When Edward J. Ottensmeyer became GSOM’s dean more than a decade ago, he had an early epiphany that “all roads lead to the alumni.” Much of his effort since then has been spent re-engaging alumni – and creating reasons for them to re-engage.

As a result, one in five Clark students is now enrolled in one of GSOM’s programs and enrollment has more than tripled, with GSOM continuing to attract highly-qualified students from throughout the world. This year, GSOM had over 1,200 applicants for 175 openings.

“I recognized early on that we hadn’t done what we needed to do with alumni,” Ottensmeyer said. “One of the first things I did was to send out a letter saying, ‘I’m GSOM’s new dean, and the faculty and I need your help.’”

Soon after, he established the Connect newsletter to create regular communications with alumni and to highlight the school’s new programs, student activities, alumni accomplishments and faculty expertise.

Next, he established GSOM’s Career Services Office to help graduating students find jobs and current students find internships. The office grew from one person in 2001 to three-and-a-half today. It now houses the Stevenish Career Management Center, created through the generosity of Robert Stevenish ’86, vice chairman of the GSOM Advisory Council, and his father, Trustee Robert Stevenish, and the Fishman Library, established with the financial support of Trustee Mark Fishman ’82, a former member of the GSOM Advisory Council. Stevenish and Fishman are also members of the Clark Board of Trustees.

Reaching out to alumni also helped GSOM increase external fundraising 15-fold during Ottensmeyer’s tenure.

Ottensmeyer also re-engaged alumni by converting what had been the Visiting Committee into the GSOM Advisory Council.

“I talked to Mort Sigel, long-time chair of the Visiting Committee, and we decided to give it a new name,” Ottensmeyer said. “We decided to call it an Advisory Council because it sounded more active, like there was something meaningful for this talented group of business leaders to do.”

They also changed its focus, making it more Clark-centric. While there are still non-Clark graduates on the board, a majority have Clark MBAs and Clark undergraduate business degrees.

Photos, top right: Receptions were held in Frankfurt, Germany; Boston, and Mumbai, India to celebrate GSOM’s 25th anniversary.

continued on page 2
Transitions

The second half of Clark University’s slogan, “Change Our World,” seems especially apt today, as Clark University’s world has gone through major changes in recent months. We have a new president, a new provost, and a new interim dean at GSOM.

As interim dean, my goal is to keep our ship sailing on the course set by our outgoing dean, Ed Ottensmeyer.

I would be remiss if I did not thank Dean Ottensmeyer for the leadership and guidance he has provided GSOM for the past decade. Under his leadership, we have made significant progress that has changed our world. There are many ways his leadership has made our world inside and outside GSOM better. I will probably miss a few, but let me attempt to name some of the successes he achieved through his leadership.

Our program has grown tremendously, with the size of our incoming classes almost tripling. Not only has the quantity of students increased, but the quality has simultaneously improved and the number of countries represented in our student body has grown significantly.

Ed guided the successful re-engineering of our curriculum to allow greater flexibility and the ongoing introduction of topics of importance to business and the community as they emerge.

He recruited high-quality faculty for every discipline in GSOM. Almost all of the faculty he recruited have had successful careers here and are now in leadership roles within GSOM and Clark University.

He has strengthened our administrative staff, which includes some of the highest quality (and most collegial) staff on campus. Our career placement and alumni outreach program has blossomed and is now of world-class quality. He has developed important and long-lasting relationships with alumni that have brought us significant human and capital resources.

His development of the “Executives-in-Residence” and “Innovation and Entrepreneurship” programs are hallmark successes for the University and GSOM. He has successfully guided us to AACSB reaccreditation and has the systems in place for another successful reaccreditation.

There are many things to build upon the foundation that Ed has laid. Even with an interim dean, GSOM cannot remain static in an ever-changing world. We still have challenges. Here are some priorities that will have implications for the long-term prosperity of GSOM:

The AACSB reaccreditation process has begun. We must carefully document all necessary processes, resources and activities, as this is our “self-study” year. This process will identify our challenges more clearly.

The strategic plan is a dynamic document that requires updating and further development. Input from faculty, staff, the Advisory Council, community and business leaders, alumni and other stakeholders is needed to make certain any gaps are identified and a strong direction is maintained.

Maintenance of old relationships and development of new ones with the Clark and GSOM community and alumni must continue. We need these relationships to keep GSOM thriving, and will seek help in doing so from our alumni groups and Advisory Council.

