



COLUMNS

The Honors Program Newsletter at Bentley University ■ Fall 2014

Managing Editors
Sai He '16
Victoria Rapisardi '17

GROWING A NONPROFIT, ONE FACEBOOK 'LIKE' AT A TIME

The Power of Social Media to Attract a Target Audience

By Julia Paradis

As I walk around the Bentley campus, I am never hard-pressed to find a student on their smartphone scrolling mindlessly through Facebook, Twitter and Instagram — the three popular social-content platforms that have defined our generation. Most browse social media for witty articles or pictures of friends, but few tap into its more sophisticated capabilities as an effective business tool.

I had the opportunity to explore social media's ability to impact a business with help from Bentley Professor Gerald Ferrera and the Ferrera Fellowship, a program that allows Bentley students to spend their summer interning for a nonprofit organization. I selected Global Smile Foundation (GSF), an organization that provides pro-bono, multi-disciplinary, and long-term cleft lip and palate care to underserved children and adults in Latin America, Africa and the Middle East.

With only one employee to plan missions, meet volunteers, and pack medical supplies, I was unsurprised to see that GSF's social-content posts were few and far in between. Typically, to raise awareness about their small organization, GSF relied on grants and fundraisers. However, program directors sought more than this isolated success and craved to instill a strong presence in the



Jerson, a cleft lip patient the Global Smile Foundation treated in Peru in 2014, smiles with his family after surgery.

minds of potential patients and donors about their impactful work.

To create the buzz they desired, I turned to Facebook and began posting daily. I shared countdowns to mission dates and revealed statistics of previous mission successes. I utilized popular online trends such as "Transformation Tuesday" and "Throwback Thursday," using patients' before-and-after surgery pictures from GSF's impressive 27-year archives. Consistent posts week after week kept our cause relevant and on people's minds every time they logged

onto Facebook, and the results were immediate and transformative.

Facebook's audience engagement analytics tell the story: Post views went from 300 to 800 in just a week. Parents of children we had operated on that lived thousands of miles away commented to tell us how much GSF had changed their lives. Their excitement about seeing their child's new smile was infectious and solicited comment after comment.

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GLOBAL SUSTAINABILITY

Lofty Aspiration or Tangible Reality?

By Julie Delongchamp

During my study abroad program in Rouen, France, living decadently and at an escargot's pace, I found time to observe and reflect on how this temporary alternate reality compared to my life at Bentley. Not surprisingly, given my Liberal Studies major — Earth, Environment and Global Sustainability — and my passion for the environment as president of Bentley Green Society, what struck me most as I traveled through Western Europe were the sustainable behaviors that seemed so well-integrated into each culture I experienced. I asked a few of my sustainably minded friends also studying abroad during their junior year for their personal observations.

B.Y.O.B (Bring Your Own Bag) to the Boulangerie

Europeans shop for food products like it is an affair, without regard for efficiency.

While there are some one-stop grocery stores in France, such as Carrefour, most people still prefer to visit their independent boulangeries for bread and boucheries for meat. Europeans shop for their groceries much more frequently than Americans, who pillage Costco every few weeks for its bulk food items. This inevitably leads to less food waste in Europe since they only buy the amount they actually need. To cater to the sustainably minded, the European Commission has developed an independent certification, EU Ecolabel, for products with reduced environmental impact throughout their life cycle. Even more specialized are the “bio” stores popping up all across Europe that exclusively retail organic products.

Regardless of which shop Europeans frequent, I noticed many more reusable bags than in the U.S. At Carrefour, each bag costs one Euro and is exchangeable for life if the bag ever breaks, so a one-time purchase can mean a lifetime of sustainable shopping. Bentley senior Lindsay Veilleux speculates that this practice stems from a need for durable bags to carry groceries on buses or walks, as opposed to dumping plastic bags into the trunk of the car like we are used to in the U.S.

Waste not, want not

In keeping with the collective environment, large recycling bins with designated glass, plastic and paper streams line many city streets like Barcelona, Spain, or Rouen, France. These exist instead of weekly individual recycling pick-up service, so residents are expected to take their recycling out to the street themselves. Even though this



Beachside recycling bins in Positano, Italy.

gives more responsibility to the individual, recycling rates in these countries are roughly the same as those in the U.S., about 34 percent. There are also similarities in waste practices at universities; for example, in Veilleux's university residence at Royal Holloway University of London, she says, “There were single-stream recycling bins with signs just like the ones at Bentley depicting what is recyclable.”

