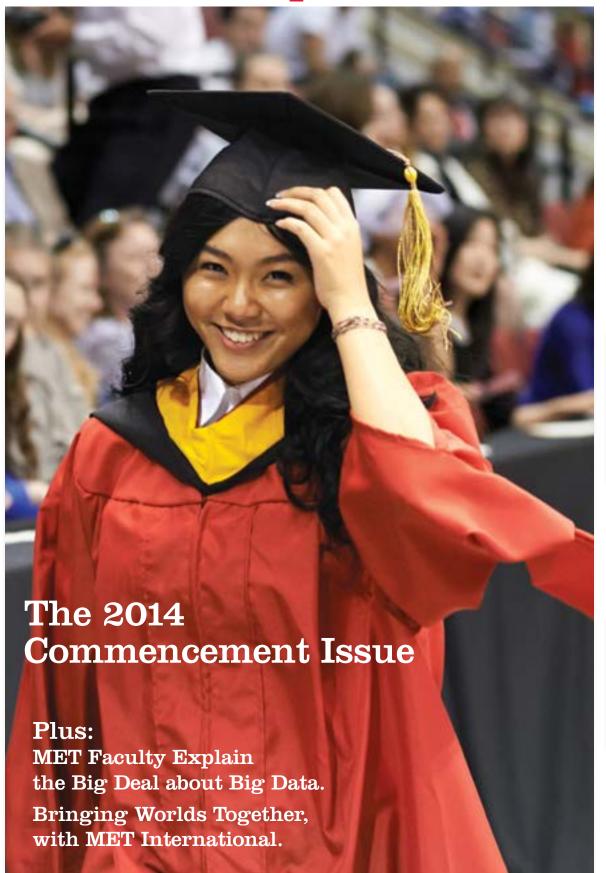
Metropolitan





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Class Notes

Commencement Speaker 2014 College of Arts & Sciences Professor Andrew Bacevich addresses MET graduates, plus Q&A. See page 7.



Part-Time
Faculty Awards
This year's recipients included
Boston Police Commissioner
William Evans and MET
lecturer Scot Arena.
See page 8.

A message from Dean Zlateva



Dear MET Alumni,

I offer my congratulations to our recent graduates—and all alumni of Metropolitan College. Your hard work has paid off, and you have earned a degree from one of the world's leading research and teaching institutions.

Commencement is an exciting time for the entire MET community. It is an opportunity to gather together and reflect on the accomplishments of our graduates-many of whom work full-time and care for a family—as well as our collective achievements as a college.

MET is driven by the mission to open the intellectual resources of Boston University to the world. We seek to equip our students with a mastery of the latest tools and approaches in their professions, so they can become leaders in industry. Our programs are academically rigorous and relevant to today's needs, while remaining accessible to working professionals, who can study evenings on campus as well as online or in blended formats. MET provides a variety of scholarships, and works with community colleges to provide pathways to BU programs. We strive to continually improve and innovate in all our programs.

In this issue of *Metropolitan*, we share new degree concentrations and certificates designed to prepare students for an "explosion" of opportunities in the field of data analytics. You will find news about recent rankings, accolades, and conferences. And, we illustrate important international initiatives that bring students from partner universities to our campus in Boston, and create avenues for our local students to study abroad.

To our new graduates, welcome to an ever-growing community of illustrious alumni-around 340,000 strong-who continue to exemplify BU's spirit of inclusiveness and social responsibility. You have worked and learned in the University's tradition of rigorous thinking and human compassion, and our entire community wishes you luck and success as you move forward.

Dean ad interim

Boston University Metropolitan College

Tanya Waleve



Two MET Master's Degrees Reaccredited through 2020



ACCREDITED PROGRAM

ON MARCH 23, 2014, the board of the Project Management Institute Global Accreditation Center for Project Management Education Programs (GAC) voted to renew accreditation for the master's in

Project Management and the master's in Computer Information Systems, concentration in IT Project Management. The honor was conferred on July 28, 2014, at the PMI® Research and Education Conference in Portland, Oregon. M



Read more at bu.edu/met/mag/pm 14



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Metropolitan bu.edu/met/magazine

Accolades for BU Online Programs

SINCE 2002, Metropolitan College's Distance Education team has supported many of Boston University's schools and colleges in the development of award-winning online programs. In January of this year, MET's master's in Computer Information Systems and six master's degree programs in management were ranked among the top 10 Best Online Programs by U.S. News & World Report. In addition, MET's online degree concentration in Health Informatics-one of six concentrations offered through the Computer Information Systems degree—was ranked #6 in "The 20 Best Online Master's in Healthcare Informatics Degree Programs," a comparison published by TheBestSchools.org.

This May, BU's online programs were again recognized for excellence. The 2014 USDLA Best Practices Platinum Award—the highest-level best practices award bestowed by USDLA—was presented to Clinical Assistant Professor Donna McLaughlin (SSW'94) and Senior Instructional Designer James Frey for the BU School of Social Work (SSW) course Clinical Practice with Groups. The course is part of the online Master of Social Work.

"Receiving such a prestigious award is a great honor for all of us and for our amazing partners in Distance Education," said SSW Dean and Professor Gail Steketee. "This award not only confirms the excellence of our online MSW program, but recognizes these fine BU educators, Professor Donna McLaughlin and Designer James A. Frey."

Concurrently, Blackboard's Catalyst Award, Director's Choice for Courses with Distinction, was given to Associate Professor and Chair of Computer Science Anatoly Temkin and Senior Instructional Designer Dan Hillman for Quantitative Methods for Information Systems, a core course in MET's online master's in Computer Information Systems. As defined by Blackboard, the Catalyst Award "honors those who push the boundaries of their educational programs and technology in order to deliver innovative and effective learning experiences." This is the fourth Catalyst Award BU has received from Blackboard since 2011.

"The course itself is a straightforward example of proven distance education practices with many opportunities for student interaction," says Temkin. "Interestingly, the judges were particularly impressed by a human element of the course: we simply call every student to talk about how things are going. We think that it is important to form this



Above, Clinical Assistant Professor Donna McLaughlin (SSW'94) and Senior Instructional Designer James Frey.

connection, especially in math, where students are often intimidated by the material."

"Both of these awards recognize the remarkable quality of our courses, the expertise of our faculty, and the skill of our instructional designers," notes Eric Friedman, associate director of Distance Education. "All the contributors deserve to be praised for their work on these two exemplary courses." M

Project Management in Practice Conference

SINCE 2012, Metropolitan College and PMI® Mass Bay Chapter have united to co-sponsor the Project Management in Practice Conference at Boston University.

