

# Suffolk *Business*

Suffolk University | Sawyer School of Management

Spring 2004



*The Spirit* of Global  
Innovation

## | 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.*

**T**he ability to embrace change is essential to success in any profession.

Organizations and people today must be aware of external influences affecting their business and react to these changes or be left behind. They must also be open to new ways of thinking, and new approaches to product development or services.

At Suffolk's business school, we adopted a new mission statement in March. This new mission, highlighted above, incorporates our new global vision and reflects recent changes in business thinking. Throughout the year, a faculty task force met to enhance the Executive MBA curriculum. A similar task force also examined the undergraduate entrepreneurship curriculum.

Students at the business school learn to be open to the many different approaches to problem solving—they think outside the box and come up with creative solutions to solving issues in a complex global environment.

Consistent with our commitment to lifelong learning, this issue of the Suffolk Business Alumni Magazine is dedicated to innovation and globalization. Each aspect of the magazine discusses or focuses on innovation.

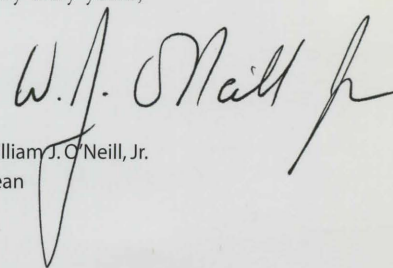
We begin with three articles written by members of the Sawyer School faculty. Professor Robert DeFillippi's article, *The Spirit of Global Innovation*, takes a look at how organizations can lose their competitiveness when they lose their innovative spirit. Professor Ruth Ann Bramson's article, *What Is Happening to American Democracy*, provides insight into how public administrators can strengthen civic engagement. Finally, Lin Guo's article, *Integrating China into Global Financial Markets*, discusses China's newfound acceptance into the global marketplace and what this acceptance means to the Chinese economy and financial markets.

In this issue we've profiled seven alumni innovators and expanded the Alumni News section to give you a better glimpse of some of the many new networking opportunities in the Boston, Cape Cod, South Shore, and

Metro West Alumni Chapters. Please remember to set aside Suffolk's Alumni Reunion Weekend, June 11–13, for classes ending in 4s and 9s on your calendars.

I hope you enjoy this issue. I would like to hear your thoughts and feedback on items included in this issue and on items you would like to see in the next issue. Post your feedback on the alumni section of the Sawyer School's Web site at [www.sawyer.suffolk.edu](http://www.sawyer.suffolk.edu). I look forward to seeing you at one of our many alumni events during the year.

Very truly yours,



William J. O'Neill, Jr.  
Dean



**Preparing Successful Global Business Leaders**

Suffolk Business/Sawyer School of Management

# Suffolk Business

Suffolk University | Sawyer School of Management

Suffolk Business

Spring 2004

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# The Figures

## Strength in Numbers

### Alumni

There are over 16,026 Sawyer School alumni worldwide.

## SSOM Enrollment Trends

### UNDERGRADUATE

#### Campus Breakdown

Boston, MA	1,358
Cape Cod, MA	92
Franklin, MA	57
Madrid, Spain	19
Dakar, Senegal	68
<b>Total</b>	<b>1,594</b>

#### Undergraduate Profile

<b>Female</b>	46%
<b>Male</b>	54%
<b>Massachusetts Residents</b>	69%
<b>Out-of-State</b>	11%
<b>International</b>	20%
<b>Receiving Financial Aid</b>	76%

#### BSBA Major Breakdown

<b>Management</b>	30%
<b>Finance</b>	18%
<b>Accounting</b>	15%
<b>Marketing</b>	15%
<b>International Business</b>	10%
<b>Interdisciplinary Studies</b>	9%
<b>Entrepreneurship</b>	3%
<b>Public Administration</b>	1%

### GRADUATE

#### Campus Breakdown

Boston, MA	1,068
Cape Cod, MA	64
Franklin, MA	52
North Andover, MA	104
Online	56
<b>Total</b>	<b>1,344</b>

#### Graduate Profile

<b>Female</b>	47%
<b>Male</b>	53%
<b>Full-time</b>	18%
<b>Part-time</b>	82%
<b>International</b>	11%
<b>Receiving Financial Aid</b>	54%

*(full-time only)*

#### Graduate Major Breakdown

<b>MBA</b>	62%
<b>Public Administration/ Health Administration</b> <i>(MHA/MPA)</i>	20%
<b>Finance</b> <i>(MSF/MSFSB, MSA, MST)</i>	18%

## Top 10 Foreign Countries Sending Students to Suffolk

Bahrain	Japan	Turkey
China	Korea	Venezuela
Colombia	Saudi Arabia	
India	Taiwan	

## 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](http://www.suffolk.edu/internationalalumni).

## Placement Success

### Domestic Employers (2002 partial list)

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

### International Employers (2002 partial list)

United Bank for Africa  
McKinsey & Company–Austria  
Bangladesh Bank  
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

## SUFFOLK BUSINESS GOES GLOBAL

“Every successful business is either global or will be global,” said Shahriar Khaksari, Suffolk’s dean of international business programs. It is this fact that drove the launch this past fall of the Sawyer School’s new Global MBA, an innovative degree program designed to prepare global business leaders.

Under the leadership of Khaksari, an interdisciplinary group of business school faculty members developed an entirely new curriculum for the Global MBA. The program is offered full-time and part-time and includes globally focused coursework, an in-depth study of the student’s choice of International Finance or International Marketing, and real-world international study and work experiences.

“Effective managers must have the know-how and ability to forge global strategies and appreciate cultural and political differences,” said Khaksari. “They must have a keen understanding of how culture can shape business decisions. Suffolk’s Global MBA is designed to provide individuals with the knowledge, skills and experiences they need to effectively manage, compete and succeed in global business. We prepare men and women to lead successful businesses.”

The core Global MBA curriculum enables students to build a solid knowledge base in key functional areas of business and continuously challenges them to apply their knowledge across cultures. After 12 months of academic coursework, students spend the last three months of the full-time program earning credits as they work in a business environment outside their home country. Global MBA students may intern in a variety of industries, including consumer products, e-commerce, economic development, energy, finance, industrial manufacturing, pharmaceutical, professional service, high technology, telecommunications or travel. Employers may include start-ups, joint ventures or global corporations.

Business schools around the world have implemented international alliances and courses that bring real-world global business issues into the classroom in response to an increasing need for effective global business managers. Committed to establishing itself as a cutting-edge, globally focused academic institution, the Sawyer School created an Office of International Business Programs, headed by Khaksari in 2002. The launch of the Global MBA is just one piece of a larger plan. New initiatives include globalization and enhancement of the undergraduate and graduate curricula, the creation of increased strategic alliances with overseas universities and multinational corporations, and expansion of students’ global internship and employment opportunities.

On the undergraduate side, this past fall, Dean O’Neill named Professor C. Gopinath director of the global business program (formerly known as international business). First on Gopinath’s agenda was to evaluate the quality of the program. “The first important change we made was to require all global business majors to have a minor,” said Gopinath. “Most people enter an organization through a functional area, like marketing or accounting. For our students to be competitive, it’s not enough to just major in international business.”

Gopinath is excited about other undergraduate initiatives, such as the student-run International Business Club and increased international travel seminars for undergraduates. “This spring we have a group going to Prague, and in the summer we’ll offer four business courses on our Madrid Campus,” he said. O’Neill added, “These new initiatives solidify our commitment to global business education.” •

## International Study Program

Undergraduate and graduate students can now expand their view of the world by participating in the International Study Program. The program supplements students’ study of global business and enriches their overall academic experience. International Travel Courses are at the center of the program.

Organized by Professor Teresa Nelson, as part of the international business program, international travel courses for 2004 include visits to the Czech Republic, Chile, China, England, India, Belgium, the Netherlands and Luxembourg.

Each travel course includes classroom time in Boston studying the culture and economy of the country to be visited; a seven to 10 day visit to the country; and a follow-up class and paper upon return. Students participating attend lectures at a host institution, visit corporations, and cultural sites.

The schedule for 2004 includes:

### Undergraduate

**Business in the European Union: Prague**  
*Courses offered at Suffolk’s Madrid Campus*  
 Global Services Marketing  
 International Marketing  
 Introduction to International Business  
 Business in the European Union

### Graduate

Operations Benelux  
 (Belgium, Netherlands, Luxembourg)  
 Financial Markets of London  
 Business in China  
 Doing Business in South America: Chile  
 Business in Bangalore, India

For course specifics, visit:  
[www.suffolkssom.org/travel](http://www.suffolkssom.org/travel). •

## SUFFOLK ACCOLADES

Suffolk's Sawyer School of Management was selected for inclusion in the 2005 edition of *The Best Business Schools* published by the Princeton Review.

This is a student-driven publication that gives prospective business students an insider's view into the best MBA programs in the US.

NAFSA: Association of International Educators has selected Suffolk University to receive an award for its international programs. Suffolk is one of eight institutions to receive this award. •

## Students Get Down to Business

Chopping onions, busing tables and mixing drinks were all part of Suffolk's undergraduate business curriculum last year—at least for a few select students. As part of an educational collaboration with small-business advisers and owners from Lawrence, Massachusetts, a group of ten undergraduate business students got a hands-on lesson in what it's like to run a small business.

Sponsored by Lawrence's Center for Entrepreneurship and Business Development, the program allowed students to get involved at every level—providing manual labor, technical advice, product pricing and small-business plans.

One of the businesses that benefited was the Bali Tropical Café. Owner Carlos Veras was very enthusiastic about the program, even before he met the students. "They [the students] are going to know everything they can about the restaurant. Everything I know. Then I'm going to take opinions from them," he said. The students helped Veras with advertising, telemarketing and payroll.

The majority of the students involved in the Lawrence project were Griffin Honors Society scholars (all averaging a GPA of at least 3.3). Lee Kulas, adjunct professor at Suffolk and one-year executive director of Lawrence's Center for Entrepreneurship and Business Development, initiated the project. •



(L to R) Professor Lee Kulas; Paula Castilo, BSBA '04 (Marketing); Lenka Schmitzova, BSBA '04 (Management) and Philip Wang, BSBA '04 (Finance) are pictured in front of the Center for Entrepreneurship and Business Development in Lawrence.

## WorldBoston Alliance Formed

The Sawyer School and WorldBoston have teamed up to bring high-profile global business leaders to the Boston community. The WorldBoston/Suffolk University Global Leadership Series is a forum for discussion on business trends and how they impact the world economy.

His Excellency Karim Tawfiq Kwar, US Ambassador to Jordan, was the series' first featured speaker. Approximately 60 people attended the event on November 14 at Suffolk's Sargent Hall. Kwar was raised in Amman, Jordan, and is credited with launching the IT industry in Jordan. He became ambassador in 2002.

The Suffolk/WorldBoston connection came about through Michael Barretti, director of executive education and lifelong learning, who also is a member of the WorldBoston board of directors. Established in 1961, WorldBoston is a source for global engagement in the Boston area, providing a better understanding of the complex forces that shape social, economic and political activities around the world. For information on upcoming events, contact the executive programs office at (617) 573-8660. •



(L to R) Mike Barretti; US Ambassador Karim Kwar; Brandie Conforti, executive director, WorldBoston; and Suffolk's Dean of International Business Programs Shahriar Khaksari

## Suffolk Hosts New England Business School Deans

Business school deans from across New England gathered this past October on Cape Cod to attend the annual meeting of the Association for New England Business School Deans.

