family*, discusses how understanding culture equals success in business. In our last article, "Demystifying Outsourcing," Professor C. Gopinath argues that the idea of outsourcing has been a challenge for centuries.

To make certain our alumni remain competitive in today's global economy, we established two

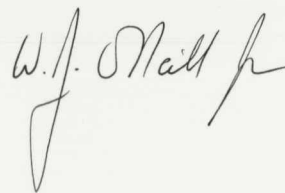
new alumni events this year: the Alumni Career Informational Breakfast Series and the Alumni Lunch Series. The Career Breakfast Series is off to a great start and included sessions in networking, developing effective resumes, enhancing interview skills, and marketing yourself in the workplace. The Alumni Luncheon Series also generated a good response from our alumni and featured Kathleen Dennehy, MPA '84, commissioner of the Massachusetts Department of Correction and Chad Gifford, former CEO of Bank of America. To learn more about these events contact Paula Prifti Weafer, director of alumni relations for the Sawyer School of Management.

Finally, September 2006 marks the 100th year anniversary of the founding of Suffolk University. If you would like to be involved

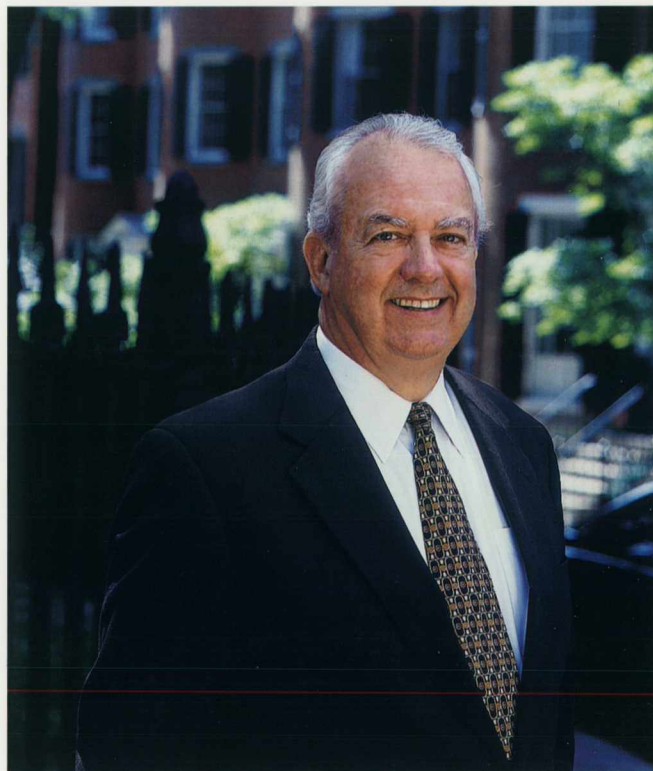
in the planning, our would like to contribute yearbooks or other memorabilia, please contact Rosemarie Sansone, director of public affairs at celebration2006@suffolk.edu or 866.882.2006 ext. 1978.

I look forward to seeing you at one of our many alumni events throughout the year.

Very truly yours,



William J. O'Neill, Jr.
Dean



Suffolk Business

Suffolk University | Sawyer School of Management

Suffolk Business, Spring 2005

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Chet Cekala and Edward F. DeGraan of Gillette.

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Strength in Numbers

Alumni

There are 19,745 Suffolk University Business School alumni worldwide.

Enrollment Trends in the Business School

UNDERGRADUATE

Campus Breakdown

Boston, MA	1,465
Cape Cod, MA	71
Franklin, MA	66
Madrid, Spain	36
Dakar, Senegal	80

Total 1,718

Undergraduate Profile

Female	45%
Male	55%
Massachusetts Residents	67%
Out-of-State	14%
International	19%
Receiving Financial Aid	61%

BSBA Major Breakdown

Management	23%
Finance	16%
Accounting	17%
Marketing	16%
International Business	12%
Interdisciplinary Studies	9%
Entrepreneurship	6%
Public Administration	1%

GRADUATE

Campus Breakdown

Boston, MA	1,114
Cape Cod, MA	72
Franklin, MA	62
North Andover, MA	85
Online	61

Total 1,394

Graduate Profile

Female	47%
Male	53%
Full-time	15%
Part-time	85%
International	10%
Receiving Financial Aid	69%

(full-time only)

Graduate Major Breakdown

MBA	67%
Public Administration/ Health Administration	20%
(MHA/MPA)	
Finance	13%
(MSF/MSFSB, MSA, MST)	

Placement Success

Domestic Employers (2004 partial list)

Cambridge Trust Company
Cape Cod Health Care
Digitas
Ernst & Young
Fidelity Investments
Genzyme Corporation
Global Advisors
Grant Thornton
Hill Holliday
John Hancock Financial Services
Massachusetts Department
of Public Health
Massachusetts General Hospital
Mellon Trust
PricewaterhouseCoopers
Raytheon
Schaeffens Research Institute
State Street Bank & Trust
Thomson Financial
US Department of Labor
Verizon
WHDH-TV

International Employers (2004 partial list)

United Bank for Africa
McKinsey & Company-Austria
DaimlerChrysler Corporation-Belgium
Standard Produce Dealers-Cameroon
Texas Instruments, Inc.-Canada
The Royal Bank of Canada
Deloitte Consulting-Denmark
The Gillette Company Eastern-
European Division
World Trade Center-Ecuador
Quaestor Investment Management-England
Hale and Dorr, LLP-England
Compaq Computer Corporation-France
The Sheraton Corporation-Hong Kong
Merrill Lynch & Company, Inc.-Japan
Intel Corporation-Japan
Nigerian Agriculture Bank
Digital Equipment Corporation-Singapore
The Hertz Corp.-Spain
Joseph E. Seagram & Sons, Inc.-Taiwan
MetLife-Taiwan
Tisco Asset Management Co. Ltd.-Thailand
Grant Thornton, LLP-Thailand
Ministry of Finance and Customs-Turkey
Toyota-Sabancı-Turkey
Saudi Aramco-Saudi Arabia

Top 10 Foreign Countries Sending Students to Suffolk

Bahrain	Spain	Denmark
China	Mexico	Venezuela
Colombia	France	
India	Brazil	

Become a Country Ambassador!

Country Ambassadors assist prospective International students and their families with questions about studying at Suffolk University and living in Boston. For a list of current country ambassadors, visit our Web site at www.suffolk.edu/internationalalumni.

Global Business Focus Strengthened with International Travel Courses

Competing in today's business environment requires students to understand global business practices and to learn how to manage across cultures. Shahriar Khaksari, associate dean/dean of international business programs, and his staff have been busy unfolding new initiatives such as the Global MBA Program launched in 2003, and the undergraduate major in Global Business, launched in 2004. Adding to the portfolio of international opportunities, Khaksari launched the Global Immersion Program earlier this year.

"The Global Immersion Program is designed to enrich students' classroom experiences with practical, hands-on exposure to international business environments," said Khaksari. At the core of the Global Immersion Program are business travel courses for undergraduate, graduate, and executive students. This year students traveled to Belgium, Brazil, Canada, Chile, China, Czech Republic, France, India, Ireland, Spain, and Switzerland.

Global Business, South American Style

"All business travel courses play a critical role in equipping students with the skills to be global leaders by exposing them to global business environments and linking them to a network of global business partners," said Professor Nancy Upton, who led a group of graduate students to Chile in January with Professor Tracy Noga.

The group visited the offices of and met with executives from, Brunatto Chocolates (makers of high-end exotic chocolates), Disney-Chile, Telefónica-Chile, the US Embassy, the Santiago Stock Exchange, Enami, the state-owned copper refinery, and the Ritz-Carlton.

Students also enjoyed cultural activities and sightseeing in Viña del Mar and the wineries of Viña Santa Rita and Cousino-Macul; Isla Negra, the coastal home and museum of Pablo Neruda; the port of Valparaíso; and the capital of Santiago.

This is the Business School's second business travel course to Chile. Following the 2004 course, two student teams in the Global MBA worked with Brunatto Chocolates to assess market opportunities in the United States. "I think there is an abundance of opportunities like this to build on partnerships in Latin America to contribute to the lifelong learning of students, faculty, and alumni," said Upton.



Suffolk students visit the World Trade Center in Santiago, Chile.



Graduate students and faculty visit Enami, a state-owned copper refinery in Chile.



Professor Nancy Upton with Christine Fitzgerald, Haydee Perdomo, Seth Tasker, Isa Perez, and Lorenzo Petruzzello at Disney-Chile.



Professors Suzyn Ornstein and Charles Mambula with graduate students in Tiananmen Square at the entrance to the Forbidden City in Beijing, China.



Students visit Shougang (Capital Iron and Steel) Corporation in Beijing, China where 2% of the world's steel is produced.

Limited spaces for upcoming business travel courses are available to alumni of the Suffolk Business School. For more information, contact Michael C. Brown, global immersion program manager, at mcbrown@suffolk.edu or 617.573.8077.

Torrissi Joins GMAC Conference Advisory Group

The board of directors for the Graduate Management Admission Council (GMAC) appointed Richard Torrissi, associate dean/dean of graduate programs, to the 2004 Annual Conference Advisory Group. The Conference Advisory Group is charged with planning and developing the program for the 2004 GMAC Annual Conference to be held in Toronto, Canada, in June. The theme for this year's conference is "Reinventing the MBA Experience."

Dean Torrissi joins 13 members of US and international business schools, including Emory University, Harvard Business School, Penn State, Yale, INSEAD, and the University of



Associate Dean Torrissi.

Maastricht in the Netherlands. Torrissi will design two panel sessions for the conference, "Creating the MBA Experience: What Happens Outside the Class—Building Professional Development Skills" and "Blending Pedagogies in the Business School: Incorporating New Models of Delivery."

The GMAC administers the GMAT test. Participation in governance, such as the Conference Advisory Group, is by invitation of the GMAC Board of Directors. With a worldwide membership of more than 1,800 schools, only 140 have representatives in governance capacity. Suffolk has had a long history of participation with GMAC. In 2001, Assistant Dean Lillian Hallberg served on the 2001 GMAC Conference Advisory Group, and former Dean of the Sawyer School, John F. Brennan, served on the board of directors for GMAC for several years.

Suffolk Team Places Second Runner-Up in SIFE Regional Competition

A team of finance majors representing Suffolk University won second-runner-up honors at the 2004 Students in Free Enterprise (SIFE) New England regional competition.

Ndeye Fatou Sy, BSBA '04, Fatoumata Ndiaye, BSBA '04, and current seniors Ramatoulaye Sane and Mame Fall, all of Senegal, researched Boston's disadvantaged populations for two months before they submitted "The 3 'H' Project—Assisting Boston's Less Fortunate—Getting Them Help, Getting Them Hired, Getting Them a Home."



Dean O'Neill with SIFE regional competition winners.

"It was a very enriching and rewarding experience," Ndiaye says. "Preparing the project gave us the opportunity to know the city of Boston better, as well as organizations such as the Action for Boston Community Development. As international students, just being part of this world makes us think that such a model as we presented would be applicable to other countries where poverty and homelessness are prevalent," she adds.

Sponsored by more than 200 of the world's premier corporations, SIFE is an international organization devoted to philanthropy and community development. Each year it hosts regional, national, and international competitions for 1,500 university students in 37 countries. Those who compete develop essential leadership, teamwork, and communication skills.

"What the students achieved in this competition is remarkable," says the team's adviser, Professor Charles J. Mambula. "I'm extremely proud of our students because they worked so hard, showed a lot of patience, and cooperated with one another."

IS/Finance Major Participates in NSF Research Program

Khine Z. Win, a Suffolk undergraduate double-majoring in Information Systems and Finance, was invited to participate in the National Science Foundation's Research Experience for Undergraduates program at the University of Maryland Baltimore County in summer 2004. This 10-week residential program consisted of 11 students from different universities and colleges across the country to conduct research in the area of Human-Computer Interaction.

Win's research project was to develop a search history interface system with hierarchical history mechanism and data collection tools to support information-seeking professionals. At the end of the summer, a sample search interface was built, and the usability of the system was studied in a user evaluation session. Win

presented the final project during the poster presentation session along with 75 other students from different research areas.

In addition to the research project, the program offered weekly lecture sessions about ethics in research, careers in information technology, creating scientific posters, etc., and brown bag seminars with faculty and doctoral students. Students also visited the National Institute of Standards and Technology and the US Census Bureau.

"Participating in the program was significantly important to me. I gained valuable experiences and knowledge. I had a chance to test myself and observe many opportunities that are available to me," said Win.

Menino Scholarship Awarded

Charlotte Golar Ritchie, director of neighborhood development for the City of Boston, is the first recipient of the Thomas M. Menino Scholarship. The Menino Scholarship was established last year at the 30th anniversary of Suffolk's Master of Public Administration at the Parkman House on Beacon Hill. More than 200 MPA alumni and friends attended the event. The Menino Scholarship will be awarded annually to an academically qualified city employee who has demonstrated the potential for advancement and leadership in city government.

"While I am honored to have this scholarship named after me, I am even more excited that

the City of Boston employees will have this phenomenal opportunity," Mayor Menino



(L-R) Professor John Nucci, Mayor Menino, Charlotte Golar Ritchie, President Sargent, and Dean O'Neill.

said. "No one goes into government to get rich, so it's extremely gracious of Suffolk University to make this scholarship possible. Our city will be a better place for it."

"It is most fitting that this scholarship, focused on future city leaders, be named for Mayor Menino, who has been a good friend to Suffolk University and an able leader for all Bostonians," said David Sargent. "Suffolk University has a legacy of civic commitment, and I truly believe that over the past 30 years, graduates of its Master of Public Administration program have improved lives as they have influenced public policy."

Dakar Sophomore Aminata Dièye Crowned Miss Senegal

Aminata Dièye, representing Dakar, the capital city of Senegal, was crowned Miss Senegal on July 3, 2004. The 18-year-old, 5-foot-10-inch student sees the Miss Senegal Pageant as a "royal way to celebrate not only the beauty of women but also the intelligence of women." The jury made its decision based on beauty but also was impressed with her strong personality and demonstrated knowledge on various subjects.

Being a student at Suffolk University's Dakar Campus has given Dièye more confidence. The bilingual sophomore student has said



Aminata Dièye being crowned Miss Senegal on July 3, 2004.

that her goal is to achieve an MBA. She and her two oldest sisters, who are now studying in Paris, were raised by a widowed father.

Dièye was invited to attend the Miss International beauty pageant in Beijing, China, in October. She said that this was a good opportunity for her to

represent Senegal and be part of this world contest. Jeymmy Paola Vargas Gomes of Colombia won the pageant.

"We are so proud of Aminata," said Professor Lewis Shaw, executive director of Suffolk University Dakar. "She serves as a model student and ambassador for the Dakar campus. We are very grateful for the way she has mentioned the importance of her education at Suffolk in all of her public appearances and glad she values the importance of her academic studies."



(L-R) Shahriar Khaksari; Michael Barette; Ambassador Faruk Osman Logoglu; Brandie Conforti, executive director, WorldBoston; and Dean Bill O'Neill.

WorldBoston/Suffolk University Global Leadership Series Continues

The WorldBoston/Suffolk University Global Leadership Series continues to bring high-profile global leaders to the Boston Community.

His Excellency Faruk Osman Logoglu, US Ambassador to the Republic of Turkey, addressed an audience of about 60 people on April 4 at Sargent Hall. Ambassador Logoglu talked about the recent economic growth of Turkey—referred to as the Gateway to the Middle East—and the country's ongoing desire for membership in the European Union.

US-Libyan relations was the topic of the next WorldBoston/Suffolk University Global Leadership Series event on May 19. Ali Aujali, chief of the Libyan Liaison Office in Washington, DC, discussed recent efforts to restore relations between the once enemy nations.

The WorldBoston/Suffolk University Leadership Series is a forum for discussion on business trends and how they impact the world economy. For information on upcoming events, contact the Executive Programs Office at 617.573.8660.

