Shaping a Clark model of entrepreneurship education

Entrepreneurship has enjoyed growing popularity at business schools for more than a decade. But now, many people—including professors, entrepreneurs and investors—question whether the way most schools presently teach the subject connects to the real profile of entrepreneurial successes. Among such people is Clark’s own Kauffman Entrepreneur-in-Residence, George Gendron. Having been editor-in-chief of *Inc. Magazine*, the nation’s leading small business magazine, for more than 20 years, Gendron knows something about what success as an entrepreneur demands.

To learn others’ thoughts and ideas regarding contemporary, entrepreneurial education, Gendron convened a series of roundtable discussions. To date, roundtables have been held in Worcester, Framingham, Mass., and New York City. “The idea,” he says, “is to acquire the best thinking of high-profile Clark alumni and friends who have succeeded as entrepreneurs or successfully applied the entrepreneurial model in established organizations.”

One of the most striking flaws of entrepreneurial education today, participants agreed, is its strong focus on venture-capital funding. Yet, of approximately one million start-ups in the United States annually, only about 2,000 are actually funded this way. Larry Bohn M.A. ’76, a roundtable participant and managing director of the Cambridge, Mass.-based venture-capital firm General Catalyst Partners, says there is a major opportunity to create a program that has a more realistic focus. GSOM entrepreneurship instructor Daniel Sullivan concurs.

“Most courses,” Sullivan says, “center on the high-risk/high-reward approach that has its roots in high technology—come up with the next big idea, attract venture-capital funding and then go public or sell the company. But this isn’t everyone’s idea of entrepreneurship.”

“The simple fact is that more than 99% of all entrepreneurial successes are not backed by venture capital and depend upon a set of skills and attitudes that are not being taught,” says Gendron. “The process of building out a venture-backed company is dramatically different than launching a self-financed venture. We’re focused on giving students the skills that are necessary to create something new in the absence of resources. We believe that the ability and capacity to get something done in the absence of resources will be the crucial skill set in every aspect of our culture—business, non-profits, the arts, education and government.”

An example of a major shortcoming is that most management programs lack an emphasis on the importance of strong sales skills. “There are plenty of courses in marketing, but few, if any, in sales,” says Gendron. “Yet, every entrepreneur will tell you how much their success depended on their ability to sell their ideas to many others.”

Similarly, roundtable participant William Aubuchon M.B.A. ’68, CEO of W.E. Aubuchon & Co., finds that far too many of today’s business-school graduates have weak communications skills. “Whether it’s oral or written communications, or managing and leading others—these are critical skills that every entrepreneur and manager must have,” Aubuchon says. “Yet daily, I encounter people who simply don’t have them.”

Roundtable participant and Clark University Trustee Kija Kim says, “The nature of entrepreneurship calls for a hands-on learning approach, something akin to the labs in science classes.” Kim is president and CEO of Harvard Design & Mapping, a company she co-founded in 1988 that develops geospatial information systems. Sullivan agrees with Kim. In addition to creating a more laboratory-like learning environment, he thinks involving more local entrepreneurs in the teaching process can be highly beneficial. At the end of his GSOM entrepreneurship course, student teams present their business plans to a panel of local entrepreneurs and investors.

The roundtables were extremely productive, reports Gendron, and he looks forward to having more in the future. They generated a superb flow of ideas that confirm his thesis that there are substantial opportunities to advance entrepreneurial education, especially at Clark. “In effect,” he says, “the roundtables are a resource and testing ground for ideas that could become the foundation for a new approach to entrepreneurship for a small university like Clark.”

Whether it’s oral or written communications, or managing and leading others—these are critical skills that every entrepreneur and manager must have.

—William Aubuchon M.B.A. ’68
Listen, respect and respond

**Leadership Speaker Series**

Mitchell Modell, CEO of Modell’s Sporting Goods, visited GSOM on March 18 as part of GSOM’s Leadership Speaker Series. Founded in 1889, Modell’s is the nation’s oldest and largest family-owned retailer of sporting goods. From its Manhattan headquarters, the company now operates stores from New York to Virginia. Clark University Trustee Robert J. Stevenish, the president and COO of Modell’s Sporting Goods, introduced Modell.

