

The Bentley Agenda

Summer 2007

There's no question that technology has had a profound effect — in society, in the workplace, and in our daily routine.

We have journeyed from pony express to telegraph to telephone, and now to the Internet as our major communication highway. Boundaries that once seemed impassable have given way to global markets. Yes, technology may be the golden ticket to making life easier and more efficient. But most of us also know that unless it's usable, technology can be a giant obstacle. That challenge has been tackled head on by the experts in the Human Factors in Information Design (HFID) program at Bentley.

Business-IT is one of two major domains at Bentley spotlighted in this issue. You will learn how top U.S. companies are tapping our HFID programs to help design user-friendly products and services. Initiatives include a long-term partnership with EMC Corporation to offer employees a venue for earning a graduate degree in human factors.

We focus, too, on the domain of ethics and social responsibility. As the 30th anniversary year of the Center for Business Ethics comes to a close, we highlight the pioneering organization along with its founder and executive director, W. Michael Hoffman, who has led the center from day one.

You can also take a glimpse at the third annual Bentley Leadership Forum, held in collaboration with TIME magazine. This year's theme — The Business of Healing our World — engaged leading authorities on topics from implementing sustainable business practices to promoting technological literacy the world over.

Finally, we bring you exciting news of a new leader for Bentley: Gloria Cordes Larson assumes the president's post this summer. She arrives from the law firm of Foley Hoag, bringing expertise in business development and in economic and public policy, and a firm commitment to education and job creation. Please join us in welcoming Gloria to the academic community.

Robert D. Galliers
Provost and Academic Vice President



Compelling Factors

Firms find Bentley HFID program eminently usable

Remember the Stone Age of personal computing, when consumers had only fat, jargon-jammed owner's manuals to answer their questions? Frustration boiled over as they tried to master new technology that was far from user friendly. Today's tech devices and web sites are leaner and faster — but even now too few are designed with the end-user in mind.

“Consumers of technology products and services have always wanted intuitive experiences in a supported environment,” says Bentley professor William Gribbons, a leader in the field of usability and user-centered design. “They want to learn an application while using the very same product — and only with great reluctance resort to the manual or more formal training. You can have products that are easy to learn and have lots of customer support, but to capture the market, your products need to be both usable and useful.”

“Consumers of technology products and services have always wanted intuitive experiences in a supported environment.”

Mutual Attraction

Gribbons and colleagues in the Human Factors in Information Design (HFID) programs at Bentley are champions of user-friendly technology. Some 20 years ago, Gribbons developed one of the first academic programs to focus on usability and user experience. Now, as HFID program director, he works with faculty and staff whose deep experience in the field enriches undergraduate and graduate learning.

Bentley programs include an undergraduate major in information design and corporate communication; a Master of Science in HFID, which students can also pursue in tandem with an MBA; and an Information Design certificate. The affiliated Design and Usability Center (DUC), which Gribbons founded and serves as senior consultant and academic director, is a resource for clients in a range of industries. The HFID team also conducts regular “boot camps” on usability and an annual conference, Aging by Design.

HFID programs address the changing needs of Fortune 500 and entrepreneurial companies alike, and maximize the resources that make Bentley a national leader in business education. As a result, the programs attract employers who value professional development for their staff.

For example, **Sprint Nextel** engaged Bentley to deliver four Usability Boot Camp sessions as part of the company's larger executive education programs. About 80 employees took part in the camps, held at Bentley and at Sprint headquarters in

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Overland Park, Kansas. **Autodesk Inc.**, the 2D- and 3D-design software giant based in San Rafael, Calif., signed up for three executive education sessions this spring. Employees are participating in Waltham, Mass.; Manchester, N.H.; and Portland, Ore. Other programs are in the works.

Long-term Commitment

EMC Corporation, the world leader in products, services and solutions for information management and storage, has created a long-term partnership with Bentley to help top employees earn a graduate degree in human factors. The company-wide initiative “Total Customer Experience” inspired EMC to approach Bentley.

“They know what we teach,” explains Gribbons. “They hire our alumni and offer our Usability Boot Camps to their employees.”

Headquartered in Hopkinton, Mass., EMC has more than 30,000 employees in offices around the globe. Over the past three years, the company has invited Bentley to deliver six Usability Boot Camp sessions at various locations. The master’s degree option was a logical next step. Classes take place one evening a week, at an earlier-than-usual time that allows EMC employees in New York, Virginia, Arizona and California to interact live with students on campus in a synchronous learning experience.

