STATE OF RHODE ISLAND AND PROVIDENCE PLANTATIONS
DIVISION OF PUBLIC UTILITIES AND CARRIERS

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RE: CPCN APPLICATION
OF RHODE ISLAND FAST FERRY

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DOCKET NO. D-13-51

DIRECT TESTIMONY OF EDWARD M. MAZZE
ON BEHALF OF
INTERSTATE NAVIGATION COMPANY
D/B/A/ THE BLOCK ISLAND FERRY

FEBRUARY, 2015
Q. PLEASE STATE YOUR NAME, POSITION AND OFFICE ADDRESS

A. My name is Edward M. Mazze. I am currently Distinguished University Professor of Business Administration at the University of Rhode Island. My university office address is 304 Ballentine Hall, Kingston, Rhode Island 02881. My home office address is 52 Horizon Drive, Narragansett, Rhode Island 02874.

Q. DO YOU HOLD ANY OTHER POSITIONS?

A. I serve as a consultant in business and economics to business organizations and government agencies. I am a member of the Board of Directors of Home Loan Investment Bank, FSB, Ocean State Business Development Authority and Urban Ventures. I am also a member of the Economic Development Committee of the Town of Narragansett, the Governors’ Insurance Council and the State of Rhode Island’s Small Business Advocacy Council.

Q. PLEASE SUMMARIZE YOUR EDUCATIONAL AND PROFESSIONAL BACKGROUND

A. I received my B.B.A. and M.B.A. from the City University of New York in business administration and my Ph.D. in business administration from the Pennsylvania State University. I served as Dean of the W. Paul Stillman School of Business of Seton Hall University, Dean of the School of Management at Temple University and Dean of the Belk College of Business Administration and Co-Director of the Frank Hawkins Kenan Institute of Private Enterprise at the University of North Carolina at Charlotte and Dean of the College of Business Administration of the University of Rhode Island. I served on the faculty of business administration at Virginia Polytechnic Institute and State University, West Virginia University and the University of Detroit. I have held visiting faculty positions at the University of Pittsburgh’s Graduate School of Business, the Graduate School of Business of the University of Puerto-Rico and Harvard University. Currently, my academic title is Distinguished University Professor of Business Administration at the University of Rhode Island.

I have served as a member of the Board of Directors of Washington Trust Bancorp, Inc. (NASDAQ), Pulse Electronics Corporation (NYSE), the Barrett Growth Fund and as a member of advisory boards of closely held corporations. I am the former Chairman of the Board and Chief Executive Officer of the William Penn Bank in Philadelphia. Currently, I serve on the Board of Directors of Home Loan Investment Bank, FSB, Urban Ventures and Chairman of the Board of Directors of Ocean State Business Development Authority. I have also served as a member of the Panel of Chapter 7 Trustees of the United States Department of Justice in Rhode Island and Philadelphia and the United States Department of Commerce District Export Council. I served from 2005 through 2013 as Co-Economic Forecast Manager for Rhode Island for the New England Economic Partnership. State government appointments have been in the areas of economic development, marketing, tax competitiveness and small business regulations.

A copy of my curriculum vitae is attached.

Q. WHAT IS THE PURPOSE OF YOUR TESTIMONY?

A. I am providing testimony on a marketing research study I conducted in 2013 for Interstate Navigation (Interstate) on passenger ridership on Interstate’s traditional and hi-speed ferries from Point Judith to Block Island. I will also testify on Rhode Island Fast Ferry’s application to provide summer-only, passenger-only high-speed ferry service to Old Harbor, Block Island from Quonset Point. Interstate also lands its ferries in Old Harbor, Block Island.
Q. PLEASE SUMMARIZE YOUR TESTIMONY

A. I am of the opinion that, based on the results of my marketing research study, Interstate would lose as much as 17% of its traditional ferry passengers and 27% of its hi-speed ferry passengers from Point Judith during the summer months if Rhode Island Fast Ferry is permitted to offer summer-only, passenger only high-speed ferry service from Quonset Point to Old Harbor Block Island under different pricing and travel time scenarios. I am also of the opinion that, if Rhode Island Fast Ferry’s application is approved, Rhode Island Fast Ferry would negatively impact Interstate’s lifeline passenger, vehicle and freight services to Block Island by taking away customers and revenue from Interstate during the summer months. Interstate is highly dependent on its summer passenger revenue to support its year round passenger, vehicle and freight lifeline service to Block Island.

