Visiting Professor Will O’Brien’s students are taking the title of his MBA course, “Greening the Corporation,” literally by developing environmental sustainability plans for corporations and communities worldwide.

The plans are being created at no cost to the company or community, but those who ask to have a plan developed must commit to implementing it, as long as the recommendations are reasonable, O’Brien said.

As a result, everyone from the five-employee Acoustic Java coffee shop to the 10,000-employee UMass Memorial Medical Center to the Chinese community of Dejai is in the process of becoming greener.

O’Brien, 67, is a long-time executive and management consultant who has also been active in his local community of Stow, Mass., where he served as Director of Religious Education for his church and helped start the Stow Community Chest.

Wanting to combine his business knowledge with his interest in community involvement and environmental sustainability, he created the “Greening the Corporation” course to help develop future leaders.

“I have seven grandchildren,” he said. “I asked myself, ‘What are we leaving them?’ It motivated me. In my career, though, I’ve always looked for opportunities to have a ‘mission’ instead of just a job. It’s more rewarding than simply going to work every day.”

After teaching similar courses at Bentley University and at the Massachusetts Maritime Academy, O’Brien found what he believes to be a perfect fit at Clark, as his “Greening the Corporation” course fits well with the dual-degree program recently developed by GSOM and the International Development, Community and Environment Department (IDCE).

The dual-degree program allows students to earn an MBA along with an MA degree in either Community Development & Planning (CD&P) or Environmental Science & Policy (ES&P).

Student Mix Enriches Course

The course also fits well with President-elect David P. Angel’s desire for greater community involvement and his emphasis on sustainability. A pioneering researcher in industrial environmentalism and clean technologies, he is a key architect of Clark’s Climate Action Plan and will oversee its implementation.

O’Brien found that the student mix is also beneficial. Having a combination of students focused on business and students focused on environmental science and policy, in addition to a mix of international students, enriched the course.

O’Brien said he was pleased with the depth of research by all of his students and the plans that resulted. As an example, he pointed out that the plan created for UMass Memorial was world-class and would have cost the client $50,000 to $100,000 if done by a professional consulting firm.

From Worcester To China

The plan, developed by Ebenezer Teye, Sandra Muller Rodriguez, Tara Kurland and Farida Hassan, covered virtually every aspect of the hospital’s operations, including use of energy, transportation, food, water, cleaning products and waste management.

It contained detailed recommendations, performance metrics, strategies for fostering continued on page 2
Connect. Re-Connect. Stay Connected ... and Farewell

This is my last letter to you as GSOM’s Dean. On June 30, after 4,182 days on the job, I’ll move out of Carlson 221 and begin a year-long sabbatical before returning to teaching. I’ll also be working closely with Clark’s University Advancement Office and with our friends and alumni to build much-needed support for GSOM and Clark.

In my years as Dean, I’ve learned a great deal about the pleasure and pain of leadership, about strategic thinking and uncertainty, about hard decisions and sleepless nights.

Through it all, I’ve had the privilege of working alongside many creative, dedicated people … faculty, staff, University Trustees and GSOM Advisory Council members who care deeply about students, innovative programs and the future of this fine School. I’ll carry with me many wonderful memories, lasting images and sincere gratitude for their talent, energy and support.

But, as I leave the Dean’s office, I have only one request of you – think about the bonds of friendship and power of community, and stay connected to one another and to GSOM.

Reflect on what you learned here, the people you met here, and what both have meant to you, your career and your life. Recall the help you received from faculty and staff, and the scholarships or assistantships that helped pay your tuition bills. Think about how you can help our current students – by supporting GSOM with your financial gifts, by helping students learn about your industry or your firm, by telling prospective students about GSOM or by mentoring a student you met through the Clark Online Community.

Please support GSOM as much as you can, in any way you can. Your support matters. It’s our School and with all of us working together, we can build a bright future – a future we can all be proud of.

Thank you for your generous support of GSOM during my years as your Dean.