EMC’s graduate students are hardware and software engineers, product and project managers, user interface designers, and documentation and support professionals with three to 10 years of experience. Participants must meet Bentley graduate admission criteria and course requirements. Since classes include only EMC employees, participants can talk openly in a confidential environ-

ment, use work-related projects as examples, and address specific needs.

Alan Schell, director of user experience design at EMC, cites the company’s “customer first” mandate — and says the MSHFID partnership supports that goal.

“Bentley has the premier Human Factors program,” says Schell. “Bill Gribbons himself is a real leader in this field, and we’ve had excellent experience working with everyone in the program. Graduates will significantly improve their skills to create positive user experiences and more usable products for our customers.”

Putting Skills to Work

The distance learning option makes the MSHFID program highly accessible, according to Schell. Since the partnership began, about 18 months ago, 25 employees have been admitted to the program.

“Partnering with Bentley helps us to retain high-caliber people,” adds Schell. “They are very enthusiastic about the classes, which fit seamlessly with their work schedules. With every course they take, they come up with new ideas they apply on the job.”

The study-work synergy is playing out for Rosemary Broome-Bingham, an eight-year EMC employee who has held positions in technical-writing documentation management. Her first two semesters in the MSHFID program helped Broome-Bingham redirect her career to become a user experience designer.

“Last fall, in a prototyping class, we created user profiles and scenarios around why products were needed,” says Broome-Bingham, who continues to pursue the graduate degree. “At work, my project was a new initiative, and each week I could apply my newly learned principles and skills. Now my project is further along, and I’m in a class on usability testing. Again, there’s a direct application of skills.”

“There’s real camaraderie among those of us in the class,” she adds. “People work on many product lines. Conversations take place that would not have occurred without the teamwork we’ve developed.”

— Janet Mendelsohn

Boot Camp offers a Commanding Edge

Many of the foot soldiers in the campaign for user-centered design come to Bentley for expert training. The Usability Boot Camp, held each March at the Design and Usability Center (DUC), builds skills in designing and testing technology tools that focus on the end user.

The first-of-its-kind program draws professionals from companies large and small, across a range of industries.



Participants include software and hardware designers, web architects, user interface designers, usability engineers and information designers.

Over five days, students learn from leading authorities in the field. Educational sessions cover the business and politics of user-centered design, requirements gathering and scenario building, usability inspections, and other relevant topics. Meanwhile, workshops provide hands-on practice in tasks such as storyboarding, paper prototyping, and preparing and a usability test. An enrollment ceiling of 24 people allows for lively discussion and individual attention.

“We offer immediate value,” says DUC director Beth Loring, who joins Bill Gribbons as a Boot Camp faculty member. “Participants take away knowledge and skills to apply right away in meeting design and testing needs at their company.”

The next Usability Boot Camp is scheduled for March 10 to 14, 2008.

Bentley Names New President

Gloria Larson has expertise in law, public policy, business

“This is an important day in Bentley history.”

With those words, trustee Mark B. Skaletsky ’70 introduced Gloria Cordes Larson: prominent lawyer, public policy expert, business leader — and the next president of Bentley College. Faculty, staff and students gathered in early May to meet Larson, who on this summer begins her service as the first woman to lead the 90-year-old college.

“I have been so inspired by the institution’s growth and transformation in recent years,” Larson says. “I am especially impressed by the people of Bentley and the level of dedication I have witnessed.”

She arrives at Bentley from the leading law firm Foley Hoag. As co-chair of the

firm’s Government Strategies Group, Larson has managed a practice that covers regulatory and business development issues at the federal, state and local levels. Well versed and widely influential in economic policy, she recently led a business advisory cabinet for Massachusetts Governor Deval Patrick, and co-chaired his transition team. She also served in the administration of former Gov. William Weld, first as secretary of consumer affairs and business regulation, and later as secretary of economic affairs.

Moreover, Larson is a recognized advocate for education and job creation.



Gloria Cordes Larson

Those commitments are evident in her work as board co-chair for the public-policy think tank MassINC, and as co-chair of the Great Schools Campaign, a partnership for school reform managed by the Mass Insight Education and Research Institute.

“The contribution that colleges like Bentley make to society is essential to global partnerships,” Larson observes. “I look forward to working with this talented group of people to ensure Bentley’s position as one of this country’s premier academic institutions.”

