In today's connected world, people are using social media to build networks of hundreds or even thousands of people.

But when it comes to networking, "It's about the quality of the connection, not the quantity," according to R. Thomas Manning, Jr. '89, chief investment officer at Silver Bridge Advisors in Boston.

Manning was part of a panel at, "New Ideas on Networking," a workshop sponsored by The Clark University Alumni Association, Career Services and GSOM, which attracted 125 students and alumni to Silver Bridge headquarters.

The panelists said that social media help, but there is no substitute for personal contact.

"It's really a supplement," according to Jonathan Freedman MBA '89, president of Mage, a management consulting firm based in Newton, Mass. "Don't use social media as your primary or only source of networking."

Daniel Kilgore '74, principal of Riviera Advisors, likewise, said, "Connecting with folks with the tools we have today, it's not too difficult to touch the human race, but make sure you're making contact."

He added that students and alumni should be cautious about what they say or do online, because human resources staff routinely check the Internet before making hires, and once a photo or message is posted, "It lives forever."

Manning advised that students start their networking with connections they made at Clark. Invite alumni to share a cup of coffee and "you never know where it might lead," he said, adding that it is important to be mindful of the other person's time and to have an agenda.

Diane Stokes MBA '96, director, global marketing and programs at Voltaire, Inc. in Billerica, Mass., advised students to take advantage of every job interview - even when they interview for jobs they don't want. After graduating from college, Stokes was offered a job she didn't want and when she turned it down, the person interviewing her asked what she was looking for. He ended up setting her up with an interview that led to her first job.

"Look for opportunities," she said. "Volunteer. Meet as many people as you can."

Advice For The Employed

The panelists emphasized the need to network not only to find a job, but to keep it - especially given today's rising unemployment.

Stokes said volunteering for workplace initiatives is a good way to meet the right people and to gain job security. At the same time, she added, it's important to excel at your job.

"Make yourself invaluable," she said. "Don't have an 'it's not my job' attitude."

"It's about the quality of the connection, not the quantity.”

- R. Thomas Manning, Jr. '89

Kilgore added that networking should be a life-long pursuit.

"It's easy to get people who are unemployed involved with networking, but once they get a job, they stop," he said. "It's not something you turn on and off. Remember all the folks you called when you were looking for a job?"

What's Your Brand?

NAW MBA Comes to Clark

S teela Sireno didn't have an MBA and she was not a chartered financial analyst like most of her competitors in the job market - yet she was hired for key positions at Fannie Mae, Charles Schwab and Barclay’s Global Investors, and at one point she managed a multi-billion dollar portfolio.

Why was she hired over more technically qualified candidates who interviewed for the jobs? Because she had a strong personal brand, she said.

Addressing a group of 90 students from 10 MBA programs who attended a presentation sponsored by Clark University's Women in Business and the National Association of Women MBAs (NAW MBA), she said that, "When you have a job interview, what people see is how you dress, how you walk, how you relate to other people. What they don't see is your reliability, your level of competence."
Values and The Great Recession

Little is clear about where we are in The Great Recession of the early 21st century. But one thing stands out to me – despite the role played by all of the quantitative analysis behind the mortgage-backed securities that collapsed and set off the downturn, we now seem focused on fundamental societal values that are decidedly qualitative. Interspersed with the economic jargon, we hear words and concepts that fit more comfortably in discussions about values and ethics.

Talk of fairness is everywhere. We hear it in debates on tax policy and corporate bonuses, and in discussions about who should receive mortgage assistance and which cities should get federal stimulus money. Devising fair policies is tricky business, especially around the margins. For example, why should your spendthrift neighbor get mortgage relief, when you’ve taken a second job and are struggling to pay your mortgage?

Trust, and restoring it, is big. How can we trust our regulatory agencies to protect us from dishonesty, deceptive practices and the Madoffs of the world? How can investment managers ever again trust those who sold them all those CDOs? How do we restore fundamental trust in our financial institutions, which took such ill-considered, poorly understood risks? Restoring trust looks pretty tricky, too.

Confidence is frequently in the headlines. Consumer confidence is arguably the most elusive and, therefore, most closely watched leading indicator of an economic recovery. Consumer purchases are the largest component of GDP; no confidence, no big purchases. Little wonder that rebuilding consumer confidence has become the focus of Presidential pep talks and the Federal Reserve chair’s Congressional testimony.

