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the School of Professional and Continuing Studies,  
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# Encore

The Magazine for University College and School of Professional and Continuing Studies Alumni and Friends    **FALL 2007**

*In this issue:  
On Leadership That Works*

**Anthony Truesdale** (UC '92, CBA '97)

**Jean Kovacs** (UC '83)

**Rick Wrightson** (UC '71)



SCHOOL OF PROFESSIONAL  
AND CONTINUING STUDIES

# Upcoming Alumni Events

## September

**MON**  
10

### Professional Networking Reception

[Downtown campus](#)

Join your fellow alumni for a professional Networking Reception in the heart of Boston's financial district.

**WED**  
12

### Sigma Membership Meeting

**THU**  
13

### An Evening with Dean Hopey

6:30 p.m., [Homestead Restaurant and Lounge, Londonderry, NH](#)

Join fellow alumni living in New Hampshire and dine with Dean Hopey.

**TUE**  
18

### Insights

Enjoy a private harbor tour and dinner cruise and learn about the city's history with Dr. Bill Fowler.

[www.neu.edu/alumni/insights](http://www.neu.edu/alumni/insights)

**THU**  
27

### Brand You Workshop

How do you want to be known? Learn to develop your own brand in this free, half day workshop offered by SPCS and the Tom Peters Company.

## October

**WED**  
10

### Sigma Epsilon Rho Speaker Series

6:00 p.m.–6:45 p.m.

Attend a lecture on a topic of interest, open to all. The lecture is followed by a membership meeting, open to Sigma members only.

**WED**  
10

### An Evening with Dean Hopey

[Ristorante Molise, Wakefield, MA](#)

Join fellow alumni living on the North Shore and dine with Dean Hopey.

**WED**  
17

### Insights

Hear Dr. William Mayer speak on the "Race to the White House"—the history of the election system and the upcoming 2008 election.

[www.neu.edu/alumni/insights](http://www.neu.edu/alumni/insights)

**FRI**  
26

**SAT**  
27

### Homecoming Weekend

## November

### Veterans' Day Memorial Service

Join fellow Northeastern University alumni, family and friends in remembrance of those who served their country.

**THU**  
8

### An Evening with Dean Hopey

[Aegean Restaurant, Framingham, MA](#)

Join fellow alumni living in the Metro West area and dine with Dean Hopey.

**WED**  
14

### Sigma Epsilon Rho Speaker Series

6:00 p.m.–6:45 p.m.

Attend a lecture on a topic of interest, open to all. The lecture is followed by a membership meeting, open to Sigma members only.

**WED**  
14

### Insights

Join us for a lecture by George Thrush followed by a discussion on the controversial moving of Boston's City Hall.

[www.neu.edu/alumni/insights](http://www.neu.edu/alumni/insights)

### Retirement and Beyond

Planning to retire in the next 15 years? Already retired? Attend this comprehensive program to aid you in your plans for a fulfilling, productive and healthy retirement.

## December

**SAT**  
8

### Sigma Epsilon Rho 80th Celebration and Winter Initiation

[Anthony's, Malden, MA](#)

Join fellow Sigma members for the society's celebration of its 80th anniversary.

[www.sigma.neu.edu](http://www.sigma.neu.edu)

### Holiday Pops

Enjoy a matinée performance of the Holiday Pops with fellow Northeastern alumni.

For more information on all alumni events, please visit [www.alumni.neu.edu](http://www.alumni.neu.edu).

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## Encore

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# A Vision for Leadership

Leadership is more than a theoretical concept for Christopher E. Hopey, Ph.D., vice president and dean of the School of Professional and Continuing Studies. It is a primary thrust of the School's academic offerings, and is also integral to his vision for the School as well as its position within the professional and continuing education community.

Recently, *Encore* had the opportunity to sit down with Dean Hopey to talk about leadership at the School of Professional and Continuing Studies.

**How would you define leadership?**

Leaders are individuals, but leadership is really more about taking a role in helping others to succeed. It's also about being an evangelist—getting people to buy into change, selling the virtues of what you're doing. People need to feel they are part of something bigger. And sometimes, leadership is simply knowing how *not* to mess up things.

**How would you describe your own leadership style?**

I have somewhat of a hybrid approach. I like to empower people by giving them autonomy, and then see them be successful. At the same time, I hold them accountable. You can't be afraid of failure or of taking risks. Fear can be invigorating—and overcoming fear can build your confidence to go down a new path.

**Who would you say is a great leader? Why?**

Over the years, I have admired a number of high-profile political and business leaders. My own leadership style combines bits and pieces of the qualities I have observed in successful leaders. People like Helmut Kohl, who wasn't a perfect leader. But at the time of the fall of the Berlin Wall, he had to figure out how to assimilate 100 million people into a reunified Germany. And then there is Ronald Reagan, who was the skilled communicator. He led by delivering simple messages, such as, "We can do better. We can be better." I also admire the philanthropic leadership provided by business icons like Bill Gates and the Ford family.

### Talk about your vision for the School of Professional and Continuing Studies as a leading center of learning.

We are committed to making a quality education accessible to working professionals. To that end, we have become an access point for people—our academic community is 30 percent minority, 59 percent women and 20 percent city residents.

To be a great university, a school must embrace a wide diversity of people. It's not just about the 18-to-24 year-olds. We've put together a model that grabs hold of the energy and momentum generated by our students, faculty and alumni.

Through a range of innovative initiatives, we strive to expand our impact beyond the classroom into the local community and across the greater higher education community. For example, we're working on a new project with the Boston Public Schools for developing college and career connections. We also provide a Community Enrichment Fellows program that connects community leaders with students from the Greater Roxbury area to foster the transfer of leadership from one generation to the next.

Essentially, my job is about talent. Sometimes, ordinary people can do extraordinary things. We are engaged in a collective responsibility—our goal is to be the leading institution in our field.

### How does the School of Professional and Continuing Studies cultivate leadership?

We play a pivotal role in developing leaders. The leadership programs we offer professionals follow an arts and sciences model, in which students develop skills and credentials that enable them to advance their careers. Our Master of Science in Leadership is designed to help professionals become more effective leaders by enhancing their skills and techniques. And our Executive Doctorate in Law & Policy is for those individuals who are looking at a macro society and asking, "What do we have to do to lead? To improve?"

Fundamentally, we provide our students with a quality education and the practical experience to venture into the world and make a difference. Our students and alumni have a drive and dedication you don't find in traditional academic environments. They dedicate their nights and weekends to earning their degree, often balancing work, family and life obligations with their education. They are determined to succeed—and thus become great leaders.

### Can you provide specific examples of alumni of the School of Professional and Continuing Studies and University College who have made or are currently making an impact?

In this issue of *Encore*, you will see examples of alumni who went on to become successful leaders or who learned from great leaders. You'll hear from several of today's

top business leaders; a member of the team that won the 1992 America's Cup; a jewelry business entrepreneur whose focus on earning a degree during World War II enabled him to overcome many obstacles; a retired information systems professional who observed high-profile military leadership serving under General Curtis LeMay during the Cold War; and several veterans of World War II who offer a unique glimpse into wartime leadership.

From these alumni, you will learn that leadership encompasses a range of experiences and traits. Still, a common thread runs through their perspectives on leadership—the importance of finding and keeping talented people, possessing confidence while remaining humble, the ability to effect change without fear of failure and an openness to learn from others and adapt over time.

“Fundamentally, we provide our students with a quality education and the practical experience to venture into the world and make a difference. Our students and alumni have a drive and dedication you don't find in traditional academic environments. They dedicate their nights and weekends to earning their degree, often balancing work, family and life obligations with their education. They are determined to succeed—and thus become great leaders.”

# A Healthy Respect for Individual Contribution and Accountability

Vitamin Shoppe President Anthony Truesdale (UC '92 and CBA '97) on building and leading successful teams.

In 2006, Anthony (Tony) Truesdale (UC '92 and CBA '97) was hand-picked by investment firm Bear Stearns to head up leading health retailer, Vitamin Shoppe. As the company's president and chief merchandising officer, he presides over one of America's most trusted resources for vitamins and nutritional supplements, with over 300 stores located nationwide.

In describing Vitamin Shoppe, Tony says, "It's an interesting place. Customers and employees have an emotional attachment to the model. We change people's lives."

Early in his career, while at New England grocery store chain Shaw's Supermarkets, Tony was mentored by retired Shaw's executive Verne Powell, whom he fondly refers to as the "silver-haired fox." He valued Powell's friendship and his ability to offer great advice without passing judgment.

"He would set me straight when I was overly ambitious. Early on, in my mid-20s, I was like the person dragging his dog for a walk. Come hell or high water, I was going to drag people in the direction I wanted to go."

In addition to the valuable advice he received from Powell, Tony credits Northeastern's Executive MBA program as a primary influence in the development of his philosophy on leadership. He explains, "It was a great learning environment. People underestimate the dynamics when you have all these strong personalities."

