

COLUMNS

The Honors Program Newsletter at Bentley University ■ Spring 2017
Special Extended Centennial Edition



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GO FOR LAUNCH

Fusio Undergraduate Research Journal Takes Off *By Brittani Murphy '18*

Research has a huge presence on our campus, from Honors Capstone projects and Valente Center Fellowships to directed studies and final papers. *Fusio*, Bentley's undergraduate research journal, is the newest way to showcase these high-quality research projects from both Arts and Sciences and Business disciplines.

Meaning Latin for fusion, *Fusio* is published twice a year by Bentley University's Honors Program. Dan Everett, Dean of Arts and Sciences at Bentley University, underscores the importance of the journals focus, stating "Fusion people are bilingual people: they can act, think, and speak

effortlessly across and within the cultures and languages of business and the liberal arts." This mindset extends to the rigor of the journal, as all papers go through a blind peer-review process by both student and faculty reviewers across disciplines.

The groundwork and planning for *Fusio* began in late 2015, but the fruits of this emerged in October 2016, when the Valente Center and Honors Program hosted the first annual Research Boot Camp in conjunction with the release of *Fusio*. The Boot Camp centered on all undergraduates at Bentley interested in research, focusing on giving students the tools to understand the research process, benefits, and opportunities, so Honors Program students in attendance looking to complete their capstone research projects in the coming years were a targeted audience. Bentley students, alumni, and faculty attended to discuss various research topics including how to choose a topic and advisor, and how to conduct a literature review.

The Boot Camp also considered the benefits of conducting research at the undergraduate level, and is also a key



Brittani Murphy

COURTESY OF LUIS GUEVARA ZAMORA



PROFESSOR JACKSON AND PRESIDENT LARSON DISCUSS THE IMPACT OF FUSIO
COURTESY OF LUIS GUEVARA ZAMORA

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BACK TO BUSINESS

Honors Capstone Project Reshapes the Waltham Chamber of Commerce *By Victoria Rapisarldi '17*

While some students in the Honors Program look forward to using the capstone as an opportunity to research topics they are passionate about, the idea of the capstone was always intimidating to me. I struggled to narrow down a specific topic I wanted to write about and to find an advisor with whom I wanted to do research.

That's why when an email about an opportunity to work on a group capstone consulting project appeared in my inbox, I jumped on it. Although I did not initially know much about what the project would entail, I was excited for the opportunity to work with my other honors colleagues. Under the advising of Dr. Charles Hadlock, 13 undergraduate honors seniors formed a research group that met throughout the fall semester. We were tasked with conducting a strategic review of the Waltham West Suburban Chamber of Commerce and then presenting our findings and recommendations to the Board of Directors.

Before the semester began, each student visited their local Chamber to discuss the role of a Chamber of Commerce and its initiatives and

objectives. This was a great way to do primary research and to begin to develop a background before we met with the Waltham Chamber. During the first class of the semester, the Executive Director and three Waltham Chamber board members met with us and presented the current state of the Chamber. Like most chambers across the country, the Waltham Chamber was experiencing declining membership which resulted in financial struggles. They asked for our help in providing recommendations of ways to improve upon their current situation.

To better understand the Chamber's current situation, we conducted research by interviewing its stakeholders. This involved interviewing successful chambers nearby, present and past members of

the Waltham Chamber and local officials. Our class was also encouraged to attend events held by the Waltham Chamber such as networking events where we could meet local businesses. Upon interviewing a variety of sources, we discovered a disconnect between the current value of membership and what members desired.

After conducting initial research, we formed four teams we felt best represented our findings: Events, Social Media, Membership and Internal Operations & Finance. Under the leadership of an elected project manager, each team was responsible for providing an analysis of the current state of the Chamber and how it could be improved with feasible recommendations. A brief summary of



Victoria Rapisarldi

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THE HONORS PROGRAM/SERVICE LEARNING WWSC CHAMBER PROJECT TEAM
COURTESY OF WWSC CHAMBER PROJECT TEAM

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SEMPER PARATUS

Bentley's Academic All-Star and Four Star General *By Michael Liotti '17*

Central to the Bentley animus is pursuing your passions with a vengeance, bringing each of your talents and abilities to bear to vanquish each and every obstacle that might come your way. One of the most clarion, recent illustrations of this is Amanda Pine.

Amanda, an economics-finance major and honors student, has long been interested in politics, public policy, and law. As a high-school student, she was captain of her debate team, and thus is no stranger to rigorous competition and the requisite dedication, preparation, and focus. Indeed, not only did she thrive within this setting, but sought to apply these same skills throughout her college experience.

Moot Court and Fed Challenge, two extremely competitive and successful Bentley academic teams, were the outlets by which she achieved this and through which she is perhaps best

known.

Moot Court is a nation-wide competition in which teams initially compete within their respective regions for the honor of qualifying for the highly-sought after national championship. Last year alone, there were 360 teams in contention, debating both sides of highly controversial legal and constitutional issues ranging from immigration policy to voting rights using only the information presented to them through a case brief and a designated list of legal precedents. Two Bentley teams, including Amanda's, nevertheless were

able to qualify, and this was far from her first: Amanda has qualified for nationals in each of the three years in which she participated in Moot Court, underpinning Professor Franklyn Salimbene's decision to name her the team captain.

Amanda's time on the Fed Challenge team, under the tutelage of Professors Aaron Jackson and Dave Gulley, is equally impressive. Teams compete within their respective reserve-bank districts in the hope of emerging victorious and qualifying for the annual national competition held at the Board of Governors, where

real-world monetary-policy decisions are made.

