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11-18-2016

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Recommended Citation

Merrimack College, "Merrimack College Record" (2016). *Merrimack College Record*. 6.
https://scholarworks.merrimack.edu/mc_record/6

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Three Finalists for Provost to Visit Campus

Last week, the Merrimack College Provost Search Committee met with 10 outstanding candidates for provost out of more than 90 applicants.

After extensive deliberation, the committee has invited three finalists, each to a day of interviews on campus; all three have accepted that invitation.

The candidate visits will be Dec. 7, Dec. 12 and Dec. 13. Each visit will include meetings with faculty, students, campus leaders and other stakeholders.

The names of the candidates, their CVs and full schedules will be emailed next week (after the Thanksgiving break) to allow the final candidates time to inform their home campuses.

The college anticipates holding a faculty general session at 11:45 on the morning of each visit and an afternoon general session at 2:45 p.m., open to faculty, staff and administrators.

Faculty and staff are asked to hold these dates and plan their participation in

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Amos Muma '17 participates in an interactive learning session at this year's professional-development retreat in Boston's Seaport district.

Students Learn ABCs of Job Hunt

More than 60 members of the class of 2017 recently wrapped up a two-day retreat focused on developing and polishing their professional-networking skills.

The professional-development retreat, first offered in spring 2016 and now designed as a biannual event for juniors

and seniors, was held in Boston's Seaport district. During the two-day event, attendees learned from distinguished speakers, engaged in interactive learning sessions and put their networking and public-speaking skills to the test.

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MESSAGE FROM THE PRESIDENT

Take Time This Holiday Season for Quiet Reflection, Giving Thanks



This week, we will celebrate Thanksgiving, a holiday with deep history, rich tradition and the joys of family, friends and home.

I hope all of us can find time in this holiday period to spend some quiet moments reflecting on what we truly have to be thankful for, including our strong Merrimack College community.

This college continues to make bold strides toward a brighter future, primarily thanks to the community. I am thankful for the confidence, faith and effort of everyone — students, faculty,

trustees, alumni and staff — in helping to create the Merrimack we all know we can be.

It is my hope you return from the holiday weekend renewed in spirit and re-energized for the work yet to come — for this semester, this year and the history we are writing every day.

God bless you.

At Retreat, Job-Hunting Students Take Step Forward

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"I was encouraged to apply to the retreat because I knew that I needed a better understanding of what interviewing, elevator pitches and real-world professional things were going to be," said senior Nora Whouley, a communications and media major who hopes to land a job in the music industry. "At first I was really nervous, but I've had a lot of fun, it was brilliantly organized and there were very beneficial activities."

Michael Shunney '80 served as this year's keynote speaker. The president and chief operating officer of the Advocate Group used humor to tell the story of his untraditional route to Merrimack College, which began with a rejection letter from the college in 1976. Shunney eventually

transferred to Merrimack in 1977 and graduated from the college three years later. He joined the board of trustees in 2011 and acknowledges that today, Warrior Nation runs through his veins.

Other speakers and sessions included:

- A welcome from Anthony Preston '16, a participant in the inaugural retreat.
- "Understanding and Communicating Your Strengths," using Gallup's Strengths Finder 2.0.
- "Your Connections, Your Future: A Lunch and Learn With Alumni."
- "Team Problem-Solving."
- "The Art of Networking," a reception hosted by President Christopher E. Hopey, Ph.D., and an etiquette dinner.
- Networking breakfast with Merrimack College alumni.
- "Telling Your Story," a deep dive into

developing individual elevator pitches.

- "Building Your Network," closing luncheon remarks from Joanna Catalucci '88.

More than 91 professional partners, many serving as members of the college leadership council or board of trustees, were on hand throughout the event to participate in several networking events and to help facilitate small-group sessions.

The retreat was sponsored by Advocate Group, Huron, Patriot Energy Group, State Street Foundation and the James W. O'Brien Foundation.

The second and final professional-development retreat of this academic year, to be held in February 2017, will focus on members of the class of 2018. This event is specifically designed to give juniors a jump-start on the same skills.