When talking about his own leadership style, Tony notes, "I'm into building the team. People need to feel empowered to make a change. At the same time, I hold people accountable."

Tony emphasizes the importance of choosing the right people—for their individual roles and for how they complement the team. "I have tremendous faith in people. So, the toughest challenge is having to separate someone from the organization. I'm always trying to get the team mix right. It's about the personality—I look for individuals with tremendous integrity who are curious, ask questions, do the research and enjoy having fun. I guess you could say that I'm looking for a connection with my values."

Tony also stresses the value of diversity of thought among the team. "In order to create the right balance, I try to get a mix of process-oriented, creative and analytical personalities. Matching people's strengths with the requirements of the role is essential."

If he were to offer advice to aspiring CEOs, Tony says, "There are two things I would recommend—one, remain humble and think about where you came from. Keep your ego in check. And two, value others' contributions to the organization. If you do that, you'll get more out of them. Recognize the good stuff."



Anthony Truesdale, president and chief merchandising officer of Vitamin Shoppe ([www.vitaminshoppe.com](http://www.vitaminshoppe.com)), on building and leading successful teams. He earned a bachelor's degree and an MBA from Northeastern University while working full-time for Shaw's Supermarkets.

While advancing his career at Shaw's, Tony was selected for a program in which personnel were sent to the company's management headquarters in England in order to get exposure to senior management roles. Under this program, he was the senior manager for produce at Sainsbury's. After two years in England, Tony was recruited by PetSmart for a management team that was assembled to turn around the business. While at PetSmart, he was recruited for his current role as president and chief merchandising officer of Vitamin Shoppe.

Tony describes Northeastern's Executive MBA program as, "A really cool program for two reasons—one, Northeastern does a great job with the teamwork piece; and two, for the perspectives you get from people in different industries. Because I was the only one in retail, I learned a lot from others."

Tony is married with two children—one is a student at Santa Clara University in California, and the other is in high school.





# Leading and Learning by Example

High-Tech CEO Jean Kovacs (UC '83) Advises Get Focused, Be Confident and Stay Humble.

Jean Kovacs is senior vice president of Sterling Commerce and former president, CEO and co-founder of Comergent Technologies, Inc. ([www.comergent.com](http://www.comergent.com)). She earned a bachelor's degree from Northeastern's University College and an MBA from Harvard University. Jean began her career straight out of high school, taking a position in the International Marketing group of Compugraphic Corporation. Speaking about her first job, Jean recalls, "It opened up the world of business for me, and I loved it."

After earning her degrees, Jean headed west to California, where she held sales marketing and support positions at Sun Microsystems and Frame Software. In the late 1990s, she co-founded Qualix Group, a company she took public in 1997.

When recalling her time at Northeastern, Jean explains, "What's great about Northeastern is two things—first, it was flexible. So when I was on the road a lot, I could take Saturday classes. Second, I could tailor my learning to what I was doing at work. As I progressed in my career at Compugraphic, I tried to match the learning at Northeastern. My knowledge was so much more in-depth, and I could see the direct application to my work. Night-school learning is much deeper and more germane to what you'll do in life."

# “Night-school learning is much deeper and more germane to what you’ll do in life.”

**Jean Kovacs’** (UC ’83) high-tech career has taken her from Massachusetts’ Route 128 technology corridor to the epicenter of high tech—Silicon Valley, where she is currently senior vice president of Sterling Commerce, a division of AT&T that recently acquired Comergent Technologies, Inc., a company she co-founded.

Comergent did over \$50 million last year, leading up to its successful acquisition by Sterling Commerce at the end of 2006. As a Sterling company, Jean says Comergent now has more marketing muscle and can give its customers a better suite of applications. “It’s also great for the team. Before the acquisition, the company had 150 employees, all of whom still have jobs, some with bigger responsibility than before.”

While Jean’s leadership style continues to evolve as she acquires new experience, she has developed a core leadership philosophy. “I’m a big believer in leading by example. Painting a vision—here’s where we need to go, and these are the steps we need to take to get there. It’s very easy for small companies to get defocused, so you need to do your homework and concentrate on the market you want to be in.”

Comergent went through one of their most challenging times during the burst bubble of the early 2000s. Jean recalls, “That was probably the most difficult time for us.” Even as a young company with 70 to 80 people, Comergent kept going, experiencing only one layoff in an environment where many companies in Silicon Valley suffered through multiple waves of layoffs.

Leading by example once again, Jean and her team did not simply hand out pink slips and show people the door. They announced the layoff to the entire company and told those who were staying that the individuals who were packing up their offices were the same people they were an hour before. The objectives were to show respect to those who were leaving, while keeping those who remained focused on the work required to enable the company to rehire those who were laid off. Ultimately, they did rehire quite a few of



them. Jean explains that it was also important to emphasize to those who were staying that, “We’re going to commit to making this work.”

Today, Jean continues to learn and evolve her leadership skills. “I think for all leaders, you mature and evolve as you gain confidence. And I believe you can learn as much from bad leaders as from good or great ones—you’re learning what *not* to do.”

She recognizes the need to balance confidence with humility, adding, “All leaders have to trust their gut... trust their instinct. At the same time, you always have to temper that with ‘I’m not perfect.’”

During the high-tech downturn, for instance, when companies all around her were closing their doors, Jean recalls, “I tried to reach out to CEOs whose companies went bust. I would ask them, ‘What happened? How did you know it was time to move on?’”

# BUILDing Future Business Leaders

Founded in 1999, BUILD is a nonprofit organization whose mission is to provide real-world entrepreneurial experience that empowers youth from under-resourced communities to excel in education, lead in their communities and succeed professionally. They do this by helping students start their own small businesses. As students reap the rewards—from keeping the profits to gaining self-confidence—they know there is a connection between hard work and creating a stronger community. They are excited to go on to college.

The program has experienced phenomenal growth—from 12 students when the program began in 1999 to 320 students in two communities in 2006–2007. BUILD’s four-year program is the largest youth business incubator in the nation. Students come to the program with inventive ideas for businesses. BUILD nurtures and shapes those ideas, transforming a young person’s lifelong dream into an everyday reality.

Students must meet extremely high expectations for behavior, and must maintain a minimum GPA each year. They follow a strict set of rules, and are held accountable for their participation.

BUILD provides benefits that last a lifetime. From a tangible standpoint, students get to keep the profits from their businesses. They graduate high school, earn scholarships and go on to college.

Learn more about BUILD at [www.build.org](http://www.build.org).

She would do the same with companies that went public. “If you see there’s someone who knows something you’d like to know, chances are you can pick up the phone and that person will be willing to talk. I’m not a big believer in networking because your network has to evolve and change. Simply go out and ask for input.” For that reason, she advises aspiring CEOs to “get focused, have a vision and march toward it.”

Jean also stresses it’s important to “get involved. As an example, I moved my office right next to the inside sales team. There’s nothing closer to a focus group than hearing a sales rep cold calling a customer.”

Notes Jean, “We are open with everything around the business. Every employee has stock options, so technically they are owners. So, we’ve treated them as such. If you treat employees as partners, they will act that way.”

Jean also recommends, “Get to know your people. For seven years, I handed out the paychecks. It was great to be able to walk up to an engineer and say, ‘Thank you.’ It gave me the chance to talk to people I wouldn’t otherwise bump into at the water cooler or in the break room. Know that you are nothing without the team.”

Jean’s impact can be seen outside of Comergent, as well. She is board chair of BUILD, a nonprofit organization that works with high-school students in under-resourced communities, helping them learn business skills, start companies and ultimately get into college. One hundred percent of the students who have completed the program have been accepted into college, impressive considering that Palo Alto, California, one of the communities served by the program, has a 50 percent dropout rate. Jean confirms, “What’s exciting is that it really is working.”

As for balancing the demands of work and home (Jean is the mother of 10-year-old twins), she explains, “It’s similar to being in a company. You have to be able to parallel process and focus.”

# Focused on the Challenge

Rick Wrightson (UC '71) on Fixing Ailing Companies and Winning the America's Cup.

Frederick (Rick) W. Wrightson (UC '71) knows something about taking on significant challenges. He has made a career of starting or buying and ultimately selling companies, many of which have required more than a little TLC. "The companies I get involved with are either startups or fixups," explains Rick.

He was also a member of the *America*<sup>3</sup> team that won the 1992 America's Cup—perhaps the ultimate test of teamwork and leadership. So, to say Rick is not averse to challenge is a bit of an understatement.

A California native, Rick dropped out of Fresno State (now the University of California-Fresno) after a broken engagement. This became the first step on his way to becoming a successful businessman. A friend of Rick's invited him to come east and join the family business, a trucking company based in Waltham, Massachusetts. So, he drove nonstop across the country and became a management trainee.

Earning a degree remained an important goal for Rick. "I was determined to finish my education. I looked at Northeastern, and it fit in perfectly. I was able to work days and go to school at night." He graduated with a bachelor's degree in liberal arts/management from University College in 1971.

