



MESSAGE FROM THE PRESIDENT

# Reflecting on Our Successes During Christmas Season



We have entered the Christmas season — a time to rejoice in our family and friends, renew our spirits, and reflect on the great gifts we have received

throughout 2016.

Christmas is, as we know, the day on which we celebrate the birth of Christ — and, as Pope Francis reminds us, “Where

God is born, hope is born.”

During your celebration of this hopeful and glorious time, please take a moment to consider all you have achieved this year, and the unique successes we have achieved as a community. We should all be proud of the life-changing work of our faculty, staff, students, trustees, alumni and friends, helping this community draw together and make tremendous strides in making Merrimack a truly outstanding place to learn, live and work.

Please also remember in your prayers

our brothers and sisters for whom 2016 was a difficult time, with the belief that, through our faith and good works, we may all share in a better, happier 2017.

I wish you peace, love and joy during this season, and look forward with great hope to the coming year.

A very merry Christmas and a happy, healthy New Year, and may God bless us all.

## Planning Begins for 2021 as NEASC Lauds Five-Year Report

The New England Association of Schools and Colleges has commended Merrimack College on the submission of its interim report earlier this year, and the college has begun planning for its comprehensive evaluation in 2021.

NEASC, the college’s accrediting body, called out Merrimack’s “significant progress” since its last comprehensive report, in 2011, particularly investments in planning infrastructure and operational plans for college units. NEASC also pointed to the college’s improved retention and graduation rates, the above-average rate of loan repayment for graduates, and the development of a five-year financial plan linked to the Agenda for Distinction.

For its 2021 report, accreditors asked Merrimack to address “the institution’s continued success in deepening the culture of assessment [and] achieving the priorities of its strategic plan,” the Agenda for Distinction.

NEASC asks its member institutions to submit full reaccreditation reports every 10 years, with interim reports at the five-year point and other reports addressing specific questions at various points. The five-year report was spearheaded by Vice Provost Kerry Johnson, who is leading planning for the 2021 comprehensive evaluation.

NEASC’s approval letter is posted on the college’s accreditation website: [merrimack.edu/about/accreditations/neasc](http://merrimack.edu/about/accreditations/neasc).

Accreditation is a voluntary, independent review of educational programs, by regional agencies according to set criteria, to determine that the education provided is of uniform and sound quality.

Among other factors, accreditation determines a school’s eligibility for participation in federal and state financial aid programs.



## Weather or Not, Campus Snow Advisories Beckon

Merrimack has a response planning committee that makes recommendations to President Hopey and the executive vice president when weather may delay or cancel college operations.

The committee — representing academics, student affairs, facilities, police, communications and the president’s office — holds conference calls in anticipation of severe weather, to assess forecasts and potential response. Calls are usually held on the eve of, and again the morning of, a college business day.

In the event parking is affected or classes and/or offices are closed, the college informs faculty, students, staff and the public by a variety of means:

*Continued on Page 2*

# Merrimack Receives Grant for Vocational Exploration

Merrimack College has been selected to receive a \$47,290 NetVUE Program Development Grant to be used toward deepening the intellectual and theological exploration of vocation. NetVUE, the Network for Vocation in Undergraduate Education, is a nationwide network of colleges and universities formed to enrich the intellectual and theological exploration of vocation among undergraduate students. This initiative is administered by the Council of Independent Colleges through support from the Lilly Endowment Inc.

Over a two-year period, the grant will be used to enhance the Austin Scholars Program through the City of God Living/Learning Community. The grant will provide the college with the opportunity to create new programming geared toward

deepening students' understanding of intellectual and spiritual exploration during career preparation. In addition, the funds will allow additional faculty participation in order to assist students in their pursuits to sustain a life shaped by values.

"Receiving this grant will allow Merrimack to take another step toward its strategic goal of developing its contemporary Catholic mission as it will help students and faculty to see beyond the need for great career preparation to the need to help our students build lives of cohesive meaning and value not only to and for themselves, but for the whole world", said Father Raymond Dlugos, O.S.A., vice president for mission and student affairs. "It will help us learn to talk the language of vocation rather than only the language of success and open us to the possibility that

we will find fulfillment, wisdom, and love in responding to what the God, the world, and life might ask of us."