With your help, we have:
- Attracted a record number of full-time MBAs and MSFs, with higher than ever GMAT scores and more funding for scholarships.
- Enrolled one of every five Clark University students in a GSOM program.
- Added talented new faculty and staff to strengthen academic programs and student services, and celebrated the international visibility of the GSOM faculty’s research and expertise.
- Launched an exciting new MBA concentration in Social Change, along with two innovative MBA/MA programs.
- Developed online courses and a new career coaching program for part-time MBA students.
- Moved into a new MetroWest campus in Southborough.
- Brought more high-profile executives into GSOM classrooms.
- Steadily gained visibility as the first-rate, globally-focused business school you know GSOM to be.

It has been a great privilege for me to serve as your Dean. One of my greatest pleasures has been meeting or re-connecting with so many of you … whether in New York, Boston, Paris, Istanbul, Frankfurt, New Delhi, San Francisco, Mumbai, London, Pune or Worcester … and hearing about your careers and lives since you left Clark.

Thank you for your support and ideas. Stay connected to GSOM. Together, we’re building a great School!

With my warm regards,

Ed Ottensmeyer, Dean
David F. Swensen has achieved legendary returns for Yale University's endowment fund as its Chief Investment Officer, generating an average annual return of 14.2% over the past 24 years.

But while he has consistently beat the market, Swensen said individual investors shouldn't expect to and are probably best off investing most of their money in an index fund that tracks the overall performance of the stock market.

Speaking on, “Managing Yale’s ($16 Billion) Endowment,” as part of GSOM’s Executive Discussions Series, he said that when he began managing Yale’s endowment, he had no prior portfolio management experience, but was shocked to learn that most endowments for higher education were 50% invested in U.S. stocks, 40% in U.S. bonds and 10% in real estate and other assets.

“I looked at the other universities and I was disturbed by the lack of diversification,” he said. “Harry Markowitz (a pioneer in modern portfolio theory) said that diversification is a free lunch. For any given level of return, if you’re diversified, you get lower risk. Or you can get a higher return for the same level of risk.”

**It’s All About Asset Allocation**

Yale’s approach to managing its endowment is based largely on two principles, according to Swensen. “We really believe in diversification and we really believe in equities.” The portfolio is also heavily invested in alternative investments.

Equities are key, because they provide the best return. Swensen cited a study that found that every dollar invested in Treasury bills at the end of 1925 would have increased in value 21 times since then. Government bonds would have increased in value 86 times. But stocks would have increased 2,592 times and small-cap stocks would have increased 10,226 times.

University endowment funds can be more heavily invested in equities than most investors, he added, because they have a long investing timeline and won’t need as much liquidity, so they can outlast market downturns.

According to Swensen, it’s good to “have an equity bias, but diversify, so you can withstand the pain” when the stock market performs poorly. For example, a dollar invested in stocks at the beginning of 1929 would have fallen in value 54% by year end. It would have fallen another 38% in 1930, 50% in 1931 and 32% in 1932.

Investors typically can bear only so much in losses, so they eventually sell, typically selling when the market is at or near its lowest point.

“Buying high and selling low is a tough way to make money,” Swensen quipped, but even institutional investors often do so.

Swensen said investors have three tools for managing their investments, but only one of the three tools, asset allocation, consistently produces a positive return. The other two, market timing and stock selection, have a negative impact on investment returns long-term.

One study demonstrated that the typical investor has about a 14% chance of buying the right stock mutual fund at the right time and beating the market. However, that study does not include the impact of any “load” on returns. Since a load is a fee, it lowers returns, so even fewer than 14% of investors would beat the market.

The study also fails to include the impact of survivorship bias, which takes into account mutual funds that close or merge. One organization that tracks survivorship bias found that 11,000 mutual funds out of the 30,000 it tracks have either closed or merged.

Given the impact of loads and survivorship bias, he said, “You have virtually no chance to win.”

**For any given level of return, if you’re diversified, you get lower risk. Or you can get a higher return for the same level of risk.**

- David F. Swensen
Careers often happen by accident, but the best accidents happen to those who network the best, according to panelists at Clark University’s “Effective Networking” series for alumni and students, held recently at Silver Bridge Advisors in Boston.