We expect to search for two new faculty this year to support the growing master’s of science in finance program and the finance concentration in the MBA programs.

We will seek to increase the diversity of the GSOM student body.

We will consider new programs, such as a master’s degree in science for accounting and a sustainability concentration in the MBA program. We will look into further development and expansion of the social change program, and will broaden relationships with the Graduate School so we can develop new programs and grow existing programs, such as the dual degrees offered by GSOM and the International Development, Community and Environment Department (IDCE).

We will encourage new research and innovative ideas through collaborations with the Mosakowski Institute and the Marsh Institute.

Of course, we always welcome input from alumni and other friends of GSOM to help us identify new ways to help GSOM progress and succeed. Please do not hesitate to contact me through email, jsarkis@clark.edu, or by phone (508-793-7659). I look forward to maintaining the excitement and success of GSOM for another year and into the future.

With warm regards,

Joseph Sarkis
Interim Dean

A Real-World Education

While externally focused on alumni, internally Ottensmeyer focused on the curriculum and determined that it needed an update to better reflect the global business world.

The biggest change was to the MBA capstone course. Where previously, students had a required competitive strategy course, GSOM began a more diverse, hands-on approach, offering choices such as a “Management Consulting Projects” course and a “Global Business Seminar.”

Developed with the involvement of counselors in Clark’s Small Business Development Center, the “Management Consulting Projects” course gives students an opportunity to work directly on projects with area businesses. The “Global Business Seminar” includes travel and study in European and Asian business centers, giving students an opportunity to observe the global economy firsthand and to think about business from a different perspective.

GSOM began working with Clark’s program in International Development, Community and Environment (IDCE) to offer its students a concentration in Social Change and IDCE students a concentration in Enterprise Management. IDCE and GSOM have also launched a dual degree program that allows students to earn a master’s degree from IDCE and an MBA from GSOM in three years.

Over the years, Ottensmeyer noted the shift to more concentrated graduate programs, like GSOM’s master of science in finance (MSF) program. While the MBA program continues to attract about 50 new students a year, the MSF program has grown from 10 new students in 2000 to over 125 in 2010.

Because of the strength of the faculty and ongoing improvements to the school’s curriculum, GSOM received reaccreditation in 2002 from AACSB-International, the Association to Advance Collegiate Schools of Business.

Long regarded as a globally-focused business school, GSOM continues to attract students from more than 20 countries.

“The market for business education has become global,” Ottensmeyer said, “so if we attracted qualified students from China, India, Taiwan, Turkey, Germany, France, the faculty and I welcomed them with open arms.”

In recognition of its global footprint, and to re-engage alumni from around the world, GSOM held celebrations in Frankfurt, Paris, London, Delhi and Mumbai as part of its 25th anniversary celebration in 2007, in addition to closer-to-home events in Boston, New York and Worcester.

Ottensmeyer is still undecided about what he will do after his year-long sabbatical, but he does know he will remain involved with GSOM and its alumni.

“I can’t imagine not being involved,” he said. “I’m deeply interested in what my former students are doing and in how they are making the world a better place.”

Ottensmeyer, continued from page 1
William E. Aubuchon III, who has served as CEO of the 124-store Aubuchon hardware store chain in Westminster, Mass., for 17 years, recently advised GSOM’s 2010 Beta Gamma Sigma honorees to be open to new perspectives.

“One has to have an open mind and be receptive to disruptive ideas,” he said.

While such advice may seem unexpected from the head of the oldest chain of family owned and managed hardware stores in America, the winner of the 2010 Chapter Honoree Award believes that today’s economy calls for a different approach.

Aubuchon told new honorees during a recent induction ceremony that he was appreciative of his award, but lamented, “Why couldn’t this have happened four years ago, when students were weighing multiple offers for employment? It didn’t. There are things you can control and things you can’t control. You can control the way in which you allow things to control you. You can look at them as challenges to overcome.”

He recounted a story Nelson Mandela was fond of telling about the first Christmas Eve. Joseph was looking for a place to stay with his pregnant wife, but the inn he stopped at was full. “It’s not my fault,” the innkeeper told Joseph. “It’s not my fault, either,” Joseph replied.

Whether with Joseph or today’s graduates looking for jobs, he said, “Circumstances don’t define our character. They reveal it. When things are going badly, these are times when our characters are put to the test.”

Listening is Learning

Aubuchon had two pieces of advice for the Beta Gamma Sigma honorees – listen and be humble.