Appropriately, they take on the role of policymakers, assessing the state of the economy, reviewing the academic literature, and presenting a policy recommendation to staff economists at the Federal Reserve. Amanda has participated for the past two years in the viciously competitive Boston district, where the team claimed first place in 2015, qualifying for nationals, and recently earned an honorable mention. Unlike in Moot Court, her experiences in Fed Challenge did not require that she compete against her Bentley teammates in a formal setting, nor was she required to prepare cases for and present both sides of a contentious subject. The dynamic of interacting with an opposing team in Moot Court added an additional layer of uncertainty, whereas teams present in isolation in the Fed Challenge competition, interacting only with judge questions. Nonetheless, she has found that being on these teams has honed her presentation and team-building skills, two necessary traits both in the highly competitive business environment of Bentley and beyond. Having had the privilege to have worked closely with Amanda for the past two years, I can attest to her extraordinary acumen, her perseverance, and her immense dedication – a fierce and unshakable willingness to learn that continues to serve as a model for her peers.

Given her extensive involvement on the



Michael Liotti

COURTESY LUIS GUEVARA ZAMORA



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SOUNDING BOARD

Reflections from Alumni and Faculty on the Honors Program

“I vividly remember the day we presented our Capstone projects. I walked up the Smith stairs next to the Greenspace with butterflies in my stomach and for a fleeting moment, longed for the festivities below on that sunny Friday in April. During this moment of nervous hesitation, I reflected on all the hard work—the long and late nights of research, the endless revisions—as well as the exceptional support I received from my Bentley professors, peers, friends and family that made this day possible for me.”

*Courtney Somerville, BS '09, MSA '10
PwC Forensic Services Manager*

“All of the Honors Program teachers were great, but Greg Hall really took the time to get to know me on a personal level. A quick stop at his office would turn into an hour long chat about how to find meaning in life. I miss those chats. The Honors Program reaffirmed my strong curiosity and desire to continuously ask questions. Working in the management consulting field, asking probing questions is one of our value-adds, the Honors Program helped push me to always ask ‘Why?’”

*Leo Kontoes '14
Management Consulting Associate*

“I was part of the inaugural class of the Honors Program (matriculated in 2000; graduated in 2004), and it felt great to be recognized by the program and to be among other similar students. I liked having special classes to choose from and almost all of my close friends from Bentley were from the Honors Program. Given that we were a small group that took at least two classes together a semester, we were able to get to know each other and become friends.”

*Elizabeth Austin, '04
Communications and Marketing
Manager, American Association of
Anatomists, Bethesda, MD.*

“My favorite teacher was Patricia Peknik, of the English department. Her literature class ‘American Lit in Cities’ was thought-provoking and was the perfect example of a strong arts and sciences class among all the business classes I was exposed to.”

Sidney Field, BS '16, MBA '17

“Greg Hall gave me great advice when I was almost going to drop out of the Program, and Roy Wiggins advised me on the Capstone project, which was invaluable. Overall, the Honors Program gave me a confidence boost and a bit of fearlessness which came in handy when facing down an uncertain job market in 2009.”

Nathan Tarpey '09

“My favorite class in the Honors Program was Effective Speaking with Bruce Herzberg. This class taught me to embody concise, confident communication, a skill that helps me stand out in my workplace!”

*Julia Paradis '16
Marketing Coordinator at Kitewheel*

“The Honors Capstone project helped prepare me for my career in economic research. The Capstone let me build off what I learned as part of Bentley’s Fed Challenge Team—advised by Professors Aaron Jackson and David Gulley—by providing the perfect balance of autonomy and guidance to pursue my own research interests in monetary policy. The complex nature of this semester-long project, and the utilization of statistical programs to complete it, built important research skills that I continue to use in my career today.”

*Brian Levine '16
Research Associate, Federal Reserve
Bank of St. Louis*

“The Honors Program back then, and even now, meant access to some of the most interesting courses and faculty that Bentley offered. Even now, I still remember a freshmen year course on geography. At first I thought it was some basic, filler course but it turned out to be one of my most enlightening (but toughest) courses at Bentley. We learned so much about how physical geography shaped the way global interactions took place and it really opened my mind.”

*Monil Kothari '11
Founder of Antandre Fine Jewelry*

“The Honors Program set me apart from my peers and continues to set me apart when I apply for a job or promotion. The program is selective and very few people are awarded the opportunity to enroll in it. I am now 10+ years out of school, and have been in positions to hire entry level workers throughout my career. Every once in a while I find someone who graduated from the Bentley Honors Program and I instantly know the advanced course work they went through. I always offer them a position on my team.”

*Andrew Packin '05
Director of Sales Operations, Avid
Technology*

BEYOND A MARKETING TECHNIQUE

Is ‘Fusion’ the value proposition underlying a new era of education? *By Kaitlyn Lavertu '17 and John L. Rogers '17*

An aspiring accountant at Bentley may at first find it difficult to recognize the value in fusion because most daily professional tasks allow for little deviation from GAAP or other legal standards. However, in corporate environments, jobs depend on more than just getting the numbers right; daily activities include working on audit engagement teams, communicating with clients, and exercising professional judgment to navigate through gray areas. Regardless of technical knowledge, managing unpredictable, non-linear events requires an array of capabilities that are challenging to learn and harder to teach. That’s why now more than ever employers seek versatile candidates capable of applying strong technical and soft skillsets to a broad range of tasks, and Bentley is ready to meet that demand.

By fostering holistic growth, Bentley differentiates itself and produces graduates at the forefront of the application pool. While there are several features that set Bentley aside as a premier business institution, the university’s academic fusion “which distinctively combines business and liberal arts” is one of President Gloria Larson’s main goals. Small classes allow professors to facilitate conversation, support students, and build strong relationships—fostering an environment where disciplines connect. Almost every syllabus refers to a team project and presentation, as well as countless opportunities for class discussion, all of which aid in the development of communication, critical thinking, and leadership skills. Integrating education across courses and disciplines in an interactive nature encourages individual and communal

growth. While these aspects may not seem unique, in tandem with a balanced core curriculum they shape students into flourishing adults. Bentley combines technical and interpersonal skills to prepare students for a world beyond the classroom.

