

Metropolitan

COMMENCEMENT 2012

The Magazine of Boston University Metropolitan College

The Commencement Issue 2012

Plus!
A Q&A with distinguished
alumnus and Commencement
speaker, Judge Albert Diaz.

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AGBA Honors Dr. Kip Becker

Recognizing twenty-five years
of service to the discipline of
international marketing.

See page 4.



A Decade of Distance Learning

Looking back at MET's first
online degree and ten years of
innovation. **See page 12.**

A message from Dean Halfond



In his Commencement address, Dean Halfond said, "You all have in common passion and perseverance—a commitment to fulfilling your dreams at pivotal points in your lives, and the willingness to delve into a rigorous and enriching educational experience."

See more on MET's Commencement at bu.edu/met/mag/commencement.

Dear MET community,

When it comes time for historians to look back at the development of the American university, I believe this past decade will rank among major watersheds, such as the land-grant movement and the GI Bill, as one of the most transformative. We have witnessed a coming of age for online learning, an unsettling rise of alternative for-profit institutions, major upheaval in the public sector, greater scrutiny from the federal government and other stakeholders, and a growing backlash towards massive student debt. Metropolitan College might be a modest, but very positive, footnote in this chapter of higher education.

This past decade has certainly been transformative for MET. Our students are older, more accomplished, and far more demanding. We have met their higher standards with even higher standards of our own. Our faculty are more engaged in scholarship and innovation. Our programs are thriving, despite a dismal economy, because our students know that a rigorous education will lead to the knowledge and credentials necessary for success. And, as our recent MET student survey affirms, older and more ambitious students are even more likely to praise their educational experience at MET. One thing has not changed, however. Our alumni continue to proudly proclaim the value of their degrees and the quality of their experience with us.

We have responded to the educational needs of working adults, partnered with corporations and foreign academic institutions in creative ways, and developed scholarships for students so they can afford to return to the classroom. We have completed our first decade of distance learning, and forged a unique path in how we conduct education online. Ours is now recognized as the high road in an otherwise complicated mix of what online education has meant to the public.

So, what does the next decade hold for MET? Not many would have predicted the changes in the last ten years, and few will nail what the future has in store. Yet, MET has demonstrated the agility and aspiration to continue to adapt and thrive. One major lesson of the past decade that also applies to the next: Had we not evolved and aspired to new heights, we would have withered. Adjusting, competing, striving, and transforming are not options, but necessities—and healthy pressures to continue to innovate and excel. We will see more online programs, an even greater reliance on technology for teaching, and a growing ability to connect students globally. Academic excellence, though, is our ultimate competitive advantage. The value of education and attaining higher degrees will only continue to grow, but the issues of cost will make it all the more important to find ways to interweave learning into all phases and facets of life.

I often meet alumni who recall the quality of their time with us, and the impact we have had on their lives. You trusted us before—I hope you place that same trust in our future, and invest in our ability to provide a quality MET experience as meaningful for others as it was for you. As the University enters into a major campaign to raise its funds and visibility, I hope you will provide a ringing endorsement of your pride in your academic achievements, your commitment to our values and capabilities, and your belief in Metropolitan College—and the vital role MET plays for students.

A handwritten signature in black ink that reads "Jay A. Halfond".

Jay A. Halfond
Dean

Visit *The New England Journal of Higher Education* to read "The Vanishing Neighborhood Campus" and other articles by the Dean. Start at nebhe.org.

A Testament to Global Vision



NOBODY PROMISED IT would be easy, but months of intense preparation and self-study paid off for MET's Department of Administrative Sciences in February. After a rigorous review

process that culminated in a campus visit and a series of probing interviews with faculty, students, and staff, the accreditation board of the European Foundation for Management Development (EFMD) Program Accreditation System (EPAS) awarded MET its coveted—and, for institutions in the United States, quite rare—stamp of approval.

According to Associate Professor and Chair of Administrative Sciences Kip Becker, “The EPAS accreditation process requires you to explain your philosophy, and how it fits into your program. We spent the previous summer reviewing and honing our philosophy.”

Accreditation covers the Administrative Sciences department's on-campus Master of Science in Administrative Studies program and the online Master of Science programs in Banking & Financial Services Management; Business Continuity, Security & Risk Management; Insurance Management; International Marketing Management; and Project Management.

Based in Brussels, Belgium, EFMD is an international membership organization with a mission to promote and enhance excellence in management development in Europe and worldwide.

A full member of EFMD since 2010, the College is in the company of more than 750 other member organizations from academia, business, public service, and consultancy in 81 countries. What is particularly notable, however, is that MET is one of just two U.S. schools to hold EPAS accreditation, and among only 56 worldwide. “Their recognition is a true mark of distinction,” says Becker. “It makes a statement about the global vision of the Administrative Sciences department and stands as a testimony to the high standards we set for our faculty and students.”


The EPAS community includes many of the world's finest schools, and accreditation promises to play a valuable supporting role in the College's global initiatives—in particular, MET International's efforts to develop and cultivate meaningful partnerships with first-rate educational institutions abroad. MET International not only lays the groundwork for these partnerships, but also oversees the BU campus experience for students from each partner institution.



Administrative Sciences professors John Sullivan (left), Stephen Leybourne (right), and Kip Becker (see page 4) played key roles in drafting the report for EPAS accreditation.

