

Metropolitan



Actuarial Science: preparation for a top-rated job.



Plus:
Two MET programs in top 10 Best Online Programs.
An algorithm for change—health informatics at MET.



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Welcome to Dr. Andrew Banasiewicz
MET's newest full-time faculty member on new directions in risk management.
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Q&A with Andrei Soran (MET'92)
Reflections of a hospital president on the changing face of health care. **See page 7.**

A message from Dean Zlateva



Dear MET Alumni,

Just one year shy of its fiftieth anniversary, Metropolitan College remains true to its principles of providing high-quality programs for working professionals in formats that are flexible, and with tuition that is affordable. Our success is underscored by stable enrollments and an academic reputation that continues to improve.

MET's long-standing mission of opening the resources of a renowned research university to the greater community has become a central educational need within the United States and internationally—and we have the knowledge, experience, and creativity to meet this need.

Eighty percent of enrollments at MET are at the graduate level; according to the Bureau of Labor Statistics, students who earn a professional degree such as a Master of Science enjoy higher-than-average wages and more job security compared to those who earn a bachelor's only. It shows that, despite a weak economy and increased levels of student debt, a college degree is still a good investment—one that, according to Michael Greenstone and Adam Looney of The Hamilton Project at the Brookings Institution, returns 15 percent per year.

As our alumni might attest—and as the articles in this issue of *Metropolitan* reveal—our programs offer unique preparation for today's global, information-driven economy. The market increasingly depends upon talented professionals who can interpret vast and ever-multiplying amounts of data so that it becomes valuable. Under the guidance of our faculty, with their hands-on industry experience, our students receive an abundance of knowledge that cannot be found in textbooks alone—namely, the expertise that comes from appraising, and responding to, the often unpredictable events that drive the economy.

Our students are able to closely engage with this wealth of hard-earned experience in our classrooms on campus as well as online, thanks to the College's continued spirit of invention in the realm of state-of-the-art educational technologies. Forty percent of our enrollments are in online programs, and as we introduce increasingly sophisticated approaches to education, as well as new curricula in business continuity and risk management, cybersecurity, and data analytics in 2014, we will continue to assert our leading role in graduate professional education, and our position as Boston University's link to industry.

As you will read within these pages, our graduates continue to thrive in diverse professions and in locations around the world. We invite alumni to remain involved with the College as career advisors and mentors to current students; by sharing their experience in the classroom and online; and by advising on program development in cutting-edge areas of study. We are humbled by the loyalty of our alumni to their alma mater. More than ever, their success is our foundation for the future.

Many happy returns for the New Year!

Tanya Zlateva
Dean ad interim
Boston University Metropolitan College

U.S. News & World Report Ranks MET in Top 10 Best Online Programs

GOOD NEWS! In January, *U.S. News & World Report* announced its 2014 rankings of Best Online Programs—and Metropolitan College placed high in two key programs.

In a comparison of the Best Online Graduate Computer Information Technology Programs, MET's fully online master's in Computer Information Systems attained the second-highest ranking of the 34 schools listed, preceded only by the University of Southern California and tying with Virginia Tech.

Out of the Best Online Graduate Business Programs, MET's six fully online master's degree programs in management placed eighth among the 239 listed schools.

The rankings of MET's online programs place Boston University at the very top in the highly competitive field of professional graduate online education—and they reflect and affirm the excellence and dedication of MET students, alumni, faculty, facilitators, and staff.

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Two Generations, One Class: 2015

IN MAY 2013, Jeremiah Johnson had just earned his associate's degree in computer science from Quinsigamond Community College (QCC) and was considering his next move. "I had been told that after graduation you only have two options: either get a job or go back to school. There was no job, so I chose the latter," says Jeremiah, who was advised to consider MET's Accelerated Degree Completion Program (ADCP). The part-time program—in which prior undergraduate credits can be applied to a two-year bachelor's program in Computer Science or Management Studies—has the appeal of a "traditional" college experience. That's because each fall, the ADCP accepts a cohort of students who continue through the program together and graduate as a class. "I really wanted to finish my degree as soon as possible and not have to wait another three years or more to do so," asserts Jeremiah. When he shared with his parents the details of the ADCP, the family decided to learn more by attending an Open House at MET. That's when Jeremiah's mother, Taryn, made a surprising decision. "I became interested," she explains, "so I thought, why not apply? The rest is history."

Metropolitan caught up with Jeremiah and Taryn—majoring in Computer Science and Management Studies, respectively—to find out what it is like to be back in school together.

Metropolitan: Why did you both decide to apply to the Accelerated Degree Completion Program?

Taryn: I earned my associate's degree in business in 1979, and I work in the biotech field as a documentation specialist. I have always wanted to go back to college, but it never was my intention to go for five or more years in the evenings. The thought of finishing a degree in just two years, with a Bachelor of Science from Boston University, was economically sound. I have three young adults in college, working, and living at home—I might as well stop procrastinating and get busy doing! So I am following my dependents' examples.

Jeremiah: I had heard about the ADCP from my academic advisor at QCC. Initially, I had planned on attending on my own, but my mom kept expressing how she, one day, hoped to go back to school to finish her degree. Once I finally graduated QCC, she made the decision to apply.



Mutual support: Taryn and Jeremiah Johnson will receive their bachelor's degrees together in May 2015.

What is it like to be back in school together?

Taryn: It is fun and exciting. We share the commute, so we talk and discuss our upcoming course load. We encourage and inspire each other to keep on working towards our goals. This is the motto my husband and I have instilled in our children: *Be the best cheerleader for one another or simply for family.*

Jeremiah: I enjoy having someone close by to work with. We can brainstorm ideas together and peer-review each other's essays, to get insight on what may have been missed. We are very supportive of each other throughout the highs and lows of our courses.

Do you look forward to graduating and receiving your bachelors' degrees together?

Taryn: Yes, we are both looking forward to that day. In fact, our family—who live out-of-state in Texas, Colorado, and Louisiana—are already planning their trips to attend the graduation ceremonies in 2015.

Jeremiah: Yes! It should be a great day! **M**



Read the full Q&A with Jeremiah and Taryn at bu.edu/met/mag/back-to-school.

METrics

1 Rank of the job "actuary" on CareerCast.com.

2 MET's ranking in the U.S. News Best Online Graduate Computer Information Technology Programs.

8 MET's ranking in the U.S. News Best Online Graduate Business Programs.

239 Total online graduate business programs listed in the U.S. News ranking.

4,292 The number of MET alumni who did some or all of their studies overseas.

54 The total number of BU overseas education centers for military personnel.

88,000 Median starting salary of an actuary, according to the Bureau of Labor Statistics.

Between Data and Decisions

If you watch the evening news, you would be justified in thinking that the job description of a “risk manager” is to help companies survive the endless array of catastrophic disasters, violent attacks, and acts of war that are reported upon. According to Dr. Andrew Banasiewicz—who after a year as a part-time senior lecturer has transitioned to full-time associate professor of the practice of administrative sciences—this is a rational way of thinking about the nature of “risk.” It also happens to be inaccurate.

“TO THE LAYPERSON, ‘risk’ means bad storms, earthquakes, or things being blown up,” says Banasiewicz, who coordinates the Department of Administrative Sciences’ online master’s in Business Continuity, Security & Risk Management and online graduate certificate in Risk Management & Organizational Continuity. “This is akin to saying that getting sick is synonymous with getting cancer. In reality, most people who get sick suffer from far less severe and life-threatening illnesses. Businesses need a plan for extreme scenarios, but if you’re a risk manager for a typical Fortune 500 company, you’re going to be focused on lesser-magnitude, higher-frequency things that happen year after year.”