This year, the subject of "Women in Project Management" shed insight on the compelling issues and unique challenges faced by women on the path to leadership and success in an extremely competitive field. "According to the Project Management Institute, women represent over 40 percent of project managers in the United States," said Assistant Professor Virginia Greiman (SED'70, LAW'03) in her introductory comments. "Women today are not just working in small or mid-sized projects. They are also involved in some of the largest projects in the world."

The two-day conference, held in May, featured a host of distinguished speakers, including Tanya Zlateva, dean ad interim of Metropolitan College; Roberta Chinsky Matuson, president of Matuson Consulting;

Gina Abudi, president of both the Abudi Consulting Group and PMI Mass Bay Chapter; and Janelle Heineke (GSM'92), who is professor and chair of the Department of Operations & Technology Management at BU's School of Management, as well as a Dean's Research Fellow.

This year's Annual Excellence in Project Management Education Award was presented to Carla Messikomer, manager of academic resources at the Project Management Institute, to acknowledge her leadership in promoting research and education globally.

On day two, participants opted to attend "Introducing Agile Project Management" with Rachel Alt-Simmons (MET'06), adjunct professor of computer science, or "PMP® Certification Overview," with Vijay Kanabar, director of project management programs and associate professor of administrative sciences and computer science. The overview served as an orientation to students in



the new PMP Exam Preparation workshop offered through MET's Center for Professional Education (bu.edu/professional).

Past PMiP conferences have focused on stakeholder management, the "accidental" project manager, project communications, and agile project management. For more information, visit projectmanagementinpractice.com. M

The Big Deal about Big Data

The revolution is here—and new MET programs are preparing students to lead the charge.



A recent Google search on this query returned 1,980,000,000 results in less than half a secondtestament to how far we have come in terms of processing data. But there is still a long way to go, and companies worldwide are recognizing the potential within their vast data repositories, growing exponentially thanks to the development of digital technology and social media throughout the past decade. Executives find themselves grappling with how to mine this new resource. Alexis Madrigal's Atlantic article, "How Netflix Reverse Engineered Hollywood," describes how the company has used big data to develop 76,897 separate film genres—or "altgenres"—tailored to individual viewers. Similarly, Amazon.com analyzes vast banks of data to deliver customized recommendations. President Obama's election campaigns harnessed elaborate data to galvanize individual voters, thanks to the campaign's chief analytics officer Dan Wagner and a team of coders and engineers. Big data also drives strategic military operations, online travel, electronic health records, emergency management, weather prediction, scientific trials, sports analytics, the insurance industry, energy and utilities, advertising, GPS, social media, and financial markets, just to start.

In other words, big data is the next frontier—and it is changing our existence.

Some Background

"Big data—defined as all new and existing data, such as that stored in data warehouses—has come about through a confluence of three things," says MET Associate Professor of Computer Science Robert Shudy. "First is the rapid growth in the massively parallel software technology to process these extraordinary amounts of data, such as Google's pioneering processing paradigm, MapReduce. Second, low-cost techniques for fault tolerance have improved greatly; for example, Google keeps multiple copies of content distributed among data centers worldwide. Third, there have been dramatic reductions in hardware

cost, allowing Google to have something like three million computers."

In "MapReduce: Simplified Data Processing on Large Clusters," Google's Jeffrey Dean and Sanjay Ghemawat wrote that "an average of one hundred thousand MapReduce jobs are executed on Google's clusters every day, processing a total of more than twenty petabytes of data per day." A petabyte, by the way, is 1000^5 bytes (for more on bytes, see "Big Bytes" sidebar, this page).

IBM's Big Data Hub claims that five exabytes of data are generated every two days. For context, Google Executive Chair Eric Schmidt has asserted that five exabytes is equivalent to the amount of information we generated between the dawn of civilization and 2003. One thousand exabytes make a zettabyte—it is projected that 35 zettabytes of data will be generated annually by 2020.

The Big Data Challenge

"Big data in the modern world is characterized by the 'Four Vs,'" explains Schudy. As defined by IBM, the Four Vs are Wolume (currently, there are about 2.7 zettabytes of data in the digital universe); Variety (many types of data, coming from many sources, such as traditional databases, texts, videos, streaming content, GPS, and so forth); Velocity ("data in motion"—such as the information from automobile or other sensors—must be analyzed and processed rapidly); and Veracity (data needs to be reliable). "Big data has lots of spam and inaccuracies," says Schudy. "You often need fairly sophisticated analysis to integrate different data sources and produce reliable insights."

The data can be unstructured (Facebook posts, YouTube videos, Twitter tweets, streams, and other information not organized or easily interpreted) or multi-structured (information gathered through data entry, web applications, networks, or web logs). According to Robert Bry, business analytics team lead for IBM's Academic Initiative, the more than 2.5 billion gigabytes of data created each day in 2012 was mostly unstructured. The growth of structured and unstructured data is estimated at 60 percent each year.

"Our programs teach core skills and provide hands-on exposure to data analytics techniques."

DR. SURESH KALATHUR
DIRECTOR OF MET
ANALYTICS PROGRAMS

Big Bytes

1 byte = 8 bits

Kilobyte = 1000 bytes

Megabyte = 1000² bytes

Gigabyte = 1000³ bytes

Terabyte = 1000⁴ bytes

Petabyte = 1000⁵ bytes

Exabyte = 1000⁶ bytes

Zettabyte = 1000⁷ bytes

Yottabyte = 1000⁸ bytes

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"Big data analysis uses techniques that weren't used before for structured data analysis—such as natural language processing and sophisticated analysis," says Schudy. "Companies now have the expertise and software to analyze the comment fields of their data warehouse. They can mine customer comments to help guide product development."

"Everybody is excited about the potential value of data, but there's a big difference between data and information," cautions Associate Professor of the Practice of Administrative Sciences Andrew Banasiewicz. "Data is like a huge box filled with all kinds of junk. How do you know what you have, or what you don't have? Its value as 'information' is not easy to determine. Our data analytical systems and tools were essentially set up to deal with basic, two-dimensional types of data like an Excel spreadsheet, with its easily sortable rows and columns. Now, for example, Facebook data is a mixture of comments, pictures, and videos. Each piece is different from the other pieces. To find the value, you have to figure out how to analyze large amounts of data from many different structured and unstructured sources that don't necessarily conform to traditional methods of data analysis."