Sawyer School Associate Deans Susan C. Atherton and Richard Torrisi organized the program. Topics of discussion included new AACSB International accreditation standards, branding for business schools and empowering faculty leadership. Speakers included John Fernandes, president/CEO of AACSB International, and Jerry Trapnell, dean of Clemson University and immediate past chair of the AACSB International board. •

### Suffolk MBAs get the EDGE

According to a survey published recently in the *Wall Street Journal's Guide to the Top Business Schools*, communication, strong interpersonal skills and the ability to work well with others in teams rated highest among the skills recruiters seek when interviewing business school graduates.

The Suffolk MBA EDGE (Empowerment, Diversity, Globalization, Excellence) Program is the professional development component that complements the Suffolk MBA curriculum. Meeting throughout the academic year, students gain the competitive advantage needed to succeed in today's dynamic marketplace. They develop their professional image by increasing their communication and leadership skills in this unique program.

The first MBA EDGE session relates new product development directly to entering MBAs. Led by Michael Barretti, director of executive education and lifelong learning, students form teams to develop and test a new product—a protector for an egg. Barretti's lecture, discussion and hands-on exercises motivate students to picture themselves as a product in the development stage. Students also interact with faculty and department chairs, learning about electives and specializations they can choose to pursue in their MBA.

Networking opportunities throughout the day introduce students to each other, to Sawyer School faculty, and to deans and administrators. While the day provides much valuable information, it's also a time to socialize, design a "career path" apron, eat lunch on the Boston Common and compete with faculty and deans in the annual MBA water balloon toss!

Other Suffolk MBA EDGE sessions address interview skills, writing the perfect résumé, corporate presentation skills, dressing for success and career development issues.

The EDGE luncheon series gives students the opportunity to meet informally with corporate executives. Students learn firsthand what it takes to make it to the executive level. This fall, students met with a leading healthcare CEO, a CFO, and a marketing executive.

It all comes together at the end of the year in an all-day business etiquette session. Students receive formal coaching in an Art of Networking/Executive Power Lunch. Students learn proper dining techniques for a business lunch, how to "work a room" and how to gain the competitive edge in a business social setting. •

### New Tracks Prepare Students for Careers in Financial Planning

Aspiring financial planners can get on the fast track at the Sawyer School of Management. The finance department has added two new options for those pursuing financial planning careers: a certificate in financial planning and a certified financial planner track within the undergraduate finance major.

Each option offers a valuable opportunity for students to enhance their knowledge of financial planning. Students can take courses in Personal Financial Planning, Estate Planning, Taxation, General Insurance, Retirement Planning and Principles of Investments. Upon completion of either program, students are entitled to take the CFP exam administered by the CFP Board, which is the first step in the CFP certification process. For more information, contact the finance department at (617) 573-8396. •



Professor Michael Barretti (L) with a group of MBA EDGE participants.

### Bloomberg Comes to Suffolk

What does the business school have in common with the Federal Reserve Bank and the Vatican? They all use a Bloomberg terminal to access the latest financial and business information.

This past fall, Suffolk business students and faculty gained access to a Bloomberg terminal thanks to the generosity of two Suffolk donors. The terminals are located in the computer lab on the fifth floor of the Sawyer Building.

"With a Bloomberg terminal, we have instantaneous access to real-time financial data, including stock prices, government and corporate bond prices, exchange rates and prices of derivatives," says Professor Ki C. Han, chair of the finance department. "Another great aspect is that the terminal comes with a lot of valuable services, including the Product Certification program, which all of our students can take advantage of."

The Bloomberg site, [www.bloomberg.com](http://www.bloomberg.com), is one of the top five most visited sites in the United States for financial news, data and analysis. •

### MBA Students Serve as Consultants for Change

A new elective offers MBA students the opportunity to collaborate with local for-profit and non-profit organizations to diagnose a change dilemma faced by these organizations. Professor Regina O'Neill developed MGOB 900 Managing Organizational Development and Change to help graduate students develop valuable change management and consulting competencies through community outreach and consulting projects. Students are working with such organizations as the Gillette Company, South Shore Elder Services, John Hancock Financial Services, MassMentoring Partnership, Summerbridge Cambridge, Oxfam and United South End Settlements. •

# Faculty Update

## Faculty Promotions and Appointments

**Ross Fuerman** was awarded tenure with promotion to associate professor of accounting.

**Lin Guo** was awarded tenure with promotion to associate professor of finance.

**Kevin Krauss** was named clinical assistant professor of management/coordinator of entrepreneurial programs and director of Suffolk's graduate programs at Merrimack College.

**Gregory Markham** was named instructor of finance.

**Sandy Matava** was appointed clinical assistant professor of public management and director of the Center for Public Management.

**Donald May** was named instructor of accounting.

**Teresa Nelson** was awarded tenure with promotion to associate professor of management.

**Suzyn Ornstein** was promoted to professor of management.

**Lewis Shaw** was awarded tenure with promotion to associate professor of accounting.

**Douglas Snow** was named chair of the Public Management Department.

## Faculty Publications

**Mai Datta** co-authored "Executive compensation structure and corporate equity financing decisions," published in the *Journal of Business* and "Convertible Bond Calls: Resolution of the Information Content Puzzle," published in the *Journal of Financial Intermediation*.

**Nick Dedeker** authored "Dimensions of Service Quality: An Interactions-Centered Approach," in *International Journal Managing Service Quality*, and "Building Quality into Information Supply Chains: Robust Information Supply Chains (RISC)," in the *AMCIS Monograph on Information Quality*. Dedeker and **Beverly Kahn** published, "Model-based Quality Evaluation: A Comparison of Internet Classifieds Operated by Newspapers and Non-Newspaper Firms," in the *AMCIS Monograph on Information Quality*.

**Ross Fuerman's** research on the performance of accounting firms was the subject of an article in *BusinessWeek*, October 28, 2002. Fuerman's controversial study ranked major auditing firms on how much risk they represent to the companies, boards and investors who rely on their work. His goal is to track and publicize auditors' performance so that they can improve.

**Jerry Gianakis** co-authored "Procuring Expertise: The Case of Water Rate Consultants," published in the *Journal of Public Procurement*.

**C. Gopinath** authored "Pitfalls in Implementing Corporate Strategy" in the *Journal of Business Strategy*.

**Ki Han**, co-authored "Contagion Effects: Evidence from the Asian Crisis," published in the *International Journal of Finance*. He also co-authored "Mexican Peso Crisis and its Spillover Effects to Emerging Market Debt," in the *Emerging Market Reviews*.

**Charles Mambula** published "Acts of Entrepreneurial Creativity for Business Growth and Survival," in a special issue of the *International Journal for Social Economics*.

**Daniel Sankowsky** published "Problem-Based Learning: A Modified Approach for Introductory Management Science," in the *Southwestern Business Administration Journal*.

**Lewis Shaw** co-authored "Surf City, Quickbooks Pro 2003 Accounting Information System Analysis and Design," in the *AIS Section Compendium for Cases and Classroom (C3) Tools* supplement to *Journal of Information Systems*. He also authored, "The Relationship of Accounting Majors' Cognitive Style and Technological Proficiency: Are Students Prepared to Enter an Increasingly Knowledge-Based Profession?" in the *Review of Business Information Systems*.

**Doug Snow**, co-authored "Budgeting by Negotiation in Illinois," in *Budgeting in the States: Institutions, Processes and Policies*, Edward J. Clynych and Thomas P. Lauth, eds, (Greenwood).

## Faculty Awards

### Excellence in Teaching: Associate Professor of Accounting and Academic Director of the MST Program James Angelini.

Angelini teaches tax and accounting courses to a large audience of undergraduates, MBA and MST students, both online and on site. He also developed a number of new courses that have met the varying needs of students and programs designed and taught the online version of TAX 801: Issues in Federal Taxation, among other achievements.



Associate Dean Richard Torrisi and Associate Professor James Angelini.

### Excellence in Research: Assistant Professor of Public Management Ruth Ann Bramson.

Bramson's research focuses on issues of change management, civic engagement, deliberation in public policy and ethical leadership. Her major publications include "Strategies for Engaging the Community in Productive Public Conversations about Immigration Issues," co-authored with M. Leighninger and published in the *Journal of Economic Development*; and "Group Methods for Whole System Change in Public Organizations and Communities: An Overview," published in the *Public Organization Review* and co-authored with T. Buss.

### Excellence in Service: The Global MBA Team

An interdisciplinary faculty team at the origin of the creation of the Global MBA program. Members of the Global MBA team include, Associate Professor of Marketing Nizamettin Aydin, Clinical Assistant Professor of Marketing Michael Barretti, Business Law and Ethics Associate Professor Mark Blodgett, Associate Professor of Finance Mai Datta, Professor of Management Robert DeFillippi, Assistant Professor of Management Christian DeLaunay, Associate Professor of Management C. Gopinath, Professor of Information



Systems and Operations Management Denis Lee, Professor of Accounting Morris McInnes, Associate Professor of Management Teresa Nelson, Associate Professor of Public Management Douglas Snow and Associate Professor of Management Alberto Zanzi.

This year a new faculty award, the **Global Business Education Award**, was established. The Global Business Education Award is given to individuals committed to the development of global business and was presented to Associate Professor of Management Teresa Nelson. Nelson, whose areas of expertise include international business and strategic management, has been at the forefront of Suffolk's opening to global business. She has organized a number of trips and seminars with Suffolk students and exposed the Suffolk community to various aspects of globalization.

### Faculty Presentations at Conferences

**Robert DeFillippi** presented "US Academics Teaching Abroad" at the Professional Development Workshop presentation on "Short-Term International Assignments" at the Academy of Management, Seattle, WA. Also, he presented, "Knowledge Work, the Knowledge Diamond and its Enacted Knowledge Space," at the 19th Colloquium of European Group for Organization Studies (EGOS), Copenhagen, Denmark.

**Colette Dumas** presented "The Present Moment is the Perfect Teacher: How Mediation Can Inform our Teaching," at the 30th Organization Behavior Teaching Conference, Springfield, MA.

**C. Gopinath** presented "Strategic Issues," at the SRM Institute of Management Studies, Kattankulathur, India. Also he gave a lecture on "Indigenous Management," at the Rajaji Centre for Public Affairs and YMIA, Chennai, India.

**Laurie Levesque** presented "Teaching Boot Camp 101" and "Teaching Boot Camp 102" at a Professional Development Workshop at the Academy of Management Annual Conference, Seattle, WA.

**Teresa Nelson** presented "The Comparative Participation of Women as Governance Leaders Across Economic Sectors: Is the Promise of Entrepreneurship Fulfilled?" at the Annual Babson-Kauffman Entrepreneurship Research Conference, Boston, MA.

**Tracey Noga** presented "Behavioral Determinants of Students' Intention in Participating in Teaching Evaluations" and "Evaluating Statistical Methodologies in a Taxpayer Elasticity Context" at the American Accounting Association Annual Meeting.