Virtual Teams Face Off in Product Development Course

Executive MBA alumnus Sushil Bhatia joined the faculty of the business school as executive in residence early this year. Sushil is CEO of Framingham-based JMD Manufacturing. He holds seven patents and has developed many products we use in our daily lives, including the Glue Stick.

Being the true innovator that he is, Sushil developed a new course and model of executive learning for the Executive MBA program. The course, Global Innovation and Product Development, focuses on innovation and product development for global markets. Students in this course examine a variety of issues related to global product development, engineering and manufacturing, and the need for their interaction to successfully launch new products. The students are divided into two groups, each working as a “virtual global team” to bring the new product from the idea stage to physical

prototype in a very short 10 weeks. The class mirrors real-world, cross-border product development activities. Each team adopted different nationalities and organizations to develop their product. The students had significant communication restrictions placed on them. Face-to-face meetings were limited, requiring students in each team to use technology-mediated communication (e.g., telephone, fax, phone, email, teleconferences, and video conferences) and knowledge of management systems and other tools to communicate with one another and complete the project.

Next steps: Both teams are now seriously exploring commercializing their intellectual property, and the Suffolk Executive MBA program is looking to expand this course across the world, ultimately leading to design management and applied research activities in conjunction with the business community.



Power On (L-R: Emily Sutliff, Sushil Bhatia, Irene Cook, Caroline Silliman, Brendan Burke, and LaTanya Hill).



Turtle Shell (L-R: Paul Deibel, Melanie Thistle, Karen Andrews, Sushil Bhatia, Jeff Cook, and Mike Payne).

If you or your organization would like to hire a Suffolk Business undergraduate or graduate student as an intern, please contact Paula Prifti Weaver, alumni relations director, Sawyer School of Management.

Internships Make Marketing Majors More Marketable

In a field fueled by networking, internships offer Suffolk undergraduate and graduate marketing majors on-the-job insights and an edge in the hiring process. The Marketing Department's Internship/Practicum Program, directed since November 2003 by Elizabeth Wilson, works with the Office of Career Services and Cooperative Education to match students with Boston-area employers.

“A student can determine if marketing is a good career field or not,” says Wilson, an associate professor of marketing. “They often gain insight into how business really gets done—the importance of relationship-building, leadership, and teamwork. Plus, interns get a chance to network with members of the business community.”

Kivalena Starr, BSBA '05, is making the most of her internship in the public relations department of the Castle Group. She landed her position after she met the company's senior vice president at a Career Services résumé-critiquing event. Networking is just as important as maximizing media coverage for her supervisor's client, Stacey's Pita Chips. “From the founders to other interns, everyone is very easy to talk to and extremely helpful,” Starr says. “It is evident that they all want the interns to get a lot out of their experience, and they are continually making sure that we do.”

Senior Amy McDonough chose to work 13 hours each week in account management at Arnold Worldwide because “it is one of the

best advertising agencies in Boston, the US, and the world.” In addition to collecting press clips for Fidelity, she makes weekly PowerPoint presentations to her team. Even lunch at Arnold is instructive: “Once a week you can attend a brown bag lunch,” she says, “at which a different department presents to the interns on its part of the company.”

While she encourages every student to intern, McDonough also has learned that marketing “is not as easy as it looks.” She and Suffolk's other interns are poised to find future success in the field through the experience they've gained.

Executives Visit Suffolk Business

Throughout the academic year many executives visit Suffolk University Business School, bringing the real world to students by offering career advice or industry insights. Executives act as guest speakers in classes or participate in the Executive Speakers Series sponsored by the Career Services Office.



Suffolk Business Needs YOU!

Our faculty are always looking for alumni to speak in classes to address timely business topics or to enlighten students on how business and public management really work. If you would like to address a class, contact Paula Prifti Weafer, alumni relations director for the Sawyer School of Management, at 617.994.4231 or pweafer@suffolk.edu.

PARTIAL LIST OF EXECUTIVE SPEAKERS:

JOHN BARRY, New England Regional Manager, Starbucks

MARTIN BENISON, Comptroller, Commonwealth of Massachusetts

PETER BIANCO, Business Development Director, Emerging Technologies, Phillips Plastics

DAN CARLIN, Eastern European Manager, Korn Ferry International

STEPHANIE CARTER, ESQ., Managed Care Ombudsman for the Commonwealth of Massachusetts

CARLOS CASTELLO, Senior Vice President - International Operations, Accion International

PAUL COLEMAN, VP of Business Development and General Manager, Biogen Idec, Denmark

SHAWN FEDDEMAN, Press Secretary to Massachusetts Governor Romney

THOMAS FINNERAN, President, Massachusetts Biotech Council

JAYNE FITZPATRICK, Strategy Officer, Dunkin' Donuts Brands

MARK FOREST, District Representative, Staff of Congressman Delahunt

ELIZABETH GAWRON, CEO, Cape Cod Foundation

ED KEEFE, CFO, M/C Venture Partners

JOHN KLIMM, Town Manager, Barnstable

SHARI LEVITAN, ESQ., Chair of Private Wealth Services New England, Holland & Knight LLP

JOAN QUINLAN, Director of the Community Benefit Program at Mass General

JOHN SUGDEN, Principal, Career Strategies Institute

Accounting Students "Meet the Firms" at Annual Networking Event

Both undergraduate and graduate-level accounting students had the opportunity to network with representatives from eight accounting firms at the first annual Meet-the-Firms Night.

"The idea behind Meet-the-Firms Night is for accounting majors to have the chance to network with professionals in the accounting field," said Accounting Professor Tracy Noga.

Firms attending the event included: PricewaterhouseCoopers, LLP; Alexander, Aronson, Finning; Vitale, Caturano & Company, P.C., CPAs; BDO Seidman, LLP;

Deloitte & Touche; Ernst & Young; Gerald T. Reilly & Company; and Grant Thornton.

More than 100 Suffolk students moved among the eight round tables, where firm representatives—many of whom were Suffolk alumni—were able to hold ongoing discussions about career and internship opportunities and answer questions in an informal setting. The event took place in Sargent Hall and was kicked off with opening remarks from Dean William J. O'Neill, Jr., and Accounting Department Chair and Professor Morris McInnes.

Students found the evening to be beneficial. "The representatives did an excellent job speaking to us about their experiences working at their firms," said Tamara O'Neal, a senior considering an audit career. "They also responded quickly to my questions."

Said senior Tara Camp: "The key to success in business is networking, and this was a step in the right direction toward building that business network for the future."

Cape Cod Program Spurs on Battle against Breast Cancer

Suffolk University's Cape Cod programs marked Breast Cancer Awareness Month this October with a week of activities that included a mini-Making Strides Against Breast Cancer Walk at Cape Cod Community College and culminated in a speech by Dr. Susan E. Pories, assistant professor at Harvard Medical School and distinguished surgeon and researcher at Beth Israel Deaconess Medical Center and Mount Auburn Hospital.

Her speech, "Time to Give Pink Ribbons a Pink Slip: New Advances in Testing and Treatment for Breast Cancer," was part of the Suffolk University Cape Cod Breakfast Series. Gail Meyers Lavin, the program's assistant director, coordinated the weeklong event.

Pories, who specializes in breast surgery and surgical oncology, gave a historical overview of what she called "a family of diseases"—from the damaging treatments of the late nineteenth and early twentieth centuries to the "dramatic progress" made in radiology, surgery, and medical oncology in the past 30

years. She also addressed questions about self-exams, implants, long-term "survivor" risks, vaccine development, and the rising incidence of breast cancer in men.

Although the death rate has started to decline, Pories made it clear that breast cancer is far from conquered and noted the particularly high cancer rates on Cape Cod, in Newton, and on Long Island. "I'm waiting for the day when we can put the pink ribbons aside and say we don't need them," she said. In the meantime, she urged "activism and education, openness and awareness, support and community" and stressed the need for increased funding from government and industry, changes in laws, and better access to care.

After the speech, Lavin Scholarship Fund board member Rob Cannon, MBA '02 and principal and founder of Equitas LLC, recognized Kathleen Beriau of East Falmouth, a Suffolk Cape Cod MHA student and certified public accountant who is this year's recipient of the Geraldine F. Lavin Memorial Scholarship. The \$1,000 scholarship, created in 2002 by three students in the Suffolk Cape Cod MPA program to honor the memory of



Scholarship board members with Dr. Susan E. Pories and scholarship recipient Kathleen Beriau.

Suffolk BSBA student Geraldine Lavin, has been awarded annually to a Sawyer School student enrolled at Suffolk's Cape Cod campus whose life has been affected by breast cancer.

For more information about the Suffolk University Cape Cod Breakfast Series or the Geraldine F. Lavin Memorial Scholarship Fund, please contact Gail Meyers Lavin at glavin@suffolk.edu.



Beth Anne Bowers, Moakley Institute programming director; Senate President Robert Traviglini; Patricia Maguire Meservey, Suffolk provost and academic vice president; Speaker Salvatore DiMasi, JD '71, and Professor Sandy Matava.

Suffolk Offers Legislative Aids Training in Public Service and Leadership

The Center for Public Management and John Joseph Moakley Archive and Institute teamed up on January 27 and 28 to present a training program for Massachusetts State Legislature staff. The training program included topics such as the public service legacy of Congressman Joe Moakley, planning for community meetings, dealing with the press, the state budget process, and navigating state government. Presenters included Michael Mulhern, MPA '85, general manager, MBTA; Kathleen Dennehy, MPA '84, commissioner of Department of Correction; Congressman Jim McGovern; Professors Ruth Ann Bramson and John Nucci. Senate President Robert Traviglini and Speaker Salvatore Di Masi, JD '71, addressed the group about the importance of good public service.



Congressman Jim McGovern, former chief of staff for Congressman Joe Moakley, mingles with attendees.



Speaker Salvatore DiMasi, JD '71, addresses attendees.



Three graduates show off their certificates.

Sawyer School Maintains AACSB International Accreditation

AACSB International—The Association to Advance Collegiate Schools of Business—has granted the Sawyer School of Management accredited status for 20 years, a distinction that consistently ranks Suffolk's business school among the top 25 percent in its class worldwide. This October an AACSB-I visiting team, led by Dean Arthur Centonze of the Lubin School of Business at Pace University, assessed the Sawyer School and recommended to the national committee that the school's accreditation be maintained.

Professor Michael B. Arthur, elected chair of the faculty policy and strategic planning committee for the Sawyer School, calls accreditation "a fundamental rite of passage" for any business school. "Maintaining accreditation is the single most important thing the Sawyer School can do to assure its prospective stu-

dents, current students, and alumni that we're doing right by their interests," he said. "It provides a powerful stamp of approval."

Some of the key factors evaluated were the quality of the programs, the quality of the academic staff, and evidence of improvement over time—more specifically, the school's strategic management, curriculum, faculty engagement with students, ethical environment, and diversity.

Adding to this distinction is AACSB International's visit this October to Suffolk's accounting department, chaired by Professor Morris McInnes. Professor Ray Whittington,

director of the School of Accounting at DePaul University in Chicago, and Bette Kozlowski of KPMG's Philadelphia office, a member of KPMG's national committee on accounting education, comprised the AACSB International team. The team was very positive about the quality of the accounting department's programs, faculty, and students, resulting in a positive recommendation to the national committee that the department's accreditation be continued. Accounting accreditation is held by only five accounting departments in the whole of New England, placing Suffolk's accounting department in quite elite company.



Innovation and Change Leadership Center Established

Why practice business as usual when you can point your company in a more efficient, more creative direction? The new Center for Innovation and Change Leadership at the Suffolk Business School, led by Director Robert DeFillippi and Associate Director Colette Dumas, seeks to do just that by teaching the skills future executives and managers need to embrace change in their organizations.

Officially launched on August 25, 2004, the Center for Innovation and Change Leadership pursues three goals—to study emergent issues in the field of innovation and change leadership; to share its findings with the wider business and academic communities; and to apply its findings in the business world. To fulfill these aims, the Center conducts research with its current partners, SRI International in Menlo Park, California, and the Center for Research in Innovation Management in Brighton, England. Along with studying best innovation practices, the Center's staff shares



Robert DeFillippi.

the first two in a series of workshops on innovation and change leadership.

"Innovation is a pervasive requirement for business success," says DeFillippi, professor and chair of management. "All organizations in all industries face recurring challenges both externally and internally that require them to abandon established products, services, and business practices and seek out and implement new and improved ones." But not all business-

es recognize a change would do them good. "Innovation is not natural and doesn't just happen," DeFillippi continues. "Therefore, innovation requires leadership that will enable an organization to confront and overcome the many barriers to change."

As head of the Center's change leadership initiatives, Professor of Management Dumas prepares her classes to champion change and rally fellow employees. Students in her Leading Change graduate elective tackle working-world assignments to sharpen their skills. "Students who actively engage in change consulting with local businesses and nonprofit organizations tell me that they find my class has immediate and practical applications in their work," she says.

The results of the Center for Innovation and Change Leadership's work will be felt far beyond Beacon Hill. "Suffolk University is well positioned to be a partner in a global network of such centers," says DeFillippi.

Appointments

Robert DeFillippi, professor of management, was appointed chair of the Management Department. **Laurie Levesque**, assistant professor of management, was appointed assistant chair. **Collette Dumas** was appointed professor of management. **Alexandros Prezas** was appointed professor of finance. **Liz Wilson**, associate professor, was appointed chair of marketing.

New Faculty

Khaled Amira, PhD, The George Washington University; visiting assistant professor of finance

Hasan Arslan, PhD, MIT; assistant professor of information systems and operations management

Michael Behnam, PhD, Johann Wolfgang Goethe-University, Germany; associate professor of management

Sushil Bhatia, PhD, Université de Liege, Belgium; executive in residence

William Mee, MBA, Suffolk University; instructor of information systems and operations management

Kevin McLaughlin, PhD candidate, University of Connecticut; visiting assistant professor of finance

Linda J. Melconian, JD, George Mason University; visiting assistant professor of public administration

Michael Miller, PhD, MIT; senior instructor of information systems and operations management

Peter Murphy, MEd, Boston College; instructor of management

Ramesh Ratnam, MBA, Institute of Management Sciences, India; instructor of information systems and operations management

Lauren Williams, EDM, Case Western Reserve University; associate professor of health administration and assistant director of the MHA program

Faculty Publications

Rick Beinecke spent his sabbatical last year as a honorary senior lecturer at the health services research department at Kings College in London and recently co-authored "Managed Behavioral Health Care: Lessons from a Statewide Carve Out," for a special issue of *Administration and Policy in Mental Health*.

Nick Dedeke published "Improving Information Quality: Have Information Technologies Become A Panacea?" in *Cutter IT Journal: The Pursuit of Information Quality*.

Collette Dumas has two articles in forthcoming publications: "Remedies for What Ails Management Education: Participatory Action Research and Service-Learning" in the *Academy of Management Learning and Education Journal* and "Education for Inclusive Leadership and Social Change" in the *International Journal of Knowledge, Culture, and Change in Organizations*.

Eric Fortess co-authored "Chapter 5: Measuring, Monitoring and Evaluating Policy Outcomes in the Pharmaceutical Sector," in the book *Regulating Pharmaceuticals in Europe: Striving for Efficiency, Equity and Quality*, published by Open University Press.

Ross D. Fuerman published "Audit Quality Examined One Large CPA Firm at a Time: Empirical Evidence of a Precursor of Arthur Andersen's Collapse" in *Corporate Ownership and Control* and published "Accountable Accountants" in *Critical Perspectives on Accounting*. He also published a letter to the editor, titled "Don't Forget About the Investors," in the Readers Report section of *BusinessWeek* on December 13, 2004.

Jerry Gianakis co-authored "Trends in Family Friendly Benefits Packages in Local Government" in *Public Personnel Management*.

C. Gopinath's co-authored strategic management text, *Strategize! Experiential Exercises in Strategic Management*, has been published in Chinese and will soon be published in Japanese.