“Lesson one is to listen. Really listen,” he said. “It’s more than just a matter of mutual respect. Listening is learning. Leaders learn every day. You will continue to learn for the rest of your lives. You’ll learn by listening and opening your ears to every voice you could possibly listen to.”

He suggested that listening should include taking personal criticism and learning from it.

“My view is that MBA students, as smart as you are, are sometimes deficient,” he said. “There is a lack of ‘soft skill’ management.”
GSOM has undergone “a wonderful transformation,” thanks in large part to the efforts of outgoing Dean Edward J. Ottensmeyer, according to William S. Mosakowski, chairman of the Board of Trustees at Clark University.

During a reception for Ottensmeyer held recently at Rowe’s Wharf in Boston, Mosakowski said, “I have watched the evolution, the wonderful transformation, of GSOM. Much of that success is due not only to the faculty, but to the leadership. The high quality of the program, the increasing number of admissions; our school – your school – is doing exceptionally well. We have a brand that’s not just regional, but international. A lot of that has to do with Dean Ottensmeyer.”

Mosakowski recalled how Ottensmeyer approached him nine years ago at Public Consulting Group (PCG), where he is president and CEO, and “he did well convincing me that what the company needed was a specially-tailored MBA program.” Since then, the program, which includes both remote courses and courses at PCG, has produced more than 100 graduates in four cohort groups.

Making Friends

Just as Mosakowski credited Ottensmeyer for GSOM’s success, Ottensmeyer credited Mosakowski and other “friends” of GSOM. When he started as dean in January 1999, he said, he saw that “the first thing we needed was friends,” so he formed relationships with Mosakowski and others, who have become closely involved with GSOM.

“It’s great to have friends,” said Ottensmeyer, who has developed relationships with organizations ranging from EMC Corp. and Fidelity Investments to the Peace Corps and City Year. He also cited the late Morton H. Sigel ’51, founder of Millbrook Distributors and a member of the Clark Board of Trustees and long-time chair of Clark’s Advisory Council.

“Mort said to me, ‘Young man, let’s go talk to the trustees about the business program’ and we did. He was a wonderful man and a major influence on my life. He was a great advocate of the business school at the trustee level.”

Stepping down as dean, he expects to follow the advice of the German poet and philosopher, Goethe, who said, “Every day try to hear a song, read a good poem and speak a few reasonable words.”
I kept thinking to myself, “They’re pretty good, but Ed’s better.”

...I kept thinking to myself, “They’re pretty good, but Ed’s better.”

Aixa L. Kidd
Clark Director of Alumni Affairs

For me, Ed has been a great ambassador for Clark and for our alumni all over the world. During GSOM’s 25th anniversary, there is no one I would rather have traveled with to Germany, London and France within six days.

He is a great advocate for GSOM alumni, keeping them updated and connected to the university. And he’s also an advocate and promoter for the alumni-in-residence program, which brings alumni back to campus to teach, meet with students, share networking tips, and act as guides and mentors.

I’m just a huge fan of Ed. He’s very proud of GSOM and brings that forth.

Andy McGadney
Vice President, Alumni Affairs

He was a thoughtful, energetic and engaging dean. In my role, I watched Ed engage with GSOM alumni and Clark alumni and he was phenomenal. One of his greatest skills is his ability to engage with anyone and everyone around the mission of Clark University.

Robert Stevenish ’86
Vice Chairman, Advisory Council
Clark Board of Trustees

I graduated from Clark and forgot about it for at least 15 years, and I got a call one day and he said, “Hey, Bob, it’s Ed Ottensmeyer. I was wondering if I could have lunch with you. I’d like you to get involved with GSOM.”

First, he got me involved giving speeches. I was a Beta Gamma Sigma honoree. Through that, I joined the Advisory Council, then I became Vice Chairman. I introduced Ed to my dad, who joined the Board of Trustees, and Mark Fishman, who donated funds for the Fishman Library.

In eight years, I raised a significant amount of money, I was on the board and I was always very, very involved. All because Ed called.

I found out he lives three blocks away in Wellesley. He knows my mom, my sister, my wife and my son. He is, without a doubt, a very close friend of the family. He has an easy-going way about him. He’s very diplomatic, his feathers aren’t ruffled easily and he’s a very good statesman. I really like Ed a lot.