### Faculty Leadership Roles in Professional Associations

**Robert DeFillippi**, was appointed to the editorial board of the *Organization Management Journal* (Sponsor Eastern Academy of Management). Also, he was appointed liaison for project-based learning, Management Education Division, Academy of Management, for a three-year term of office.

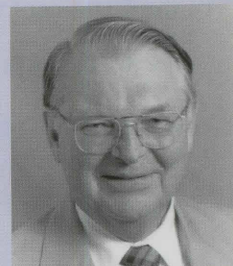
**Colette Dumas** joined the newly established Practice-Oriented Education Research Network organized by the Knowles Chair, Northeastern University. The network studies methods of learning that integrate experience in the world with experience in the classroom (called practice-oriented education). Its research will focus on practice-oriented education's critical success factors and outcomes.

**Jerry Gianakis** was elected to the executive council of MassASPA, the local chapter of the American Society for Public Administration. Also he was invited to serve on the management team of the incoming president of that national organization.

### In Memoriam

#### William Lee Sutherland, BSBA '59, MEd '75

Retired Professor of Management William Lee Sutherland died on September 2, 2003, in Billerica, MA. He was 71.



Sutherland served for 32 years on the Sawyer School faculty, where he taught the management principles course. He was the faculty recording secretary and adviser to the American Management Association.

Sutherland is survived by his wife of 45 years, Maria (Anatos); two sons, Drs. William Sutherland and Phillip Sutherland; his daughter, Dr. Sandra Sutherland; and seven grandchildren.


Sutherland's sons, William and Phillip, earned their undergraduate degrees from Suffolk's College of Arts and Sciences, and his daughter, Sandra, earned her BSBA and MBA from Suffolk's business school. Sandra's husband, Habib Rahman earned his JD from Suffolk Law School and was a part-time accounting instructor at the Sawyer School.

**David Pfeiffer**, retired professor and former chair of the Public Management Department, died in his home on Hawaii on December 17, 2003.

An internationally renowned scholar and author in the field of disability studies, Pfeiffer taught public administration and disability issues to Suffolk students from 1974 to 1994. Most recently, he was the Resident Scholar at the Center on Disability Studies at the University of Hawaii at Manoa.

One of Pfeiffer's last professional pursuits was the establishment of a new journal in the field of disability studies, titled the *Review of Disability Studies (RDS): An International Journal*. He was serving as lead editor for the new journal and wrote an introductory paper for the first issue published in January 2004.

Pfeiffer is survived by his wife, Barbara, two daughters, and a grandson.



**Why are only 10 percent of Fortune 500 companies from 25 years ago successful today? What happened to the 90 percent that did not make the list? Part of the answer lies in the fact that these companies lost their innovative spirit—the very same spirit that originally contributed to their success.**

# The *Spirit* of Global Innovation

**by Robert DeFillippi**

Professor of Management

**W**hy do companies that once achieved global market leadership through innovative products and services unwittingly condemn themselves to eventual decline? One needs only to look at the Boston corporate landscape of the past 20 years to see examples of this paradox. Why have DEC (Digital Electronic Corporation), Lotus and countless other previously dominant high-technology companies disappeared? Paradoxically, these firms were generously endowed with all the intellectual and technological resources needed to continue their global market leadership. So, why couldn't these firms leverage their resources?

The study of the management of innovation provides several insightful answers to these questions. First, companies that are successful innovators typically develop close relationships with their current customers and become beholden to them for current and future profits and revenue growth. By satisfying demands of current customers, these same companies often blind themselves to the innovative possibilities for creating future value for new customers in markets they may not be currently serving.

# Can companies reclaim the spirit of innovation?

To survive in today's dynamic global economy, they must.

Clay Christensen, author of the *Innovator's Dilemma* (Harvard Business School Press, 2000) describes such innovations as disruptive innovations. He suggests that they are most likely to be commercialized in non-mainstream markets which are not completely satisfied by current product offerings. Such markets are frequently found outside the scope of the company's business forecasts and, if they are identified, often carry unacceptably high market risk combined with unacceptably low revenue growth and profit potential to attract corporate support. As a result, corporate investment in proposed "disruptive innovations" lag. Additionally, the best and brightest people who champion these ideas grow disenchanted. Eventually, the more entrepreneurially minded of these innovators either leave to start new companies or join rival companies more sympathetic to their new ideas. In either case, the old company has lost not only the idea of the moment but, perhaps more importantly, some of its most entrepreneurial talent.

History seems to suggest that companies lose their way when they lose the very spirit of innovation that originally contributed to their success. The spirit of innovation for a global economy means that a company must be willing to scan the globe for best practices and innovative product, service and business model concepts. Innovation must not only be internally developed but also discovered and acquired from external sources. Henry Chesbrough, author of *Open Innovation* (Harvard Business School Press, 2003), suggests that companies today need to develop open systems of innovation, where companies are engaged in harnessing external ideas from worldwide sources while at the same time utilizing its in-house innovative capabilities to bring new ideas to the marketplace through a variety of pathways. This may take the form of spin-off ventures, strategic alliances or the licensing of their intellectual property to others better able to commercialize their innovative technologies and processes.

My own research suggests that much innovation today occurs in virtually organized innovation networks through which innovation is collaboratively developed by its participants and the economic value captured and appropriated among network participants through reciprocally negotiated agreements. As the complexity, costs and risk of innovative global product or service offerings increase, the

spirit of innovation must extend beyond the boundaries of any single firm and embrace each participating player in such collaborative knowledge networks. Fortunately, advances in internet and communications technology are reducing the requirements for physical co-location of people in innovative collaborations. However, geographically separate innovative partners still need to share a similar spirit of innovation, a similar commitment to innovative practice and inter-relating that can make creative collaboration work at a distance. These skills of virtual collaboration are among the most important new skill sets of today's business students, whose future innovative work will often arise in collaborative networks of geographically dispersed business units.

MBA students examine best (and sometimes worst) innovation practices of firms in a wide range of industries in the Management of Technology and Innovation course that I teach. In this course, MBA students engage in field research, where they examine the types of disruptive innovations currently impacting the global economy and analyze the likely impact of these innovations on current and future market leadership and on industry practices. Additionally, MBAs examine companies engaged in more open models of innovation and analyze their practices for discovering, accessing and commercializing external sources of innovation.

*Robert DeFillippi specializes in understanding how the new economy is creating opportunities for project based models of organizing careers, enterprises and learning communities. He is developing a course on Knowledge Management based on his forthcoming co-authored book Knowledge at Work (Blackwell Press) which elaborates on creating and capturing value from collaborative innovation. He is also developing a course on innovation and international competitiveness that will examine how specific types of industry innovations flourish in different international settings and provide those country-specific players unique global competitive advantage.*

*DeFillippi is executive officer of the International Academy of Management professional society, where he is past chair for the division on Management Education and Development. He holds a master's degree and a doctoral degree in Organizational Studies from Yale University and a master's degree in social work from the University of Maryland. He recently won an international competition to study at one of the leading centers of innovation in the UK.*

## Spirit of Innovation Series

Professor DeFillippi has developed a Spirit of Innovation speakers program and executive workshop for alumni and business practitioners. The first workshop was held on November 6 at the Marriott Hotel in Burlington. The event was co-sponsored by SRI International, an international leader in research and technology development.

An increasing number of organizations are focusing on innovation as a means to create value. Silicon-Valley based SRI (Stanford Research Institute) International, founded in 1946, is expert at maximizing value through innovation. Its experts have defined a systematic process for generating high customer value for organizations and meeting the strategic needs of their clients. Dr. Leonard Polizzotto, Vice-President of Business Development and Marketing for SRI International led the 4-hour interactive workshop. The workshop touched upon SRI's best practices for creating high-impact value for customers from successful technology and product ideas.

## Creative Sparks: Igniting Innovation through Theory and Practice

The second workshop was sponsored by Suffolk's Metro West Alumni Chapter on April 22. Professor DeFillippi was joined by Sushil Bhatia, EMBA '79, at the Concord Colonial Inn.

An author, entrepreneur, and inventor, Bhatia earned his PhD in polymer chemistry from the University of Liege in Belgium. He is president/CEO of JMD Manufacturing.

# What is happening to American



**by Ruth Ann Bramson**

Assistant Professor of  
Public Management

**M**any analysts, academics and thoughtful citizens are worried about the health of our civic life in the United States.

Voting rates have dropped about 25 percent since the 1960s, and the proportion of people who tell pollsters that they “trust the federal government to do what is right” has fallen from three-quarters in the early 1960s to less than a third at the turn of the twenty-first century. In his book, *Bowling Alone*, Robert Putnam points to a decline in institutions such as clubs, professional groups, neighborhood organizations and other forms of communal and associational life in America.

Concern about declining levels of civic engagement has led many observers to advocate reforms designed to strengthen associations, and foundation dollars are flowing to voluntary groups for community building. This is important work—strong civic organizations are essential to a healthy democracy. But the most important breakthroughs in the effort to strengthen civic life in the United States, I believe, will come from changing the way the institutional paradigm works in government, especially local government, and from public managers who view themselves as catalysts and facilitators of civic engagement.

Engagement means that the people who are involved in a problem have a responsibility, working with others of differing views, to try to devise a solution that will work and that will be accepted by most of those affected. William Ruckelshaus described this approach well in a 1996 lecture when he presented several instances in which public administrators stepped back from their accustomed roles and served as facilitators and supports while citizens directly affected by an environmental problem hammered out solutions. Ruckelshaus said, “Historically, public administration has prided itself on its ability to apply the tools of rationality to complex problems. In the future, many decisions will, rather, emerge from group processes. The role of the public administrator will be largely to foster the process and make sure that it has technical support...”

# Democracy?

If public administration is to be a key element in strengthening civic life in America, how can we make it happen? The research on civic engagement specifies requisite characteristics of democratic self government for a strong civil society. The first essential feature is ongoing public dialogue on significant community issues in which any individual or group may participate. The second requisite is to nurture the organizations and forums that provide spaces for public conversations. City council and school board chambers, legislative halls and other official forums are essential for the conduct of formal government business. But such settings do not provide an environment conducive to sharing personal stories or listening to and learning from others about community problems.

The third requirement for civic engagement concerns political and administrative culture. In our governmental system of partisan politics, regulations and hierarchical bureaucracies, problems typically are framed in political terms, and they rapidly become the subject of legislation. Once laws are passed, issues are moved to the turf of government agencies to be "solved." When it becomes evident that public administration cannot solve many of our most pressing public problems, the bureaucracy becomes the object of political scorn. Candidates for public office find that criticism of government is often effective politics. But such criticism does little to solve

public problems and results in citizens who question the legitimacy of our political and administrative institutions. An alternative is a system whereby citizens engage more directly in democratic self governance.

Fourth, historically, public administration has emphasized expert professionalism. Now, in order to strengthen community a shift is needed to a facilitative or catalytic role. The same is true for other professions, such as law, medicine or education. In these fields, appropriate practice now must include not only content expertise but also engaging the community. This means both providing expertise and developing processes whereby the community can deliberate on its problems and collaborate to resolve them.