Q. WHAT IS THE BASIS OF YOUR TESTIMONY?

A. I conducted a marketing research study of Interstate’s hi-speed ferry and traditional ferry passengers in 2013. I also reviewed business information provided by Interstate and filings, pleadings and other documents submitted to the Division by Interstate and other parties in this matter.

I have reviewed the direct testimony of Robert Billington (President, Blackstone Valley Tourism Council), Steven J. King, P.E. (Managing Director, Quonset Development Corporation), Elizabeth Dolan (President, North Kingstown Town Council), Myrna George (President, South County Tourism Council, Martha Pughe, (Executive Director, North Kingstown Chamber of Commerce), Lawrence R. Kunkel and Charles A. Donadio, Jr. (President, Rhode Island Fast Ferry) on behalf of Rhode Island, Fast Ferry, Inc. I also reviewed Rhode Island Fast Ferry Inc. Answers to Interstate Navigation, Inc. First Set of Data Requests; Rhode Island Fast Ferry Inc. Answers to Interstate Navigation, Inc. Second, Third and Fourth Set of Data Requests; and Rhode Island Fast Ferry Inc. Responses to The Town of New Shoreham’s First Set of Data Requests
My testimony and opinions are based on my education, training and experience as a consultant to businesses and government agencies, corporate board memberships, the materials identified above and independent research.

I have no present or contemplated future interest in the outcome of this matter that prevents me from giving unbiased testimony. My compensation in providing this testimony is not contingent upon the outcome of this matter.

Q. WHAT WAS THE PURPOSE OF YOUR MARKETING RESEARCH STUDY?

A. The purpose of the study was to determine if passengers of Interstate’s traditional ferry and hi-speed ferry would travel to Block Island on a fast ferry from Quonset Point in North Kingston under various pricing scenarios.

Q. PLEASE DESCRIBE THE GENERAL CHARACTERISTICS OF THE STUDY.

A. To collect information, a survey was used. The questions in the survey were pretested to make sure that they were clear and not leading. The survey included open-ended questions about the passenger being surveyed and closed-ended questions where the passenger had an explicit set of responses from which to choose, namely, Yes or No. Personal interviews were chosen as the most effective and efficient way to collect information. The participants in the survey were passengers purchasing tickets from Interstate’s ticket office in Point Judith.

A non-probability convenience sample was used to choose respondents. Non-probability convenience samples are often used by businesses in making important decisions.

After reviewing ferry ridership information, it was determined that 200 passengers a day would be a representative sample on pre-selected traditional and hi-speed ferries of the passengers traveling to Block Island from Point Judith each day during the summer months. This number represents about 10% of the passengers each day on the pre-selected ferries.
The study was conducted in July, August and September, one day each month, in the morning and early afternoon to collect information from round-trip day-trippers and others.

Interviewers were told to select every 10th purchaser of tickets for pre-selected ferries until about 200 questionnaires were completed. The interviewers were instructed to ask each respondent the same questions and record verbatim the responses. The respondents were told that the study was being conducted for marketing and promotion purposes.

The marketing research study used generally accepted methods. The target population for the study was defined and properly chosen, the non-probability convenience sample was representative of the target population and the information collected was recorded on pre-printed survey forms by the interviewers and analyzed by me.

Q. PLEASE DESCRIBE THE STUDY IN DETAIL

A. The marketing research study was conducted on Wednesday, July 31, 2013, Monday, August 12, 2013 and Saturday, September 7, 2013. Online ticket purchasers were not included in the survey.

The traditional ferries selected for the study on July 31st departed at 8AM, 9:30AM, 10:30AM, 11:45AM, 1:30PM and 3PM; the hi-speed ferries departed at 7:15AM, 9AM, 11:10AM and 1:15PM.