Beacon of Business Integrity

The Center for Business Ethics (CBE) at Bentley College celebrated a landmark 30th anniversary in 2006: three decades of bringing ethics to the forefront of corporate consciousness. The center’s pioneering work has only gained currency today, as ethical lapses continue to plague companies large and small.

“Many people think business ethics means the ethics of individuals, but it is much more than that,” says CBE founder

and Executive Director W. Michael Hoffman. “Good people can be brought down by bad organizations, and good organizations can be brought down by bad people. It is vital for organizations to constantly remind employees that meeting financial goals is important, but not at the expense of values and ethical propriety.”

Toward that end, CBE fosters the development of organizational cultures that align effective business performance with ethical business conduct. The work includes ethics-related research, surveys, seminars, lectureships and conferences.



Mike Hoffman

Highlights of significant initiatives:

- Convening 10 international conferences on business ethics, as well as numerous other academic and executive programs;
- Developing the first graduate-level certificate program and MBA concentration in business ethics;
- Establishing what is now the Ethics & Compliance Officer Association, the

world’s leading membership organization for ethics practitioners;

- Creating knowledge-sharing partnerships with leading companies such as Sears, Raytheon, Verizon, and State Street Corporation.

“The Center for Business Ethics has contributed to the dialogue on business ethics from the very beginning,” notes Robert Galliers, provost and vice president for academic affairs. “The Bentley community is proud of the center’s leading role to inform business practice on these issues of prime concern to all sectors of society.”

Mike Hoffman’s leadership in the field has drawn wide recognition over the years. He is an oft-quoted expert on ethics topics for media outlets including Bloomberg News, *BusinessWeek*, *The Wall Street Journal* and *The Boston Globe*. In May, he received the Humanist of the Year Award from the Ethical Society of Boston.

Speaking at the awards ceremony, Hoffman urged a “back to basics, values-centered approach” for business. He noted that the process starts with having clearly articulated values that resonate with people at every level of the organization.

“Corporations that are on the ethical leading-edge are driven by the conviction that whatever they do in business must be consistent with their values,” Hoffman said. “When businesses are run in this way, compliance with laws and regulations tends to be something that employees naturally factor into their decision-making.”

— Kristen L. Walsh

BENTLEY LEADERSHIP FORUM

Experts Share Wisdom, Hope

The third annual Bentley Leadership Forum brought together leaders of environmental and social activism, business and education to address the “business of healing our world.” Jeffrey D. Sachs, renowned economist and director of the Earth Institute at Columbia University, delivered the first featured address.

“We are in a time when great frustration is turning into a time of hope,” he told the standing-room-only crowd. “We are also moving to a time of action.”

An ongoing collaboration between Bentley and TIME magazine, the forum spotlights critical issues in business ethics, leadership and social responsibility across a range of industries. The event also recognized student finalists in the annual Tomorrow25 competition. Hailing from around the United States and countries including Turkey and Nicaragua, the winners are high school juniors who share a commitment to making a difference in their school, community and society.



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1. Finalists in the international Tomorrow25 competition for 2007;
2. Leadership Forum panelists (from left) David J. Refkin, director of sustainable development, TIME Inc.; the Rev. Gloria White-Hammond, co-founder of My Sister's Keeper, Sudan; Vikram Akula, founder and CEO, SKS Microfinance; Dean Kamen, founder and president, DEKA Research & Development Corp.;
3. Jeffrey D. Sachs, director of the Earth Institute at Columbia University;
4. Jeffrey Swartz, president and CEO, Timberland Co.;
5. One Laptop per Child founder and chairman Nicholas Negroponte (c.), with the computer that is the centerpiece of his nonprofit program;
6. From left, Sandra King, Bentley VP for marketing, communication and public affairs; Laura Lynn White, mother of Tomorrow25 finalist Michael White; and the Rev. Gloria White-Hammond.



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BENTLEY is a national leader in business education. Centered on education and research in business and related professions, Bentley blends the breadth and technological strength of a university with the values and student focus of a small college. Our undergraduate curriculum combines business study with a strong foundation in the arts and sciences. A broad array of offerings at the McCallum Graduate School emphasize the impact of technology on business practice, including MBA and Master of Science programs, PhD programs in accountancy and in business, and selected executive programs. Enrolling approximately 4,000 full-time undergraduate, 250 adult part-time undergraduate, and 1,270 graduate students, Bentley is located in Waltham, Mass., minutes west of Boston.