Recessions are troubling times. During times of growth and prosperity, basic conflicts can be more easily avoided, because there’s more wealth to spread around. But when times are hard and an economy shrinks, basic societal values like fairness, trust and confidence come under more intense scrutiny and conflict comes bubbling up.

I trust that we, and our business and political leaders, will find fair and equitable solutions, restore confidence and trust, and build a stronger foundation for that new economy we hear about.

GSOM Students Need Your Help

At GSOM, the recession has taken two shapes. Applications are up, due to both growing global demand, and job uncertainties. It’s always good to add new members to the growing GSOM family. However, current full-time students face a very difficult market for internships and jobs. That troubles all of us. It’s difficult to see our talented students having so few opportunities.

That’s why we need your help now more than ever. If you know of an internship or job opportunity, please contact me or Career Services Director Lisa Radomsky, who can be reached at lradomsky@clarku.edu.

GSOM Alumni Deserve Support, Too

GSOM alumni are invited to join our newly-launched career and life coaching program (see page three). We’ve negotiated special rates for interested Clark graduates. Our Career Services Office is also open for use by all GSOM alumni. For more information, please contact Lisa Radomsky at the above email address.

By supporting one another through these difficult times, we will develop an even stronger sense of community … joining the Clark GSOM LinkedIn group is a great way to start (see page eight). The faculty and I always enjoy hearing from you, so please stay in touch. And good luck.

With warm regards,

Edward J. Ottensmeyer
Dean (eottensmeyer@clarku.edu)
NAW MBA Comes to Clark
continued from page 1

Since only a small percentage of a person’s qualities can come through in a job interview, it is important to make the most of those qualities. The person who arrived 15 minutes late to be interviewed by Sireno, then took a crumpled copy of her resume out of her purse, could have answered her questions brilliantly, but she wouldn’t have gotten the job because her actions told Sireno that she was disorganized.

Personal branding is a matter of answering the question, “What is your unique selling point; what is it that makes you shine?” she said. “A brand should be distinctive. It should be consistent. It is your promise.”

While we may ask others for feedback about our personal traits, we each need to develop our own brand.

“It’s our job to put the stake in the ground and say, ‘These are my core beliefs,’” she said. “It’s up to you to define who you are. It requires authenticity. There is so much pressure externally to try to be who our employers want us to be or who our peers want us to be, but you have to be true to yourself if you want to be happy.”

To help the 90 people attending define their personal brands, she had them each choose a city, an animal and a car that they identified with, and to write down the characteristics of each that led to that choice. She then had them distill their finding to five words they could use to define their brand.

While she suggested that everyone ask for feedback about their strengths from 10 peers, she emphasized that, “If you do not define your own brand, you allow others to define it for you.”

Communicating Your Brand
Defining your brand is just the first step in personal branding, Sireno said. How people communicate their personal brand is also important.

“‘What is your unique selling point; what is it that makes you shine?’”

“If you do not define your own brand, you allow others to define it for you.”
- Starla Sireno

“‘How do you stand? How do you speak? Do you make eye contact? It’s all about impressions,’” she said. “‘The bottom line is awareness.’”

How people present themselves online is also important. Anyone hiring today is likely to check out a person’s Facebook page and LinkedIn profile, so they should reflect the person’s brand.

She also suggested that it’s important to make an impression when networking. Rather than anxiously asking a person, “When are you hiring? How much are you paying?” she recommended a three step approach:

Connect with the person by finding something in common to talk about.
Give something back to the person, such as your full attention. Finally, ask for something in return.

“The program was very topical and useful, but it also provided an opportunity to showcase GSOM to MBA students from 10 different business schools,” said Rumiana Pavlova, a graduate student and president of the GSOM Women in Business group, which helped organize the program. “We believe the program was beneficial not only for personal branding, but for GSOM branding.”

New Coaching Initiative Provides Career Edge
Students, Alumni to Benefit

GSOM has introduced a free career and life coaching initiative to help part-time students and alumni succeed in a challenging business environment.

The initiative, being launched as a pilot program this spring, is available to part-time students at any time during their studies at GSOM. Enrollment for each group is limited to 12 and there is already a waiting list for the next program.

Coaching sessions will also be available to GSOM alumni at a discounted rate.