Celebrate Together

Friday, December 2, 2016
7:00-10:00 p.m.
Four Seasons Hotel Boston

College employees and a guest are invited to join Merrimack alumni, friends and other community members at the annual Merrimack College Christmas Party on Friday, Dec. 2, at 7 p.m., at the Four Seasons Hotel, 200 Boylston St., Boston.

Enjoy a festive Christmas buffet overlooking the historic Boston Public Gardens while listening to the joyous sounds of the Merrimack College student musical ensembles.

Complimentary round-trip transportation from Merrimack College to the Four Seasons Hotel is available. Buses will board in front of Austin Hall at 6 p.m. and depart from the Four Seasons at 9:45 p.m. To commemorate the "season of giving," please bring a new, unwrapped gift for a child, ages 7 to 15, for Hands to Help.

Kindly RSVP by Nov. 28 at www.merrimack.edu/christmasparty

The Case for Compassion in the Eyes of St. Augustine

Professor Joseph T. Kelley, director of the Center for the Study of Jewish-Christian-Muslim Relations, is scheduled to travel to Algeria for a first-of-its-kind academic conference on St. Augustine Nov. 28-30.

Kelley is scheduled to deliver his paper exploring Augustine's pastoral response and theological reflections on the sacking of Rome by the Goths in 410, and the resulting flood of Roman refugees to the safety of North Africa afterward.

The millions of refugees around the world in the 21st century are reminiscent of the Romans following the Goth invasion.



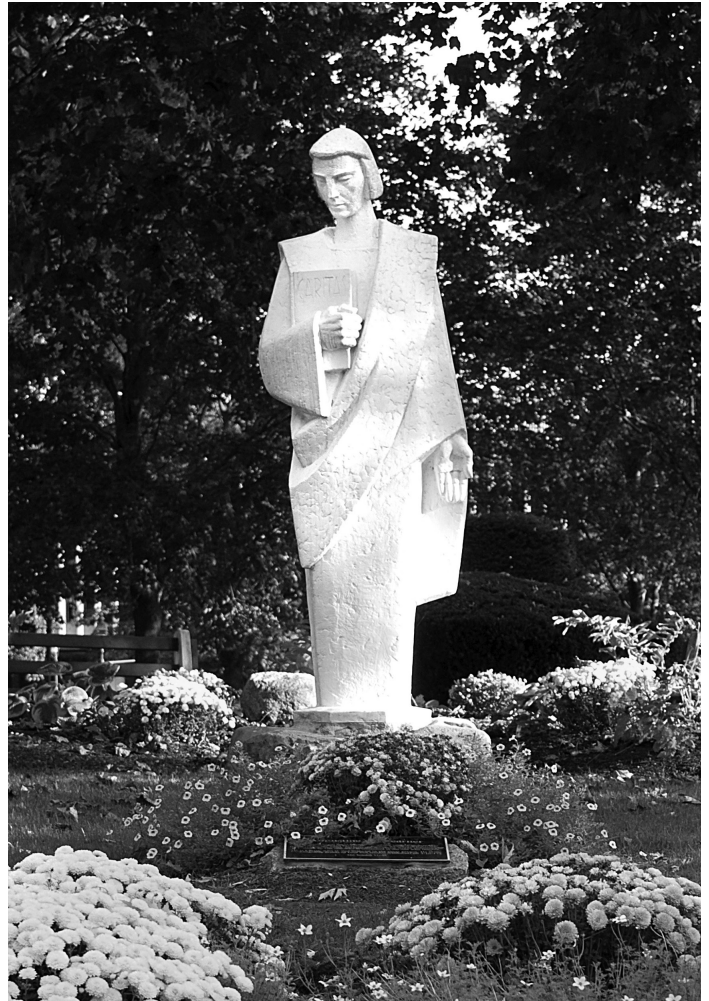
Kelley

Kelley's paper examines several of St. Augustine's letters and sermons from 408-412 to discern the personal trauma and social turmoil that resulted from emigrations across Europe and North Africa during the era of the late Roman Empire. St. Augustine's conviction that "we are all exiles on this Earth" calls to mind Pope Francis' own message to the U.S. Congress in September 2015, calling for compassion for immigrants.