With this amount of information being created, and the underlying challenges of the Four Vs, who is dealing with this data? And how is it presented to the enduser? Information technology research and advisory company Gartner predicts that by next year there will be 4.4 million IT jobs around the world to support big data, and 1.9 million of those will be in the U.S. At the same time, reports indicate that 50 percent of CEOs have trouble recruiting, retaining, and developing data scientists. Similarly, a recent "C-suite Study" by IBM noted that 83 percent of global executives surveyed recognize the value of integrating big data analytics into their strategic plans—yet a much lower percentage have faith in their ability to handle the task. According to a report by consulting firm McKinsey & Company, "By 2018, the United States alone could face a shortage of 140,000 to 190,000 people with deep analytical skills as well as 1.5 million managers and analysts with the

know-how to use the analysis of big data to make effective decisions."

Meeting the Challenge with New Curricula in Data Analytics

The need to bridge the skills-gap is indisputable. To prepare students for burgeoning data scientist jobs and data analyst positions, MET will be developing a range of new data analytics courses, certificates, and concentrations to complement the College's existing programs in health and business informatics, enterprise risk management, actuarial science, and computer information systems. MET's Computer Science department will be adding a new concentration in Data Analytics to the master's in Computer Information Systems (MSCIS), and will introduce a graduate certificate as well. In addition, the Administrative Sciences department will be offering a new Graduate Certificate in Applied Business Analytics.

The architects behind the new curricula—MET's interdisciplinary "analytics dream team"—include Assistant Professor of Computer Science Suresh Kalathur and Administrative Sciences Associate Professor of the Practice Vladimir Zlatev, along with professors Banasiewicz and Schudy.

"It is essential to develop and offer sound programs in the analytics field," says Professor Zlatev, who serves as coordinator of the new Applied Business Analytics certificate. "The targeted solutions for the Data Analytics program are to improve the operational efficiency for handling data by expanding, in a new way, hardware and software capacities of organizations. For the Applied Business Analytics program, the targeted solutions are to increase the capabilities for performing business analytics and integrating the Four Vs of the information into analytics-based decisions."

Courses within the Data Analytics program will provide core skills, from the intricacies of data mining and processing to the importance of visualization (making it user-friendly). Courses will employ practical tools such as SAS, Microsoft Power BI, R, SQL Server, Oracle, Google Analytics, and others. In addition, a wide

The Four Vs

VOLUME: Currently, there are about 2.7 zettabytes of data in the digital universe.

VARIETY: Many types of data come from many sources, such as traditional databases, website cookies, texts, videos, streaming content, and GPS.

VELOCITY: "Data in motion"—such as the information from automobile or other sensors—must be analyzed and processed rapidly.

VERACITY: Data needs to be reliable.





Top, Associate Dean for Academic Affairs Lou Chitkushev (ENG'96). **Below**, Robert Bry, business analytics team lead, IBM Academic Initiative.

Continued page 6

New Data
Analytics Courses
MET CS 544
Foundations of Analytics
MET CS 555
Data Analysis and
Visualization
MET CS 688
Web Analytics and Mining

Business Analytics
Courses
MET AD 671
Business Analytics
Foundations
MET AD 854
Marketing Database
Analytics
MET AD 616
Enterprise Risk Analytics

New Applied

Big Data, Continued from page 5

range of relevant electives already exist in areas such as Health Informatics, Business Informatics, Database Management & Business Intelligence, and Cybersecurity.

"Data is being generated at an enormous rate and new techniques are continuously being developed to deal with it," says Professor Kalathur, who was appointed director of MET's data analytics programs in June. "Big data is a challenging area to be in—and at the forefront of the data revolution. Our Data Analytics curriculum will provide students with exposure to both the technical and the practical sides of the discipline, while keeping in mind the varied background of students who wish to explore this area."

The Administrative Sciences Graduate Certificate in Applied Business Analytics will introduce the art and science of transforming multi-source, business data-derived insights into competitively advantageous, decision-guiding knowledge. Covering software tools and functions such as predictive modeling, text and data mining, and visual analytics using large data sets, the program will prepare students to become managers who can read, interpret, and use data to gain a competitive foothold for their enterprises. The four courses of the certificate can integrate into existing Administrative Sciences master's degree programs.

"In the process of making sound decisions,



Above, Assistant Professor of Computer Science Guanglan Zhang

managers need to know how to handle the explosion of information extracted from the data," says Zlatev. "As an educator, I have to teach my students how to become active and efficient participants in the big data revolution. Our audience for this certificate includes BU students with solid business and industry knowledge and high academic achievements, and prospective students

with the requisite knowledge in advanced Excel and business statistics."

Students entering the Applied Business Analytics program will be required to successfully complete an adaptive self-testing and selection system developed by an interdepartmental team.

"If we train people how to think of data as a means to an end, and the end is an answer to a business question, then we will have prepared them for success," says Banasiewicz. "Employers will say, Boston University has prepared these graduates well." M



Above, Professor Andrew Banasiewicz.

For more information, visit

The 2014 Data Analytics Symposium and MET's Partnership with IBM

On May 28, 2014, IBM issued a press release announcing their official educational partnership with MET, along with 27 other business schools and universities, to help train tomorrow's data scientists. MET's Computer Science faculty will work hand in hand with representatives from IBM's Academic Initiative to enhance the concentration in Database Management & Business Intelligence offered through the master's program in Computer Information Systems.

"Over the last decade, there has been an explosion of data analytics in practically all industry fields," said Dr. Lou Chitkushev (ENG'96), MET associate dean for academic affairs. "MET serves a very important leadership role in implementing educational programs to meet industry needs. Partnering with IBM gives us the opportunity to include the latest technology in our classes and to expose our students to state-of-the-art tools required by the industry."

The partnership was given a test run on April 30, when MET and IBM co-sponsored the Data Analytics Symposium at Boston University's Photonics Center,

bringing together a panel of experts from IBM and BU's faculty to discuss the subject of "big data" and industry's need for professionals who are trained to process, analyze, and interpret large amounts of information.

A packed agenda focused on the critical need for data scientists in almost every industry and field, including health care and public health, information technology, business, marketing, finance, applied social sciences, and emergency management, among others.

The conference began with three presentations by invited speakers: "Future Directions in Data Analytics," by Dr. Ellen Kislal of Watson Research, IBM; "Big Data Analytics in Finance: Opportunities and Challenges," by Dr. Irena Vodenska (UNI'09), assistant professor of finance at MET and senior research associate at BU's Center for Polymer Studies, Department of Physics; and the "Groupon Effect on Yelp Ratings," by Dr. Georgios Zervas (GRS'12), assistant professor at BU's School of Management. Two panel discussions followed: "Education, Industrial Needs, and Career Paths in Data Analytics" and "Developing a Data Analytics Curriculum." M

2014 Commencement Speaker Andrew J. Bacevich

Boston University Chair of International Relations and Professor of International Relations and History **Andrew J. Bacevich** urged new graduates to maintain "grit and determination."