While still working at the trucking company, he started an investment business with his friend and his friend's father. In 1969, through the investment business, they founded Educare Child Care Centers, at a time when daycare was a new concept. Eventually, Rick earned a master's degree in early childcare from Boston College. After completing his degree, he went into private consulting.



“I never focus on an industry. Instead, I focus on a business. There are similarities in the issues that come up no matter what the industry is.”

#### A Knack for Managing Businesses

In the early 1970s, Rick bought Alves Photo, a Braintree, Massachusetts-based business that was the oldest (founded in the early 1900s) and largest photo-processing company. Alves Photo is the company that invented the Christmas card. Providing a one-week turnaround, the company handled all the photo processing for local department store chain, Lechmere's, and most of the local pharmacies in southeastern New England. Alves Photo used a fleet of Volkswagens to pick up film, bring it back to the processing center in Braintree and deliver the photos back to the stores. The business changed, however, when next-day and one-hour service came along. So eventually, Rick sold the business and a local chain of Hallmark stores that he owned, and got into microfilm/microfiche processing.

In 1984, Rick moved to England. He and his wife had always been Anglophiles, and their children were at a good age to make such a move. In England, he owned a mail-order business called “British Isles Collection,” which sold upscale merchandise (men's clothes, shoes and the like) manufactured in England and sold through mail order in the United States.

While in England, a friend who was a “sick company doctor” asked Rick to get involved with a custom-made shirt company that was started prior to WWI. Although the company was failing, they turned it around and eventually sold it.

Also while in England, Rick and a sailing friend bought a marine supply company in Newport, Rhode Island. The company required an increasing amount of direct involvement, which became too difficult to manage from across the Atlantic. So, after two and a half years in England, Rick and his family returned to the United States.

#### America's Cup Sails into View

By the early 1990s, Rick had been sailing competitively with friend Bill Koch, skipper of *America*<sup>3</sup>, for ten and a half years. “When I first met Bill, he didn't even have a boat,” explains Rick. They originally sailed on Maxi boats, which required a crew of 25 or so sailors. They traveled around the world racing in Spain, Italy, France, Bermuda and the United States. Along the way, they won two world championships.

So, when Bill Koch was looking to build a team to compete in the 1992 America's Cup race, it's not surprising that he turned to his friend Rick Wrightson to help make it happen. For Rick, this was a once-in-a-lifetime opportunity. Naturally, he was onboard for the challenge.

Rick was the second team member to sign on for the bid, and was named deputy chief operating officer. He recalls, “We went from two to over 250 people with a \$68 million budget and an 18-month timeframe. It was one of the most exciting and entrepreneurial things I've ever done, and I loved every minute of it.”

Koch and his team won the America's Cup in 1992 aboard *America*<sup>3</sup>, defeating an Italian team four races to one, with an overall record including trials of 28-10.

After the victory, Rick planned to get back into his own business endeavors, but Koch continued to tap him for a variety of projects. The first task was to maintain the nonprofit business he had started for *America*<sup>3</sup>. Together, they opened an office in Boston.



Before they knew it, the 1995 America's Cup race was upon them. For this bid, Koch funded the first female team to compete for the America's Cup on a yacht named *Mighty Mary*. This endeavor presented different management issues. They discovered that the women on the crew tended to manage by consensus, which resulted in numerous debates among captain, navigator and crew. So, they worked with a local business college learning management skills that would allow them to operate efficiently and compete. *Mighty Mary* was defeated by Dennis Connor's *Stars & Stripes* during race trials. Still, the team enjoyed a respectable showing and secured an important place in America's Cup history.

Shortly after working on the 1995 America's Cup bid, Rick was diagnosed with a serious health challenge, which he contended with for five years. Upon his recovery, he was once again assisting Koch with a variety of business-related projects—from taking a board position on a kids' sailing program in Kansas to assisting Koch's legal counsel by managing the legal operations for a major battle in which Koch was involved. The fact that Rick had no formal legal training was of no consequence to Koch or his counsel. The legal counsel explained, "It's just like setting up an America's Cup campaign. Eleven straight weeks focused on the one task."

Rick agreed. "I never focus on an industry. Instead, I focus on a business. There are similarities in the issues that come up no matter what the industry is."

According to Rick, when it comes to leadership—whether in the boardroom or on deck, "Maintaining a singular focus is important. After we won the America's Cup, there was a strong feeling of depression."

According to Rick, when it comes to leadership—whether in the boardroom or on deck, "Maintaining a singular focus is important."

### GEARing Up for His Next Challenge

Six years ago, Rick turned his attention to one of his own endeavors. He bought a Dutch company called GEAR Software ([www.gearsoftware.com](http://www.gearsoftware.com)), initially as a passive investment. "I knew I could fix it," he explains.

The company was languishing after having been bought by another U.S. company, with distrust between the Dutch and U.S. operations. When Rick came in, he used his America's Cup experience by showing some videos of the 1992 competition to illustrate the importance of teamwork. Since then, members from the Dutch operation have come to the United States each year, and U.S. employees have gone to the Dutch offices to continue the team building.

The company's technology includes DVD and CD recording, ripping and backup for professionals and consumers. GEAR is also the leading provider of development tools (GEARWorks SDK) to enable software development companies to integrate optical recording technology into their own products. "GEAR-powered" CD and DVD recording technology, via the GEARWorks Toolkit developer library, is integrated into a variety of software for data storage, consumer audio, digital imaging, online entertainment, publishing medical imaging and information security. Under Rick's direction, the company has been profitable for the past six years.

Rick has three grown children. He and his wife split their time between their home in Florida, which is close to his business, and their home on Cape Cod.

## Making a gift to the School just got easier...



If you are aged 70½ or older, new legislation allows you to make cash gifts totaling up to \$100,000 in 2007 from your traditional or Roth IRA to the School of Professional and Continuing Studies without incurring income tax on the withdrawal. This is good news for people who want to use their retirement assets now to make a charitable gift, but have been discouraged from doing so because of the income-tax penalty. The provision is effective only through 2007, so you must act by December 31 to take full advantage.

Contact Carla Kindt, director of development, at **617.373.2724** or **c.kindt@neu.edu** for more information and guidance on how to make this important gift.

### **Who is most likely to benefit?**

- Individuals whose major assets reside in their IRAs and who wish to make a charitable gift during their lifetime.
- Individuals who take mandatory minimum withdrawals, but don't need additional income.
- Individuals who wish to give more than the deductibility ceiling (50% of adjusted gross income).
- Individuals who are subject to the 2% rule that reduces their itemized deductions.
- Individuals who intend to leave the balance of their IRAs to charity at death anyway.





# Northeastern Alumni and a Legacy of Military Service

World War II Veterans Reflect on Their Leadership Lessons.

During the mid-20th century, from the 1940s through the 1960s, wars and economic challenges forced many college-aged men and women to disrupt their studies to work full-time or to join the military. For these aspiring students, Northeastern's evening school programs, then offered by University College (UC), were the ideal option for earning a degree. Full-time workers could take classes at night while continuing to support their families. Night school was also appealing for returning war veterans who needed to earn a living while pursuing a degree. As a result, a high percentage of UC alumni from the mid-20th century era served in the U.S. military.

For many of these alumni, completing their degrees was no easy task. Often, their studies were interrupted for a year or two or even more when they were drafted. But earning a degree was an important goal for each and every one of them. So, they were not deterred by having to delay their studies.

Our wartime alumni are an important thread in the fabric of Northeastern's history and in the history of this country. Their education and military experiences offer a unique view of leadership. Recently, *Encore* had the honor of speaking with several of these UC graduates about their thoughts on leadership, specifically as it relates to their military service.

## Default Leadership— Rank Trumps Experience

### Louis D'Angio

*University College 1948*

*World War II—U.S. Army*

Louis D'Angio is a retired attorney and a World War II Army veteran. He enlisted in the Signal Corps in November of 1942, after having attended Northeastern for three years. Louis enlisted, as he explains, because, "I knew sooner or later I'd be drafted." After receiving an honorable discharge from the Army in 1946, he returned to Northeastern, completing his degree in 1948.

In the Army, Louis recalls receiving a great deal of training—basic training, radar repair training and eventually three months of training to be a company clerk. He was selected for company clerk training because he could type. Louis explains, "If you could type, they gave you a typewriter. If you couldn't, they gave you a gun."

Eventually, Louis was assigned to be an interpreter for a group of Italian prisoners of war who were being held in Ogden, Utah. The Army assumed, because of his Italian heritage, that he could speak the language proficiently enough to act as an interpreter. The truth was that he spoke very little Italian. His mother was born in the United States, so English was her first language. And his father, who came to America in 1913 as a teenager, was a small business owner who wanted to perfect his English. So, he did not speak much Italian around the D'Angio home. As one of five Americans administering to 250 Italian prisoners of war, Louis explains, "Being with them for one and a half years, I learned to speak Italian very well."