Bentley designs courses and classrooms to fit a model of experiential learning. Even the arts and science electives are created and taught with Bentley’s business core in mind: MA126 links basic calculus computations with application in finance while NASC112 Honors connects human genetics in with the future of the biotech industry. The Valente Center—an on-campus resource that highlights the benefits of the arts, sciences, and business fusion through its programs—seeks to take these insights even further. Defining interdisciplinary relationships develops a broad perspective for students, which proves useful in the different facets of life. The transferable nature of these skills increases students’ value, especially in the workplace where comprehensive understanding leads to advancement. Bentley has implemented this fusion of soft and hard skills into many of its courses, especially in its Honors Program curriculum to better prepare its brightest students to enter the competitive job environment.

Throughout their studies students



Kaitlyn Lavertu and John Rogers

COURTESY LUIS GUEVARA ZAMORA

complete activities intended to guide them towards maturation. One of many examples, the StrengthsFinder assignment represents a recognizable instance of self-exploration. Reaching a holistic awareness of self takes time, and many believe the process never ends. However, recognizing the complex nature of individuals helps students determine appropriate strategies for achieving their goals. By becoming aware of countless interests, passions, and pitfalls hidden in the future, Bentley steers these brave young adults over the bridge from school to appropriate careers tailored to achieving their aspirations.

In fact, Bentley is renowned for its “deeper bench.” While most schools have only their top students land the best jobs in the market, prestigious employers can depend on Bentley to have a deep pool of qualified graduates. Based on an astounding response rate of 92%, Bentley Career Services’ latest survey of 2016 graduates boasts a placement rate of 99%. Len Morrison, Director of Undergraduate Career Services, and Melissa Sawyer, Senior Associate Director, attribute this success to the

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PASSING THE TORCH

Reflections from Four Years on the Student Honors Council

By Stephanie Hall '17 and Justin Rosado '17

When I came to visit Bentley in the spring of 2013 on Accepted Students Day, I sat in the Wilder Pavilion and learned more about what it meant to be in the Honors Program. What I most enjoyed was getting to hear from the students about their experiences, and where the Program has taken them. Out of all the testimonials from students, one stood out: José Gutierrez, a junior at the time. He talked about his experience exploring majors, coming to Massachusetts from Honduras, and working internships; and he had my parents and me cracking up with his humorous take on it all. While he made us laugh at his stories, his delivery and presentation were incredibly professional and we were blown away at the quality of students Bentley Honors would produce.

When I entered as a freshman in the fall of 2013, I was enrolled in an Honors-only section of First Year Seminar (this is where I met Justin). My class was assigned two instructors: Nina DeAgrela, the brilliant and hilarious Associate Director of the Multicultural Center; and to my surprise and delight, Jose. Every

My journey in the Honors Program and on the Council also started in FYS, where I met Steph and share similar experiences, as our class was facilitated by Nina and José. I had actually met Nina earlier in April of 2013 when I came to Bentley for the ALANA Overnight Stay. That weekend is what solidified my enrollment to Bentley. Immediately as I walked into the FYS classroom I had a sense of comfort, since Nina had already played a role in helping me make one of the biggest decisions of my life. And as

expectation I had for Bentley and the Honors Program was completely lived up to in my first semester. José and Nina pushed us to think broader and inspired us to get involved on campus and grow as much as we could. It was because of their influence that I decided to apply for a position on the Student Honors Council, and attempt to serve as the same type of mentor and advocate for other students in the Program.

My involvement with the Council has really shaped my experience in the Program, because I've had the ability to interact with students from all years, and get to know my classmates better. Through events like plays, dinners and ice cream socials, I've gotten to know younger students and talk to them about where they want to go. I've had the chance to speak with prospective families about the Honors Program, which has given me the ability to self-reflect on the opportunities I have been given.

Transitioning from the nervous freshman seeking inspiration and guidance to the "seasoned" senior with advice to give has been a rewarding

soon as I met José, we were talking as if we had known each other for ten years. Like Steph, José is the person that made me interested in becoming a member on the Honors Council. Just seeing his love for the Program and how much he had accomplished at the university inspired me to want to join him and give back in the same way.

Nina and José made sure that our transition to college life was seamless, but I would be remiss if I didn't mention a few of the specific professors and

journey. For the fall semesters of 2015 and 2016 I taught my own section of FYS, in which I attempted to instill



Stephanie Hall

some of the wisdom and motivation in my own students that José instilled in us. It was a great experience getting to know the new students, and learning just as much from them as I attempted to teach. Getting to be in the Honors Program and help shape the opportunities for its students has been a privilege for my own education, but it is incredible to see the places that other students are going and the depths to which they take their education at Bentley.

-Stephanie Hall '17 is a Corporate Finance and Accounting major, and member of the Student Honors Council

staff members that have helped make the rest of my Honors Program experience an incredible one. First and foremost is Professor David Carhart,



Justin Rosado

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GOING THE EXTRA MILE

How I Traveled 1,100 Miles to Present my Capstone

By Matthew C. Ahlmeyer '17

Just a few weeks before my tenure at Bentley began, United Technologies Corporation (UTC) generously committed hundreds of thousands of dollars to Bentley's Honors Program. The money has been used for many different purposes, including helping fund student research capstones that all seniors must complete to culminate their Honors experience. The Honors capstone is a semester-long project designed for the student to research an area of interest. Each semester, UTC funds a few select capstones to support their research as part of a fellowship program. This funding allows for Capstone Fellows to attend local or national conferences related to their research topic, and it covers any other expenses related to the capstone. As I completed my capstone proposal last spring, I also applied to the UTC Fellowship, and although it is a highly selective opportunity, I was accepted as one of two Fellows that semester. This meant I was fortunate enough to receive funding provided by UTC to complete my capstone project, which allowed me to travel to a conference in Nashville, Tennessee to present my research.