The Austin Scholars, comprised of 55 first-year students, was established to provide a living and learning community that combines traditional learning, reflection and service in Merrimack's neighboring communities. It is open to residential students who have shown exemplary leadership and service prior to their time at Merrimack.

The program is being administered by project co-leaders Sister Jeanne Gribaudo, CSJ, STD, professor of the practice of religious and theological studies, and by Joseph. T Kelley, Ph.D., D.Min., professor of religious and theological studies, director of the Center for the Study of Jewish-Christian-Muslim Relations.



MERRIMACK COLLEGE

## RECORD

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

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*Merrimack surprised 11 Austin Preparatory School seniors Dec. 15 with their acceptance to the class of 2021. Officials also visited North Andover and Andover high schools to deliver the news. Dec. 15 was the release date for early action 1 and early decision.*

## Weather Advisories Are All the RAVE

*Continued from Page 1*

- The RAVE alert system, which can send emails, texts and voice calls to everyone registered to receive them. Faculty, staff and student email addresses are automatically entered in RAVE, but all can update their preferences, adding up to three mobile numbers, three landlines and two additional email addresses (for instance, those of family members) by signing into [www.getrave.com/login/merrimack](http://www.getrave.com/login/merrimack) with a Merrimack email address and password.
- The college's main website, [www.merrimack.edu](http://www.merrimack.edu).
- Social media, specifically the college's Facebook, Twitter (@merrimack) and Instagram accounts.
- Boston television stations, which post cancellations or closings on their websites and generally scroll updated lists across the bottom of their broadcast images.
- The college's main switchboard, 978-837-5000, will also carry a message noting a delayed opening or cancellation.

# O'Brien Center Offers Opportunities, Career Events

The O'Brien Center for Career Development empowers students to explore their strengths and values, and engage with professional opportunities and connections in order to successfully pursue a meaningful career and life.

"Best fit" internships, co-ops, and jobs with employer partners provide opportunities for each student to become their most successful self.

Here you will find a sample of the most recent opportunities and events available to our students and alumni.

## Upcoming Events

- Professional Development Retreat (Class of 2018), Feb. 16-17, Seaport Hotel & World Trade Center
- Spring Career Fair, March 22, 2-4:30 p.m.

## Full-Time Opportunities

- Advocates Inc. — Brain Injury Specialist
- Amazon.com — 2017 New Grad Software Development Engineer
- BFS Associates Inc. — Accounting Admin/Customer Service Rep
- Black Diamond Networks — Jr. Acct. Executive; Jr. Technical Recruiter
- Brine Group Staffing Solutions — Recruiting/Sales Consultant
- City of Lawrence — ADA Coordinator
- Curriculum Associates, Inc. — Sales Operations Coordinator
- Fidelity — Leap Technology Program (2017) — Entry-level Roles
- Fox Run Group — Account Manager, Alumni Partnerships
- Geico — Management Development Program
- Lawrence Public Schools — SY 16-17 Building Based Educator
- LeadBridge Partners — Inside Sales
- Manning Personnel Group, Inc. — Administrative Assistant
- Melrose Public Schools — Student Behavior and Community Specialist
- MFA — Sales/Marketing Manager; Business Intelligence Officer; Tax Staff
- New England Center for Children — Teachers for Students with Autism
- Newport Biodiesel Inc. — Entry-level Sales Representative
- Pistone Podiatric Foot Center — Administrative Assistant
- RTN Federal Credit Union — Member Services, Loan Representative
- St. Ann's Home & School — Child Care Counselor
- Talent Retriever LLC — Inside Sales Consultant; Inside Sales Representative
- TimeTrade — Business Development Representative
- Watts Water Technologies — Leadership Engineering and Design Rotational Program; Human Resources Rotational Program

## On-Campus Recruiting

Information Session: PwC, Feb. 2

## On Campus Interviews

PwC, 2017 Elevate Program, March 6

## Internship and Co-Op Opportunities

- AFSCME — AFSCME Union Scholars Program
- American Cancer Society — The Alvan T. & Viola D. Fuller Junior Research Fellowship (Summer)
- Ametros — Desktop Support Intern; Developer Intern; Claims Administrator - Billing & Medical Coding Specialist
- Caras & Shulman, PC — Tax Intern for Successful CPA Firm
- Eastern Bank — Internal Audit Intern (Spring Co-op)
- Harvard University — Marketing and Promotions Intern; Game Day Promotions Intern; Graphic Design Internship
- HealthView Services — Marketing Intern
- Law Office of Kevin Patrick Seaver — Legal Intern; Marketing Intern
- Massachusetts Clean Energy Center — MassCEC Internship
- Office of the Governor — Summer 2017 Intern
- The Open Door — Data Management Internship
- Raytheon — 2017 Information Technology Summer Internship
- Sasaki Associates — Summer Internship (Architecture, Civil Engineering, Marketing, Graphic Design, Interior Design, Planning & Urban Design)
- Virtual, Inc. — Human Resources Intern; Work Station IT Intern
- Watts Water Technologies — Business Analyst - Sourcing