In the context of business, risk management involves developing frameworks

that allow companies to identify, analyze, and strategize a response to each event that could cause damages or financial loss. These might include disasters, but are far more likely to involve supply-chain interruptions, power outages, employee problems, lawsuits, or product obsolescence. An effective risk management strategy not only protects assets, but creates value for investors and other stakeholders, and demonstrates organizational responsibility in a globally interconnected environment. “There is a very thoughtful and systematic process of identifying, and then managing, risk: some problems you have to ignore, some require you go buy insurance coverage, and some you may mitigate,” says Banasiewicz. “Most of the time and effort that goes into risk management is to deal with organizational threats that are far more mundane, but also more likely.”

Banasiewicz points to workers’ compensation as an example. Laws require that companies provide for medical costs and continuation of pay for employees who suffer on-the-job injuries—expenses that can take a massive financial toll. The risk manager must have a plan in place to respond to these situations, says Banasiewicz. “You never hear about workers’ compensation on the news, but it happens to companies every day. A large organization spends a lot more time and effort on issues such as this than it does planning for fifty-year events like Hurricane Sandy.”

Another example is drawn from Banasiewicz’ background in an area known as ‘executive risk’—where damage is caused

Calculating risk with predictive analytics expert
Dr. Andrew Banasiewicz.

by governance breakdown or scandal. “Shareholders have the right to sue directors and officers of public companies if there is any evidence of fraudulent activity,” he explains. “Securities laws have very stringent disclosure requirements, and sometimes people who are on the inside don’t follow all these laws. Powerful people like Dennis Kozlowski of Tyco, Kenneth Lay of Enron, and Bernard Ebbers of WorldCom have ended up in prison. If a building gets destroyed, we have insurance and we rebuild it—it’s not the end of the world. But when a CEO of a powerful company winds up in a federal penitentiary? That case study has a lot more potential in illustrating enterprise risk.”

Banasiewicz, a predictive analytics expert, brings to the MET classroom over fifteen years of hands-on industry experience in quantitative risk assessment and marketing analytics, and more than a decade of practice managing and developing analytic teams in business organizations. He has created predictive models to forecast executive risk in public companies, and has authored three books on applied statistical analysis and multivariable statistical modeling, entitled *Marketing Database Analytics*, *Cracking the Code of Executive Risk*, and *Risk Profiling of Organizations*.

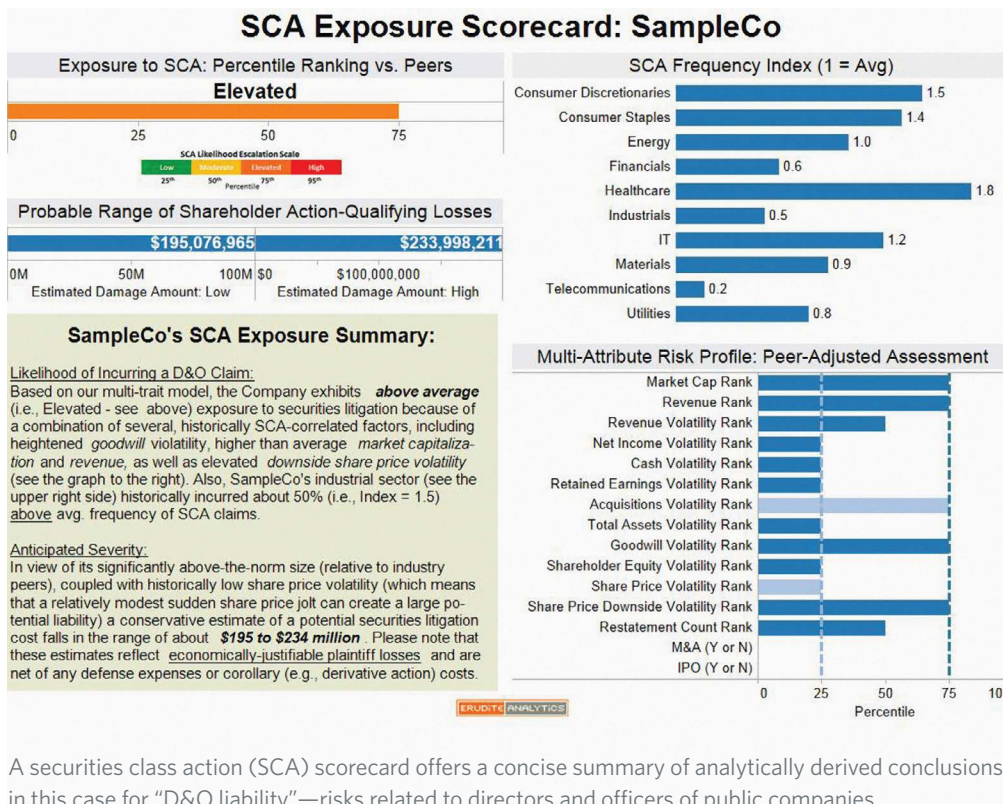
“Predictive analytics is the art of using different types of data, depending on the context, to estimate the probability and severity of future outcomes,” explains Banasiewicz. “In the context of risk, for instance, say that a university purchases property and casualty insurance. The question is, how much is

A graphical depiction of a model designed by Dr. Banasiewicz to estimate company-specific exposures to securities class action (SCA) litigation.

Evaluative Metrics	Company Size		Company Operational Performance										Stock Performance			Material Events		
	Avg. Revenue (in \$million)	Avg. Market Capitalization (in \$million)	Revenue Volatility	Gross Profit Volatility	Net Income Volatility	EBITDA Volatility	Cash Volatility	Retained Earnings Volatility	Acquisitions Volatility	Total Assets Volatility	Goodwill Volatility	Shareholders' Equity Volatility	Share Price Volatility	Share Price Downside Volatility	Restatement Frequency	IPO in Recent 3 Years	M&A in Recent 3 Years	
	Impact on ↑Likelihood		Impact on ↑Likelihood										Impact on ↑Likelihood			Impact on ↑Likelihood		
	150%	200%	35%	40%	30%	20%	25%	40%	65%	35%	200%	30%	40%	65%	20%	25%	10%	
Mean	\$2,818	\$5,650	0.23	2.90	4.81	3.21	2.23	8.00	0.04	4.40	0.06	5.13	0.70	0.66	2.15			
Median	\$65	\$151	0.11	0.05	0.04	0.04	0.04	0.08	0.00	0.17	0.00	0.09	0.48	0.07	2.00	Yes vs. No		
Maximum	\$423,689	\$42,602,399	35.30	3,033.96	2,507.87	2,488.54	1,479.15	3,053.76	124.15	3,147.10	75.65	2,181.66	9.49	1,257.01	4.00			
Percentiles																		
25	\$0.00	\$34.54	0.05	0.02	0.01	0.01	0.01	0.03	0.00	0.06	0.00	0.03	0.22	0.01	2.00	No	No consistent impact	
50	\$65.04	\$150.75	0.11	0.05	0.04	0.04	0.04	0.08	0.00	0.17	0.00	0.09	0.48	0.07	2.00	No	No consistent impact	
75	\$719.01	\$694.40	0.22	0.14	0.13	0.11	0.12	0.21	0.00	0.58	0.01	0.26	0.91	0.19	2.00	Yes	No consistent impact	
95	\$10,668.00	\$8,751.09	1.07	0.82	2.05	1.15	1.04	4.09	0.02	4.57	0.19	3.30	2.10	0.56	3.00	Yes	No consistent impact	



Dr. Banasiewicz teaches Introduction to Risk and Continuity Management; International Business, Economics, and Culture; Marketing and Economic Research and Analysis; and Quantitative and Qualitative Decision-Making.