“Folks need to be open to being struck by opportunities where they do not expect to find them,” according to Lester Blumberg ’76, general counsel of the Massachusetts Department of Mental Health. “Your first job is likely to come to you from someplace you don’t expect. Be flexible. In your career, the first couple of steps aren’t terminal.”

When he thinks about his career, Blumberg said, “I think about serendipity.”

Blumberg helped create a Jewish studies major while at Clark, because “in those days, there was not much of a religion department.” He earned a graduate degree in early childhood development, then went to law school, but the only job he could find when he graduated was in government. He’s been there ever since.

Henry E. Bell ’86, manager for data services at NSTAR Electric & Gas Corporation in Westwood, Mass., likewise had no plans to work for a utility company. Most of his classmates wanted to become doctors or lawyers and he was considering law school, but “my friend who was the computer science major always had the best car.”

He worked in various technology jobs and, he said, “I used my friends and peers to guide me,” but happenstance also played an important role in shaping his career.

He was at Aetna when the insurance giant merged with U.S. Healthcare and he “learned about using technology as a competitive weapon.” It was good preparation for his job at NSTAR, which was created by a merger of five companies.

Christian Dufresne, vice president, corporate planning at Spire Corporation in Bedford, Mass., began working for the Census Bureau and “20 years later, I’m an accountant.”

After leaving the Census Bureau, he worked for a market research firm that did segmentation analysis for Fortune 500 companies. He became bored with collecting data, so he applied for a job as assistant to the president and CEO of Spire, a global solar energy company based in Bedford, Mass. He learned the business and became its CFO.

“People say, ‘I’ve been doing it this way for 20 years,’ ” Dufresne said. “You can’t do things the way you used to do them.”

“You have to take advantage of opportunities and know what your strengths are,” Dufresne said.

“You have to keep aware of what’s going on or eventually you will be left behind.”

It’s especially important to be flexible and adapt as employers’ needs change. A couple of years ago, for example, there was a large need for accountants who could help companies comply with the Sarbanes-Oxley Act, but now the supply has outstripped the demand.

“People say, ‘I’ve been doing it this way for 20 years,’ ” Dufresne said. “You can’t do things the way you used to do them.”

Bell added that when seeking a job, “It is important to control your brand.”

Be cautious of social media sites, such as Facebook, which is often viewed by potential employers.

“Having a Facebook page that says you were ‘The Bongmaster’ in college or that you won the wet T-shirt contest two years in a row won’t help,” Bell said.

Advice For Job Seekers
Panelists at Clark’s “Effective Networking” workshop offered students the following advice:

■ Avoid blanket e-blasts. It’s better to research a company and contact someone directly with a personalized e-mail, letter or phone call.

■ Don’t ask about compensation and benefits during an initial interview.

■ If you’re out of work, don’t take it personally. Pursue potential jobs in a practical way, without emotion.

■ Protect your personal brand.

■ View change as an opportunity.
Putting “Work” Back Into Networking
Finding a job is hard work ... period.

That’s the consensus of a panel of Clark graduates who spoke to students and alumni during a special networking session held recently at the Hilton Garden Inn in Worcester, Mass.

“The word ‘work’ is in networking,” said Christopher Palatucci MA ’88 Ph.D. ’94, founder of Palatucci Executive Search LLC. “It’s not about going out and drinking free beer.” And, of course, there’s the art of “working the room.” Thomas LeBoeuf MBA ’96 of The LeBoeuf Group at UBS Financial Services suggested that job seekers “find a balance between finding someone you know and sticking with them, and talking to 100 people.”

Kelli Blank ’05 MPA ’06, a human resources generalist at the Worcester Art Museum, suggested that job seekers would find it easier to network if they identified three things to talk about before walking into a room.

“Be yourself,” added Brian Stern ’88, associate justice in the Rhode Island Superior Court. “Nothing is more transparent than trying to be someone you’re not.”

Listening skills are especially important for networking, LeBoeuf said, adding that networking is “not a tennis match, it’s a dance.” Even though they are out of work, Palarucci suggested that job seekers have business cards printed with their contact information. “Don’t get cute with it,” he said. “Just have your name and contact information.”

