Recognizing how critical small business development is to the health of the economy, the Graduate School of Management is launching an initiative to expand academic and practical entrepreneurial experiences, recognize and support existing small business development, and develop a learning track for students interested in starting a small business.

A $35,000 grant from the Ewing Marion Kauffman Foundation of Kansas City, Missouri, paired with matching funds from GSOM and local corporate sponsors, positions Clark's business program to become one of only 52 institutions with membership in the Kauffman Collegiate Entrepreneurial Network. The Foundation is one of the nation’s largest, promoting self-sufficiency and healthy communities by funding programs for youth development and entrepreneurial education.

“We are delighted to share news of the Kauffman Foundation’s funding of this initiative with our Alumni and the Central Massachusetts community,” said Clark University President John Bassett. “When combined with the resources of GSOM and the Small Business Development Center, and in collaboration with other regional entrepreneurial partners, the funds will significantly increase our capacity to accelerate entrepreneurial growth.”

To accomplish this, GSOM’s proposal creates an Entrepreneur-in-Residence faculty position, launches the Entrepreneurial Initiative within GSOM’s Career Services Program and will help fund the Small Business Development Center’s 20th anniversary program this spring.

In the next three to five years, with support from Kauffman and other potential funders, GSOM will explore the possibility of creating a Center for Entrepreneurial Leadership, adding Entrepreneurship as a concentration to the MBA program, and hopefully securing a tenured faculty position in Entrepreneurship.

“Clark’s vision is to expand awareness of existing entrepreneurial energy and resources, channel the intellectual and business capital available to support new ventures, and strengthen the educational resources — faculty, curriculum and research — necessary to grow and sustain entrepreneurship in the region,” said Ed Ottensmeyer, GSOM dean.

The plan builds upon the school’s already strong commitment to entrepreneurship. Since its inception 20 years ago, GSOM has provided intellectual capital and support for the local small-business community, assisting more than 15,000 entrepreneurs through the Massachusetts Small Business Development Center at Clark University. The center, one of six in the state and the only one in a business school setting, is supported by the University, the U.S. Small Business Administration and the Commonwealth’s Department of Economic Development.

What the grant will help fund:

- **Entrepreneur-in-Residence faculty position.** GSOM will retain a highly visible authority on entrepreneurship, who will teach, conduct workshops, serve as a resource for GSOM faculty and serve as distinguished speaker for community-based programs during the year.

- **Expanded entrepreneurial internships.** GSOM will offer experience-based learning opportunities to Clark MBA students in entrepreneurial management through paid internships in new and emerging firms. Regional strategic partners who will help identify host businesses include the Massachusetts Biomedical Initiatives, Martin Luther King Jr. Business Empowerment Center, and the Center for Women and Enterprise. The program will provide both students and business managers a learning forum in which to discuss common issues, problems, concerns and successes.

- **Promote awareness of GSOM’s commitment to small business.** The school plans a special event celebrating entrepreneurial spirit and champions in Central Massachusetts as part of the 20th anniversary celebration of the Small Business Development Center.

For more on the Kauffman Foundation, visit [www.emkf.org](http://www.emkf.org).

To see what’s going on at the SBDC, visit [www.clarku.edu/offices/SBDC](http://www.clarku.edu/offices/SBDC).
Larry Lapides, MBA ’89, is the GSOM Advisory Council’s newest member, beginning his three-year term at the start of this academic year. He is the Vice President for Worldwide Sales for Verisity Design, Inc., working in the company’s Mountain View, Calif., headquarters.

“I’m delighted that Larry accepted our invitation to add his extensive business background and unique perspective to the deliberations of the Advisory Council,” said Edward J. Ottensmeyer, dean of GSOM. “Larry has already been helpful in steering students from California in Clark’s direction, and we greatly appreciate his personal support and assistance in strengthening GSOM’s commitment to our mission of educating outstanding leaders and managers.”