Gary N. Chaison
Professor of Industrial Relations

I know Ed well. I wrote up his tenure case and his reappointment case and I researched with him. Ed has some very strong points. One of the things that’s great about Ed is that he’s extremely personable.

He gets along with everyone. Introduce him to someone and five minutes later, they feel like they’ve known him for a long time. He’s also a good listener.

With Ed, what you see is what you get. He’s an easy person to work with. He always asks for your advice when he does anything and he always says, “Thank you.” Even if you don’t agree with him, he says, “Thank you.”

He’s very candid and very open, and extremely accessible. If anyone had any problem – with a class, with their pay – you knew they could go to Ed and he would talk with you.

He is a very caring person who gets involved with everything that deals with students. He saw the dean job not as telling people what to do, but rather doing it with them. It will be difficult to replace him.

I was on the search committee that picked Ed. We looked at all of these candidates, we talked to them about the job, we called people in and I kept thinking to myself, “They’re pretty good, but Ed’s better.” He was a great administrator and I can count him as a friend as well.

Larry Marsh
Director, Small Business Development Center (SBDC)

I’m truly going to miss the guy. We built a relationship over 20 years, but his support for the SBDC started before I came. We recently won the All-Massachusetts/All New England Award for Excellence and he deserves that award as much as I do. He’s been supportive and has done some unique things that others can’t duplicate.

When he started the ‘Projects in Management’ course as a capstone with SBDC, it started as an experiment. It’s grown from the experimental stage and now 50% to 60% of grads go through it. He helped shepherd that. Two senior counselors teach as adjunct faculty members and 50 to 60 students put 300 to 400 hours a year into it. It’s a wonderful resource and a wonderful resume builder, and Ed has been involved in every phase of the program since day one.

To me, he’s the ultimate bottom-up manager. He allows you as much room and space as you need. If you’re an effective manager, he leaves you alone to get the job done. If you do have a problem, he gives exceptionally good counsel, especially for personnel and personal matters.

He’s superb. Just before he left, we had a funding problem with the state and had difficulty ironing it out, resulting in a personnel situation. He helped me work it out, even though he had so many other things on his plate in his last days as dean. He made the time to sit and talk to me, so we could decide together the best way to handle it. I appreciated his style of management. I consider him a friend.

Dana Knop MBA ’98
Advisory Council member

When I was evaluating where I wanted to get my MBA, the curriculum drew me in. What kept me engaged was the caliber of the faculty. I was in Ed’s business strategy class.

I felt fortunate to be in the presence of this brilliant teacher regularly. He set a very high standard for critical thinking. He said he had no tolerance for slackers. He wanted to make sure our thinking reflected excellence. He taught us the importance of speaking with credibility and substance. He brought out the best in us.

After graduating, he asked me to serve on the Advisory Council. I was surprised, but I took a chance on it and it’s been a very enriching experience in my life. The school that gave so much to me, being part of being able to make it better is important to me, and it’s created a great opportunity to see Ed in a leadership role.

GSOM Clark University
It’s not unusual for college classmates to get together once in a while after they graduate. But it is if they come from countries as far away from each other as Brazil, Germany and Turkey.

The Class of 1998 can make a case for being the most tight-knit class in GSOM history. This summer, 27 people from five countries—including nine alumni from the Class of 1998, spouses, children and friends—got together in Bodrum and Istanbul, Turkey. Two years ago, 20 students and their families from 11 countries reunited in Eltville, Germany.

And two years from now, they plan to get together again in Worcester, Mass., where, instead of boating on the Rhine or relaxing in a Turkish bath, they hope to attend a GSOM commencement and celebrate the 50th anniversary of GSOM finance professor Maury Tamarkin and his wife, Julie. They’re also discussing future reunions in Brazil and India.

Tamarkin, who has participated in both reunions, said those in the Class of 1998 have “all done well, and have a terrific affection for each other and for Clark. Some of the ones who couldn’t make it this time were really disappointed about it.”

Scheduling A Challenge

Tülay Bayar MBA ’98, who organized the Turkish reunion with help from Elif Görgüner MBA ’98, said, “Even now, when I mention our story to friends and colleagues, they hardly believe that there is such an alumni network on earth.”

The greatest challenge was to schedule the reunion at a time when everyone who was interested could attend, as families had grown since the previous reunion and school years varied. The reunion in Turkey, which took place from June 28 through July 4, included time in Bodrum on the Aegean Sea, and in Istanbul, which has a population of 13 million people.