Louis recalls the greatest challenge for his group was maintaining morale among the prisoners. "You had to be a bit of a psychiatrist to pep them up. Keeping them working, happy and contented was a job." His company must have been fairly skilled in this area since, as Louis explains, no one ever tried to escape.

While stationed in Utah, Louis applied for Officer Candidate School (OCS). He was ultimately accepted, but declined to pursue OCS, as it required a commitment of four more years in the service. Recalling the OCS application process, he was reminded of the fact that in the service, rank was a measure of leadership. Actual leadership abilities and experience did not always carry as much weight as an individual's rank. A serviceman would be considered a leader simply by virtue of his rank. While this could sometimes be the source of tensions, servicemen and servicewomen always understood the leadership structure.

One example of this, recalls Louis, was an experienced master sergeant who had 30 years of service in the Army. He served in WWI, and during WWII was responsible for training officers, most of whom were first or second lieutenants, and therefore outranked him. Clearly, he had much more experience and leadership expertise than any of them. But, explains Louis, "They used to give him a hard time—pull rank on him." This bothered

the master sergeant to the point where he asked his superiors for a transfer. One week later, he was promoted to captain—a superior rank to those he was responsible for training. "No one gave him a hard time after that." Ultimately, he became the company commander."

"So essentially," Louis explains, "you would go to OCS, and in 15 weeks you were an officer and a gentleman, no matter what you were before."

In considering America's strengths and weaknesses, both at the time of WWII as well as today, Louis says, "It seemed to me it was sort of overwhelming for everyone. When the Japanese attacked us at Pearl Harbor, we were so unprepared. Everything was last minute. Our manufacturing capacity is what won the war for us—equipment from Detroit and food from California. So, it bothers me that we have let our manufacturing capacity deteriorate. You can't rebuild that overnight."

As for his own military experience, Louis says, "I was very lucky. My wife says my mother was a good prayer."

Louis D'Angio practiced law for 50 years in Waltham, Massachusetts. Now, at the age of 85, he and his wife live bi-coastally, spending winters in Pacific Grove, California, and summers in Plymouth, Massachusetts. He has five children—four sons and a daughter.



# Creative Leadership— The Sound of Restoration

## Mike Moscatelli

*University College 1952  
World War II—U.S. Army*

In 1942, Mike Moscatelli (UC '52) was finishing up the last semester of his first year at Burdette College in Boston, Massachusetts, when he was drafted into the Army. He served in the Army at an interesting time—the war was ending and reconstruction was underway. “That’s where I saw leadership,” he recalls, “restoring nations back to pre-wartime.”

Initially, he was assigned as a clerk for an engineering depot in France. There, he received tons of materials for rebuilding, from bridge steel to plumbing supplies.

Eventually, Mike was moved to Frankfurt, Germany, where his team was assigned to run a town after the Army had moved on. Mike and his administrative team would investigate all the town officials “to ensure proper people ran the town. We were instructed to hire as many civilians as possible. As a result, we got to know quite a bit about the local customs and governments.” After the town was stabilized, Mike and the administrative team would move on to the next town and do it all over again.

In order to restore towns that had been completely destroyed, Mike explains,



“We needed to get farms back online.” He says until that was possible, the United States brought in food and medical care.

According to Mike, Washington’s primary objective for reconstruction was to bring back prosperity. “The Marshall Plan helped restore industry and bring back prosperity to Europe. We gave them new efficient factories which the United States then had to compete against.” Institutions began to revive. And Mike recalls, “Animosity against America started to go away as prosperity returned.”

During this time, Mike and his team were responsible for some 2,000 German prisoners of war, who assisted with the rebuilding. “People with all types of skills were mixed in. How do you keep them happy and eliminate dissatisfaction?” asks Mike. As he considered this challenge, he started combing through the prisoners’ records and discovered there were many skilled musicians among them. “I asked one of them, ‘Do you miss such a thing?’ He said, ‘Naturally, it was my life.’”

And so, to shore up morale among the prisoners, Mike presented his idea for an orchestra, which made its way up the chain of command and was ultimately

approved. The orchestra was very successful, with 35 to 40 musicians participating. It was so successful, in fact, that they spun off a 25-to-30-piece swing band, which played at many of the Army’s events and also for special occasions.

According to Mike, the project not only helped with prisoner morale, but also contributed to the reconstruction effort. The instruments were supplied by local manufacturers, which helped restore their operations. What’s more, he adds, “When the prisoners were sent home, they had some good thoughts about the U.S. Army.” Mike is reluctant to take credit for his brilliant idea. “I had help all along the way.”

After completing his service, Mike returned home and finished his degree, attending evening classes at Northeastern’s University College, graduating in 1952 with a Bachelor of Science in Business Administration/Accounting. He spent much of his career working for Nabisco, first in Cambridge, Massachusetts, and ultimately at the company’s headquarters in New Jersey, where he retired as director of taxes. Mike still resides in New Jersey, and has three children and two grandchildren.

# Leadership at Sea

## Robert Carter

*University College 1950  
World War II—U.S. Navy*

After graduating from Burdette College in 1942, Robert (Bob) Carter enlisted in the U.S. Navy, because, he says, “I knew the draft board was after me. I liked my chances of survival better if I were in the Navy rather than the Army. Also, I just liked the sea.”

In high school, Bob had taken shorthand and typewriting classes. So, along with his business administration background from Burdette, he was admitted as a yeoman—petty officer third class. He rose to the rank of petty officer first class by the time he was discharged in 1946.

During World War II, Bob served onboard an attack transport ship, the *USS Frederick Funston*. He recalls, “We made invasions in Sicily and Italy. I was the executive officer’s yeoman during those invasions, so I was very close to leadership.”

He explains that while leadership onboard ship was stern, the officers were respected for the way they managed operations. “I will say, in terms of leading men, they showed the way for others to follow. They did this by actually being in the middle of the action we were in. They were not just sitting at the helm. Instead, they were down there with the men as we loaded Army soldiers and Marines onto small boats for invasion.”

Eventually, Bob had the opportunity to go to Officer Candidate School in the Navy V12 Program. He had attended three semesters at Bloomsburg State Teachers College in Bloomsburg, Pennsylvania, before the war ended. At that point, he could have continued his studies under the Reserve Officers Training Corps (ROTC) at Penn



State. However, he decided to return home to the family business, the Carter Furniture Store in Concord, Massachusetts.

At the time, Burdette College and Northeastern University had a referral agreement, in which students and graduates-in-good-standing were referred from Burdette to Northeastern for continuing studies. And so, while managing the family business, Bob resumed his studies at Northeastern’s University College. He completed his Bachelor of Science in Business Administration/Distribution in 1950 after attending night school for four years while working full-time. “It was difficult,” recalls Bob. “Finding time to study was hard. I had no social life. It was work, study and go to school.”

Having completed his degree, Bob continued to build Carter Furniture into a successful business. “In the store, I was the manager and wore all kinds of hats. I was buyer, salesman and personnel manager. I planned all our events and promotions.”

His chief leadership challenges revolved around personnel and managing growth. “The major challenge was employing the right people at the right wage you could afford. Also, we grew, which necessitated adding on to the building. We owned the property, so we went through two or three additions.”

Bob explains that his military experience was helpful in managing his business. “Planning was the big thing that I brought back from the service. In the Navy,

everything was planned every day for you from the time you woke up until the time you went to bed. So I planned daily, promoting the business and the sales events.”

The other thing I learned from the Navy was disciplined maintenance. I owned the building, so I had a strong need to be on top of maintaining the property. I learned that a tar-and-gravel roof needed a lot of maintenance. Weather had a strong influence on the roof—one time a hurricane ripped it right off. I could not afford to have a leaking roof in the furniture business.”

Bob explains that furniture was a good business to be in from when he started in 1946 up until the 1980s, when increased competition began to change the business as he’d known it. He retired and closed Carter Furniture in 1994.

As a local business owner, Bob was often called upon to participate in community events and initiatives. He belonged to many associations and organizations, including the Concord Lions (three-time president), Concord Chamber of Commerce (member of the board of directors), Louisa May Alcott Memorial Association, Town Manager’s Advisory Committee for the Harvey Wheeler Community Center, the West Concord Improvement Association, the National Retail Furniture Dealers Association and the New England Retail Furniture Dealers Association. After having served his local community for nearly 50 years, Bob was named “Concord’s Honored Citizen” in 1994.

## Jack Feibelman Determination to Earn Degree Overcomes Wartime Obstacles

Jack Feibelman (UC '45) is CFO of A&H Manufacturing Company, which he founded in 1967. It was in the late 1960s, when women were beginning to wear pierced earrings, that Jack recognized the need for a better way to merchandise the jewelry. He designed and created the first hanging display card for earrings as we know it today. This innovation revolutionized the jewelry industry and has since led to numerous creative packaging developments by A&H, many covered by U.S. and foreign patents. Today, the business handles displays for jewelry and accessories—scarves, sunglasses and small leather goods. Jack's company even developed a security device embedded in the card.