## Upcoming Employer Meetings

- Bulfinch (Partners Healthcare), Jan. 11
- EBI Consulting, Jan. 12
- Teradyne, Feb. 9

## Past month employer meetings

- Watts Water Technologies, Nov. 2
- Black Diamond Networks (meeting 1), Nov. 2
- Black Diamond Networks (meeting 2), Nov. 16
- Coach Company, Nov. 16
- Eliassen Group, Nov. 16
- Enterprise Bank, Nov. 16
- Channel Building Company, Nov. 17
- Analog Devices, Nov. 17
- Massachusetts Biotech Council, Nov. 17
- UMass Memorial Healthcare, Nov. 17
- Barton Associates, Nov. 17
- Greater Lawrence Family Health Center, Nov. 28
- IEEE, Nov. 29
- Eastern Bank, Nov. 30
- The Advocator Group, Nov. 30
- Enterprise Bank, Dec. 6
- Class, Inc., Dec. 8

# North Campus Academic Pavilion Site Tour Provides Engineering Students with Real-World Experience

Merrimack College is using the design and construction of the North Campus district, which includes the North Residential Village (House 6 and House 7), and the North Campus Academic Pavilion, which is currently under construction, as a learning tool for engineering students who recently met and questioned campus planners, designers, engineers and construction managers leading the project.

Students from assistant professor Sadegh Asgari's CEN 2001 site engineering class and CEN 5050 construction management class met with Associate Vice President for Campus Planning and Development Felipe Schwarz, and design and engineering professionals from Pro Con, VHB and Trident Project Advisors and Development Group on Nov. 30.

Jillian Wright '18, a civil engineering major from Lawrence, Massachusetts, said it was an excellent practical lesson.

"I've never actually been to a construction site, so I'm intrigued and would like to come back," Wright said. "I think it gives you the reality versus the expectation."

Smaido Romulus '19, a civil engineering major from Waltham, Massachusetts, was interested in hearing about the myriad issues that must be addressed when going into a construction project.

"The time, the money, the details and the people you have to meet to talk to," he said.

The presentation and the construction site tour had a number of benefits for students, Asgari said. They saw firsthand the variables and uncertainties associated with the profession, as well as how professionals analyze and respond to challenges, and how engineering can have social, community and environmental impacts.

"Hopefully, they notice that the design and construction are not linear and predictable processes," he said.

Pro Con co-presidents Jim Loft and Lance Bennett attended class along with colleagues from ProCon, Todd Hooper, project architect; Lynn Kramer, project executive; and Brian Flodstrom, senior project manager. Additionally, Gino Baroni '78, owner and managing principal



*Engineering students tour the construction site at the North Campus Academic Pavilion, future home to the Girard School of Business.*

from Trident; and Jeff Koetteritz, senior project engineer from VHB provided valuable insight to the class.

Design and construction of the North Campus district is a challenging project for the college and the project team, Schwarz said. The site straddles Andover and North Andover so the college must work with both towns on regulatory issues such as stormwater runoff, utilities, water and sewage infrastructure, building heights, and associated work permits, he said.

"The whole two-town element of what we do is big," he told the class. "A little tricky on the permitting side but we got through it."

When describing the construction of the North Residential Village project (House 6 and House 7), Bennett told students that the project was built off the success of the recently completed South Residential Village (Houses 1-5). "We're essentially doing South

Residential Village on North Campus," Bennett told students.

Project engineers must understand how each step of the job will impact other elements of construction and the environment and the neighboring community, Koetteritz said.

The construction industry must also worry about the weather and how that will affect building schedules. Weather may slow construction but the completion dates are often contractually obligated and the lost time must be made up, said Baroni.