PROFESSOR BACEVICH is a graduate of the U.S. Military Academy who later received his master's and PhD in American diplomatic history from Princeton University. A veteran of the Vietnam War and an Army career officer, he retired after 23 years with the rank of colonel. The former director of BU's Center for International Relations taught at West Point and Johns Hopkins prior to joining the faculty of Boston University in 1998.

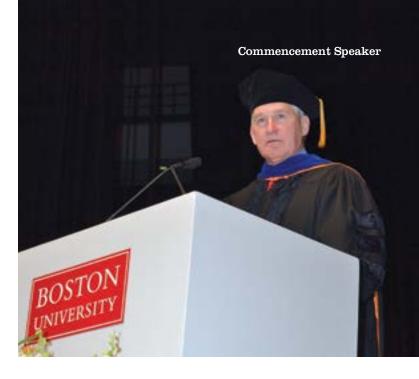
A prominent—and provocative—commentator on twenty-first-century foreign policy, and a self-described "old-fashioned conservative opposed to the American military intervention in Iraq," Bacevich lost his son, First Lieutenant Andrew J. Bacevich (CGS'01, COM'03), in May 2007, when he was killed on duty in Balad, Iraq.

"What distinguishes Dr. Bacevich from other scholars of international relations is his active public stand on controversial policy questions," says Dean ad interim Tanya Zlateva. "He is one of the few who speaks truth to power, no matter who is in power, and that appeals to all who have an active social attitude—and from my experience, most MET students do."

Bacevich is the bestselling author of Breach of Trust: How Americans Failed Their Soldiers and Their Country; Washington Rules: America's Path to Permanent War; and The Limits of Power: The End of American Exceptionalism, among many other books. His essays and reviews have been published in The Wilson Quarterly, The National Interest, Foreign Affairs, Foreign Policy, The Nation, and The New Republic. His op-eds have appeared in the New York Times, Washington Post, Wall Street Journal, Financial Times, Boston Globe, and Los Angeles Times.

In 2004, Bacevich was a Berlin Prize Fellow at the American Academy in Berlin. He has held fellowships at the Paul H. Nitze School of Advanced International Studies, the John F. Kennedy School of Government, and the Council on Foreign Relations. His papers are housed at BU's Howard Gotlieb Archival Research Center.

Bacevich has been involved in developing one of BU's first MOOCs (Massive Open Online Courses), War for the Greater Middle East, which he will teach in the fall of 2014. Speaking to BU Today, Bacevich explained that the course will focus on U.S. military interventions and actions in the Islamic world since the Carter Doctrine in 1980. "By relying on military power, the United States has sought to 'shape' the Islamic world," he says. "That effort was always misguided and is proving to be a costly failure. We'll explore the reasons why."



Professor Bacevich answered the following questions for Metropolitan:

How do you define "service"—whether local or global?

I think "service" means doing what you do best, but doing it in a such way that the benefits extend beyond self. Few of us will change the world. All of us have the ability to make a positive impact on our workplace or community.

What are the biggest hurdles graduates face, in your opinion?

We live in challenging times, with the challenges in the economic realm particularly acute. Success requires the ability to adapt. In many respects, MET exists to help people do just that.

What is your "charge" to this year's graduates?

Take the same grit, determination, and self-discipline that enabled you to succeed at MET and apply it to the rest of your lives.

Are you looking forward to teaching your first MOOC at Boston University?

I'm looking forward to the day when we complete our preparations! It has proven to be much, much more time consuming than I had imagined. My priority, right now, is just to get the entire course "in the can."

How do you anticipate the MOOC format will influence education?

As is the case with many other colleges and universities, BU is engaged in examining the potential of digital education. The MOOC offers one approach. I think we're about where we were with the airplane in 1910 or so: we have this amazing new capability—a machine that flies. Now we have to figure out what to do with it—what works and what doesn't. That's where we are with online education.

What words do you offer as parting advice to graduates from BU MET?

Know yourself. That's an essential first step toward having a satisfying and rewarding life. But don't assume that self-knowledge is easily acquired. It's not. ${\bf M}$

Roger Deveau Part-Time Faculty Award for Excellence in Teaching

Each year at graduation, Metropolitan College honors selected members of the faculty with the Roger Deveau Memorial Part-Time Faculty Award for Excellence in Teaching. This year, two part-time faculty members were nominated by the MET community to receive the award.



Above, Boston Police Commissioner Evans (center) with Associate Dean Lou Chitkushev (ENG'96) and Dean Tanya Zlateva.

Commissioner William Evans, Criminal Justice

A member of MET's Criminal Justice faculty since 2000, Boston Police Commissioner William Evans currently teaches a graduate-level course called Policing a Democratic Society.

Starting in 1982 as patrol officer, Commissioner Evans rose through the ranks to captain of area D-4 in 2006, and then to

superintendent of the Bureau of Field Services. This past November, Evans was appointed acting commissioner by former Boston Mayor Thomas Menino (Hon.'01). He was named commissioner by Mayor Martin J. Walsh in 2014.

In a January 2014 press release from the Mayor's Office, Mayor Walsh says "Commissioner Evans shares

my belief that we all must work together—in the community, across departments, and with state and federal partners—to build collaborations to attack the root causes of violence and make sure everyone feels safe in our city." Whether helping to ensure peaceful proceedings during the 70-day occupation of Dewey Square by Occupy Boston or playing a critical role in the City's response to the Boston Marathon bombings, Commissioner Evans demonstrates a fundamental understanding of how teamwork and collaboration are critical to managing positive outcomes to unpredictable situations.

The Commissioner is a 2008 graduate of Harvard University's John F. Kennedy School of Government. The avid runner has participated in 47 marathons and finished 18 Boston Marathons. Shortly after Evans completed the Marathon in April 2013, two bombs exploded, killing three and injuring hundreds. In the chaotic aftermath, he rushed to the aid of victims and was in charge of securing the scene.

Below, MET Lecturer Scot Arena (MET'96) receives his award.



Scot Arena, Computer Science

Scot Arena (MET'96), a lecturer in computer science, has worked under the umbrella of the telecommunications industry for over 33 years. Starting with Western Electric in 1980, he has transitioned through many of the divestiture companies since the breakup of AT&T. As a distinguished member of the technical staff at Verizon Labs, he holds several patents in communications and security. Mr. Arena brings first-hand industry knowledge to the courses he teaches in computer architecture, computer networks, business data communications, and digital forensics.