Lapides joined Verisity, which develops and writes functional verification and automation software to test electronic design, when it merged with SureFire Verification, where he was working in the same capacity. Before that, he was Director of North American Sales for Exemplar Logic. Other positions include Director of Product Marketing and Operations at Exemplar Logic, and engineering and management positions at Amber Engineering, Magnavox and Hughes.

In addition to an MBA from Clark, Lapides holds a bachelor’s degree in physics from the University of California, Berkeley, and a master’s of science in applied physics from Cornell University.

How did you come to choose Clark’s GSOM for your MBA?

I started my MBA program at Golden Gate University in California when I was working for Hughes/Santa Barbara Research Center. When I took a job in Sudbury with New England Research Center in 1985, I started looking for an MBA program in the eastern Massachusetts area to finish my degree.

I selected Clark because of the student body makeup (oriented toward high tech) and the lack of emphasis on financial management. My perception at the time was that other MBA programs had a stronger emphasis on finance; what Clark wanted (as pertained to me) was to educate its students broadly in all aspects of management. Areas of greatest interest to me included high tech management and organizational behavior/development.

Why did you get involved with the Advisory Council?

Throughout my career as a student, I was helped significantly by California’s public education system, and by specific teachers acting as mentors to me. I have tried in my professional career to give back to both these areas. I donate money each year to the University of California, and participate in the Alumni Association scholarship program activities.

Participating on the GSOM Advisory Council provides a more hands-on way to repay Dr. Ottensmeyer and Clark University for the time and effort they spent on me.

What will you contribute to the Council?

I believe that my range of experience is the true benefit I bring to GSOM and the Advisory Council. This includes having held positions in engineering, operations, marketing and sales; having worked for companies both large and small; and having both a West Coast thinking bias as well as having lived on the East Coast on two different occasions.

I think my business perspective and my West Coast location can benefit both the Advisory Council and GSOM in general. I’m looking forward to contributing.

Dean’s Message

Celebrating GSOM Leaders

In this issue of CONNECT, we recognize and celebrate the accomplishments of a number of talented and dedicated people who play leadership roles in the GSOM community. The receipt of a grant from the Kauffman Foundation recognizes Clark’s important contributions, over the years, in developing and supporting entrepreneurial leaders. Not only are many Clark BA and MBA graduates highly-successful entrepreneurs — in Central Massachusetts and around the world — but GSOM and our Small Business Development Center (SBDC) have become constant sources of support for new business start-ups, both here and abroad.

Whether it’s working on business plans with PhDs in the biotechnology sector or on bank loan applications with small retailers, Larry Marsh and his talented team of SBDC consultants (with valuable contributions from Clark MBAs working on team projects) provide a much-needed service to many new and emerging businesses whose success is vital to our region’s economy. The Kauffman grant, through an expanded internship program and the appointment of an entrepreneur-in-residence, will allow us to bring even more talent and resources to this important Clark initiative.

GSOM’s continuing leadership in academic and managerial circles is also highlighted here in profiles on Professors Bob Bradbury and Laura Graves, and on Larry Lapides, another very successful GSOM alumus and our newest Advisory Council member.

Bob Bradbury’s work in the field of health care management and policy has brought recognition to the University for over 20 years, but it has been his ongoing work with health care systems in developing countries that has consistently inspired us. Bob’s retirement will certainly be an active one. We wish him well.

Laura Graves has just finished a major revision of “Women and Men in Management,” which brings together in one place recent research findings on this exciting topic. Laura’s work, and that of other GSOM colleagues, continues to meet the highest academic standards while providing guidance to real managers facing real problems.

The leaders of this year’s Graduate Management Student Council (GMSC) deserve special thanks for proposing the first-ever class gift to the school. Jeffrey Heller, the president of the GMSC, and his fellow 2002-03 officers are beginning a tradition that will help us do more for future students. We are most appreciative.

An experienced executive noted recently that leaders pull people together instead of pulling them apart. I couldn’t agree more. As I reflect on the many ways that leadership is apparent within the GSOM learning community — through programs that bring entrepreneurs and students together, through faculty work that links the academic and managers’ worlds, through gifts from students to support future students — I feel a sense of great pride in what we stand for and what we do! I sincerely hope that you do too, and I urge you to contact us if you would like to help in any number of ways, to keep this momentum building and thereby make the School ever stronger.