These public displays of recycling are encouraging, but this is not to say that Europe boasts a waste-less society. On the contrary, too few trash bins in high-traffic tourist areas leave many of Europe's most famous streets littered with McDonald's bags and Starbucks coffee cups. Cigarettes are ubiquitous in Europe compared to the declining trend of smoking in America, but I was still surprised to find cigarette butts sprinkled along every sidewalk. Europe's smoking

restrictions only apply indoors, leaving public outdoor areas like beaches and street-side cafes vulnerable to littered butts and compromised local air quality. To me, this was a disheartening blemish on Europe's commitment to environmental stewardship.

Take a stroll or hop on the Tube

Europeans also tend to take the environmental route when it comes to getting around, but that is not all by virtue or culture. Most European cities are environmentally sound simply because of their innate infrastructure; cars were not invented when Europe's most populous cities first developed, so streets were not designed to accommodate rows of SUVs. Pedestrians and bikers abound on the carless cobblestone streets, which sets the tone for a sustainable culture. There were several road signs in Rouen, France that read, “*Respectez les velos*” — which means “Respect bikes” — indicating the city's pride of place on the road. Buses are frequent and reliable, even in very suburban regions.

Streets may not be streamlined, but the public transportation infrastructure is developed enough to serve as another sustainable transportation alternative for city and suburban dwellers alike. At Royal Holloway University, Veilleux was officially living in Egham, a town as far from London as Waltham is from Boston. To get to London, there was a frequent 40-minute train ride that would take her to city center; from there, she would take the Tube — London's

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CASE CLOSED

How to Successfully Prepare for a Case Interview

By Justin Rosado

Case interviews are types of interviews in which the candidate is given a scenario or series of problems that they need to resolve. They are an important part of the business world, and it is critical that prospective employees understand their ins and outs. This past spring, I had the privilege of sitting down with Len Morrison, the director of Career Services here at Bentley University. Our conversation revolved around the nature of case interviews and how Bentley students can successfully prepare for them.

Perhaps the word Morrison used the most was “practice.” There are methodologies that need to be rehearsed over and over for days on end in order to feel comfortable and prepared when walking into a case interview. Morrison discussed how the university has a plethora of resources to help students prepare for case interviews. One is the Virtual Career Center accessible via online portal BentleyLink, which allows students to watch recorded presentations to become familiar with the process.

In addition, the Bentley Library has a number of print resources available. *Case In Point*, an aptly titled book by Mark Cosentino, covers all the necessary topics required for a successful interview. Two other crucial resources Morrison mentioned were case interview compilations from the University of Michigan and Harvard University; these texts outline almost every scenario imaginable.

Perhaps the most valuable resource for preparing is Morrison himself. Just this fall, he was appointed to be a dedicated career adviser to Honors Program students. In this capacity, he will now be working directly with seniors in the Honors Program to provide tailored advice on strategies to maximize their employability, with an eye toward high value, selective employment opportunities. In addition to consultations and advice, Morrison’s role also includes helping students to prepare for such case interviews.

In consulting, one’s job is to solve problems, so the best way to test a prospective employee is by giving them a case to tackle. As a result, Morrison indicated that case interviews are most prevalent in consulting organizations and investment banking, but venture capital and private equity firms are increasingly instituting situational cases into their interviews as well.

Morrison stressed that employers are simply looking for logic with realistic assumptions and clearly framed arguments. There are no trick questions. In addition, the interviewer wants to see that you are willing to ask questions. One way employers test this is by giving cases that are not clear-cut, so you have to ask questions in order



to figure out case intricacies. Employers want to make sure that you understand their business and the way it operates; asking questions demonstrates your dedication and willingness to learn.

Companies may provide potential employees with insight into what is expected of them in case interviews. For example, Bain and Company has a brochure on their website called “How to Ace the Case Interview.” The first tip they provide is to think of the interviewer as your ally; his or her questions are meant to evoke critical thought, not to stump or trick you. As such, there is not necessarily a definitive right or wrong answer to the questions they ask.

However, in addition to the systematic and methodical questions, some

companies also like to throw brainteasers into the mix to further evaluate a candidate. I had a lengthy conversation with Michael Westervelt, a Google consultant, at a NABA (National Association of Black Accountants) networking event this past semester in which he briefly described his case interview experience. Westervelt told me that in addition to the normal consultancy scenarios presented to him, Google likes to use brainteasers, which seems very fitting given the make-up of the company. During his interview, Google asked, “If you had a penny, how many other pennies would it take to squish that penny?” Not exactly a question you would think to prepare for.