Modell presented his thoughts on leadership through a string of compelling real-life stories about his company. The most pivotal of these occurred soon after he took the company’s reins in 1986. On leaving the office late one afternoon, Modell encountered James, a teenage boy, cleaning the building’s lobby floor in a brand new pair of sneakers. He asked James if he had bought them at Modell’s. James informed the stranger that he no longer shopped at Modell’s for several reasons. Modell then introduced himself and offered James a pair of tickets to that weekend’s Knick’s game if he would visit the company’s offices the next day and repeat his thoughts to Modell’s buyers.

“That encounter taught me that the industry was changing, but we weren’t changing with the times,” says Modell. “We then completed market research, which confirmed the feedback that James had given to us. We learned that we needed to deliver superior customer service.”

“The moral of the story is our mission statement, ‘Listen, Respect and Respond,’” Modell said. “You have to apply this to your customers and your associates, no matter what business you are in. This has become a very critical part of our culture. The commitment that Bob Stevenish and I make to this philosophy is very important to our business leadership.” The result is that Modell’s Sporting Goods has grown from 33 stores in 1992 to 109 stores today with 4,500 associates and revenues of more than $500M annually.

**A Message from the Dean**

**Of Privilege and Progress**

Serving as dean of Clark’s Graduate School of Management for the past five years has been a great privilege. An even greater privilege was being asked by Clark’s President, Provost, Advisory Council members and my faculty colleagues to stay on the job for five more years. With so many of our program, admissions and alumni initiatives coming to fruition, and with such a high quality faculty and staff creating innovative learning opportunities for our students, it was an easy decision to make. I’m very excited by what I see on the horizon for this School.

I will begin my next term as dean by spending the 2004-05 academic year on a partial sabbatical leave. I plan to catch up on my own special interests—strategic management and global business —and will visit other top business schools to observe first hand some of the most innovative features of their programs. Priscilla Elsas, who has served with such distinction as GSOM’s associate dean since 2001, will take on additional responsibilities as acting dean, overseeing the operations of the School. Both of us will be working on the next revisions of our strategic plan, program development and alumni relations. I am confident that, building on a solid foundation, it will be a year of continued progress for the School.

One of the most rewarding aspects of my work as dean is helping people in the growing GSOM community to connect to one another. To take a recent example, students in an M.B.A. class this spring did team projects that focused on one firm’s advertising plans to support a regional expansion strategy. The top executive who read their project reports was so impressed that he invited the students and their faculty mentor to visit his corporate headquarters to present their recommendations to his senior marketing staff. This type of real-world project provided students a chance to show their talent, have their ideas evaluated by a senior executive, and improve their future job prospects. So, in your search for talented and motivated interns or employees, let us connect you to our current students— they are very good.

As always, I look forward to hearing from you about your ideas for making GSOM even better, and making our growing community ever stronger.

**GSOM Visiting Executives 2003 - 2004**

- Sushil Bhatia, Ph.D., President, JMD Manufacturing, Inc.
- Norm Brodsky, CEO, Citi Storage and writer for Inc. Magazine
- Trish Carter, CEO, Dancing Deer Bakery
- Linda Cavaioi, Executive Director, YWCA
- Nancy J. Connolly, President, Lasertone Corporation
- Paige Arnon-Fenn, CEO, Mavens & Moguls
- Karen Green, President, VNA Care Network
- Rosemary Jordano, CEO, ChildrenFirst
- Ryan McNeil, CEO, PBFN and Professional Football Player
- Frank Saba, President, Milford Whitinsville Regional Hospital
- Mitch Sanders, President, ECI Biotech
- Ryan McNeil, CEO, PBFN and Professional Football Player
- Frank Saba, President, Milford Whitinsville Regional Hospital
- Mitch Sanders, President, ECI Biotech

When asked, what key messages he would leave for the students, Modell said, “Whatever you do, be passionate. Never accept the status quo. Embrace change and live in an environment to learn. Learn the value of networking and asking questions. You can learn from anyone, even the person you meet on the street.”

Dean Edward J. Ottensmeyer

Ed Ottensmeyer
eottensmeyer@clarku.edu
Blue Man Group’s art of entrepreneurship

Gendron: You have an extraordinary partnership that drives this business. It seems that you manage by consensus. What makes your partnership work—is it chemistry or have you put in place guidelines for yourselves?