Jack understood from an early age that a college degree would give him a competitive advantage in the workplace. He recalls losing his first job in New York City to a Harvard graduate—a job for which he was otherwise well qualified. “You were at a disadvantage if you did not have a degree,” he explains. “To attend university and get a degree was very important. In the job market, it put you in the top tier of the job applicants.”

And so, despite limited funds, being drafted into the Army and the transportation challenges presented by the war, Jack was determined to earn his college degree. It took him six years to complete his Bachelor of Science in Business Administration—an impressive feat considering the obstacles that were in his path.

Jack enrolled at Northeastern's satellite location in Rhode Island in 1939. He recalls tuition was \$10 per semester hour, which was more than he could afford at the time since he was earning \$15 per week and supporting himself and his parents. So, he entered an essay contest conducted by the Providence YMCA, in which he took second prize—\$50, which paid half of his tuition, enabling him to begin his college education.

“The organization that Northeastern had in Providence was fabulous—very good teachers, mostly professionals for the evening classes.”

Among his instructors was Harry Howell, whom Jack recalls was summoned to Washington to write the “pay-as-you-go” tax law—what we now know as tax withholding. Up until the war, explains Jack, taxes were merely collected each spring. But with the war, there was a need for the federal government to have tax monies on hand throughout the year to fund the effort. In addition, times were tough, so people had trouble coming up with a large lump sum each spring. So, “pay-as-you-go” became the law of the land. Howell was also president of the National Association of Cost Accountants and treasurer of a local industrial manufacturing company.

Also among Jack's Northeastern instructors were Christopher Del Sesto, who eventually became governor of Rhode Island, and Elmer Smith, an English teacher who was also called to Washington to be an assistant to Archibald MacLeish.

“These people were very impressive and had a lot to offer the students. We were fascinated by them, and they opened doors for us.”

The war broke out a couple of years after Jack had begun his studies. Northeastern was forced to cease operations in Rhode Island because many instructors and students had been drafted into the war. In 1942, Jack was among those drafted. He received a medical discharge in 1943, and returned to Northeastern that same year to continue his studies. Only this time, he had to attend classes in Boston because the Providence campus was closed.

So, Jack began commuting to Boston after work. He would get out of work at 5:00 p.m., catch the 6:00 p.m. train to Boston and sprint to get to class by 7:00 p.m. “It was a race, but the teachers understood.” He was doing this four evenings a week at one point, so it was both grueling and expensive.

To offset the cost, Jack and several of his classmates from Rhode Island started a carpool, which he explains was also a challenge due to gas rationing. He recalls, “You had to borrow gas coupons, and gas stations ran out of gas. Many times, we barely made it home.” He tells of one time on their way home from classes when they rolled into the parking lot of the Woonsocket police station running on fumes. The police were kind enough to give them enough gas to return home. “It was a real challenge to do this three to four nights per week for four years.”

But for Jack, it was all worthwhile. “The degree enabled me to hold a better job. For me, Northeastern was an affordable, ranking university. It gave me the tools I needed to succeed—budgeting, planning and management.”

As for the leadership challenges he's faced as a business owner, Jack says, “Staffing is always the top problem. Without good staffing, you can't do anything. It takes talent to find the right people. There's also the challenge of financing. The bigger you grow, you have to carry accounts receivable and staff.”

He advises aspiring CEOs to “honor your commitments. Follow through in creativity and delivery. Learn as you go along, attending to details that you think are small. Learn to delegate and groom a good competent staff.”

## Diane Nichols Lessons Learned from High-Profile and High-Tech Leaders

Diane Nichols (UC '81) is a retired software developer and data administration professional who got an early start in high technology during her military service in the early 1950s. She joined the U.S. Air Force in 1951 after a lack of funds forced her to take a hiatus from her studies at Northeastern. On her way home one day on the subway, she saw an ad for the Air Force. She checked it out and joined, with the plan of serving her time and then returning to finish her studies under the GI Bill. "That was my plan," she explains.



D. DAVIDSON

After nine months of electronics schooling for ground radio maintenance, Diane was sent to Strategic Air Command (SAC) headquarters in Omaha, Nebraska, which was under the command of renowned World War II General Curtis LeMay. At SAC, Diane was assigned to an experimental unit working on a reconnaissance technology project called "Telephoto" for General LeMay. According to Diane, "Pilots would fly over a target and radio back to land where the signal was converted into a picture." At the time, this truly was cutting-edge technology.

From 1952 to 1953, her office was located next to General LeMay's large conference room, giving her a close-up view of history-making leadership in action. She recalls that LeMay used the room for an early form of teleconferencing. It housed a wide-screen television and communications equipment that enabled him to talk simultaneously to all his unit commanders across the country.

LeMay, who was responsible for modernizing SAC, leveraged the latest technology and pioneered many practices that are used routinely today. One of the projects that Diane was witness to was the development of an in-flight refueling system. The offices of the Communications Division in which Diane worked were located next to the runway at SAC headquarters. So, if she was on a break or coming or going from work at the right time, she could see the Air Force pilots practicing their in-flight refueling maneuvers.

Diane says, "I thought General LeMay was very good in decision making. He incorporated what was new at the time." She explains that what she experienced at SAC "instilled in me that leadership was grasping the technology and making it yours—doing it for future goals." Diane also believes that "the military is a great place to learn leadership. You have to learn to be a team member and make the right decisions. It's a network of teams."

She also learned from military leadership that, "in order to be prepared for anything, you had to have all people cross-trained. You have to have broad experience and knowledge and then use it in the field that you're in. Get as much education as possible, so you can make informed decisions. Not just military experience—schooling and work experience, too."

After completing her military service, Diane returned to Northeastern where she studied math. She took another hiatus (12 years) from her studies to get married and raise three children. When she was ready to return to the workforce, she realized she did not have the appropriate skills. So, she returned to Northeastern once more, earning a Bachelor of Science in Information Systems. "I was used to technology and wanted to learn more about it."

After graduating in 1981, she landed a job at Fidelity as a software developer. "Fidelity was a perfect job for me because they use the latest technology."

Diane recognized the leadership role that Fidelity and Chairman and CEO Ned Johnson played in advancing the use of desktop computers beyond that of mere word processors to valuable tools for improving business efficiency. She recalls that at the time she started at Fidelity, everyone had PCs on their desks. But no one was really paying attention to the data. Fidelity's Johnson wanted all customer information to be available to employees on their desktops. That's when Fidelity began a major initiative to organize the data to be used across the company, according to Diane.

"At Fidelity, there were many times when we were on the cutting edge of computer programming. They hired the best from MIT and Berkeley. Ned Johnson had the goal to be the best as far as customer service."

Diane retired from Fidelity in 1993. She and her family lived in Easton, Massachusetts, for many years. Currently, she and her husband reside in Jupiter, Florida.

If you are a WWII veteran and would like to share your story, please email us at [spcsalumni@neu.edu](mailto:spcsalumni@neu.edu).

# Recent Events

Dean Hopey addresses alumni and guests at the Museum of Science



Dean Hopey and the Egan family

### Museum of Science

Over 1,200 alumni, graduating seniors, faculty, staff and their guests joined together for a family day of fun at the Museum of Science on April 29. The special event celebrated graduating seniors, academic excellence award recipients and School of Professional and Continuing Studies and University College alumni.

### Tampa Luncheon

West Palm Beach, Florida, alumni gathered together for lunch on March 10. The event allowed alumni to meet each other and Dean Hopey.

### Winter Golf Classic

Northeastern's School of Professional and Continuing Studies and University College alumni attended the Winter Golf Classic in Boca Raton, Florida.

### Sigma Epsilon Rho

On May 3, over 200 people celebrated the achievements of 108 graduating seniors who were initiated into the honor society for the School of Professional and Continuing Studies and the Lowell Institute School. Dean Hopey and alumnus George Chamillard spoke at the event.

### Red Sox Spring Training

In March, several School of Professional and Continuing Studies and University College alumni attended the Red Sox vs. the Huskies game in Fort Myers, Florida.



Alumni and guests enjoy family day at the Museum of Science

Sigma Epsilon Rho Honor Society 2007 Initiates



From left to right:  
Jon Gollinger (UC '72),  
Dean Hopey, James Murphy  
(UC '82, MBA '88) and  
Joseph Robicheau (UC '78)

Alumni at the Tampa  
luncheon



The Red Sox warm up for  
a game with the Huskies

Patricia Crowley  
(UC '99, UC '01)  
and Clarence Winfrey  
(MPS '06) at the Sigma  
Epsilon Rho event



From left to right:  
Michaela Eldridge  
(SPCS '07),  
Edward  
Trachtenberg  
(UC '73, UC '76,  
MBA '80) and  
Patricia Crowley  
(UC '99, UC '01)



# Of Note

## Irving M. Taub

(LI '54, BB '56) worked as naval architect and structural engineer for the Department of Defense, as well as for other employers. Irving and his wife, Edith, have two adult children. He retired in 1983.