For the construction trade, even the graphics used in illustration are integral to completing the job, Schwarz said. Graphics and evolving design plans helped the project management team explain the developments and changes to plans to the college administrators and President Christopher E. Hopey.

The North Campus Academic Pavilion is scheduled to open in late summer 2017 and ready for classes in September 2017.

## Braga Qualifies for NE10, New England Championships

After impressive performances in multiple events in the first meet of the 2016-17 season at the UMass Boston Indoor Open, Merrimack College men's track & field captain John Braga '17 was named the Northeast-10 Conference Field Athlete of the Week, as announced by the league office Dec. 5.

Braga picks up his senior campaign right where he left off last season after becoming the first male to reach the NCAA Championships and earn All-American status in program history, doing so in both the indoor and outdoor seasons. This award in the first week of the season marks the third Field Athlete of the Week honor of his career, earning that distinction once as both a sophomore and junior.

The North Reading, Massachusetts, native takes home the award after quality performance across three different field events at UMass Boston this past Saturday. Braga highlighted his impressive day with a second-place finish in the high jump, posting a 2-meter jump that qualified him for the conference championships and the New England Championships in just his first meet of the season.

Braga also qualified for NE10 and New England tournaments in the first meet of his senior campaign in the pole vault, recording a



*John Braga* (Photo courtesy The Mack Report)

third-place finish in the event with a 4.10 meter vault. The captain also added personal-best throw in the shot-put, registering 11.72 meters for the fourth-best throw on the school record board.

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## Moot Court Team Captures Spot in National Court Competition

One of the four teams competing recently at a regional Moot Court competition held at Fitchburg State University finished the first day of arguments in first place and eventually earned a spot in the national competition.

Moot Court competition pits two-person teams arguing constitutional law for a hypothetical case as if they were in front of the U.S. Supreme Court.



*McGravey*

Each team member is responsible for arguing one issue of the case and whether a lower court's analysis of the law was correct or not. Students use previous Supreme Court decisions to prepare a defense for their positions on the issues.

This year's teams included Brianna Byam '17 and Arron Fiske '19, Callie Friant-Bulens '18 and Matt Smith '16, Luis Guerrero '17 and Bridgette Custis '18, Christopher Harris '17 and Mason Carr '18, and Rachel Moss '19 teaming with a St. Thomas University student in a hybrid team.

The teams' advisor was Political Science Department adjunct lecturer Robert Chwaliszewski who leads Merrimack's Constitutional Law Debate Club. Lecturer Kevin McGravey prepared students in "standing" and First Amendment issues and coached during practice arguments.

Guerrero, who went to the nationals in 2015 with another partner, and Custis led the first day's scoring 6-0 over three rounds of judging. They eventually lost in the Round of 16 to a College of the Holy Cross team but qualified for the national competition.

The competition was fierce and Merrimack's teams were narrowly edged out, Chwaliszewski said.

"I am extremely proud of the effort, preparation, and performance of all the teams," Chwaliszewski said. "It takes a lot of time, practice, and effort to compete."

This year's case deals with issues related to whether voter identification laws violated political free speech. At issue are whether voting rights are protected constitutionally by the First and 14th amendments, and whether the parties involved in the case had legal standing to file the case.

Each team argues the case from the petitioner's and the government's side. This year, one team member argued the First Amendment and legal standing issue while the other team member argued the 14th Amendment issue.

**“ I am extremely proud of the effort, preparation and performance of all the teams. It takes a lot of time, practice and effort to compete.”**



## IT'S ACADEMIC

### The Future of Liberal Arts

The School of Liberal Arts launched its interdisciplinary “institute without walls” in fall 2016, with a symposium on the year’s theme: “Identity, Purpose and Meaning.”

The symposium, for liberal arts faculty, featured a discussion by Father Richard Piatt, O.S.A., of visual and performing arts, professor Christina Hardway of psychology and Brian Bannon of philosophy/environmental studies, who taught students in the project “Living a Meaningful Life: Creativity, identity and reflection” during the fall semester. Each taught a course in his or her discipline with the connected theme, and students co-enrolled in all three courses.

The idea is for students to engage in meaningful reflection of topics across disciplinary boundaries to help promote intellectual growth and connect the academic exploration to their personal lives.

Two more symposia will be held in the spring 2017 semester as the school continues to roll out plans developed from a spring faculty retreat focused on interdisciplinary initiatives, with a theme or “big question” explored every year.