Since joining the faculty in 1996, Arena has been praised by his students for his innovative teaching style, meticulous preparation, and his fairness in grading. Arena, whose current courses are offered in the blended, eLive format (combining on-campus and online instruction), was an active participant in the development of computer network classes for online delivery. Arena holds an associate degree in computer science from Daniel Webster College, a bachelor's degree in engineering and computer science from Merrimack College, and a master's in computer science from BU. M

Read a Q&A with both Deveau Award winners: visit bu.edu/met/mag/deveau.

Catching Up with Chadwick Fellows



2014 recipients of the Chadwick Fellowship, Professor Danielle Rousseau (left) and Elena Garofoli (SED'78).

EACH YEAR, two fellowships are offered through the Patricia W. Chadwick Fund for Professional Development. The permanently endowed fund, established in 2010 by alumna Patricia W. Chadwick (MET'75), provides annual grants to one faculty and one staff member who exemplify a high level of service and commitment to MET and its students. Applicants are selected based on proposals submitted to a nominating committee of previous fellowship recipients.

In May, Dean Zlateva announced the 2014–2015 recipients of the Chadwick Fellowship: Assistant Professor of Criminal Justice Danielle Rousseau, and Distance Education Senior Instructional Designer Elena Garofoli (SED'78).

Dr. Rousseau plans to evaluate the cultural translation, adaptation, and implementation of a Trauma-Informed Mind-Body (TIMBo) program in Haiti, developed in response to gender-based violence following the 2010 earthquake. The award will fund two qualitative research trips to Haiti, support Rousseau's professional development, and lead to improved analytic strategies and approaches to international research. Read more about Rousseau's ongoing efforts in Haiti in Metropolitan's Commencement 2013 issue: bu.edu/met/mag/Haiti.

Ms. Garofoli will participate in the Google Glass Explorer Program, investigating how the wearable technology—which overlays one's field of vision with relevant data projected directly onto the retina via tiny camera and prism—can be utilized for innovative online courses. The award will fund purchase of the technology and travel costs to New York for a product fitting at Glass Base Camp. The experience will expand Garofoli's ability to create and implement visual, cutting-edge technology in ways not previously possible, and to share that knowledge with others.

"I congratulate both recipients," said Dean Zlateva. "The projects engaged in by Chadwick Fellows each year continue to justify Patricia's confidence in the worthiness of investing in MET faculty and staff."

Rousseau and Garofoli follow last year's recipients Richard Maloney (MET'00), assistant professor and director ad interim of arts administration, and Barbara Rotger (MET'11), administrative coordinator of the gastronomy master's program.

Dr. Maloney participated in a two-week residency at Goldsmiths College (University of London) and Ms. Rotger attended Digital Humanities 2013, the annual conference of the Alliance of Digital Humanities Organizations.

Read more about 2013–2014 Chadwick Fellows Richard Maloney and Barbara Rotger, including Q&A, at <u>bu.edu/met/mag/chadwick-14c</u>.















See more images of MET's Commencement at bu.edu/met/mag/commencement14.

COMMENCEMENT 2014







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"I daresay the path that has brought you to this auditorium has not been an easy one to navigate. But by claiming your degree this evening, you have accomplished something in which you can rightfully take immense satisfaction...

I congratulate you. I salute you. And I wish you Godspeed in all your future endeavors."

> Commencement Speaker Dr. Andrew J. Bacevich

> > (380)





Awards 2014

Excellence in Undergraduate Studies Awards Freeman Corkum, Bachelor of Liberal Studies Laura Greene, Bachelor of Science

Excellence in Graduate Studies Awards Danling Zhou, Actuarial Science Iman Mustafa Ayyad, Administrative Studies Adrienne M. Callaghan, Advertising Vivian Baguer Holland, Arts Administration David Eduardo Valecillos Gonzalez, City Planning Kelli D. Brown, Computer Science Matthew Muscat, Criminal Justice Emily Jane Hawkins Contois, Gastronomy Lisa Suzanne Blubaugh, Health Communication Irina Kofman-Capuano, Project Management

Roger Deveau Part-Time Faculty Award for Excellence in Teaching Scot D. Arena William B. Evans

Distinguished Alumni Awards Karin Addison Jack, Service to Community











Excellenceand perseverance: Danling Zhou (MET'14) received the Excellence in Graduate Studies Award for Actuarial Science at Commencement. From Chengdu, China, Zhou was one of 265 bystanders injured in the 2013 Boston Marathon bombings. She was hospitalized for

four weeks before she was able to resume her studies despite ongoing treatment and physical therapy.

"I never thought about giving up," says Zhou. "Now that I have graduated, I feel excited about the future, and sad because I have to leave school and all the people I am familiar with."

"Danling has been a superior student, approaching her studies with dedication and enthusiasm," says Actuarial Science Chair Lois Horwitz. "She has shown us all what determination and positive thinking can overcome. We wish her much success."







Bringing Worlds

Together

Through global educational partnerships, MET International serves a unique purpose.

Left to right, Amanda Oliveira Barbosa, Marcus Lobo Bezerra, Leticia Duarte Lima, Lander Santos de Oliveira, Larissa Queiroz Pontes, and Ricardo Borini Grigoli. FOR OVER A decade, MET International at Boston University's Metropolitan College has partnered with universities from around the world to bring international students to the Charles River Campus. In the past five years, over a thousand foreign students have attended MET undergraduate classes, completed graduate certificates and internships, or earned diplomas.

MET International plays a critical role in BU's long-standing commitment to international higher education and global engagement. Partnerships with foreign universities offer a chance for MET to demonstrate its industry-leading academic models while providing access to the BU campus experience. The partnerships also expose U.S. students to diverse cultures and socioeconomic realities, as partner students are de facto "cultural ambassadors" for their countries, both socially and professionally. Ultimately, partnerships encourage international students to experience life in the U.S., and to engage in the community of a world-class, highly respected institution.

The office known today as "MET International" has operated under a few appellations since 2000, but has remained consistent in developing effective alliances with more than thirty-five distinguished schools, from Mexico to Germany to Taiwan, such as Audencia Nantes School of Management in Nantes, France; CEU San Pablo University in Madrid, Spain; and Tecnológico de Monterrey (ITESM) in Monterrey, Mexico. Students from these schools can study at MET for a single semester or a full academic year. Graduate students are integrated into certificate programs offered through Arts Administration, Administrative Sciences, Computer Science, and Gastronomy. Undergraduates take up to five courses offered through MET. Students pursuing a graduate certificate have the opportunity to complete a valuable Professional Internship Semester in a U.S. organization; afterwards, individuals are eligible to apply for optional practical training in the States, which affords them the opportunity to work in the U.S. for up to twelve months.