The 198 interviews conducted on July 31, 2013 included 117 traditional ferry passengers or 6% of the passengers of the six traditional ferries and 81 hi-speed ferry passengers or 23% of the passengers of the four hi-speed ferries.

The traditional ferries selected for the study on August 12th departed at 8AM, 9:30AM, 10:30AM; the hi-speed ferries departed at 9AM and 11:10AM.

The 197 interviews conducted on August 12, 2013 included 116 traditional ferry passengers or 6% of the passengers of the three traditional ferries and 81 hi-speed ferry passengers or 33% of the passengers of the two hi-speed ferries.
The traditional ferries selected for the study on September 7th departed at 9AM, 11AM and 1PM; the hi-speed ferries departed at 8:15AM, 10:30AM and 12:30PM.

The 219 interviews conducted on September 7th included 118 traditional ferry passengers or 7% of the passengers of the three traditional ferries and 101 hi-speed ferry passengers or 11% of the passengers of the three hi-speed ferries.

The total number of passengers interviewed for the study was 614: 351 traditional ferry passengers and 263 hi-speed ferry passengers. The interviews were conducted by Interstate staff.

Q. WHAT QUESTIONS WERE ASKED IN THE INTERVIEWS?

A. Passengers purchasing tickets for the traditional ferry were asked:

1. In the summer months, approximately how many times do you travel on the Block Island conventional ferry?
2. What is your City? State? Zip Code?
3. How many people are traveling in your party today?
4. If there was a $50 round-trip fast ferry to Old Harbor from Quonset Point in North Kingstown, would you take the Quonset fast ferry instead of the Point Judith conventional ferry? Yes, No
5. If the conventional ferry cost is about $27 per person less from Point Judith than the Quonset fast ferry, does that change your answer to question 4? Yes, No

Passengers purchasing tickets for the hi-speed ferry were asked:

1. In the summer months, approximately how many times do you travel on the Block Island fast ferry?
2. What is your City? State? Zip Code?
3. How many people are traveling in your party today?
4. If there was a $50 per person round-trip fast ferry to Old Harbor from Quonset Point in North Kingstown and took 1 hour on the water, would you take the Quonset fast ferry instead of the Point Judith fast ferry? Yes, No
5. If the cost is about $15.00 per person less from Point Judith than from Quonset, does that change your answer to question 4? Yes, No

6. If the on the water travel time is about a half hour less from Point Judith than from Quonset, does that change your answer to question 4? Yes, No

Q. HOW WAS BIAS AVOIDED IN THE STUDY?

A. The interviews took place on different days, different weeks and in different months. Questions were pre-tested to make sure that the questions were clear and precise. The names of the respondents were not requested. The questions were closed-ended other than questions about the passenger. Instructions were given to the interviewers on how to select respondents, the questions to ask and told to record the responses verbatim.

Passengers on early morning and afternoon ferries were selected for the study since they would be the most likely customers for the fast ferry from Quonset to Block Island.

Conducting interviews at the point where the ticket was purchased made it easier to get respondents to participate.

Q. WHAT WERE THE RESULTS OF THE JULY 31, 2014 SURVEY?

A. The 117 respondents from the traditional ferries had 421 people in their parties which accounted for 23% of the passengers on the six traditional ferries. The respondents were from Rhode Island (39%), Connecticut (21%), Massachusetts (12%), New York (9%), and other states and countries (19%).

The 81 respondents from the hi-speed ferries had 206 people in their parties which accounted for 58% of the passengers on the four hi-speed ferries. The respondents were from Rhode Island (36%), Connecticut (28%), Massachusetts (17%), New York (6%) and other states and countries (13%).
The survey found that 23 of the 117 traditional ferry passengers would take the fast ferry from Quonset Point if there was a $50 round trip and 27 of the 81 hi-speed ferry passengers would take the fast ferry from Quonset Point if there was a $50 round trip.

Of the 27 hi-speed ferry passengers who would take the fast ferry from Quonset Point, 16 would not take that ferry if the cost of the hi-speed ferry from Point Judith was $15 less per person.

Of the 23 traditional ferry passengers who answered yes to taking the fast ferry from Quonset Point, 15 would not take the fast ferry if the cost of taking the traditional ferry from Point Judith was $27 less per person.