A securities class action (SCA) scorecard offers a concise summary of analytically derived conclusions, in this case for "D&O liability"—risks related to directors and officers of public companies.

the university willing to pay in the event of damages? Predictive analytics helps risk managers make sense of pertinent data in order to develop objective insights around such decisions, and to devise a plan accordingly. Yes, you have to buy insurance coverage, but how much? From whom? And, how much should you pay? Those are the real questions. Between the data and the decisions, there is a lot to consider—and that is my domain."

Since becoming a full-time faculty member, Banasiewicz has been busy developing and reevaluating elements of the risk management curriculum for the fall 2014 semester. "I think our Business Continuity, Security & Risk Management program is one of the few in the country that actually provides the kind of risk management training that organizations are looking for," he asserts. Significantly, the program will gain a new moniker, "Enterprise Risk Management," more aligned with its focus. "While the word 'security' in the current program title refers to cyber security, it tends to imply guards with guns—we're dealing with corporate risk, not physical security," clarifies Banasiewicz. "Enterprise risk management has its own

"Predictive analytics is the art of using different types of data, depending on the context, to estimate the probability and severity of future outcomes," explains Banasiewicz.

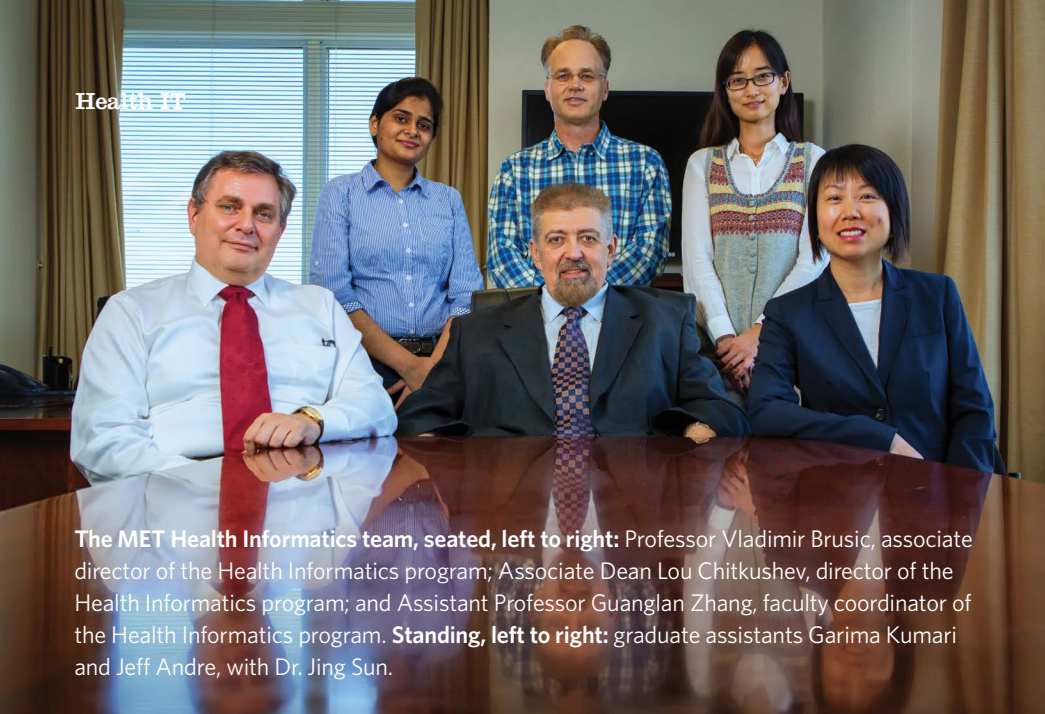
set of frameworks, and within that we will delineate specific areas of risk analytics, risk communication, and the measuring and management of risk. We are not only going to teach students how to buy insurance or how to plan for catastrophes—we are going to cover all the different manifestations of risk that companies face. We are going to be one of the very few schools in the nation that has such a comprehensive view of risk."

Administrative Sciences Chair Kip Becker agrees, noting that the Business Continuity, Security & Risk Management program prepares graduates to face challenges in such diverse areas as cyber-security, enterprise risk management, international supply-chain control, and international strategy.

"Dr. Banasiewicz is a pioneer in the modeling of risk," emphasizes Becker. "He has extensive knowledge of multivariate

predictive analytics and data-mining techniques, as well as 'big data' manipulation and analysis. His background assures that our graduates receive the most relevant and up-to-date knowledge as they prepare for the next decade of global business demands."

For those seeking a rewarding career change, as well as those already working in generally defined areas of risk, such as the insurance industry or emergency response departments, MET's risk management programs enhance the skills needed to prepare for an eventual position as chief risk officer in a large corporation. "A graduate level of education is required," advises Banasiewicz. "And, you must get used to dealing with data—organizations have invested millions and millions of dollars in databases, infrastructure, and database administrators. Now, they are bursting with data—and, unlike wine, data does not get better with age. If you want to substantiate your decisions concerning risk with objective information, you have to analyze data, to seek and recognize patterns, and to interpret the meaning. You have to know how to use data the right way." **M**



The MET Health Informatics team, seated, left to right: Professor Vladimir Brusic, associate director of the Health Informatics program; Associate Dean Lou Chitkushev, director of the Health Informatics program; and Assistant Professor Guanglan Zhang, faculty coordinator of the Health Informatics program. Standing, left to right: graduate assistants Garima Kumari and Jeff Andre, with Dr. Jing Sun.

An Algorithm for Change

MET's Health Informatics program prepares students for critical roles.

This May will see the first Metropolitan College students graduating with a concentration in Health Informatics from the master's degree program in Computer Information Systems (MSCIS). Armed with the expertise of an interdisciplinary education in health care and information technology, these graduates will be well-prepared for the burgeoning health care IT industry.

IT'S AN IDEAL time to enter the field. The Health Information Technology for Economic and Clinical Health Act (HITECH)—part of the American Recovery and Reinvestment Act of 2009—recently earmarked 27 billion dollars to fund the adoption and “meaningful use” of electronic health records (EHRs), which will revolutionize health care by enabling physicians and care providers to access comprehensive patient records and treatment history. The deployment of EHRs, however, relies upon professionals who possess interdisciplinary knowledge of health care and information technology—and who can develop effective algorithms, analyze big data, and provide tools to help visualize that data for end-users.

It turns out such professionals are in short supply.

“There is a chronic need for people who are expert developers and, particularly, who can customize health care software to meet the needs of specific institutions,” notes Dr. Vladimir Brusic, who is adjunct professor of computer science and associate director of the health informatics program at MET, as well as director of bioinformatics at the Dana-Farber Cancer Institute Cancer Vaccine Center. “MET’s program is designed to address that need.”

Brusic points out that, unlike most other health informatics programs in the U.S.—traditionally offered by medical and nursing schools, and focusing on training EHR super-users—MET’s program is computer science-based, offering the degree concentration in Health Informatics online and on campus through the MSCIS. MET also offers four-course graduate certificates in Health Informatics, Medical Information Security and Privacy, and Software Engineering in Health Care Systems.