Panelists encouraged job seekers to use social media, but with caution. LeBoeuf suggested that LinkedIn provides an ideal opportunity to rekindle old relationships, adding that, “It’s amazing how many people you can find and connect with.” However, he added that it’s “just a tool” and should be used along with other tools for finding a job. “Be careful about oversharing on Facebook,” Blank added. “Use it sparingly and appropriately. If you turn down a job, don’t post it.”

Palarucci said recruiters use social media as resources and that many people fail to get jobs because of something they posted on their Facebook page. He added that when posting a LinkedIn profile, it’s important to keep in mind that “it’s an advertisement about you” and that it’s important that there are no misspellings or punctuation errors.

Stern advised that job seekers use their past experience to their best advantage. After graduating from law school, he was planning to target fellow Clark graduates for a job. There were too many, so he narrowed his focus to those at hospitals, since he had worked as a volunteer emergency medical technician on campus. He was soon able to find a job at a hospital. “Regardless of the job environment,” LeBoeuf said, “you need to possess the latest and greatest skills of your profession. You need to stay sharp. You need to be able to stand out.”

“Experts provide networking advice to Clark students and alumni.”

“Find something you are passionate about and go for it.”

She also suggested, “Put maximum effort into your resume. It is your selling tool. Give a firm handshake, be early, write thank you notes, be interested and upbeat. Use family and friends as contacts.”

Panelist Craig Fuehrer ’90, Managing Director at Deutsche Bank Securities, said, “If you want to get a certain job or put yourself on a certain career path, you need to work hard at it. Research what you are looking to do, be prepared and ask good questions. The line for most jobs is long. Be constructively aggressive and find an angle to set yourself apart.”

- Craig Fuehrer ’90, Managing Director at Deutsche Bank Securities

Networking Events Give Edge To Clark Students

With unemployment near 10%, Clark University has taken extra steps to give alumni and students an edge in the job market by hosting an “Effective Networking” series recently with panel discussions in New York City, Boston and Worcester.

Panelists at each event discussed their own experiences and offered advice on networking. Tables were organized by area of interest, so attendees could easily make contacts with others in their field.

“Clark seeks not only to provide its students with a world-class education, but also to support them vigorously as they search for jobs,” according to GSOM Dean Ed Ottensmeyer. “Our panelists were all successful Clark graduates, so it also gave students and other alumni an opportunity to see what impressive careers are possible with a Clark degree.”

Panelists at the New York City event included Jennifer Abrams ’91, Vice-President, Polo Ralph Lauren and Chief Merchant for the Chaps Women’s Brand, who recommended that Clark graduates,
Top Leaders Make Businesses Stand Out Like Purple Cows

Girish Kumar Navani, founder and president of eClinicalWorks of Westborough, Mass., strives to make his business a “purple cow” – something that stands out and gets people talking. “Leadership is not just about the size of the company,” he said at the recent 2010 Business Leaders of the Year panel discussion, which was produced by the Worcester Business Journal and sponsored by GSOM. “It’s about mind share. It’s the purple cow – what makes them compelled to talk about your company. It’s about being at the top of their minds.”

Philip R. Morgan, who recently stepped down after serving as chief executive officer of Morgan Construction Co. in Worcester, Mass. for 23 years, added that “innovation equals leadership” in his business, which manufactures steel rolling mills and sells them worldwide.

Morgan has been an industry leader for generations, he said, because it hires creative engineers who “come up with ideas the industry doesn’t even know it needs.”

Jack Healy, who heads the Massachusetts Manufacturing Extension Partnership based in Woburn, Mass., believes leadership comes from “vision.” “I’ve met a few good leaders in my lifetime,” he said, “and they could all do the vision thing. They knew where they wanted to take their company. Today, CEOs come in and they want to cut. Instead, they need to have a vision.”

Healy cited the founder of LEGO Systems as an example. He started with a small woodworking shop and built it into a $2 billion company by focusing on plastic pieces that can be assembled into everything from model homes to space ships. “If it didn’t have ‘play value,’ he wasn’t interested,” according to Healy.

Likewise, Connecticut Governor Ella Grasso “had an unusual ability to visualize herself as everyone else.” A fiscally conservative Democrat, her idea of a “cabinet meeting” was to go into a neighborhood laundromat and get feedback from ordinary people about the issues of the day.