Dan Ladik co-authored "Reexamining Gender Issues in Salesperson Propensity to Leave" in *Industrial Marketing Management*.

Laurie Levesque published "Opportunistic Hiring and Fit" for the *Human Resource Management Journal* and co-authored "Changing Our Destination of the Route" in the *Journal of Action Research*.

John Li co-authored "Disclosure of Innovation Activities by High-Technology Firms" in the *Journal of Accounting and Economics*.

Tammy MacLean co-authored "Out of Sight But Not Out of Mind" in the *Academy of Management Review*.

Taitiana Manolova co-authored "Co-Alignment in the Resource-Performance Relationship: Strategy as Mediator" in the *Journal of Business Venturing*.

Ruth Ann McEwen co-authored "Value Relevance of Foreign GAAP Earnings Form 20-F Reconciliations Reported by Foreign Firms: Evidence from Financial Analysts" in *International Journal of Accounting* and "Value Relevance of Earnings Announcements and Form 20-F Reconciliations Reported by Foreign Firms: Evidence from Financial Analysts and Trading Volume" in *Journal of International Accounting Auditing and Taxation*.

Tracy Noga co-authored "The Alternative Minimum Tax: Empirical Evidence of Tax Policy Inequities and a Rapidly Increasing Marriage Penalty" in *Advances in Taxation*.

Regina O'Neill published "An Examination of Organizational Predictors of Mentoring Functions" in the *Journal of Managerial Issues*.

Nancy Upton co-authored "Knowing Too Much About Others: Moderators of the Relationship between Eavesdropping and Rapport in Social Interaction" in the *Journal*

of *Nonverbal Behavior* and "Effect of Target Position and Target Task on Judge Sensitivity to Felt Rapport," also in the *Journal of Nonverbal Behavior*.

Faculty Awards

C. Gopinath received the 2005 Global Business Education Award.

Tracy Noga received the 2005 Dean's Recognition Award for Teaching Excellence.

Robert DeFillippi received the 2005 Dean's Recognition Award for Research Excellence.

Michael Arthur received the 2005 Dean's Recognition Award for Service.

Other Awards and Honors:

Nancy Upton is profiled in the 58th edition of Marquis *Who's Who in America* publication. Professor Upton has been selected to be showcased in this biographical directory published by Marquis Who's Who, a leading biographical reference publisher of the highest achievers and contributors from across the country and around the world.

Faculty Presentations at Conferences

Ken Hung presented "Integrated Model of Logistics and Product Quality" at the Symposium on Organizational Complexity, Society for Industrial and Applied Mathematics (SIAM) in Toronto.

Nancy Upton presented "Putting Your Best Face Forward: The Effects of Negative Affect on Agent Evaluation" at the Association for Consumer Research Meeting in Oregon.

Steve Kane and **Mark Muzere** presented "Bank Reserves and Liquidity" and received a Best in Session Award at the 2003 Applied Business and Economics Research Conference in Mexico.

Morris McInnes presented "VaR Modeling and USGAAP: Conflicts in the Regulatory Process for Banks" at the RiskUSA 2004 Conference.

Faculty Leadership Roles

Nizamettin Aydin is vice-president of the Turkish-American Cultural Society of New England.

Clarence Cooper is chairman of the board of directors for Associated Early Care and Education of Massachusetts (AECE)

Jerry Gianakis is vice-chair of the Society for Public Administration's Center for Accountability.

Dan Ladik chairs the American Marketing Associations Doctoral Student Special Interest Group.

Sandy Matava is treasurer of Boston Alcohol and Substance Abuse Programs and treasurer of the Adaptive Environment Center.

Regina O'Neill is a member of the board of directors for the Human Capital Institute.

Meera Venkatraman is a member of the board for TieWIN: The Indus Entrepreneurs Women's Initiative.

In Memoriam:

Professor Patricia Carlson

The Suffolk Business School suffered a major loss in November with the passing of Professor Patricia Carlson of the information systems and operations management department. Patricia died on November 19 after losing a long and courageous battle with breast cancer.

Patricia Carlson joined the faculty of the business school in 1992 as assistant professor and was promoted to associate professor with tenure in 1998. Professor Carlson taught

undergraduate and graduate classes in management information systems and electronic commerce. She also served the University on various committees, including President Sargent's Community Building Committee.

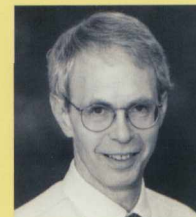
Retirement:

Professor Daniel Sankowsky

When you ask people about retiring Professor of Management Daniel Sankowsky, the same things are said over and over: "A generous and devoted mentor to his colleagues, an artist, a just person, and a man who simply loves to teach."

Most business alumni will remember Sankowsky as the man who made learning about math and statistics fun. While most undergraduates were sleeping, Sankowsky was teaching quantitative methods at 8am to a packed class of students eager to learn about statistics. Most afternoons he could be seen playing Frisbee with MBA students in the Boston Common.

Sankowsky earned his bachelor's degree from the University of Pennsylvania and his PhD from the University of California, Berkeley. He came to Suffolk in 1978 as an assistant professor of management and received tenure and promotion to associate professor in 1988 and to full professor in 1996. He served as chair of the Management Department from 1990 to 1999 and was a member of the faculty life and promotion, tenure, and review committees. He received the Dean's Recognition Award for Service in 1993 and for Teaching in 1989 and again in 1994.





COMPETING IN A GLOBAL ECONOMY

Edward F. DeGraan
President and Chief Operating Officer,
The Gillette Company

SPEECH GIVEN AT BEACON HILL INSTITUTE, SUFFOLK UNIVERSITY, NOVEMBER 17, 2004

I should declare at the outset that I'm from Boston. I root for Boston sports teams, which also, on occasion, entails the local political scene. I'm very interested in the continuing economic success of Massachusetts, the Greater Boston area, and, I should add, the continuing success of Suffolk University. So my comments, biases and all, should be viewed as those of a fan and not just a spectator.

Before I begin my remarks on Boston, I'd like to tell you a little about Gillette, since we've been part of Boston's history and a contributor to Boston's growth for more than 100 years.

The founder of The Gillette Company, King C. Gillette, came up with his idea for a safety razor at his home a few miles from here, in Brookline. That was in 1895. By 1901, King Gillette had founded his company and gained a partner, an MIT graduate who set up shop on the Boston Waterfront and began making the machines that would make the new double-edge blades. In 1904, the year Gillette received a patent on his safety razor, the Company bought a six-story building in South Boston. Production started there in 1905, and that building, the seed of our current manufacturing center, is still in use today. 1905 was also the year that the Company first went abroad, opening a sales office in London and a small factory in Paris.

Soon after, in 1910, Gillette pioneered the use of sports marketing, gaining product endorsements from baseball greats like Honus Wagner. By the 1930s Gillette was sponsoring sports on radio, and in August 1939, after months of negotiation, Gillette bought the exclusive radio broadcast rights to the 1939 World Series. The price, by the way, was \$100,000, a number I'd love to suggest to John Henry for next year's Series. Sports marketing gave such a boost to sales that Gillette quickly added college and professional football, boxing, and horse racing, and soon had it all wrapped up under a name that I think you'll recognize: the Gillette Cavalcade of Sports.

Our close relationship with sports and sports marketing continues today, with Gillette Stadium and the Super Bowl Champion New England Patriots, NASCAR Racing and The Gillette Young Guns—six of the circuit's leading drivers—and Soccer Star David Beckham and World Cup Soccer.

Let me give you just a few other fast facts about today's Gillette. We employ about 30,000 people worldwide, we sell in over 200 countries and territories, and our sales last year were just under \$10 billion. We operate 32 production facilities in 15 countries, and more than a billion people around the world use at least one Gillette product every day, including market leaders like Mach3 and Venus shaving systems, Duracell batteries, Braun electric shavers, and Oral-B manual and power toothbrushes.

Looking at Gillette a little closer to home, we employ about 4,000 people in the Greater Boston area. We have 10 offices and facilities throughout Massachusetts, from our world headquarters and executive offices in the Prudential Tower Building to our manufacturing operations in South Boston and Andover and our distribution and packaging facility in Fort Devens. The largest of these locations is our South Boston Manufacturing Center, also known as World Shaving Headquarters, where our annual payroll tops \$200 million.

Gillette pays about \$6 million in property taxes in Massachusetts, and our charitable contributions, both cash and product donations, total about \$20 million annually. About two-thirds of this philanthropy benefits the Greater Boston community, with our contributions focused on three major areas: housing and emergency shelter, economic education, and women's and men's cancer programs.

That's my snapshot of Gillette, a company I joined as a management trainee in 1968, and a company where I've had a lifetime of experiences that have shaped my life.

I'd like to share one particular experience I had a number of years ago that has had a profound effect on the way, even the direction, that I evaluate myself, The Gillette Company, or any entity that I am attempting to assess. This experience involved a year-end business review in the offices of the senior management of a very important customer. And I must admit that going into the review I felt very positive and confident. The results with this customer had been very good. A few glitches perhaps, but our sales to them and their subsequent sell-through at retail had increased strongly. Category shares of most of our products had grown, and overall service levels—which are a measure of overall logistics execution—were in the mid-90-percent range. The business plans for the upcoming year were strong, and we felt that we had good buy-in from the customer's operating team.

Net, net...we considered ourselves a definite A player.

A short while into the actual presentation, I noticed that we were not connecting. I waited for an appropriate place, then asked our presenter to stop while I solicited comments from the customer. They were well prepared. Their view of our performance was quite a revelation. They acknowledged all the positives but said that our performance just met their expectations for a value-added, high-priced supplier. We did not exceed

A Boston-based company can create a material or product, or provide

them. In fact, they spent the next hour revisiting each and every one of our mistakes and miscues over the previous year and linked them to their goals and objectives.

Net, net...they considered us only a C player.

As a result, they decided to drop two of our slower-moving SKUs from the next year's plan.

Now, you're probably wondering how I felt at that moment. A Boston sports analogy comes to mind—Bill Buckner.

Several weeks later, I met one of the senior executives we had presented to, and he was thoughtful enough to offer some important insights. In his view, we had approached the meeting and the analysis from a pretty insular, Gillette-only perspective. We had not fully considered what was important to them, and we had not tried to understand their business goals and objectives. Moreover, and perhaps most importantly, we had failed to consider what other suppliers were doing—both competitors and noncompetitors. The bar for total performance was being raised, and we were not looking at the total picture.

In telling this story, I still feel a little bit like Bill Buckner, especially since the oversights, in hindsight, appear so obvious, so clear. Therefore, in thinking about today's forum and thinking about our region's economic future, I thought I would begin by discussing a few key factors from outside of our immediate view that will significantly influence our future and that are also obvious and clear.

First, we live and work in a complex global economic matrix that connects most nations of the world around the fundamental concept of supply and demand. Basic resources, like raw materials, labor, and intellectual and technical skills, as well as finished goods, can be sourced or exported with growing ease virtually anywhere in the world. Many factors influence this, and there are many pluses and minuses. I will not attempt to develop the entire analysis. The important takeaway is that

goods, materials, and services can and do move around the world.

What does this mean here in Boston?

Basically, it means that a Boston-based company can create a material or product or provide a service here in the Boston area and sell it anywhere in the world. This is definitely a positive. However, the exact opposite is also true. A manufacturer or service provider in any part of the world can look at the Boston region as a rich and desirable market and elect to compete here. This can be viewed as a negative.

As I have alluded, the concept extends to outsourcing labor services. A very controversial topic is the electronic outsourcing of clerical or traditionally viewed secure white-collar jobs to India or other low-cost labor environments. Why India? Quite simply, it has a well-educated, low-cost work force that is English-speaking and aggressively markets itself in developed countries like the United States. Electronic outsourcing can be regulated; it can be restricted. In the final analysis, however, it is an extension of the fundamental supply-and-demand concept that can and does work both ways. Significant levels of business and technical transactions are generated in the United States for implementation abroad.

Perhaps the most challenging global resource is energy, primarily oil. Known sources of supply are relatively limited, and many are highly susceptible to disruption. A supply-and-pricing cartel controls the bulk of the world's production and aggressively manages market dynamics. Demand for oil continues to grow dramatically, driven by both developed and developing economies. China, for example, has become a major consumer of energy and a huge consumer of oil, as well as a driver in the development of nuclear power. For the foreseeable future, energy and oil will be crucial to economic health, growth, and, perhaps in some cases, survival across the world. Mitigating or solving the

a service, here in the Boston area and sell it anywhere in the world.

energy dilemma is both a vital challenge and an opportunity.

Two final factors from outside our immediate view that I feel are worth noting are the challenge and opportunity that exist in the relative and changing value of world currencies. From a US perspective, the dollar has devalued against the Euro by more than 50 percent during the last four years, and the Euro reflects the economies of 12 European nations and over 300 million consumers. This currency position means that US-exported goods and services are substantially less expensive in Europe than they were four years ago, and European exports to the United States are substantially more expensive. This

The survivors and winners in the future are going to be those that cannot only accept change, but those that can drive and initiate change.

has created an advantage. The challenge in this shift is that imports of vital materials like oil into the United States have experienced significant upward pricing pressure.

It's important to note that versus Asian currencies, where the United States incurs the largest trade deficits, the value relationship has been relatively flat. With China, the relationship has been exactly flat because China has pegged the yuan to the dollar.

So what conclusions can we draw from these few examples of factors that will have a profound impact on our region, our state, and our country?

The first is that the world is going to continue becoming more complex, more interconnected, and more competitive. There will be greater challenges and greater opportunities as developing economies become important contributors to both supply and demand. At the same time, developed economies will become more aggressive in promoting their economic agendas. Two examples here are Germany and Japan, where GDP growth has been driven by exports, while domestic consumption remains flat. And finally, there are challenges and opportunities as certain materials move up the scale in terms of critical importance.

It's also highly likely that competitive pressures within the United States will accelerate dramatically. The stakes are significant for our country. Over the past four years, more than 2.7 million manufacturing jobs have been lost. As a result, many states are scrambling to realign their employment portfolios. This means working hard to identify and enhance their competitive positions.

All of my comments lead to the central theme of today's conference, "Sharpening Boston's Competitive Edge." As I reviewed the topics and questions for each panel, I was very impressed with how relevant the topics are and also how important it is for the future vitality of this region to have a public forum tackling these questions in open debate and discussion.

From my perspective, the absolute key ingredient for a successful future in almost any endeavor is perpetual dissatisfaction with the status quo, though I acknowledge that being dissatisfied can be something of a challenge when times are relatively good. Current unemployment in Massachusetts is trending down and is below the national average. The Beacon Hill Institute's 2004 Massachusetts and Greater Boston Competitiveness Report is quite positive, and, for the moment, the state and local budgetary crises have moved off the front pages. However, the battle for the future is ongoing, and many of the most important challenges and issues may not yet be visible.

What I would like to do, therefore, over the next few minutes, is to headline some ideas and concepts that may present some thought-starters or endorsements of existing

ideas. As a backdrop, it's important to note that Massachusetts, and especially the Greater Boston area, has a wonderful and broad portfolio of value-added economic platforms. These include tourism and hospitality, science and technology, education, health care, biopharmaceuticals, high-technology manufacturing, and high-performance business support services, such as consulting, information and data management, and legal and financial support.

The first headline I would suggest is "MAINTAIN AND NURTURE THIS PORTFOLIO."

This does not mean that focusing resources and attention against certain high-potential categories should not be pursued, but it does indicate strongly that the unique composition of our region's economic makeup should be enhanced and strengthened. This most certainly entails acknowledging the importance of small businesses. The statistics that I have seen show that more than 80 percent of reporting businesses in Massachusetts have fewer than 20 employees, and they represent over 25 percent of total state employment.

The next headline paraphrases the new governor of California. In referring to the stem cell research bond, Governor Schwarzenegger declared that California was "open for business." This may not be original, but it was a powerful rallying cry. It declared the state's commitment to drive a program at all levels that offers the promise of moving California to the forefront of an exciting new technology.