“EPAS accreditation is an indication to our peer institutions and student community that the College maintains a commitment to high academic standards, while developing innovative and international academic programs,” notes Thomas Garriepy (GSM'10), director of MET International. “Any time you integrate motivated, high-quality students from abroad, you're bringing in a global perspective to case study discussions, and that leads to fruitful outcomes and motivates American students and MET faculty alike.”

In the words of Dean Halfond, “EPAS is wonderful recognition of Metropolitan College's unique accomplishments in management education and distance learning—which, in turn, will encourage even more program development and academic partnerships with other fine institutions globally.” **M**

 **Read More** about EPAS accreditation. View a press release at bu.edu/met/mag/epas, or learn more about EFMD at efmd.org.

Accreditation by AACSB International

It has been an eventful year for accreditations. Thanks in part to the collaborative efforts of the School of Management and Metropolitan College, Boston University earned reaccreditation as a member of AACSB International—the Association to Advance Collegiate Schools of Business.



METrics

10,740 Number of views of MET's 22 YouTube videos (youtube.com/metcollegebu).

2,158 Number of MET's Facebook fans (facebook.com/METBU).

66 Percentage of increase in “likes” for MET's Facebook photo albums.

580 Number of tweets on MET's Twitter account.

307 Number of Twitter followers @METBU.

674 The number of online MET students who graduated in 2012.

5,105 Total number of students who have graduated from online BU programs since 2004.

70 Percentage of the total number of BU online graduates who were in MET programs.

613 Total number of graduates who attended MET's Commencement ceremonies.

400 Amount of tickets sold for MET Night at Agganis Arena (sold out).

2 Number of U.S. institutions with EPAS accreditation, including MET.

0 Number of U.S. institutions with EPAS, AACSB, and PMI accreditation, other than MET.



Looking Forward with Professor Becker

The chair of Administrative Sciences is honored for **25 years** of contributions to international marketing.

FOR THE YOUNG Kip Becker, growing up in a military family meant adapting to mobility and change. As the child of a Marine officer, Becker became accustomed to packing his bags every two years, waving goodbye to fledgling friendships, and heaving out to the next destination. He went wherever his father was stationed, throughout the United States and many places abroad—Europe, Asia, or the mid-Pacific. “You had to learn to make a friend and move a lot, which set you up for the global economy,” says Becker, who today is associate professor and chair of MET’s Department of Administrative Sciences.

Over the course of his career, Becker has remained globally attuned, forward thinking, and engaged. He has guided the Administrative Sciences department and its students through more than twenty years of evolution in the international marketplace. In the last five years, says Becker, the marketing field has gone through tremendous changes that have shaken the whole industry. “Product lifecycles used to be fifteen years, then ten years, then five years. Now, they’re a year. Before, you would just focus on improving features of a product.

Now, it’s about coming out with a totally different product. You have to be prepared to reinvent yourself and not just advance incrementally. It’s a completely different way of thinking, and many management people are not trained for it. I want our students to be prepared to adapt to the rapid changes occurring in the field of international business.”

The idea of change suits Becker, who describes himself as someone who craves excitement and adventure. “I have two guiding rules: one is never to say, *I wish I had done this*, and the other is never to have my finest moments behind me.”

In 1966, after a spell playing guitar in the coffeehouses of San Francisco, Becker was drafted into the Army. Soon after, he found himself in Vietnam, piloting helicopters. He earned the Distinguished Flying Cross, the Vietnamese Cross of Gallantry, and 32 air medals symbolizing over a thousand combat

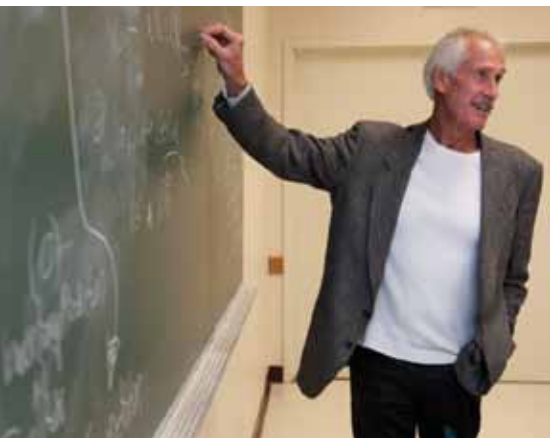
“Dr. Becker brings a level of energy and excitement to his teaching that is reflected among the students as well. His knowledge and experience of the business world come out in his lessons, and make the material easier to understand and more applicable to real-world settings.”

Catherine Alton (MET’12),
International Marketing Management

flight hours. Bitten by the flying bug, Becker subsequently put in 17 years as an aviator with the National Guard. He decided to retire his wings after a final stint of active duty as a medical evacuation helicopter pilot in Desert Storm. “In 1991, I traded my helicopters and airplanes for my sailing boat.”

Becker—who holds bachelor’s and master’s degrees in psychology from the University of Delaware, an MBA from Wilmington University, and a doctorate from Florida State University—arrived at MET in 1984. Considering his nomadic upbringing and thirst for adventure, it is hardly surprising that he never intended to stay more than two years. When the time came, however, he found himself reassessing his situation. “I just absolutely love what I do,” asserts Becker.