If these are civic engagement imperatives, how can we make them happen? Many organizational reform efforts are based on a "best practices" approach of importing the innovations of others. In civic engagement reform, however, the primary objective is not to emulate the innovations of others, but rather to push issues back to the community and foster public deliberation through which a community can define and interpret its problems and determine how and by whom problems should be addressed. In addition to learning from the best practices of others, creative community problem solving requires "best processes." It involves means by which individuals and groups can take ownership of problems by framing them

in terms that are meaningful to community members, explore common ground as well as differences and dialogue about whether and how to act together. The process involves identifying public assets, bringing people together to address the problem, identifying alternative approaches, creating conditions for public action, and deciding on the criteria by which to evaluate actions publicly.

If public administrators, who are part of the authority, lawmaking and procedural system, understand and value these community best processes they can adapt our governmental system to the features of a strong civil society. Can public administration rise to this challenge? I sincerely hope so. The future of our democracy might well depend on it.

*From designing and facilitating community planning processes to developing training on leadership and community problem solving, Ruth Ann Bramson's expertise is helping organizations in transition. Her current focus involves building community-based knowledge and skills for deliberative dialogue on public issues. Bramson's background includes positions in local government, media, nonprofit consulting, and political campaign management as well as extensive voluntary community involvement.*

*At Suffolk she teaches courses in effective government, leadership and community and civic engagement. She holds a master's in public administration from Harvard University's JFK School of Government and a doctorate from the Union Institute.*

## **Suffolk's Public Administration**

**Department** began offering a Master's in Public Administration degree in Community Leadership and Public Engagement in fall 2003. It is the first such program in the country. The courses in the program provide graduates with the specialized knowledge and skills to reinvigorate civic life and lead participatory public processes. Students in this new degree program take four required courses: The Community and Citizen Empowerment course focuses on the theory and methods of community organizing and community building. The Civic Innovation and Effective Governance course examines a variety of civic innovations that

attempt to reap the benefits of citizen and public engagement. Public Involvement Strategies and Facilitation Methods is a skill-based course grounded in group theory. Also, students in this program take a course in either alternative dispute resolution or negotiation. As a program capstone, students complete an internship or practicum assignment that involves working on real community problems—learning by doing.

In addition, a new course has been added to the required core for all MPA graduates. Leadership Strategies for an Interconnected World explores the challenges facing public leaders who need to

bring together diverse individuals and groups from multiple institutions, sectors and jurisdictions and work together toward solutions.

The courses in this program will be of value not only to public sector practitioners, but also to managers in non-profit and private sector organizations who need access to people with the advanced knowledge, specialized skills and experience to engage multiple stakeholders in collaborative problem solving and to guide others in doing so. The courses in this new program are designed to prepare Sawyer School graduates to do this important work.

# INTEGRATING CHINA

## into Global Financial Markets



by **Lin Guo**

Associate Professor  
of Finance

According to a poll of forecasters published by *The Economist* on January 29, 2004, China is once again expected to be the fastest sprinter among 25 emerging economies, with a projected GDP growth rate of 8.5 percent in 2004. This is after the country's GDP had grown at an average annual rate of nearly 9 percent for the past two decades. Using GDP figures converted at purchasing-power parity, the Bank Credit Analyst, a Canadian research firm, estimates that the United States accounted for 20 percent of global growth from 1995 to 2002, while China's share was 25 percent. The rest of emerging Asia contributed another 18 percent. China's accession to the World Trade Organization (WTO) in December 2001 showed the country's deepest new commitment to economic reform. China is now required to abide by the WTO's rules on free and fair trade and to open its financial markets to foreign competition.

As China increasingly is integrated into the world economy, the country's financial system is undergoing profound structural changes. Through more than two decades of reform and development since the country opened its markets to the outside world, China's financial sector now consists of a rich variety of financial-services firms, two stock exchanges and three centralized regulators overseeing banking, insurance and securities firms. The rapid rise of China's stock markets has been astounding. Until 1990 China had no stock market at all, and until 1993 no Chinese company was listed abroad. Nowadays, mainland China's two stock exchanges, the Shanghai and Shenzhen stock exchanges, have about 1,200 listings and a market capitalization of around \$500 billion. This makes China third in Asia, after Japan and Hong Kong, and numerous mainland Chinese companies have listed their shares in Hong Kong and foreign markets. The securities industry has grown rapidly since the early 1990s. There were 131 securities firms at the end of January 2004.

Yudong Hou, MSF '99, executive vice president of GF Northern Securities in China and author of *Wall Street Securities Practice*, has witnessed the growth of the industry firsthand. He estimates that his company's client assets increased by 25 percent, from 3.2 billion RMB to 3.9 billion RMB in 2003.

"Compared to its scale of economy and population, the Chinese securities market has great potential," says Hou. "Today there are 30 million stock and bond holders; this number could double or even triple in the next ten years."

However, danger lurks behind the dazzling growth of China's economy and financial markets. In the stock markets, the risk lies on the quality of the listed companies, of which more than 90 percent are state-owned enterprises (SOEs), and many have abysmal profitability, poor information disclosure and weak corporate governance. Most private firms have been denied access to the stock market. To ensure listed firms remain under state control, the government and SOEs own about two-thirds of all shares in the market, and these state shares and legal entity shares cannot be traded in the stock market. The illiquidity of these shares and the lack of incentive mechanisms and legal infrastructure to improve profitability of the SOEs distort the capital-allocation function of the stock market.

In the banking system, the pressing issue is the huge number of nonperforming loans on banks' books. China's financial system is largely bank-based, dominated by four state-owned

commercial banks. The "big four" banks account for about 60 percent of total deposit and loan volumes and hold about 50 percent of the overall financial assets of the country. The government estimates that 23 percent of the big four's loans are non-performing. However, most independent experts think the true figure is a third or more. All the big four banks are now technically insolvent by any economic measure. For years, these banks have been tools for government-directed lending to SOEs, and they cannot restore their solvency unless they can assess risk and price their products and services according to economic principles.

According to China's WTO agreement, the country must allow foreign banks to conduct corporate banking business in local currencies within two years after its WTO entry and to conduct retail banking with Chinese individuals five years after its WTO entry. The entry of foreign banks will erode the market share of many Chinese banks that lack capital, technology, skilled employees and competitive financial products. It is urgent for Chinese banks to deepen reforms and enhance their ability to meet the challenges.

On January 6, 2004, the Xinhua news agency announced that the Chinese state injected \$45 billion—one-tenth of its foreign-exchange reserves—into the country's two largest banks, the Bank of China and the China Construction Bank. "This is no doubt the most important banking reform in China's banking history," said Zhongyang Chen, a finance professor at Renmin University and a Fulbright scholar who visited the Sawyer School last year. "This capital injection will help the banks to clean up their nonperforming loans before their upcoming IPOs. The main purpose in selling the banks is to change their ownership structure and commercialize bank lending. The expectation is that banks with improved corporate governance will lend more productively and more prudently than what they are doing now." Let us hope that the pressures brought by foreign competition will speed up China's economic reforms and smooth the country's integration into the global financial markets.

*Lin Guo earned a bachelor of arts degree in international economics from Nankai University in the People's Republic of China and a doctorate in finance from Boston College. Her work is frequently published, and she has presented widely on issues concerning banking and international financial management. She is undergraduate program director for the finance department at Suffolk, where she has taught since 1996.*

"THIS IS  
NO DOUBT  
THE MOST  
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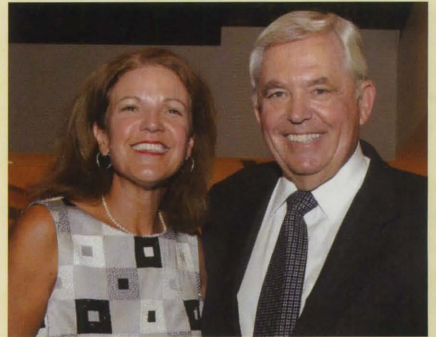
—Zhongyang Chen  
Finance Professor at  
Renmin University,  
Fulbright Scholar, Sawyer School  
of Management 2002–2003

## REGIONAL CHAPTER EVENTS

The Suffolk University Alumni Association hosted a series of fall events sponsored by regional alumni chapters. Chapters include the North Shore, South Shore, Boston, Metro West, Cape Cod and New York. Each chapter plans to sponsor two events annually to provide alumni with opportunities to network and reconnect.

South Shore Alumni gathered at the Light Keeper's Mansion in Cohasset and enjoyed an authentic clambake on September 10. Metro West alumni gathered on September 17 at the historic Wayside Inn in Sudbury for a hands-on cooking demonstration and discussion about the history of the inn. North Shore alumni were treated to an Australian wine tasting with a talk about historic Salem at the Hawthorne Hotel on September 24, while Boston alumni savored a decadent chocolate tasting at the Langham Hotel in Boston on October 1.

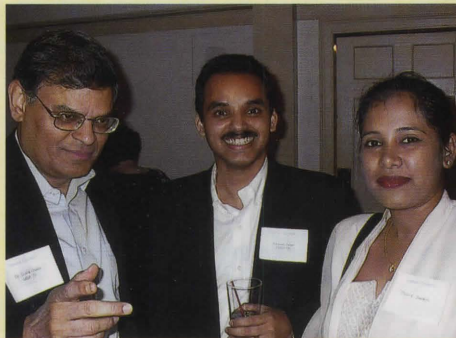
For more information about regional alumni chapters, please call Paula Prifti Weafer, at (617) 994-4231 or email [pweafer@suffolk.edu](mailto:pweafer@suffolk.edu). •



Pamela Scangas, BA '72, with President David J. Sargent at the Chocolate Tasting for Boston Chapter alumni.



(L to R) Mike Malaguia, MBA '99; Lisa Malaguia; Jodi Connors, BS '94, JD '97 and Lori Estano at the South Shore Alumni Chapter Clambake.



(L to R) Dr. Sushil Bhatia, EMBA '79; Sanjeeb Swain, EMBA '00; and Julie Swain at the Metro West Chapter event at the Wayside Inn.



(L to R) Kate Connor; Phillip Connor, MSF '94; Helen Lee, MBA '97; Ed Chin, MBA '97; and Linda Klein, MBA '74; at the Metrowest Chapter event at the Wayside Inn.

### Fifth Annual 5K Road Race Yields Biggest Numbers to Date!

Suffolk's Fifth Annual 5K Road Race saw a marked increase in participation this year, with 135 runners representing the entire Suffolk community. This annual run benefits the Suffolk University Alumni Leadership Scholarship Fund. "The Road Race Committee is pleased to organize such a wonderful event that is truly a University-wide effort," said event Co-chair Bill Fonte, BSBA '83, MBA '89. "We look forward to a bigger and better race next year." Mark your calendars for the 6th Annual 5k on September 19, 2004. •



### State Treasurer Speaks at MSF Reception

State Treasurer Timothy Cahill addressed MSF students and alumni at the Bay Tower Room on October 17. He spoke about the many challenges that face the Treasurer's Office in light of the state's poor economic health and the different ways in which he and his team are working to address them. •



(L to R) Dean William J. O'Neill, Jr., and Massachusetts State Treasurer Tim Cahill.



## CORPORATE AFFINITY PROGRAMS

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.



(L to R) Robert Keating; Kristen Harrington, BSBA '92; and Christopher Sullivan, director of the Annual Fund, Suffolk University; at the State Street Corporation event.