So the next headline I would suggest is "OPEN FOR SCIENCE AND TECHNOLOGY."

Development in categories that are by definition in pursuit of discoveries and the creation of new economic frontiers would appear to need and warrant a long-term, broad-based strategic plan that has as its clear objective the attraction and retention of technology-based business and research entities. The plan should represent the output of a partnership that encompasses corporate-government-community-academic interests and resources. Key deliverables of the plan could deal with marketing and promoting Massachusetts as a region of technical excellence for specific, targeted technology categories and for establishing a network that provides information and support relating to venture capital sources, siting and permitting, recruiting, and related technology resources.

And the third headline is "OPEN FOR EDUCATION."

It would be extremely difficult to comprehend a successful future for our region without the outstanding public and private colleges and universities that are located here in Boston. These institutions provide significant employment across a broad spectrum of jobs; they provide the talent pool of professionals that staff and lead our economy; they are the source of many new ideas and innovations for future growth. With all of that said, I find it somewhat ironic that most of what we seem to discuss about education involves K-12 issues of funding, MCAS, and charter schools. Not small issues, but hardly the dominant subjects in an area that is so dependent upon educational excellence.

"OPEN FOR CHANGE"

The essence of everything that has been discussed today is driven by change; change in technology, change in the competitive set both domestically and internationally, and structural changes in some of the institutions in our region. The forecast is for continuing perhaps, at an accelerating rate change. The survivors and winners in the future are going to be those that cannot only accept change, but those that can drive and initiate change.

Massachusetts has, in my opinion, an incredibly strong and diverse array of economic assets. We clearly have the capability and resources to shape our future. "Open for change" should become our operating strength. The Greater Boston area has a well-deserved reputation for excellence in each of these areas. We must continue to nurture this portfolio of strengths. We have the value-added economic platforms that confer real competitive advantage, and they will continue to do so if we keep in mind that the only constant is change.

Continuous dissatisfaction with the status quo is the key to continuous improvement and the key to our region's maintaining its competitive edge.

Edward F. DeGraan is Gillette's president and chief operating officer, a position to which he was named in July 2000.

Mr. DeGraan joined The Gillette Company in 1968 as a management trainee in the Safety Razor Division in Boston. He held a number of management positions of increasing responsibility and scope in Manufacturing and Technical Operations, leading to his appointment in 1979 as factory manager of Gillette Puerto Rico. In 1982, he joined the newly formed Program Management Group as director, program management, blades and razors. He was promoted to vice president, manufacturing, for the Safety Razor Division in 1987.

With the creation of the Gillette North Atlantic Group in 1988, Mr. DeGraan was appointed senior vice president, manufacturing and technical operations, for the shaving, toiletries, and personal care product lines. He was elected a corporate vice president in 1994. Two years later, he was appointed executive vice president, Duracell North Atlantic Group, with responsibility for strategic marketing, sales, and manufacturing of Duracell batteries in North America and Western Europe.

In January 1999, he was appointed executive vice president, global business management, Gillette Grooming Products and Duracell, with worldwide responsibility for all research and development, manufacturing, and strategic marketing for Gillette blades, razors, and toiletries and Duracell batteries.


In January 2000, he was appointed executive vice president, global business management. In this position, Mr. DeGraan was responsible for the management of the Company's entire product line worldwide. These responsibilities included global marketing strategies, marketing research, consumer advertising, new product development, manufacturing, product and process engineering, and supply chain management.

Mr. DeGraan served as acting chief executive officer of The Gillette Company from October 2000 to January 2001.

Mr. DeGraan and his wife, Patricia, have four children.

Building Brands through Product Innovation:

How High Technology and Patent Law Partner at Gillette



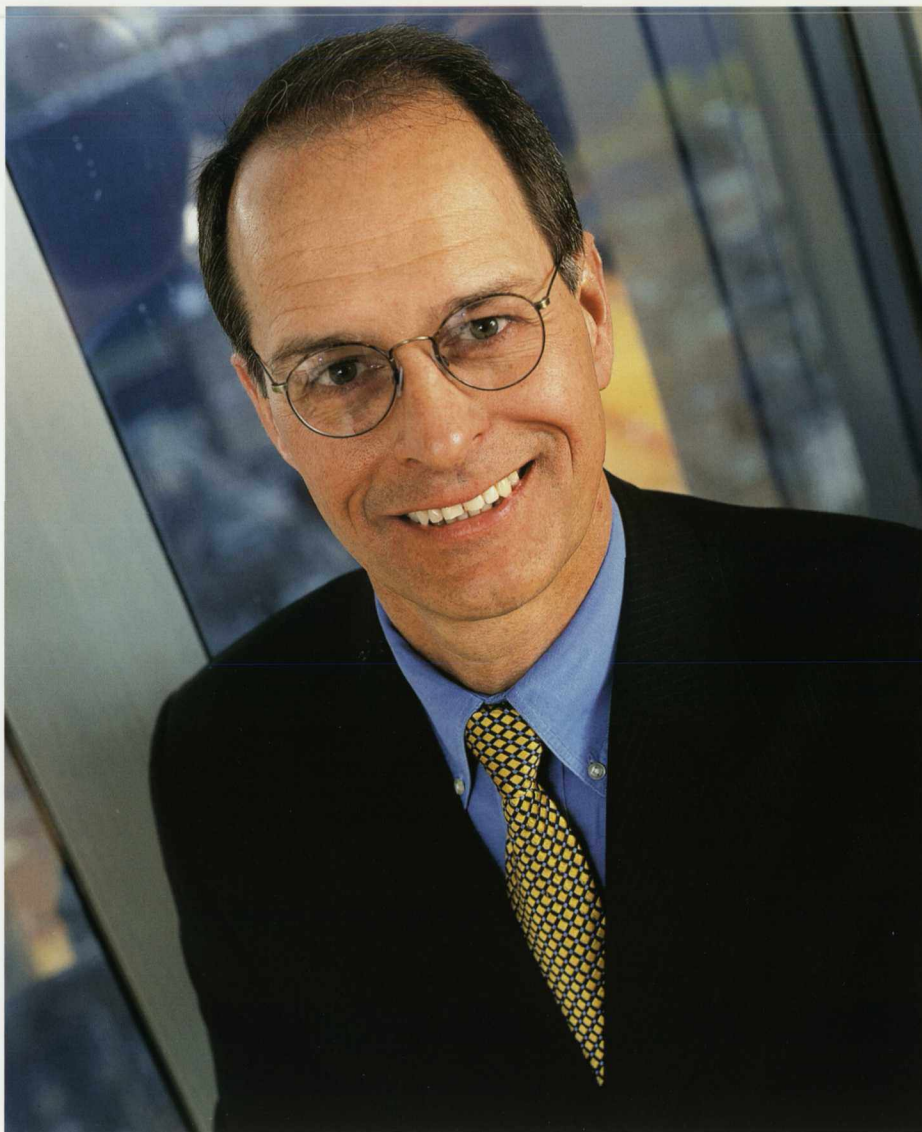
by Chet
Cekala

JD '87, MBA '00

When people think of the brand “Gillette®”, some might focus only on the name. Others might focus on Gillette’s great businesses, such as Oral-B Laboratories, Duracell, Braun, and of course our razor business. However, a company’s brand is much, much more. A brand also includes the products, the people, the advertising, and almost every tangible and

intangible component of the business that impacts the consumer. An important element of Gillette’s brand identity is its technology. Any Suffolk University business student will tell you that a major element of Gillette’s business model is its ability to get consumers to “trade up.” The Gillette Company has had a seemingly uncanny

ability to reinvent itself every few years with great new products delivering higher performance and customer satisfaction to shavers around the world. Starting with King Camp Gillette’s original safety razor developed in 1895, Gillette has rolled out an impressive succession of new and improved razor products. In recent memory,



razors associated with brands such as Trac II®, Atra®, Sensor®, and MACH3® became the market leaders shortly after their introduction.

The Gillette trade-up model is deceptively simple. It involves developing a next-generation product, with improved performance, that can be sold at a premium and deliver higher margins. Gillette does this even when competition isn't knocking at the door. The trade-up mindset at Gillette is deeply ingrained and has resulted in a culture that embraces change and improvement. This mindset now permeates every corner of Gillette through an initiative we call "Total Innovation."

But put yourself in the position of a brand manager at Gillette walking in to see her boss,

saying that we have just developed a great new product that is going to cannibalize sales of our current market-leading product. At many companies you would be laughed out the door, but at Gillette we have learned to welcome and embrace this change because of our historic successes with the trade-up model.


The trade-up model works quite effectively as long as the sales on the new and improved product are the ones that cannibalize the existing product sales. However, there is one area of vulnerability, and that is in the area of "exclusive technology." The model falls apart if copycat artists can readily market products with the same value-added features and claims. That is where the world's patent systems come into play.

Gillette invested about \$200 million in research and development (R&D) in 2004. Much of this R&D activity is directed to developing improved new products in our existing categories. Like many other industries (e.g., pharmaceuticals, biotechnology, and electronics), Gillette protects its investment in R&D through patents. As one of the world's truly global companies, doing business in nearly 200 countries and territories around the world, securing meaningful patent protection on important new features of our next-generation products becomes an important task of Herculean proportions. Securing patents on Gillette's proprietary technologies is a job that is as important as those performed by our production workers, sales people, and other associates around the world. By obtaining a strong patent portfolio, Gillette can keep copycat manufacturers from capitalizing on its investment in new proprietary technology. Thus, the patent system helps to perpetuate the trade-up model and fosters a strong technology-oriented culture within The Gillette Company.

The result of Gillette's culture of innovation and the trade-up model is that consumers have come to expect the high levels of performance and consumer satisfaction achieved with every new product launch. When consumers think of Gillette® shaving products, they don't just think of the trademark. They also think of the unique and pleasurable experience they will get when trying each and every one of our new products. All of these factors tie together into the world-class brand GILLETTE®.

Chet Cekala earned his JD from the Suffolk University Law School in 1987 and his MBA from the Suffolk University Business School in 2000. He worked as an intellectual property lawyer for Procter & Gamble and W.R. Grace before joining Gillette in 1991. At Gillette, Chet is patent counsel for several business units including Oral-B Laboratories. Currently, Chet is the Assistant General Counsel – Patents, responsible for Gillette's grooming business unit and all patent matters in North and South America. He also manages Gillette's Boston patent department. He is active in several social justice outreach initiatives and is a member of AIPLA, BPLA, and the Boston Bar Association's IP Steering Committee.

Cultural Sensitivity



Breeds Success

**by William
Boudreau**

MBA '76

Foreign Service Officer,
US Department of State (retired)

The American electorate confounded experts on November 2, 2004, by factoring in moral values as an important ingredient in ballot box decisions. In large numbers, Americans stood up for traditional values despite other compelling issues. Such values are reflected in a nation's culture. Each nation has its own culture consisting of unique elements as well as values and traditions that they share with the United States. Americans are justifiably proud of their culture, as other nations are of their own.

A FASCINATION WITH CULTURES DIFFERENT from the one in which I was raised eventually led me into a career in diplomacy. Representing the president of the United States and the American people in other countries is a great responsibility and honor. A diplomat's effectiveness abroad is contingent on sensitivity to and understanding of the culture of the people in the country of assignment. Failure is virtually assured by being boorish and ignoring the need to make proper adjustments with regard to other cultures. I have seen business deals fall through because, during negotiations in other countries, Americans behaved as though they were still in the United States.

Traveling unaccompanied in the tropical rain forest while visiting villages in the Congo required a healthy attitude of receptivity for the people's culture. It is important that one is perceived as nonthreatening and avoids any display of superiority, arrogance, and condescension. Imagine an American receiving a foreigner to negotiate a business agreement. If the foreigner makes disparaging remarks about American culture, say a patriotic symbol, the foreigner will likely lose favor with the American. I was well received by the villagers whom I met on these trips, as well as elsewhere, because I acknowledged their culture and beliefs.

Conducting negotiations in a cross-cultural environment requires careful attention to details. In addition to knowing what is negotiable and what is not, one has to be aware of cultural nuances, factors that might appear trivial to an outsider. I headed up a team representing the United States in negotiations on a proposed bilateral agreement with a country regarded as an "economic basket case." Years of failed socialist policies under a Marxist anti-American president were showing their effects. Favoring the Soviet Union and its allies, the president had aborted prior negotiations with the United States. As fresh negotiations began, it was the expectation in both capitals that they also would fail—even though the White House had authorized me to conduct them. After much cajoling on both sides, the negotiations concluded with an agreement to the satisfaction of both parties.

The culture of the other party came into play during the process. As it is with many Third World countries that have been subjected to external control, fear of domination by foreigners has become ingrained in the nation's culture. Human dignity is an important value imbedded in most cultures across the globe. In this instance, it was incumbent upon me to reassure the other party that the United States would not intrude on its government prerogatives, while displaying good will by getting Washington to accept some minor compromises. In such situations, the relationship between parties becomes very personal, and it is important to be accepted and trusted despite differences.

Perhaps an incident that I cite in my book, *A Teetering Balance*, will illustrate the point. The setting is the Congo in 1967 during the Cold War, with a white mercenary rebellion under way against the government. A white American pilot, flying for Air

They
appreciated
the respect that I
accorded to the
people and their
culture.

Congo, is approached by a Congolese in a hotel lobby in Kinshasa. The Congolese engages in small talk and reaches into the American's shirt pocket to help himself to a cigarette. This is common practice in many developing countries. However, the American slaps the Congolese man's hand away and walks off to his room. As the American consul, I am alerted to the pending

arrest of the American. Upon arrival at the hotel, the Congolese informs me that he is an immigration official who approached the American to check his papers. The American is accused of being a mercenary and paraded through the streets at gunpoint. I am nearly wiped out by a rifle butt intended for my head but persist in accompanying the American and the soldiers. The mood of the crowd along the streets and the intent of the soldiers are clear: They want to put an end to the "mercenary" and incapacitate me. After some agonizing moments of diplomacy, I manage to get the American released and out of the country. All of his documents are in order, but he nearly loses his life over a trivial occurrence. Admittedly, most cultural faux pas will not be as dramatic as this. However, gaffes that affront others can be costly in denying one's objective.