With over fifty academic articles, books, and chapters to his name, Becker is a prolific researcher. He is editor of the *Journal of*



“The knowledge and life experiences Dr. Becker brings to the classroom are unmatched in all my years as a student...he is also a good teacher and a very good communicator.”

Ryan Smith, student,
International Marketing Management



Transnational Management, technology and business editor of the *Journal of Euromarketing*, and serves on the editorial boards of *Strategic Outsourcing*, the *Journal of Teaching in International Business*, and the *Journal of Business and Information Technology*, among others. He is also a member of the board of the International Management Development Association, and is country director for the United States, Board of the European and Mediterranean (EuroMed) Research Business Institute (EMRBI).

As department chair, Becker is pleased that the faculty share a cohesive vision. “We have a common perspective on how to go about organizing our thoughts on business, and a shared idea that business is becoming more horizontal,” he notes. “Everyone in the department is doing research in collaboration with others here. We have fascinating conversations about all kinds of different areas that you don’t have in traditional business schools.”

The department’s collective ambition, research, and commitment to internationalism paid off in a big way in February 2012, when the Administrative Sciences graduate degree programs received accreditation by the European Foundation for Management Development (EFMD) Program Accreditation System (EPAS)—placing MET alongside just one other U.S. institution to have received such accreditation (see page 3 in this issue). “That is really a highlight for the department this year,” remarks Becker. “There is no

other school in the States that has the EPAS accreditation combined with accreditation by AACSB International and the Project Management Institute’s Global Accreditation Center. We’ve really carved out a top-quality, business school statement.”

Hot on the heels of EPAS, Becker was recognized for 25 years of service to the discipline of international marketing by the Academy for Global Business Advancement (AGBA). The award, their highest honor, was presented to Becker during the AGBA’s 9th World Congress at Ajman University of Science and Technology in the United Arab Emirates (at which Becker presented an opening address). MET Associate Dean Tanya Zlateva praised the honor as “a tribute to Professor Becker’s standing in the academic community, his expertise, and his ability to build bridges across borders and bring together people from different countries to collaborate on challenging problems.”

AGBA Founding President and CEO Dr. Zafar Ahmed, who is also professor of marketing and international business at University of Dammam, Saudi Arabia, writes, “Dr. Becker’s world-class, scholarly journal articles, distinguished professional writings, and globally acclaimed presentations have clearly shown that he continually strives to update his skills and abilities, and, as such, he is at the leading edge of his field of marketing and international business on the global stage. His recent articles on e-commerce and social

networks show a world-class academic who continues to reinvent himself.”

According to Dr. David McArthur, program chair of the 9th World Congress, Becker has the strength of being an approachable and direct mentor to his peers. “As an AGBA Fellow, Dr. Becker plays an important leadership role in helping to prepare both young and experienced members of the Academy. He teaches not only the scientific method as used in business research, but the creative parts of research design and the very human craftsmanship needed for academic publication. He is a magnet for members of the Academy who have questions about this vital part of their profession.”

Becker takes it in stride, perhaps reminding himself that he still doesn’t have his best moments behind him. “You can’t get overly zealous about awards, but it forced me to reflect on what I have been doing for 25 years, and what I might have helped others to learn in that time,” he says.

“The BU community has certainly motivated me—I love the entrepreneurship, the ability to develop programs and build the department, and being able to focus on things that are important to me, such as institutional goals and quality, and the people. If I could design the perfect job, this would be it.” **M**

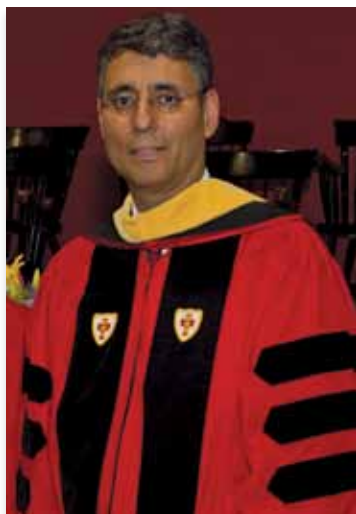
See photos of Becker’s International Business Simulation course at bu.edu/met/mag/becker.

Albert Diaz (MET'93), judge on the U.S. Court of Appeals for the Fourth Circuit, offered this year's convocation address at MET Commencement.

His message?

Live a meaningful life through service.

Q&A with Judge Diaz



Judge Albert Diaz (MET'93), a recipient of MET's Distinguished Alumni Award for Service to Profession.

"ALL OF US will, in the end, be judged not by our good intentions, but by our acts," advised Diaz, who received the College's Distinguished Alumni Award for Service to Profession during the Commencement ceremonies.

Born to Puerto Rican parents in Brooklyn, New York, and raised for most of his childhood by his mother alone, Diaz enlisted in the U.S. Marines after completing high school. In 1983, he earned his bachelor's degree in economics at the Wharton School of Business at the University of Pennsylvania. In 1988, he received his JD from New York University School of Law and embarked upon a prestigious career in law.

Diaz' first appointment as a judge was as reserve military judge, assigned to Camp Lejeune, North Carolina, from 2000 to 2005. While stationed there, Diaz earned his master's in Business Administration through MET's Military Program on the base. He was appointed to the North Carolina Business Court in 2005, serving four years before being nominated by President Obama to the Fourth Circuit Court of Appeals in 2009. Recognized by the President as an exceptional public servant for the people of North Carolina, Diaz was confirmed by the Senate on December 18, 2010, and received his commission on December 22.