Alumni at **John Hancock** enjoyed an informative and entertaining discussion about baseball as a brand-building tool, featuring Steve August, John Hancock Major League Baseball consultant; Bob Montgomery, former Red Sox catcher and sports commentator; and Rich Gedman, former Red Sox catcher. The event was held at John Hancock on October 23.

**State Street Corporation** alumni attended an after-work reception at the Downtown Club on the 33rd Floor of the State Street tower to hear from Ned Riley, senior principal and chief financial strategist for State Street Global Advisors, on November 20.

Employees at **Fidelity** organized an after-work alumni reception at the Langham Hotel in Boston on December 3.

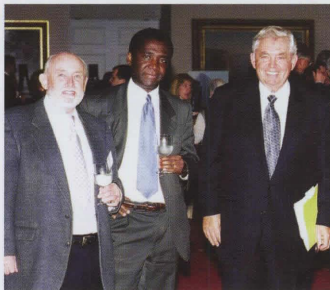
Dean William J. O'Neill, Jr., and alumni from **Citizens Bank** shared a holiday lunch at the Wyndham Boston Hotel on December 10. Luncheon conversation included news from the Sawyer School and O'Neill's vision for its future. •



(L to R) Angela Nunez, BSBA '82, MBA '87, APC '96; Michael Murray, BS '78; and Janice Dimania, MBA '92; at the John Hancock Corporate Affinity Reception.

### President's Reception ►

Fifty alumni and friends joined President David J. Sargent at the New York Historical Society in Manhattan on October 28. Sargent brought news from campus and announced the University's launch of the Centennial Scholarship Program and the need to bolster the endowment on behalf of scholarship aid. Similar receptions were held in San Francisco and Los Angeles in March. Alumni interested in learning more about the Centennial Scholarship Program should call Ann Peterson at (617) 305-1908. •



(L to R) Joseph J. Beard, JD '69; Joe Dodi, MBA '96; and President David J. Sargent.

### Managing and Leading in Troubled Times ▼

Guy Santagate, BSBA '62, currently the city manager for Claremont, New Hampshire, spoke to MPA students and alumni on October 20. Santagate shared insights drawn from his 35 years of combined managerial experience in the public and private sectors, at the National Bankcard Corporation, Chelsea Board of Assessors, State Street Bank, First United Foods, Chelsea Board of Alderman and the Chelsea Housing Authority. As city manager of Chelsea, Massachusetts, he engineered the nationally recognized rebirth of a distressed city. •



(L to R) Dean William J. O'Neill, Jr.; Guy Santagate, BSBA '62; Douglas Snow, chair of the MPA Department; and John Nucci, MPA '77.

### Washington, DC, Alumni Gather

On November 4, Washington, DC, alumni gathered at the Cosmos Club to hear Nique Fajors, BSBA '89, senior policy adviser for the Office of the Secretary at the US Department of Commerce in Washington, DC. •

**SAVE THE DATE!**  
**Reunion Weekend 2004**

June 11-13, 2004

Celebrating class years  
ending in 4 and 9.

## Upcoming Events 2004 / 2005

### May 2004

North Shore Alumni Chapter  
May 2  
Peabody Essex Museum  
Tour and Brunch  
Salem, MA

### Recent Alumni Night at the Rack May 27

Join alumni from class years  
1994–2003 for a night of mixing  
and mingling!  
Boston, MA

### June 2004

Reunion Weekend 2004  
Friday–Sunday, June 11–13  
Celebrating class years ending  
in 4 and 9.

### Alumni Night at the Boston Pops “Pops Around the World”

June 25  
Symphony Hall  
Boston, MA

### July 2004

The Lowell Spinners  
July 24  
Lowell Spinners vs. Vermont Expos  
LeLacheur Park, Lowell, MA

### August 2004

Alumni at the Red Sox  
August 15  
Boston Red Sox vs. Chicago White Sox  
Fenway Park, Boston, MA

### September 2004

Suffolk's 6th Annual 5K Road Race  
September 19  
Benefits the Alumni Leadership Scholarship  
Fund. Visit: [www.suffolk.edu/roadrace](http://www.suffolk.edu/roadrace)

### March 2005

#### Mark your calendar!

#### Alumni Trip to England March 8

Suffolk's second annual alumni travel  
program visits the English countryside.  
For details, contact [pweafer@suffolk.edu](mailto:pweafer@suffolk.edu)  
or (617) 994-4231.

### Alumni Event at Jacob Wirth's

More than 50 alumni from class years 1994  
to 2003 ushered in the holiday season with beer  
tasting, hors d'oeuvres and networking at Jacob  
Wirth's on December 1. Alumni had a chance to  
mingle and make new friends during an evening  
that will become a bi-yearly tradition for  
the Alumni Association. •



(L to R) Amy Rafferty, MBA '00; Mary O'Donahue, MBA '03;  
and Margaret Horgan, MBA '03.

### International Alumni Network

Suffolk University's International Alumni Office sponsors a variety of events all over the globe  
for alumni, parents, prospective students, and friends of Suffolk University.

For more information on upcoming events visit the International Alumni Programs Office Web  
site at [www.suffolk.edu/internationalalumni](http://www.suffolk.edu/internationalalumni) or contact Dorothy Zahir, director of international  
alumni relations, at [dzahir@suffolk.edu](mailto:dzahir@suffolk.edu).

#### International Alumni Network Representatives

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##### Brazil/Spain

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##### Turkey

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##### Venezuela

Carmen Gomes, MBA '93  
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## ATTENTION EUROPEAN ALUMNI!

You are Invited to Suffolk's  
First Golf Tournament in  
Madrid, Spain

June 17, 2004

La Herreria Club De Golf  
El Escorial, Madrid

Join us for a perfect day of golf in  
the impressive setting of El Escorial,  
with other alumni, students, and  
their families and friends.

For more information, visit:  
<http://golf.suffolk.es/>

## SUFFOLK TRADITIONS



Suffolk alumni with Paula Prifti Weaver (R) in Rockerfeller Center.

### Alumni Holiday Trip to Manhattan ▲

Forty-five alumni participated in a day of shopping and cheer amid New York City's shops, restaurants and many attractions on December 13.

### Alumni Night at Boston Ballet's *Nutcracker*

The festive holiday season brought together 100 alumni and friends for Suffolk's annual alumni night at The Nutcracker on December 11, 2003.

### Alumni Nights at the Celtics

On January 30, alumni and friends cheered for the Celtics against the New York Knicks and on March 31, for the Celtics vs. the Portland Trail Blazers.

### Alumni Night at the Bruins

On February 26, alumni and friends gathered at the FleetCenter for the match-up between the Bruins and the Montreal Canadiens.

### Alumni Event at the Holiday Pops ►

Two hundred alumni and friends gathered at Symphony Hall for an afternoon holiday performance at the Boston Pops on December 18.

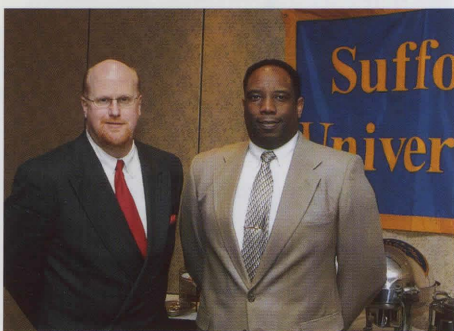


Betty White and Norman White, BSBA '51.



(L to R) Dean William J. O'Neill, Jr.; David Hamilton, BSBA '70, MBA '71; and John Hamilton, BSBA '67.

### Mitchell Appointed Alumni Trustee



(L to R) Bruce Fought, MSF '97 and Ralph Mitchell, MBA '91 at a South Shore Chapter Event.

Ralph Mitchell, MBA '91, was elected Alumni Trustee representing Sawyer School alumni on Suffolk University's Board of Trustees.

For more than 10 years, Mitchell has been an active University volunteer, holding a variety of positions, including elected member of the SSOMGAA for eight years, two of those years as president. He is a phonathon volunteer and was instrumental in securing both the 1996 and 1997 Commencement speakers for the University. He is currently a member of the South Shore Alumni Chapter.

Owner of Carthage Financial Group, Mitchell has mentored Suffolk interns at his firm and taught undergraduate finance at the University. With more than 26 years of distinguished military service, he is currently assigned to a unit in Rhode Island that provides training for other Army National Guard and Army Reserve units at senior levels. •

### Business Professional of the Year

John O'Connor, BSBA '73, vice chairman, Pricewaterhouse Coopers, was named 2003 Business Professional of the Year by the Beta Alpha Psi National Honor Society for Accounting. ▼



John O'Connor (back row, right) with Professor Lewis Shaw (L) and Professor Tracy Noga (R) and members of the Suffolk student chapter of Beta Alpha Psi, (back row, L-R) Sam Milenkor, treasurer; and Kevin Bruno, vice president; (front row, L-R) Kelly Nelms, recording secretary; Jamie Alosso, BSBA '02, president; and Solange Diallo, BSBA '02.

Cities and towns listed  
are in Massachusetts  
unless otherwise noted

## 1955

**C. Paul Luongo**, BSBA, met with former President Bill Clinton at a benefit for City Year, a non-profit organization established to help inner-city youths become more responsible citizens.



## 1965

**Warren Powers**, BSBA, JD '71, was appointed first justice of the Wrentham District Court.

## 1967

**Robert P. Edson**, BSBA, MBA '72 (see **Edson** 1972).

## 1968

**Frank Falcetta**, BSBA, MBA '69 (see **Falcetta** 1969).

## 1969

**Frank Falcetta**, BSBA '68, MBA, is assistant vice president of continuing and corporate education at Georgia Perimeter College in the Atlanta region.

## 1970

**Thomas Leetch**, BSBA, is president and CEO of the Peoples Federal Savings Bank in Brighton.

## 1972

**Robert P. Edson**, BSBA '67, MBA, is serving a three-year term on the Wakefield School Committee.

**Paul M. Houle**, BSBA, is president and CEO for Hawkeye Global, Inc.

**Paul Nash**, BSBA, MBA '75 (see **Nash** 1975).

## 1973

**John O'Connor**, BSBA, managing partner at Pricewaterhouse Coopers, was named 2003 Business Professional of the Year by Suffolk's chapter of Beta Alpha Psi. (See photo on page 18.)

## 1974

**John Champion**, BSBA, who received a Purple Heart as a US Marine in the Vietnam War, was honored with a framed reproduction of the new stamp by the Ayer Postmaster at the unveiling of the US Postal Service's 2003 Purple Heart stamp. Champion is CFO and executive vice president of MassDevelopment.

**Robert C. Howard**, BSBA, joined Bridgewater Savings Bank as vice president/commercial loan officer.

**John Magnarelli**, BSBA, MBA '75 (see **Magnarelli** 1975).

**Gary Mucica**, MBA, is a visiting professor of marketing in the College of Management at UMass-Lowell.

**Joseph F. Ryan**, BSBA, received the Paul Harris Fellow Award from the Braintree Rotary Club.

## 1975

**Bruce Hartman**, BSBA, is executive vice president and CFO of Foot Locker, a New York-based specialty athletic retailer.