## Ralph Gootner

(LI '56, UC '61) was employed by IBM for over 34 years in several domestic and international positions. Following early retirement, Ralph has been employed as a manufacturing consultant for a Michigan firm, director of the South Florida Technology Transfer Center, a visiting professor at the College of Engineering at Florida International University and a consultant. Ralph has three children, Bruce who works at IBM and lives in Boca Raton, FL; Lori, a CPA living in Maui, HI; and Marjorie, an executive secretary at IBM in Briarcliff Manor, NY.

## Joseph Launie

(UC '57, LA '59) went on to earn a master's degree in economics from the University of Nevada in 1962 and a Ph.D. in financial economics from UCLA in 1968. He was professor emeritus of finance and risk management at California State University, Northridge. Joseph became CEO of Launie Associates, providing litigation support and expert witness services in property liability insurance matters for 30 years. He is married and lives in Santa Barbara, CA, where his wife, Gillian, is president of the Santa Barbara Symphony. Joseph has raced sailboats for over 35 years, and presently races his Catalina 38, *Macavity*. He is also the commodore of the Catalina 38 International Association.

## Robert E. (Bob) Carlson

(UC '62), after serving four years as an Air Policeman in the U.S. Air Force, went to work at Carlson Machine Company as a partner with two of his brothers. Shortly after graduating from Northeastern, he was hired as a production manager at Knox, Inc., where he became a general manager.

Subsequently, he purchased the Controls Division of the company, Hydralign, Inc. In 1995, the company was sold and Bob worked for two years as a consultant. He retired in 1997 and now spends his summers playing golf, and his winters at home on Sanibel Island in Florida.

## Gordon Raymond

(UC '64) is retired from his job as director of operations, Ris Paper Co., a division of Domtar Paper. Gordon has been married for 44 years, has five children, 11 grandchildren and four great-grandchildren. He lives in both New Hampshire and Florida. Gordon is very active in Fraternal Organizations and helping others. He is president of the New England Club in Florida and The Grey Pretenders, an acting group in Florida. Gordon enjoys traveling, taking cruises and his grandchildren.

## Nicola A. Barletta

(UC '65) retired from Digital Equipment Corp. and is an elected member of the Rockport board of selectmen. He is a widower and has two daughters.

## Salvatore Di Milla

(UC '66) is married and has two children, Jeanne and Paul. After working at Raytheon for 37 years, Salvatore took early retirement in 1988. Since then, he has been doing humanitarian work for WWII Navy Sailors. He will be 81 in October.

## Michael Paisner

(UC '66, LC '67) retired after 40 years as VP, business operations in the chemical industry, including 18 years with M.S. Paisner, Inc. (Boston), then 13 years with Lipo Chemicals and Ruger Chemical (NJ). He is presently consulting in the chemical industry and opening a Montessori school (Absorbent Mind Montessori Academy)—in Paramus, NJ. Michael just celebrated 42 years of marriage with Beverly (Gilman) and has two children—a son in sales in Massachusetts and a daughter who is a senior zoo keeper at the San Diego Wild Animal Park.

## Marcia Dorey

(UC '68) worked at Northeastern University's Suburban Campus in Burlington, MA, as an assistant librarian while she pursued a master's degree in library science at Simmons College. She has been married to her husband, John, for 44 years. They have three daughters, five grandchildren and three great-grandchildren. After Simmons, Marcia pursued a Master of Divinity from Andover Newton Theological School. A move to the Midwest to serve as a university librarian at Northwest Missouri State University also made it possible for her to pursue a Ph.D. in Ministry at Saint Paul School of Theology in Kansas City, MO. The Doreys now live in Vermont, where Marcia serves two small churches and teaches in the Vermont Academy for Spiritual Training program.

## Bruce F. Miller

(UC '68) is a manufacturing engineer, toolmaker and real estate broker. He lives in Quincy, MA, with his two sons. Bruce is an avid golfer and is active in his church.

## Bill Zinke

(UC '69) of Boca Raton, FL, and his wife, Karen, just celebrated their fortieth wedding anniversary on June 30 in the mountains of North Carolina and Tennessee with their three children and their six grandchildren.

## Robert K. Maxon

(UC '71, UC '73) earned an MBA in 1984 from Suffolk University. He is president and owner of two businesses, Wheelchair Getaways of TN Inc., which rents handicapped-accessible vans, and Total Mobility Inc., which sells and services accessible vans and other adaptable equipment. He lives with his wife, Marie, in Kingston, TN. They have a five-year-old grandson who is the light of their lives. They would love to hear from friends and classmates via email at [brewersbest@yahoo.com](mailto:brewersbest@yahoo.com).



## Leadership Full Circle

### James E. Munroe

(UC '71, MPA '73) worked as an assistant professor at the University of Illinois for three years before changing careers to become a chief of police for several different towns in Illinois. After retiring from the police department, James moved to Hawaii where he was director of security for Hilton Hotels for several years. He left Hawaii in 1990 and started a business with his oldest son. He now lives in Indiana and is married with three grown children, 11 grandchildren and five great-grandchildren.

### Edward B. Govoni

(UC '72) retired in 2001 after 40 years in engineering and management. He works full-time in real estate in San Diego, CA.

### Richard J. O'Hara

(UC '72, UC '78) lives on Cape Cod with his wife Hedy and has a daughter and four grandchildren. Richard is a retired chief of police. He enjoys traveling and is director of a church youth group that has just completed its third trip to Biloxi, MS, to rebuild houses damaged by Hurricane Katrina.

### Edward Trachtenberg

(UC '73, UC '76, MBA '80) retired from Raytheon in January. He continues to stay connected to his love of computers and technology through his part-time teaching at the School of Professional and Continuing Studies.

### Richard Manning

(UC '74, UC '79) and his wife, Jeanne, are living in Dallas, TX. He earned a master's degree in biblical counseling at Dallas Theological Seminary in 2004. He works with individuals and families in need of help.

### John Mcaveaney

(UC '74) retired from the police department and went to work in the private sector as a supervisor. He retired from that position and moved to Florida and then returned to New England after a few years and works part-time.

James (Jim) Lux (SPCS '06) was just named vice president for Sigma Epsilon Rho. Last year, Jim was among the first students to earn a Master of Science in Leadership from the School of Professional and Continuing Studies.

He started the Leadership program while a vice president of information services for Massachusetts-based Bertucci's, an Italian restaurant chain. Jim's concentration in the Leadership program was in knowledge management, a good complement for his chosen profession. Shortly after graduating, he leveraged his more than 20 years of dining and hospitality industry experience and his new Leadership degree to secure his current position as vice president of information technology for Unidine, a food and dining management services company for senior services, hospitals and businesses, with over 70 clients in 13 states along the East Coast.

"It has made a difference in how I do my job. Professionally, it has opened my eyes to and has given me the ability to have conversations with upper management. Moreover, it has refreshed my understanding of how to run an organization."

Northeastern made such an impression on Jim, that he became active in the honor society, Sigma Epsilon Rho, and was just named its new vice president. In addition, as part of his master's project, Jim's instructor encouraged him to consider teaching. Now he is an instructor at Northeastern, teaching Dynamics of Business to undergraduates.

## Sigma Epsilon Rho inducts new officers for 2007–2008

<b>President:</b>	Patricia Crowley
<b>Vice President:</b>	James Lux
<b>Treasurer:</b>	Barbara Cahill
<b>Secretary:</b>	Jennifer Fritch
<b>Parliamentarian:</b>	Edward Trachtenberg
<b>Executive Board:</b>	Leah Eggleston Krygowski, Angela Marcucci

To stay informed on Sigma Epsilon Rho activities, please visit [www.sigma.neu.edu](http://www.sigma.neu.edu).

### Laurence (Larry) K. Hayward

(UC '75) celebrated 31 years with AMETEK (acquired by Pfizer) in 1988. He has two sons who live in Illinois and a daughter in Massachusetts who works for MIT. He and his wife, Jeanne, have been married for 40 years and live in Orleans, MA.

### Al Flynn

(UC '77). After graduating from Northeastern, Al completed a master's degree in teaching history in one year by combining military time and teaching time. He has just retired. Al had an earlier career as an accountant; a career as a business and social studies teacher; and now at 62 is looking for another career. He has a daughter who lives with her family in Lawrence, Kansas, and his wife is a programmer for the lottery commission.

# Of Note

## Gerald F. Morris

(UC '77) is a widower of Ann Griffiths. He has two children, a son who is a chiropractic physician in Missouri, and a daughter who is a banker in Florida, and five grandchildren. He owns Tropics Trading Company in Las Vegas, NV, a private investment company.

## R. Kelly Wagner

(UC '77, UC '78) currently lives in the Baltimore area. Retired due to disability, she now uses her limited energy to play the saxophone in municipal bands and to ride her motorcycle. Kelly published a piece of music last November, and is working on more. She'd like to say hello to anyone who was in the Early Music Ensemble and/or Helen Keaney's classes in the '70s.