Kelley's paper argues that reading St. Augustine's writings in light of the universal experience of displacement leads to two questions. First, what can the world in the 21st century take away from St. Augustine's pastoral concern for the refugees of Hippo and Carthage that can be valuable for receiving and treating modern day refugees? Second, Kelley asks how St. Augustine's theological analysis of political power can contribute to an interreligious dialogue on contemporary human rights while noting the parallels between the saint's writings and the teachings of the Holy Qur'an and from Hadith of the Prophet.

This is the first academic event about St. Augustine to be held in Annaba, the site of ancient Hippo-Regious and his episcopal see.

St. Augustine was bishop of Hippo-Regius and lived there 40 years. He died in what is now known as Annaba in 430 when he was 76 years old.



A statue of St. Augustine looms large on the Merrimack campus.

Liberal Arts Eyeing Future of Interdisciplinary Efforts

Part 1 of an ongoing series on the future of liberal arts at Merrimack

Following a spring retreat of School of Liberal Arts faculty facilitated by Huron Group consultants, which spurred thinking about more interdisciplinary connections, liberal arts chairs and faculty endorsed the creation of an Interdisciplinary Institute.

The vision is for the institute to become a site for collaboration, exploration and innovation, through which visiting scholars, Merrimack faculty and students can examine, understand and approach 21st century problems in unique ways only by bridging multiple disciplines.

The institute will develop over a three-year period. Programmatically, it will center its activities on an annual or multi-year theme or "big question," such as "what makes for a socially just society?" Based on the theme, the institute will invite a renowned visiting scholar to participate in colloquia, teach classes and collaborate with students and faculty.

It has begun this year as an "institute without walls,"

including creation of a faculty database to facilitate and promote interdisciplinary collaboration and collegiality. Years two and three will see the full-scale rollout, with selection of the first theme-based signature program.

Current interdisciplinary programs in liberal arts

Majors

Environmental studies and sustainability
International studies
Italian studies
Mathematics-economics
Social justice
Women's and gender studies

Minors

Catholic studies
Film studies
Jewish-Christian-Muslim relations
Law, ethics and society

KEY HIRES AROUND THE COLLEGE

Julie Havey
Administrative Assistant
World Languages and Cultural Studies

Julie Havey joined Merrimack Nov. 7 from the nonprofit social-services agency The



Pettengill House, in Salisbury, Massachusetts, where she worked as a coordinator of programs and volunteer services. Previously, she worked at the former Newburyport,

Massachusetts, chapter of the American Red Cross and at the state Department of Human Services in Cambridge, Massachusetts.

Katelyn Ma
Financial Aid Counselor
Office of Financial Aid

In her position as financial aid counselor, Katelyn Ma works with undergraduate

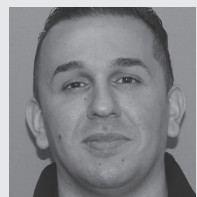


and graduate students preparing FAFSA applications and developing postgraduation financial plans. Ma, of Haverhill, Massachusetts,

previously worked at Northeastern University's financial aid office. She also served with the Peace Corps in South Africa.

Israel Rivera
Police Officer
Merrimack College Police Department

Israel Rivera, a 2010 graduate of the Special State Police Officers academy,



is an experienced law-enforcement official with previous experience working at Emerson College and in security at Brigham & Women's

Hospital in Boston. He is currently a youth service group worker for the Massachusetts Department of Youth Services.



Work is progressing on the North Campus Pavilion, new home to the Girard School of Business.

N. Campus Pavilion on Pace to Open Next Academic Year

Work began on the North Village Pavillion following the Sept. 30 groundbreaking ceremony and is scheduled for completion in time for the next academic year.

The perimeter foundation is being laid around the construction area to mark the site of the foundation, said Associate Vice President for Campus Planning and Development Felipe Schwarz.

The concrete slab on which the building will sit is on schedule to be poured by the end of November. Once the slab is poured and set the rest of the work can continue through the winter.

"Shortly after that, the steel arrives," Schwarz said. "You'll see a lot of steel in December, and when the students come back from winter break they will see the skeleton of the building."

Workers will start using cranes to install the skeleton of the building as it rises three stories in early December. The work should be done by mid-January.