**John Magnarelli**, BSBA '74, MBA, is serving a two-year term on the Duxbury School Committee.

**Paul Nash**, BSBA '72, MBA, is a sales representative for the shoring and forming division of the Marr Scaffolding Company.

## 1976

**Michael Piemonte**, BSBA, is senior vice president of risk management and compliance at Benjamin Franklin Savings Bank.

**Maria Pirone**, BS, MBA '87 (see **Pirone** 1987).

## 1977

**Mariellen Riley**, BSBA, MBA '81 (see **Riley** 1981).

## 1978

**Joseph Castellana**, MBA, is vice president of administrative services for Sturdy Memorial Hospital and serves as director of operations for Sturdy Memorial Associates.

**James Perdikis**, BSBA, joined ERA Key Realty Services as a real estate agent in the Franklin office.

## 1979

**Bonnie Mitchell**, BS, MBA '83 (see **Mitchell** 1983).

## 1980

**Francis Antonelli**, MPA, is the assistant superintendent for business for the Billerica school system.

**James Fox**, MBA, is president of BISYS Fund Services.

## 1981

**Scott Bragdon**, EMBA, was named vice president and director of human resources for Citizens Services Group.

**Mariellen Riley**, BSBA '77, MBA, joined Century 21 Annex Realty as a broker in the Quincy office.

## 1982

**Robert L. McGuire, Jr.**, MBA, is treasurer for the town of Norwood.

**Angela Nunez**, BSBA, MBA '87, APC '96 (see **Nunez** 1996).

**Anthony Parziale**, BSBA, is chief information officer at Palm Beach Community College in Florida.

## 1983

**Bonnie Mitchell**, BS '79, MBA, is an account executive with the Insurance Source Inc. of Keene, NH.

**Robert Mudge**, MBA, received the Distinguished Alumni Award from the Massachusetts College of Liberal Arts.

## 1984

**John Kahler**, MBA, joined the Fleet Private Clients Group, a unit of FleetBoston Financial Corp. as a client adviser in its Stamford, CT, office.

**Mario Mazzone**, BS, MPA '86 (see **Mazzone** 1986).

## 1985

**Marty Dobbins**, BSBA, EMBA '96 (see **Dobbins** 1996).

**Michael Greenwood**, EMBA, is the manager of Global Mid-Market Service for IBM.

**Joseph Morrissey**, MBA, is president of Milton Hospital.

## 1986

**Mario Mazzone**, BS '84, MPA, is an assistant district attorney for Suffolk County.

**Richard Silva**, BSBA, a provider relations manager at McLean Hospital, married Lisa Mazaheri. They live in Plymouth.

**John Spead**, BSBA, MBA '02, is director of Global Environment, Health and Safety at Serologicals Corporation.

## 1987

**Jim Lawlor**, BSBA, is media director at Cleveland Communications Ltd.

**Scott D. Morris**, BSBA, joined Coldwell Banker Residential Brokerage as a sales associate in the Easton office.

**Maria Pirone**, BSBA '76, MBA, vice president of product and market development at Atmospheric and Environmental Research Inc., is serving a three-year term on the Science Steering Committee for the US Weather Research Program. She also serves on the Outreach Subcommittee for the American Meteorological Society 10-Year Vision.

## 1989

**Eric D. Mummau**, EMBA, is vice president and commercial loan officer for Mid Penn Bank.

1991

**Steven Chittenden**, BSBA, MBA '95 (see Chittenden 1995).

**Edward Keefe**, MBA, and his wife, announce the birth of son Edward Joseph Keefe IV, born in January 2003.

**Kevin McFarland**, AS '87, BSBA, EMBA '94 (see McFarland 1994).

1993

**Thomas M. Hammond**, MPA, is executive vice president and CFO for the Northern Massachusetts Telephone Workers' Credit Union in Lowell.

**Lisa (Forde) Murphy**, BSBA, is the executive assistant to the president of Infinity Mortgage Company, Inc., in Quincy. She and husband Kevin Murphy are the parents of Matthew Hunter, born in Oct. 2002.

**Jeannine (McNaught) Reardon**, BSBA, JD '96, married **David Reardon**, BSBA, JD '99, on September 6, 2003. Jeannine is a practicing attorney, and David is a United States Postal Inspection Service inspector. The couple lives in the Washington DC area.



1994

**Tammy Jean Landry**, BSBA, married Mark Cover.

**Kevin McFarland**, AS '87, BSBA '91, EMBA, relocated to Texas to assume a new position with Verizon in financial consolidations and reporting.

**Suzanne Shortlidge Newhall**, MBA, opened a personal chef business, providing healthy, home-cooked meals for families in the North Shore, Newburyport and West Newbury areas.

**Stephen Poirier**, EMBA, is a commercial loan officer at Northeast Bank in Auburn, ME. He and his wife, Brenda, have four children.

1995

**Robert Chatfield**, MSF, opened Maine CFO in Cape Elizabeth, ME.

**Steven Chittenden**, BSBA '91, MBA, received the Outstanding Alumni Award for Achievement at Suffolk University.

**Barbara J. Almond Deady**, BSBA, maintenance supervisor for Teradyne Inc.'s semiconductor test division in Boston, was honored for 20 years of service to the company.



A GOOD FIT

Robert Indresano and two of his children, Susan and Rob, are all Suffolk alumni.

Although they earned different degrees at different times and pursued different career paths, they all cite the same reason for choosing Suffolk—It was a good fit.

For Robert, an accounting major, Suffolk allowed him to continue to work full-time to support his family, while studying on the GI Bill. He was a star student. With the highest GPA in the business school, Robert went on to earn a degree from New England School of Law. Since 1971, he has run his own practice, specializing in real estate and conveyance law. "I received a very good education," he says of his Suffolk experience. "I was very satisfied with the school," which is probably why he recommended it to his daughter, Susan.

Susan, who wasn't sure of her career path, studied journalism. She enjoyed Suffolk's friendly atmosphere and the flexibility of being a commuter student. "Being in Boston was convenient," she recalls, "and the small classes were nice." After graduating, Susan discovered that what she really loved was working with children. She went on to earn a master's degree in education, and for the past ten years, has taught middle school special needs students in her hometown of Winthrop.

Susan's brother Rob, went to Boston College before coming to Suffolk. Graduating from BC in the midst of a recession, he soon realized that he needed a master's degree to compete in the tight job market. "There weren't a lot of career opportunities," says Rob, who turned to Suffolk's MBA program to boost his resume. "It was a really good fit." After Suffolk, Rob earned a degree from Georgetown Law Center. Today, he is vice president and general counsel for Oxford Global Resources Inc., an international IT consulting firm in Beverly, Massachusetts.

These members of the Indresano family are each special in their own way, but what they all have in common is a deep regard for the institution with the flexibility to help each of them achieve their varied career goals. •

The Indresano Family

**Robert A. Indresano**, BSBA '62  
**Susan Indresano Gibbons**, BSJ '89  
**Robert D. Indresano**, MBA '93

## Alumni Notes

**Christian Merhy**, MBA, is director of product marketing for Ipswitch, Inc., a Lexington-based supplier of Internet productivity software.

**Stephen Pike**, MBA, a director at Fidelity Investments in Boston, married Kari Marit Sorenson. They live in Marblehead.

**Seth Schalet**, EMBA, is vice president of sales for Boomerang ([www.boomerang.com](http://www.boomerang.com)), an email marketing service provider in Palo Alto, CA.

### 1996

**Wendy M. Connors**, MPA, was promoted to director of sales at Delta Dental Plan of MA.

**Marty Dobbins**, BSBA '85, EMBA, is vice president and COO of State Street Bank Luxembourg S.A. He and his family enjoy living in Luxembourg after stints in Munich and London.

**Gene Lee**, EMBA, president and CEO of Rare Hospitality, Inc., spoke to one of Professor Mike Barretti's marketing classes on "pricing your product." He and his family live near Atlanta, GA. (See profile on page 24.)

**Steve Mazzone**, EMBA '94, MSF is a business development leader at GE Aerodrive Package Services in Houston, TX.

**Angela Nunez**, BSBA '82, MBA '87, APC, is an analyst III in the investment strategy group of John Hancock Financial.

**Swan Oey**, EMBA, and his wife, Stephanie, welcome a new daughter, Elizabeth Fei, born September 2001 in Hunan, China.

**Frederick Trilling**, JD '88, EMBA, a partner with the firm Lemelman and Trilling, is president of the board of directors of Horizons for Youth.

### 1997

**Tom McCarthy**, EMBA, was promoted to senior vice president at ADS Financial Services Solutions.

**Franklin G. Lopez**, BSBA, who lives in Ecuador, recently became the father of twins, Geovanny and Daniel.

**Julie Moss**, EMBA, is assistant vice president and financial adviser for Bank of America Investment Services Inc.

### 1998

**Larry Behan**, EMBA, is CFO for the Committee for Public Counsel Services.

**Mike Laffin**, EMBA, is director of sales training with ViaCell, Inc.



## Ellie Fox

**BSBA '85, President, Colonial Co-operative Bank**

### TEN YEARS

That's how long it took Ellie Fox to earn her degree—and never once did she consider giving up. It's this type of perseverance that also drove her up the ranks of the banking industry—from teller to president—one step at a time.

Fox began her long relationship with Suffolk as a transfer student. When she learned that the University would accept credits she had earned at the American Institute of Banking (AIB), and that the bank where she worked as a teller would pay her tuition, she was thrilled.

"One thing about the banking industry, it really encourages education," says Fox, who always loved learning. "It's a big benefit."

For ten years, Suffolk was a part of Fox's life. While she was in school, she got married, had two children and was promoted four times—all the while, working full-time and driving from her home in Ayer, Massachusetts, into Boston every week for class.

Today, as president of Colonial Co-operative Bank—a 100-year-old institution in Gardner, Massachusetts—Fox oversees \$70 million in holdings and some 15,000 customers. If you think consumer banking is all bean-counting and calculations, think again. Fox says it's really about people.

"If you like helping people, banking is a good industry," she says. "Like any service industry, you have to be flexible and roll with the customer ups and downs. But I really enjoy being a resource for people—answering their needs and questions."

And the biggest change in banking in the last few decades isn't the technology, it's the ever-increasing regulations, says Fox. "Some days, I can honestly say I'm not banking. The administrative part has become so significant that sometimes the paperwork takes away from the service and problem solving."

Consumer protection laws and public security are at the heart of the increase in regulations, says Fox, especially post-September 11. "Ten years ago, you signed ten documents at a home closing. Today, it's no exaggeration, you sign about 50."

Despite the challenges, Fox still loves her job. And she says, she'll never stop learning. In fact, she just completed another class in January. •

# Spiros Tourkakis

**MBA '83, Executive Vice President, East Coast Seafood, Inc.**

## THE LOBSTER MAN

| If you've ever had lobster, you can

thank Spiros Tourkakis. His company, East Coast Seafood, is the world's largest distributor of lobster. Ironically, Tourkakis thinks lobster is overrated (he prefers fish), but this didn't stop him from revolutionizing an industry that has changed very little in hundreds of years.

