Business leaders enhance learning at GSOM

Leadership Forum
“Our Leadership Forum,” says GSOM Dean Ed Ottensmeyer, “features successful, creative executives sharing their management experience with GSOM students and faculty. The sessions provide industry perspectives and a behind the scenes look at business decision-making. We can talk all we want about the impact of globalization on contemporary business, but hearing about the realities of the Chinese market from a Mike Eskew or a Joel Schwartz makes it come alive for GSOM students.”

At a recent Leadership Forum, Michael Eskew, chairman and CEO of UPS, traced his career as a series of key lessons, which he illustrated in detail: “You’re never too smart or too important to ask even ‘dumb’ questions; always listen to the people closest to the situation in order to find out what to do; give others credit, thereby raising the esteem of employees as well as the company’s reputation; trust your partners and your organization; learn to deal with ambiguity; and plan in as much detail as you can.”

Joel Schwartz, senior vice president and general manager of EMC Corporation, recounted during a recent Leadership Forum how in 2002, down to 18,000 from 24,000 employees, “we emerged from the ‘denial’ stage that sank many firms that refused to change in the face of new technology. We revised our business plan, changed the way we addressed the market and introduced a new product mix that included small and medium-sized data storage solutions to go along with our flagship line of large systems. We also developed software for the first time.” (See page 7 for more on Schwartz’s presentation.)

Executive Discussions at Noon
“We created the Executive Discussions at Noon program in order to provide students fresh points of view on business and career issues,” says former IBM global markets executive Peter Rowley, GSOM executive-in-residence.

Rather than ask busy executives to prepare formal presentations, Rowley conducts structured, industry-specific, one-hour interviews posing questions aimed to reveal how the speaker’s company made its money and dealt with strategic issues, the principles that informed the executives’ career development, the ways they secured mentors, and what it was like to work in different cultures. “The one-hour lunch that follows,” Rowley says, “provides a relaxed setting for students to ask questions bearing on their particular interests and goals.”

Former Chase CFO Arjun Mathrani — “an extremely empathetic individual” says Rowley — told how he navigated the Latin American debt crisis and helped effect several large mergers. He also discussed criteria for judging the merits of proposed mergers and the requirements for a career in banking.

Jim Heyworth, former president and CEO of HBO, included an account of how, in the face of lower-priced competitors, he created Cinemax. “This was an especially good lesson in marketing,” Rowley enthused, “because Heyworth didn’t erode the premium brand.”

Derek Harvey, a former senior HR executive at Mobil, illuminated for students the structure and economics of the world oil industry. He developed for Mobil a program to identify high-potential managers and executives, which IBM later adopted.

Douglas Mellinger, vice chairman and founder of Foundation Source, GSOM’s entrepreneur-in-residence and a pioneer in business philanthropy, made clear his belief that philanthropy can pay great dividends not only in satisfying one’s values, but in providing business contacts. Mellinger, founder of the global non-profit Young Entrepreneurs Organization, also gave advice on mentoring and networking for jobs.

Executives in the Classroom
“Visiting executives have greatly enhanced my capstone seminar” — Leadership and Decision Making in Organizations — “because they help students integrate course work, independent study and applied industry experience,” says Margarete Arndt, professor of health administration.

“... hearing about the realities of the Chinese market from a Mike Eskew or a Joel Schwartz makes it come alive for GSOM students.”

Ed Ottensmeyer

Each student reads extensively in one area of interest pertinent to the course, for example: leadership style, use of analytical tools and intuition in decision-making, organizational politics, or ethics. A visiting executive joins eight of the 14 sessions and speaks for half an hour about how and why he or she made a specific decision. The students then spend the rest of the evening exploring executive issues of leadership and decision-making that reflect their individual independent study projects. “It’s

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Undergraduate entrepreneurship program launched

Unlike its elders who felt their vocational and financial security threatened, the younger generation of the ‘80s and ‘90s saw nothing but opportunity in the new information Age,” said GSOM Entrepreneur-in-Residence George Gendron, introducing the late October panel that launched Clark’s new undergraduate program in Innovation & Entrepreneurship. “These young entrepreneurs were not interested simply in making a living, but in building a life and doing something they felt passionate about.” The panelists illustrated how a compelling interest can find entrepreneurial expression.