According to Lou Chitkushev (ENG’96), associate dean of academic affairs and director of the health informatics program, the health informatics initiative at MET started about ten years ago with the cultivation of several courses that integrated health informatics and computer science. The first course in

this area, Health Informatics (CS 580), was introduced on campus in Fall 2009. The MSCIS concentration in Health Informatics—approved in December 2010, established on campus in Spring 2011, and launched online in Summer 2012—was developed by a task force consisting of Chitkushev and Brusic along with MET professors Guanglan Zhang, Tanya Zlateva, Michael Levinger, and Bob Schudy, as well as several part-time faculty, facilitators, and graduate students. Chitkushev contends that the MET program is unique in terms of the population of students it serves, namely those in the technology field who wish to take advantage of rich opportunities in Boston’s thriving health care industry. As part of its coming of age, the program is currently under review for accreditation by the Commission on Accreditation for Health Informatics and Information Management Education (CAHIIM).

MET benefits from having uniquely qualified faculty with the requisite background in both computer science and health care, such as Assistant Professor Guanglan Zhang, who is the faculty coordinator of MET’s health informatics program. Zhang holds a doctorate in computer engineering and served as senior bioinformatics engineer at the Dana-Farber Cancer Institute and research associate at Harvard Medical School prior to starting at MET in the fall of 2012. “We can impart to students health care concepts to help them bridge the gap between information technology and the field of health care,” says Zhang.

While students in the program aren’t expected to conduct research, they have a very good opportunity to do so thanks to the MET Health Informatics Research Lab (HILab), which was established to contribute to the improvement of health care through collaborative research and development in health informatics, bioinformatics, and clinical research. Professors Chitkushev, Zhang, and Brusic—along with Dean Zlateva—have been leading the research efforts of the lab. They are supported by Dr. Jing Sun—a post-doctoral researcher at Brusic’s Bioinformatics Core Lab at the Cancer Vaccine Center who collaborates with HILab—and graduate student assistants Jeff Andre and Garima Kumari.

“Dr. Brusic and I have been collaborating on several projects, including medical algorithm cataloging and implementation,

biological data visualization, data mining and knowledge discovery in complex large-data sets, and computational modeling of complex biological processes, such as the identification of vaccine targets,” explains Zhang. “Together, we also contribute to the research community by organizing conferences, workshops, academic competitions, and serving on workshop program committees.”

This past September, Zhang, Chitkushev, and Brusica—together with several colleagues from other universities—organized the fourth Immunoinformatics and Computational Immunology Workshop (ICIW 2013), held in conjunction with the ACM Conference on Bioinformatics, Computational Biology, and Biomedical Informatics in Washington, D.C.

The research agenda of the HILab also infuses the classroom with vital, relevant industry knowledge. “Part of the philosophy of the HILab is to translate our research into applicable teaching tools for the Health Informatics program,” notes Brusica, pointing out the need for accurate algorithms in areas such as type 2 diabetes treatment. “We discovered that among more than twenty reported algorithms for diabetes treatment, not a single one was formally correct from the computer science perspective. Physicians who design treatment algorithms do not have on their teams information scientists who can help them translate treatments into a proper algorithm that can be seamlessly integrated into the EHR. We see that as an opportunity to set up standards that will improve medical decision support and usability of EHRs. We are establishing the HILab as a resource for the standardization and cataloging of medical algorithms, development of classification algorithms for health care, and implementation of knowledge-based systems for biomedicine.”

Chitkushev stresses that, along with the analytics and algorithms, visualization of data is an area of enormous potential—one requiring highly trained IT professionals. “We have been bombarded by quantitative approaches across all fields within the health sciences. This trend will only become more intense. There is essential need for IT professionals who can take data and make it understandable and available to health professionals.”

The HILab simultaneously supports education and research in health informatics by engaging faculty and students in research projects, to

position the Computer Science department as a leader in health IT. As Brusica notes, “The students are impressed because they see that we are doing something that is real and relevant—not something taken from the textbook, but something that happens right here.”

Kumari, the graduate assistant, agrees. “MET’s program offers an excellent research environment for students. I have analyzed medical research papers and applied that analysis in the assessment of medical algorithms,” she says. “We implemented the algorithms and medical calculators as part of the Health Informatics program’s web-based teaching tool, which provides students with useful information on diseases, diagnosis, treatment, and prevention.”

The profile of MET’s health informatics students is diverse and interdisciplinary. Some students have a background in computer science and wish to enter the health care industry. Others are medical professionals who want to learn health informatics. The rest are those already in the field.

“About 25 percent of our students are health informatics practitioners who have joined our program to formalize their knowledge and basically round it up. What I find very encouraging is that their number is increasing,” says Brusica.

The collaborative spirit of the HILab has resulted in grant proposals, several publications,



Andrei Soran, a member of the Dean’s Advisory Board at MET, is president of two hospitals in Greater Detroit.

A Q&A with Andrei Soran

OVER THE COURSE of nearly thirty years in the health care industry, Andrei Soran (MET ’92) has practiced as a clinician and embraced major leadership roles in management. Formerly CEO of Massachusetts’ MetroWest Medical Center—the largest health care system between Worcester and Boston—Soran is currently president of Detroit Medical Center (DMC) Huron Valley–Sinai Hospital and DMC Surgery Hospital, in the Detroit suburbs.

and ongoing research projects. Zhang and Brusica have recently completed two grant proposals, including “Development of Next-Generation Immunogenicity Prediction Tools,” a two-year research plan that will be funded by Pfizer, one of the world’s largest pharmaceutical companies. The grant will support the development of new algorithms that have a high degree of accuracy for predicting immunogenicity.

“The outcome would be a new, better algorithm that will exist in the field for assessment of how people respond to proteins, so we can analyze the drugs that are in development or have been rejected before because of undesirable side effects,” explains Brusica. “The practical application is that new drugs will be safer, and older drugs can be revisited. This is high-level research that is shared among Dana-Farber, MET, and Pfizer, and will include researchers from around the world. It is important to have such interdisciplinary collaborations to advance the field of biomedicine.”

“Modern academic programs must combine research with teaching to provide synergistic effects,” concludes Chitkushev. “Educational and research components have to go hand-in-hand—and we have achieved that union in a profound way.” **M**

Read our Q&A with graduate student Garima Kumari at bu.edu/met/mag/informatics.

Soran earned his bachelor’s degree in physical therapy from Tel Aviv University, and his master’s in Business Administration & Management from MET (at the time offered in concert with Ben-Gurion University in Beer Sheva, Israel). Soran is a member of the Dean’s Advisory Board at Metropolitan College.

Metropolitan: After practicing physical therapy, what inspired you to enter health care management?

I got into health care with the full purpose of helping others. What I discovered, after many years of practice, is that I wanted to induce change and to make a difference in health care on a larger scale—which is very difficult to do one patient at a time. You can make that sort of impact through a leadership position, and that’s why I decided to take the management track.