Of the 27 hi-speed ferry passengers who would take the fast ferry from Quonset Point, 22 would not take the fast ferry if the on-the-water time is about a half hour less from Point Judith to Block Island.

Q. WHAT WERE THE RESULTS OF THE AUGUST 12, 2013 SURVEY?

A. The 116 respondents from the traditional ferries had 461 people in their parties which accounted for 24% of the passengers of the three traditional ferries. The respondents were from Rhode Island (37%), Massachusetts (8%), Connecticut (8%), New York (1%) and other states and countries (46%).

The 81 respondents from the hi-speed ferries had 237 people in their parties which accounted for almost 96% of the passengers on the two hi-speed ferries. The respondents were from Rhode Island (22%), Connecticut (8%), Massachusetts (6%), New York (3%) and other states and countries (61%).

The survey found that 22 of the 116 traditional ferry passengers would take the fast ferry from Quonset Point if there was a $50 round trip and 29 of the high speed ferry passengers would take the fast ferry from Quonset Point if there was a $50 round trip.
Of the 29 hi-speed ferry passengers who would take the fast ferry 18 would not take the fast ferry from Quonset Point if the cost was $15 per person less from Point Judith.

Of the 22 traditional ferry passengers who answered yes to taking the fast ferry, 15 would not take the fast ferry from Quonset Point if the cost for taking the traditional ferry from Point Judith was $27 less per person.

Of the 29 hi-speed ferry passengers who would take the fast ferry, 17 would not take the fast ferry from Quonset Point if the on-the-water travel time is about a half hour less from Point Judith to Old Harbor, Block Island.

Q. WHAT WERE THE RESULTS OF THE SEPTEMBER 7, 2013 SURVEY?

A. The 118 respondents from the traditional ferries had 342 people in their parties which accounted for about 21% of the passengers on the three traditional ferries. The respondents were from Connecticut (17%), Rhode Island (17%), Massachusetts (11%), New York (4%) and other states and countries (51%).

The 101 respondents from the hi-speed ferry had 256 people in their parties which accounted for about 93% of the passengers on the three hi-speed ferries. The respondents were from Rhode Island (17%), Connecticut (12%), Massachusetts (9%), New York (4%) and other states and countries (58%).

Of the 118 traditional ferry passengers, 14 would take the fast ferry from Quonset if there was a $50 round trip to Old Harbor, Block Island and 15 of the 101 hi-speed ferry passengers would take the fast ferry from Quonset Point to Old Harbor, Block Island if the round trip fare was $50.

Of the 15 hi-speed passengers who would take the fast ferry, 6 would not take the fast ferry from Quonset Point if the cost was $15 per person less from Point Judith.

Of the 14 traditional ferry passengers who would take the fast ferry, 4 would not take the fast ferry from Quonset Point if the cost for taking the traditional ferry from Point Judith was $27 less per person.
Of the 15 hi-speed ferry passengers who would take the fast ferry, 5 would not take the fast ferry if the on-the-water time is about a half hour less from Point Judith to Old Harbor, Block Island.

Q. WHAT WERE THE RESULTS OF THE STUDY?

A. The results of the three surveys were: 17% of traditional ferry respondents answered they would take the fast ferry from Quonset Point to Old Harbor, Block Island if the round-trip cost was $50 and twenty-seven percent of hi-speed ferry respondents answered they would take the fast ferry if the round-trip cost was $50.

55% of the respondents traveled in parties of two or more.

50% of the respondents made only one trip to Block Island during the summer months. Of these respondents, 51% traveled on the hi-speed ferry and 49% the traditional ferry.

130 of the 614 surveyed passengers (21%) answered they would take the fast ferry from Quonset Point to Block Island before different scenarios were presented to them.

When different pricing and travel time scenarios were introduced to the respondents, the findings were:

57% of the traditional ferry passengers (34 of the 59 respondents who would take the fast ferry) answered that they would not take the fast ferry if the cost for taking the traditional ferry from Point Judith was $27 less per person.