He graciously took time out of his busy schedule to answer questions about his distinguished career, his judicial philosophy, and his time at MET.

Metropolitan: You were born in Brooklyn, and raised by your mother. Are there specific aspects of your upbringing that inform who you are today?

What I remember most is my mother insisting that we better ourselves through education. Until she remarried later in life, she was, for a time, a single mom trying to corral three very rambunctious boys. She was stern when she needed to be, but I never doubted her love and desire that we aspire to great things.

It is frequently noted that you are the first Hispanic judge to serve on the Fourth Circuit. Do you see yourself as a role model?

If I can be a role model for a young person trying

to better himself, then count me in. As for being the first Hispanic to serve on the Fourth Circuit, I believe that our justice system is served best by having judges of the highest competence, who bring with them a diverse set of experiences and remain faithful to the unbiased application of the law.

You enlisted in the Marines after high school, and retired in 1995, as a Lt. Colonel, USMCR. What compelled you to enter the Marines?

A close friend joined the Marine Corps while I was a junior in high school. He returned from boot camp a completely different person—disciplined, mature, confident—not to mention with a very sharp uniform! I decided that it would be best for me to take some time between high school and college and take on the challenge of becoming a Marine. It was the best decision I ever made.

The Marine Corps paid for my formal education, but gave me so much more. Among other things, it offered an opportunity to serve my country, provided a rock-solid moral foundation, and instilled the confidence and self-discipline to take on any challenge.

Why did you choose to earn a degree in business administration at MET?

MET's place within a nationally renowned university made it an obvious choice for me. I also appreciated the flexibility and breadth of the course offerings. I chose the degree in business administration with two goals in mind: one, to build on my undergraduate business school foundation; and two, to bolster my skill set for an eventual transition from the military.

The education I received from MET was certainly helpful during my tenure on the North Carolina Business Court. I regularly handled complex business cases that required an understanding of accounting, finance, marketing, and other business concepts. Having a solid academic grounding in these subjects shortened the learning curve considerably.

What types of cases does the U.S. Court of Appeals for the Fourth Circuit hear? Does your experience in the military courts and business court come into play?

The Fourth Circuit hears a range of appeals (both civil and criminal), primarily involving the Constitution and federal statutes, as well as claims that state laws violate the federal constitution. Given its geographic location in Richmond, Virginia, the Court often presides over cases involving national security or military issues, and so my military

“Martin Luther King, Jr. never had any doubt about the power of a single individual to make a difference. Neither should you.”

**Albert Diaz, Judge,
U.S. Court of Appeals
for the Fourth Circuit**

- **2005–2010:** Special superior court judge, North Carolina Business Court
- **2005–2006:** Reserve appellate military judge, U.S. Navy-Marine Corps Court of Criminal Appeals
- **2001–2005:** Superior court judge, North Carolina Superior Court
- **2000–2005:** Reserve military judge, U.S. Navy-Marine Corps Trial Judiciary, Camp Lejeune, North Carolina
- **1995–2001:** Private practice, Charlotte, North Carolina
- **1991–1995:** Appellate government counsel, Office of the Judge Advocate General of the Navy, Washington, D.C.
- **1995–2000:** Reserve appellate defense counsel, Office of the Judge Advocate General of the Navy, Washington, D.C.
- **1988–1991:** Prosecutor, defense counsel, and chief review officer, Legal Services Support Section, U.S. Marine Corps, Camp Lejeune, North Carolina

experience is helpful there. On the civil side, my prior service as a trial judge in a wide range of business disputes gives me a good practical sense of the issues that tend to arise in those cases.

What is your judicial philosophy?

My judicial philosophy is simple—to abide strictly by the federal judicial oath I took to “administer justice without respect to persons, and do equal right to the poor and to the rich.”

What are your thoughts about judicial activism?


Are there gray areas in law?

I was asked to define this phrase during my Senate confirmation hearings. I said then that, as commonly used, “judicial activism” describes a process by which a court extends judicial power beyond its proper limits and engages in results-oriented decision making at the expense of applicable law and precedent. A judge who engages in that conduct has, in my view, violated the judicial oath. Sometimes, however, one man’s judicial activist may well be another’s judicial hero. By way of example, the Supreme Court’s 1954 decision in *Brown vs Board of Education* (in which the Court struck down state laws establishing separate public schools for black and white students) was viewed by many, at least initially, as the decision of an activist court.

Most cases lend themselves to a straightforward application of the law. But there are a small subset of cases where the answers are not clear, and where reasonable judicial minds can and do differ. These cases tend to address hot-button issues, which results in judges being labeled by the opposing camps (often unfairly) as activists, depending on their votes.

As a judge, you have a unique perspective on humanity. Do you have any words of wisdom to share with our readers?