“Even in the best of times, part-time students are challenged with balancing work, studies and often family commitments,” said Dean Edward Ottensmeyer. “In the current economy, balancing all of these responsibilities is more difficult than ever. We wanted to help our students and alumni cope with these challenges, and advance their careers.”

Because goals differ, those who enroll in the program are given a choice of topics they can cover during the program. To date, the most common choices are personal branding, work-life balance and networking, according to Lisa Radomsky, director of career services.

The three-month program includes three one-on-one coaching sessions, an in-person workshop and two webinars.

The program was organized by GSOM’s Stevenish Center for Career Management and is being delivered by highly regarded career coaches Monica Brunaccini and Randi Bussin, both of whom earned their MBAs.

“Hiring highly skilled, experienced coaches is key to the success of the program,” Radomsky said, adding that Brunaccini and Bussin have in-depth experience coaching executives, new managers and entrepreneurs, as well as people making career transitions.

“Only one person in the initial program was actively job seeking,” Radomsky added. “All of the others are seeking degrees to help them achieve long-term career growth. Most of them really like the jobs they’re in. The coaching initiative is training them to be better employees by helping them understand their goals and capabilities, and what they can contribute to their organization.”

She added that the initiative “underscores GSOM’s commitment to part-time students and alumni. We want them to succeed, both in the classroom and on the job.”
How does an ambitious consultant who is working full-time and traveling frequently earn an MBA?

One answer is, through a custom-designed “cohort” program, such as GSOM has established with The Public Consulting Group (PCG) of Boston, a consulting firm working with public education, health, human services and other government clients who serve people in need.

William S. Mosakowski ’76, president and CEO of PCG and chair of Clark University’s Board of Trustees, initially approached GSOM about offering the program. Once details were worked out, the first cohort program began in 2001. The third group of PCG graduates recently finished the two-year program.

The first program was exclusively for PCG’s Boston-based employees, who met weekly in a classroom. Because of interest from employees in other locations, the program now primarily uses distance learning, so students from other locations can enroll.

“The remote classes have worked out exceptionally well,” according to Diane T.L. Santoro, PCG’s director of human resources. “The faculty have been really engaged; students feel like they’re getting the level of attention they would get if they met live.”

PCG employees also fly in from throughout the country for weekend intensive courses at GSOM’s Framingham and Worcester campuses.

The cohort program has become increasingly popular at PCG—and increasingly competitive. Many PCG employees seek to enroll, but only the most promising are chosen.

PCG pays for the students’ education, but graduates, as well as PCG management, believe it is an investment that yields high returns. Since they are learning with other PCG employees, cohort members can apply what they learn to the workplace more rapidly than most students. They also have an opportunity to work with fellow PCG employees throughout the country that they otherwise may have never gotten to know.

“The GSOM program is a critical piece of PCG’s professional development efforts,” according to Mosakowski. “It is valuable not only to PCG, but to our employees. It has helped many of our most promising employees, most of whom are recent college graduates with a liberal arts background, develop business skills necessary for the professional services industry.”

Because all of the employees in the program are experiencing the same challenges, “they really support each other through the program. When someone has a crazy travel schedule, they’ll cut someone a little slack, but you have to make it up the next time.”

The first cohort group, which had 19 employees, won a New England Benefits Council Award for best practices. The most recent cohort group had 23 students and could have had more: “It was a situation where we had people raise their hands in interest and we strategically selected those with high potential to succeed as consulting staff at PCG.”

Students participating have been from Massachusetts, Idaho, Illinois, Maine, New York, Texas, North Carolina, Florida and California.

“The feedback we’ve received is that, by bringing people in from all over the country, they’re working with people in the classroom they wouldn’t normally get to work with. They’re increasing their knowledge about other PCG business units.”

Andrea Aiello, Assistant Dean, GSOM

One benefit of the PCG program is that it enables students to not only develop world-class business skills, but to learn about their own organization.

“Because all of the students are from PCG, it enables the faculty to pinpoint and zero in on things that are PCG specific. If four or five companies were involved, they couldn’t do that.”

PCG employees especially like the flexibility the program provides.

“When you’re trying to juggle family, work and education, the more flexibility you have in how you use your time, the easier it becomes.”

Anticipation of the next cohort program is always high, as is competition for the available spots.

“Everyone asks, when are you going to do the next one? The program is coveted by employees. It’s got its own reputation within PCG.”