Leading Through A Recession

Leadership is often tested most during a recession, but Morgan said his business has weathered the current recession well because of a backlog of orders and Navani has seen his business continue to grow. Founded in 1999, eClinicalWorks reached $1 million in sales in 2003 and by 2009 had grown to $112 million.

“We didn’t experience the slowdown,” Navani said, adding that the medical software industry “is growing at an exponential pace.”

One reason for his company’s success, he believes, is that, “We’re trying to build an organization that doesn’t have layers. No one carries a title.”

eClinicalWorks is organized into more than 50 teams, each with five to 20 employees. There is competition among the teams, but “they’re not competing on the inside, they’re competing on the outside.”

The company’s approach, he said, attracts “smart people who want to communicate and collaborate.” There has been almost no attrition since the company was founded.

“The conventional corporate wisdom is to build departments and layers of management until you have too much, then you lay people off,” he said. “It takes conviction not to buy into that philosophy.”

While building steel rolling mills is more traditional, Morgan added that, “The sense of team is very important” at his company, too.

Taxes Impede Business Growth

All three panelists cited taxes as an obstacle to corporate growth and recovery from the recession. According to Healy, “We don’t have a tax structure that’s very competitive globally.” In some businesses that export, as much as 75% of revenue goes toward paying various taxes.

While Massachusetts has a good base of talented employees, Navani said it is difficult for the state to compete with states like Florida, which has no income tax and warm weather.

Morgan added that locally, the city of Worcester has been hurt by a classified tax rate, which has played a role in driving out business. When the dual tax rate began in 1984, he said, businesses accounted for 36% of the city’s tax base. Today, they account for 19%.

The Worcester business tax rate is $33 per $1,000 valuation, compared with a rate of $9 or $10 for an adjacent town.

“Twenty six years of tax history show that the dual tax rate is a disaster,” Morgan said.
After the two bear markets of the past decade, many institutional investors are questioning the wisdom of using the traditional “buy-and-hold” investment strategy, yet they also know that constant trading typically leads to lost opportunities, high transaction costs and losses.

Dynamic investing offers another alternative, but it’s an alternative that institutional investors should consider with caution, according to Kurt Winkelmann, managing director at Goldman Sachs Asset Management.

Addressing 200 students at a presentation sponsored by the GSOM Finance Association, Winkelmann said dynamic short-term risk management strategies have the potential to add value to a portfolio, but that risk may outweigh potential rewards unless a disciplined approach is followed.

Typically, institutional investors, such as pension funds, allocate their assets based on a mix that suits their investment objectives. As some asset groups perform better than others, the mix changes, so the portfolio must be rebalanced periodically to maintain the mix.

Dynamic investing takes short-term market trends into consideration, so that decisions are made that temporarily change the portfolio’s asset allocation.

“In our historical simulations, we assumed a 25% band of acceptable short-term volatility movements, relative to the long-term volatility,” he said. “When the short-term volatility moves outside of the band relative to the long-term volatility, we rebalance the portfolio.”

“If investors chose to adopt a dynamic investment policy, they should make that choice in a structured way”... “Ideally, that structure would help investors understand the pros and cons of a dynamic investment policy relative to a benchmark fixed-weight investment policy, and offer insight into the factors that actually drive the dynamic investment decisions.”

- Kurt Winkelmann

Rules Still Apply

When dynamic investing is used, Winkelmann said investors should:

- Adopt rules to guide their investment decisions
- Consider “multiple sources of views about returns”
- Consider both short-term and long-term risk
- Separately consider a dynamic long-term policy and short-term, risk-based deviations from the policy
- Benchmark to evaluate different policies against a fixed-weight portfolio that is rebalanced regularly

“In our historical simulations, we assumed a 25% band of acceptable short-term volatility movements, relative to the long-term volatility,” he said. “When the short-term volatility moves outside of the band relative to the long-term volatility, we rebalance the portfolio.”

Volatility Triggers

One simple but effective short-term risk management strategy is to use volatility triggers that are based on the deviation of short-term volatility relative to long-term volatility.