56% of the hi-speed passengers (40 of the 71 respondents who would take the fast ferry) answered that they would not take the fast ferry from Quonset Point if the cost was $15 less from Point Judith.

62% of the hi-speed ferry passengers (44 of the 71 respondents who would take the fast ferry) answered that they would not take the fast ferry from Quonset Point if the on-the-water travel time is about a half hour less from Point Judith.
Q. WHAT IS YOUR OPINION REGARDING THE IMPACT OF RHODE ISLAND FAST FERRY ON INTERSTATE IF THE CPCN IS GRANTED BASED ON YOUR STUDY?

Based on my marketing research study, Rhode Island Fast Ferry would take away as many as 20% of the total passengers of Interstate’s ferries during the summer months. This would include 17% of the traditional ferry passengers and 27% of the hi-speed ferry passengers. This would have a significant negative impact on Interstate’s yearly revenue and would adversely impact Interstate’s ferry operations, including its year-round lifeline passenger, vehicle and freight service from Point Judith to Block Island.

Q. YOU STATED THAT YOU REVIEWED THE DIRECT TESTIMONY OF ROBERT BILLINGTON, STEVEN J. KING, ELIZABETH DOLAN, MYRNA GEORGE, MARTHA PUGHE AND LAWRENCE KUNKEL ON BEHALF OF RHODE ISLAND FAST FERRY INC. ALONG WITH THE ANSWERS TO THE DATA REQUESTS OF INTERSTATE AND THE TOWN OF NEW SHOREHAM. DO YOU HAVE ANY OPINIONS ON THEIR TESTIMONY?

A. Yes. Billington, King, Dolan, George, Pughe and Kunkel did not rely on or used any economic study, marketing study, traffic study, tourism study of Block Island or marketing plan from Rhode Island Fast Ferry to support their opinions that a fast ferry from Quonset Point (a) would be a more convenient departure point to Block Island for persons living in Northern Rhode Island or from areas outside of South County, (b) that there was pent-up demand for more convenient travel to Block Island, (c) that the proposed fast ferry will support state and federal transportation policy and (d) that a fast ferry from Quonset Point will increase the number of travelers to Block Island via fast ferry rather than redistribute the number of travelers among ferry carriers.

Billington relied on a Tourism Satellite Account for Rhode Island which made no mention of Block Island, fast ferry service in Rhode Island or the market for additional fast ferry service in Rhode Island. King’s knowledge about Rhode Island Fast Ferry’s operations came from Rhode Island Fast Ferry’s Counsel. Dolan relied on her “firsthand knowledge and experience
with severe auto congestion on Route 4 and Route 1 from May through September.” Her opinion was also based “upon her interaction with Governor Chaffee, federal and State officials, including former Secretary of Transportation Ray LaHood.” George relied upon her experience of having lived in South County her entire life. Kunkel relied on the direct testimony of Billington and being recognized by the PUC as an expert in economics, finance and game theory.

The opinions offered by Billington, King, Dolan, George, Pughe and Kunkel were not supported by any economic, marketing or traffic studies or tourism studies on Block Island, a business or marketing plan provided by Rhode Island Fast Ferry or independent research conducted by the individual providing the direct testimony.

Q. YOU STATED THAT YOU REVIEWED THE DIRECT TESTIMONY OF CHARLES A. DONADIO, JR., ON BEHALF OF RHODE ISLAND FAST FERRY, INC. ALONG WITH HIS ANSWERS TO THE DATA REQUESTS OF INTERSTATE NAVIGATION AND THE TOWN OF NEW SHOREHAM. DO YOU HAVE ANY OPINIONS ON MR. DONADIO’S TESTIMONY?

A. Yes. Donadio believed that there was a public need for an additional high speed ferry service to Block Island from mainland Rhode Island based on his observations when his office was located across the pier from Interstate Navigation’s operation. As a result of that experience, he concluded that there was a market of passengers who do not to travel to Block Island even by high speed ferry and would use RIFF’s proposed Quonset service if offered the opportunity.