Rather than words of wisdom, I would make a request. My time on the bench, particularly as a trial judge, has shown me what happens when our society loses interest in young people. By the time a young person appears before the court as a defendant, it is often too late for the criminal justice system to make much of a rehabilitative impact. If you want to positively influence the future of our country, become a mentor to a child. **M**

 **See More** You can see Judge Diaz deliver his 2012 convocation address at bu.edu/met/mag/diaz.

Distinguished Alumni Awards

Martin Luther King, Jr. (GRS’55, Hon.’59) once observed, “Everybody can be great, because everybody can serve.” In this spirit, MET’s Distinguished Alumni Awards honor outstanding alumni who inspire us by example of their service. **For a Q&A with this year’s winners, visit bu.edu/met/mag/alumni-qa.**



**Service to Community
Claritza Abreu (MET’03)**

Abreu earned her bachelor’s in Computer Systems Engineering from the Santo Domingo Institute of Technology, Dominican

Republic. She attended MET through the City of Boston Scholars Program, earning her MS in Computer Information Systems while raising two young sons. In 2011, Abreu was named a “Woman to Watch” by *Mass High Tech*, and was a recipient of the Massachusetts Excellence in Technology Award. As assistant chief information officer, Abreu oversees the Information Technology Group for the state’s Division of Health Care Finance and Policy, under the secretariat of Health and Human Services.

“It is a matter of making the decision to take the time out of our busy lives and dedicate it to others,” says Abreu.



**Service to Profession
Andrew Morgenstern (MET’94)**

A leader in refractive surgery, Dr. Morgenstern earned a BS in Psychology from MET before following in the footsteps

of his father and his uncle, both optometrists. Morgenstern received his OD from Nova Southeastern University College of Optometry, Florida, and completed his training at the world-renowned Bascom Palmer Eye Institute/Jackson Memorial Hospital. Today, he is an optometrist at Washington Eye Physicians and Surgeons, and serves on the ophthalmology faculties of the Washington Hospital Center/Georgetown University School of Medicine and the Southern California College of Optometry.

“In my opinion, to give back and contribute to one’s profession is not a choice—it is a responsibility,” says Morgenstern.



Commencement 2012

"A good person is one who seeks to make a difference in the world and in the lives of others. Your degree, and the intellectual foundation that you have built in your time here at Metropolitan College, have prepared you well to make that difference—in short, to be that good person."

The Honorable Albert Diaz, Commencement Speaker

Awards 2012

Undergraduate Certificate of Achievement

Joan C. Lacey

Excellence in Graduate Studies Awards

Martin Chi, Actuarial Science
Michael Allain, Administrative Studies
Ana V. Cosmas, Advertising
Jennifer Grace Simmons, Arts Administration
Robert D. Barnes, Computer Information Systems
John Wallace Spencer III, Computer Science
David J. Fields, City Planning and Urban Affairs
Crystal Xaviera Boring, Criminal Justice
Erin Katherine Ross, Gastronomy
Theresa Jacobellis, Health Communication
William Payne, International Marketing Management

Roger Deveau Part-Time Faculty Award for Excellence in Teaching

M. Michael Hadavi

Distinguished Alumni Awards

Claritza Abreu (MET'03), Service to Community
Andrew Morgenstern (MET'94), Service to Profession
The Honorable Albert Diaz (MET'93),
Service to Profession





City Scholar graduates

An Interview with the President of NYK Line, North America



Bill Payne (MET'12) is winner of this year's Excellence in Graduate Studies Award for International Marketing Management.

SHORTLY AFTER 6 p.m. on Saturday, May 19, Bill Payne (MET'12) held aloft the banner for MET's online International Marketing Management program and led his fellow graduates into BU's Track & Tennis Center for the 2012 Metropolitan College Commencement ceremonies. Among twenty-five hundred cheering onlookers sat Payne's wife of 35 years, Alice; his son Michael and daughter Laura (CAS'08); and his sister Janet. After the hard work and sacrifice, it was about time to celebrate.

Payne is no stranger to the international marketplace. He was recently appointed president of the North American division of NYK Line. The Japanese-owned company—established in 1885, after the Meiji Restoration—remains one of the world's largest purveyors of shipping and logistics.

We asked the recent graduate and winner of the Excellence in Graduate Studies Award for International Marketing Management about his experiences in the shipping industry and as an online student.

Metropolitan: How did you first get involved in the shipping industry?

In 1973, after my first year at UC Berkeley, I had to quit a summer job pumping gas because of the oil crisis. I was able to sign on a newsprint ship, which worked the trade from mills in British Columbia owned by Crown-Zellerbach.

What do you do in your current role as president?

As president, I lead a staff of over four hundred in the U.S. and Canada. My goals for the organization are to interpret and execute the strategy conveyed from global headquarters, but at the same time, adapt it to the environment of North American competition and market realities. We are a value-added provider of ocean transportation. This includes providing inland transportation (or through-service) of containerized product, automobiles, and even bulk product shipping from major ports to inland networks and hubs. We are also number one in the world in the carriage of set-up automobiles, on what we call our Roll-On/Roll-Off (RORO) vessels. We participate with global and regional automobile manufacturers in their supply chains to strategically support new car manufacture, subsequent export of vehicles, and the inward handling of the components to the plants.

How is the shipping industry evolving, and what challenges does it face?

Like the airlines, overcapacity of providers puts pressure on per-unit rates. Creating differential, sustainable advantage is critical. Fuel costs, and the inability to move beyond a market-pricing model without injecting a cost-based portion, make this difficult. Our company's goal is to espouse and translate our value proposition.

What motivated you to return to school? How could a master's degree possibly provide you with any advantage that outweighs your experience?