The retreat was facilitated Huron Group consultants, who are also working with faculty on the future of the liberal studies core.



## IN BRIEF

### Agenda for Distinction Update

As he does each semester, President Christopher Hopey met with faculty and staff across campus throughout the fall to update employees on Agenda for Distinction progress, take questions and thank employees for their efforts.

The president met with faculty from the schools of liberal arts, business, science and engineering, and education and social policy, and staff from development and alumni relations, finance, enrollment, mission and student affairs, facilities, athletics, human resources, communications and marketing, and the police department.

At each meeting he walked through the college’s progress to date, talked about future plans and explained to faculty and staff how they have contributed to Merrimack’s growth and momentum.



## NEWS FROM HR

### Applicant Tracking Will Aid Managers

At a time of great growth for Merrimack, a new applicant tracking system is being implemented in January to provide hiring managers around campus with a more efficient process for reviewing and sorting applications.

“We’re in such a high growth mode at the college, HR needed to improve our processes and provide an efficient tool to manage the increased number of applications,” said Human Resources Director Denice Baker.

The new online ATS will provide a systematic and standard method for tracking applicant information. Applicants apply through the college website and are seamlessly directed to the ATS.

Applicants are asked a standard set of questions so the process is equitable, rather than managers relying on cover letters or resumes to glean information. Applicants can easily upload their resumes, cover letters, and other documents requested by the hiring manager to the applicant tracking system.

Hiring managers will be able to log onto the site at any time from anywhere with Internet access to view applications, Baker said.

The ATS will allow managers to review credentials and assign an interview status to each one, such as approving a telephone screening or an in-person interview. In that way hiring managers can easily organize and screen the candidate pool as they find the best fit for a position.

The new ATS is replacing a cumbersome system in which job seekers submit resumes and cover letters to hiring managers through emails to HR. The managers then have to shuffle between emails and attachments or build a spreadsheet trying to compare candidates.

“It’s much more efficient for managers and us as a whole,” said Recruitment & Data Specialist Laura Higgins.

For more information on the new system contact Higgins at ext. 5194, or [higginsl@merrimack.edu](mailto:higginsl@merrimack.edu).



## AskIT

### Learn How to Use Your Google Tools

Academic Technology will be offering employees training on:

- Jan. 10, Using the Chrome Browser
- Feb. 14, Forms and Workflow Automation
- March 21, The New Google Sites
- April 11, Google Slides and Google Draw Tools
- May 2, Google Sheets

To register, go to MyMack, and find the Academic Technology and Training site under the Technology tab. Be sure to add the dates to your calendar.

*AskIT has a new YouTube channel, [youtube.com/channel/UC5cV7IRY-YfpSlzbnfi2UIA](https://www.youtube.com/channel/UC5cV7IRY-YfpSlzbnfi2UIA), where you can watch a recording of the latest tech tips each week.*

## Christmas Cheer



*Hands to Help staff and volunteers prepare to distribute toys donated by Merrimack faculty, staff and alumni to children in Lawrence.*

## New Purchasing Guidelines Effective Jan. 1

The Procurement Department recently issued a revised and updated Purchasing Policy (<https://mymack.merrimack.edu/ICS/Procurement/>) for Merrimack College. The policy will be effective Jan. 1, 2017.

This encompasses new purchasing guidelines to assure that the college maintains lawful and ethical practices in the procurement of supplies, materials, equipment and services. It also serves to identify the best means and practices to source goods/services on behalf of the college.

With the growth of the college and increasing its overall spending, it was important to review current policy and identify ways to streamline the process. These updates will allow Procurement to focus on more value added spend and strategic sourcing. This will also allow flexibility for departments in the way they choose to procure goods and services.

Always consult with your supervisor before you spend on behalf of the college.