Donadio presented no economic, marketing, traffic or tourism studies on Block Island or passenger research to support his opinions. He did not present a business plan, marketing plan or market feasibility study showing that there was a public need for an additional high speed ferry service to Block Island from Quonset Point.
Q. DO YOU BELIEVE FERRY PASSENGERS TO BLOCK ISLAND WOULD BENEFIT FROM COMPETITION BETWEEN INTERSTATE AND RHODE ISLAND FAST FERRY?

No, I do not. True competition can be beneficial when it can lower prices, offer better services for passengers and allow firms to compete on a level playing field. However, there are times where competition is not beneficial particularly if reliable and affordable service can best be served by a single regulated carrier. When passengers are receiving adequate service and there is enough capacity to meet the needs of passengers, new competition is not efficient.

The direct testimony of Billington, King, Dolan, George, Pughe, Kunkel and Donadio on behalf of Rhode Island Fast Ferry Inc. presented no economic study, marketing study, traffic study, tourism study of Block Island or market feasibility study to support their opinions that a fast ferry from Quonset Point would be a more convenient departure point to Block Island for persons living in Northern Rhode Island or from areas outside of South County. They presented no studies that concluded that there was a pent-up demand for more convenient travel to Block Island and that a fast ferry from Quonset Point will increase the number of travelers to Block Island via fast ferry rather than redistribute the number of travelers among ferry carriers. They presented no studies that concluded that a fast ferry from Quonset Point will support state and federal transportation policy. They presented no studies that showed that the passengers of Interstate Navigation were receiving inadequate service or there was not enough capacity on the current Interstate Navigation hi-speed and traditional ferries to meet the needs of passengers going to and from Block Island to Rhode Island.

Rhode Island Fast Ferry plans to offer only passenger service, and only during the summer months taking passengers and revenue away from Interstate. This is not true competition because Rhode Island Fast Ferry will not be running year-round service and will not be carrying vehicles and freight. This is what is known as “cream skimming” or “cherry picking.”
Interstate’s hi-speed ferry accounts for about 16% of its yearly revenue and the traditional ferry accounts for 84% of its revenue. This summer revenue is needed to support the company’s lifeline service to Block Island especially during the off-season period. This loss of revenue would result in Interstate raising rates, reducing the number of ferries to Block Island and/or downsizing the number of full-time and seasonal employees.

Interstate has invested a lot of money in promoting its hi-speed ferry and traditional ferry services to Block Island. In the last three fiscal years, the company spent almost $1.5 million on advertising, 15% for the hi-speed ferry service and 85% for the traditional ferry service.

In the summer, Rhode Island Fast Ferry and the Interstate hi-speed ferry from Point Judith would be in direct competition for passengers from the same geographic areas. Passengers may even believe the ferry service from Quonset Point is another embarkation option offered by Interstate rather than from Rhode Island Fast Ferry.

If the CPCN application is approved, Rhode Island Fast Ferry will benefit from Interstate’s eighty-year reputation as The Block Island Ferry and its investment in advertising, yet it will only be in service during the most profitable time of the year for passenger travel to Block Island.

Q. DOES THIS COMPLETE YOUR TESTIMONY?
A. Yes.
Edward M. Mazze, Ph.D.
52 Horizon Drive
Saunderstown, Rhode Island 02874
Home: (401) 295-5802
Fax: (401) 295-5832
Office: (401) 874-4308
emazze@uri.edu
emazze@verizon.net

ACADEMIC POSITIONS

1998-Present  THE UNIVERSITY OF RHODE ISLAND
             Distinguished University Professor of Business Administration (2006-Present);
             Dean, College of Business Administration and Alfred J. Verrecchia-Hasbro Inc.
             Leadership Chair in Business (1998-2006)

1993-1998  THE UNIVERSITY OF NORTH CAROLINA AT CHARLOTTE
             Dean, The Belk College of Business Administration and Professor of Marketing; Co-

1979-1993  TEMPLE UNIVERSITY
             Professor of Marketing and International Business; Dean, School of Business and
             Management (1979-1986)

1975-1979  SETON HALL UNIVERSITY
             Dean, W. Paul Stillman School of Business and Professor of Marketing; Acting Vice
             President for Administrative Services (1977-1979)

1970-1975  VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY
             Coordinator of the Marketing Program and Professor of Business Administration; Director,
             Business Extension (1973-1974)

