Award winning MBA program offered at corporate site

How can a company provide its employees the opportunity to study for their MBAs in the face of busy work days, business travel, and the need to maintain a satisfying personal life? That was the question posed by Bill Mosakowski ’76, president of Boston-based Public Consulting Group (PCG), who is also a Clark trustee.

Bill found the solution by partnering with Clark University’s Graduate School of Management (GSOM) to develop an innovative MBA program, which included core curriculum, electives and the use of innovative instructional technologies. The elective options focus on finance, operations management, project management, and leadership — areas that will especially help PCG continue to grow both its employees and the company.

The previous program followed a more traditional MBA program that was offered on-site at PCG in Boston from 2002 – 2004. The current enhanced MBA program, designed to be completed in two-years, has three modes of delivery each semester: a one-week intensive face-to-face session on GSOM’s campus; online courses, which can be taken at any time from any location; and live video-conferencing, with students interacting in real-time from multiple locations throughout the country.

“‘The nice thing about Clark is that they do require people to apply their learning to real-life settings,’” said Diane Santoro, PCG’s director of human resources. The students report that the program is the only way they’d be able to attend graduate school while continuing to work, and that active learning — central to GSOM courses — encourages immediate application. “I’m not working in a vacuum,” said one PCG employee. “I go to class today and I know I’ll be able to apply some of the concepts tomorrow.”

Ms. Santoro said PCG also appreciates GSOM’s response to the company’s wish to augment the traditional MBA program by focusing on the firm’s special areas of expertise — supporting state and local governments to improve their financial and operational performance.

While the program uses remote learning technology, the company stresses that the face-to-face sessions each semester are critical in fostering learning and collaboration among students. “As a consulting firm,” Ms. Santoro said, “we value face-to-face interaction in every way and feel that we should value it in the MBA curriculum as well.” This sentiment was confirmed by GSOM Visiting Professor Donna Gallo, who taught the course on strategy. “The face-to-face sessions allow the students to further build their relationships through collaboration, which benefits the program and the company. I was impressed by the energy and focus of the students.”

Successful on-site MBA graduates from the first program are now advancing in the ranks of the Public Consulting Group, satisfying Mosakowski’s goal to make his company the best in its field.

Special recognition came in December 2004, when PCG was honored with a Best Practices Award for the program from the New England Employee Benefits Council. Both PCG and Clark’s GSOM look forward to utilizing this success to further develop other on-site MBA programs. Mosakowski said, “This is an award for both PCG and Clark’s GSOM, for a program that focuses on innovation through curriculum and technology.”

An interview with Bill Mosakowski appears on page 3.
GSOM Leadership Speaker Series

The state of venture capital

Venture capital (VC) is still available, if you work the system well. That was the main message of the October session of GSOM’s Leadership Speaker Series, hosted by George Gendron, GSOM entrepreneur-in-residence.

Will Cowen, managing partner of Long River Ventures and Worcester Capital Partners, recalled that his first start-up raised $0.5 million from friends and family, and the second received $8 million from small VC firms. “Sometimes you need a lot of capital to get to market, sometimes less. Just make sure the financial strategy follows the business strategy.”

Lucy McQuilken MBA ’00 — who recently left a successful start-up to become an investor herself — confirmed that round sizes are smaller than during the boom years. There is a lot of money chasing these smaller rounds, so competition is keen for good deals. “If a large firm buys 50 companies a year, and if the IPO market isn’t as open as it used to be, you really need a great company to invest in to make a return,” Mr. Cowen said. “There is an alternative: small funds in which individuals can invest $0.5 million to $2 million — in each of several rounds — in companies that may not go public, but promise attractive exits through a trade sale.”

To attract local VCs, Ms. McQuilken said, “You need innovative technology and a good market, not just a good marketing idea.” Mr. Cowen added: “You need to polish your game before asking for venture money. Build an advisory board first, including people with deep domain expertise and individuals who can help raise money. Take plenty of time to develop a well thought out plan.”