Here are some of the key changes:

- Purchases up to \$3,000 no longer are required to have a purchase order and can be paid by either P-Card (procurement card) or Direct Pay Invoice. Procedure for both of these methods are located on MyMack under the Procurement tab.
- Purchases of goods/services above \$3,000 require a purchase order.
- Purchases of \$5,000 and over require three competitive bids/quotes.
- Any purchase regardless of dollar amount that is tied to a contract or agreement must be approved by the Office of General Counsel prior to ordering

Procurement will be reaching out to all selected departments to set up meetings and offering drop-in sessions to cover:

- Revised and updated Purchasing Policy.
- Purchasing Options to clarify best practices to make buying easier.
- Consortium Program – List of vendors that provide discounted pricing.
- Legal Department review criteria.
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### Drop in Session Dates

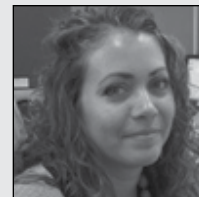
These sessions should be attended by anyone who is involved with purchasing for their departments. Please contact the Procurement Department to sign up for one of the following dates and times: 10 a.m. Jan. 10, Cascia Hall; 1 p.m. Jan. 17, Cascia Hall; or 3 p.m. Jan. 24, Cascia Hall.

## NEW HIRES



**Michael Kennedy**  
**Coordinator of Programming and Leadership Development**  
**Office of Student Involvement**

Michael Kennedy works closely with the Greek Life organizations on campus in his work as coordinator of programming and leadership development for Office of Student Involvement. He also leads the men's and women's leadership seminars and leadership institute for students. Kennedy previously worked at the University of New Haven in Connecticut and the University of Hartford in Connecticut.



**Jenni Philippe**  
**Student Account Specialist**  
**Bursar's Office**

Jenni Philippe recently joined the bursar's office working the front line for customer service. She's responsible for administrative tasks, including managing student payments, fielding inquiries and directing phone calls and email. Philippe previously worked at Metropolitan Linen in Bradford, Massachusetts, and Whittier Health in Haverhill, Massachusetts.

# Professor, Students Team to Get Inmates Back on Track

Criminology department assistant professor Brittanie Aiello used a Provost's Faculty Development Grant in fall 2016 to offer a class to inmates at the Essex County Correctional Facility in Middleton, Massachusetts.

The course, "Institutions and Inequality," requires college-level work by the students but doesn't earn them credits.

"I think it's a missed opportunity not to get incarcerated people on track to higher education," Aiello said. "They are super enthusiastic and it's really fun."

Aiello's doctoral dissertation was on the experiences of mothers serving time in jail so she's familiar with going into correctional institutes. She is working with graduate school students Megan Reynolds '17 and Michael Julce '17 on her prison program.

The non-credit class followed a normal semester schedule. Aiello started with 15 students, "but a couple got released," she said. "We're down to 12."

The course used concepts and discussion ideas from other courses Aiello teaches as well as news articles. Coursework required discussion of racial and class inequality and how the criminal justice system reinforces and reproduces it, Aiello said. There was also classic work on identity and incarceration, and the social life of jails.

"It's really interesting to equate the concepts we discuss to life in jail," she said.

Some students struggle with the work but others have had some college experience and grasp it well. The students have impressed Aiello with their initiative to run their own study groups during free time in the pod between classes.

Reynolds, who earned her bachelor's at Merrimack, is a graduate student studying



*The Essex County Correctional Facility, in Middleton, Massachusetts.*

criminal justice and criminology. She was surprised by the experience of teaching in the jail, where she went on Fridays to help inmates edit their weekly papers.

"Very, very respectful, and all of them are eager to learn," Reynolds said. "They are really eager to improve their papers."

Reynolds wants to work for a federal agency such as the Bureau of Alcohol, Tobacco, Firearms and Explosives, also known as the ATF; she currently works full-time on a mental health agency's rehabilitation staff. Many of the patients with whom she works have served time in jail so Reynolds used her time working with inmates in Middleton to explain social resources available when they are released, such as education, employment and housing.

Julce, who also did his undergraduate work at Merrimack, is a criminal justice graduate student as well. He usually showed the inmates films then led discussions on Tuesdays, held writing sessions, and

occasionally reviewed materials Aiello had done the previous night.

"Obviously, it's a little weird going into that environment but over the semester you grow close to them, weird as that sounds," he said. "They appreciated every minute I was there and expressed that every day I was there,"

Julce wants to work for local law enforcement or a federal agency such as the Department of Homeland Security, the ATF or the Drug Enforcement Administration. Working with the inmates in a jail setting helped him better appreciate the rights and freedoms he has, such as voting.

Aiello is using feedback from her inmate students to design month-long mini-units that will focus on topics that are of interest to them.

"This will give me more flexibility and account for the transience of the jail population," Aiello said.

If her courses are ever approved for college credit she can go back to the semester format, she said.

Office:

Merrimack College