So how did the Googler respond? He came up with logical arguments based on gravitational force and other physics concepts. Westervelt said that he knew that there was not a right answer, so he just decided to have fun with it and think logically in an effort to hopefully formulate an answer that the interviewer found interesting.

To put it simply, be ready for your case interview. Make sure that you fully understand the purpose of the company and the potential problems it may need to solve. Study, study, and study some more. With the proper preparation, there is no need to doubt yourself when entering the room. Sure there may be a brainteaser amongst the methodology and problem-solving questions, but a brainteaser is a question that you can have fun with and a chance to show your personality. Analysis, methodology and logic are the three main components for success. If you master these three essential tools, you will be prepared to ace the case. ■

Justin Rosado '17 is a Marketing major and serves on the Student Honors Council.





Visiting “The Situation Room”
at CNN Washington.

POWER AND PERSUASION

An Inside View of D.C. Politics

By Lauren Arbeiter

Unlike many students who spend their spring breaks traveling to tropical destinations, this past spring break I went on an educational trip to Washington, D.C., with my Seminar in Government Class, taught by Professor Jeff Gulati, the associate director of the Honors Program. Sound boring? Don’t be fooled — I had just as much fun as my classmates in the Caribbean.

In preparation for our visit, the class spent the first half of the semester learning about politics in Washington. We discussed the responsibilities of senators and representatives in both D.C. and their home districts. We also looked at the effects of the social scene, as politics is as much about whom you know as it is what you know. Before leaving for D.C., students contacted their hometown representatives to arrange to meet with the class.

I had previously been to Washington as a tourist, but this was certainly no sightseeing trip. The agenda for our four days included meetings with members of Congress, tours of the Capitol area and other unique assemblies.

Upon our arrival we immersed ourselves right into the social scene, meeting with 10 Bentley alumni who shared their experiences living and working in the Capitol. Their jobs ranged from working at Pricewaterhouse-Coopers to the Federal Reserve and even the National Oceanic and Atmospheric Association. While they all graduated with different majors and work in different industries, there is one thing they share in common:

They all love working and living in D.C.

Visiting the Capitol area every day allowed us to become comfortable navigating the Metro, the D.C. subway system. On day one, we met with a legislative director who brought us onto the floor of the House Chamber while it was not in session. As we sat in seats belonging to prominent House leaders, we learned about the history of the room and how everyday sessions are carried out. Later in the week, we observed both the House and Senate in action from the gallery seats.

We also had the opportunity to meet with my congressman, Representative Joe Courtney (D-CT). He talked about the importance of balance; being a member of Congress entails taking care of business in Washington while still making time for constituents back home. Courtney discussed some of the upcoming legislation on his radar since it directly affects his home district, which demonstrated a main takeaway from the class: Congressional leaders have many roles to fulfill. This point was further emphasized when we met with Senators Kelly Ayotte (R-NH) and Representative Joe Kennedy III (D-MA), and attended a hearing with Secretary of State John Kerry.

Our experiences were not limited to the Capitol area. Dan Merica ’10 works at CNN and gave us a tour. We visited the Situation Room and learned about the various roles that are instrumental in the production of news shows. We learned about the process

of publishing news on the CNN website and managing the real-time blogs that are a hit among CNN.com readers.

While the trip was geared toward the political aspect of Washington, D.C., we made sure to see the sights too, as many of my classmates were visiting D.C. for the first time. We spent a beautiful afternoon at Arlington National Cemetery and watched the powerful wreath-laying ceremony at the Tomb of the Unknown Soldier. Our evenings consisted of taking in the majestic sights at the National Mall and visiting the Lincoln Memorial, Washington Monument and the new Martin Luther King Jr. Memorial. And of course we could not miss stopping by the White House in search of the Obamas!

This trip was truly an invaluable experience as we did so much more than the typical D.C. tourist. While knowledge gained in the classroom is already important, moving the educational setting to a city known for its politics makes it that much more so. Through our firsthand experience of seeing how our government operates and talking to people who make their living in D.C., the lessons of the classroom truly sprung to life. This course opened my eyes to the incredible learning experiences offered by Bentley and I hope other students take advantage of similar opportunities to create their own lasting memories. ■

Lauren Arbeiter ’15 is a Corporate Finance and Accounting major.

DANCE FIRST. THINK LATER.