What does the venture capitalist really want? For Will Cowen, “Great management beats great technology. I must believe in the people who are asking for the money.” But he agreed with Ms. McQuilken, saying, “An innovative product is also crucial.” He concluded the session by emphasizing, “There’s no good or bad time to start a company if you’re otherwise ready.”

A Message from the Dean

GSOM’s five-year vision

I recently presented the new five-year strategic plan for GSOM to the Clark University Board of Trustees. As valued members of the GSOM community, I thought you would like to know the strategic direction of your school and the role you can play in strengthening the GSOM brand.

But first, a look at how we’re doing today. While many other schools are experiencing a drop in MBA enrollments, ours remain steady. We’ve put a renewed focus on our career management center with a recent hiring of two MBA career services professionals. We also continue to offer spirited and diverse alumni events aimed at enhancing the GSOM network and your professional development.

However, we cannot overlook the changes in the competitive landscape of management education. Population demographics, along with political and economic factors, have led to declining enrollments in MBA programs. At the same time, increasing competition from online programs poses a particular challenge. We understand these competitive pressures are likely to increase over the next few years, and so our strategic planning efforts today are critical.

The GSOM strategic plan includes a realistic design for enrollment growth accompanied by a commitment to continuously improve the program. Highlights of the plan include:

- The development of highly visible and distinct signature programs
- A stronger focus on the MSF degree; and
- Greater visibility within the Massachusetts business community.

Over the next few issues of CONNECT, we will bring you more details on our strategic initiatives and our progress toward these goals. Our next issue of CONNECT will focus on the recent changes we have made within our career management center that are designed to integrate career issues throughout the student experiences at GSOM, while enhancing GSOM’s global visibility.

As always, your engagement in GSOM programs, and your on-going commitment to the school are critically important to our success. Please keep in touch and be assured that we’ll be reaching out to involve you in bringing this plan to fruition.

With warm best wishes,
Priscilla Elsass, GSOM Acting Dean
pelsass@clarku.edu
Bill Mosakowski ’76, who says he learned to love his trade while working on government contracts for a national administrative services firm, reached a point where he wanted “to do it my way, and not theirs.” The result was Public Consulting Group (PCG), a Boston-based firm with 21 offices nationwide and some 500 employees, all helping state and local governments improve their financial and operational performance. George Gendron, GSOM entrepreneur-in-residence, recently interviewed Mr. Mosakowski.

**Gendron:** What was the difference between your way and their way?

**Mosakowski:** Problem solving for government entities at the time divided sharply between administrative and public policy issues. But I saw that by improving administrative systems — operational systems — we were also affecting policy, and this of course conditioned our approach. Also, the large firms still concentrated on auditing and accounting and didn’t recognize the government’s craving to outsource consulting and implementation services.

**Gendron:** Where did the idea to launch PCG come from?

**Mosakowski:** I always wanted to learn to run a business, invest in people and technology, and experience the risk and reward relationship. PCG put me at the intersection of business and public issues where I get to serve the community and change government, and do it for profit. Few get to experience this. It’s challenging and rewarding.

**Gendron:** What were the challenges?

**Mosakowski:** I thought it was risky. We took out a second mortgage on our house, cashed in our IRAs, and my wife supported us. Our thought was, if not now, we’ll never do it. We converted fear and anxiety into positive energy. It was all about what needed to be done. I’m always anxious about meeting market and client needs, and struggling to improve, never feeling we’re quite as good as we need to be.

**Gendron:** What keeps you energized?

**Mosakowski:** Since the market is always changing, we have to recognize change, and change ourselves as well, or we’ll be left behind by incorrect pricing, failure to offer the latest technology or not reorganizing to meet client needs. Things are so complex you never do the same thing twice. Also, my expectations for the company are always great. I never want to lose a client. I can still feel the scars of clients lost long ago.

**Gendron:** What’s the PCG value proposition?

**Mosakowski:** We try to show we can improve the client’s programmatic outcomes, and we accept payment in many cases based on incremental revenue, cost savings, or other quantifiable factors. We get a bonus if the client is really satisfied. Fee for service is only a small percentage of our work. We’re highly incentivized.