"The students from Macedonia are representative of emerging markets around the globe."

KATHERINE DUNKERLEY (SED'13)

ASSOCIATE DIRECTOR OF INTERNATIONAL INITIATIVES FOR MET INTERNATIONAL

In the past few years, MET International has strengthened its ties to governments and global education organizations, such as the Institute for International Education (IIE), hosting students who have been selected to study abroad based on academic merit.

Three such students—Nino Karas, Natalija Najdova, and Nikola Stavrevski, all from the University Sts. Cyril and Methodius in Skopje, Macedonia—attended computer science programs on a government scholarship. "The students from Macedonia are representative of emerging markets around the globe," notes Katherine Dunkerley (SED'13), associate director of international initiatives for MET International. "The Macedonian Ministry of Education provided scholarships for the students to attend BU, which means their government recognizes not just the caliber of the student, but the quality of the academic experience the College provides."

Already budding entrepreneurs, Karas, Najdova, and Stavrevski reported a very positive experience at BU. "I wanted to explore the different techniques of teaching and studying information technology in the U.S., the top country for technology," explains Karas. "I wanted the opportunity to work in the labs here and learn something new. For instance, we have access to new technologies in the U.S. that don't come to the market in Macedonia until later. Also, I can make connections with professors here."

Associate Dean for Academic Affairs Lou Chitkushev (ENG'96) was instrumental in coordinating opportunities for students to engage in research with MET faculty, says Stavrevski. "Professors talked to us about their ongoing research projects so we could decide the best project to join," he explains. As a result, Karas, Najdova, and Stavrevski worked closely with Assistant Professor of Administrative Sciences Irena Vodenska (UNI'09) to develop a proprietary data warehouse related to financial markets and institutions (see the Commencement 2013 issue of Metropolitan for more on Vodenska's research).

The three students also had an exciting opportunity to meet Prime Minister of Macedonia Nikola Gruevski when he visited

Boston in September 2013. "It was an honor to meet the prime minister," says Najdova. "We heard a lot about our country. He wanted to know about us. We talked about the program, and when we said we are having a perfect time, he was happy."

Another example of government sponsorship is the Brazil Science Mobility Program. "Since spring 2012, MET International has hosted over thirty BSMP students, studying biotechnology, computer science, urban affairs, and biology," says MET International Director Neus Codina. "In this program, which is administered by the Institute for International Education, the Brazilian government provides scholarships to undergraduate and graduate students in the Science, Technology, Engineering and Mathematics (STEM) fields. The IIE places them at colleges and universities in the United States. After one academic year, students return to Brazil to complete their degrees."

Larissa Queiroz Pontes, a biotechnology undergraduate from Brazil's Federal University of Ceará, asserts that the biggest academic benefit of studying at MET was "the opportunity to come into contact with excellent professors and another learning methodology." For most of the BSMP students, the study abroad experience was a chance to represent Brazil as a country that has far more going for it than soccer and Carnival.

"Brazil has in recent years become one of the largest economies in the world," says biotechnology major Leticia Cristina Duarte Lima from Federal University of Alfenas. "The country is growing in the spheres of education, technology, and industry. For example, the Brazil Science Mobility Program aims to qualify students to become experienced professionals and assist in the development of Brazil."

Three Pakistani students have also come to MET through the Global Undergraduate Exchange Program in Pakistan (Global UGRAD-Pakistan), a U.S. State Department-funded



International Partnerships





scholarship program with a mission to "build the capacity of a diverse group of youth leaders from underserved populations across Pakistan." Abdul Wasay, a computer science student from Pakistan's Lahore University of Management Sciences, spent his spring 2013 term at BU. "You can be in a class and you study with people from all over the worldit's really diverse," he says. "You can have people from Brazil, from China, from Korea, from Europe, studying in the same class with you, and what this brings with it is an entire wealth of different opinions."

For Wasay, as with many MET International students, the study abroad experience was a chance to engage in the University and



Above, Najdova presents at a poster session

local communities. Through BU's Howard Thurman Center for Common Ground, Wasay joined "Courageous Dialogues," a program created to open the minds of students through conversations about thought-provoking—and provocative—social issues. He also became involved in two BU Community Service Center programs, volunteering in a theatre group for underserved children and an after-school program serving Boston communities.

"In addition to opportunities students find at the University, the MET International team offers a unique portfolio of student services to individuals from partner institutions," explains Codina. "These include pre-arrival advising, class registration, cultural adaptation guidance, housing information, orientation programming, and organized activities to promote student engagement and community building—all contributing to the unique experience of studying at BU as an international student."

Popular among the Brazilian students were orientation events and the Boston Duck Tour arranged by MET International. "The Duck Tour was a great time," recalls Amanda Oliveira Barbosa, a computer science student from the Federal Rural University of Pernambuco. "We could hear about the history of Boston and have fun with other MET International students."

"MET has been diligent in cultivating a dynamic learning environment for students locally, nationally, and internationally," stresses Dean ad interim Tanya Zlateva. "Our programs are held in high esteem globally. Our graduate management programs, for instance, are among the very few U.S. programs accredited by the European Foundation for Management Development Program Accreditation System (EPAS)."

"MET International partnerships afford highly qualified partner students access to the

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"You can have people from Brazil, from China, from Korea, from Europe, studying in the same class with you, and what this brings with it is an entire wealth of different opinions."

ABDUL WASAY

LAHORE UNIVERSITY OF MANAGEMENT SCIENCES, PAKISTAN

world-class faculty and courses offered by MET," says Dunkerley. "These partnerships also serve MET faculty well by deepening ties with peers abroad and serving as a foundation for faculty collaboration in teaching and research."

MET faculty play a key role in supporting, advising, and teaching partner students, and in engaging partners and developing new partnership opportunities. "We're seeing more faculty collaboration and joint course development with partner institutions," explains Dunkerley. "Associate Professor John Sullivan gives lectures at Munich Business School in Germany. Dr. Emmanuelle Bernardin—an adjunct professor from Audencia—has taught several MET courses. ITESM Professor Rajagopal, who is also visiting professor at MET, co-developed the spring 2014 online graduate course Doing Business in NAFTA Countries with MET Associate Professor Vladimir Zlatev. MET Assistant Professor Stephen Leybourne also co-teaches an online course with faculty from the University of Warwick, in the UK."

MET International's engagement with peers abroad—along with the management of short term courses in foreign countries for MET students and virtual exchanges for online courses—helps to globalize many of the College's programs. "International students diversify the classroom," concludes Dunkerley. "Their perspectives orient the academic and social content of the classroom internationally, making it an environment that extends far beyond the borders of Boston."