1968-1970  WEST VIRGINIA UNIVERSITY
             Associate Professor of Marketing; Director, Special Programs in Business (1969-1970)

1966-1968  UNIVERSITY OF DETROIT
             Associate Professor of Marketing

CURRENT BOARDS OF DIRECTORS/TRUSTEES

2011-Present  HOME LOAN INVESTMENT BANK, F.S.B. (Warwick, Rhode Island)
             Member, Audit and Oversight Committee

2004-Present  OCEAN STATE BUSINESS DEVELOPMENT AUTHORITY
             (A Small Business Administration Certified Development Corporation)
SELECTED PREVIOUS BOARDS OF DIRECTORS/TRUSTEES

SMALL BUSINESS AND TECHNOLOGY DEVELOPMENT CENTER, THE UNIVERSITY OF NORTH CAROLINA, Member, Statewide Advisory Board, 1994-1998

THE BEN CRAIG CENTER, THE UNIVERSITY OF NORTH CAROLINA AT CHARLOTTE, Member, Entrepreneurial Program Advisory Committee 1993-1998

DELAWARE VALLEY COLLEGE OF SCIENCE AND AGRICULTURE, 1991-1997, Honorary Board Member (1997-Present)

WILLIAM PENN BANK, 1984-1987, Chairman of the Board and Chief Executive Officer (1985-1987)

BARRETT GROWTH FUND. 2001-2010, Board of Trustees, Chair, Audit Committee

WASHINGTON TRUST BANCORP, INC. (NASDAQ: WASH), 2000-2011, Member, Audit Committee (2000-2011); Member, Executive Compensation and Human Resources Committee(2000-2011)


SELECTED GOVERNMENT APPOINTMENTS

2011-Present STATE OF RHODE ISLAND AND PROVIDENCE PLANTATIONS
Small Business Advocacy Council

2009-2012 CHAIR, ECONOMIC DEVELOPMENT COMMITTEE
Town of Narragansett, Rhode Island

2005 PANEL OF CHAPTER 7 TRUSTEES, UNITED STATES DEPARTMENT OF JUSTICE
District of Rhode Island

2002-2011 STATE OF RHODE ISLAND AND PROVIDENCE PLANTATIONS
Governor's Insurance Council

2000-2007 STATE OF RHODE ISLAND AND PROVIDENCE PLANTATIONS
Public Member, Rhode Island Automobile Insurance Service Plan’s Governing Board
1984-1997 PANEL OF CHAPTER 7 TRUSTEES, UNITED STATES DEPARTMENT OF JUSTICE  
Eastern District of Pennsylvania

1983-1993 UNITED STATES DEPARTMENT OF COMMERCE  
Delaware/Eastern Pennsylvania Export Council

1977-1979 UNITED STATES DEPARTMENT OF COMMERCE  
District Export Council of New Jersey

SELECTED PROFESSIONAL AND ACCREDITATION POSITIONS

2006-2010 FAIRLEIGH DICKINSON UNIVERSITY, SILBERMAN COLLEGE OF BUSINESS  
Member, Board of Advisors

2005-2013 NEW ENGLAND ECONOMIC PARTNERSHIP  
Forecast Manager, State of Rhode Island (2005-2008); Co-Forecast Manager, State of Rhode Island (2008-2013)

2005-2008 BUSINESS INNOVATION FACTORY  
Member, Research Advisory Council

2001-2002 RHODE ISLAND ECONOMIC POLICY COUNCIL  
Chair, Tax Competitiveness Committee

1985-1988 PHILADELPHIA BAR ASSOCIATION  
Commission on Judicial Selection and Retention

1981-1998 MIDDLE STATES ASSOCIATION OF COLLEGES AND SECONDARY SCHOOLS  
Accreditation Panel, Commission on Higher Education

1980-2008 AACSB INTERNATIONAL-THE ASSOCIATION TO ADVANCE COLLEGIATE SCHOOLS OF BUSINESS  
International Affairs Committee (1984-1986); Initial Accreditation Committee (1980-1985); Accreditation Visitation Teams, Chair and Member (1980-2004)
VISITING PROFESSORSHIPS AND DISTINGUISHED LECTURESHPs