Steel for the roof will also be installed in January.

The first-floor exterior walls will be built on-site, but the second- and third-floor walls will be built off-site. Cranes will be used to put them in place, Schwarz said.

"By mid-February, we'll be fully enclosed," he said.

Exterior work will continue with siding being applied in late February or March. Once the building is enclosed, workers can begin installing interior plumbing, electrical work, walls and doorways.

The tentative schedule is to have a temporary certificate of occupancy from Andover by Aug. 1 so furniture and equipment can be moved in before students return for the 2017-18 academic year.

"We'll spend August moving people in, moving furniture in, testing classrooms," Schwarz said.

The roughly 50,000-square-foot building will house the Girard School of Business; 14 general-purpose flexible-learning classrooms; the Mucci Capital Markets Lab; the Comprehensive Business Advising Center; and the Financial Capabilities Center.

Athletic Teams Shine on Playing Field, in Classroom

Merrimack College's Athletic Department gave another stellar performance in the NCAA's Division II Academic Success Rate (ASR) report released Nov. 16.

Merrimack student-athletes graduated at an 89-percent clip in the latest publishing of the ASR, putting the school among the top-five in the Northeast-10 Conference for the same cycle. The Warriors joined fellow Northeast-10 Conference institutions Assumption, Bentley, Le Moyne, Saint Michael's and Stonehill as programs that boasted 89-percent success rates or higher.

The ASR, which this year took into account the last four cohorts combined (2006-09), or the classes entering between 2006 and 2009, is in its 11th year of existence. Since 2005-06, Merrimack has posted an ASR no lower than 81 percent, and in five of those years, Warrior student-athletes' academic success rate had increased from the previous cycle.

Of the 17 sports that were measured for the 2006-09 cycle, all had posted percentages of 80 or better, including 10 with percentages of 90 and higher. Finally, women's cross country, women's rowing, softball and women's volleyball teams all posted perfect academic success rates.



Early Fall Applications Reflect Diversity

Early Action I and Early Decision applications to Merrimack this fall were received from 35 U.S. states, including large numbers from New England and the Mid-Atlantic region, and 23 countries, admissions officials said.

The deadline for those applications was Nov. 15, with decisions expected to be made by Christmas.

"It is encouraging to see the geographic, racial and ethnic diversity represented in this pool of early applicants," said Gianna Voccola, director of admission for first-year recruitment. "We are also seeing a significant number of legacy applicants, which suggests strong generational ties to the college. We're looking forward to reviewing these applications and beginning the process of admitting the newest freshman class."

Completed applications are reviewed by dedicated admission counselors to enable a more complete

“ It is encouraging to see the geographic, racial and ethnic diversity represented.”

assessment of each applicant. The evaluation process includes a review of the student's academic and personal achievements, Voccala said.

"We're looking to admit students who exhibit Merrimack's core values of leadership, community, awareness, scholarship and service," she said. "We're looking for individuals who will enrich our campus community."

The application deadlines for Early Action II and regular decision are Jan. 15 and Feb. 15, respectively. All admitted students will be invited to campus for Admitted Student Days on Feb. 4, April 1 and April 8.



MERRIMACK COLLEGE

RECORD

The Merrimack College Record is published biweekly during the academic year, monthly in June, July and August, by the Office of Communications.

President Christopher E. Hopey
Publisher

Jack Minch
Editor

minchj@merrimack.edu

Send submissions and story ideas to record@merrimack.edu.



IT'S ACADEMIC

Grad Student Handbook Goes to Senate

A draft of the college's first Graduate Student Handbook will go before the Faculty Senate on Tuesday, Nov. 22.

The handbook draft arose from discussions in a retreat organized in June by Provost Carol Glod, involving the deans, associate deans and graduate program directors. The retreat was facilitated by Eizabeth Kenney, assistant dean of the School of Graduate Studies at Salem State University, who helped compile comments and suggestions for the draft.

Senate President Diane Rigos said the handbook has already engendered discussion and suggestions from the Senate's executive committee, with open discussion to come Tuesday.

Provost Finalists to Visit Campus

Continued from Page 1

this important process; everyone's insights are valuable in helping the college fill this critically important position to keep Merrimack College moving forward.