My research topic examined the next evolution in technology, the Internet of Things (IoT) and the inherent security gap that is present in these devices. As currently constructed, these devices are widely insecure despite technology consultants continually pointing out that security is weak, which presents numerous vulnerabilities to both companies and individuals who are using these products. My research involved interviewing cyber security experts to learn about this security gap and how it was being addressed in the real-

world. Working with my advisor, Alina Chircu of the Information and Process Management Department we created a plan for how to develop this pressing research question. We also applied to attend a national conference using the preliminary research and literature review I conducted as part of the proposal; the ability to attend a conference and present your research findings is a very rare experience for an undergraduate student.

In early June, I heard back from the International Association for Computer Information Systems, informing me that I was accepted to present at their conference in October. Additionally, they told me that a version of my paper would be published in an upcoming issue of their journal—*Issues in Information Systems* (Volume 17, Issue 4). By the time of the conference in October, I had written my introduction, comprehensive literature review, and methodology sections, and I was nearing the interview stage. During the week leading up to the conference, I worked with my advisor to make the slides we would present at the conference. I was tasked with discussing the purpose of the research, summarizing my literature review, and explaining my findings to date. I would also describe what future research would be conducted.

I arrived at the IACIS conference in Nashville, Tennessee, with about 200 other researchers presenting on various topics related to information systems and technology. After checking-in, I was able to listen to a number of presentations from experts in the field; needless to say, it was a great learning experience to see what other people were researching in a field I am personally interested in. Initially, I



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Matthew C. Ahlmeyer

was intimidated as I was the youngest person in attendance by about 20 years. However, the more presentations I heard, the more I realized I was just like them. Regardless of your age or qualifications, everyone at the conference was presenting their research which gave me confidence heading into my presentation the next day. That night the conference sponsored tickets to a show at the Grand Ole Opry which was a great experience as I had never been to Nashville. The next morning it was my turn to present; I was one of three presentations scheduled for my room. After presenting our research, we opened the floor for questions and discussion with the audience. I was able to address some of the questions and facilitate an interesting discussion with other technology researchers. Questions focused on areas for future research, why people tend to shy away from implementing proper safeguards around their devices, and what can be done to improve device security. Additionally, some of the advice and

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SOUNDING BOARD

Reflections from Alumni and Faculty on the Honors Program

“My greatest joy of being affiliated with the Honors Program was the opportunity to work with students who combined natural aptitude and a well-developed work ethic. In short, my Honors students displayed a sincere desire to learn—which forced me to select assignments that were relevant, timely, challenging, and useful. It was also a joy to grade their papers (yes, I assigned papers in my math classes), for I knew that their creativity would generate potential avenues of attack that were new to me. This may be my last semester at Bentley (after 37 years), but I plan to remain in contact with these students.”

*Dave Carhart, Professor of
Mathematical Sciences*

“Being able to teach honors students has been the most rewarding part of my career at Bentley. I have worked with Honors students starting from FYS through teaching them major courses and supervising their capstone projects. I have been tremendously impressed by the intellectual and personal growth these students experience throughout four years at Bentley. Getting to know such bright, ambitious, intellectually curious people is true joy for a professor. I keep in touch with many Honors alumni and take pride in seeing how successful they have become over the years.”

*Michael Quinn,
Professor of Economics*

“A highlight of teaching the IT 101 Honors class for me takes place far from the classroom. A generous grant from United Technologies Corporation has enabled Bentley IT 101 Honors students to visit local high-tech and startup companies, where they experience a company’s technology, services, and corporate culture first-hand. Our hosts have been Bentley alumni currently working at Akamai, an internet content delivery and cloud provider, in Cambridge; Xively, an Internet of Things company in Boston; and Amazon Robotics, developers of robots that power Amazon.com’s warehouses, in Wilmington. Visits such as this create enduring understanding and lasting impressions for honors students!”

*Mark Frydenberg, Senior Lecturer,
Computer Information Systems*

“It is a pleasure working with Honors students in marketing. The students display a passion for their subject and a desire to work hard and think about the marketing issues raised in my class.”

*Ian Cross,
Senior Lecturer of Marketing*

“This semester’s capstone seminar on ‘Science, Technology, and Society’ has twelve talented students answering twelve different and challenging research questions using a wide variety of research methods. As the leader of the seminar, it is rewarding and inspiring to be involved in such a wide range of research projects: A learning experience for myself as well!”

*Hans Eijmberts,
Lecturer, Global Studies*

“The Honors Program is a wonderful element of the student experience at Bentley, giving those students who accept that challenge to reach beyond the formulated curriculum to take chances being creative, exploring new ideas, and embracing personal challenges.”

*Fred Ledley, Professor, Management &
Natural and Applied Sciences*

“My embedded service-learning class in grant writing (a version of Expository Writing 201) is a significant challenge. Having taught the class on one occasion as a non-Honors course, I am able to see how much Honors students are motivated to learn, persevere and succeed. It is always a privilege to work with them and watch them grow as they tackle the course readings, consider the meaning and importance of civic engagement, and complete the grant writing project.”

*Joan Atlas, Adjunct Assistant
Professor, English and Media Studies*

“I love witnessing the growth of students as they learn the value of digging deep into topics with conflicting data to better understand the complexities of our world and its many facets. My favorite experience is sharing interesting tidbits about students’ accomplishments and strengths with their parents.”

*Susan Adams, Professor of
Management*

“These students are really smart, welcome hard challenges, and are eager to learn. Working with them on campus and following their successes after graduation continue to be the high points of my Bentley career.”

*Charlie Hadlock, Professor of
Mathematical Sciences, Trustee
Professor of Technology, Policy, and
Decision Making*

IS IT WORTH IT?