**Gendron:** What are your goals now?

**Mosakowski:** To improve the leadership capabilities of my team so that we can understand the marketplace, charge up the troops, and make necessary adjustments along the way. The staff needs to be articulate, enthusiastic, thoughtful, thought provoking, and analytical. We want to hire such people, but we usually have to develop them first and then keep them involved in the firm, because they can only be judged after they’ve been with us for 2–3 years. That’s when we make critical retention assessments.

**Gendron:** What constitutes leadership training at PCG?

**Mosakowski:** Leadership seminars, classes, and workshops for senior consultants and the management team, with breakout groups to solve critical company problems. We’re using instructors from executive coaching firms, including psychologists.

**Gendron:** How do you define leadership program success?

**Mosakowski:** It’s the intangible assets, the knowledge base of the firm as a whole and the way we operate. Success is also measured by the retention of good managers. We developed the on-site MBA program with GSOM to give our staff the business skills we need to compete in the marketplace. We don’t want the best and brightest people we bring into the firm to leave us — to go to business school — so they can get better jobs elsewhere. We bring the MBA to them, through Clark. (See related story on page 1.)

**Gendron:** Can you quantify the cost of this staff education?

**Mosakowski:** We haven’t quantified this or calculated a return on investment because we are, overall, improving as a firm and not forced to do this. But the firm is worth more today, and education will be increasing its value over the next 5 years. We’re making the investment and we’ll see the quantifiable results later.
Faculty Spotlight

Model for decision-making on greenhouse gas reductions

Professors Joseph Sarkis and Maurry Tamarkin have combined their complimentary talents — the former in operations management, the latter in finance — to develop a decision-making model for industry use as it moves to reduce CO₂ and other greenhouse gas emissions. The project illustrates nicely, says Dr. Sarkis, how “Clark’s intimate size makes crossing disciplinary boundaries much easier than in larger institutions.”

The model, which piqued the interest of the European Union at a symposium last year in Germany, is calculated to help a business meet emission ceilings, which are mandated in Europe, due to recent implementation of the Kyoto Protocol in February, 2005, but still voluntary in the U.S. Given the need to cap emissions, there has developed — on both sides of the Atlantic — a nascent market in which company A can buy “permits” for a certain amount of emissions transferred by company B, which is producing well below their cap, so that company A can make up the gap between its own assigned cap and the actual amount of greenhouse gasses it emits. The costly alternative to buying permits is to invest in new technologies to reduce emissions. Some businesses will emit more than their cap, others less. But taken together, the national or international cap will not be exceeded.

This is where the new model applies, says Dr. Sarkis. “Real options analysis can be applied to help organizations make the decision as to whether they should trade for permits, get new technology, or try to reduce the amount of emissions and trade the extra permits.” Dr. Tamarkin amplified: “A real option is an option on a real asset as opposed to a financial asset. A company has a choice whether to install new technology or not, and the choice depends on the price of permits in the marketplace.” The decision involves a complex calculation, with unknowns involving the future cost of permits and technology, and the point at which, given a host of variables, technological change becomes economical. Two example applications of the model suggest possible courses of action for organizations.

In order to stay within its overall voluntary cap, one company has created an internal system: departments have quotas and they trade amongst themselves to maintain or exceed goals. The model, applied here, concluded that the company’s profit would be better for many years if they continued to trade internally, as well as with other companies, than if they invested in new technology during the interval.

Another hypothetical example illustrates the results of modeling within a company considering an investment in photovoltaics. Allowing for uncertainties in the future cost of permits and photovoltaics, the model suggests that the company will be anxious to invest in a renewable non-emitting power source in four years or so. Instead of buying electricity generated by greenhouse gas emitting sources, the company might use its photovoltaic production to offset generation of greenhouse gases and cash in some permit allowances. Until then, however, the company would continue to buy permits, even if the cost seems high.

Sarkis and Tamarkin freely acknowledge that there are alternative models being developed to deal with the permit and technology equation. But theirs appears to be a unique application of a financial model, the genesis of which can be traced, in part, to the connection among colleagues in different fields that a school like Clark makes possible.