Goldman: Well, [co-founder] Chris Wink and I were in school together when we were 12 years old, so we have known each other for 30 years. In addition, [co-founder] Phil Stanton has been with us for 17 years. If Phil stays three more, we may give him keys to the office. So, the three of us go way back. We also devoted a lot of time to working on our relationship during the Group’s early years. At times it was a real struggle, but we had to take time to understand each other’s thought processes and value systems. Doing that hard emotional and psychological groundwork made the going much easier later. We also operate as a partnership, meaning we all must agree—there is no such thing as a vote. To all of us, the Blue Man character is very special, and the three of us serve the character, and our decisions are focused to support that end.

Gendron: Do you see yourself as an artist or business manager?

Goldman: When we first opened, neither the press nor the public could put a label on us. Until then, there hadn’t been stage shows entirely without language. Not fitting an existing label made it difficult for the press to write about us. And, within the Group, we avoid labels. We think that what occurs backstage and in the office is also an artistic endeavor.

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Hospitals must operate differently

GSOM faculty challenging conventional wisdom

For more than 100 years, hospital administrators have been admonished to run their organizations like businesses. But GSOM professors Margarete Arndt and Barbara Bigelow argue that this assumption should be challenged before hospitals adopt specific business practices, and they have nearly 20 years of research to support their case.

Keeping costs as low as possible is something most companies strive for, but if you need brain surgery would you choose the hospital with the lowest cost?

—GSOM professor Barbara Bigelow

In 1986, Arndt and Bigelow were first struck by some of the decisions many hospitals were making. “We wanted to understand why they were taking certain strategic actions when there was little or no research into their benefits,” says Bigelow. As an example, she points to the many satellite clinics that hospitals were opening. “We discovered they did it because of the assumption that vertical integration would increase both inpatient admissions and market share.” Arndt and Bigelow questioned this assumption because patients typically used these clinics for minor problems. They decided to research this issue and discovered that the clinics actually had no impact on either inpatient admissions or market share.

Hospital executives have long been pressured to manage their institutions in business-like ways, the researchers say. This includes adopting many of the tools and practices frequently put forth by management gurus—such as total quality management and re-engineering. “It started a century ago,” says Arndt. “There were significant writings in the practitioner literature, even then, that admonished hospitals to operate like businesses.”

The reason that business practices do not necessarily yield the desired results, say Arndt and Bigelow, is that hospitals and businesses have important differences. For example, physicians and nurses carry out most of a hospital’s work resulting in significant autonomy for these professionals. Another difference is that hospitals are price-takers—they generally must accept whatever third-party reimbursers are willing to pay. Still another difference is that hospitals have a significant community obligation to provide free care.

To understand what drives hospitals to adopt changes that remain unproven in their industry, Arndt and Bigelow turned to institutional theory. It holds that conformity gives organizations legitimacy—especially when the product or service is hard to define and quality is hard to measure. “Hospitals try to conform to bolster their legitimacy—even when doing so makes no sense otherwise,” explains Arndt. To illustrate, Bigelow adds, “Keeping costs as low as possible is something most companies strive for, but if you need brain surgery, would you choose the hospital with the lowest cost?”

The researchers are staunch in their efforts to convince hospital administrators and others to question business practices before committing resources to their adoption. As with satellite clinics, simply questioning whether the claims made on behalf of a business practice make sense enables a hospital to better decide if they want to adopt the business practice, and if so, how. For example, total quality management may be very effective for some functions but totally ineffective for others. Without questioning the assumption, a hospital may try to apply it to functions where, rather than lowering costs, it may actually raise them.

Their research finds that hospitals have long demonstrated remarkable abilities in managing large groups of highly autonomous professionals. Given the current business trend toward less hierarchical leadership styles, Arndt and Bigelow say, corporate managers can learn much from the health care industry.

“Challenging assumptions is at the very core of Clark’s mission,” say Arndt and Bigelow. “We teach students to constantly identify assumptions and challenge the conventional wisdom. And that’s just what our research in the health-care industry does.”