My Experience in Investment Banking *By Deepak J. Chhugani '14*

Many of the world's brightest young minds are lured into investment banking (IB) for the wrong reasons. As a Bentley graduate who worked as an M&A IB Analyst at Bank of America Merrill Lynch (BofAML) for 18 months, I remember feeling there wasn't enough unbiased and genuine insight about being an IB analyst when I was deciding whether to pursue such a position and when I was weighing my offer. I hope my story helps clarify some of the misconceptions and questions others might have in considering this career. Is investment banking worth it? My answer is it might be—it depends on who you are and what you want to do with your life.

Accepting the Offer

I received my offer from BofAML a month into my senior year at Bentley. I was ecstatic, but the excitement faded – I realized it felt great to say I was going into IB at a big bank in New York City, but was it really? It seemed like a bittersweet proposition: sacrifice your health, free time, and social life in exchange for money, learning, prestige, and many opportunities that become available after IB. I decided to accept because while I knew it would be tough, the learning opportunities were immense. Further, I figured I'd only be there for one to two years, like most analysts who then leave for some other lucrative endeavor, using their "IB badge" as a credential.

My Experience

I spent around 80-100 hours per week in the office. I'd get in around 10 am and leave around 1-2 am on average. I worked most Saturdays & Sundays too. But when there was a "live deal," meaning we had important deadlines to meet for an ongoing deal, those hours could become much worse, and sometimes we worked 25-35 hours straight. On Fridays, we'd typically leave a little earlier, around 8-10pm. Needless to say, a full night's sleep was rare, even when I didn't work weekends because I felt like I needed to go out and be social after spending so much time in the office, which

translated into sleeping poorly most weekends too.

At one point, I was on a very intense deal where we worked around 17 hours a day for roughly three months, seven days a week, including about 20+ nights where we stayed in the office past 5 am. Because of this, I spent three or four months sick, mostly from lack of rest. Moreover, I was the guy pushing for gym time and eating healthy in my group, and still I think I didn't set foot in a gym until my fourth month on the job, and after that I only went once or twice per week, which were mostly on weekends where I could get in to the office later than usual. Overall, my life was mostly consumed by work, and that work was roughly split in the following way:

Time Spent Making "Pretty"

Slides: About 80% of my time.

Almost all IB work is displayed on PowerPoint slides, so there is a huge emphasis on making sure everything is pretty and well-formatted.

Time Spent on Financial Models

and Quantitative Analysis: About 15% of my time. This is the skill that all analysts crave to learn and master. This is also what many in IB like to brag they do all day, but that's not the reality for most. If you are given the chance to work on deals and pitches where you are actually



COURTESY DEEPAK CHHUGANI

Deepak J. Chhugani

required to use your brain, and do something interesting with numbers, you will feel fulfilled as an analyst; furthermore, developing these skills is extremely important if you want to go into private equity or hedge funds afterwards.

Time Spent Waiting for Work:

Around 5% of my time. I have repeatedly heard of people saying they waited around doing nothing for work while they waited for their superiors to give them "comments" in the evening, but that's not how it went down for me.

Life After IB

I've found most people are in IB for the money, and ironically, I happen to think the money you make isn't great considering what you sacrifice. Even if the money was better, I realized that I am passionate about projects and initiatives that contribute to society, even if in a small way. Now that I'm pursuing entrepreneurial endeavors, there is no roadmap of how things need to be done or how to figure out next steps. No one tells me how to organize my day or how to deal with

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SOUNDING BOARD

Reflections from Alumni and Faculty on the Honors Program

“Professor McJannet or LMcJ (as she affectionately called herself) was one of my favorite professors for sure! She was also the director and I always felt like she really cared about the program and our success. I also remember what was a joint English/Bio class with LMcJ and Professor Arenella. It was a wacky mix of topics, teachers, and assignments, but it was fun!”

*Elizabeth Austin '04, Communications and Marketing Manager
American Association of Anatomists,
Bethesda, MD.*

“I very much enjoyed my work with honors students because they were motivated and driven to explore the research topic. They ask thoughtful and appropriate questions, and the Program highlights very well the potential of students work.”

*Nader Asgary
Professor of Economics & Management*

“My most memorable experiences came from working with seniors on capstone projects. These ranged from analyzing the global effects of deforestation, trying to determine if countries should be willing (in the economic sense) to host a major sporting event like the World Cup or the Olympic Games, to finding an optimal strategy for wagering during Final Jeopardy on the game show Jeopardy. This meant that I could work with students on concepts from multiple regression to game theory. In each case, I believe that our shared “learning experiences” helped us develop friendships which are still active.”

*Dave Carhart,
Professor of Mathematical Sciences*

“My favorite class was the Negotiations course with Prof. Joe Byrnes. The real world scenarios with an instantaneous grade depending on the agreed upon outcome with who you were matched up against was intense and taught us to fight for a win/win agreement but to also protect yourself as much as possible.”

Andrew Packin '05, Director of Sales Operations, Avid Technology

“I think that the Honors Program’s capstone project helped me realize my potential in the university environment, and allowed me to see whether the topic I had chosen was actually something I really wanted to do for the rest of my life. I also made friends through the Honors Program, which I wouldn’t trade for anything.”

Sidney Field, BS '16, MBA '17

“I have had the pleasure of working with many Honors Program students both in my honors classes, and especially guiding them through their capstone projects. Obviously, it is rewarding to work with students at this level of ability and accomplishment. It is also fascinating to introduce a student to the research process and to enable him or her to take a particular idea, something that they feel curious or passionate about, and then go through the steps of defining it, collecting data, and finally interpreting the results in the context of what other scholars have done. The conversations along the way and the discoveries create an ideal learning experience both for the students and for me.”

Aaron J. Nurick, Professor of Management & Natural and Applied Sciences

“My favorite professor, hands-down, is Professor Salimbene. I had the privilege of having him for Moot Court, which was an honors level course when I was at Bentley, as well as being my coach for the Moot Court team. Professor Salimbene had the most influence on my academic growth while I was at Bentley with his hands-on and disciplined approach. He was also the most approachable professor, who kept his door open for all his students. It was truly an honor being taught by him.”