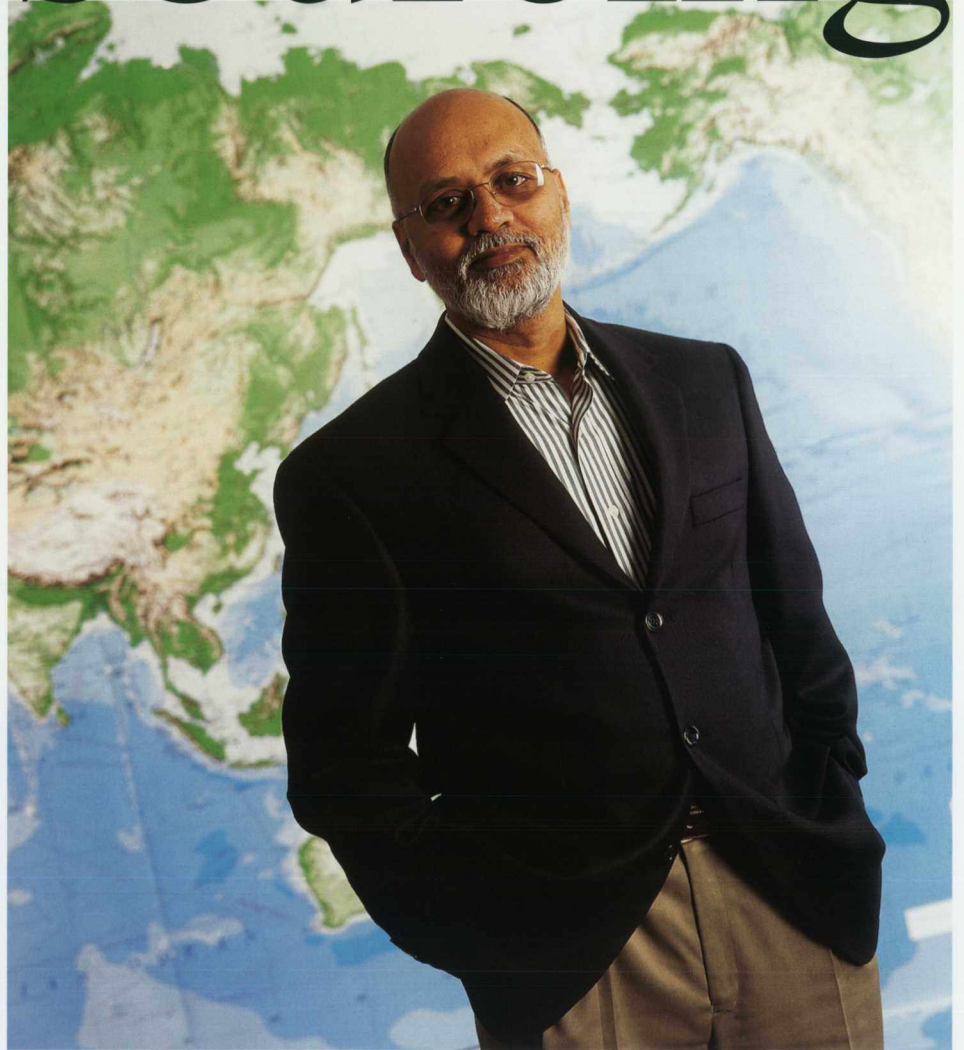
It is important for us to recognize that we all have cultural values and traditions. Many of these are taken for granted and are not thought about unless they are challenged and threatened. There are values and traditions in other countries that are not generally known or understood in our country. This can lead to distrust and acrimony such as exist today between the United States and the Arab and Islamic worlds. The best approach to understanding is to identify elements in another culture that are common to one's own. The next step is to educate oneself on the other country's taboos. Ignoring these could be a deal breaker and could even put one's personal safety at risk. There also are minor cultural elements that would endear one to a foreign host if known and observed.

The sanctity of the family is a key element in many cultures. When I was preparing to depart Madagascar as American charge d'affaires, many members of the Malagasy elite and government leaders endeavored to get me to prolong my assignment. They appreciated the respect that I accorded to the people and their culture. However, they desisted and wished me Godspeed after I explained my need to return to my absentee family in the United States. The main local newspaper carried a front-page article headlined "Bye, Bye, Bill!"

William Boudreau was born and raised in Fall River, Massachusetts. A US Army veteran with service in Korea, he graduated from Providence College and received an MBA from Suffolk University. He also studied at American University and Boston University in their graduate international programs. He was raised fluent in French and had studied Africa before embarking on a foreign service career in 1960, just as Africa was emerging from colonialism. Most of his

*career was spent either on assignments in Africa or in Washington, DC, working on African issues. He also worked at the Pentagon and was a visiting professor at the US Coast Guard Academy. Since retiring, he has been involved in international consulting, education, and marketing activities. He is the author of *A Teetering Balance: An American Diplomat's Career and Family*, a detailed look at a diplomat's work and life in Africa during the Cold War.*

Demystifying Outsourcing



by C. Gopinath

Associate Professor
of Management

Director, Undergraduate
International Business
Programs

Outsourcing became a controversial term attracting a lot of attention in the run-up to the elections in 2004. Supporters of outsourcing argued that it was a necessary option for organizations to stay competitive in the global economy. Detractors focused on the loss of jobs as contracts were handed out to overseas companies. This debate does not lend itself to easy resolution because different groups attribute different meanings to the term.

Outsourcing is not new. It has long been an option for managers to source inputs (finished goods, or intermediate products or services) from outside the company. Sourcing from companies overseas (more specifically referred to as “offshoring”) picked up speed when global free trade began to be championed aggressively. The British ship in Baltimore harbor on which Francis Scott Key stood while inspired to compose our national anthem in 1814 had been built in India, a product of outsourcing. As trade barriers fall, comparative advantage comes into play, and com-

panies begin to adjust their strategies to take advantage of new sources of efficiencies.

Economists frequently tell us that we gain from free trade, by which they mean that the sum of goods and services available for consumption goes up and consumers are happy. Hence, the Wal-Mart phenomenon, where prices are low largely because of their massive sourcing of products from low-wage countries, mainly China. The economists forget to remind us that in the process, the producers are going to face disruption as work moves to the lowest-cost source. China emerged as a factory to the world as manufacturers and retailers began sourcing from there, and we began to enjoy sustained low prices.

New technologies always cause disruptions, and the arrival of the Internet extended the concept of outsourcing to cover white-collar and office jobs, the broad category of information-technology-enabled services. India now accounts for about 80 percent of such low-cost business.

Given the excess supply of technical brainpower and abundant and cheap bandwidth connection, Indian entrepreneurs have plunged successfully to compete with the rest of the world in offering high-quality, low-cost software and services. Having established their credibility in helping many US companies deal with the Y2K problem, they have expanded their services and market reach. From call centers and processing insurance claims to writing cheap software code, many companies have begun to use India as a base. The information technology industry in India is getting ready to face competition from elsewhere, such as China and the Philippines. They also see that some of the current jobs being done, such as medical transcription, will be lost when voice applications reach an acceptable performance level. They also are shifting their market focus by opening offices in Eastern Europe to cater to the western European countries.

The fallout from outsourcing and global free trade is loss of jobs. Whatever the reason, when a job is lost, it is a deeply human problem that needs different responses at the individual and the macroeconomic, policy-making level. Yet we need to distinguish between "jobs" and "work" for a clearer picture. Jobs are lost because the work ends (for reasons such as recession, loss of competitiveness by the firm, etc.) or the work moves (when furniture or textile manufacturing moved south, or overseas to a cheaper location, or to a machine when automation swallowed the job). The jobs that have been lost in the US economy have been

for all these reasons, although populism has attributed the loss mostly to outsourcing. Consulting firms have thrown out numbers of jobs that moved abroad because of outsourcing. These have caused more noise than shed light, for not only are the numbers a small fraction of the total jobs lost each year for various reasons but also the US Department of Labor has itself not been able to come up with a clear estimate.

Meanwhile, jobs move. Nike used to contract-manufacture footwear in Singapore but moved its sourcing to Vietnam and Cambodia and will continue to look for cheaper locales. Information technology firms in Bangalore are similarly moving their work to cheaper sites within and outside India.

Looking to the future, the model of outsourcing is shifting to one of alliances. Recent trends suggest that organizations are moving away from viewing the "source" as a supplier of low-cost work to seeing it as an entity that is capable and desirous of providing additional value through innovation and product development. A drug research firm that found it took a year in the United States to find 100 patients for trials of a type 2 diabetes drug contracted it out to a Mumbai-based firm that found the same number within the city in one month and could do the trials at a fraction of the cost. Now biotechnology firms in India are moving on to seek collaborations to undertake drug discovery, not just seeking to be a location for cheap trials.

A major strength of the US economy, compared to other developed ones, is its flexibility. We more easily adapt to newer technologies and ways of doing things. Our firms find it easier to enter and exit businesses, which has sustained job creation and made economic growth more resilient to shocks. There are some lessons that we can learn from the outsourcing trend. At the level of the firm, the work that is outsourced needs to be carefully considered. Routine and repetitive work that is executed within strict guidelines can be outsourced. However, firms should be careful in identifying what their core competencies are and seek to build upon them within and not seek short-term, low-cost benefits by outsourcing. That only creates rivals.

At the individual level, executives need to recognize that outsourcing has come to stay as an integral part of a global supply chain. To cope with it, careers must remain flexible. Individuals should be engaged in lifelong learning to upgrade their skills and competencies so that they are not easily duplicable when the work moves.

Business Students Visit Indian Economic Center

Last summer, four graduate students, along with C. Gopinath, professor and director, Suffolk Business Undergraduate Programs, traveled to Bangalore, India, a world center for information technology (IT) outsourcing.

Gopinath coordinated the trip with the faculty of the Indian Institute of Management at Bangalore—one of the top business schools in Asia—to add to the portfolio of business travel courses that is becoming a mainstay of the Suffolk Business programs.

"Our goal was to expose the students to the Indian economy and culture and to give them a mix of units to visit: IT, manufacturing, finance, and service," he said.

The one-week business travel course, titled *Doing Business in India*, included presentations by executives and tours of the facilities of companies such as Titan Watches, Biocon, Transworks, Metro, and ING Vysya. The students also visited the city of Mysore for an up-close look at Indian culture.

The students involved were Paul Burani and Andy Vanica, both of the Global MBA program; Melissa Mann, a Master of Science in Accounting student; and Ken Platt, an MBA Online student who is now completing an independent study on India and works with a firm that produces fuel-efficient petroleum additives.

"We see this trip becoming a regular activity," said Gopinath. The next trip, in 2006, may be scheduled to coincide with the January break.



Gopinath and company visit Bangalore offices of TransWorks, a BPO/Call Center operation.

REGIONAL CHAPTER EVENTS

The Suffolk University Alumni Association hosted a series of fall events sponsored by the regional alumni chapters. Chapters include North Shore, South Shore, Boston, Metro West, Cape Cod, New York, and Los Angeles.

Boston alumni enjoyed contemporary cuisine at the Boston Harbor Hotel while listening to “Uncle Shaker,” a band comprised of Suffolk MPA alumni and friends, on September 23. Cape Cod alumni learned about the history of Cape Cod and the islands from Robert J. Allison, professor of history, on September 30 at The Club at New Seabury in Mashpee. Metro West alumni gathered on October 26 at the Danforth Museum of Art in Framingham, where a local artist and historian spoke about nineteenth- and twentieth-century art. North Shore alumni savored the wines, olive oils, and flavors of Tuscany at Chianti’s Tuscan Restaurant in Beverly on December 6. On November 16, New York alumni were treated to a wine-tasting experience with Michael Gibson, sommelier from the Chelsea Wine Vault, at Matthew’s Episcopal Seminary. Los Angeles alumni met at Lunaria Restaurant for an informal holiday party on December 2.

For more information about regional alumni chapters, please contact Paula Prifti Weafer at 617.994.4231 or pweafer@suffolk.edu.



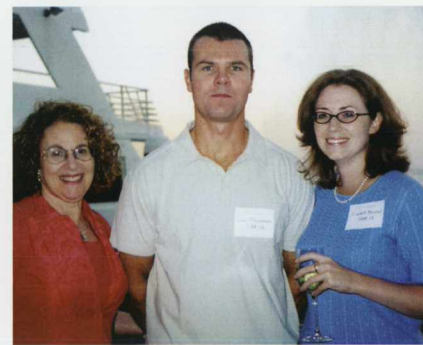
Thomas Eastman, BA '01, and Melissa Majkut, BS '01, at the Boston chapter event at the Boston Harbor Hotel.



(L-R) Les Caricchi, MPA '88; Kristine Caricchi, MPA '99; Sushil Bhatia, EMBA '79; and Karen Rothwell, MBA '99; at the Metrowest chapter event at the Danforth Museum.



New York chapter alumni—including Francis San Juan, BSBA '90; Mark Ducker, MSM '01; and Bill Popeleski, MBA '87—at the Chelsea Wine Vault.



(L-R) Linda Samuels, EMBA '03; Sean Fitzsimmons, MBA '02; and Elizabeth Marshall, EMBA '03; at the Boston chapter event at the Boston Harbor Hotel.

Alumni Career Informational Breakfast Series

On October 16, Elaine O'Sullivan, MPA '97, director of human resources at Framingham State College, helped to kick off the first in a series of four alumni career informational breakfasts. She assisted alumni and recommended ways they can improve their résumés. On December 3, Tara Taylor, MBA '00, presented “The Art of Networking”—a casual and informative talk offering networking tips from a practical standpoint.

On February 4, John Sugden, BSBA '81, EMBA '85, talked with 25 alumni and friends about “How to Market Yourself in the Workplace.”

Leadership Conference Held

The first-annual leadership conference was held on September 18 at Suffolk University's Sargent Hall. Sixty-five alumni came together for a full day of inspiration, volunteerism, and enthusiasm about being involved at Suffolk. Sushil Bhatia, EMBA '79, president and CEO, JMD Manufacturing, and president, the Laughing Club of America, talked about Leadership, Innovation, and the Art of Laughter. Alumni also participated in breakout training sessions about admissions and career services, as well as getting involved with chapters and affinity groups. Later, they were treated to a lunch and an inspirational talk by Dr. Eric Lee, director of diversity services, about the impact of volunteering.

CORPORATE AFFINITY PROGRAMS



(L-R) David Walsh, MBA '91; Barbara Jasmin, EMBA '82; and Timothy King, MBA '01; at the John Hancock wine tasting at 33 Restaurant.

The University's Corporate Affinity Programs offer opportunities for companies with large numbers of Suffolk graduates to gather for networking, professional development, and social gatherings at their work sites.

Alumni employed at Fidelity enjoyed a wine, cheese, and olive oil tasting at Calitiri Restaurant at the Wyndham Boston in the Financial District on October 15. It was a great opportunity for them to network with other alumni who work at Fidelity.

The contemporary and sleek setting of 33 Restaurant provided a wonderful and relaxing backdrop for Suffolk alumni who work at John Hancock. Alumni enjoyed a French and Italian wine tasting and food paring. The reception was held on November 9.



(L-R) James P. Willis, BSBA '83; Michelle Whelpley, JD '03; and Susan Myers, JD '91; at the Fidelity wine tasting at the Wyndham Boston.

LUNCH AND BREAKFAST SERIES

William J. Boudreau, MBA '76, spoke to more than 40 alumni about his 25-year career as a Foreign Service Officer with the US Department of State at David J. Sargent Hall on October 7. (See feature article by Boudreau on page 20.) On November 30, independent consultant Brian Howland, EMBA '99, spoke candidly about identity fraud at the Boston Newton Marriott Hotel. His talk was an eye opener for audience members, many of whom have put into practice the tips and suggestions they learned.

On September 22, more than 30 alumni enjoyed a breakfast at David J. Sargent Hall featuring a discussion on leadership and organizational effectiveness with guest speaker Kathleen Dennehy, MPA '84, Commissioner, Massachusetts Department of Correction. (See profile of Dennehy on page 35.)

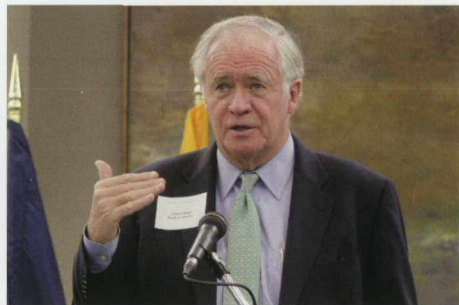
Chad Gifford, former chairman of Bank of America-Boston, spoke to a packed room on February 15 at Suffolk's Sargent Hall. A career banker, Mr. Gifford was instrumental in steering Bank of Boston through mergers with BayBank; Fleet Financial Group, the largest in-market transaction of its kind in the banking industry and the creation of a regional powerhouse with unprecedented market share, and then again in 2003 with Bank of America, a leader in the financial services industry and one of the most profitable companies in the world.



(Top, L-R) Anita Turner, EMBA '81; Henry Barber, EMBA '91; Eric Bedard, EMBA '02; Deborah Spector Gardner, EMBA '88; and Gregory Glennon, EMBA '87. (Bottom, L-R) Susan Delahunt, EMBA '04; Brian Howland, EMBA '99; and Linda Deane, EMBA '04; at the alumni lunch with Brian Howland.

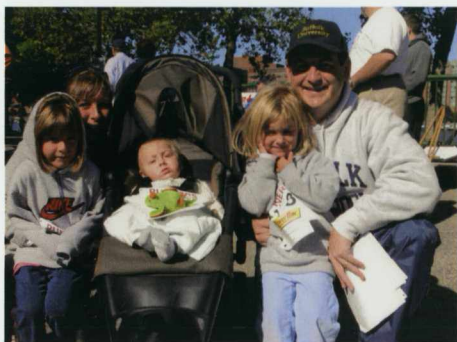


Kathleen Dennehy, MPA '84, and Professor Douglas Snow at the MPA breakfast.