Donna Gallo, Assistant Professor/Associate Dean, GSOM

Donna Gallo, who teaches “International Management” and “Strategic Decision Making” to PCG cohorts, believes team dynamics are a little different in the PCG classroom than they are in a typical GSOM classroom.

“What I love is the camaraderie among them. Some of the students know each other beforehand, and some don’t, but they’re going through this together. The class has a distinctive personality to it because of that.”

She’s found that the PCG cohorts work especially well together and trust each other’s abilities, because “there’s more intimate knowledge of

Diane T.L. Santoro, Director of Human Resources, Public Consulting Group, Inc.

Having special classes solely for PCG employees not only allows employees who travel frequently to earn their MBA, it also has other benefits.

“We’re not only educating the workforce, we’re also addressing company issues and we’re strengthening bonds between employees. Now that they know each other, they can pick up the phone and call that colleague from the classroom.”

Custom Program Benefits PCG, Employees
each other and respect for one another than you often get in a typical MBA classroom.

Because PCG employees have diverse backgrounds and are scattered throughout the country, the students are far from homogeneous. They may have been philosophy or history majors, or they may have served in the Peace Corp, for example.

“I love to teach this program. I wish we could bottle it. I think it adds enormous value.”

Elizabeth Jurgens MBA '09
PCG Senior Consultant, Chicago, Ill., Cohort 3

Even Hurricane Katrina couldn’t keep Elizabeth Jurgens from earning her MBA. After the hurricane, she found herself working 16 to 18 hours a day as a PCG project manager, helping to get New Orleans schools back on track. At the same time, she had obligations as a student in the third GSOM cohort program.

She pulled through with help from her professors, who supplemented her on-line training with one-on-one help outside of regular class hours. Her fellow cohorts also pitched in during her three months in New Orleans.

“My personal experience could not have been any better. The professors worked hard to be as flexible and understanding as possible.”

Jurgens initially was hesitant to sign up for the cohort program, given that she was a little older and further along in her career than most other students, but she was glad she did.

She had wanted to pursue an MBA in her previous job as a consultant with Deloitte Touche, but she could not find a program that accommodated her work schedule and, “I did not want to take myself off the career path and go into debt.”

At PCG, she found out about the cohort program, which fit into her “crazy, hectic work style.”

As she finished up her program, she was challenged again when she had an opportunity to work with the Miami-Dade School District, the fourth largest school district in the country, and had a commitment she could not break on the last day of the onsite program.

“It did not affect my grade, but I had to do things ahead of time.”

She also had to take her final exam online, instead of in person and post it within a strict deadline.

“I feel I have much more confidence and a foundation for my work going forward. I feel better prepared.”

Kristin Graf MBA ’06
PCG Senior Consultant, Charlotte, N.C., Cohort 2

Kristin Graf said she joined the second cohort program because it was “presented at the perfect time.” She had been thinking about pursuing a master’s degree and was trying to find an appropriate local program.

In some ways, though, the timing was less than perfect. In addition to holding a demanding job, “I started my MBA in the same timeframe that I bought a house that needed a lot of updating.”

Regardless, she was able to balance everything to the point where her biggest logistical challenge was dialing into a class while her co-worker was driving. Handling everything at once “made me more proficient and less of a procrastinator. It made me prioritize.”

Several other PCG employees in her office were also part of the group, “so we could all keep each other on track.”

She joined PCG right after graduating from the University of North Carolina at Chapel Hill 10 years ago, and currently helps develop business and manages projects throughout the Midwest, including a Medicare fee-for-service project in Michigan and a project for a K-12 school district.

“The classes and the professors did an amazing job tying our work to real world experiences,” she said. “I had been working for six years before I began, but I learned a lot about managing staff and motivating people, and team work. It has helped me grow as a manager.”

Sean Huse MBA '03
PCG Associate Manager, Boston, Mass., Cohort 1

Because the first cohort group was open only to Boston-based employees, it provided an opportunity for PCG employees to get to know each other outside of the workplace.

“We all got to know each other on a personal level. Class time was a nice experience.”

The intimacy extended to the teaching staff, too. Unlike in the typical undergraduate class, which may be so large the professor “doesn’t even know if you’re there,” instructors for PCG’s first cohort group were highly involved with each student.

“They were accommodating, but demanding. If you were not going to be there, they expected you to follow up with an extra homework assignment and class notes. If you missed something, you had to catch up.”