At the end of each visit the committee will be seeking feedback via an online survey to assist the committee and the president in their final selection.



AskIT

Google Calendar Tips and Tricks

The next academic technology training session will focus on Google calendars and be held on Tuesday, Nov. 29, from noon to 1 p.m. in Alden Lab at McQuade Library.

Participants will learn:

- Calendar settings
- Scheduling and Invites
- Calendar Labs
- Appointment Slots

Participants are encouraged to bring a device to the training. Laptops are available for those who not have their own.

AskIT now has a new YouTube channel to which it posts each week's tech tip. Also, be sure to follow us on Twitter and Facebook.



EMPLOYEE NEWS

Thinking About Continuing Your Education?

Merrimack College is proud to offer employees with opportunities to grow personally and professionally with programs and courses that align with their interests. There are many options for Merrimack employees to study through the Office of Graduate Studies. Here is some information you may need if planning to take advantage of this benefit.

Many programs can be completed in as little as one year.

To finish in one academic year, students must take four courses in two terms. Most programs offer part-time options so students can progress at their own pace to better meet their schedule.

Tuition remission is a great college benefit.

Employees are eligible for tuition remission for graduate studies, a benefit typically valued at \$21,000 to \$68,000 over the life of the program, depending on the field of study.

Some programs are offered entirely online.

Most programs are classroom-based, though some online options are offered. Three programs — teacher education, business analytics and data science — are entirely online.

To learn more, contact the Office of Graduate Studies at graduate@merrimack.edu or ext. 3563.



Employees pose for a photo following graduation in 2015. From left: Christine Carroll, admission; Brooke Barbieri, financial aid; Brandon Clinton, Sakowich Campus Center; and Lisa Cavallaro, honors program.



Contract Review, Approval and Signature Process

We understand that numerous faculty and staff throughout the college regularly receive proposed contracts from outside agencies, vendors and other third parties.

The first question for many faculty and staff may be, “How do I go about getting this contract signed?” The Office of General Counsel has outlined the below steps for getting contracts reviewed, approved and signed by the appropriate personnel.

All contracts must be reviewed by Merrimack’s general counsel, and only the president, executive vice president and chief financial officer have authority to sign a contract or agreement binding the college. In those cases when a contract/agreement is for more than one year in term and/or is for more than \$500,000, only the president is authorized to sign.

Step 1: Department receives contract or request for a contract, and ensures that all pertinent information is filled in, e.g., party names, term dates, payment terms, etc.

Step 2: Department completes the appropriate “For Signature Cover Sheet,” available from Deb Grasso in the Office of General Counsel, and obtains all appropriate approval signatures:

- **Requestor:** The person requesting contract review must always sign, acknowledging his/her submission of contract.
- **Department vice president:** Must sign for all contracts/agreements, acknowledging his/her review and acceptance.
- **Provost:** If contract pertains to or affects academics, the requestor must obtain signature of the provost, acknowledging his/her review and acceptance.
- **Fiscal:** If contract is for more than \$5,000, involves a lease or equipment purchase, or pertains to an employment position (faculty or otherwise), the requestor must obtain a signature from fiscal, acknowledging funds exist and are available.
- **Human resources:** If contract pertains to an employment position, recruiting services, etc. (faculty or otherwise), the requestor must obtain a signature from the director of human resources, acknowledging the position has been approved and is available.

Step 3: Submit contract/agreement with completed cover sheet to the Office of General Counsel for review. Submissions may be made by email (to grassod@merrimack.edu), interoffice mail or in person.

Step 4: The Office of the General Counsel provides edits on contract/agreement to the requestor, and requestor works with outside party to incorporate changes. Submit revised version to general counsel for final review.

Step 5: The Office of the General Counsel approves contract/agreement and submits to the president, executive vice president or chief financial officer for execution on behalf of the college.

Step 6: The Office of the General Counsel returns executed contract/agreement to the requestor for completion of process (countersigning, purchasing department). When submitting a contract to the general counsel, please allow 10 business days for review.

All forms will soon be made available on the Office of General Counsel website.