“We provided a list of useful information about Turkey to help them get ready for the trip, such as currency exchange, electricity, tipping … followed by a checklist for organizing travel bags,” Bayar said. “As hosts, Turkish team, we decided on whereabouts, hotels, flights and all organizational details and shared the prepared agenda with participants.”

Time spent in Bodrum, an international center of tourism and yachting, included a visit to Bodrum Castle, which was built by the Crusaders in the 15th century, and to the Bodrum Amphitheatre, built around the 4th century BC during the reign of King Mausolos.

The group also enjoyed a boat trip through the Karaada, Aspat, Bagla, Camel Beach and Aquarium bays. The boat stopped at a crater, where the group could jump into warm, spa-like water 20 meters deep, even while being surrounded by the cold sea water.

After flying to Istanbul, they enjoyed shopping at the Grand Bazaar and going to the Çemberlișa Hamam, an ancient Turkish bath. After soap massages in Hamam, they enjoyed a belly dancing show in Galata Tower, a part of the medieval Genoese citadel.

Istanbul “is not a place to visit in just a couple of days,” she added, but the group worked in a visit to the Sultan Ahmet region, including Hagia Sofia, the Blue Mosque and Topkapı Palace, as well as a visit to the Dolmabahçe Palace and Spice Bazaar. They also took a boat trip on the Bosphorous, enjoyed a promenade on Istiklal Avenue, and had their fortunes told at a café in Beyoğlu. They finished their days with dinners in Reina, Çiçek pasaji, the Giritli Restaurant and other places.

“The best thing about this reunion was to experiment and share this culture and places with friends and their families who are also part of our Clark family,” Bayar said. “I like the spirit of Clarksies. Nothing could stop them from making it to the reunion.”

She agreed with one of the children at the reunion that, “although it is only two years to the next reunion, it will feel as a hundred years until we meet again.”
Family businesses come in all shapes and sizes. That much was clear at the recent Family Business Awards ceremony, organized by Worcester Business Journal and co-sponsored by GSOM.

The smallest of six businesses honored, Vaillancourt Folk Art of Sutton, Mass., has a handful of employees, including founders Gary and Judi Vaillancourt and their son, Luke. Conversely, the largest company honored, Salmon Health and Retirement of Sutton, Mass., has more than 900 full-time employees, including Matthew and Andrew Salmon, and Kate Salmon-Robinson, all part of the third generation of Simpsons running the business.

Vaillancourt Folk Art began as a hobby for Judi Vaillancourt, when she received a gift of three antique chocolate molds from her husband Gary in 1984.

Today, the company has expanded into a studio in Sutton, Mass., which also features a folk-art museum. One of the country’s last remaining makers of Christmas ornaments and collectibles, Vaillancourt still produces chalkware figures that are made and painted by hand, using Judi’s collection of 10,000 vintage molds, which is one of the largest collections in the world.

Son Luke Vaillancourt brought his digital savvy to the business, adding Internet-based sales, which now account for 20% of company revenues.

Catania-Spagna Corp., of Ayer, Mass., has been a distributor of olive and vegetable oils for more than 100 years, and now carries 27 types of edible oils. Founded by Guiseppe Basile, who came to America from Sicily in 1900 and started selling olive oil from a one-man office in Boston’s north end, the company is now in its fourth generation and employs 16 family members.

It’s now part of the largest buyers’ group for olive oil in the country, importing oil from throughout the world, and packaging it under both its own label and private labels. While employing family, its philosophy is that “everyone has to earn their due,” according to President Anthony Basile.

The Training Associates of Westboro, Mass., which provides technology-related training, staffing and consulting, helped launch the federal government’s “Cash for Clunkers” program, which was designed to spur auto sales while taking environmentally inefficient vehicles off the road.

The Training Associates works directly with customers such as Pacific Gas and Electric, and indirectly with major companies such as IBM and Accenture. With Vic Melfa as CEO and daughter Maria Melfa as president, the company has grown to become the largest provider of trainers in the world.

“It’s hard to separate personal and business issues when you have a father-daughter relationship,” Maria Melfa said. “He still thinks of me as a young girl instead of an executive.” She began calling her father “Vic” at work to keep their relationship professional and they retained a succession consultant.

E.L. Harvey & Sons Inc. The Harvey family business of Westboro may never have evolved into the waste disposal and recycling business it is in today if not for a dead horse.