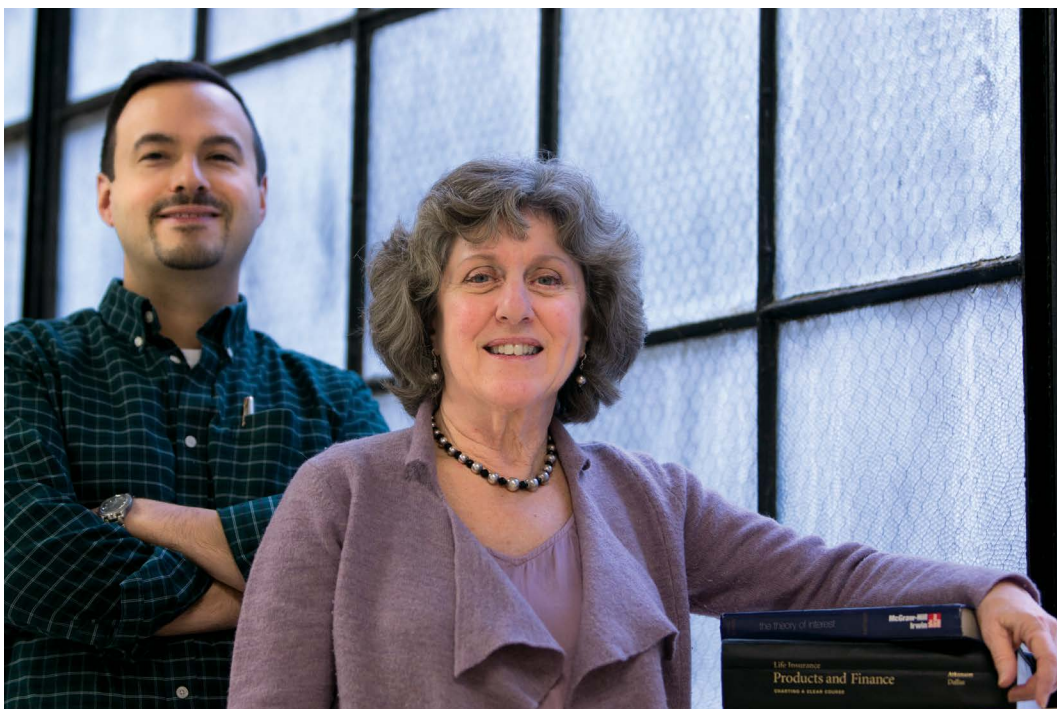
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A Career You Can Count On

MET's Actuarial Science program prepares students for a top-rated job.

FOR TWENTY YEARS, MET's part-time master's program in Actuarial Science has been grooming graduates for success in the profession of "actuary." Yet, ask a passerby on the street what an actuary does and you may get a quizzical look—even though the career consistently lands at the top of "best jobs" lists. Most recently ranked by CareerCast.com as the number one job of 2013, it's a profession that boasts faster-than-average job growth and a median annual salary of \$88,000 (as of May 2010, according to the Bureau of Labor Statistics). There are plenty of opportunities for actuaries today. Born out of corporate scandal and financial crisis, more companies are hiring chief risk officers—a position well-suited to the actuary's expertise with data analysis and interpretation. And, with the implementation of the Affordable Care Act, actuaries are playing a critical role in determining the financial impact of an expected thirty million uninsured on the market.

Actuaries usually work for life, health, and property/casualty insurance companies, but are also employed by consulting firms, government agencies, accounting firms, industrial corporations, banks, and financial services companies. "Actuaries try to predict what's going to happen next year based on what happened in the last five to ten years," explains Glen Patashnick (MET'06), senior lecturer in actuarial sciences and a Fellow of the Casualty Actuary Society. "We seek the patterns in the available data, and examine what characteristics of a policy holder are meaningful in determining how risky they are—risk being measured in the likelihood of having a claim and the probable size of a claim. In the insurance business, you're always going to lose something. Actuaries try to



Unquantifiable: Actuarial Science Senior Lecturer Glen Patashnick and Chair Lois Horwitz help students put big data into context.

figure out how much the company can afford to lose and remain profitable."

"It's often said actuaries are the 'bookies' for insurance companies," agrees Lois Horwitz, department chair and associate professor of the practice of actuarial science. And, while an aptitude and appreciation for mathematics, statistics, and financial theory is helpful, what really makes a good actuary is attention to detail. "An actuary isn't just doing statistical data analysis. You have to make sure everything is precise and accurate. You almost have to have that personality to start with."

Prior to running MET's Actuarial Science department, Horwitz—a Fellow of the Society of Actuaries—worked as a life actuary at John Hancock and MetLife. Her specialties, she explains, were product development and compliance. "I was looking at the profitability measures of insurance products and manipulating all the pieces—dividends, agent compensation, premiums, et cetera—but always ensuring compliance with various regulations. Does the reserve fit the standard valuation law? Do the cash values meet the standard non-forfeiture law limits? It's akin to being a lawyer, understanding not just the contracts but the regulations." Knowing the regulations is crucial, as consumers who

purchase insurance place tremendous trust in the integrity of actuaries, especially when it comes to those critical moments in life when a claim must be made—whether it is calling in a life insurance policy or rebuilding a storm-damaged property. As Horwitz asserts, "The stability of the economy depends on insurance."

The actuarial profession falls into two categories, life and casualty, as distinguished by two professional societies: the Society of Actuaries (SOA) and the Casualty Actuarial Society (CAS). While the life actuary analyzes the probability and financial consequences of health issues, long-term care, pensions, disability, and—invariably—mortality to determine adequate insurance premiums and costs, the casualty actuary deals with less "predictable" risks, such as damage from natural disasters or accidents.

"We can't predict exactly when and where a catastrophe will happen," Patashnick acknowledges. "It's like any other statistical science—you only get predictive power when you have lots of data, which comes from writing lots of policies over many years, and trying to see the patterns. That works well for common claims, like fires or thefts. For catastrophes, the data is too thin, so

we also use software to model hurricanes or earthquakes striking our insured houses. We combine that with existing data to get a better idea of the probable risks.”

MET’s program excels at infusing the classroom with the hands-on insight of highly qualified faculty drawn from Boston’s insurance sector, emphasizing not just the quantitative elements of the practice but critical attention to detail and the ability to interpret the meaning of data. Prior to transitioning into a one-year, full-time visiting faculty position at MET this past fall, Patashnick had been teaching part-time while employed as senior catastrophe analyst at a homeowner’s insurance company. Based on his experience as a casualty actuary, he is developing a new course for the department, Survey of Casualty and Property Insurance, which will complement existing non-mathematics courses on individual and group insurance.

Patashnick explains that his hands-on experience with homeowner’s insurance,

pricing policies, and catastrophe modeling for homeowner’s insurance policies—and with the Casualty Actuary Society exams—provides valuable context in his classes. “My midterm and final exam are completely practical. They replicate tasks that I, and other actuaries, perform on a regular basis. I’ve also taken the actuarial exams required to practice, so I can talk about what skills students need in order to do well on those exams.”

Hundreds of hours of exam preparation and industry knowledge go into the actuarial profession. A candidate seeking membership in the SOA must pass a total of ten exams or online course modules to attain fellowship status. To become a fellow of the CAS, nine exams and two online courses are required. While the Actuarial Science degree program covers material that is included in the first five exams—common to both the SOA and CAS—Horwitz warns that it is not a “test prep” program. “Students are required to take courses that cover material in three of the

exams,” reveals Horwitz. “Students can choose to cover additional exam material in electives. You don’t have to write exams while you’re in the program. And two-thirds of our students are international—their governments don’t necessarily care if actuaries are members of the Society of Actuaries that serves North America.”

When it comes to graduation—and landing the coveted job as an actuary—graduates of MET’s program benefit from faculty members’ connections to the industry and a local pool of successful, practicing alumni who work for organizations such as Towers Watson, Blue Cross Blue Shield, John Hancock, Liberty Mutual, and the Massachusetts Department of Insurance, among others. “Students who graduate with two actuarial exams—and who are authorized to work in the States—have smooth sailing when it comes to jobs,” concludes Horwitz. **M**



Read our Q&A with three Actuarial Science alumni, exclusively at bu.edu/met/mag/actuaries.