Read Q&A with MET International students—and hear more from Abdul Wasay—at <u>bu.edu/met/mag/mint</u>.



Above, from left: Frances Di Savino and William Nesto, Rachel Black, Associate Dean Lou Chitkushev (ENG'96), Dean Tanya Zlateva, Andrew Banasiewicz, Virginia Greiman (SED'70, LAW'03), Vijay Kanabar, and Rich Maltzman.

MET Authors Honored at Reception

On May 2, the MET community attended the Metropolitan College Authors Reception to toast faculty who have had books published.

Andrew Banasiewicz, Associate Professor of the Practice of Administrative Sciences:
Marketing Database Analytics: Transforming Data for Competitive Advantage (Routledge, May 2013)

Rachel Black, Assistant Professor of Gastronomy (co-authored with Robert C. Ulin):
Wine and Culture: Vineyard to Glass
(Bloomsbury, August 2013)

Virginia Greiman (SED'70, LAW'03), Assistant Professor of Administrative Sciences: Megaproject Management: Lessons on Risk and Project Management from the Big Dig (Wiley Publishing, June 2013)

Stuart Jacobs, Lecturer in Computer Science: Security Management of Next Generation Telecommunications Networks and Services (Wiley Publishing, October 2013)

Rich Maltzman, Course Facilitator in Administrative Sciences, and David Shirley, Lecturer in Administrative Sciences and Computer Science:
Green Project Management
(CRC Press August 2010)
Winner of the PMI® Cleland Award for Literature in 2011

Rich Maltzman, Course Facilitator in Administrative Sciences (co-authored with Dan Epstein):
Project Workflow Management: A Business Process

Approach (J. Ross Publishing, November 2013)

William Nesto, Instructor in the Wine Studies Certificate Program (co-authored with Frances Di Savino): The World of Sicilian Wine (University of California Press, March 2013)

Dr. Rajagopal, Visiting Professor of Administrative Sciences: Managing Social Media and Consumerism (Palgrave Macmillan, September 2013) Architecting Enterprise: Managing Innovation, Technology, and Global Competitiveness (Palgrave Macmillan, March 2014)

Roger Warburton, Associate Professor of Administrative Sciences, and Vijay Kanabar, Associate Professor of Computer Science and Administrative Sciences; Director of Project Management Programs: The Art and Science of Project Management (RW Press, August 2013)

MET around Town



MS in Computer Science
Network/Systems/Telecom Administrator,
New England Conservatory of Music

What is great about working in Boston? Boston offers vibrant technology and life sciences sectors, well-educated and well-connected professionals, and a lively cultural environment that is open and welcoming.

What activities do you enjoy the most? When I am not engaged in classes or work, I enjoy biking, playing the piano, and spending time with my wife and children.

Has your BU degree helped you make connections locally?

Definitely. MET recently sponsored an oncampus symposium with IBM on "big data." Because I had taken several database and data mining courses as part of my degree, I was able to attend and learn more about the latest developments. As someone who is looking to transition into data analytics, I found it very helpful to network with other professionals in industry and academia—all thanks to the opportunity that BU provided.

What's the best advice you were ever given? One of the most supportive people in my life has been my wife, who has encouraged me to cultivate big dreams and take bold steps to realize those dreams.

Do you have any advice for MET students? The classes you take may be part-time, but the dreams you nurture are full-time. MET faculty members understand your responsibilities away from the classroom. Be bold and ask for help and guidance, because your dreams and your future are not for the timid.

Featuring Q&A with alumni living and working around Boston. For a chance to represent "MET around Town," submit your answers to our questions at bu.edu/met/mag/town-14c.



MS in Arts Administration
Chorus Manager,
Boston Symphony Orchestra

What is great about working in Boston? Although Boston is a large city, it has the feel and sensibility of a place that is much more intimate. I get the sense that I'm part of a working community, and that my professional relationships are much stronger for this reason. The abundance of food trucks doesn't hurt either.

What activities do you enjoy the most? I enjoy going to concerts the most. The artistic output of Boston is enormous, and I find that I can easily fill up my calendar with a wide variety of different performances and exhibitions.

Has your BU degree helped you to make connections locally?

Absolutely. I find—with increasing regularity—that I'm working alongside and communicating with BU alumni and students.

What's the best advice you were ever given? A former colleague once reminded me that you are your own best advocate—don't be afraid to show people who you are and what you're capable of accomplishing.

Do you have any advice for MET students? I would advise MET students to keep track of their classmates, and to maintain those connections as best as possible. Your classmates will soon be your colleagues.



MLA in Gastronomy

Marketing Specialist, Massachusetts

Department of Agricultural Resources

What is great about working in Boston?
Boston is a great city to work in because it has a little of everything: good restaurants, shopping, history, personality—without all of the "fuss" of a big city—and it's a walkable city with access to the water.

What activities do you enjoy the most? I enjoy discovering hidden gems and exploring ethnic neighborhoods, places that tourists don't know about.

Has your BU degree helped you make connections locally?
Yes! My most favorable local connection

Yes! My most favorable local connection was meeting Julia Child.

What's the best advice you were ever given? Take care of the universe, and the universe will take care of you.

Do you have any advice for MET students? Keep an open mind and follow your heart!

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MET Academic News

Highlights of recent faculty and staff honors, grants, presentations, and publications (January–June 2014).

Associate Professor of Computer Science **Eric Braude** presented at the 11th Working IFIP/IEEE Conference on Software Architecture, Sydney, Australia.

Assistant Professor of Administrative Sciences Canan Gunes Corlu coauthored "A New Decision Support Tool for Data-Driven Inventory Control: Operational Testing in Uncertainty Modeling" (Proceedings of the 2014 Manufacturing & Service Operations Management Conference); she also co-presented at the Seattle, Wash., conference.

Articles by Virginia Greiman (SED'70, LAW'03), assistant professor of administrative sciences, included: "A Model for Joint Collaboration in the South China Sea," Journal of Asian Finance, Economics and Business (JAFEB); "To Catch a Thief in the Cloud: A Paradigm for Law Enforcement," Proceedings of the International Conference on Cyber Warfare and Security, Purdue University, Lafayette, Ind.; "National Intelligence, Cyber Competitiveness and Privacy Rights: A Dynamic Legal Paradox," Proceedings of the 23rd World Business Congress, International Management Development Association (IMDA), Ankara, Turkey; and "Megaproject Research Paradigms: The Value of Empirical Evidence," Proceedings of the 13th European Conference on Research Methodology for Business and Management, Cass Business School-City University, London, England. Professor Greiman also presented "The California High Speed Rail Project: Improving Megaproject Outcomes" at The Omega Centre, Bartlett School of Planning at University College London.