“Real options analysis can be applied to help organizations make the decision as to whether they should trade for permits, get new technology, or try to reduce the amount of emissions and trade the extra permits.”

— Prof. Joseph Sarkis

Joseph Sarkis, professor of operations management, earned his BS, MBA and PhD degrees from the State University of New York (Buffalo). His teaching and research interests include production and operations management, management science, and corporate environmental management.

Maury Tamarkin, associate professor of finance, earned his AB and PhD degrees from Washington University. His teaching and research interests include portfolio analysis, capital investment, and investor behavior.
# Alumni-in-Residence Day Program

Graduates contributing to student development

Clark’s first Alumni-in-Residence Day last fall brought a number of very successful Clark and GSOM grads back to campus. GSOM was pleased to host three prominent alumni, who interacted with students to share their work experiences and offer career advice.

**Michele S. Gatto** MBA ’97, executive vice-president of corporate services and general counsel for National Life Group, said, “The program is excellent for linking alumni to students in a way that helps students see how individuals, very much like themselves, have used their Clark educations.”

**Cary Leahey** BA ’74, former senior economist at Deutsche Bank Securities, now with Decision Economics, attended two classes and gave two lectures, in one, telling a group of management students what it was like to be an economist in a corporate environment. He encouraged students to understand how effective their skills will be in the marketplace and to realize that “what they are studying now may be more important to success in real life than they think.

**Lawrence Roshfeld** BA ’80, vice-president of marketing for CorasWorks, the latest in a series of successful software start-ups with which he’s been associated, shared his passion for the value of a Clark education — and gratitude for the chance to give back — by relating his experience in industry and counseling students. “I appreciate Clark’s small size and the close connection that students have with professors, which put me way ahead of students from other universities when I entered the job market.”

GSOM encourages alumni to contact John Mattson, GSOM Director of Career Services and External Relations if they would like to participate in a future Alumni-in-Residence Day program to share their experiences with students and faculty.

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**GSOM sponsors leadership awards**

In mid-February, GSOM once again partnered with the *Worcester Business Journal* to present the 2005 Business Leaders of the Year awards. Priscilla Elsass, GSOM’s acting dean, joined the editors of the *WBJ* in presenting the awards and facilitating the panel discussion. Award recipients included John O’Brien, president and CEO of UMass Memorial Medical Center, Peter Bovenzi, president of Bovenzi, Inc. and David Turner, president and CEO of Masonic Health Systems.

Of special note was the second annual award of the WBJ Corporate Citizen of the Year to James Carbone, president of The Wellness Corporation. In her presentation, Dean Elsass noted how Carbone has established an organization in which socially responsible business practices permeate the entire culture of The Wellness Corporation and translated the idea of corporate citizenship from philosophical theory to action.

The panel discussion focused on key issues in leadership. Noting in her welcome that leadership is at the core of the MBA curriculum at GSOM, Acting Dean Elsass asked the award winners to define the term. All panelists agreed that leadership was intensely personal but also needed to be shared throughout an organization.

O’Brien said, “A leader must articulate a vision and build teams around that vision and empower people to excel.”

For Bovenzi, “Leadership is very personal. In our company it’s shared equally by most of the top managers, who are leaders in their own right.”

Turner believes that “leadership is creating shared values and a shared vision and working as a team to realize that vision. Often, the hardest thing for a leader to do is get out of the way and let his employees succeed.”

“A sense of humor is critical” for Carbone. “We take ourselves much too seriously. Also, in a small company, where turnover is critical, making people happy to come to work every day, and feel challenged, is crucial.”
MBA Capstone Course

Consulting project helps train students and offers advice to clients

When MBA student Jamie Rotman turned to the Small Business Development Center (SBDC) at Clark for advice in writing a business plan, she mentioned to Senior Management Counselor/Training Director Michael Holbrook that the marked price tickets on items in the showrooms of her family’s business could be enhanced to potentially assist customers and employees. Her family’s business, Rotmans, is New England’s largest furniture and carpet store. Mr. Holbrook realized that investigating the ticketing system, and suggesting possible enhancements, would be an ideal task for a team of students from GSOM’s capstone Management Consulting Projects course.