## Tom Grogan

(UC '79) went on to earn a master's degree from Lesley University ('88). He married his wife, Kathleen, in 1978, and they have three children. Currently, Tom is an independent financial advisor with Royal Alliance Associates, Inc.

## Irving Martel

(UC '79) worked for Polaroid Corp. in Cambridge from 1961 to 1988. He retired and earned an MEd in 1989 from Lesley College and then moved to North Carolina where he taught middle school. In 1999, he moved to Florida with his significant other. He retired but continues to teach part-time at the Community Adult and Technical Education Center in Ocala, FL. He enjoys playing golf, taking cooking classes and traveling in his RV.

## Donald McManus

(UC '79, UC '81) is the principal owner of DJ McManus and Associates and has clients in Massachusetts, Michigan and the United Kingdom. He is also a business advisor to the president of a company that has manufacturing plants in New Hampshire; Greenville, SC; and China. Don lives in New Hampshire with his wife, Marie. He has two daughters and enjoys spending time with his grandsons.

## Bertha L. Pruitt

(UC '79, UC '81) earned a bachelor's degree from University College in 1981. Her son, Aaron Jr., also earned a bachelor's degree in pharmacy that same year. In 1986, she earned a master's degree from Framingham State College, and retired from the U.S. Postal Service in 1992.

## Barry Scott

(UC '79, UC '81) retired from GE Aircraft after 35 years in 2002. He then created a consulting business in International Quality Systems ISO 9000 and AS 9100. He lives in Saugus, MA, and has two grandchildren, 39 months and five days (as of 07/05/07).

## Gary Jones

(UC '81) completed an MBA in management at NH College ('83) and a doctorate in marriage and family counseling ('04). Currently retired, Gary lives at Smith Mountain Lake in southwest Virginia where he operates a marriage retreat center. He enjoys frequent off-shore sailing ventures in the Caribbean and touring on his Honda Gold Wing.

## Josefina A. Diaz

(UC '82, UC '83) is married and her husband holds two bachelor's degrees in engineering from Northeastern University and a master's degree in computer science from Rivier College, NH. Her husband is a software engineer manager for RSA Security Systems in Bedford, MA. Josefina has been self-employed as an independent executive branch director for Home Interiors & Gifts for the last 15 years. She has

three children, two boys and one girl. Her older son graduated from the University of Massachusetts Lowell with a degree in computer science; her middle son attended Wentworth Institute of Technology; and her daughter is a junior at the University of Massachusetts Lowell.

## Victoria Domenichello-Anderson

(UC '82) holds a master's degree in art education from USF and a graduate certificate in expressive arts. She has recently achieved registration status as an expressive arts consultant/educator with the International Expressive Arts Therapy Association. Victoria resides in Sarasota, FL, with her husband of 20 years, where she co-owns Inner Visions Gallery. She is on the faculty at Ringling College of Art and Design's Continuing Studies and Special Programs Department, where she co-founded a certificate program in art and healing. For further information, visit her website at [www.victoriadanderson.com](http://www.victoriadanderson.com).

## Mari Frohn

(UC '82) spent 40 years in the dental profession. She has also been a dental educator for the last 30 years at various institutions, including Northeastern. Today, she is director of dental assisting, department chair, and a tenured professor at Massasoit Community College in Canton, MA. Mari also holds a Certificate in Dental Public Health from Harvard Dental School. She was awarded a grant for Dental Education at the University of Pennsylvania. Mari is a former state president of the Massachusetts Dental Assistants Association as well as a former dental assistant advisor to the Massachusetts Board of Dental Registration. She was named Massachusetts Dental Society Dental Educator of the Year in 2003 and Dental Assistant of the Year in 2002. Mari has authored several articles in the *ADAA Journal* and the *Massachusetts Dental Society Journal*. She enjoys time with her husband, two adult daughters, and her dog, Nick.

**Julaine McInnis**

(UC '83, UC '86) is married and her husband, Ralph Mastriano, also graduated from University College ('83). They have one son, 16. Julaine works as the chief financial officer for Walnut Hill School in Natick, MA.

**Paul D. Barcelo**

(UC '84) worked at Honeywell Information Systems until 1990, then moved to Houston, TX, to work for Loral AeroSys working on an international space station contract for two and a half years. Paul then moved to Melbourne, FL, to work for Northrop Grumman on a Department of Defense contract. Paul retired early in 2004 to spend more time with family, especially his grandchildren in New Hampshire.

**Joyce Leahy**

(UC '84) is currently operations manager at the Expo Design Center in Burlington, MA. She is married and has two children—Annie, 14, and Joe, 11.

**Mandi Bulette Coakley**

(UC '86) earned a bachelor's degree in nursing from University College and went on to earn an MSN from Northeastern and a Ph.D. in nursing from Boston College. She is married and has three children. Mandi currently works at Massachusetts General Hospital.

**Charlotte Delaney**

(UC '86) recently became the chief operating officer of Kirkland Albrecht & Fredrickson, PC, based in Braintree, MA. Charlotte lives in North Weymouth with her husband, Steve.

**Paula (Budlong) Foley**

(UC '86) graduated in 2006 from Bridgewater State College with a master's degree in elementary education. She is currently a looping teacher for grades one and two in Carver, MA, where she lives with her husband of 22 years and their 15-year-old daughter.

**Mary Kiley**

(UC '86) has been working at New England Conservatory of Music for seven years as an administrator for the conservatory's largest division. After UC, she went on to the Radcliffe Seminars, completing coursework in management. She says it's a privilege to give back to NU, as every year she appreciates more and more her experience there.

**Kimberly A. Bonetti**

(UC '87) was part of the Radiologic Technology Program. She is single and living in Milford, MA.

**Marilyn (Morgan) Brodeur**

(UC '87, UC '89) currently lives in Woburn, MA, with her husband, Stephen, and their children, Alexander (10) and Kristen (9). Marilyn has been employed by H&R Block Tax and Business Services in Wakefield, MA, since 1994.

**Charmaine P. Hickey**

(UC '88, UC '90) earned a master's degree in educational administration in 1996 and a doctorate in leadership in schooling in 2006 from the University of Massachusetts Lowell. Currently, she is director of the Faculty Development Center at the University of Massachusetts Lowell and project director for an Alfred P. Sloan Foundation Grant for UMass on Local Blended Learning.

**Susan Priem Stellwagen**

(UC '89) continued at Northeastern and earned a master's degree in school adjustment counseling and a certificate of advanced graduate studies in school psychology. She met her husband, Kurt Stellwagen, in the graduate program, and they have been married for 14 years. Susan worked for Broward County Schools in Florida for seven years before her husband decided to go back to school for his doctorate in school psychology at

the University of North Carolina. While living in Chapel Hill, Susan worked for the All Kinds of Minds Institute with Dr. Mel Levine as a learning specialist. She and her husband currently live in Spokane, WA, with their two dogs, Cody and Foster. Susan is a school psychologist in the Spokane Public Schools, and her husband is a professor in the psychology department at Eastern Washington University.

**Catherine Dennis**

(UC '92) has spent the last 15 years in technology sales, marketing and operations management. She currently lives in Northern California although she is now negotiating a move back to Chicago for a great opportunity. In her spare time, she enjoys traveling and spending time with her 18 nieces and nephews.

**Nancy Jo Goulart**

(UC '92, UC '93) earned an associate degree in accounting and then graduated in 1993 with a bachelor's degree in accounting. Since then, she has passed the Enrolled Agent's exam with the IRS. She works for a CPA firm year-round and teaches tax classes for H&R Block. Nancy raised four children who are all college graduates and successful. They, in turn, have given her six wonderful grandchildren.

**Andrew Wyllie**

(UC '93) lives in Roslindale, MA.

**Lisa M. Allen**

(UC '94) went on to earn a Master of Education in 2007. Lisa is currently working for Student Financial Services as an assistant director at Northeastern University.

# Of Note

## Bob Sansone

(UC '94). Bob is the proud father of two daughters, Rachel (10) and Hannah (7). He enjoys volunteering with the Big Brother Big Sister Association and Christmas in the City, a nonprofit that helps Boston-area homeless families. He is basketball coach of the 5th and 6th grades at St. Patrick School in Stoneham and for the Stoneham Town League. Bob is currently employed in sales at Inland Underwriters Insurance Agency in the Charlestown Navy Yard.

## Paul Matvichuk

(UC '95) lives in Middleton, MA, with his wife, Patricia. His daughter, Rachel, is planning to attend Boston College in the fall; and his son, Patrick, is a junior at Masconomet Regional High School.

## Christopher D. Midon

(UC '95) works in asset management and sales in the capital equipment leasing industry as well as real estate brokerage, investment and property management. Christopher loves spending time with family, traveling, landscaping, running, biking, weight training and getting involved in fundraising activities. He resides in his hometown of North Attleboro, MA, with his wife, Shelly, and children, Alexandra (11), Ashley (9), Emily (6) and Zachary (4).

## Maria Silva-Marcucilli

(UC '96) married a Yankees fan, Jim, but made him move to Red Sox Country. They have a four-year-old, Joel. She currently works as an analyst for the Division of Unemployment Assistance in the Brockton office.