By the time I was a somewhat accomplished senior manager, I was engaged in managing many staff with master's degrees and even law degrees. When I was moved to senior vice president of marketing, I felt a bit more out of my element—and my wife and I were approaching empty nest-hood. I felt time was moving along and a commitment should be made.

What made you choose the MS in International Marketing Management at BU?

My daughter was at BU at the time, and she was challenged and inspired. The Metropolitan College master's program in International Marketing Management is well-rounded, executive in its business case analysis, and contemporary. It has assisted me in my latest elevation to president in 2011, and has allowed me to interact with all age groups and disciplines. It has also opened some of my team members' eyes to what one can do, even if you are "older" or perceived to be "executive" already.

What were some highlights of the online experience?

The professors were well educated, but also successful in their fields of expertise, as demonstrated in their private enterprise experience. There are also some amazing people in this program as students—for instance, those who have experienced military service in the Middle East and subcontinent combat zones, and who then put their efforts into these programs. It was inspiring.

With your prominent position in a global company, you must be a very busy man. What motivates you?

International shipping and trade is a wonderful business, and I work for a magnificent firm. I am
Continued on page 13>

Savoir Faire

Highlights of recent faculty and staff honors, grants, presentations, and publications.

In November, **Roger Warburton**, associate professor of administrative sciences, presented “The Third Decade of Online Education: What have we learned?” at the 2011 Our Digital Renaissance Conference in Florence, Italy. Focusing on online project management education, the research paper was coauthored with **Vijay Kanabar** and **Steve Leybourne**.

Also in November 2011, Assistant Professor of Administrative Sciences **Irena Vodenska (UNI’09)**, in collaboration with faculty from BU’s physics department and Bar Ilan University, Israel, coauthored a paper on corporate governance networks that was accepted for publication in *Physical Review E*.

David Shirley, administrative sciences lecturer, received the 2011 David I. Cleland Project Management Literature Award from the Project Management Institute for his co-authorship of *Green Project Management*.

Assistant Professor of Administrative Sciences **Virginia Greiman (SED’70, LAW’03)** spoke to PMConnect, the Commonwealth’s largest organization of project managers, in December 2011. She also presented a paper on health data security and privacy, coauthored with **Tanya Zlateva** and **Lou Chitkushev (ENG’96)**, at the International Conference for Information Warfare, held in Seattle, March 2012.

In February, **Carolynn Tomin**, director of the Center for Professional Education Financial Planning Program, was appointed chair of the Certified Financial Planning Board’s Council on Education. She also coauthored a book, *Principles of Estate Planning*.

Ruth Ann Murray (SED’94, GRS’98, GRS’12), MET’s assistant dean for business development and director of the Center for Professional Education, earned her doctorate from BU’s American Studies program in April. Her dissertation was entitled “Through Their Stomachs: Shakers, Food, and Business Practices in the Nineteenth Century.”

MET’s Associate Director of Finance **Zhuyuan Zhang (MET’05)** was one of just three University staff members to receive the 2012

John S. Perkins Award for Distinguished Service from Boston University’s Faculty Council.

Assistant Professor **Rachel Black**, coordinator of the gastronomy program, won the Pedagogy Award of the Association for the Study of Food and Society.

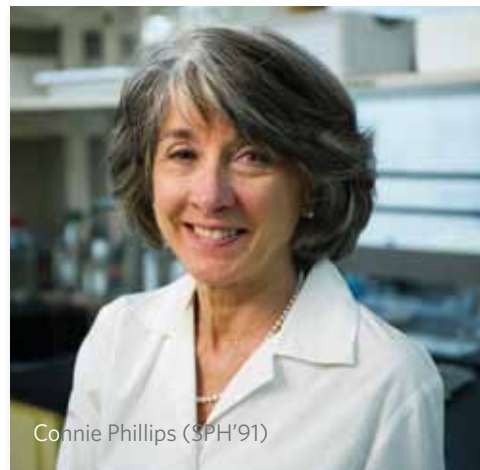
An article by Assistant Professor of Criminal Justice **Shea Cronin**, “Maintaining Order Under the Rule of Law: Occupational Templates and the Police Use of Force,” was accepted in the refereed *Journal of Crime & Justice*. Cronin also coauthored “Juror Perceptions of the Legitimacy of Legal Authorities and Decision Making in Criminal Cases,” which was accepted for publication by *Law & Social Inquiry*.

Eric Braude, associate professor of computer science; **Dino Konstantopoulos**, part-time MET faculty member and lead engineer at MITRE Corporation; and **Mike Pinkerton** of the Northrop Grumman Corporation coauthored a chapter on “Components and Frameworks in the Cloud Era,” in the recently published book *Software Reuse in the Emerging Cloud Computing Era*.

The online course Database Design and Implementation for Business, developed by Associate Professor of Computer Science **Bob Schudy** and the office of Distance Education, won the Blackboard Catalyst Award for Exemplary Course Design.

Stu Jacobs, lecturer in computer science, has been elected Senior Member of the Association for Computing Machinery (ACM). Founded in 1947, ACM is the world’s largest and most prestigious society for research and education in the field of computing.