Born just outside of Athens, Greece, Tourkakis came to the United States in 1978 for an education and a career in business. He spoke no English. Two years later he graduated second in his class at the University of Massachusetts. "I left Greece to seek my fortune," he says. Tourkakis came from a poor family. His father was a waiter, and his mother took in sewing to help pay his college tuition.

His first job in the United States was as a driver for East Coast Lobster Pools in Peabody, Massachusetts. Working there helped pay for his MBA at Suffolk. "I managed to take all my classes in one day, and then I worked the rest of the week," he recalls. "I did in one day what most people did in a week."

It was a grueling schedule, but well worth it, says Tourkakis. "It was not just an education; it changed my way of thinking. Meeting people, learning things, learning how to deal with people and understanding concepts, this was so valuable."

By the time he graduated, East Coast Lobster Pools became East Coast Seafood. Tourkakis continued working there, taking on increasing management responsibility as the four-person company rapidly grew.

Today, East Coast employs 625 people in the United States, Canada and Europe. It has offices in Brussels, Frankfurt, London, Madrid, Milan and Paris. From its headquarters in Lynn, Massachusetts, East Coast handles 18 percent of the world's lobster production. According to Tourkakis the phrase "global economy" is already



outdated. He believes businesses have to change their perspective. "We used to be countries, then it was international, then it was global. Now I call it the 'no border economy.'"

Tourkakis' success is not just in helping the company expand into the global market, but also in pushing the boundaries of an industry resistant to change. Nearly four years ago, he spearheaded the invention of a new plastic lobster crate—replacing the old wooden version. The revolutionary product saves the company millions on labor and in lost product.

"I always try to be open-minded and think about where the industry will be 20 or 30 years down the road," says Tourkakis. "Most important, I have a positive attitude. We all live only once." •

## 1999

**Peter Bianco**, EMBA, relocated to Minneapolis, MN, where he is business development director for emerging technologies at Phillips Plastics Corp.

**Patricia J. Egan**, EMBA, is working for Cerner Corporation in SurgiNet in the Northeast and Mid-Atlantic regions.

**Tim Horan**, EMBA, was promoted to vice president and portfolio manager at State Street Research in Boston.

**Christopher Matt**, MSF, an investment strategy officer with John Hancock Financial Services in Boston, married Betsy Carlisle. They live in Boston.

**Calin Moldovean**, EMBA, and his wife, Melanie, announce the birth of a son, Nicholas Gheorghhe Moldovean, born in April 2003.

**Elizabeth Paquelet**, MBA, married Neal Patrick. They live in Boston.

**Karen Rothwell**, MBA, and her husband, Frank, announce the birth of

a daughter, Emma Carolann Rothwell, born in October 2003.

**Marcelo Wiethaeuper**, BSBA, MBA '01, is director of marketing for TenStep, Inc., in Brazil.

## 2000

**Eduardo Borges**, MSF, was promoted to junior portfolio manager of Global Asset Allocation, State Street Global Advisors.

**Ami Collins**, MBA, a relationship manager at Thomson Financial, married Brian Fitzgerald. They live in Boston.



# Eugene Lee

EMBA '96, President and COO, RARE Hospitality International

## THE TOP OF THE FOOD CHAIN

From busboy to corporate

president, for the past 25 years Eugene Lee has literally worked his way up the food chain. As president and chief operating officer of RARE Hospitality International, the Atlanta-based company whose concepts include Bugaboo Creek Steak House, LongHorn Steakhouse and the Capital Grille, Lee can honestly say he knows the food industry from the bottom up.

It was 1978 when Lee landed his first restaurant gig as a busboy at York Steak House in Natick, Massachusetts, where he grew up. For the next 12 years he rose through the ranks to area supervisor, overseeing eight restaurants. Pizzeria Uno was the next rung on the ladder, where Lee was general manager of a restaurant in Framingham. Soon thereafter, Pizzeria Uno made Lee senior vice president of operations, overseeing 170 restaurants. But despite his rapid rise, Lee discovered that he had hit a ceiling.

"I realized I couldn't go any further without a master's degree," he recalls. "I grew up in the restaurant business; I could run multiple restaurants; but I didn't fully understand the whole picture."

Although he dreaded going back to school, Lee chose Suffolk's Saturday-only Executive MBA—the only program that allowed him to keep working full time. "I was in the program in the best time of my life," he says. "Everything I was being taught I could tie back to real life. My learning was real. There was no theoretical."

Lee's degree gave him the career boost he needed. Less than a year after he graduated, he accepted the job of executive vice president of operations for the Bugaboo Creek Steak House division of RARE Hospitality. A year later, he was promoted to chief operating officer of RARE, and in 2001, he was elected president and joined the board of directors.

Today RARE owns, operates and franchises 234 restaurants, including 190 LongHorn Steakhouses, 25 Bugaboo Creek Steak Houses, 17 Capital Grilles and two specialty restaurants. In the five years since Lee became COO, the company stock price has

increased sixfold; average weekly sales have grown more than 31 percent; and earnings per share have shown a compound annual growth rate of 25 percent—exceptional accomplishments considering the events of September 11 and the subsequent weakening economy.

Accomplishments aside, what Lee has always enjoyed most about his job is working with people. Mentoring his employees and helping them develop as professionals and leaders is his sweetest reward. "The restaurant industry is one of the greatest industries out there," Lee says. "Most of us presidents started out as busboys. You can be almost anything you want to be in this industry. It's a real people business." •



**Brian Gaspar**, BSBA, a corporate loan administrator for Fleet Boston Financial, married Kerry Arsenault.

**Ann Roberts Henesy**, MBA, announces the birth of her triplets, Aidan, 4lbs. 6ozs.; Rachel, 3lbs. 11 ozs.; and Conor, 3lbs. 8ozs.; in October 2002.



**Dale Morris**, MPA, is the assistant town manager for Ashland.

**Maria Panaggio**, BSBA, and **Brian Phillips**, BSBA, were married on August 16, 2003. Brian writes, "Maria and I met in 1998 in Professor John McCoy's Business Organization and Leadership class!" Brian and Maria are



members of the Boston Alumni chapter. Maria is also involved in the Corporate Affinity Group with John Hancock alumni.

**Tracy Vachon**, EMBA, has joined BAE Systems in Merrimack, NH, doing contract and proposal management.

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



2001

**Carolyn (Buscemi) Adamson**, MBA, is director of the Tenancy Preservation Program in Plymouth County.

**Melissa Leigh Anderson**, MBA, married Michael Colantuoni. They live in Los Gatos, CA.

**Jennifer Banks**, MBA, an investor relations analyst for Bearing Point Inc., married Jeffrey Malin. They live in Boston.

**Michael Bell**, EMBA, senior vice president of Capital Crossing, is serving on the Board of Trustees at Fisher



College in Boston. He is also a member of the alumni board's executive program alumni council.

**Dave Fitzgerald**, EMBA, is senior manager preceptor at the FedEx Leadership Institute in Memphis, TN. He and wife Patty are the parents of twins, Aidan Montague and Conor Elias, born in January 2003.

**Berwyn Rahein Holder**, MBA, owner of Millennium Brazil Travel Co., married Robin Turner, MBA, an auditor with the Mass. Office of Campaign and Political Finance. They live in Dorchester.

**John Leonetti**, MSF/JD, is a financial consultant with SmithBarney in Boston.

**Craig McKenzie**, MBA, is direct credit manager for the consumer loan department at Brockton Credit Union.

**Deodatta Shenai**, EMBA, is the technical manager for research and development and intellectual property at Shipley Metalorganics.

**Alice Sloan**, EMBA, is director of business development for global accounting firm Grant Thornton, based in the Boston office. Most recently, Sloan was head of the Invest UK office at the British Consulate in Boston.

**Jillian Barry Varetimus**, BSBA, and her husband, **Chris Varetimus**, BSBA '00, announce the birth of twin daughters.

**Leonard Von Flatern**, MPA, is a major in the Massachusetts State Police.

James T. Brett

MPA '76, President and CEO, New England Council



he was chairman of the Joint Committee on Taxation and the Joint Committee on Banks and Banking. In these influential posts, he took the opportunity to make allies on both sides of the political fence. "I'm from the Joe Moakley school of politics," says Brett. "In the house, I got to know each and every one of my colleagues, and I made it a point to know their families, too."

Brett also made a name for himself as a champion of charitable organizations, especially for the disabled community. It's a passion close to his heart because of his oldest brother, who is mentally retarded. "I promised my mother before she died that I'd take care of my brother and people with disabilities," says Brett.

One of his proudest achievements is the Brett House in Dorchester—a community home for disabled adults located one street away from Brett's boyhood home. Bay Cove Human Services of Boston named the house in honor of Brett and his dedication to their cause. On the national stage, Brett was recently appointed by President George W. Bush to serve on the President's Committee on Mental Retardation. Also, he serves on Governor Mitt Romney's Commission on Mental Retardation.

Today Brett is president and CEO of the New England Council, a job perfectly suited to his relationship-building strengths. The organization is an alliance of schools, corporations and other private organizations in New England working to promote economic growth in the region. The job has allowed Brett to reach out to local and national Democrats and Republicans, as well as to non-profit and corporate leaders.

"I am as busy now as I was in the legislature, being a clear voice for New England," says Brett. "I take pride in that."

Above all, Brett is proud to continue serving the people. "Whether you hold an elected office or not, it doesn't matter," says Brett. "Public service is an honor." •

BUILDING RELATIONSHIPS

If relationships were money, Jim Brett

would be a very rich man. Early in his career, Brett grasped the importance of building relationships, and he's made it his business for nearly 30 years. "There are two things I love most," says Brett, "helping people and creating public policy. I love working on issues, bringing people together and finding solutions."

A native of Dorchester, Brett was a Massachusetts state representative for more than 15 years. During that time,



## Patrick Kennedy

MSF '93, Chief Operating Officer, Superior Woodcraft, Inc.

### HONING THE CRAFT

Becoming a noted authority on fixed-income assets might be a career highpoint for some financial executives, but for Patrick Kennedy, it is simply a launchpad to newer and greater challenges. Now the COO of Superior Woodcraft, Inc., a Philadelphia-based

company that designs and manufactures fine handcrafted cabinetry for the home, Kennedy enjoys focusing on the business and operational aspects of the company. But he has not forgotten his long-held passion for finance, hoping to remain involved in research in the financial markets by choosing isolated topics to explore.

Before joining Superior Woodcraft full-time in 2002, Kennedy began his career at the Massachusetts Company, which was purchased by PNC in the early 1990s. Kennedy spent seven years with the combined entity, working in municipal securities, before moving on to Pitcairn Trust in 1995. His role as portfolio manager there allowed him to maximize his knowledge and experience of the bond market, and his economic outlook and market commentary could often be read in the *New York Times*, *Bloomberg Financial Markets*, the *Street.com*, and *Bond Week*.

Kennedy is also coauthor of a section in Frank Fabozzi's *Handbook of Fixed Income Securities*, 6th edition, and author of "Inefficiencies in Municipal Bond Pricing," a chapter in *Professional Perspectives on Fixed Income Management*, Volume 1, also edited by Fabozzi. Kennedy hopes that his published research in the financial field will challenge others to further develop his ideas.