OBITUARIES

Marcel H. Gregoire

Professor Emeritus Marcel H. Gregoire '61, of Chelmsford, Massachusetts, formerly of North Andover, died Nov. 6. He was 78 years old.

Dr. Gregoire was a tenured associate professor of biology who retired in 2006. During his career, he served as associate dean of arts and sciences and as the longtime chair of the biology department. He was president of the Faculty Senate and worked on campuswide faculty tenure and student academic issues. He was named Edward G. Roddy outstanding teacher of the year in 1987.

Dr. Gregoire served in the Philippines as a member of the Peace Corps from 1961 to 1963, teaching biology, chemistry and English at a college in Legazpi City.

John B. DeVelis

John B. DeVelis of Peabody, Massachusetts, a retired professor of physics, died Oct. 20. He was 81 years old.

Professor DeVelis joined Merrimack College in 1964 and retired around 2000. He was an eminent member of the faculty, respected as a teacher and scholar, admired for his legendary sense of humor and celebrated for his many contributions to the Merrimack community.

Professor DeVelis was president of the Faculty Senate, assistant to the academic vice president and founding member of the local AAUP chapter. He’s also credited with a significant role in developing the college computer system. He authored and co-authored well-respected books on optics, including the 1989 “New Physical Optics Notebook: Tutorials in Fournier Optics.”

Human-Subject Research at Merrimack: A Primer

Following are answers prepared by the Office of the Provost to frequently asked questions about the Institutional Review Board process at Merrimack College. Additional questions should be addressed to irb@merrimack.edu.

What is the Institutional Review Board?

The IRB is an institutionwide committee certified by the U.S. Department of Health and Human Service's Office of Human Research Protections, with the job of protecting the rights of human participants in research conducted at the college. Any research involving human participants conducted at either Merrimack College or under its sponsorship at another location must be reviewed and approved by the college's IRB.

Why Does Merrimack College need an IRB?

Any institution that conducts research with human participants, such as Merrimack College, is required to establish an IRB to review all research that directly or indirectly involves human participants, and to set forth institutional policies to ensure that human-subject research be conducted in accordance with federal, institutional and ethical guidelines.

What is the purpose of the IRB?

The purpose of the IRB is to review each research plan, and, as appropriate, the process for obtaining informed consent, in order to safeguard the welfare and rights of human subjects of research. The board's review is limited to the determination that each study conforms to various ethical standards including: (1) a research design that minimizes risks to subjects; (2) a reasonable balance of risks and anticipated benefits; (3) as appropriate, adequate provision for informed consent, taking into account differences in research methodologies; (4) an equitable selection of subjects, considering the methodology, purpose and setting of the research; and (5) as appropriate, the research plan makes adequate provision to protect the privacy of the subjects and to maintain the confidentiality of data.

How do I determine if a project is research and if the project will need IRB approval?

It may be sometimes difficult to tell if a project needs to be reviewed by the IRB. Your research project should be submitted to the IRB if it involves the collection of data from human subjects and fits the definition listed as follows.

Do I need to submit my proposal to the IRB if I am only administering a simple survey?

Yes, if the study meets the definition for research with human participants, as explained above. The Federalwide Assurance with the U.S. Department of Health and Human Services states that all research being conducted under the auspices of this institution is subject to review and approval by the IRB. Written approval from the IRB must be in place before any interventions or interactions with human participants, e.g., recruitment, actually begin.

What elements must be included in the informed consent form?

Investigators must provide potential subjects with reasonable information about the study, its procedures, benefits, risks and alternatives, to enable them to make an informed decision about participation. The format of informed consent may vary according to the research methodology.

What are the training requirements for the principal investigator and/or study team members?

The IRB requires that all personnel working on an approved research protocol receive training on an annual basis from the government online training program (<http://phrp.nihtraining.com/users/login.php?l=3>). Investigators must provide certificates in PDF format for all research personnel working on a program (including the investigator), with initial and ongoing applications for review. Before new personnel are allowed to work on a research project involving human subjects, they must complete this online training, and the certification must be sent to the IRB.

Where do I find the forms?

All IRB forms, guidelines and training links can be found on the IRB Blackboard page.

Office:

Merrimack College