## Craig Anderson

(UC '97) is married and has two daughters ages three and five. He is relocating this fall to Raleigh, NC, with his current employer, Fidelity Investments. He can be reached at [Craig.P.Anderson@fmr.com](mailto:Craig.P.Anderson@fmr.com).

## Bianca Velishek-Sumberg

(UC '97) married Richard Sumberg of Newton, MA, in 2000. They currently live in Sonoma, CA.

## Pam Drucker

(UC '98) moved from Cambridge, MA, in 2005 to Vancouver, BC. Pam works on contract to HSBC Bank Canada. She also serves as competition manager with the local chapter of the Society for Technical Communication.

## Easton Hill

(UC '98, UC '00), after graduating from University College, was promoted into the finance department at Gillette as a financial analyst. He held that position for three years and then went to work for the Commonwealth of Massachusetts. After one year, he was promoted to a supervisory position in the federal revenue unit and then promoted as an assistant director of federal revenue. Easton is the proud father of three boys, Jarron, Noel, and Alex. He says that thanks to Northeastern, he is living the American Dream.

## Monica Medeiros

(UC '98) is just finishing her first term on the Melrose School Committee. She is employed as a senior loan officer at First Call Mortgage Company, Inc., in Andover, MA.

## Jennifer (Young) Niles

(UC '98) Jennifer had been living in Chicago and returned to Northeastern to finish her degree. She married David Niles in 2000 and in 2003 welcomed a son, Nathaniel. Jennifer is now self-employed as an artist ([www.JenNilesArt.com](http://www.JenNilesArt.com)) and lives in Paxton, MA.

## Susanne Simons

(UC '98) has been working at Partners HealthCare for 20 years. She is single and lives in Massachusetts.

## Georgette Wilson

(UC '99) is manager of Health Information Services at Brigham and Women's Hospital. Georgette was the past president of MHIMA (Massachusetts Health Information Management Association).

## Deirdre A. Gale

(UC '00) graduated in 2006 with a Master of Arts in Clinical Psychology from the University of Massachusetts, Dartmouth. She has been married for 21 years and has two children. Her son, Lucas, will be completing his last year of undergraduate study at Hampshire College, MA, and her daughter, Cassidy, will be entering her third year of undergraduate study at the University of Vermont. Deirdre works at Rhode Island Hospital as a psychotherapist in the psychiatry department.

## Jorge Calzada

(UC '01) set up IdentiCert, Inc., with colleagues from MIT Sloan School of Management. IdentiCert's mission is to develop and deploy platforms that enable frictionless, environmentally friendly physical distribution systems for consumer e-commerce, peer-to-peer commerce and catalog sales. In June, Jorge married Katherine Bourne.

## Patricia Crowley

(UC '99, UC '01) is president of Sigma Epsilon Rho Honor Society. In June, she married David Wheeler.

## Sonia Pierre

(UC '01, SPCS '06) is working in the technology field. At NU, she learned to become more involved in various programs, adding value to her community by working toward helping others. She has a very large family, but is not married and does not have children of her own. This allows her more time to become more involved in valuable programs.

**Mark Slavin**

(UC '01) lives in West Roxbury and works for Boston University's Huntington Theatre. Mark recently returned from a trip to Mexico's Yucatan. He is a big Red Sox and Patriots fan.

**Mark Emmons**

(UC '02) lives in New Hampshire and is married with two children. He works in Boston for a publishing company as a business systems specialist.

**Tom Rubenoff**

(UC '02) says that because of his education at Northeastern, he has become more involved in web sales and communication, and it has breathed new life into his career.

**Kimberly (Pelletier) Shea**

(UC '02) is working as an advertising executive for a publishing company in the consumer electronics industry. Kimberly lives in Millis, MA, with her husband and two daughters.

**Clarke Esler**

(SPCS '04) currently lives in Natick, MA, and works as a marketing manager for Industrial Video and Control in Newton. He also tutors adult ESL and GED students. Clarke enjoys playing soccer for the Lexington Eagles. His daughters, Anne and Kerin, attended Drexel University and Millersville University, respectively. He has a six-year-old grandson, Michael, and a new granddaughter, Isabelle. Clarke's son serves with distinction in the U.S. Navy and is currently on duty in Japan.

**Simplicious Ssentamu**

(SPCS '04) says that SPCS gave him the opportunity to launch his goals as he was able to further his education after completing an associate degree in business administration in management information

systems. He went on to earn a bachelor's degree at Concordia University in Montreal, Canada, and is currently enrolled at McGill University working on a graduate diploma in international business. He currently works for IBM.

**Melissa Erickson**

(SPCS '06) currently works as human resources manager at Earth Tech, a civil engineering firm in Concord, MA.

**Adelle Hartgrove**

(SPCS '06) is pursuing a career in social services as a community outreach worker and family advocate. She is the third member of her family to attend and graduate from Northeastern University.

**Aurora M. Leydon**

(SPCS '06) joined the rest of her family (husband and four children all of whom hold various degrees) in earning her degree. All of her courses were completed at the Burlington campus.

**Elijah Meyer**

(SPCS '06) is now living in Miami Beach with his wife, Danielle. He is working as a graphic designer for a small publishing firm, and recently became a mentor for Big Brothers Big Sisters of Greater Miami.

**Karen Del'Olio**

(SPCS '07) is enjoying the summer with her children. In the fall, she will be looking for a position that allows her to have flexible hours while utilizing the skills she obtained from completing a BSBA in Management from Northeastern.

**Toni Wiley**

(UC '90, UC '99) was named executive director of One Family, Inc., a not-for-profit organization whose mission is to end family homelessness in Massachusetts by advocating for effective public policies and support systems that empower families. They also provide scholarships and leadership training to formerly homeless and at-risk mothers. Toni joined One Family in 2004 as mentor coordinator for the One Family Scholars Program, and for the past 15 months has served as its director.

If you would like to submit class notes for publication, please email us at [spcsalumni@neu.edu](mailto:spcsalumni@neu.edu).

# Building Extraordinary Leaders

“Everyone wants to be good,” Jane says. “But that’s not good enough. Why do you want to be just a good leader? I push my students to be extraordinary.”

From an early age, Jane C. Edmonds has been a natural leader, and education always has been a key component of her leadership development. Early on, she was socially responsible and determined to improve the educational system in her hometown of Cambridge, Massachusetts.

One of the great leadership influences in her life was her father, who grew up in the South during segregation. He was self-taught until age 12, when the death of his father necessitated that he relocate to Washington, D.C., to live with a distant aunt. There, he had the opportunity to attend an integrated school. Education was always something that her father cherished. He went on to become one of the first African American men to graduate from Syracuse University.

When Jane was young, her father would ask her, “What did you learn today?” If she responded, “Nothing,” he would say, “Baby, you wasted the day.” This message and her father’s overall influence have shaped her life as well as her approach to her career and teaching.

It’s safe to say that Jane has wasted very few days since her childhood, as she has built an impressive and inspirational career in public service. She graduated *cum laude* from Harvard University, and holds a Juris Doctor from Boston College Law School.

Throughout her career, Jane has worked with leaders in public service. Michael Dukakis, former Massachusetts governor and Northeastern University professor, appointed her as chair of the Massachusetts Commission Against Discrimination (MCAD), the civil rights law enforcement agency for Massachusetts. Jane went on to start her own company, JCEA, Inc., a workforce development and diversity firm serving national private and public sector clients. Former Governor Mitt Romney named her to his cabinet as Secretary of the Department of Workforce Development for the Commonwealth of Massachusetts, where she served from 2003 to 2007.

When her time as Secretary of the Department of Workforce Development came to an end, Jane began looking for



Jane C. Edmonds

a teaching position that would allow her to continue her passion. Jane was attracted to Northeastern University, she says, because of the diverse student body. In 2006, Jane began teaching leadership courses for the School of Professional and Continuing Studies.

Her approach to teaching leadership is to provide students with several theories of leadership and then ask them to apply those theories in practical terms. Class discussions and activities are what Jane uses to stimulate and challenge her students.

In one class, she gave her students an activity but deliberately did not give them all the information. Jane watched as each group struggled with the activity, but no one said anything. Then, finally, one of her students asked, “Are you sure you gave us all the information?” She replied, “No, I didn’t. But no one asked me for all the information.” With this exercise, she wanted to enable students to question what they are given and push back when more information is needed. “I want them to be constantly curious and not just buy everything given to them. Question.”

With all that Jane has accomplished both personally and professionally, she believes that learning is constant. “I learn from my students all the time, and I tell them, ‘I just learned something.’”

Jane believes that it is important to be open to learning—to constantly connect with different points of view. “There is always another idea or perspective that stretches me.”

And she challenges her students to stretch their thinking. She doesn’t want them to settle for merely being good. “Everyone wants to be good,” she says. “But that’s not good enough. Why do you want to be just a good leader? I push my students to be extraordinary.”



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