The Holbrook-mentored team of GSOM MBA candidates convened to define the issue, set goals and milestones and assign tasks. They would collectively manage the project and each would be involved in all its aspects. They would evaluate Rotmans’ ticketing system and benchmark it against the competition. They would also research new software, if that were indicated, and calculate its return on investment.

The team drew up a scope of project letter specifying the deliverables and stating what it hoped Rotmans would provide, including access to relevant company information, managers and employees. “It was not always easy to define the deliverables,” says Yassir Chaudhry, who took the lead in determining the feasibility of the solution in terms of time, cost and resources available. “This was a ‘real-life’ out-of-the-classroom lesson in how things actually work,” Yassir adds, “and face-to-face meetings with management clarified what Rotmans wanted.” Now the project was really off and running, with Rotmans “extremely open, supportive, and helpful, right to the end,” according to team member Halina Jachimczyk.

Colleague Nick Askinazi led the way in establishing a base of knowledge about the Rotmans ticketing process. Knowing that employee buy-in would be needed, for changes to be successfully adopted, they interviewed both those who created the tickets and those who sold from them, and analyzed the responses. They also surveyed Rotmans customers. “I really appreciated the ‘hands-on’ aspect of the project. Learning to communicate within the team as well as with the client was a good lesson for the future,” said Nick.

Halina Jachimczyk joined her colleagues on field trips to discover how other stores handled ticketing and came away with valuable comparative data. The effort was well worth it, says Halina, because “I learned how to communicate with people who had a certain responsibility at the company level and a great lesson in developing relationships with people so that you could learn what you needed to know.”

Yassir says he learned a valuable lesson early on when Rotmans requested that the team flow-chart the process while documenting their findings. This not only helped the clients to visualize the process, but allowed the students to clearly understand the current process and the opportunities to improve it.

The Management Consulting Projects course is a compelling example of Clark’s commitment to “active learning.”

The Management Consulting Projects course is a compelling example of Clark’s commitment to “active learning.”

GSOM’s Management Consulting Projects course team (left to right): Halina Jachimczyk, Joe Guertin, Lisa Shays, Rotmans’ Advertising Office Manager; Yassir Chaudry; Jamie Rotman, representing the client; and Nick Askinazi

The Small Business Development Center

The Clark University Small Business Development Center (SBDC) offers free and confidential management assistance to start-up, early-stage and growing businesses. The SBDC is funded through federal and state grants and does not charge for its services. Last year the SBDC assisted more than 1,000 businesses in Central Massachusetts and helped them obtain more than $17 million in financing. For more information, visit: www.clarku.edu/offices/sbdc or call 508-793-7615.
Alumni Profile

Brad Powers ’97, MBA ’98: Internet marketing entrepreneur

Brad Powers’ career illustrates well how the entrepreneurial spirit, sustained by GSOM training, has led to success. It all began while Brad was still studying for his MBA, when he launched a mail-order company. “It was a good learning experience,” Brad now recalls. “It taught me how to create a product line and collateral material, and to plan and execute a marketing campaign. It also taught me what not to do.”

Soon after graduation, and with support from his father, a cosmetics chemist, Brad launched a high-end African-American cosmetics line — Wanakee — with an ad for a hair-care guide in Essence magazine. Within three days, Brad’s one-person call-center received over 12,000 requests for the guide, which required an automated system that would soon serve some 250,000 active customers. “It was a great ride,” he said.

As the dot-com industry was booming Brad sold his interest and looked for another opportunity. He created an online referral network named eWOMP (electronic-Word-of-Mouth Platform) to help track and understand how referrals for client companies were being generated. When the dot-com bubble burst, eWOMP was able to devote its efforts to the delivery of marketing e-mails, which resulted in a client service organization devoted exclusively to marketing.

Brad took eWOMP to the next level, hired staff, and set up Active Response Group, which now helps facilitate performance-based marketing initiatives for clients like T-Mobile and GlaxoSmithKline.

Brad visited GSOM in February 2004, as part of the business school’s speaker series. He says, “It was wonderful to be back at Clark. I hadn’t had the opportunity to visit the campus since graduation and enjoyed it very much.”