Assistant Professor of Urban Affairs and City Planning **Enrique Silva** authored “Access Denied: Urban Highways, Deliberate Improvisation and Political Impasse in Santiago, Chile,” which appeared in *Environment and Citizenship in Latin America*. Silva also won a grant from the Kellogg Foundation to assist with rebuilding projects in Haiti. **M**



Connie Phillips (SPH'91)

\$1.4 million to BU's BioScience Academy

The U.S. Department of Labor has provided a \$5 million grant to underwrite the Metro Boston Skilled Careers in Life Sciences (SCILS) Initiative, a four-year program dedicated to training unemployed and underemployed residents of greater Boston for jobs in the life sciences. Of that funding, \$1.4 million is going to BU's BioScience Academy. Overseen by MET/School of Medicine Research Assistant Professor of Biochemistry Connie Phillips (SPH'91), this two-semester BU program will provide technical skills and academic instruction in biomedical science for those with backgrounds in science and math. BioScience Academy graduates receive a BU Certificate in Applied Biotechnology that will qualify them for jobs in Boston-area biotech companies, hospitals, or research labs. Students also receive tuition support for 12 undergraduate credits from MET for successful completion of four undergraduate courses and an internship. This new day program is part of the Biomedical Laboratory & Clinical Sciences program, which, since 1987, has provided a bachelor's degree, as well as two advanced certificates in biotechnology and clinical research.

 **Learn more** about the BioScience Academy at bu.edu/biosci.

A Decade of Distance Learning

This past May, a record 674 online students received their degrees from Boston University. Many journeyed to Boston for Commencement, seeking each other out, shaking hands, embracing. Despite disparate backgrounds and communities, they were united as BU graduates.

IT HAS BEEN ten years since BU introduced its first fully online degree program, MET's Master of Criminal Justice (MCJ). It started with one full-time faculty member—Professor Daniel LeClair, chair of Applied Social Sciences—and one criminal justice course, White-Collar Crime, which would form the blueprint for online learning at BU. “The discipline I had to impose on my lectures to bring them online was intense,” remembers LeClair. “But, it created a better product, and it made me a better teacher.”

Dean Halfond recalls the very moment when MET decided to take the MCJ program online. “If I had been looking out at a night sky, I would have seen the stars align,” says Halfond. “Had I known then where this would take us, it might have seemed too mammoth to even consider.”

To launch the program, the University allied with Embanet, an education technology startup. “MET had a phenomenal group of leaders with the entrepreneurial spirit, vision, and passion to develop a rigorous online curriculum,” says Nirmeen Hassan, who worked with Professor LeClair on the Criminal Justice program in 2002, and who is now Embanet's senior vice president of academic partnerships. “Embanet had the resources to be able to develop and support the launch of a high-quality program from such a prestigious university.”

As the MCJ expanded beyond the local market, enrollments grew. “We were soon



Professor Dan LeClair was charged with developing Boston University's first online course, part of MET's online Master of Criminal Justice.

reaching police officers, federal government employees, and corrections officers as far away as Alaska, and in rural areas of Mississippi or Texas, where there is not much access to universities,” observes LeClair. The program was also popular with soldiers who could log in from bases in Iraq, Afghanistan, or other locations abroad.

The year 2004 proved to be a critical juncture. As the College graduated its inaugural online class of 130 MCJ students and launched its third online master's, only three out of 33 courses had been developed in-house by MET's Distance Education office—and it had become clear that outsourcing would not remain a sustainable model. “We had to develop our instructional design capability and refine our process,” says Director of Distance Education Nancy Coleman (GSM'07). “Although the curriculum is up to the faculty, we now have a specific way we design online content that is consistent from program to program.”

As instructional design was brought in-house, so were student services. “From the very beginning, we decided that we needed to give the student a BU experience,” says Coleman. “We want students to feel like they are coming to an online campus.” To date, Distance Education has supported 18 departments in 11 University schools and colleges, for a total of 14 degree programs, 5 graduate certificates, and 7 professional certificates. Roughly two hundred online

 **Learn more.**

Scan the code or visit **bu.edu/met/mag/disted** to meet some of the team behind the online MCJ, read testimonials, and view video profiles of online learners.



courses have now been developed in-house by MET's corps of highly qualified instructional designers.

“We took this one careful step at a time, as we brought new programs online and new services in-house,” Halfond explains. “Our faculty and staff continually rose to the challenge and helped make BU unique in the now crowded world of distance learning.”

Bolstered by MET's team of student services coordinators, online services administrators, exam coordinators, and media producers, the capabilities of online instruction became increasingly apparent. Faculty embraced the format's potential for innovation—online, they could enrich lectures with multimedia content and illustrate case studies with videos or film clips. Facilitated discussions and virtual student lounges could be enlivened with global perspectives. Courses could even be offered in collaboration with other international institutions. “You need course lectures, reading materials, the things you think of in a regular course on campus. Then, you need to translate that experience online. We encourage faculty to use their personalities to bring their content to life,” says Coleman.

Distance Learning, continued from page 12>

A decade of continuous innovation and rigorous quality control has earned BU a position on the vanguard of distance learning, and has led to the Sloan Consortium Award for Excellence in Institution-Wide Online Education in 2010, and the U.S. Distance Learning Association Award for 21st Century Best Practices in 2011, among other honors.

Looking toward the next ten years, Coleman observes that the culture within the Distance Education office is one of continuous improvement. “We’re happy for a minute, but then we’re looking to how we can make the online learning environment bigger and better. That’s what helps us stay ahead of the curve. But our philosophy, in the end, is that it’s not about the technology—it’s about the learning experience.”