Ed Ottensmeyer, Dean
eottensmeyer@clarku.edu
I f corporate America is to regain investor confidence and public trust, most of the work must be done in boardrooms, not courtrooms.

That was the message that emerged from a distinguished panel of speakers at the Worcester Regional Chamber of Commerce’s program, “Business Ethics in Corporate America,” held on January 14, at Mechanics Hall in Worcester.

Presented by the Worcester Chamber and Better Business Bureau of Central New England, the event was sponsored by Mass Electric/National Grid and Clark’s Graduate School of Management. GSOM dean Edward J. Ottensmeyer served as moderator of the session, attended by more than one hundred area business and community leaders.

On the panel were Massachusetts Attorney General Thomas F. Reilly; Michael E. Jesanis, Executive Vice President and Chief Operating Officer for National Grid USA; Theodore J. Flynn, Executive Director for the Massachusetts Society of Certified Public Accountants, and Steven J. Cole, Senior Vice President and general counsel for the National Council of Better Business Bureaus. Also speaking was J.P. Ricciardi, General Manager of the Toronto Blue Jays.

Calling the day’s agenda “a discussion of duty and obligation,” Ottensmeyer provided an introduction that put the topic into context.

“Right away we’re brought to a perspective that ethics is not something that exists in a vacuum. Its context is important. Business as a human activity always has an ethical dimension,” he said.

Sometimes, he continued, “ethical common sense” can guide business leaders, but often, when forced to choose between two competing values — loyalty to a friend and responsibility to a company, for instance — the way is less clear.

“When we have these difficult choices — what we call ethical dilemmas, when our common sense can’t help us get beyond it,” Ottensmeyer said, “we have to look to different approaches to ethical decision-making.”

The diversity of the panel brought those different approaches. Attorney General Reilly spoke from an enforcement perspective, Jesanis said he spoke as a capitalist, Flynn discussed accountability, Cole talked about self-regulation and Ricciardi addressed personal integrity and commitment.

Rita Moran, a GSOM alumna (MBA ‘92) and Vice President of the Business Service group at Massachusetts Electric - a National Grid Company, was an attendee.

“The message really resonated,” she said. “Good business will grow business.”

She chose her employer based on National Grid’s strong ethical commitment, she said, adding that the presence of such companies, combined with the joint leadership of the groups who supported the Jan. 14 program, is shaping a business climate favorable for ethically-minded companies.

“We want this area to be a magnet for those kinds of businesses,” she said.

WHAT THEY SAID

The mistakes:

**Attorney General Reilly:** “Where were the regulators, prosecutors or board of directors? It’s really important to ask that question.”

**Jesanis:** “Enron is the obvious poster child for malfeasance, but I’m more concerned about Adelphias and the Tycos ... companies where the CEO failed to draw a line between ... what belonged to the company and stockholders and what belonged to him personally.”

**Flynn:** “In my opinion the operative word for malfeasance, but the government alone can never be the answer. Government is reactive. It’s never a substitute for corporate leadership.”

**Cole:** “Business leaders and business organizations have to identify right and wrong, and make hiding behind the gray areas more difficult. They can help by being an ally to law enforcement, by practicing self-regulation.”

**Jesanis:** “Until investor confidence is turned around, we’re in for a long haul in terms of the economy. My duty as a capitalist is to restore investor confidence ...”

**Dean Ottensmeyer:** “Leadership from the top and middle ranks, sensible systems that reward ethical behavior, and both perceived and real fairness, are all needed to develop such (an integrity-based) culture.”

Restoring trust:

**Cole:** “(Regulation) helps but the government alone can never be the answer. Government is reactive. It’s never a substitute for corporate leadership.”

**Flynn:** “Government action alone can’t help because it’s not a failure of regulations or laws. It’s a failure of corporate culture. A failure of values, a failure of heart.”