Chad Gifford answers questions from alumni.

SUFFOLK TRADITIONS



John Leonetti, MSF '01, JDF '01, and family.

Sixth-Annual 5K Road Race ▲ and Family Walk

On September 19, 2004, 188 runners and walkers gathered at Lee Pool Basin in Boston. This year's event was the largest turnout yet. Alumni and guests enjoyed lots of food, great exercise, and terrific prizes.

Alumni Event at the Holiday Pops

Alumni and guests enjoyed one of Boston's most beloved traditions—a Holiday Pops concert at historic Symphony Hall—on December 17, 2004.

Alumni Trip to Tanglewood

More than 40 Suffolk alumni enjoyed an all-Mozart Program by the Boston Symphony Orchestra in the Koussevitzky Music Shed on August 8, 2004 (Christof Perick, conductor; Christian Zacharias, pianist). Following the performance, guests enjoyed a reception in the Formal Gardens Tent.

Alumni Holiday Trip to Manhattan ►

On December 4, 2004, more than 40 alumni and friends enjoyed the sites and sounds of the Big Apple during the holidays. Alumni attended a Broadway performance of *The Phantom of the Opera*.

Alumni Night at the Celtics

On January 28, 2005, Suffolk alumni and friends enjoyed a Boston Celtics game from the Halo Club, a private section in the Promenade Level of the FleetCenter. A buffet dinner was available to alumni and their guests before the game.

Recent Alumni Night ►

Recent Alumni Night brought together 80 graduates from 1995 to 2004 at the The Living Room on November 18, 2004.



Donna Fox, MBA '02, and friend on Manhattan holiday trip.



(L-R) Jamie Alosso, Josh Glionna, Kim Duca, Andrea Peckham, and Miriam Ho at Recent Alumni Night at The Living Room.

UPCOMING EVENTS 2005/2006

Merrimack Valley Alumni Chapter
American Textile History Museum
Wednesday, June 15, 2005
Lowell, MA
6pm

Boston Alumni Chapter
"Sail into Summer"
Colonnade Hotel
Thursday, June 16, 2005

North Shore Alumni Chapter
"Sunset Cruise"
Essex River Boat Cruises
Wednesday, June 22, 2005
Essex, MA
6pm

Boston Red Sox vs. Minnesota Twins
Friday, July 29, 2005
Fenway Park
7pm

Alumni at the Lowell Spinners
Saturday, August 6, 2005
Buffet at the Gator Pit
3:30pm buffet
5pm game

2nd Annual Alumni Day at Tanglewood
Sunday, August 14, 2005
Mozart Performance
2:30pm

Boston Red Sox vs. Detroit Tigers
Friday August 26, 2005
Fenway Park
7pm

Second-Annual Leadership Day
Saturday, September 17, 2005
9:30am – 3pm

Suffolk's Seventh-Annual 5K Road Race and Family Walk
Sunday, September 18
Benefits the Alumni Leadership Scholarship Fund
www.suffolk.edu/roadrace

International Alumni Events

Suffolk University's International Alumni Office sponsors a variety of events all over the globe for Suffolk alumni, parents, prospective students, and friends of the University. Included below are photos from inaugural alumni chapter events in Japan, Korea, and Taiwan. For more information on upcoming events, visit the International Alumni Programs Office Web site at www.suffolk.edu/internationalalumni, or contact Dorothy Zahir, director of international alumni relations, at dzahir@suffolk.edu.

Japanese Alumni Reception

The first official Japanese Alumni Chapter event was held on January 15, 2005, at the New Otani Hotel. Kazuo Sakiyama, MBA '04, was the guest speaker. Sakiyama completed 34 years of service for the Japan IBM and then decided to return to school to earn his MBA. After Kazuo's speech, Vice-President Marguerite J. Dennis inducted the alumni into the Japanese Alumni Chapter of Suffolk University. Special thanks to Sakiyama, Hitoshi Yamasato, MBA '02, and Ken Hidaka, MBA '03, for organizing the Japanese Alumni Chapter.



Korean Alumni Reception

The first Korean Alumni Chapter event was held on January 18, 2005, at the Lotte Hotel in Seoul. Jong-Hyock Kim, BSBA '97, MBA '03, was the guest speaker. Following Kim's remarks, Vice-President Marguerite J. Dennis inducted the alumni into the Korean Alumni Chapter of Suffolk University. Alumni attending the event included Carmine D'Aloisio, BS '75, minister-counselor for commercial affairs, US Embassy, Seoul; Hee-Weon Yi, MBA '00; Jenny Lee, MBA '04; Andy Lim, MBA '04; Min-Jung Kim, BSBA '99; and Andrew Kim, BS '00.



Taiwanese Alumni Reception

Suffolk alumni in Taiwan gathered at the Grand Formosa Regent Hotel on January 22, 2005, to hear Eddie Shyu, vice president at Smith Barney's (Citygroup), who discussed investment bonds. Shyu is the uncle of Albert Hsu, BSBA '04. Vice-President Marguerite J. Dennis then inducted alumni into the Suffolk Alumni Association. Alumni attending the event included Yan-Fan Chen, MBA '03; Ping-Yu Hsu, MBA '02; Wen-Chi Chueh, MBA '03/GDPA; Shih-Fan Chen, MBA '03; Pin-Hsuan Liu, MA '03; Wenhsin Chiu, MBA '03; Chieh-I Liao, MBA '02; Andrew Tsai, MBA '04; Yuchen Chang, MBA '04; and Shan-Hua Ku, MA '03.



Cities and towns listed are in Massachusetts unless otherwise noted.

1962

Guy Santagate, BSBA, is chairman of the Boston University management team that oversees the Chelsea public schools under the partnership agreement between the Chelsea School Committee and Boston University.

1963

Simon Danforth, MBA, was elected to the board of trustees of Salem Five.

William Ellis, MBA, dean of the School of Business and Legal Studies and chair of the Division of Business at Concordia University Wisconsin, has been appointed to the board of directors for the International Assembly for Collegiate Business Education.

1974

Douglas Stone, BSBA, is a director at Snow-Ladeau Funeral Home in Winchendon.

1975

Michael F. Zellen, BSBA '70, MBA, is manager of Peabody Heritage Bank.

1976

James T. Brett, MPA, president and chief executive officer of The New England Council, was named to the board of directors for Project Bread. He also was named a member of the Constantinian Order of St. George.

Philip C. Swan, BSBA, joined the financial services center at Norwood Cooperative Bank as vice president, Norwood Cooperative Bank, and Investment Executive, Infinex Financial Group.

1979

Joseph Benevides, MBA, is senior vice president of global business development at Paragon Global Resources, Inc.

John Cormack, EMBA, spoke during Professor Elizabeth Wilson's Marketing for Entrepreneurs class from the interesting perspective of a lifelong entrepreneur who has been involved in many different ventures over the years, from restaurants to real estate. See profile on page 32.

Virginia Fidalgo, BSBA, MS '94, a business teacher at North Quincy High School, is a realtor/associate for the Granite Group Realtors in Quincy.

1980

Jim Fraser, MBA, is director of business management for BAE Systems' Information and Electronic Warfare Systems unit in Nashua, NH.

Michael J. Glenn, MBA, is manager of the Nashua Symphony Association.

William Hatfield, MBA, is president of Bank of America Rhode Island.

1981

John R. Fraites, EMBA, is vice president of finance and deposit operations for the Gardner-based GFA Federal Credit Union.

Maryellen Riley, BSBA '77, MBA, received a top agent award from Century 21 Annex Realty, Inc., of Hanover and Quincy. She was honored for leading the Hanover office in successful sales transactions in March 2004.

1982

Kenneth L. Knopf, MBA, is vice president of investment services at Georgetown Savings Bank.

Stephen Parker, MPA, is professional planner for the town of Rutland, MA. As the town's first planner, he is assisting with local growth issues.



Robert L. West, BSBA '75, EMBA, is vice president for college advancement at Marist College in Poughkeepsie, NY, where he has served as associate vice president and director of development for the past eight years.

1983

Patricia M. Scagnoli, MPA, is the corporate compliance officer/JCAHO accreditation coordinator for the Brockton Neighborhood Health Center. She writes, "My MPA training serves me well here. I'm constantly writing and revising health center policies, procedures, and protocols and helping to streamline our diverse health center operations and grant programs."

1984

Kevin M. Donahue, EMBA, is president and chief executive officer of Quabaug Corp., an international designer, manufacturer, and distributor of footwear components.

Kenneth F. Strand, BSBA '80, MBA, is a shareholder in the firm of Landa & Altshier, P.C., in Randolph.

1985

Vin Bisceglia, MBA, chairman and chief executive officer of Broadbus Technologies, is a director of the Massachusetts Telecommunications Council Board of Directors.

Donald F. Doyle, MBA, joined Webster Five Cents Savings Bank as vice president-division manager, business banking.

John H. Pearson, Jr., EMBA, president and chief executive officer of Butler Bank, was elected to the Parker Lecture Series.

Andrew J. Treanor, BSBA, is general manager of IDX Systems Corporation. He joins the IDX operations team based in London.

1986

Kelly McLean Clark, BSBA, is the director of development at Pope John High School in Everett.

William Dobson, BSBA, joined California Fitness Centers in their Bangkok, Thailand, head office as chief financial officer and executive vice president, corporate offices. Most recently, he was chief financial officer and senior vice president of System Limited in Singapore.

Melvin Kleckner, MPA, is town manager of Winchester.

Richard Montuori, BS '84, MPA, is senior vice president of operations at MassDevelopment at Devens.

1987

Bill Hart, MPA, is deputy director of the Massachusetts state community college system.

Michael J. Newman, BSBA, married Linda Stokes Porter. They live in Manchester-by-the-Sea.



Rachelle Robin, MBA, presented the topic Best Practices for Ensuring Vendor Reliability and Successful Partnerships on November 10, 2004, in Miami, FL, at KioskCom during their fall summit. Rachelle is the project lead for Fidelity Investments. She discussed in detail how Fidelity addresses key strategies to ensure vendor reliability and successful business partnerships to ensure kiosk project success.

1988

Elizabeth Gilbert, MBA, is a member of the board of trustees at the Westover School in Middlebury, CT.

1989

Ping Yin Chai, MBA, is executive vice president and chief financial officer of Salem Five Bank.

John M. Christiani, BSBA, is a Quincy firefighter.

James C. Holleran, Jr., MBA, is vice president of financial services at Milton Hospital.

Althea C. Lyons, MBA, is vice president of human resources for the Northeast Hospital Corporation.

1990

Andrea Johnson, MBA, a systems analyst for American Student Assistance in Boston, married Timothy O'Connor. They live in Norwood.

Maria Ottaviano, MBA, is corporate controller for StarGen Inc. of Marlboro.

Gregory Parker, MBA, is a project manager at Integrated Builders in Braintree.

Linda Sayers, BSBA, married Kevin Mantville.

1991

Ralph Mitchell, MBA, writes, "I will be called forth for one year's worth of full-time active duty. I have been told to report to Fort Dix, NJ, on November 22 for in-processing. My assignment will be to train the senior staff sections within guard and reserve units that are likely to go overseas. My audience of "trainees" will be captains, majors and lieutenant colonels. Most of my time will be spent stateside among different Army posts along the East Coast. However, I have been told to prepare to go into the Persian Gulf for a brief period of three to four weeks."

Matthew J. Sylvia, BSBA, is vice president of finance at Nantucket Bank.

1992

David Beaupre, EMBA, joined Parson Consulting as the national practice leader in health care and nonprofit, based in Washington, DC.

John J. Foley, EMBA, is a mortgage originator at Bay State Savings Bank.

Patricia Maguire, MBA, married Thomas Keenan. They live in Springfield, VA.

David N. Marsters, Jr., BSBA, MEd '98, systems

manager/development coordinator for the University of Massachusetts Boston, married Nancy Flanagan. They live in Wakefield.

Janica Nieh, MPA, a supervising social worker for the Commonwealth of Massachusetts, married Patrick Midiri. They live in Westwood.

1993

Bruce B. Babcock, MBA, is senior project manager in the civil engineering division at Tibbetts Engineering Corp. in Taunton.



Mark Hankey

BSBA '85, President, Picture Park, Inc.

PICTURE PERFECTING

reveal that he is a master at crafting smooth transitions, both on screen and in his film career.

A movie about Mark Hankey's life might

After graduating with a finance degree from Suffolk, Mark took the summer off to help two friends start a commercial production company. Twenty years later, he runs his own thriving production company with offices on both coasts. It was hardly this seamless a

progression, of course, but Mark's cool demeanor lends an effortless appearance to what has become an everyday adventure.

Along the way he worked briefly in the pricing division of The Boston Company, then left the financial world to become the business manager for his friends' production company. He then spent five years as a freelance line producer for commercials for clients such as EA Sports, Comcast, Nike, Blue Cross, and Taylormade and music videos for the bands Aerosmith, Nine Inch Nails, and Marky Mark.

Hankey describes his role as president, owner, and executive producer of Picture Park as mainly a sales job, overseeing the financials, interacting with advertising agencies, directors, and production crews, and making sure everyone has what they need for the job and that clients are happy.

His repertoire of films includes *Monument Avenue*, starring Denis Leary and Martin Sheen; *Lift*, a Showtime original movie starring Kerry Washington; and *Fast, Cheap & Out of Control*, directed by Errol Morris.

He is currently developing a cop show set in Boston with Donnie Wahlberg; the pilot was due to begin filming in February 2005. He has made several visits to the Massachusetts State House to encourage legislators to help entice filmmakers to shoot in the city. "The film business in Boston has dropped off in the last five or six years because other states offer tax incentives, and Canada is particularly attractive because of its favorable exchange rate," he said.

Though he enjoys the entertainment work, most of his business still rests in producing television commercials for advertising agencies. "In the ad world, we have to stay on top of everything," he said. "The industry is slow to make changes, but when a change happens, it happens rapidly, and if you're not up on the latest trends, you're going to fail."

From his unique vantage point, Hankey looks back fondly on his days at Suffolk. "It was a practical education that I could apply right when I got out of school."

Kathleen Brown, MBA, received an MEd as a reading specialist from Rivier College in Nashua, NH, in May 2004.

George T. Comeau, BS '88, MPA, JD '99, was appointed to a three-year term on the Massachusetts Board of Library Commissioners.

Dino Confalone, BSBA, joined Century 21 Annex Realty of Braintree and Quincy as a sales associate.

James P. Dever III, BSBA, is vice president at Boston Private Bank & Trust Company.

Mark W. Haddad, MPA, is town administrator of Jamestown, RI.

Stuart Steinberg, MBA, is senior loan officer in the North Andover office of Summit Mortgage.

Robert J. Ward, MBA, senior managed care administrator at Brockton Hospital, was elected to the South Shore Mental Health board of directors.

1995

Michael Duran, BSBA, married Dana Guilfof. They live in Quincy.