A learning experience that, far from being remote, solitary, and coldly technological, emphasizes community—from the team of many who bring an online program to life, to the faculty who contribute their experience and commitment to quality, to the students who balance their daily lives and careers with the rigors of an online curriculum.

“We invested the effort, creativity, and resources to treat online education not simply as comparable to an on-campus education for working professionals, but exceptional in its own right,” says Dean Halfond. “And five thousand alumni later, we are pleased that we were able to provide this educational opportunity to students across the nation and globe. This is a time to celebrate, to look back, but then continue our aspirations and hard work so our next decade is even better.” **M**

Bill Payne Q&A, continued from page 10>

more motivated, now I have been through this program, than I have ever been in my career. I cannot imagine leading my team without the wisdom and rigor that Metropolitan College has imparted to me.

Knowing what you do about the shipping industry, what were some of the most valuable insights you gained from the online program?

The business cases were, in many instances, about corporations and enterprises that were my customers, and this insight and exposure allowed for a greater understanding of who they

MET Night

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MET Night On Friday, March 2, a record-breaking number of MET students, faculty, and alumni attended a sold-out MET Night at Agganis Arena. Four-hundred strong, they cheered on BU's Terrier hockey team, who beat Northeastern University rivals, the Huskies, 5-2.



were, and the evolving strategies they deploy.

I would like to think the immediacy of the knowledge transfer from BU to the workplace enhanced my ability for creative thinking in a tough environment. I want to have some of my management explore MET, as it is invigorating and challenging, and, frankly, the delivery of the education is how business is done today. **M**

See a collection of pictures of MET's graduation ceremonies at bu.edu/met/mag/commencement.

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Boston → Alumni of MET's Accelerated Degree Completion Program (ADCP) convened at Boston University to catch up with each other and clink glasses.

Right, l-r: ADCP Director Gerard Keegan (MET'86), with Ann Smith (MET'11) and Loraine Toorie (MET'11).



Clockwise from above left: Andres Vargas (MET'09) with Dean Halfond; Anna Keselman (MET'09) and Keith Chachkes (MET'10, MET'12); and event hosts Howard Williams (MET'86, SED'89) and Lydia Williams.



Chicago ↑ At an alumni reception at Chicago's District Bar, online Master of Criminal Justice alumna Hilary Mabbitt (MET'11) is joined by current online MCJ students Suzanne Jones (far left) and Nina Charlotten (far right).

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→ **Submit class notes to:**
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755 Commonwealth Avenue
Boston, MA 02215
bu.edu/alumni/classnotes

Lilly Cleveland (MET'80) of Duxbury, Mass., recently showed her watercolors and charcoal drawings in a solo exhibition at the Paul Pratt Memorial Library in Cohasset, Mass. Lilly's show was sponsored by the South Shore Art Center in Cohasset, where she is a faculty member and gallery artist. She earned a certificate in genealogical research from BU in 2011. "It felt great to be back on campus," she writes. Visit Lilly's website at yourfamilysearch.com.

Daniel S. McNulty (MET'95) was promoted to the rank of colonel in the U.S. Air Force. He is currently stationed in San Antonio, Texas.

Aaron Michaelian (MET'10) of Converse, Tex., reports that he has retired from active duty after 21 years of service. He writes, "Now it is time to start enjoying the civilian side of life. Loving every minute of it."

Carlos A. Rosales (MET'89) of Guatemala City, Guatemala, is working on a doctorate in political science and sociology in the Guatemala program of Spain's Universidad Pontificia de Salamanca. Carlos earned a bachelor's degree in political science from York University in Toronto, Canada, in 1993 and a master's in political science from Carleton University in Ottawa, Canada, in 1995.

Col. Jack Shippee (MET'04) of Westerly, R.I., writes that he will be retiring after 30 years with the Charlestown Police (Rhode Island), the last three as chief.

"I will be taking the summer off, teaching a couple of classes, and looking for a new adventure in the fall. To all my MCJ classmates, stay safe!"

Jeanie Standard (MET'09), who graduated with a bachelor's in Interdisciplinary Studies, concentration in women's health and wellness, will be putting her knowledge to use in an exciting new endeavor. Currently an applications specialist with GE Healthcare, she was selected as one of two people from her national team to serve on a rural health initiative aimed at reducing infant mortality rates. She will be training doctors and midwives on using ultrasound in the treatment of their patients. Jeanie will be making several international trips over the next few years, starting with Tanzania.

Robert L. Tonsetic (MET'91) of Easton, Md., published 1781: *The Decisive Year of the Revolutionary War* (Casemate, 2011). Robert is a former U.S. Army colonel and author of a trilogy on Vietnam combat.

Cristina Vicini (MET'99),

chair of the advisory board for Boston University in Brussels, has been a key player in organizing and coauthoring a public call to recruit "board-ready" women for corporate directorships in Europe. The call was written in response to a report by European Commission Vice President Viviane Reding, who noted that women comprise less than 14% of boards in the biggest publicly listed companies in the EU. Vicini was also instrumental in allowing BU in Brussels to participate with some of Europe's major business schools and other organizations to identify potential candidates for corporate boards.

Read more at economist.com/whichmba/ready-board.

Leadership Donors, continued from page 14>

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