It's the natural order

By Linda McJannet PhD

In the past year or two, I have changed how I spend my time and energy as a scholar. Since 1996, my research and scholarly writing—that is to say, my public efforts as a scholar, as opposed to my more private efforts as a teacher — have been devoted to exploring how Muslims — in particular the Ottoman Turks — were seen and represented in Shakespeare's England.

I read dozens of "Turkish history plays" by Shakespeare's contemporaries and the French and Italian histories on which they were based. I read personal accounts of English travelers in the Middle East, more formal works of geography and what we would call cultural anthropology translated into English in the later 16th century.

I scoured the plays of Shakespeare and his contemporaries for casual references to the Turks (usually unflattering as casual references to religious and ethnic others unfortunately tend to be), and I tried to determine whether literary works created room for imaginative empathy and understanding between people of different cultural and religious backgrounds, or

whether they inevitably reproduced the stereotypes and hostile projections that were rampant in their home cultures. My research suggests that imaginative literature could and did create more nuanced and empathetic representations of the Ottomans and other Muslims, but it could also feed fear and hostility. This work was and is satisfying to me, and, given the current state of the world, the relationships between — and within — the diverse groups that make up the Christian and Muslim communities becomes more important and timely with each passing day.

Nonetheless, as I began to think about how I would spend my energies once my teaching career came to an end, I felt that I needed to make the aesthetic aspects of Elizabethan drama (rather than historical and political ones) more central to my work. Further, in addition to being a Shakespeare scholar, I have been a lifelong dancer; during college I considered dance (as well as literature) as a career. I still spend much of my leisure time enjoying Scottish dancing and working with the local group that organizes Scottish dance activities.

I was discussing my need for a new project with a friend and colleague, who promptly said, "You should create an interactive website about Shakespeare and dance — one that has lots of videos so visitors can see what you're talking about and upload their own clips!" I immediately thought of 10 things related to that topic that I would love to write about. For the past two years, I have been doing just that. I think of it as bringing my vocation and avocation — the two halves of my life — together. For the most part, the stars seem to have aligned to further that goal.

First, I discovered a young historian online whose specialty was Renaissance dance, both as an art and as a social practice. She had designed and maintained web sites before entering graduate school and had already created a dance-related site. Another colleague told me she had been a ballet dancer before getting her doctorate; she had danced in some of the famous ballets based on Shakespeare's works and had been longing to write about "choreographed Shakespeare."

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DANCE FIRST. THINK LATER.

It's the natural order

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Suddenly I had collaborators. Collaboration itself was an unexpected delight. I had always viewed my scholarly endeavors as pleasurable but very solitary. I love working in the hallowed halls of libraries, the bigger and dustier the books the better, but collaborating has put a whole new spin on my working routines — I'm less able to procrastinate (yes, professors also procrastinate). When you have collaborators, you have deadlines, conference calls, and colleagues/friends who are counting on you interested in hearing how things went. Moreover, we each have different interests, talents, and connections. Together, we scope out new venues and opportunities in which to develop and present our work. So far, we are scheduled to present at three major conferences. We have learned from each other, written a major grant proposal to the National Endowment for the Humanities, and submitted coauthored papers to esteemed journals such as *Dance Chronicle*.

So what's the point of this personal odyssey for the readers of *Columnas*? Why should honors students at Bentley have the least bit of interest in a senior professor's evolving research agenda and ways of working? I grant that the points that I see are far from original: For one, it's never too late to strike out on a new path. For another, following your bliss may not immediately be possible, but keep it in the back of your mind. For a third, genuine, purposeful (but also serendipitous) collaboration, in which everyone is free to contribute what they do and know best, must be the most productive form of human labor and invention. As I've often said to my collaborators, I feel like we're in the start-up days of Google or Microsoft, where it's all about creative synergy. The website we have begun to develop will benefit scholars, teachers and students, but we also hope it will entertain and inform anyone interested in dance or Shakespeare. Creating an ongoing web-based scholarly resource is riskier than publishing articles in top-tier academic journals. I have the luxury of tenure and full professorship, but my younger collaborators are making a statement by participating in new forms of publication and new ways of sharing knowledge and aesthetic insights with a general audience as well as one's colleagues.

We've taken as our mantra the advice of Samuel Beckett, "Dance first. Think later. It's the natural order." Wish us luck. And, if you want to see the "beta" version of what we have in mind, visit www.shakespeareanddance.com! ■

Linda McJannet PhD is a professor in the Department of English and Media Studies, and founding director of the Honors Program.



“It’s never too late to strike out on a new path.”