Arndt earned a master’s degree in management at Simmons College and a doctorate in business administration at Boston University. She teaches the GSOM capstone course Leadership and Decision Making, along with several courses in health-care management, and is the author of many professional journal articles. Bigelow graduated from Cornell University, earned a master’s degree in management at Simmons College and a Ph.D. at MIT’s Sloan School of Management. She co-authored “Unions and Legitimacy” with fellow GSOM faculty member Gary Chaison and, from 1999 to 2003, was co-editor with Arndt of Health Care Management Review. Widely recognized in the health-care industry, the pair recently returned from the Fourth International Conference on Organizational Behavior in Health Care in Banff, Canada.
Applying learning in real-world business

“I think this is one of the best courses at Clark,” says M.B.A. student Paul Guertin of Management Consulting Projects, a popular GSOM capstone course. “You spend so much time learning theories and analyzing cases in the classroom, but learn far more by actually applying them in a real business.”

Guertin was part of a team of four students whose consulting assignment was to assist a local entrepreneur who had just bought a small wine import business. The business was struggling with antiquated information systems, and, as the team soon discovered, aging may be good for wine but not for the support systems a wine importer needs to efficiently manage inventory, process orders and handle accounting. The team’s challenge: to assess the company’s current and future needs, identify and evaluate available options and present the owner with a well-founded recommendation.

“Given all the demands on my time, it was extremely helpful to have the GSOM students take on this important project,” says entrepreneur John Geagea, who purchased the Central Distributing Company in Sturbridge, Mass. For many years, Central was a subsidiary of a corporation that had provided the company’s systems support for accounting, sales and other business functions. Geagea, like many corporate executives, had decided to make a mid-career change and was preparing to launch his own wine import business when he learned that Central, which had been spun off by its parent, was for sale. He decided that buying the company would save him considerable time in the startup process. Then came a hiccup.

The bank where Geagea sought a loan to help fund the purchase said his business plan needed to be rewritten and referred him to the Clark University Small Business Development Center (SBDC) for assistance. John Rainey, an SBDC consultant and adjunct faculty member with GSOM, assisted Geagea through the purchase of Central. When the deal was completed, Geagea still faced several challenges, including the replacement of its patchwork of support systems. In his role as one of the faculty advisers for the Management Consulting Projects course, Rainey saw this challenge as an excellent student project. He assembled a team of students with knowledge and skills in several different areas, including: management information systems, sales and marketing, finance and entrepreneurship. In addition to Guertin, the project team included Michele Capacchione, Georg Schuppert and Ajmeri Rahman.

The consequences of your efforts in the classroom affect only you, but in the real world they can influence the company’s ability to succeed.

—M.B.A. student Ajmeri Rahman

The group divided the initial phase of the assignment into two areas. While Capacchione and Schuppert conducted an in-depth analysis of the company’s needs, Guertin and Rahman contacted several similar wine distributors to learn about the information and accounting systems they use, how difficult the systems were to install and how well they function. Armed with this information, the team contacted the vendors of several, often-competing software systems that they determined might meet Central’s needs, and subsequently attended on-site demonstrations.

“Suddenly, talking about the software’s price and potential hid-

The Small Business Development Center

The Clark University Small Business Development Center (SBDC) offers free and confidential management assistance to start-up, early-stage and growing businesses. The SBDC is funded through federal and state grants and does not charge for its services. Last year the SBDC assisted more than 1,000 businesses in Central Massachusetts and helped them obtain more than $10 million in financing. For more information, visit: www.clarku.edu/offices/sbdc or call 508-793-7615.
Partnership for community development

I’ve grown so passionate about this project that I’m volunteering extra time and plan to stay on after graduation to see it through,” says M.B.A. student Richard Boucher. Boucher’s project is a business expansion and development initiative, which is part of a major neighborhood revitalization effort of the South Worcester Neighborhood Improvement Corporation (SWNIC) to which Boucher and classmate Suwen Chen have been making major contributions as GSOM interns.

While many GSOM students seek internships in the corporate sector, others like Chen and Boucher increasingly see bringing best business practices to the nonprofit sector as a way of giving something valuable to the local community while honing their management skills by solving real-world problems. “I plan to pursue a career in marketing,” adds Boucher, “and view this internship a big stepping stone.”

Central to the objectives of SWNIC is Southbridge Street, a major thoroughfare through the neighborhood and a gateway into the heart of Worcester. From the 1930s to the 1950s, it was a thriving area and home to numerous manufacturers, foundries and other commercial enterprises. However, growing international competition began to exact its toll in the late 1950s, and the bustling, 22-acre Worcester neighborhood entered a downward economic spiral from which it has yet to recover.