Andrei Soran Q&A, continued from page 7 >>

What is the role of the health care administrator today?

It is not enough to provide care to just the patients who come through your doors. I think the role now has to do with population management and making sure that the population at large improves their health status. It is a transition from dealing only with patients to dealing with families and members of the community who get health care in different settings, not only in hospitals.

What do you consider to be the most significant recent development in health care?

Without any doubt, it’s the new Affordable Care Act. It has changed the landscape. It’s driving significant alterations in clinical models and reimbursement models, and, in time, will drive significant alterations in the outcomes and the levels of care provided. I do believe that this health care law is allowing for a dramatic increase in preventive medicine, and therefore better health at the population level.

How will electronic health records affect operations for health care providers?

What is naturally a very private and personal work flow—putting the information down in either pen or pencil, or dictation—is very difficult to replicate in the electronic record. So, there is resistance to change and there can be a decrease in productivity until providers learn new systems.

That said, the benefits of the electronic record far outweigh the challenges. There will be better access to information, more effective management of care, a significant decrease in medical errors, and a significant increase in the ability to create preventive programs and implement clinical protocol. There will be savings to the system by reducing duplicate procedures, unnecessary tests, and consults. We’ll see more engagement from patients who have access to their records. Overall, there will be an ability to manipulate a large amount of data for the benefit of better outcomes.

Do you see a growing demand for trained health IT professionals?

Clinical informatics, in my opinion, is one of the areas that will have the largest demand. There is a need for people with the ability to sort the data in a meaningful way and present it in an understandable fashion. With everyone moving to electronic records, the amount of data is becoming so vast that it’s very difficult to see the forest for the trees. Talented people who are able to create those correlations between pieces of information—almost like “dashboards” of clinical information—are going to be in high demand.

Informatics will have a significant impact on the future of health care, but right now it’s also, frankly, a career that would be very fulfilling.

What advice would you offer to MET graduates seeking to enter the health care industry from the IT side?

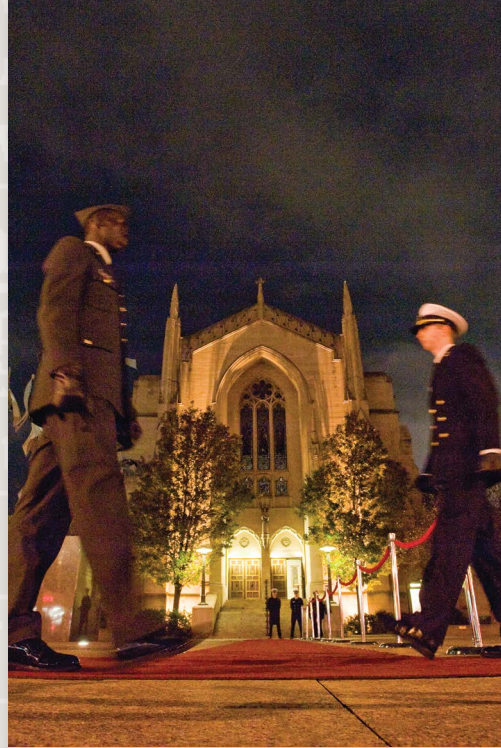
My advice is to work for a certain period of time on the health care provider side, because you’ll find out how the information is used, what’s truly valuable and what’s not. You’ll gain credibility by seeing the software and the data in action. **M**

A Brief History of Overseas Military Programs

You may be aware that Metropolitan College currently administers academic degree and certificate programs at a handful of U.S. military bases—Hanscom AFB (Massachusetts), Henderson Hall (Virginia), and MCAS Cherry Point and MCAS New River/MCB Camp Lejeune (North Carolina). What you probably do not know is that when Boston University began providing overseas graduate degree programs to members of the U.S. armed forces and Department of Defense, JFK had been recently assassinated, Vietnam was heating up, and the Cold War had entered its second decade. The year was 1964.

OVER THE NEXT 29 years, BU faculty taught military personnel in 54 education centers within Belgium, England, France, Germany, Israel, Italy, the Netherlands, and Spain. A variety of degree programs were offered by the University's Graduate School of Arts & Sciences (GRS), School of Education (SED), and College of Engineering (ENG), as well as MET—which contributed the Master of Science degree programs in Business Administration (MSBA) and Computer Information Systems (MSCIS), among others.

In 1993, Boston University did not receive the contract for graduate education of military personnel in Europe, which led to the closure of the BU's Office of Overseas Programs. At this point, Metropolitan College inherited the remaining network of international graduate programs available to the public, including



those in London, England; Rome, Italy; Paris, France; Beer Sheva, Israel; and Zaragoza, Spain.

The last vestige of MET's overseas programs—BU in Brussels—closed this past December. BU's campus in Brussels, Belgium, originated under military contract in 1967, before opening its doors to the general public in 1972. The most recent master's degree to be introduced in Brussels was MET's Master of Science in Leadership, in 2009.

Today, the Leadership degree and a graduate certificate in Project Management continue to be available to students at each of MET's U.S. military locations. In addition, Hanscom AFB offers master's degrees in Computer Information Systems and Computer Science; and New River/Camp Lejeune offers the MS in Computer Information Systems.

The overseas military programs boast numerous prominent alumni, among them General Keith Alexander (MET'78), former director of the National Security Agency, and Major General Gale Pollock (MET'84), former acting surgeon general. Notable MET alumni from U.S. military locations include Albert Diaz (MET'93), judge on the U.S. Court of Appeals for the Fourth Circuit (and speaker at MET's 2012 Commencement ceremony). Diaz completed his MS in Business Administration at Camp Lejeune.

While there may no longer be overseas military programs offered through BU, students on active duty around the globe continue to enroll in MET's online degree programs, completing their studies in countries such as Iraq and Afghanistan.

Q&A: Touching Base with Overseas Military Alumni

Metropolitan had an opportunity to reconnect with three alumni of the overseas military programs:



Frank Bragg (MET'79)

CEO of Centurion Intelligence Partners
MS in Business Administration

Where were you stationed while completing your MET degree?

I was a lieutenant in the United States Army, assigned to Augsburg, Germany, 1976 to 1979.

How did you transition into a career after the military?

I served 27 years on active duty and retired as a colonel in January 2003. Then I worked in a large business for 34 months before starting two small companies.

How did earning a BU degree help prepare you for what you're doing today?

I had a keen interest in business, and I wanted to create a plan that would allow me to transition into starting a new company from nothing but a concept on paper.

I have applied much of what I learned in the MSBA program to my responsibilities in the United States Army and in running my two small businesses.

What would you say to current military personnel in MET programs on base in the U.S.?

Take advantage of the opportunity to learn for today and tomorrow. I had a wonderful experience during my almost three years as a graduate student in Boston University; I have very fond memories of taking classes in Augsburg and Munich.



**Terry Finley
(MET'90)**

CEO, West Point Thoroughbreds
MS in Business Administration

Where were you stationed while completing your MET degree?

I was stationed in Schweinfurt, Germany, and completed my MSBA degree in Wurzburg, Germany. I was an artillery officer (lieutenant) in the Third Infantry Division from 1987 to 1990. This was my first duty assignment after graduating from West Point in 1986. I left Germany in 1990 and completed my military service in 1994.

How did you transition into a career after the military?