GROWING A NONPROFIT, ONE FACEBOOK ‘LIKE’ AT A TIME

The Power of Social Media to Attract a Target Audience

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Friends and supporters wrote “God bless you” or “Looks just like my son’s lip!” or “Thank you for this important work.”

Furthermore, Facebook’s sharing function drastically increased GSF’s online presence. By tagging GSF volunteers in photos of them on these life-altering medical missions, our content was then shared again on each of their profiles and exposed to all of their online friends, even those who had not liked GSF’s page. This helped skyrocket views to more than 2,500 on some posts, and drew more “likes” on our page.

Furthermore, the most powerful social-media experience I witnessed this summer was with a mother who commented on a post in search of a photo of her son Jonathan. Jonathan had received cleft surgery in 1998 but his mother lacked any photos of him before this transformative operation. At her request, we located the photo and posted a before-and-after picture onto our page. Her gratitude was inexpressible, and Jonathan’s picture and the story behind it received more than 100 likes — the most I saw all summer!

Persistence was key in growing GSF’s presence online through social media. For example, a highly anticipated call-to-action post I crafted asking fans to explain how GSF impacted their life produced no comments, even though remarks of gratitude poured in on previous posts. It takes trial and error to perfect the types of posts that draw the most engagement, but the benefits are worth this investment. With more than 1 billion users of Facebook alone, the audience that GSF or any organization is able to reach with the right image or video and resounding caption is limitless.

I am proud of GSF’s social-media growth this summer, and implore other organizations to learn from my trials and tribulations. While social media is a great time-waster, sharing a company’s values, successes, and passion for the work their employees dedicate their lives to is not. A deep understanding of what resonates with the target audience and a few minutes of dedicated daily posting can produce new awareness, customers, or even donors every day. Whether you are a student with a start-up or a global company, effective social media proves an often underused vehicle to grow any organization.

To see more, please visit GSF’s page at <https://www.facebook.com/globalsmilefoundation>. ■

Julia Paradis ’16 is an Information Design and Corporate Communications major.



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GLOBAL SUSTAINABILITY

Lofty Aspiration or Tangible Reality?

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expansive metro network — to all corners of the city. More people opt for the sustainable mode because it is as quick and convenient as the less conscious option.

How many trees does it take?

Perhaps the most potent comparison is a literal one between practices at university campuses. At Bentley, each student is given a printing allowance that amounts to over 1,000 pieces of paper every two semesters. At the Universidad Pontificia Comillas in Madrid, Spain, Patricia Guiao '15 mentioned that printing was free, but students were expected to use their own paper. If that doesn't make students question their need to sacrifice trees for their assignments, I'm not sure what would.

At NEOMA Business School in Rouen, signage promoting environmentally sound behavior was everywhere. Just with going to the restroom, students are reminded to save water at the sink, use the cloth hand towel roll, and turn lights off as they leave the room. Even off campus in typical public restrooms, paper towels are rarely offered as hand dryers have taken their place to reduce paper consumption. Meanwhile, the U.S. is still clinging to paper towels — and lots of them.

Toward a Greener Globe

Given these innately sustainable lifestyle choices, you might expect that Europeans are concerned about their individual role in mitigating climate change. However, from conversations with Guiao and Veilleux and my own observations, European students our age are no more worried, if not less, than us. Patricia put it best when she said, "The Spanish are present-minded; rather than being worried about the future, they are relaxed and live in the moment." This is mimicked by the French, whose sincere lack of urgency leads them to live by the phrase "*C'est la vie*." This may be because, in general, their governments assume the burden of promoting sustainability, so individuals are already doing what they can to reduce their environmental impact. European youth do not feel obligated to spur progress; they are just expected to follow the regulated tide. Regardless of the reason, this is a contrast to the American dichotomy: either you are anxiously preparing for a presumably disastrous tomorrow, or you have accepted defeat and are living haphazardly.

Europeans live with less — smaller apartments, fewer cars, and less convenience—but do not feel they are sacrificing anything by doing so. The scale of the European lifestyle explains perfectly why Europeans have more holistically embraced sustainability for its practicality, compared to a peripheral population that embraces sustainability for its morality in the U.S. Humans' insatiable wants are restricted by the reality of population density in Europe, while Americans face no such restriction, yet. Equipped with this new perspective, Bentley students can make lasting sustainable change by adapting a page from the European sustainable book to our campus community and beyond. ■

Julie DeLongchamp '15 is an Economics-Finance and Earth, Environment, and Global Sustainability double major



“Every minute,
28 hectares
[70 acres]
of forest
disappear.
**Promote
recycling!**”