Sarah Shampnois ’98, recalled: “Although my father owned one, I swore I’d never go into business,” and so she got her degree in environmental science and international development. But involvement in summer stock with friends from Clark led after graduation to the creation of the non-profit theater troupe, Company One. “And we’re still in business after six years because we developed and ran it like a business.” Sarah is now working on a masters in non-profit management while holding down another job to help support her passion.

Ryan McNeil, All-American and All-Pro football player, said: “I was always a competitor” — he fought to overcome a physical disability as a kid — “and a planner. So in year six as a pro, I began to think about life after football.” He says it was difficult coming up with ideas and information about possibilities, even though he had taken entrepreneurial courses in college. This very problem led Ryan to create the Professional Business and Finance Network — which now holds conferences around the country and publishes its own magazine — as a resource for former athletes who want to start business careers.

A tribute to those who enrich the GSOM experience

In this issue of CONNECT, we salute those people who supplement the talents of our full-time faculty and staff — enriching our programs and helping our students to achieve both academic and professional success. Through their periodic involvement with the School, this growing network of talented professionals includes business executives — many of whom are Clark/GSOM alumni — who share their leadership experiences in classroom presentations, or who speak to larger groups as part of our high-profile Leadership Forum or who meet students informally at our popular Executive Discussions at Noon series. Other contributors also include adjunct faculty, who bring their specialized talents and backgrounds into our classrooms and mentor our students on consulting projects for locally-based companies. Then there is that set of loyal MBA and MSF alums who work closely with our Stevish Career Management Center staff to advise current students on career opportunities or provide entry to internships or full-time jobs. The Graduate School of Management could not have come as far as we have without the many contributions of these fine and generous people, and we thank them for their dedication and support.

Any conversation about enriching our learning community must begin with the incalculable debt we all owe to Mort Sigel. The long-time Chairman of GSOM’s Advisory Council and University Trustee died in early February, leaving us saddened but also eternally grateful for his many years of service to Clark. For as long as there is a business program at Clark, his name will carry unique importance and his legacy will be palpable. Mort was a tireless advocate for our mission and a trusted adviser to every GSOM dean from the time the School was created in 1982. He was also a personal friend and wise mentor who enriched my life in more ways than I can say. One of my proudest moments as Dean was at the dedication of the Sigel Interactive Learning Center, when I had the honor to announce to Mort, his wife Vivian and their wonderful family that our annual award to Clark’s top undergraduate business student would be called, in perpetuity, the Mort Sigel Award.

So, our debts are many and our gratitude is deep. And, we hope that all of you will be able to join us, at some point in your own busy lives, to help us prepare our students to become the skillful, adaptable, globally-focused leaders that the world calls for. Please stay in touch and help us in any way you can. We sincerely appreciate your continued involvement with GSOM.

With warm regards,

Ed Ottensmeyer, Dean
eottensmeyer@clarku.edu
GSOM sponsors business leadership awards

In mid-February, GSOM once again partnered with the Worcester Business Journal to present the Business Leaders of the Year awards. GSOM Dean Edward J. Ottensmeyer joined WBJ Editor Lawrence D. Maloney to present the 2006 honors and facilitate a panel discussion among the recipients: Reinaldo Lopez, CEO, Resource Management Inc. (Large Business); Elaine Osgood, president and CEO, Atlas Travel International (Entrepreneur); Maurice “Mo” Boisvert, president and CEO, YOU Inc. (Youth Opportunities Upheld) (Non-Profit); and Bernie Rotman, vice president, Rotmans (Corporate Citizen).

Dean Ottensmeyer called the honorees “exceptional people and outstanding leaders and citizens” and said they demonstrate that “ethical effectiveness as well as creative and community-focused leadership are alive and well in central Massachusetts. Clark University,” he added, “is committed to helping grow the next generation of leaders, who will see these honorees as role models.”