*Monil Kothari '11
Founder of Antandre Fine Jewelry*

“I love working with honors students! A small class, bright and dedicated students—what more can a faculty member ask for. The Honors program works and so do the honors students!”

Joseph F. Byrnes, Professor of Management

“At the inception of the Honors Program, some feared that students would not sign up for a program that might be seen as asking for extra work with only “honor” as a reward. The students proved us wrong: the program enrolled more than the expected number of students from the first year. For me the greatest satisfactions came from working with the students, who demonstrated their investment in learning and excellence from day one, and with the faculty who volunteered by creating the first honors courses, serving on the Honors Council, and mentoring students throughout their four years. Hearty thanks to one and all!”

Linda McJannet, Emeritus Professor of English and Media Studies, Founding Honors Program Director, 2000-2005

GO FOR LAUNCH (Continued from page 1)

motivational reason for the introduction of *Fusio*. Keynote speaker Jenny Shanahan, Director of Undergraduate Research at Bridgewater State University, mentioned that conducting undergraduate research can help improve one's critical thinking skills and problem-solving abilities. In addition, President Gloria Larson reported that a survey of Bentley alumni conducted in partnership with Gallup concluded that, "participating in curricular and co-curricular activities that include...undergraduate research with faculty sponsors...directly correlates with workplace engagement, career satisfaction, and overall well-being following graduation." Prof. Jackson adds to the list of benefits by pointing out that conducting research can help students be discerning consumers of information, which is crucially important in our increasingly data and technology driven society.

Following the Boot Camp was the official launch of the first issue of *Fusio*, with President Gloria Larson in attendance, giving remarks on the impact and vision of the journal. President Larson later recognized *Fusio* as Bentley's newest bold initiative. She added, "*Fusio* is the perfect platform for some of our most engaged students to combine what's learned in the classroom with research that takes their academic interests to a whole new level, well beyond what's required," and it takes, "the incredible array of opportunities previously available to Bentley students, coupled with the powerful role our faculty often play as advisors and mentors, to new heights." President Larson sees through *Fusio* that, "Bentley students, now and well into their careers, will be applying their well-honed research skills, as well as the analytical thinking and creativity also required, in future organizational settings that are as diverse as their academic interests are

today." She concluded by saying that she, "couldn't be happier that we now have such a prestigious new vehicle for our students to display their talents, and are doing so in the context of a business university," and that, "this journal could not be a more important enhancement to the Bentley undergraduate experience, and [she] can't wait to see what still lies ahead for *Fusio* and everyone involved."

Even though the capstone project is a requirement of the Program, up until recently, it was rare for students to do anything with their research beyond graduation. Prof. Aaron Jackson, the Director of the Honors Program, pointed out that the quality of Capstones and opportunities for other research initiatives by the Bentley community have been on the rise. To fill that void, *Fusio* was launched to provide a permanent channel for not just Honors students, but all undergraduates at Bentley to showcase their original and impactful papers across campus and to the rest of the world.

The inaugural edition of *Fusio* featured five diverse research projects: George Iliopoulos collaborated with Professor Otgo Erhemjamts to explore how companies can create a positive societal impact and make money at the same time, while Brian Levine investigated the short-term effect of monetary policy on financial markets. In the area of Health and Industry, Kerriann Fitzgerald collaborated with Professor Danielle Blanch-Hartigan to study the impact that patient-provider discussions about nutrition can have on behavioral intentions and patient satisfaction. Fourthly, Julia Paradis published an article titled, "The Impact of Appearance in Evaluating Political Candidates" which concluded that appearance and "attractiveness" may not play as much of a role in candidate

evaluation as previously expected, and there may be less of a bias against minority and women candidates than traditionally thought. Lastly, in his article titled, "Southwest Airlines and the Impact of Low-Cost Carriers on Airline Tickets", Sidney Field performed a regression analysis to demonstrate that average airline prices associated with particular low-cost airlines were lower in 2015 than they were in 2012, which has several implications for the rest of the industry. As Field pointed out, the first issue of *Fusio* achieved a perfect balance of articles that were "audience-grabbing" and those that were on more niche topics, like his.

Creating and publishing an original research paper during your undergraduate career may seem like a daunting task to some. For those considering it, Sidney Field suggests to reflect on something you are very interested in as this will help you stay motivated. Julia Paradis advises to dive in headfirst and start any way you can, and to find an advisor who will support you on this massive undertaking.

Going forward, *Fusio* will be published twice a year, and in keeping with Bentley's strengths, will focus on multidisciplinary research papers written by undergraduate students. For those on campus, you can always get a copy of the journal at the Honors Program office, or visit the journal homepage fusiojournal.org.

-Brittani Murphy '18 is an Economics-Finance major

BACK TO BUSINESS *(Continued from page 2)*

each chapter can be found below:

Events: This chapter examined the Chamber's current events and proposed new future events, such as seminars, networking events, and collaborations with other organizations.

Social Media: This section detailed the importance of marketing to promote Chamber events as well as increase awareness of the Chamber in the surrounding community. Some suggestions to achieve this included the increased use of social media, a clearly identifiable brand, and marketing campaigns to promote greater event attendance and membership.

Membership: This section analyzed the surrounding business community and the Waltham Chamber's current membership based on location, size, and type of business. Suggestions of how to recruit and retain members through updated benefits in order to keep member businesses satisfied were made.

Internal Operations & Finance: This section detailed the current organizational structure as well as the board and committee structures. The chapter presented a financial analysis as well as a three year projection as if the recommendations were implemented.

As a member of the Operations & Finance team, I utilized the skills I learned in my accounting and finance classes to analyze the budgets. I personally wrote about the development of an internship program at the Waltham Chamber as a way to facilitate the implementation of our recommendations, so it was quite a fulfilling moment to look on BentleyLink and see the job postings for the three intern positions we recommended hiring.