2003, 2006-7  HARVARD UNIVERSITY
Faculty, Master of Liberal Arts in Management Program

1987  UNIVERSITY OF LOWELL (MA)
Commencement Speaker, College of Management Sciences

1981  BALDWIN WALLACE COLLEGE (OH)
Kamm Distinguished Lecturer

1974  UNIVERSITY OF PUERTO RICO, GRADUATE SCHOOL OF BUSINESS
Visiting Professor

1970  UNIVERSITY OF PITTSBURGH, GRADUATE SCHOOL OF BUSINESS
Visiting Associate Professor

REPRESENTATIVE CONSULTING ASSIGNMENTS

Commonwealth of Virginia—Industrial Facilities
Financing Study Commission, and Electricity
Costs Commission
Philadelphia Bar Association
National Association of Home Builders
AT&T Communications of Pennsylvania
Lehigh Press, Inc.
Dechert, Price & Rhoads
Fidelity Investments
Ross & Hardies
Fulbright & Jaworski

Coca-Cola, Inc.
General Motors Corporation
Schnader, Harrison, Segal & Lewis
Blank, Rome, Comisky & McCauley
Morgan, Lewis & Bockius
Duke Power Company
Concord Telephone Company
Radiator Specialty Company
Beacon Mutual Insurance Company
Cox Communications—New England
Providence Performing Arts Center

EXECUTIVE DEVELOPMENT PROGRAMS

University of Cincinnati  Perkins-Elmer Corporation
University of Connecticut  University of Pittsburgh
Georgia State University  San Francisco State College
University of Maryland  Washington University
Michigan State University  College of William and Mary
Tsinghua University CEO US Training Program (Harvard University)
PROFESSIONAL ASSOCIATION MEMBERSHIPS

Academic Liaison Committee, CMO Council [Chief Marketing Officer Council World Wide]

EDITORIAL ASSIGNMENTS

Contributing Columnist – The Job Outlook and Advice for Job Hunters (ProJo.Jobs)

Contributing Author -- Sections on Advertising and Consumer Affairs;
_Encyclopedia Britannica Book of the Year_ (1976-1993)

Associate Editor -- _Mahon's Industrial Guides for Accountants and Auditors_


General Editor -- _Basic Management Series_, Holt, Rinehart and Winston (1964-1969)

EDITORIAL BOARD MEMBERSHIPS


_Industrial Marketing Management_ (1977-2006)

PUBLICATIONS

BOOKS


PROCEEDINGS


MONOGRAPH


REFEREED ARTICLES


OTHER ARTICLES PUBLISHED IN

*Atlanta Economic Review; Apparel Manufacturer, The American Salesman; Business Management* (UK); *Marquette Business Review; Interfaces; The Virginia League Quarterly* (Virginia Savings and Loan Association); *Administration Briefs* (American College of Hospital Administrators); *S.A.M. Advanced Management Journal; Government Executive; Management; Product Management; The Wall Street Journal; New York Times; AMA Marketing Educator;* Providence Journal; Providence Business News;

PROFESSIONAL ASSOCIATION PRESENTATIONS

Appeared on programs of:

- Academy of International Business
- Academy of Marketing Science
- American Agricultural Economics Association
- American Assembly of Collegiate Schools of Business
- Decision Sciences Institute
- American Marketing Association
- Eastern Academy of Management
- Operations Research Society of America
- New England Canada Business Council (Energy Trade and Technology Conference)
- New England Economic Partnership
- National Association of Corporate Directors (New England Chapter)
- Turnaround Management Association (Northeast Chapter)

EDUCATION

Ph.D.  The Pennsylvania State University, 1966
M.B.A.  City University of New York, 1962
B.B.A.  City University of New York, 1961

HONORARY SOCIETIES AND AWARDS

*Beta Gamma Sigma  
Philadelphia Bar Medal, 198*

BIOGRAPHICAL LISTINGS

*Who’s Who in International Business Education and Research* (1999)  
*BestLawyers Preferred Expert Database* (2007)