Assistant Professor of Applied Social Sciences Mary Ellen Mastrorilli and Assistant Professor of Criminal Justice Danielle Rousseau were contributors to "How Far Have We Come? The Gluecks' Recommendations from 500 Delinquent Women" (Federal Probation).

Assistant Professor of Administrative Sciences Irena Vodenska (UNI'09), Associate Dean for Academic Affairs Lou Chitkushev (ENG'96), and Dean ad interim Tanya Zlateva collaborated on "Digital Learning Impact Factors: Student Satisfaction and Performance in Online Courses" (Proceedings of the ICIET 2014: 2nd International Conference on Information and Education Technology, Melbourne, Australia) and won a Best Presentation Award. Professor Vodenska coauthored "Partial Correlation Analysis of the Stock Market" (Proceedings of the 40th Annual Conference of the Eastern Economic Association, Boston); "Cohesiveness in Financial News and its Relation to Stock Market Volatility" (Nature Scientific Reports); and "Network of Interdependent Networks: Overview of Theory and Applications" (chapter one of Networks of Networks: The Last Frontier of Complexity). Vodenska also contributed to the 10th International School and Conference on Network Science at UC Berkeley, and presented at the Data Analytics Symposium at Boston University (cosponsored by IBM and MET) and the International Conference on Econophysics (Shanghai, China).

Associate Professor of Administrative Sciences Roger Warburton coauthored "Exact Solutions to the Supply Chain Equations for Arbitrary, Time-Dependent Demand" (International Journal of Production Economics). Professor Warburton, Administrative Sciences Assistant Professor Stephen Leybourne, and Associate Professor Vijay Kanabar collaborated on "Is Project Management the New Management 2.0?" (Organizational Project Management).

Assistant Professor of Computer Science Guanglan Zhang, Associate Dean Chitkushev, and Adjunct Professor Vladimir Brusic contributed to "Big Data Analytics in Immunology: A Knowledge-Based Approach" (BioMed Research International) and "HPVdb: A Data-Mining System for Knowledge Discovery in Human Papillomavirus with Applications in T Cell Immunology and Vaccinology" (Database).



What's Cooking? Twenty-Five Years of Culinary Arts at MET

This past spring, MET's Certificate Program in the Culinary Arts—founded by Julia Child and Jacques Pépin—marked its 25th anniversary with two special feasts. The first, on February 25, was prepared by the program's first generation of chefinstructors—Mary Ann Esposito, Jasper White, Jody Adams, Richard Barron, Stan Frankenthaler, and Jim Dodge. The second dinner, held March 25, was presented by the program's current instructors—Chris Douglass, Jeffrey Fournier, Michael Leviton, Barry Maiden, Janine Sciarappa, Jeremy Sewall, and John Vyhnanek.

Taught by working chefs and food industry professionals, the intensive, semester-long Culinary Arts program merges traditional culinary arts study with hands-on instruction in BU's state-of-the-art laboratory kitchen, providing insight into the food industry and preparing students for a wide variety of jobs.



See the full menu at bu.edu/met/mag/menu.

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Class Notes

Here's your chance to get caught up on what your classmates have been doing. Let us know what you're up to.

→ Submit class notes online or by mail:
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Metropolitan College Alumni Office
755 Commonwealth Avenue
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bu.edu/alumni/classnotes

Brian Yates (MET'74) of Newton, Mass., is an alderman-at-large from ward five in Newton. Visit www.aldermanbrianyates.org.

Duane M. Jackson (MET'76) of Buchanan, N.Y., published May First: The Day Times Square Stood Still (Duane Jackson, 2011).

Jeffrey Arsenault (MET'85) of Old Greenwich, Conn., is the founder and principal of Old Greenwich Capital Partners, a New Yorkbased investment management company. Jeffrey is a member of the Boston University Athletic Council, the Metropolitan College Dean's Advisory Board, and the boards of Sound Point Capital and the Stepping Stones Museum for Children. He is involved in various social and charitable events, such as "ARTrageous," a fundraiser benefiting foster children. Jeffrey is the father of five. Email him at jeffreyarsenault2013@gmail.com.

Clay Risher (MET'91) of Fairfield, Conn., is a management consultant for McGladrey Consulting in New York City. Clay has been published in Forbes, the Boston Globe magazine, Fairfield magazine, and Wilton magazine. His first novel was Flash Point (Spencer Books, 2011).

Robert L. Tonsetic (MET'91) of Easton, Md., published Special Operations in the American Revolution (Casemate, 2013).

Barbara Finer (MET'94) of Hudson, Mass., launched TechSandBox in Southborough, Mass. The nonprofit sci-tech accelerator and incubator supports people in the innovation economy who live in Metro-West Massachusetts, offering mentoring, advising, working space, and programs, among other things. Barbara, who is the CEO, has founded and served as an early team member for several technology companies. Visit www.techsandbox.org.

Natasha Ohene (MET'06) of Mattapan, Mass., recently joined the Massachusetts General Hospital Institute of Health Professions as clinical education placement and systems associate in the School of Nursing. Previously, she was the admissions manager for the Boston Teacher Residency Program.

Emily Reed (MET'08) of Jamaica Plain, Mass., was recently promoted to director of bicentennial and community engagement at the Handel and Haydn Society in Boston. The society, considered the oldest continuous performing arts organization in the country, will celebrate its bicentennial in 2015. Email Emily at ereed@handelandhaydn.org.

Chiofa Sakuwa (MET'08) of Mount Holly, N.C., published The Lady Leathernecks (CreateSpace, 2013) under the pen name Chiara Kelly.

Nicholas Pinheiro (MET'09, '12) of Braintree,
Mass., a software architect for
Microsoft Corporation, released
the first Facebook app targeted
to the worldwide Cape Verdean
community. The app, nhaCabo,
brings together people, places, and
things related to Cape Verde. With a
Facebook account, users can sign in
and find content from a variety of
sources, including YouTube, iTunes,
Amazon, and Bing. Nicholas is the
son of immigrants from the Cape
Verde islands.

Alumni Gatherings



Find us on Facebook: facebook.com/METBU









February 28, nearly three hundred MET students, faculty, staff, and alumni attended MET Night at Agganis Arena. They cheered on BU's Terrier hockey team in a 4-1 victory over the Northeastern University Huskies. Go Terriers!

BioMed Night

Students, faculty, and alumni from the undergraduate Biomedical Laboratory & Clinical Sciences program convened outside the lab for the annual BioMed Night.









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