Leadership’s role:

**Jesanis:** “There’s a saying, that the lowest values you exhibit are the highest you can expect. We believe and practice that every day. You’ll never see (National Grid) executives at the Super Bowl as a vendor guest.”

**Flynn:** “The CEO creates the corporate culture. It’s important to build credibility into the essence of the company.”

**Ricciardi:** “Each and every player has to be tied to the common goal, and that’s where the manager’s job becomes very, very important. A manager carries the organization’s philosophy ... I feel if your employees see you up there driving the wagon and being a leader, it will be very easy for them to follow the line.”
GSOM Professor Co-Authors

Women & Men in Management

Growing up in Connecticut in the 1960s, Laura Graves had something most children didn’t—a career-minded mom.

“My mother was a career woman before most were,” says Graves, an Associate Professor of Management at the Graduate School of Management and co-author of a new book on sex, gender and the workplace. “She was a CPA, which was very unusual for women of her generation. She was a big influence on me in terms of going to graduate school and pursuing education.”

Because of that, Graves entered the academic world with an avid interest in the dynamics of sex and gender in work environments, an interest she shares with her husband, Gary N. Powell, a professor at the University of Connecticut, and author of the first and second editions of “Women and Men in Management,” a scholarly review of research on the subject.

When it came time to work on the third edition, he enlisted his wife’s help to manage the enormous amount of data accumulated since the 1993 revision.

“It’s truly a joint work,” said Graves. “We had to do everything from scratch because of the explosion of research.”

The volume, which took two years to write, draws on more than 900 sources, 80 percent of them new to this edition.

“It takes the past 10 years of research and synthesizes them, offering concrete suggestions for action,” Graves said. Topics include employment decisions, mixed-sex teams, leadership, sexual harassment, work and family and career development.

Graves says the landscape has changed much since she entered the workforce on a professional career track in 1977. While the percentage of working women hasn’t changed significantly, what they now do for work has, with a greater proportion in management and professional positions than ever before.

“I was among that first generation where women thought about having a career,” she said. “There were so few women in professional roles at that time, that we weren’t really sure how to behave. I was really fortunate to have a mother who provided a role model of what a professional woman could be.”

Despite all the progress, Graves said one interesting finding is that leadership is still viewed in terms of masculine characteristics.

“Despite the fact that women make up a big proportion of managers, people thinking of leaders still use a masculine stereotype,” she said. “But if you look at whether men are more effective leaders than women, research says no. There’s no evidence that men are more effective.”

In fact, she said, some research suggests women may have an advantage in today’s workplace.

“It’s no longer a place to give orders to get things done,” she said. “Now you have to build consensus and cooperation to get things done—things women are more likely to be good at.”

Graves has published extensively in academic journals and contributed chapters to textbooks, but this is her first full-length book project.

After going through edits and revisions, the book was released in early December. It has a scholarly focus, says Graves, but they adopted a more accessible style so it could also be a resource to managers, students and others with an interest in workplace gender issues.

To see what else Laura Graves had to say about gender, discrimination and her plans for future research, visit CONNECT online at www.clarku.edu/mba.

I was among that first generation where women thought about having a career.’
W hen Robert C. Bradbury announced his retirement, colleagues were sorry to see him go. But anyone who knows Bob Bradbury knows that he won’t disappear quietly into retirement. Just as he started his career with an international focus by serving in the Peace Corps in Colombia, his attention will turn overseas again, this time as part of a major health care project in Pakistan and possibly Afghanistan.

“You can take the man out of the Peace Corps but you can never take the Peace Corps spirit out of the man,” said GSOM dean Edward J. Ottensmeyer in a tribute to Bradbury at a recent Clark faculty gathering. Bradbury came to Clark as director of the graduate program in health care in 1981, just as the school’s management-related programs were being combined within GSOM. He went on to serve as Professor of Health Service Management.

In his 21 years, Professor Bradbury served Clark University “with dedication and distinction,” said President John Bassett. “His scholarly work brought distinction to the University and earned him an international reputation in the field of health policy, particularly in the area of effectiveness of health care systems. He’s also drawn upon his academic expertise to help several national governments, universities and businesses. At last count, he’s shared his expertise with 23 countries,” Ottensmeyer added.