E.L. Harvey’s sons worked on the family farm, buying and selling cows, but they also bundled cardboard that was left with them by a trash hauler who was under contract with the First National Bank and the A&P supermarket. More than 60 years ago, when the trash hauler’s horse died and he was unable to fulfill his contract, the Harveys took over.

They added an electric light company and started operating a dump for the town of Westborough, where the company is located.

By the early 1970s, the Harveys decided that “farming wasn’t a venture we wanted to do anymore,” according to CEO Jim Harvey, so they focused their efforts on their waste management business. They have since grown from one truck and three employees to 100 trucks and 250 employees.

Their work ethic has helped them succeed, according to Harvey, who said, “My father worked hard and he passed that down to his children and they passed it on to their children.”

But they’ve also benefited from a passion for their business. “If you don’t love it,” Harvey said, “don’t do it.”

R.H. White Construction Co. Inc. With more than 400 full-time employees, R.H. White of Auburn, Mass., has come a long way since 91-year-old Chairman Leonard White, joined the company in 1946.

“When I started, I didn’t have a dime,” said White, who still comes to work daily. “I started with nothing, but we never bought anything we couldn’t pay for.”

Initially focusing on home building and water works, today the company specializes in construction for wastewater, industry and utilities, such as natural gas, water and sewer.

continued on page 8
Sigel Fellowship Awarded

GSOM MBA candidate Laura Kummer has been chosen to receive the 2010 Morton H. Sigel ’51 Endowed Fellowship Award. The $4,500 award, established in memory of distinguished business leader and Clark trustee Morton H. Sigel ’51, is designed to provide financial support to a GSOM MBA student with a strong academic background and a demonstrated commitment to community service. A student in the Social Change program, Kummer’s extensive experience includes serving as Program Development Officer at the CECAM Foundation in Cochabamba, Bolivia; being a co-chapter leader of Net Impact at Clark; serving as the Strategic Initiatives AmeriCorps VISTA through the Michigan Campus Compact; serving as chapter leader for Acting on AIDS; serving as an intern at Food for the Hungry in Washington, D.C., and working with a team to build a water tank for the organization in Karare, Kenya; being a mentor at Action Jackson in Jackson, Mich.; volunteering with youth programs at Highland United Methodist Church in Highland, Mich., and participating in volunteer days of service.

Sarkis, continued from page 1

in accounting, and is considering other ideas aimed as continuing to enhance GSOM’s international reputation.

“I will also seek to further develop relationships with the university and the community, including alumni outreach and outreach to the business community,” he said, “and I will oversee the general operations of GSOM.”

Sarkis came to GSOM as an associate professor in 1996 and was promoted to professor in 2002. He began his teaching career as an assistant professor and associate professor at the University of Texas at Arlington. The author of more than 250 publications, he earned a Sea-Sky Scholarship in 2007 from China’s Dalian University of Technology, where he taught and researched, “Environmental Supply Chain Management.”

Sarkis is also the author of several books on environmental sustainability, including Greening the Supply Chain (2006); Greener Manufacturing and Operations (2001); with Robert Stouffe, Strategic Sustainability: The State of the Art in Corporate Environmental Management Systems (2007), and, with James Cordeiro and Diego Vazquez, Facilitating Sustainable Innovation through Collaboration (2010).

Sarkis earned his doctoral degree in management science from the State University of New York at Buffalo. His teaching and research interests include operations management, logistics, supply chain management, corporate environmental management, management of technology, international management, information systems, technology and entrepreneurship.

Family Business Awards, continued from page 7

The key to the company’s success is its employees, according to President and CEO David White, who said, “You can’t buy good people. … Our employees are the driving force of our organization. They are our biggest asset and our biggest focus.”

R.H. White offers its employees loans and financial assistance, extensive training, and even personal use of company machinery. By treating employees as an extension of the family, it has retained many of them for as long as 50 years.

Salmon Health & Retirement of Westboro, Mass. had no trouble attracting a third generation of Salmons into the company, because “our parents and grandparents were outstanding role models,” according to Kate Salmon-Robinson, director of marketing and communications.

While her parents wanted to make certain that their children did not feel pressured into going into a business that didn’t interest them, she and brothers Matthew and Andrew stepped into the business when they felt ready to do so.

Salmon Health and Retirement has been in the senior living business for nearly 60 years and now operates retirement communities in Natick, Northborough, Northbridge, Westborough and Worcester, Mass.

“Pride is one of the greatest rewards of running a family business,” according to Vice President Matthew Salmon.