Brad wanted to impress on students the need for maintaining focus. “While running a company you are constantly presented with endless opportunities. But staying focused on what you do best and only pursuing opportunities that are congruent with organizational goals, has allowed us to weather ups and downs in the market.” Brad credits his GSOM MBA training “for giving me the necessary skills in accounting and finance to understand, on a conceptual level, the levers that have to be pulled to run a company. I credit GSOM’s team-focused approach for my being able to handle the company’s growth, while maintaining stability, as I was constantly dependent on the performance and input of others.”

Alumni Notes: Stay Connected to Clark — View our Web site at www.clarku.edu/mba

Send us your news at: lakennedy@clarku.edu

Beate Born ’02, MBA ’04, Munich, Germany, is currently working as a consultant for Emporias Management Consulting in Munich. Emporias was formally the consulting branch of the logistics firm Muller Logistik and is now an independent management consulting firm with close ties to Muller Logistik.

Wolfgang Hammes MBA ’89, London, England, has been promoted to Managing Director of Global Markets & Investments, Merrill Lynch & Company. Wolfgang is a member of the GSOM Advisory Council.

Artan Kucuku ’00, MSF ’01, Boston, MA, is working for Ernst & Young in the Banking and Asset Management Group.

Lawrence E. Lapides MBA ’89, Dublin, CA, was recently named Vice President, Sales, Calypto Design Systems, Inc., Santa Clara, CA. Larry is a member of the GSOM Advisory Council.

Margot B. Nones MBA ’83, New York, NY, is Managing Director, Head of Operations, the Americas, UBS Global Asset Management, New York, NY. Margot is a member of the GSOM Advisory Council.

Joaquim S. Ribeiro ’67, Jefferson, MA, has been appointed to the board of directors of Kadant, Inc. Kadant supplies products for the global papermaking and paper recycling industries.

Franck Richard MBA ’01, Paris, France, was recently named Business Manager of ALTEN, n°2 in Consulting in High Technology (telecom, banking, automotive, aeronautics and defense industries).

Randall S. Shoemaker ’94, MBA ’95, Norton, MA, has been promoted to Senior Brand Manager at Hasbro, Inc. Randy leads global product development and worldwide marketing efforts for the Star Wars brand.

Steven J. Swain ’89, New York, NY, joined Lyster Watson & Company as its Chief Operating Officer. Steven is a member of the GSOM Advisory Council.

Brock A. Tibert ’03, MSF ’04, Worcester, MA, is an Analyst for Urban and Associates, a market research consulting firm.
## Alumni Calendar — March through May 2005

All Clark alumni, parents and friends are welcome at these upcoming events. Please call if you are planning to attend any of the events (508) 793-7543. Any updates to these events will be posted on the GSOM web site: www.clarku.edu/gsom/intranet/calendar/events.shtml

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<th>Month</th>
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<td><strong>March</strong></td>
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<td>23</td>
<td>Worcester: Carlson Hall: Frederick H. Eppinger, President and CEO, Allmerica Financial will speak on Managing Through Change. Carlson Hall, Room 128, 4:30–6:00 p.m.</td>
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<td><strong>April</strong></td>
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<td>Wellesley Hills: Wolfgang Hammes MBA ’89 will speak on Competitive Strategy vs Capital Markets: A New Challenge for Business Leaders. Wolfgang is a member of the GSOM Advisory Council, and Managing Director of Global Markets and Investments for Merrill Lynch in London. Host — Ellen LeBoeuf ’96, Merrill Lynch, 45 William Street, Suite 100, Wellesley Hills, MA 8:00 a.m. breakfast</td>
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<td>18</td>
<td>Worcester: SBDC Student Award Reception. Tilton Hall, Higgins University Center, 4:30-6:30 p.m.</td>
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<td>20-22</td>
<td>Worcester: Reunion 2005: Start making your plans today to return to Clark. Join GSOM faculty, friends and alumni at the GSOM reception, Saturday, May 21, 2005, 4:00 p.m., on the front lawn of Carlson Hall.</td>
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