Bradbury also earned a reputation internationally on another front — as an authority on rare miniature books. He wrote two volumes considered to be authoritative works on the subject: “Antique United States Miniature Books,” and “20th Century miniature Books.” His influence in the field has been so great that miniature books are classified by the “Bradbury Number” system he developed.

Anyone who knows Bob Bradbury knows that he won’t disappear quietly into retirement.

At GSOM, however, he is best known for what he did in Clark’s own backyard. He created alliances between local organizations and the University, including Clark’s joint graduate program with UMass Medical School, and was the guiding force behind the Worcester Area Systems for Affordable Health Care.

“During his time at Clark, Bob has been masterful at linking the University with the community, fitting for someone with a Ph.D. from a department of community medicine,” said Ottensmeyer. “To many in the region, particularly in the health-care sector, he has come to represent management education at Clark.”

Bradbury graduated from the College of the Holy Cross with a degree in biology. He earned graduate degrees in management and health policy from George Washington University, Washington University in St. Louis, and Ohio State University. His academic research on health care systems has been published in more than 50 journal articles and books.

Bradbury’s University service included chairing and serving on the Board of the Friends of the Goddard Library, serving as faculty representative to two Board of Trustee committees and as a member of the Faculty Compensation Committee. Associations include the Latin American Health Management Board, Association of University Programs in Health Administration, Preventive Medicine Residency Advisory Board, Department of Family and Community Medicine and University of Massachusetts Medical School.

The students, faculty, alumni and staff of Clark University and the Graduate School of Management offer their heartfelt thanks and best wishes to Professor Bradbury for his long-standing commitment to excellence in health care management and education.
Help GSOM Reach Its 20th Anniversary Goal

With only three and one-half months left before the end of Clark’s fiscal year, GSOM has reached 60 percent of its $100,000 20th Anniversary goal for contributions to The Clark Fund. In addition to the gifts and pledges received from over 200 alumni and friends, we welcome and thank first-time and renewing Corporate Associate members – Banknorth-Massachusetts, BOSE Corporation, Lutco, Inc., Millbrook Distributors, Inc. and National Grid USA.

If you have not made a contribution or paid a previous pledge, your support is critical to helping GSOM reach its goal. Call Rich Myers at (508) 793-7503 or visit us on the web at www.clarku.edu, click on “Alumni & Friends” then “Making a Gift” then “Making Your Secure Gift On-Line Now” and direct your donation to GSOM today.

Help GSOM Reach Its 20th Anniversary Goal

Upcoming GSOM Events Celebrating 20 Years of Excellence in Business Education

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<tr>
<th>Date</th>
<th>Event Details</th>
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<tr>
<td>March 2</td>
<td>GSOM Alumni and Global Business Seminar Reception: Hotel Mercure Paris Montparnasse</td>
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<td>March 11</td>
<td>The Clark University Arts, Humanities and Management Initiative presents “Blending Art and Business: Museum Leadership for the 21st Century” — Guest speakers are Mass MOCA Founding Director Joseph Thompson and Anne Hawley, Norma Jean Calder Director, Isabella Stewart Gardner Museum.</td>
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<td>March 14</td>
<td>Careers in Finance Day: Alumni Panelists speaking on careers in Corporate Finance, Investment Banking, and Commercial Banking</td>
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<td>April TBA</td>
<td>GSOM Advisory Council meeting</td>
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<td>May 15</td>
<td>GSOM Beta Gamma Sigma Honor Society Dinner and Induction</td>
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<td>May 18</td>
<td>GSOM Commencement Brunch for Graduating Students, Families and Alumni attending Reunion Weekend.</td>
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<tr>
<td>June 3</td>
<td>Small Business Development Center 20th Anniversary Salute to Entrepreneurship – Keynote Speaker: George Gendron, former Executive Editor, INC. Magazine</td>
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Register on Clark’s Web site (Alumni & Friends/Alumni Online Community) to receive updates and event details.