The culminating moment for our class was being able to present our findings in December to the Executive Director and the entire board at the Westin Hotel in Waltham. While only two people were able to present, the rest of the class was responsible for fielding any questions from the board. It was a valuable experience to present to professionals outside of Bentley who were not afraid of asking us challenging questions. Examples of questions included how we used our research to develop our recommendations as well as how realistic the implementation of these recommendations were.

Our faculty advisor, Prof. Charlie Hadlock later remarked "Every time I see a Bentley consulting team present a professional level report to an outside agency or organization, I think about how perceptive and sophisticated our

top students are in comparison to those of many other institutions. It's no wonder that we keep getting requests from outside agencies and organizations to help them in research and strategic analysis. The real proof of our success is that our clients continue to implement our recommendations in project after project."

Even after the semester ended, our class was invited to the Waltham Chamber's Annual Meeting where the Executive Director announced that he will be using our report as the strategic plan for this year. Senior Emily Ho recounts, "It was very rewarding sitting at our own table at the Annual Meeting hearing that all our hard work was actually being put to use." Now that the capstone is finished, I can say that it was far more rewarding than I had originally imagined and a great experience as a senior. I am personally enriched by the learning experience, and in knowing that our project was able to make an impact on the surrounding business community where we have spent the last four years.

A copy of our final report can be read here: <http://wwschamber.wixsite.com/researchproject>

-Victoria Rapisarldi '17 is an Accounting major

SEMPER PARATUS *(Continued from page 3)*

Bentley campus, it's hard to imagine that Amanda has time to sleep. Bentley students must regularly grapple with the phantom of time management, and Amanda's heavily saturated schedule poses no exception. But she not only views juggling a multiplicity of obligations as the norm—in addition to the aforementioned, she is also vice president of the Adamian Law Club and president of the Bentley Speech and Debate Society—but derives from them a sense of fulfillment that douses the reduction in “free time” by working toward and cultivating her passions.

Her primary involvements complement each other to a larger degree. Amanda describes her greatest strength as her willingness to learn and her ability to effectively communicate—crucial skills regardless of whether she is tackling issues of constitutional protection or assessing the appropriate path of monetary policy. This is especially

important when pertinent legal, economic, and policy issues evolve in real time and the focus of each competition could change rather drastically with each passing year. Consequently, these skills are not only extremely relevant and necessary takeaways of Amanda's competition experiences, but necessary inputs to the process. Her ability to capitalize on every opportunity before her and translate her knowledge and experiences into tangible successes has allowed her to take on leadership roles and act as a mentor for her peers, both inside and outside the classroom.

Amanda has and continues to be a powerful illustration of the product of fierce determination, passion, and commitment – and a force within the Honors Program and broader Bentley community that her peers can continue to look to for motivation and guidance. The immense influence she has had on

her teammates, professors, and mentors, and the contributions she had made to Bentley's exceptional performance in academic competitions over the past several years, will be long lasting. She will apply the skills she has honed in her Bentley experience as she moves onto law school, better prepared than ever for what the future holds. She is currently weighing acceptances to law school at George Washington, University of Virginia, Emory, Boston University, Northeastern, and Wake Forest, among others. Uncertain though it may be, Amanda's path forward will surely be informed by her own sage advice for incoming freshman: never be afraid to try something new, vigorously pursue your passions, and be open to learning from those around you.

-Michael Liotti '17 is an Economics-Finance major

BEYOND A MARKETING TECHNIQUE *(Continued from page 5)*

university's unique style of corporate engagement combined with a career education model. From day one, students begin to understand the fundamentals of businesses, which provide the foundations for societal functioning and contributions. Accomplished professors integrate personal experiences into traditional pedagogical styles to help students form realistic expectations for their lives beyond Bentley. Employers visit classrooms and sponsor events on campus, integrating themselves with potential hires and building relationships well before graduation. Bentley ranks nationally as the leading university in career services and internships. All of these factors aid in

cultivating respected professionals and societal contributors, and evidence shows that employers recognize these benefits.

Bentley graduates often accept appropriate entry level positions, but future events, like our own desires, are unpredictable. Career interests can change, and life alters our perceptions of what is important to us as we grow wiser with age. The fundamental hard and soft skills that Bentley offers in combination with the opportunity to develop a sense of self-awareness and confidence provides a foundation on which students may launch into the future. Whether they change careers or not, the skills embedded in them through fusion curriculum transfer into

any field path or pursuit of professional growth. As accounting majors both heading to work in the public sector, we can attest to the value of fusion education. The combination of soft skills we developed at Bentley has proven invaluable in both of our internships. We believe Bentley has shaped us into exceptional accountants, who now, through fusion curriculum, have an array of tools and skills to succeed.

-John L. Rogers '17 is an Accounting major, Health & Industry Liberal Studies Major, and Student Director of the Valente Center for Arts & Sciences

-Kaitlyn Lavertu '17 is an Accounting major

PASSING THE TORCH *(Continued from page 6)*

who I had the privilege of taking a class with both semesters during freshman year. He was more than a professor to us, he was “Dave.” No one could make calculus at 8 a.m. enjoyable quite like him. He would enter the room every single morning with a smile on his face, and teach with this level of energy that is unparalleled. From helping solve market issues of Quaker Oatmeal to creating a plan to diminish the AIDS epidemic in Botswana, he taught us the endless uses of calculus. Professor Lynn Arenella is another person that made my honors experience unforgettable. Her passion for teaching the Business of Biotech can only be described as “graceful insanity.” Her passion for her job is unbelievable—with her, there is

no sugarcoating anything. Within one semester I was able to gain a solid background of the industry, and I am now considering working for a biotech firm.

Like others in the Program, I also couldn’t have done it without our incredible academic advisor, Leslie Doolittle, who I had the pleasure of meeting early in the first semester of my freshman year. I have had countless conversations with her, filled with sarcastic humor about both life circumstances and academics, throughout my years here at Bentley. The effort that she puts into building a relationship with her students is one of the reasons why the Program is able to feel like a community. As a result, she is loved by not just me, but everyone in

the Honors Program.