Asked to comment on “What constitutes effective leadership?” Rotman emphasized the need to have “a dream, a vision.” Osgood stressed “integrity, having the interest of the employees at heart, and hiring the best people.” Concerning influential role models, Lopez noted Bill Gates, especially for “giving back” to the community; Boisvert said he learned a great deal from Lee Iacocca, “a master at articulating a vision and gaining ‘buy-in.’ ” Rotman singled out Edgar Bronfman, “whose charitable work is a hallmark of true success,” and the late Mort Sigel, “who did so much for Clark and the Worcester community.” Osgood pointed to her CEO support group — “I put their good qualities together to create my business self.” The panelists agreed that mentoring, imbuing a passion for the vision, teaching that change is possible and often necessary and learning from the competition are among the tenets to follow when developing the next generation of managers.

Dean Ottensmeyer asked, “How has your leadership style changed over the years?” Lopez said he’s gone from “control freak” to virtually complete but watchful delegation. Boisvert declared, “It’s very important to let go.” Osgood said, “I now allow people room to make mistakes and learn from them.”
EMC executive Schwartz shares lessons in avoiding denial and embracing change

"Like Wang and Digital Equipment Corporation before us, we were at first ‘in denial’ that competitors deploying new technology threatened to leave us behind. But unlike Wang and DEC, we understood, sooner rather than later, that industry wanted more than we had been giving them," said Joel Schwartz, vice president and general manager of EMC Corporation, speaking at GSOM’s Leadership Forum in late January. “So we revised our business plan, changed the way we addressed the market and introduced a new product mix that included small and medium-sized data storage solutions to go along with our flagship line of large systems. And for the first time, we introduced software to run our products.”

Declaring, “I’m proud to have been part of the turnaround,” Schwartz reported a host of other changes that explain EMC’s ten consecutive quarters of increased revenue and profits: “acquisitions that support the expanded vision; a special group that integrates new divisions in 90 days rather than three years; common facilities for complimentary divisions; employee retention programs; more in-house component manufacturing; and a mix of 50 percent hardware, 30 percent software and 20 percent services.”

“We might have stopped there,” Schwartz continued, “but we saw sales opportunities in emerging markets like India and China and decided to seize them at the divisional level. We’re getting good advice from partners over there about how to do this. We’re even providing courses in storage engineering at Indian universities and training professors there to take on the task.” EMC outsourcing, Schwartz said, “provides cost savings while allowing the company to add jobs domestically.”

Urging everyone to read Thomas L. Friedman’s book, “The World is Flat,” Schwartz reported that EMC is taking advantage of globalization and using the technologies and modes that make it possible, including open sourcing, process automation, outsourcing, supply chain management, Google, and imaging. “Half of EMC hasn’t yet accepted the effects and the promise of the flat-world,” Schwartz added. “They’re still in denial, even as we get circuit boards and other components from China, integrate them in Mexico, and ship them to the U.S. for final configuration. Soon, the finished products won’t even have to pass through us on the way to consumers.”

Schwartz told the students in the audience to “realize that globalization is happening and figure out where you fit in and how you are going to become a part of it. Specialize in a way that allows you to change and adapt again if necessary. Don’t get boxed into a corner and let technology replace you. Do your homework today, because the people in China and India are eager to do your job. Above all, don’t get into self-denial.”

Earlier in his day at GSOM, Schwartz spoke to Professor Laura Graves’ students in her class, Diversity in the Workplace.

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very practical rather than theoretical,” says Professor Arndt, and “provides deep insight into how decisions are made in the real world.”

The guest executives, who come from a variety of industries, including health care, manufacturing and banking represent large and small companies, publicly traded and privately held firms and non-profit organizations. “We are grateful to the executives who give so generously of their time and expertise,” says Professor Arndt. “And I’m very pleased when the executives tell me that they, too, consider their visits worthwhile.”