After I left the military, I started a company—at which I am currently CEO—called West Point Thoroughbreds. We syndicate racehorses. We built the company from one horse in 1994 to the largest racehorse syndicator in the country.

How did earning a BU degree help prepare you for what you're doing today?

I wanted to learn more about the business world. I thought a degree would be a good way to help differentiate myself from the crowd, and it ended up really being a kick-starter for me.

I remember one of my accounting professors was very inspiring. He took the time to really get into the theory of numbers. Up to that point, I had not had any exposure to the financial side of business.

What would you say to current military personnel in MET programs on base in the U.S.?

An advanced degree from BU has certainly helped me in the civilian world. The knowledge from a degree program will help you advance both inside and outside of the military. I remain supremely proud of my affiliation with Boston University.



**Shamus Hanlon
(MET'86)**

President and CEO, Collins Brothers, LLC
MS in Business Administration

Where were you stationed while completing your MET degree?

I was stationed in Mannheim and Heidelberg, West Germany, from December 1984 to December 1987, following graduation from West Point. I was a quartermaster officer; my first assignment was as company commander, HHC, Combat Equipment Group Europe, during which I commanded 130 headquarters personnel. As fate or luck would have it, I was the first West Point Class of 1984 graduate to be assigned company command. Following that assignment, I served as an accountable officer for the 574th Supply and Service Company, 51st Maintenance Battalion, in support of the 3rd Armored Division (Fwd) deployed from Mannheim to the East German border.

I arrived as a second lieutenant and was later promoted to first lieutenant. I subsequently ended my active duty service in October 1989.

How did you transition into a career after the military?

I opted into MET's overseas degree program to continue my education at the graduate level and make myself more marketable and competitive to corporate America upon resigning my RA commission. I wanted to

move into a leading consumer package goods company and work in brand management. I transitioned to my professional civilian career by attending the University of Chicago Graduate School of Business, whereby I then moved to Frito Lay, Inc., in sales and marketing. I now serve as the president and CEO of Collins Brothers, LLC, in Chicago. Collins is a sales and distribution business offering retail bar supplies and liquor accessories to over seven thousand retail customers nationwide.

How did earning a BU degree help prepare you for what you're doing today?

I can recall, distinctly, how dedicated the MET instructors were to our learning, growth, and development.

I wouldn't be in the position I am today had I not attended BU's overseas program. I can say without reservation that my time and study at BU has been as critically important to my career trajectory as West Point, the University of Chicago, or any of the major corporations in which I have worked.

What would you say to current military personnel in MET programs on base in the U.S.?

Well done! Keep after it—your association with BU will pay career- and life-long dividends.

I'm fortunate to be associated with BU as an alumnus, and proudly consider myself not only a Black Knight and Maroon, but also a Terrier. Boston Strong! **M**



Clockwise from above left: Director of Graduate Military Programs Lawrence Watson; Director of MET Programs at Hanscom AFB J. Gerard Keegan; Hanscom graduates at Commencement 2013 on base; and North Carolina and Virginia graduates pose with Associate Dean Chitkushev.

Find more about military alumni at bu.edu/met/mag/military.

MET around Town

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-14w.



Brian Brandt (MET'08)

BS in Psychology
President and Principal Coach,
VenatiQuest

What is great about working in Boston?

For my medical recruiting business, it's a vibrant medical and research community. Also, world-renowned beaches, limitless cultural opportunities, and a vast park system make living here an enriching experience.

What activities do you enjoy the most?

Did I mention the parks? It's great to be able to rent kayaks, bikes, and canoes—or take a ferry to the Boston Harbor Islands. And Boston is a food lover's paradise!

Has your BU degree helped you make connections locally?

Absolutely. Whenever I read *Metropolitan* or *Bostonia*, I take note of people in various fields. It's great when a chance arises to connect with one of them, as well as having a roster of fellow Terriers to call upon.

What's the best advice you were ever given?

Ellen Peterson, who advised me at MET, told me that BU was the right fit for me, and she sure was right. As an adult, I wanted top-tier quality—not just a degree, but an experience.

Do you have any advice for MET students?

First, stick with it. Do not look at learning as a chore; it is your hobby now. If you put yourself into your education expecting to get the most out of it, you will enjoy the ride and the end result will be more than just a diploma—you will cherish your experience for a lifetime. Last, but not least, look at the amazing success of MET alumni!



Christina Padilla Birkey (MET'13)

Master of Urban Affairs
Program Associate, Community
Economic Development Assistance
Corporation (CEDAC)

What is great about working in Boston?

Public transportation! I know the “T” can be frustrating at times, but I can read or close my eyes instead of battling traffic, and I get an incredible view of Boston every morning as the Red Line crosses the bridge between MIT and Charles MGH.

What activities do you enjoy the most?

About once a month, my husband and I invite our old classmates and coworkers over to our tiny apartment for a collaborative dinner, where everyone pitches in. It's nice to have someone else chop the onions. They make me cry.

Has your BU degree helped you make connections locally?

My BU degree continues to open doors both professionally and socially. I learned about my current job from one of my professors. Whenever I attend events, I always mention that I went to BU. It seems to carry significant street credit, especially in Boston.

What's the best advice you were ever given?

It's okay to be enthusiastic and have big dreams, but don't let people write off your passion as naiveté. My father-in-law gave me that advice, and it's been very helpful.

Do you have any advice for MET students?

Greater Boston is full of networking and professional development opportunities. Whether you are happily employed or looking for a job, you can always learn, and meet new people in your field.



Steven Lewis (MET'08)

BS in Management Studies
Most recently: Vice President of Project
Management, State Street Bank & Trust

What is great about working in Boston?

Because Boston boasts some of the best colleges and universities, it maintains a youthfulness and energy that inspires.

What activities do you enjoy the most?

Mountaineering, skiing, hiking, and kayaking. Basically, any outdoor activity that provides some quiet time and physical challenge.

Has your BU degree helped you make connections locally?

In a word, absolutely. Because I completed both my undergraduate degree and my graduate degree part-time at night, alongside other people in a similar circumstance, I created long-lasting relationships with other students from different industries and backgrounds. Some of the best, most impactful learning I gained through my studies was from my fellow students.

What's the best advice you were ever given?

When you think you have been successful at something, keep going—you're not done yet.

Do you have any advice for MET students?

Engage with your peers. Tap into their collective knowledge and diverse experiences. You will benefit. **M**

MET Academic News

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

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

Rachel Black, assistant professor of gastronomy, co-edited a collection of essays on the history and cultural ramifications of wine production called *Wine and Culture: Vineyard to Glass*, published this past August. Her article, "Taking Space to Grow Food and Community: Urban Agriculture and Guerrilla Gardening in Vancouver," appeared in volume 4 of *Cuisine*. Professor Black was also featured in James O'Brien's online article "Market Research" (Research at Boston University).

Assistant Professor of Administrative Sciences **Canan Gunes Corlu** coauthored two articles, "A Subset Selection Procedure under Input Parameter Uncertainty" (*Proceedings of the 2013 Winter Simulation Conference*, Institute of Electrical and Electronics, Piscataway, NJ.) and "Managing Multi-item Inventory under Demand Parameter Uncertainty" (*Proceedings of the 2013 Manufacturing & Service Operations Management Conference*, Fontainebleau, France).