Huse started at PCG right out of Wesleyan University in 1999. He wanted to be a consultant in healthcare and his college basketball coach recommended him to an executive at PCG.

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The Clark MBA program “helped shape some of my thinking and exposed me to issues I wouldn’t have been exposed to. As a consultant, you need to know how to work in different cultures. You need to know how to market. A lot of training is ‘as you go.’ I’ve used a lot of what I learned in the cohort program.”

At one point, he was able to mix class project work with PCG consulting work, putting together a budget and a work plan for a Massachusetts healthcare agency.

“I did well grade wise and I also won the contract!”

Robert Baldacci, PCG Consultant, Boston, potential MBA student

After graduating from Providence College with a degree in political science, Robert Baldacci moved back to Portland, Maine to work for the American Housing Preservation Corporation, which specializes in purchasing and renovating housing for low-income residents.

Through his work with government agencies, he learned about the Public Consulting Group and applied for a job as a business analyst in 2004. Two years after he was hired, he was promoted to a consultant’s position.

His work currently focuses on cost allocation plans (CAPs), which are used by state agencies to determine what can be charged back to the federal government.

He believes an MBA will help him continue to advance his career, but he did not apply for the third cohort program because he was working on an important project - his marriage.

Now, though, “it’s at the top of my list. As comfortable as I feel at PCG, the reality is, in today’s world, even those of us with relatively secure jobs have to stay competitive. A master’s degree is practically a prerequisite now. ‘The extra degrees help to set you up for success down the road.’”

Joardar Helps Students Understand “Liability of Foreignness”

Mastering finance, management and marketing are no longer enough. With companies of all sizes expanding their markets internationally, today’s business students also need a cultural education.

Arpita Joardar, Ph.D., who joined the GSOM faculty in September 2008, teaches international management and recognizes the need for cultural education based on firsthand experience with what she and other experts call the “liability of foreignness.”

When she moved from Delhi, India, to California more than a decade ago to pursue her MBA, she had to learn how to shop at an American grocery store. In India, the shopper tells a clerk what she wants and he bags it for her. The idea of shopping with a cart and choosing food off of shelves required an adjustment.

“The first couple of times were difficult,” she said. “Packaging of food is different, names of food are different. We refer to eggplant by another name in India. Milk is packaged in gallons here instead of liters.”

Even the trip to America exposed her to cultural differences, as she sat next to an American woman who talked about her personal relationships - something an Indian woman would never do with someone she did not know well.

Her adjustment to the United States was smoother than it would have been if she had not settled into a culturally diverse community in California, having enrolled in California State University to pursue her MBA after graduating from Delhi University.

After completing her MBA, she earned her doctorate at the University of South Carolina, one of the top schools in the U.S. for international business.

She began teaching at the University of Texas-Pan American, in Edinburg, Texas, in 2005. The campus is much larger than Clark University’s, but the student body is more homogenous, in spite of its name, with most foreign students coming from nearby Mexico.

She decided to look for a new teaching position in the Northeast last year, so she could be closer to relatives in Boston. She responded to an opening at GSOM and when she visited the campus, she found that it was an especially good fit.

Teaching Cross-Cultural Research

When she came to GSOM, “I told them about a course I had designed on cross-cultural research. It’s not possible to teach about every single culture, but the course is designed to provide a framework for learning. Students choose a culture they are interested in and study it. The dean asked me if it was something I’d like to teach and I said, ‘Yes.’”

Among their assignments, students are required to compile a list of recommendations for any expatriate going to the country they choose.

Her course also includes a simulation exercise. The class is divided into different cultures, each with its own norms and values. The countries conduct business with each other and students are expected to pick up on the cues of other cultures.

“It’s one thing to talk about cultural differences, but when you have a chance to experience it, it gets the message across more strongly and students do a better job of grasping what I was trying to communicate in class.”

Students taking the class are from many different countries and are studying cultures as diverse as Hong Kong and Norway. Given the variety of cultures involved, students are learning about many different cultures, but “I’ve learned a lot from them as well.”

She’s overcome the liability of foreignness and has adapted to Central Massachusetts, but her biggest challenges have been adapting to climate, rather than culture.

“I’ve always lived in warm places,” she said. “Now, during the winter, I walk as fast as I can without losing my balance.”