At that point, short-term volatility is aligned with the long-term risk target, while the fixed-weight policy corresponds to the long-term risk of the fixed-weight portfolio. This approach added value relative to the benchmark fixed-weight policy, resulting in average annualized returns of 8.7% between December 1988 and December 2008, compared with average returns of 8.3% using the benchmark portfolio.

While Winkelmann concluded that investment policy can be improved by incorporating short-term risk deviations, he added that investors considering a dynamic investment policy should consider how much emphasis to put on hypothetical historical simulations in developing future investment beliefs, and an appropriate level of deviation from strategic policy and the volatility band.

How can I join the Clark University Online Community?

Go to:
www.alumniconnections.com/olc/pub/CLK/
We’re All Connected, Wright Reminds GSOM Grads

As they advance in their careers, GSOM graduates need to remember that they are all connected and responsible for each other, according to Clark Dean of the College Walter Wright. Wright addressed students at a special celebration organized by Dean Ed Ottensmeyer for students completing their MBA and MSF degrees in December.

“Above all else,” he said, “I urge you to remember always that we are living in a profoundly interconnected world. The decision to cut trees in South America can influence the climate in Asia. A coal fired plant in Missouri can affect asthma rates halfway around the world. Indeed, literally within minutes a family dispute and a car crash at 2 a.m. in one community can become the subject of tweets, news stories and commentary everywhere.

“This indisputable level of connectivity also means that all of us as human beings are responsible to one another and for one another in ways that we have never been before. Yes, we are each members of families, of local communities and nations. We consider and act from the values and interests of these local identities.

“But beyond that, we are also members of an emerging global human family. At the most basic level, we are part of the thin fragile film of organic life on the surface of this planet. This life in not only around us – it is what we are.”

Quoting author and entrepreneur Paul Hawken, he said that each human being is made up of “one quadrillion cells, 90 percent of which are not human cells.” Our bodies are a community that depends on the microorganisms within our body. The 400 billion molecules in each human cell conduct millions of processes between trillionsof atoms so that at any moment, there are a septillion cellular actions taking place – one with 24 zeros after it.

“This vision of the complexity and interconnectedness of life is the foundation and cornerstone for an ethical view of life,” according to Wright.

“So as you move on from your time at Clark University to your lives as contributing professionals,” he concluded, “remember that you are part of an exquisitely complex and vulnerable web of life that connects you with all other living beings that existed, and that will exist. We are all involved with one another, and we are responsible to one another. Honor these connections in your professional practice and your lives so that you can become part of the solution rather than part of the problem.”

Clark Online Community Provides Easy Access To Other Alumni

GSOM graduates can now register in the Clark Online Community and connect immediately with more than 11,000 other Clark graduates.

Those who register can connect with others based on criteria such as major, year of graduation, job title, company name, city or state.

“Alumni can use the Clark Online Community to network, look for clients or potential jobs, or just to keep in touch,” according to Lisa Radomsky, director of career services. “It’s an ideal way to reconnect with people you knew when you were a student or to connect with other Clark graduates you would like to know better.”

While alumni are automatically listed, Radomsky encourages alumni to register, and add work and personal information to their listing. She added that new software with greater functionality is being evaluated, but that information that is added to the Clark Online Community now will automatically be transferred to the new system.

“The more alumni add to their profiles, the more useful and robust the Online Community will be for everyone,” she said.

To register with the Clark Online Community, alumni should:
2. Click the “Alumni & Friends” button, then click “Online Community” in the menu below.
3. Click on “Register Now” in the middle of the page.
4. Search your name and fill out the online registration form.

Any changes or additions to your information can also be e-mailed to datachanges@clarku.edu.

GSOM students are now members of the Clark Online Community, so alumni can look forward to receiving inquiries from them in the future.

LinkedIn to GSOM Join the GSOM LinkedIn group today!
The LinkedIn group offers career support, opportunities to network and exchange ideas, and more.

Simply go to linkedin.com,
- use the Search Groups function
- enter Clark University GSOM
- then click on Join This Group

Join today and re-connect with other GSOM graduates around the world or around the corner!