Jung Wan Lee (MET'03), assistant professor of administrative sciences, coauthored articles that appeared in the *Journal of Distribution Science* and the journal *Tourism Management*, as well as the *Proceedings of the Fourth International Conference on Innovation, Technology, Communication for Sustainable Business and Development*. Professor Lee and co-presenter Tantatape Brahmasrene earned the Best Paper Award at the BAI 2013 International Conference on Business and Information, Bali, Indonesia, for "Tourism, Economic Growth and Carbon Emissions Patterns in Southeast Asia: A Dynamic Panel Data Approach."

Mary Ellen Mastroilli, assistant professor and associate chair of applied social sciences, coauthored "History Repeats Itself: The Life Course of Women Released from Prison," published in the *Offender Programs Report* (volume 17, issue 3).

In December 2013, Administrative Sciences' Assistant Professor **Irena Vodenska (UNI'09)** and Associate Professor of the Practice **William Chambers** presented "Understanding the Relationship between VIX and the S&P 500 Index Volatility" at the 26th Australasian Finance and Banking Conference (AFBC), Sydney, Australia. Vodenska was also invited to present her research on the effects of the global financial crises on world trade relationships and financial markets at conferences and events in Karlsruhe, Germany; Tuscany, Italy; Kyoto, Japan; St. Petersburg, Russia; and at the MIT Sloan School of Management.

In January 2014, Associate Dean for Academic Affairs **Lou Chitkushev (ENG'96)**, Professor **Vodenska**, and Dean **Tanya Zlateva** earned a best presentation award for their paper "Digital Learning Impact Factors: Student Satisfaction and Performance in Online Courses," given at the International Conference on Information and Education Technology in Melbourne, Australia.

Assistant Professor of Computer Science **Guanglan Zhang** coauthored "EGFR T790M Mutation as a Possible Target for Immunotherapy; Identification of HLA-A*0201-Restricted T Cell Epitopes Derived from the EGFR T790M Mutation," which appeared in *PLoS One* (volume 8, issue 11). Zhang and Adjunct Professor of Computer Science **Vladimir Brusic** were part of a team that authored "BlockLogo: Visualization of Peptide and Sequence Motif Conservation," in the *Journal of Immunological Methods*. Professors Brusic, Zhang, and **Chitkushev** contributed to three papers appearing in the *Proceedings of the International Conference on Bioinformatics, Computational Biology and Biomedical Informatics (ACM-BCB)*, Washington, D.C., last September.

In January 2014, Pfizer awarded a \$150,000 research grant to MET and Dana-Farber Cancer Institute. Professors **Brusic** and **Zhang** served as principle investigator and co-investigator, respectively. The grant is for "Development of Next-Generation Immunogenicity Prediction Tools."

Dean's Reception

On Friday, October 18, MET applauded the year's Dean's List students, academic scholarship recipients, and Alpha Sigma Lambda Honor Society inductees.



Above, Dean's List awardees with Dean and interim Tanya Zlateva (far right). Below, Alpha Sigma Lambda Honor Society inductees.



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Details at:

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Alumni Gatherings

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← Alumni Weekend

Alumni of the Accelerated Degree Completion Program (ADCP) gathered at Boston University during Alumni Weekend in October.

From far left: Tommy Chin (MET'10), Erica Kilduff (MET'10), Jaclyn Collier (MET'10), Victor Castro (MET'07), Galina Stoyarov (MET'09), event host Howard Williams (MET'86, SED'89), and Selma Omerefendic (MET'09).

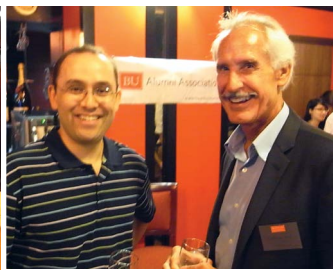


Alumni Weekend ↑

Left to right: A group of ADCP alumni with Howard Williams; Brandon Guillermo (MET'08, MET'13) and Wilhem Noel (ENG'92, MET'05) enjoy a glass of wine; Barbara Budak (MET'03), a member of the first ADCP graduating class, with Dean ad interim Tanya Zlateva.

Alumni Weekend →

Left to right: Current students Christopher Theberge, Michael DeMers, and Daniel Anderson with Heather Theberge; ADCP student Marc Fevry with Howard Williams and Natasha Fevry.



← Taipei Networking

Administrative Sciences Associate Professor and Chair Kip Becker (pictured top center, right) and Associate Professor Barry Unger (bottom center, right) were MET emissaries at an alumni event in Taipei last summer.

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:**
Boston University
Metropolitan College Alumni Office
755 Commonwealth Avenue
Boston, MA 02215
bu.edu/alumni/classnotes

David Forsberg (MET'75) was named dean of the School of Business at Anna Maria College in Paxton, Mass. (Master of Urban Affairs)

Carolyn Downey (MET'79) has been appointed to the Board of Directors for ARMOUR Residential REIT, Inc. (BAS in Accounting)

Kenneth Read (MET'83) is now president of North Sails, a sail-making leader serving marine and manufacturing markets worldwide. (BLS in History)

Judy Bennett (MET'86) has been promoted to chief operating officer for Bob Carter Companies, LLC, at its headquarters in Sarasota, Fla. (BS in Economics)

Heather Cahill (CAS'89, MET'93) was promoted to associate vice president of institutional advancement for American International College in Springfield, Mass. (BA in Political Science/MS in Administration)

Joshua Hexter (MET'98) was appointed chief operating officer and vice president of business development for Jerusalem, Israel-based Oramed Pharmaceuticals. (MS in Business Administration and Management)

David M. Parsons (MET'08), a graduate of MET's Prison Education Program at MCI-Norfolk, earned a master's degree in humanities from California State University in May 2013. He intends to apply for admission into Boston University's PhD program in English and American Literature.

Ralph DeNisco (MET'09) was promoted to the principal level at the prestigious planning firm Nelson/Nygaard Consulting Associates. (Master of Urban Affairs)

Brett Brown (MET'09) is the new head coach of the Philadelphia 76ers. Brown also attended MET in 1983, and is a Terriers basketball letter-winner. (BS in Interdisciplinary Studies)

Frank Carofano (MET'09) was promoted to senior vice president of Segal Rogerscasey. (MS in Computer Information Systems)

Theresa Jacobellis (COM'85, MET'12) has been promoted to the position of assistant vice president of development and public affairs at Good Samaritan Hospital Medical Center in West Islip, N.Y. (BS in Broadcasting and Film/MS in Health Communication)

Michael Bustamante (MET'13) was the New York Red Bulls' first-round pick in the 2013 Major League Soccer Draft.

From Macedonia to Boston University

During the fall 2013 semester, MET hosted its first computer science students from the Republic of Macedonia—part of a partnership agreement between Boston University and the University Sts. Cyril and Methodius in Skopje.

On September 24, students Nino Karas, Natalija Najdova, and Nikola Stavrevski met with Prime Minister of Macedonia Nikola Gruevski during his visit to Boston, and had an opportunity to share their experiences at BU.



Top: (L-R) Assistant Professor of Administrative Sciences Irena Vodenska (UNI'09), Nino Karas, Associate Dean for Academic Affairs Lou Chitkushev (ENG'96), Natalija Najdova, and Nikola Stavrevski.



Below: (L-R) Karas, Stavrevski, and Dr. Chitkushev with Prime Minister of Macedonia Nikola Gruevski.

Tools of the Trade

In September 2013, MET's Programs in Food, Wine & the Arts presented "Tools of the Trade: Experiential Studies for the Food Industry," a conference examining the intersection of practical and educational components of the food industry.



At the conference, 140 attendees joined high-profile panelists representing restaurants, retail businesses, the wine and beverage industry, and academia.



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