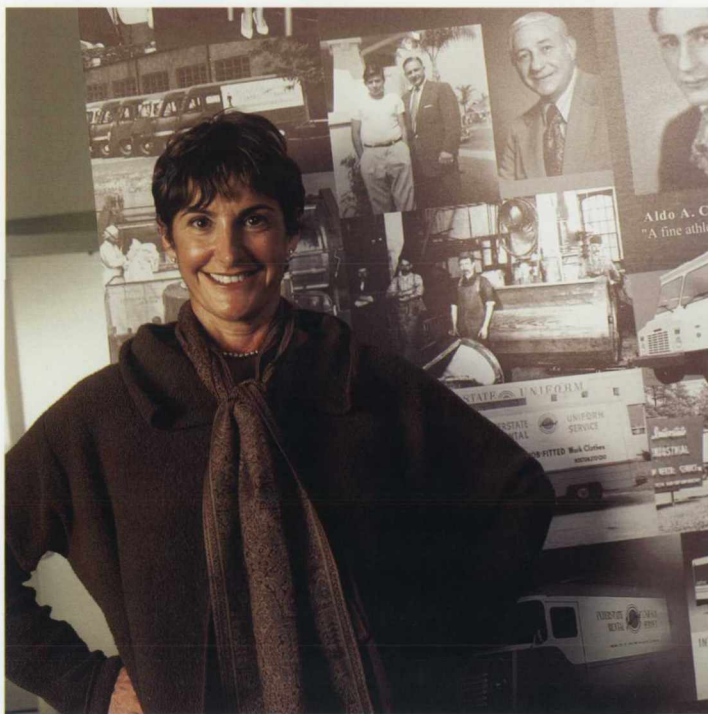
Dawn Mackiewicz, BS '92, MPA, is assistant director of Bristol Community College's New Bedford campus.

1996

Rita Battles, BA '69, EMBA, is president and chief executive officer of Long Island College Hospital.

Robert Del Greco, BSBA, is the top-producing agent for Century 21 Greers in Wakefield for October 2004.

Bruce Major, MST, joined Boston-based Vitale, Caturano & Co. as a manager in the firm's tax practice.



Cynthia Croatti

MBA '80, Executive Vice President, UniFirst Corporation

SERVICE FIRST

Ask any business leader what it takes to become a successful entity in today's corporate world, and you are certain to receive a wide range of lengthy responses.

Unless, of course, you happen to ask Cynthia Croatti. She can answer that question in two words—customer service.

"It's all about the people you serve and building positive relation-

ships with them," said Croatti, Executive Vice President of UniFirst Corporation in Wilmington, a publicly held business and one of North America's largest workwear and textile services companies, now in its eighth decade of existence. "You have to demonstrate the integrity to do what you say you're going to do and make it a daily commitment to give your people what they want."

Croatti developed her people skills by working as a sales person at the Lord & Taylor department store during the day while attending classes at Suffolk in the evening. Although it has been 25 years since she received her MBA, she looks back at her time at the Sawyer School of Management with fond memories.

"Suffolk provided me with an opportunity to explore various disciplines," explained Croatti, a mother of two sons who lives in Beverly. "The professors and students were quality people, and the program was challenging and pertinent to what you're doing in real life. It was a proactive experience, and what I learned is part of the person I am today."

Spend a short time with Cynthia Croatti and you'll soon discover that she is an open, hardworking, fun-loving individual who knows how to lead and motivate others. "Teamwork is everything," she said. "I bring my staff together by allowing them do their jobs and supporting them all the way."

UniFirst operates 160 facilities, serves more than 150,000 customers, and employs more than 9,000 people. The company has grown dramatically since Croatti's father, Aldo Croatti, started the business in 1936, working out of an eight-stall garage in Boston.

"He was a special guy," said Cynthia Croatti, whose dad passed away three years ago. "I remember him as a strong, kind, honest, and humble gentleman who treated everyone with respect."

"Cynthia has a great and unique story to tell," said Alberto Zanzi, associate professor of management and teacher of the graduate course "Managing Family Businesses." "She is enthusiastic and attentive to the values that her father set in the family business, and she truly believes in what she's doing. Her company has been successful because it had a vision and stuck with it and over the years has been open-minded about trying new things."



Eugene Jaffe

MSF '93, CEO and Founder, Salford Capital Partners

DEALMAKER

His passion for the deal is almost insatiable. "Pure dealmaking, when you create the deals from scratch and have a vision before anyone else sees it... that's almost a drug," says Eugene Jaffe, chief executive officer and founder of Salford Capital Partners, one of the most successful and largest private equity investors in Central and Eastern Europe and the former Soviet Union. Focusing on emerging markets, Salford currently manages more than \$500 million in assets.

Jaffe's successes include the creation of the largest and fastest growing bottled water company in the former Soviet Union with the acquisition and merger of six companies; the establishment of the largest food and beverage company in the Balkans with the acquisition and merger of 12 companies. But these days, Jaffe enjoys winning the deal from a distance, spending most of his time in the role of manager and leader—and on a plane. "When you manage so many people in multiple offices—40 professionals in London, Moscow, Belgrade, Tbilisi and Kiev—you can't afford to spend the time in dealmaking," he says. And with maturing markets, Jaffe is ever on the watch for new opportunities. "That's why I went to Ukraine, the former Yugoslavia, and am now looking at everything from Latin America to Africa."

Jaffe, who was born and raised in St. Petersburg, Russia, received his master's degree in economics from St. Petersburg University of Economics and Finance and immigrated to the United States as a political refugee in 1989. "Suffolk felt right to me," Jaffe says, "and receiving the fellowship was probably one of the best experiences of my life, and a defining moment in my career." Upon graduation in 1993, Jaffe landed a prestigious and lucrative position with Lewtan, the largest US-asset backed securities advisory firm. He earned his MBA from Harvard Business School in 1996 and worked in the corporate finance department of Price Waterhouse in Moscow in 1995; at EPIC, an Austrian merchant bank from 1996 to 1998; and as managing director of investment and merchant banking at Alfa Bank, Russia's largest and most successful private investment and merchant bank from 1998 to 2001.

Well known for his high-profile transactions in emerging markets, Jaffe attributes much of his success to his career "godfather," Associate Dean and Professor Shahriar Khaksari, who introduced Jaffe to the world of investment banking and encouraged and advised him along the way. According to Khaksari, "Eugene is a source of inspiration for all of our students. His success demonstrates that hard work, courage, and determination coupled with a Suffolk business education can provide an outstanding career path."

One day, Jaffe says, he will probably stop to pursue his PhD and his other passion—to teach economic history.

1997

Kevin Colannino, BS '92, MPA, is a police officer in Swampscott.

Glen Davis, MBA, married David Aghassi. They live in Boston.



David H. Rosenberg, MBA/JDP, announces the opening of his law office, David H. Rosenberg, P.L., a Florida limited liability company in Sarasota, FL. His firm specializes in real estate—commercial and residential; purchase/sale/refinancing; new construction; sub-

division and condominium development—general civil litigation; and the formation of corporation and LLCs. To get in touch with David, please email him at david@srqlaw.net.

1998

Kashif Ahmed, MSF, was appointed to the Advisory Council of the Pakistani American Congress. The PAC is a national umbrella organization whose membership comprises the hundreds of Pakistani associations from across the United States. It serves as the single voice of all people of Pakistani origin in Congress and The White House. It also functions as an effective lobbying firm and think tank.

Dalia V. Bubnys, MSA, is vice president/IT audit

manager in the audit department at Citizens Bank.

Marc Busny, MBA, chief marketing officer for Tofias PC, was elected a director of the firm.

Christopher Cooney, MPA, president and CEO of the Metro South Chamber of Commerce, earned the designation of Certified Chamber Executive, the highest standard for Chamber of Commerce professionals nationally.

Paul Pronovost, MPA, is managing editor for news at the *Cape Cod Times*.



John Cormack

EMBA '79, President, OEM Sales

SHARING THE WEALTH

John Cormack is probably best described as an entrepreneur who never let the *right* opportunities pass him by. Ever goal-oriented and competitive, this high achiever took his natural skills with people and technology to the next level throughout every stage of his career, now 40 years strong.

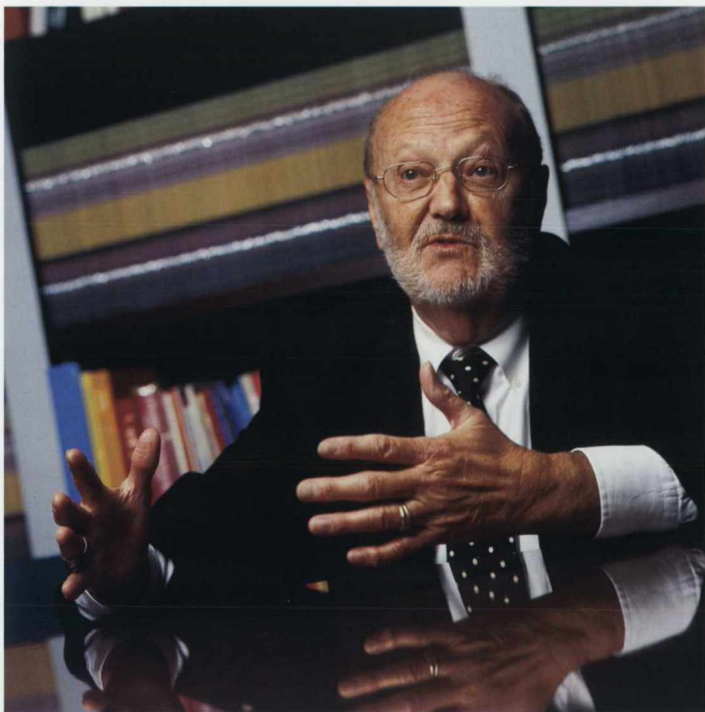
Cormack is president of OEM Sales, the North Shore-based PC, graphics, video, and automation products distribution company he founded in 1986, which he says has provided him with "his greatest run." He had already owned and operated several very profitable technology-based distribution sales companies before starting

OEM and had developed significant parcels of commercial and residential real estate that more than financed his four children's college educations. He had transformed a failing country-and-western bar into a successful sports bar and established a thriving disco in the early 1980s. OEM is the pinnacle in a long line of successful ventures.

Cormack was an electrical engineer before he became a businessman, receiving his undergraduate degree from Northeastern University in 1964. He landed a prestigious position within MIT's nuclear science lab, but his natural curiosity soon led him to private enterprise. "With a large family to support, leaving a stable career laden with desirable perks and benefits was financially risky, but ultimately led to my greater success," he says.

And though Cormack's natural business acumen was apparent in his endeavors, he lacked the formal credentials to negotiate confidently within the business world. "I needed to align myself with business leaders to reap the benefits of cross-fertilization of new ideas," he says. "Suffolk University provided me with a community dedicated to excellence, and I repeatedly applied lessons learned in the classroom within my businesses with great success."

Cormack, who now splits his time between waterfront homes in Lynn and Falmouth, Massachusetts, and a beachside condominium in Naples, Florida, has stayed involved with his alma mater. In addition to lending his expertise and leadership to several local community groups, Cormack is a longstanding Summa donor, an active member of the alumni association, and a founding member of the Executive Program Alumni Council, serving as its president for two years. Last fall, Associate Professor of Marketing Elizabeth Wilson invited Cormack to be a guest lecturer in her Marketing for Entrepreneurs class. "As he revealed his many insights, John impressed us all with his perseverance and willingness to take risks and find opportunities," Wilson says. Sharing the wealth of his experiences—never letting the opportunity to make a difference pass him by.



1999

Charles Eaton, EMBA, joined the advancement office at Suffolk University as major gift officer for the Sawyer School of Management.

Phoebe Freeman, MBA, married Paul Tetrault. They live in Salem.

David B. Smith, MSE, is vice president and senior portfolio manager for Rockland Trust Company's Investment Management Group.

2000

Thomas J. D'Amico, MBA, married Jennifer DeMone. They live in Ridgefield, CT.

Eric C. Jussaume, MBA, joined Cambridge Trust Company as vice president, equity and fixed income trading.

Susan Luongo, MBA, president of the SSOM-GAA, taught a data conversion class to 225 of her colleagues, all of whom are ACT! certified consultants at a Mastering ACT! 2005 event. She and five other colleagues organized the event, which was held in Scottsdale, AZ, from October 14 to 18. Luongo is known as a customer rela-

tionship management (CRM) specialist in her industry. She implements and trains customers in the following CRM products: ACT!, ACCPAC CRM, and Saleslogix.

Dale Morris, MPA, is town manager of Clinton.

Christopher Murphy, MBA, is a Quincy firefighter.

Brian Phillips, BSBA, spoke during Professor Elizabeth Wilson's Marketing for Entrepreneurs class to discuss marketing and promotion strategies to help grow his photography business, Brian Phillips Photography. With his photojournalism background, he specializes in wedding photography.

Michael E. Sigda, MBA, a consultant with Putnam Investments in Boston, married Shawna McGinnis.

Donald Walsh, MBA, a support account manager for IBM, married Sara McLarney. They live in Stoneham.

2001

Toni Gilardi, MBA, is the owner of Landmark Realty, located on the Waterfront of Boston's historic North End. Landmark Realty is a full-service real estate office that handles both sales and rentals.

Kimberly Gilden, MPA, writes, "After being caught in the November '03 layoffs at the New England Aquarium, I accepted a position as a

research fellow at the San Diego Zoo. Moved with family to San Diego in July. We are now part of the Red Sox Nation West!"

Timothy King, MBA, walked in the Boston Alzheimer's Memory Walk on October 3, 2004. Tim and his wife, Cindy, came in third in the state for raising the largest amount of dollars. Timothy works at John Hancock in the Funds Department.

Elizabeth Sherwood Krol, EMBA, is proud to announce the birth of her second child,



a daughter, Lillian Katherine, born on August 18, 2004, at 2:32pm, weighing 10 pounds, 1.5 ounces.

Deborah Merrigan, EMBA, a senior development officer at Columbia University, married Randal Farr. They live in Manhattan, NY.

Amy O'Neil, MBA, married Jeremy Downs. They live in Chicago, IL.

Lee Steneken, BSBA, a production manager at Esco Products Inc. in Oak Ridge, NJ, married Jaime Pierce. They live in Franklin, NJ.

Roger Wellington, MPA, the food services director at the Pine Street Inn, is president of Old Dover Neighborhood Association in Boston's South End.

Fred Kfoury, Jr., and Matthew Kfoury

WORKING TOGETHER

For as long as he can remember, Fred Kfoury, Jr.,

MBA '71, was fascinated by the family business founded by his father in 1948. When he was only 6 years old he stowed away in his dad's car, just so he could accompany him to work at Central Paper Products Company, Inc., in Manchester, New Hampshire.

"He didn't find me until he was halfway to work, so he ended up bringing me along," said Kfoury, now the company president.

Fred Kfoury, Jr., started work in earnest at 13, sweeping floors and doing odd jobs around the warehouse. All four of his children took a similar path and now work with him at Central Paper Products. However, son Matthew Kfoury, MBA '94, followed his dad's footsteps not only into the family business but also to Suffolk University's Sawyer School of Management, where both men earned MBAs.

"I had some great professors," said Fred Kfoury, Jr. "My classes had a mixture of full- and part-time students, so there were some of us who were out in the real world working. The mixture of theory and practice worked out well."

Matt Kfoury decided to pursue an MBA because he believed that one of the heirs to the business "should have that tool set."

The two men have retained strong ties with the Sawyer School of Management. They were asked a few years ago to address an MBA accounting and finance class.

"It was good for the students to see the differences in generations," said Matt Kfoury. "But at the same time, there is a lot of crossover, especially when talking about technology. It's like passing a torch, because you get a distinct set of skills from the MBA program."

Central Paper Products is a wholesale distributor of paper products and janitorial supplies to the institutional and industrial markets,



and the Kfourys enjoy running the business as a family.

"We're a tight family, very close," said Matt, the firm's operations manager. Some of my friends don't see their parents for a month, but I see or talk to my father every day, and we all still get together after work."

Matt's own son just turned 5 and sometimes tags along with him. "He was with me recently, and he wanted to 'make a dollar,'" said Matt Kfoury. So Fred Kfoury, Jr., set his grandson to work delivering mail around the office, continuing to build the family legacy.



Kenneth Stone

MST '97, Executive Vice President, CFO, and Treasurer, Visibility Corporation

THE TAX MAN

“Growing companies really need a senior financial executive who thoroughly understands taxation at all levels and across all aspects of its business,” says Kenneth Stone. “Good tax planning and decision-making during

the execution of strategic events can significantly enhance a company’s performance for many years.” He should know. As executive vice president, chief financial officer, and treasurer of enterprise software company Visibility, Stone deftly analyzes America’s own complex tax code—along with the codes of foreign countries—for his clients.