The success of Boston and other major cities in restoring such blighted neighborhoods eventually drew the attention of Worcester Mayor Tim Murray. Encouraged by what he saw, Murray launched an effort last year to revitalize the Southbridge Street area, using urban redevelopment funds provided by the state. To oversee the effort, the city formed SWNIC, led by Executive Director Ron Charette.

Funding for the neighborhood revitalization project is expected to become available July 1, so SWNIC and interns Boucher and Chen have been busy laying the all-important groundwork. “The interns’ primary challenge was to think about the project in non-traditional ways,” says Charette. He further explained that “today’s most popular redevelopment model focuses on upgrading and ‘streetscaping’ small retail areas, but the Southbridge Street neighborhood is widespread with an eclectic business mix that doesn’t lend itself to the café approach.” The interns also needed to be creative about funding any activities they planned to occur before the July 1 funding date, Charette added.

After carefully assessing the situation from multiple perspectives, Boucher and Chen explored numerous options and then crafted a plan that would take close account of the project’s many unique challenges in developing strategies for expanding current businesses and developing new businesses for the area. While Boucher concentrated on the marketing and communications aspects, Chen applied her newly developed financial expertise to such tasks as cost analyses and budgeting. To help city officials, corporate partners and others better understand the project’s objectives and plans, they created an elaborate PowerPoint presentation, which has been used extensively by SWNIC officials in business and community presentations.

Noting a lack of community pride in the area, Boucher applied his marketing knowledge to conceive of a unique symbol or theme that might serve much like a brand around which they could build a fresh new neighborhood image. The theme he created, “Transportation Through Time,” and an accompanying logo reflect the past and convey the significance of transportation in the area. The theme and logo will be a prominent feature on banners, flyers, T-shirts and other items the project will require.

It’s been a highly interesting project with substantial exposure to senior management and business owners of many companies.

—M.B.A. student Richard Boucher

The interns also encountered the challenge of neighborhood cleanliness, a problem common to most economically depressed areas. To meet this challenge, they organized a campaign to encourage residents to participate in an area-wide clean-up on Earth Day. And to further strengthen community spirit, the team created “Paint Me A People,” a street festival scheduled for mid-August to celebrate neighborhood diversity. These efforts and many others are being supported by local organizations, principally the College of the Holy Cross, Massachusetts Electric Company, Polar Beverages, the Providence & Worcester Railroad Company and Rotmans.

Additional support for the internship stipends of Boucher and Chen was provided by BankNorth and Rotmans through the Clark University Corporate Associates Program.

“It’s been a highly interesting project with substantial exposure to senior management and business owners of many companies,” says Boucher. Chen, who grew up in China, says it was an excellent opportunity to sharpen her business communications skills and improve her knowledge of American culture. Charette reports that the community’s response to the project has been tremendous. “We’ll certainly need more interns in the future,” he adds, as the preparation and planning of Boucher and Chen helped put in place shifts into high gear.
GSOM alumnus heads major HIV vaccine effort at UMMS

GSOM’s alumni share a common experience of learning about business from engaged and dedicated faculty, while working with a diverse group of students. Shan Lu, M.D., Ph.D., earned his Master of Health Administration degree from GSOM in 1992, while overlapping his Ph.D. and post-doctoral training at the University of Massachusetts Medical School (UMMS), where he brought a management perspective to his fellow students and colleagues.

Lu emigrated from China to the United States after finishing his medical residency. He joined UMMS in 1985 with a sense that some day he would return to China. He knew that a master’s degree in management would help him apply his technical skills to developing medical research in China. By creating relationships with strong mentors at UMMS—and by enhancing his education in management—Lu’s career has led to significant accomplishments. He is currently an associate professor of medicine at UMMS and heads their HIV vaccine effort. After dedicating many years to research on a new HIV vaccine, Lu and his team have received approval to complete a clinical trial to test the vaccine’s safety and immunity in people, as the vaccine has been designated as an investigational new drug (IND) by the U.S. Food and Drug Administration.

“In my work, I face many challenges related to managing research studies, such as financial analysis for large grants, integrating global teams and developing biological labs,” says Lu. “I am like the CEO and Chief Scientific Officer for my research studies. In obtaining my degree from GSOM, I was able to gain more knowledge of leadership, financial management, accounting and organizational behavior. The impact of my business management degree has been significant on my career, and I can see how management and scientific training complement each other to achieve considerable results in a global environment. Today, I work with teams that include many different countries, including China and Congo, to complete my research studies on world health issues. It is very gratifying to apply my skills to the critical area of HIV vaccine research. It is estimated that more than 40 million people worldwide are infected with HIV and millions are expected to die from AIDS this year.”