Kennedy credits his Suffolk education, and particularly the teaching of Associate Professor Alexandros Prezas, with challenging him to work to his fullest potential. "After your first class with Professor Prezas," Kennedy says, "you knew it wasn't going to be a cakewalk, but you knew you would be more knowledgeable and benefit in the end."

Kennedy's main goal for his work at Superior Woodcraft is to make the company the best in its class. He believes that fulfilled employees of successful businesses can create stronger, more vibrant communities. "If my career and my work can contribute to such successes," says Kennedy, "then I will have reached my career goals and be satisfied with my life's work." •

## 2002

**Almudena "Allie" Ayala**, EMBA, is working for TRW in Spain on a three-year assignment.

**Steve Baumgartner**, BSBA, is an analyst in global real estate and risk services at Standard & Poor's. His daughter, Brooke, is 20 months old.

**Lenka Benova**, BSBA, had an article published about the pharmaceutical industry in a leading economic magazine in Slovakia. She hopes to continue writing.

**David Budka**, MBA, product manager at Citizens Funds, married Dana Richichi. They live in Georgetown.

**Timothy Harper**, MBA, operations manager for Freedom Digital Printing, married Amy Easley. They live in Milford.

**Stephen MacDonald**, MBA, achieved the highest score in the Commonwealth of Massachusetts on the November 2002 Uniform CPA Exam, and was awarded the Gold Medal for this achievement by the Massachusetts Society of Certified Public Accountants at a reception in May 2003. He is working at Pricewaterhouse Coopers as a staff auditor.

**Marilyn "Linde" MacLeod**, BSBA, MBA, is working in Suffolk's Cape Cod campus office.



**Susan Marino**, MPA, joined Echo at the Leahy Center for Lake Champlain, as administrative assistant and scheduler.

**Ted Matthews**, EMBA, is working at Eastern Insurance Brokers in Natick—an insurance subsidiary of Eastern Bank.

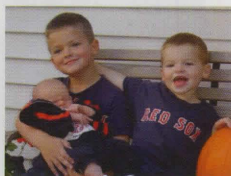
**Mike Miller**, EMBA, is working for TRW in Spain on a three-year assignment.

**Bajje M Serugunda**, MBA, married Kagale Kiwanuka on December 13, 2003, in Kampala, Uganda.

**John Spead**, BSBA '86, MBA (see 1986).

**Erick Vilorio**, BSBA, married Carole Closs in February 2003. The couple lives in Miami, FL, where Vilorio is in charge of sales and customer relations for a British company.

**John Walker**, MSF, and wife Mary Jane Walker, associate director of the MSF program at Suffolk University, announce the birth of their third son, Charlie, born in September 2003. Charlie joins big brothers, Jake and Max. John is vice president, treasury services, at PBC Bank.



**Steve Wands**, EMBA, is director of marketing for Berkshire Mortgage Finance.

**Christine Wilson**, EMBA, is customs compliance manager for North America at International Flavors and Fragrances in Union, NJ.

## 2003

**Dennis Caron**, MBA, writes, "I accepted a position as a Department of Labor, MBA Fellow in Washington DC. It is part of the President's Management Agenda here at DOL, and our goal is to use our MBA backgrounds to help improve efficiency and processes here at the department. I started in mid-July and it has been great so far. Right now, I am working in regulatory analysis, but I will rotate through about five departments over the next couple of years. I miss the Cape, however. It is HOT down here!"

**Juliana Souza Campos**, MSF, married Francisco Garcia-Revilla in September 2003. The couple resides in Madrid, Spain.

**Greg Kanevski**, EMBA, and his wife, announce the birth of their daughter, Caroline, born in April 2003.

**Mathew Kenyon**, BSBA, is a pharmaceutical sales representative for Boehringer Ingelheim Pharmaceuticals in Glastonbury, CT.

**Ravi Kumbam**, BS '92, EMBA, moved to Atlanta, GA, to work as a senior business analyst in the engineered materials division of J.M. Huber Corp.

**Larry Marchese**, MBA, and wife Nina, announce the birth of their second child, Casey James, in November 2003.

**Amy Rafferty**, MA '71, MBA, who teaches an online course at Suffolk University, was featured in the September 9, 2003, Boston Herald article about students receiving their degrees online.

# Natalia Oberyukhtina

BSBA/MSA '03, Staff I, Assurance and Advisory Business Service, Ernst & Young LLP

## NONSTOP LEARNING

Natalia Valery Oberyukhtina was born in Yekaterinburg, a city in Russia's Ural mountains. At 17, knowing little English, she left her family and came to the United States, a country where she knew no one.

"Growing up in the Urals was really not all that different from growing up anywhere else in the world," she says. "My family always supported me in everything I did."

She chose to study at Suffolk University on the advice of a family acquaintance. "It was a smaller school," she says, "and the cultural adjustment was lesser than what I would have gone through at a larger school. Suffolk provided me a family-like atmosphere." In May 2003, she graduated summa cum laude with a joint BSBA/MSA degree.

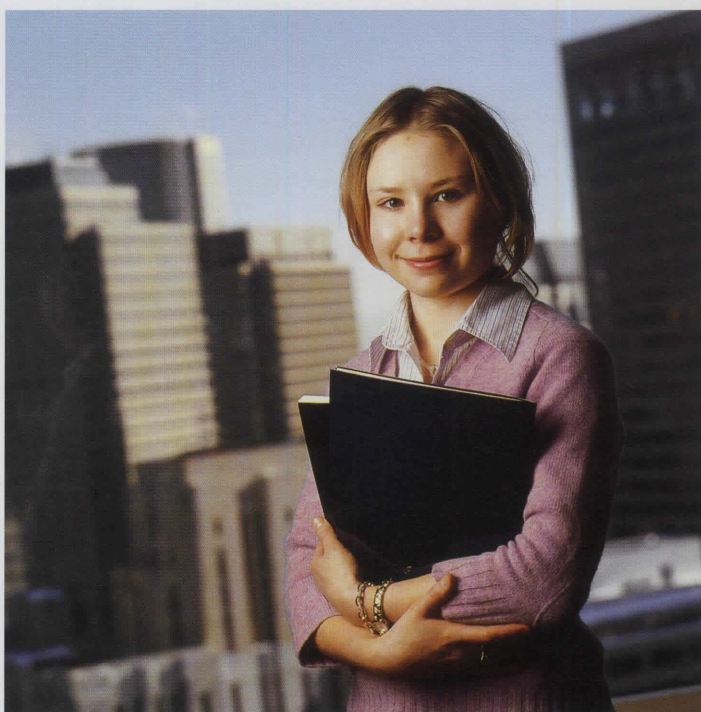
Her career goal when she applied to Suffolk was to work for one of the large public accounting firms in the forensics department, and she credits her Suffolk professors with pointing the way. "My professors never failed to support me and inspire me to do better every day," she says.

After her senior year at Suffolk, where she was president of the Beta Alpha Psi fraternity, she took part in the summer internship program with Ernst & Young. The company soon offered her a job, where she now has a range of clients, encompassing technology, biomedical and manufacturing areas. Her focus is insurance.

"There are two amazing things about my job," she says. "First is continuous learning. It feels great to grow professionally and personally every single day of my life. Ernst & Young's learning-focused culture is a natural continuation of my

academic life at Suffolk. Second is people. I have an opportunity to work with so many different people, each one exciting and unique, and each one with experiences I can draw from."

Oberyukhtina's most recent accomplishment was passing the CPA exam in November 2003. As for the future, although she misses her family, she plans to stay in the United States. "It has all worked out very well for me," she says. •





# Empowering Women

## NEWIRE'S CENTENNIAL SCHOLARSHIP FUND AT THE SAWYER SCHOOL OF MANAGEMENT

**W**ERE IT NOT FOR THE GENEROSITY of a group of women she's never met, Tamara O'Neal might not be nearing her long-held goal—to graduate from Suffolk University with a bachelor's degree in accounting. But if there's one thing the 29-year-old student has learned from her champions at New England Women in Real Estate (NEWIRE), it's that women who work hard and persevere can achieve anything they set their minds to.

To know the mission of NEWIRE, a 400-member professional organization promoting the advancement of women in the commercial real estate industry, is to understand why the group decided in 1998 to establish the NEWIRE Scholarship Fund at the Sawyer School. And why this year, NEWIRE, with great pride, has partnered once again with Suffolk—enhancing their scholarship with an additional \$50,000—establishing a Centennial Scholarship to further benefit deserving undergraduate students.

"We thought Suffolk would be ideal because it's emblematic of the best of Boston," says Ellen Watts, NEWIRE's president. "It offers a high-quality education program and a wonderful culture of openness and inclusiveness, which is a big part of what we represent."

Helping one another, be it through networking, charitable activities or professional development, is the backbone of NEWIRE, says Suzanne King, JD '88, chair of the group's community involvement committee. "Our mission creates equality and parity and empowers women. The scholarship directly benefits someone who may not have the financial resources and who comes from a non-typical background," she explains.

By that description, O'Neal is the perfect recipient. A Boston native, she's the first and only of 10 siblings to attend college. She returned to Suffolk a few years ago after dropping out in 1994. Today, she is working two jobs...attending Suffolk full-time,

maintaining a 3.3 grade point average, and planning to graduate in December 2004. She has received the NEWIRE scholarship for the past two years. "When I won the scholarship, my mouth dropped to the floor," she says. "That somebody would pick me out of all the students, that someone recognized that I'm striving to do my best—I can't put it into words. I am truly grateful."

NEWIRE was founded in 1982 by six women who believed that their opportunities for advancement in commercial real estate would be enhanced if they banded together. Unique among such associations for welcoming members whose fields span the full range of real estate-related professions—among them brokers, appraisers, attorneys, lenders, architects and engineers—NEWIRE has become the oldest and largest organization of its kind in America. It is also part of the 6,000-strong Commercial Real Estate Women (CREW), a national affiliation that carries out similar professional and charitable missions countrywide.

A testament to NEWIRE's growing recognition as a professional and political powerhouse was the reaction of National Public Radio's Susan Stamberg when Watts called to invite her to talk to the group. Thinking that the broadcaster might be unfamiliar with NEWIRE, Watts was ready with her pitch when Stamberg stopped her. "I know all about you," she said. "You're the women who run Boston."

For details on Centennial Scholarships at Suffolk University, contact Ann Peterson at (617) 305-1908. •

Photo: Steering Committee and CREW Network Delegates

Front Row (L to R): Ellen A. Watts, NEWIRE president; Kristin E. Blount, NEWIRE president-elect

Middle Row: Barbara Smith-Bacon, Anne Rickard Jackowitz, Lisa M. Killaby, Jean Brown, Kathleen Joyce Kusiak, Karen K. Hanlon, Marie L. Franco, JD '82

Back Row: Allison Miele Rojas Ileen Gladstone, Suzanne L. King, JD '88  
Missing from photo: Lisa DonFrancesco and Mary J. Fiore, MBA '91

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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

This photo, taken in 1950, reminds us that before the concept "global" even existed, students of the business school's International Relations Club gathered to discuss world social and political issues of their day. The club's founding members didn't know how prescient they were when they wrote the following description...

*"This club affords many students the opportunity to have direct contact with world problems, which as technology advances, are becoming more and more essential to be understood."*



### SUFFOLK UNIVERSITY

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