At Visibility, he oversees software development, the response center and client services, professional services, and such financial and administrative responsibilities as human resources and accounting and finance. As he engineers mergers and acquisitions and makes sure Visibility’s enterprise software meets legal regulations and business practices in any given country, Stone maintains a people-centered focus. “The challenge is motivating them, understanding their issues, finding a win-win position,” he says.

Tapping into the knowledge of local contacts can also give businesses an edge in foreign markets. “The key to being successful is having good local, professional partners,” he says. “I always start with the local jurisdiction’s lawyers and accountants who have broader management consulting practices. These two professional groups have networks of other professionals and government contacts to keep your business initiatives and processes moving.”

His mission to connect people spans the globe. Stone also is responsible for overseeing business operations in Visibility Europe Limited, the company’s United Kingdom-based division. Having also conducted business in the Asia-Pacific region earlier in his career, he understands that doing business in other countries requires far more than reading up on local business standards. “I would recommend to any business traveler that they invest some time in learning about the customs, practices, and history of the countries they will be doing business in, even if they may be as deficient in learning new languages as I am,” he says with a wink. “Your hosts always respect your effort to better understand their culture.”

2002

Melissa Barnett, a senior corporate accountant at Acadian Asset Management in Boston, married Tyler Green. They live in Charlestown.

Eric Bedard, EMBA, writes, “We delivered a beautiful baby girl on Monday, July 19, at 5:27pm. Olivia Bedard weighed in at 7 pounds, 4 ounces.”

Joseph Bird, MBA, a systems officer with Affiliated Computer Services in Boston, married Carol SanClemente. They live in Waltham.

Steven M. Garran, MBA, a certified public accountant, has opened a new firm in Eastham.

Amy Lamontagne, MPA, is assistant town administrator of Tyngsboro.

Olga Grigorieva Patel, MBA, discussed her work as a marketing researcher in the Oral Care division of Gillette at a recent Marketing Research class for

Professor Elizabeth Wilson. Topics discussed included new product idea development, product testing, and testing of advertising and promotion strategy in the global marketplace.

2003

Keith G. Corey, MBA, is the assistant vice president, business relationship manager, for Cambridge Savings Bank.

Mirzah Mansur, MBA, married James Walsh. They live in Scituate.

Steven McCarthy, MJP, is a lieutenant in the Massachusetts State Police.

Brian Milliken, MBA, a senior analyst with Harvard Management Co. in Boston, married Jennifer O’Leary. They live in Leominster.



Joseph Rosetti, MSF, married JoAnn Lucey. They live in Boston.

Linda Samuels, EMBA, consults with Professor Charles Mambula and his fall 2004 entrepreneurial class of junior and senior students, as well as with his spring challenge class of selected entrepreneurial students to help position Linda’s new product, the mc2, in the US marketplace. The product is manufactured by the company Daeyang E&C in Korea, where it has saturated the student market. Sawyer students will be working on marketing plans for the core tutoring business and on positioning the product.

Jennifer L. Whittemore, BSBA, the operations manager of Loewe Opta, Inc., in Plymouth, married Matthew A. Bunnell. They live in West Barnstable.

2004

Nancy E. Borg, MHA, is a speech language pathologist at Milton High School.

Steve Canessa, MBA (PAD concentration), won the Democratic Primary Election for State Representative in the 12th Bristol District. Steve beat the incumbent by a comfortable margin and won the general election in November.

Paula Castillo, BSBA, is marketing manager for Center for Women in Enterprise, an organization that focuses on helping lower-income women start and grow their own business. The formal mission is to empower women to become economically self-sufficient and prosperous through entrepreneurship.

Jeannine P. Cavallero, MBA, an acquisitions

associate at Boston Capital Corp. in Boston, married Stephen Ranaghan. They live in Winchester.

Dan Foley, MBA, is an agent and registered representative for New York Life doing insurance and investment planning for individuals and small businesses. He can be reached at 781.398.9120.

Scott R. Goldman, MSF, married Michelle Levitt. They live in Newton.

Jennifer Hart, MBA, is executive director of Creative Arts in Reading.

Sean P. Jordan, MBA, is the operations manager for Key Components, Inc., Aerospace Division, in Tempe, AZ. He and his wife are the proud parents of a son, Cole Liam Jordan, born on March 14, 2004.

Cailin Kelleher, MBA, joined Kelleher

Construction Company, Inc., of Beverly as the director of business development.

Justin Palmer, BSBA '01, MBA, an internal auditor for Investor's Bank and Trust in Boston, married **Cheryl Cote**, BA '04, a teacher with New England Center for Children in Southboro. They live in Fitchburg.

Dorothy A. Savarese, MBA, is the first woman president in the 150-year history of Cape Cod Five Cents Savings Bank. She joined the bank in 1993 as a commercial lending officer and most recently served as senior vice president and director of product planning.

Margaret A. Yoder, MHA, is director of quality assurance and clinical operations at Rehabilitative Resources Inc.

Kathleen Dennehy

MPA '84

Commissioner, Massachusetts Department of Correction

CORRECTING THE SYSTEM

Kathleen Dennehy would like you to

know that life in prison is dramatically different from the mayhem depicted in "way too many bad prison movies." The new commissioner of the Massachusetts Department of Correction admits, "I can't watch them! It makes for good TV, but it's certainly not reality TV."

Reality for Dennehy, who was appointed commissioner in April 2004 by Governor Mitt Romney, is deliberately calm, yet "certainly not boring." Well-run correctional institutions "have to run like clockwork," she explains. "We're working in a very regimented environment. Everything needs to happen, and it has to be very well coordinated. And I think that's why people who work in corrections value teamwork."

Her team is vast. She works with superintendents, advocates, physical plant personnel, and a special transportation squad to ensure Massachusetts' 9,000 inmates are provided with food, fresh linens, and educational and medical assistance. Dennehy also strives to foster strong relationships with the State Police and the Boston Police Department. "Our mission puts us in the position of having to deal with just about every issue you can confront in society at some point in time," she says. Every social science "comes together in corrections."

Dennehy says her untraditional career came together "quite by accident." A summer stint at the Walpole facility led to a job offer there after college. She also worked at the Concord institution and the state's central office, where she specialized in computing offenders' sentences. Her MPA from Suffolk empowered her to "go in a totally different direction." Dennehy steadily advanced from one administrative role to another in the department; before assuming her current title, she served as associate commissioner, deputy commissioner, and acting commissioner.

She traces her success to the MPA she earned one intensive Saturday session at a time. "I don't want to sound like a commercial, but I so value the education that I received at Suffolk," she says. "I really define myself as a public administrator who happens to have 28 years in corrections. And it's the management skills that I gained at Suffolk that I think have enriched my work in corrections. It's really made a difference."



The Bianco Family

SHARED INSIGHTS

Peter Bianco, EMBA '99, may live and work in the Twin Cities, but a piece of his heart resides here in Boston at the Sawyer School of Management. Bianco enrolled in Suffolk's Executive MBA program on the advice of a former colleague and enthusiastically admits that it was a life-altering experience.

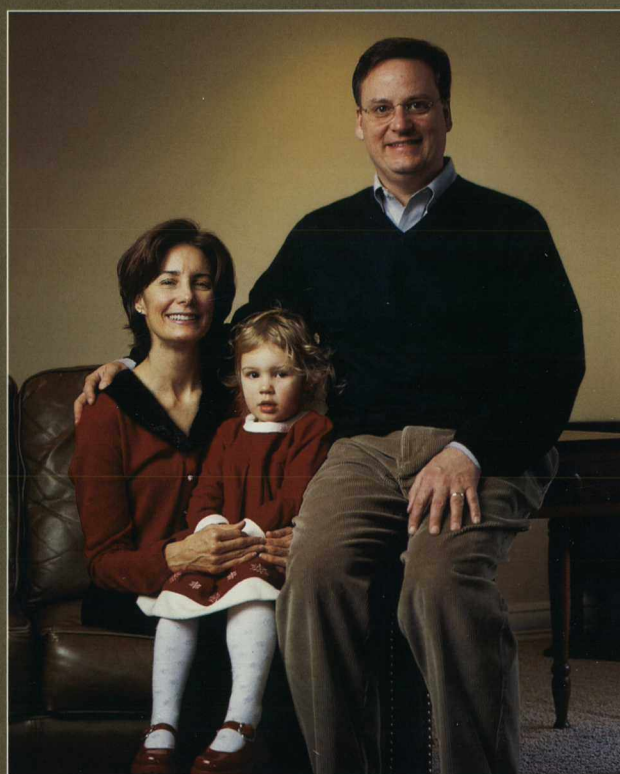
At the time, Bianco worked as a spine product development engineer at Johnson & Johnson and describes himself as a confident young professional who thought he could change the world. However, as Bianco laughingly explains, "After getting my head handed to me on multiple occasions, I learned over time that I just couldn't get the cultural aspects of the job." He enrolled in the Suffolk's Executive MBA program and discovered new ways of doing business.

While Bianco gives the Executive MBA program high marks overall, he credits Associate Professor Pierre DuJardin with giving him a keen understanding of the role interpersonal dynamics play within an organization. For Bianco this translated into "getting what you need done by understanding what other people are trying to accomplish and working with them to forge consensus and compromise." At the time, says Bianco of his epiphany, "it was like *bing*...I finally get it! Thank you!"

Bianco and his wife, Mary Pat, recently made a generous gift to the Business School in thanks for the education and support he received from Suffolk. The Biancos' gift will benefit the Center for Innovation and Change Leadership, whose mission is to enhance the innovation and change leadership competencies of the Business School and its constituents. Bianco is grateful to be in a position to benefit his mentors, including Professor Robert DeFillippi, Center for Innovation and Change Leadership co-director, friend, and former instructor, with this gift.

While a student here, Bianco and classmate Charles Eaton, EMBA '99, won the Entrepreneurship Studies Business Plan Competition. The pair received \$5,000 in start-up money from Suffolk and used it to incorporate RecoveryCare.com—a Web-based health care company. Bianco went on to successfully run RecoveryCare for several years before selling it in 2002 and moving back to St. Paul, Minnesota.

Bianco describes DeFillippi as "a guru" and has enjoyed keeping in touch with him since moving back to St. Paul. The admiration is mutual, according to DeFillippi, who says, "Peter's recent gift to the Center is just one deeply appreciated moment in our history of mutual consultation and interaction going back to his student days, and I am delighted to have his deep



(L to R) Mary Pat, Grace, and Peter Bianco.

expertise in innovation and his business savvy and counsel as a member of the Center's advisory board."

For his part, Bianco is clearly pleased to be in a position to give back to Suffolk—in terms of time and philanthropy—and says simply, "I'm grateful to Suffolk for giving me the first money to start my company."

In his current position as Chief Executive Officer of University Enterprise Laboratories, Inc. (UEL), Bianco manages Minnesota's new bioscience business initiative. This public/private collaborative comprised of the City of St. Paul, the University of Minnesota, and several corporate partners led by Xcel Energy and 3M will work to develop high-potential bioscience companies.

DuJardin's lessons in interpersonal dynamics continue to serve Bianco well as he deftly navigates the state/municipal worlds in addition to the academic and corporate worlds that comprise the UEL. To say that Bianco is excited by the challenges inherent in his new position seems an understatement. "This is my dream job," he proclaims. "It's frenetic and cutting edge, and there's never a moment that I'm bored."

Bianco looks forward to the opportunity for cross-cultural exchange between the Midwest and Boston and readily agreed to serve on the Center for Innovation and Change Leadership board. He envisions collaborative opportunities between Suffolk and the University of Minnesota, where, in addition to his UEL position, he teaches at the Carlson School of Management. "It's all about building relationships," he says with a broad grin. "Any excuse to come back to Boston is great, and if I can do something worthwhile while I'm here, that's great too."

Faculty and Advisory Board Directory

AS OF MAY 2005

Accounting

James P Angelini, *Associate Professor*
Ross D. Fuerman, *Associate Professor*
Rani Hoitash, *Assistant Professor*
Michael Kraten, *Assistant Professor*
John Li, *Assistant Professor*
Donald A. May, *Instructor*
Ruth Ann McEwen, *Professor*
Morris McInnes, *Chair & Professor*
Laurie W. Pant, *Professor*
Mawdudur Rahman, *Professor*
Gail K. Sergenian, *Associate Professor*
Lewis Shaw, *Associate Professor*
Thomas F. Whalen, *Visiting Assistant Professor*
Alex C. Yen, *Assistant Professor*

Legal Studies and Ethics

Mark S. Blodgett, *Associate Professor*
Anthony G. Eonas, *Associate Professor*
John McCoy, *Clinical Assistant Professor*
David Silverstein, *Chair & Professor*

Information Systems and Operations Management

Hasan Arslan, *Assistant Professor*
Warren G. Briggs, *Professor*
Adenekan A. Dedek, *Assistant Professor*
Jonathan S. Frank, *Associate Professor*
Kuo-Ting Hung, *Assistant Professor*
Neil G. Hunt, *Clinical Assistant Professor*
Beverly K. Kahn, *Chair & Associate Professor*
Denis M. S. Lee, *Professor*
Jafar Mana, *Instructor*
William Mee, *Instructor*
Michael Miller, *Senior Instructor*
Benjamin Ngugi, *Assistant Professor*
Ramesh Ratnam, *Instructor*
Yurong Yao, *Assistant Professor*

Finance

Haluk Akdogan, *Associate Professor*
Khaled Amira, *Visiting Assistant Professor*
Chris Argyrople, *Clinical Assistant Professor*
Lin Guo, *Associate Professor*
Ki C. Han, *Chair & Professor*
Stephan Kane, *Assistant Professor*
Shahriar Khaksari, *Professor*
Gregory Markham, *Instructor*
Robyn N. McLaughlin, *Associate Professor*
Mark Legge Muzere, *Assistant Professor*
H. Thomas O'Hara, *Associate Professor*
Alexandros P. Prezas, *Professor*
Karen Simonyan, *Assistant Professor*
Khuong M. Vu, *Visiting Assistant Professor*

Management

Michael B. Arthur, *Professor*
Michael Behnam, *Associate Professor*
Sushil Bhatia, *Executive in Residence*
Robert J. DeFillippi, *Chair and Professor*
Christian J. Delaunay, *Assistant Professor*
Pierre Du Jardin, *Associate Professor*
Colette Dumas, *Professor*
C. Gopinath, *Associate Professor*
Jack Holder, Jr., *Visiting Assistant Professor*
Kevin Krauss, *Clinical Assistant Professor*
Mark Lehrer, *Associate Professor*
Laurie L. Levesque, *Assistant Professor*

Tammy MacLean, *Assistant Professor*
Charles Jabani Mambula, *Assistant Professor*
Abdelmagid Mazen, *Professor*
Peter Murphy, *Instructor*
Teresa Nelson, *Associate Professor*
Regina M. O'Neill, *Associate Professor*
Suzyn Ornstein, *Professor*
Charles J. Shelley, *Assistant Professor*
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Marketing

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As we count down to Suffolk's centennial anniversary, it is with pride that we look back at snapshots of the University's first 100 years.

CELEBRATING 100 YEARS 1906–2006

What is now known as Suffolk Business School, the Sawyer School of Management, began in 1937 as The College of Business Administration. Only two business courses were available that first year: Accounting and Introductory Business Administration. The first business courses met in the University Building at 20 Derne Street, moving to 45–47 Mount Vernon Street (top) in the early 1970s. The Mount Vernon Building had offered temporary relief from a rising overcrowding problem; however, by the late 1970s, larger facilities were needed. The School of Management's transfer in 1981 to the 12-story Frank Sawyer Building (bottom), now the Business School's headquarters, not only alleviated the space problem; it also provided greatly improved conditions for students, faculty members, and administrators.

Information taken from A History of Suffolk University, 1906 to 1996, by David L. Robbins (1996).



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