Executive speakers in the MBA Leadership Capstone Course

Executives who participated in the MBA Capstone Course, “Leadership and Decision Making in Organizations,” in Spring 2004, Fall 2005, and Spring 2006, include: Sushil Bhatia, JMD Manufacturing, Inc.; Peter Bovenzi, Bovenzi Incorporated; Ann Brady, formerly of Art Technology Group; James Carbone, The Wellness Corporation; Linda Cavioli, YWCA; Nancy Connolly, Lasertone; Ralph Crowley, Polar Beverages; Jeffrey Donaldson, Dolphin Resource Group; Karen Green, VNA Care Network Foundation; Karen Laganelli, Holy Trinity Eastern Orthodox Nursing and Rehabilitation Center; David Mahoney, Applix, Inc.; Dan Moen, Heywood Hospital; Suzanne Moreale Leeber, Greater Marlborough Chamber of Commerce; Susanna Parsons, Dunkin’ Donuts Northeast Distribution Center; Lydia Pastuszek, National Grid-USA; Frank Saba, Milford-Whitinsville Regional Hospital; Christine Schuster, Emerson Hospital; Charles Valade, Commonwealth National Bank; Paul Bowler, PhD, Briarwood Continuing Care Community; Steve Willens and Anne Marie Jette, Jewish Healthcare Center; Mary Whalen, The Hospice at Coves Pond; Mufawea Mustari Khan, Concerned Women for Family Development, Bangladesh.
Adjunct faculty contribute to GSOM curriculum

**Kristi Thompson**

Consultant Kristi Thompson, of Sierra Associates, is currently teaching The Art and Science of Management, her first undergraduate offering at GSOM. “My goal,” she says, “is to bring some level of reality to the textbook theory of the discipline.”

Thompson is an ideal choice to introduce the multi-faceted management field to Clark students. Her experience as a management consultant and former trainer for Digital Equipment Corporation brings real-world experience into the classroom. While at Digital, Thompson was responsible for assisting the company’s clients in the fields of technology and medicine.

“My students especially enjoy hearing from the many seasoned management professionals whom I bring in to discuss their areas of expertise: HR, IT, resource management, indeed all of the sub-disciplines of modern management. I also give students the language of management as we role-play. We also take field trips to business sites where students can observe all aspects of management meshing productively.”

As principal of Sierra Associates, Thompson focuses on performance improvement, coaching and team building for client firms. She is currently working with a college IT department to improve its internal service and accountability, and in a team-building effort involving administrators of a large medical practice.

**Saeed Mohaghegh**

“My students, who are very self-motivated and eager to participate, are doing very well, indeed,” says Saeed Mohaghegh, a senior visiting lecturer whom GSOM tapped to teach Services Management and Operations Management Technology courses for employees of the Boston-based Public Consulting Group in its offices around the country, via the Internet.

“I’m very active in class so students feel my presence and want to get involved. I demand that they be online during the class and that they post their work on time. If they don’t perform, they won’t get a grade. They must earn it!”

“I think students respond very well to this method of instruction and clearly enjoy the class because it relates directly to their jobs. I give them cases to analyze both individually and as teams and they immediately apply what they have learned to their work at PCG. This is Clark’s ‘active learning’ at its best.”

Quite apart from his PCG offerings for the program created by GSOM, expressly for the firm, Mohaghegh (Clark MBA ‘77, MA ‘86) has also designed new courses for GSOM, one on supply chain management, another on services management.

**Richard Raben**

Richard Raben brings to his courses at GSOM — project management, management information systems and e-commerce — a wealth of experience to classes that “excite me because they’re full of high-performing students.”

“My early collaborative work in computer programming — I began 35 years ago — as well as in program management and software quality assurance, made me realize how much I like teaching. So as I worked in industry I earned a master’s in education. This may explain why I think I ‘connect’ with students.”

Raben’s ability to communicate may also stem from his undergraduate psychology degree and a book he authored on personality styles from the perspective of Jungian psychology.