It is crazy to think that Steph and I are graduating in just weeks, but I can say that it has been a privilege to serve as a member of the Student Honors Council and be a part of the Honors Program. To be sure, we hope that others that come ahead follow our footsteps to help lead the Honors Program with passion, and give back to the academic community in meaningful ways.

-Justin Rosado '17 is a Marketing major, and member of the Student Honors Council

GOING THE EXTRA MILE *(Continued from page 7)*

recommendations—like other research to familiarize myself with or what questions to ask my interview subjects—were incredibly valuable as I began the interview phase and completed the remainder of my capstone.

While initially intimidating, attending the conference was the highlight of my capstone experience. The ability to present my research and hear expert feedback enabled me to greatly

enhance my final capstone and was an incredibly valuable learning experience. The nature of the Honor’s Capstone is vigorous and time-consuming, but committing yourself might afford you a fantastic opportunity to present your research at a conference and be published in an academic or industry journal. As a result of this, a highly-polished version of my paper was accepted for publication in the Spring 2017 issue of Fusio. After an overwhelmingly positive experience, I

recommend every Honors student consider applying to the UTC Fellowship and take advantage of UTC’s generosity because it was absolutely worth it.

-Matthew C. Ahlmeyer '17 is an Information Systems Audit and Control major

IS IT WORTH IT? (Continued from page 9)

the uncertainty of what will happen tomorrow or next month or next year. But I know I can figure things out, one day at a time, just like I did in IB. Although in IB you have senior bankers that tell you what to do, there is an overarching expectation that IB analysts can and will figure things out quickly. They won't complain and they'll always portray strength, even though they haven't slept properly in weeks or months.

I should acknowledge that large banks have been making an effort to improve the experiences of analysts in recent years, but I still know far too many bankers who are unhappy with their experiences. Yet, if I went back in time, I'd still accept the offer. Now that I've quit, I feel as though I'm capable of figuring pretty much anything out and that I can work hard and efficiently

when I set my mind to it. I'm confident of this because that's what I had to do my entire time in IB.

Part of my life after quitting has been, and will continue to be, finding a balance. The work-pace, structure, and efficiency in IB makes you a machine designed to get things done quickly and properly, but I also know there is a limit, and that I'll give myself time for the important parts of life: family, friends, health, and hobbies. I appreciate a lot of things that I did not appreciate before, like good sleep, dinner with a friend on a Tuesday, and regular exercise, among others. Moreover, after quitting everything seems to be easier for me, and that feeling would not exist if I hadn't gone through IB.

Based on my experience, I'm sure IB is not right for most people, but it still can

be for some. I chose to look at the best aspects that came from this experience. If you think this way, any experience can turn into something more meaningful, which is something I learnt from my friends at Bentley. But if you want to do IB, first find out as much as possible about who you're going to be working with, because that really does shape your experience to an inexplicable degree. If you are considering whether IB is a good fit for you, I hope my story provides helpful context to your particular situation.

-Deepak J. Chhugani '14 was an Economics-Finance major



We are pleased to recognize United Technologies Corporation for its generous support of the Honors Program and academic excellence at Bentley University.



Priya Varatharajan '19 is a Finance major, and managing co-editor of Columnas

Editors



Dana Zappone '19 is a Management major, and managing co-editor of Columnas

RETURNS ON INVESTMENT

Why We Give Back to the Honors Program

By Brian Levine '16 and Sean McEwan '05

Reflecting on the opportunities that the Honors Program has given me, I feel inclined to highlight an experience that motivated giving back to the Honors Program.

My freshmen year I enrolled in Honors Expository Writing II, which featured a service-learning component. Taught by Professor Joan Atlas, the course exemplified the power of civic engagement and social responsibility. We as Honors students were thus put in a position to embrace these motifs and commence the search to find their meaning.

Students were divided into groups, each of which was assigned a local non-profit in need of funding. As a group, the goal was to familiarize ourselves with the organization and construct a grant proposal linking its

mission and financial needs. We were assigned the Dana Court Learning Center, an after-school program for children of the Dana Court housing complex that emphasizes positive mentorship.

As the process began, we quickly realized that this process embodied more of a philanthropic initiative than a paper to submit for a grade. Our grant proposal was awarded for the full \$10,000 amount, enabling the Center to continue providing students with a safe, supportive after-school environment.

I owe a lot of my success and where I am today to Bentley and its ability to prepare me for a career outside of the classroom.

That's why when I was considering charitable giving, donating to Bentley was a no-brainer. I didn't want to just give back to Bentley; I wanted to be able to see my impact. By working with the Advancement Office and Professor Jackson I was able to direct my gift to the Honors Program and helped fund the first publication of *Fusio*, the Honors Program's brand-new research journal.

I continue to direct my gifts to the Honors Program because it was a crucial part of my development and I always look back fondly on my honors classes. Being able to support it and provide current and future Honors students with opportunities is not only personally enriching, but hopefully

makes the program stronger while also attracting future talent to Bentley. For those reasons and more, I'll continue to direct my annual gift to the Honors Program.

The Honors Program provides an invaluable medium through which we can give back, an important point that merits our acknowledgment. We are able to

grow as individuals **Brian Levine** while helping others as a collective unit. As a student shaped by this medium, I wanted to donate so that the program can expand on these aforementioned initiatives and continue offering Bentley students such rewarding opportunities.

-Brian Levine '16 is a Research Assistant at the Federal Reserve Bank of St. Louis



COURTESY BRIAN LEVINE



Sean McEwan
(2ND FROM LEFT) ON A DENVER ALUMNI CHAPTER OUTING

COURTESY BENTLEY FACEBOOK

-Sean McEwan '05 is a Senior Finance Director at Fidelity Investments