How can I join the Clark University Online Community? Go to:
www.alumniconnections.com/olc/pub/CLK/
While media focus on the unemployment rate rising to 8.5 percent, Neil McDonough, president and CEO of FLEXcon Corporation, suggested looking at that figure another way - 91.5 percent of Americans are employed.

McDonough, who was among the business leaders honored at the recent “2009 Business Leaders of the Year” celebration at the Beechwood Inn in Worcester, Mass., said media’s focus on the negative is making the economy appear to be in worse shape than it really is. The event is co-sponsored by The Worcester Business Journal and GSOM.

FLEXcon’s business dropped almost overnight by 10 to 15 percent and there is a great deal of uncertainty about the future, McDonough said, but he added, “George Bush was laughed at when he said the economy was fundamentally sound, but it is.”

J. Christopher Collins, senior vice president and general counsel of Unum Group, likewise echoed the optimism of a former U.S. leader, quoting former President Bill Clinton as saying that, “People have been betting against the United States since the day it was founded. Anyone who has bet against America has lost.”

Unum’s business is flat, but it is in much better condition than most insurance carriers, some of which have received funds from the Troubled Asset Relief Program (TARP). He credits the company’s shift in strategy from insuring the largest businesses to focusing on businesses with fewer than 5,000 employees.

However, Collins expressed concern about “the growing anti-business climate,” which he fears may lead to too much regulation of business.

Robb Ahlquist, who was honored along with his wife Madeleine Ahlquist as owners of The Worcester Restaurant Group, also expressed concern about government expansion.

“We would like to see the government be a little bit more like business and get leaner,” he said.

His business has been affected by the recession, he said, because, “We’re in the disposable income business.” He cited a Massachusetts Restaurant Association survey, initially taken at the end of 2008, which found that 59 percent of respondents were dining out less often. In an identical but more recent survey, 100 percent of respondents said they were dining out less often.

In spite of the difficulty of operating restaurants in today’s economy, he said, the Massachusetts legislature is considering raising the meals tax.

Charles P. Conroy, Ed.D., executive director of the Doctor Franklin Perkins School in Lancaster, Mass., called the current recession, “The worst I’ve ever seen,” adding that, “Non-profits are more non-profit than ever.”

“It’s simplistic to say that it’s all about jobs,” according to Conroy, “but it’s all about jobs.”

Preparing For the Future

McDonough said FLEXcon’s focus on its core values and its implementation of lean manufacturing are helping the company deal with the recession and prepare for the future.

As a result of lean manufacturing, which simplifies business processes to improve efficiency, “We’re much more competitive. It lowered our breakeven point.”

Lean manufacturing has also helped FLEXcon retain employees. McDonough added that, FLEXcon is “trying as hard as we can to hold on to our people, because they’re the ones we’ll need to lead us in the future.”

Ahlquist has also implemented similar techniques to keep the Worcester Restaurant Group profitable, while investing more in marketing and in training employees. Because restaurants are competing for fewer dollars, the Ahlquists have been focusing on “improving the quality quotient” as a way to maintain business.

A focus group found that 51 percent of customers are “loyalists” who eat at his restaurants regularly, while 49 percent are “defectors” who jump from one restaurant to another.

“The most effective way we can continue to grow is to turn the defectors into loyalists,” he said, adding that he will succeed if he can “get everyone to come to our restaurants one more time.”

The Ahlquists try to foster positive employee relations and like to tell their employees, “If you take good care of the business, the business will take good care of you.”
**Faculty Notes**

Donna M. Gallo, Ph.D. has been named associate dean of GSOM. Also an assistant professor of management, she was voted “Teacher of the Year” by GSOM students for five consecutive years (2005-2009). She has served as a member of the IDCE/GSOM Dual Degree Task Force, the AACSB Accreditation Task Force and the International Student Task Force. Before coming to GSOM as a visiting assistant professor in 2002, she was a visiting lecturer at Bentley College in Waltham. She also served as President of Galfam Properties in Natick and helped develop The U Plan for the Massachusetts Educational Financing Authority. She earned her bachelor’s degree from Bentley, her MBA from Boston College and her doctorate from the University of Massachusetts, Amherst …

Priscilla Elsass, Ph.D., who previously served as senior associate dean of GSOM, has been named interim dean for graduate study and research at Clark. She joined the GSOM faculty in 1991. She earned her bachelor’s and master’s degrees from Cornell University, Ithaca, N.Y. and her MBA and doctorate from the University of Connecticut, Storrs.

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