As a consultant to industry, Raben continues to present a variety of seminars for companies in greater Boston, including workshops in communications strategies and techniques for managers. His many industry positions have included SQA project leader/senior SQA analyst for Ajilon/Software Quality Partners-Manulife Financial, senior software quality assurance project manager for Kronos Corporation and software quality project leader/trainer for Computer Sciences Corporation.
A unique two-stage consulting project with the Worcester Boys and Girls Club is one of Clark’s many contributions to the revitalization of the Main South neighborhood. This consulting assignment, overseen by the Small Business Development Center (SBDC), illustrates how GSOM has creatively involved business development experts, from this federally funded program, to enhance the graduate management education offered at Clark. Next year will mark the 25th anniversary of Clark’s partnership with the SBDC, under the leadership of its Director, Larry Marsh.

The experts in this case are adjunct professors Michael Holbrook and John Rainey, senior management counselors with the SBDC’s central Massachusetts office, now housed at Carlson Hall. Between them, they have fifty years of business experience and have counseled more than 8,000 clients. “As professional business consultants, we relish the opportunity to give students ‘real world’ experience in the Management Consulting Projects course,” says Holbrook.

Phase one of the consulting project began when the Boys and Girls Club board chair, a Worcester businessman who was also an SBDC client, requested a student team to develop a business plan that would include ways to raise $8 million to finance a new facility. Client meetings, research and regular supervision from Rainey were capped by a student presentation to the Boys and Girls Club executive. “They accepted the plan and began using the documents and PowerPoint presentations developed by the students to make the new center a reality,” says Rainey, with pride. “Consultancies provide students opportunities to work in business and industry. Students can then hit the ground running when they graduate, and prospective employers appreciate that.”

Phase two of the project, under Mike Holbrook’s guidance, involved a different group of students fulfilling their MBA Capstone Course requirement, this time by updating the original financial projections in light of higher costs caused by delays in receiving funding due to the environmental remediation of the site. The students also provided a needs-assessment of two new proposed club programs and additional fundraising ideas. They delivered a scope of project letter, including specific deliverables, to the club’s executive director late last year, and the club is now set to open its doors in June, 2006.

“We are grateful,” says Holbrook, “for the opportunities we’ve had to bring our expertise to bear in the training of Clark MBAs, and so are the many businesses that have benefited from the students’ work.”

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. For more information, visit: www.clarku.edu/offices/sbdc or call 508-793-7615.

GSOM Capstone Course Consulting Projects 2005–2006

Newfound Technology Corp.
Boxborough, MA
Marketing plan

Blackstone Valley College Fund Division of WB Smith Companies
Grafton, MA
Marketing plan for new product line

Greenwood Industries, Inc.
Millbury, MA
Marketing plan for new service

Delta Consulting Group
Templeton, MA
Business plan

Dolphin Resource Group, Inc.
Worcester, MA
Marketing plan

Sancliff, Inc.
Worcester, MA
Cost system development and market research

YMCA of Greater Worcester
Worcester, MA
Marketing research related to strategic planning

Blackstone National Golf Course
Sutton, MA
Marketing plan

Worcester Police Department
Worcester, MA
Operational and financial review of fleet management

Subito Technologies
Worcester, MA
Competitive analysis and market penetration study
Mort Sigel: leader, advisor, friend

“Throughout his distinguished career, Mort Sigel personified the creative and ethical business leader that Clark University and GSOM strive to develop. For that reason, the annual award to the outstanding graduate of our Bachelor’s program is named in his honor.”

Dean Ottensmeyer

In Memoriam

All of us at GSOM have lost a great friend, an enthusiastic supporter of our work, a splendid example of an effective and ethical business leader and a lovely person. Mort was a tireless advocate for business education at Clark and a generous supporter of programs that will make a real difference in the lives of Clark students for years to come. He was one of the finest people I’ve ever met and one of the bravest,” said Dean Ed Ottensmeyer following the loss in February of Mort Sigel, the long-time chair of GSOM’s Advisory Council.

Mort, BBA ’51, a member of the Clark University family for more than a half-century, founded Millbrook Distribution Services Inc. in Leicester, MA, now one of the nation’s largest wholesale distributors of health and beauty care products, general merchandise and specialty foods. He also served as chairman, president and CEO of Tekscan, Inc., a manufacturer of pressure sensitive systems.