Lu also maintains a primary-care practice at the University Hospital affiliated with UMMS. “There is such satisfaction in working as both a scientist and a physician to balance the daily service to our patients and the creative work of seeking new preventive and therapeutic measures,” says Lu. “My Clark education in management has been very valuable to my career by providing me with skills that support turning a vision into reality as I work with my partners around the world.”

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

Send us your news at our new link www.clarku.edu/gsomalumninews


Larry Bohn M.A. ’76*, Arlington, Mass., the former CEO of NetGenesis, is now a partner at the Boston-based venture-capital firm General Catalyst.

Judy Boyko M.B.A. ’94*, Northborough, Mass., is CEO of Excelerations, Inc.

Ann Brady M.B.A. ’91*, Westborough, Mass., is the former CFO for the Art Technology Group.

Bob Brodeur M.B.A. ’96*, Worcester, Mass., is strategic marketing manager at Allegro Microsystems, Inc.

Diane Clay M.B.A. ’86*, West Boylston, Mass., is director of product marketing for Courion Corporation.


Andrew Dahl ’68*, Farmington, Conn., is vice president of Business Development at CareGain in Princeton, N.J.

Mike Davis M.B.A. ’77*, Keene, N.H., is vice president of information services for PC Connect.

Jim Gorman M.B.A. ’04*, Marlborough, Mass., is an information technology specialist for Fidelity Investments.

Pooja Masand M.B.A. ’03*, Marlborough, Mass., is a technical writer for Waltech, Inc.

Michael Mooney ’93, M.B.A. ’94, Brookline, Mass., is senior securities lending trader at Investors Bank and Trust in Boston.

Stefan Nagel M.B.A. ’98, Stanford, Calif., recently accepted a teaching position at Stanford’s Graduate School of Business.

Francisco Ortuzar Cruz M.B.A. ’03, Santiago, Chile, has been promoted to CFO of LIDER, the main division of D&S, a supermarket operator in Chile.

Matthias P. Ostertag M.B.A. ’93, Taipei, Taiwan, has relocated from Singapore to head DyStar’s operations in synthetic fibers.

Lydia Pastuszek ’75*, Sudbury, Mass., is senior vice president of human resources at National Grid—USA.


Alden Reed ’82, M.B.A. ’85*, Worcester, Mass., is managing director for Business Strategy Resources.

Peter Rothstein ’76*, Lincoln, Mass., founded Portable Computer Solutions, which was sold to Lotus. He is now working to launch Allegro Ventures, a seed-capital investment fund.

Sebastian Rozas M.B.A. ’01, Santiago, Chile, has been promoted to real estate manager for D&S, a supermarket operator in Chile.

Josh Shirazi ’02, M.B.A. ’03*, Leominster, Mass., is CEO of Shirazi Catering and Distributing.

Jay Spach M.B.A. ’84*, is senior vice president of human resources for the Thomson Corporation.

Venki Sundaresan M.B.A. ’99*, Boston, Mass., is offshore programs services director at the Gillette Company.


* Indicates visitor to GSOM. Many Clark alumni visit GSOM each year to participate in the Leadership Speaker Series and career panels, and to visit classrooms, which enhances our focus on active learning. GSOM thanks these alumni who visited Clark during this academic year.

In Memoriam
John Galvin M.B.A. ’76
Beta Gamma Sigma 2004

GSOM held its annual Beta Gamma Sigma Dinner and Induction Ceremony on May 20. Four graduating undergraduate management majors and 24 graduating M.B.A. students were inducted into Beta Gamma Sigma, a national honor society that recognizes and promotes scholarship in business. Clark Trustee William Mosakowski ’76, president of Public Consulting Group, received the Chapter Honoree Award at the event.

Commencement 2004

Chief Justice Margaret Marshall delivered the keynote address at Commencement on May 23. Prior to the ceremony, GSOM graduating students and their families and friends gathered for the annual GSOM brunch in the Bistro in the Higgins University Center. Commencement will be featured in the summer issue of Clarknews, which will be mailed in later July.