As a Clark trustee, Mort was chair of the University’s Corporate Associates Program, co-chair of the University’s Centennial Campaign and the Campaign for the New Century. In 2001 he received Clark’s Distinguished Service Award — the highest Alumni Association honor — and GSOM made him an honorary member of the Beta Gamma Sigma business honor society. In 2003, GSOM honored both Vivian and Mort Sigel for their long-time commitment to the University by naming the Interactive Learning Center in Carlson Hall in their honor. During the dedication, Mort said, “I’ve seen the pace of business communication and information sharing explode during my 50 years in business. Vivian and I are pleased to provide an opportunity to ensure that these new technologies are available to Clark MBA students to help them compete successfully in today’s challenging business environment.”

In 2005, the Clark Board of Trustees formally recognized Mort’s “inspired leadership and counsel.” Chair Lawrence L. Landry wrote, “As a student of modest means, Mort was one of a generation of students from the Worcester area who were provided educational opportunities at Clark. Throughout his very successful career in the corporate world, Mort has never forgotten the opportunities made available to him at Clark and has been deeply committed to the institution for decades. His work on the Alumni Council and for twenty years on the Board of Trustees has deepened his resolve to engage alumni more fully in supporting Clark. Mort recognized early the connection between an alumni body that was actively involved in the programs of the University and increased financial support for Clark.

“Mort Sigel always understood that the opportunities presented to him at Clark must be preserved for the next generation of students. His Board service included tremendous contributions to Clark’s development efforts by his leadership and financial support as chair of the Board’s Planning and Development Committee and through Mort’s significant leadership roles in Clark’s capital campaigns.

“As a trustee, Mort focused his efforts on his great passion for the Graduate School of Management. His was always the strongest voice encouraging support for GSOM and recognizing the important role that this professional school could play in the University. He provided inspired leadership and counsel to GSOM as chair of the Advisory Council.”

Mort’s involvement in the community was extraordinary. He served as a director of the Worcester Area Chamber of Commerce, chairman of the Worcester Foundation for Biomedical Research — which honored him with the Hudson Hoagland Award for leadership — and as a director of Shawmut Bank. He was chair of the Worcester County Music Association, area chair of the National Conference of Christians and Jews and president of both the Worcester Jewish Federation and the Worcester Jewish Community Center. When Mort received a key to the City of Worcester for lifetime contributions to his hometown, he said he had been motivated by “an old-fashioned philosophy to volunteer and give something back to the community.”

Mort’s son, Robert, a member of the GSOM Advisory Council, memorialized his father as “one who connected with people in a special way. He typically ended up in a leadership position. People could obviously sense the aura of his personality, his common sense approach to things, his wisdom, his decisiveness, his determination to make things happen, his ability to listen and to consider other points of view.”

“Throughout his distinguished career, Mort Sigel personified the creative and ethical business leader that Clark University and GSOM strive to develop. For that reason, the annual award to the outstanding graduate of our Bachelor’s program is named in his honor,” said Dean Ottensmeyer.
GSOM Calendar - May through June 2006

All Clark alumni and friends are encouraged to attend any of the following programs. If you would like further information on an event, please consult the Clark alumni Web site at: www.clarku.edu/alumni/regional

May
17  GSOM/SBDC Consulting Projects and Internship Awards Ceremony. 4:30–6:30 pm. Higgins University Center
18  2006 Beta Gamma Sigma induction ceremony (invitation only)
19-21  Clark Reunion Weekend
20  GSOM Alumni Reception (alumni and graduates). 4:00 pm. Carlson Hall Lawn
21  Clark Commencement

June
5  Clark Reception & Dinner, Hilton Tokyo, Tokyo, Japan. 6:30 pm
9  Clark Reception & Dinner, Grand Hilton Seoul, Seoul, South Korea. 6:30 pm
13  Clark Reception & Dinner, Island Shangri-La Hong Kong, Hong Kong, China. 6:30 pm
17  Clark Brunch, The American Club in China, Taipei, Taiwan. 12:00 pm
21  Clark Reception & Dinner, Grand Hyatt Erawan Bangkok, Thailand. 6:30 pm