

THE  
ANATOMY  
OF  
**LEADERSHIP**

ANNUAL REPORT 2009





The new home of the Ivey Business School will support the School's growth strategy and will be an inspiring building, standing among the very best in the world.

#### New Building Task Force

Jon Love (Chair), HBA '76  
*KingSett Capital*

Andrew Chisholm, MBA '85  
*Goldman Sachs Group Inc.*

Brian Curtner  
*Quadrangle Architects Limited*

Fraser Latta, HBA '76  
*Jenal Investments Inc.*

Ted Matthews  
*Instinct Brand Equity Coaches Inc.*

Pierre Pomerleau, MBA '89  
*Pomerleau Inc.*

#### Richard Ivey School of Business

Kelly Cole

Professor Niraj Dawar

Professor Craig Dunbar

John Irwin

Dean Carol Stephenson

Professor Larry Wynant, MBA '72

#### The University of Western Ontario

Ruban Chelladurai

Mike McLean

George Qubty

Dr. Alan Weedon

#### Key Features

##### The new Ivey building will have:

- 234,000 square feet (current building 150,000 square feet)
- 15 80-seat classrooms (current building 11 classrooms)
- Five 50-seat classrooms
- 120 five-seat breakout rooms (current 36 breakout rooms)
- 640-seat amphitheatre
- Three-storey grand entrance hall
- Dining pavilion
- Gold level LEED certification to minimize the carbon footprint and environmental impact

#### Funding Model

Federal Government:  
\$25 million (confirmed)

Provincial Government:  
\$25 million (confirmed)

The University of Western Ontario:  
\$22.5 million (confirmed)

Private Sector Support:  
\$27.5 million (\$13.4 confirmed as of December 2009)

**Total: \$100 million**  
**86% of funding confirmed**

For up to date information on the new building and its progress, visit:

[www.ivey.uwo.ca/newbuilding](http://www.ivey.uwo.ca/newbuilding)



Richard Ivey School of Business

# THE WORLD NEEDS LEADERS

Business people operate in a world of constant flux. They compete in a global marketplace. They manage worldwide supply chains, and respond to new demands from employees, consumers, shareholders, and government. They grapple with big issues that affect our shared future. They face growing complexity in every aspect of their enterprises.

In a world where everything is changing, one thing doesn't: the anatomy of leadership. To succeed, business needs courageous, principled and clear-eyed women and men at the helm. Ivey has been a centre of leadership thinking and education for more than 80 years.

**Now as always, Ivey leaders are asking new questions, and finding new answers.**



M. G. W  
TARE

{ 30.480 KGS  
{ 67.200 LBS  
{ 3.940 KGS  
{ 8.690 LBS

NET  
CU.CAP

{ 26.540 KGS  
{ 58.510 LBS  
{ 76.4 CUMT  
{ 2.700 CU.FT.

CAUTION  
HIGH TRAILER

HOW DO YOU MAKE  
A PROFIT AND SAVE  
THE PLANET?

ATTENTION  
THIS CONTAINER  
MUST BE REPAIRED  
ONLY  
WITH  
CORRECT  
STEEL





**HOW DO YOU SUCCEED IN  
THE MIDST OF INTERNATIONAL  
MARKET CHAOS?**







**ESSO Regular**

096.7

c/Litre

**87**  
Press To Start

**ESSO Extra**

c/Litre



**89**  
Press To Start

Mid-Grade

**HOW DO YOU FUEL A  
GLOBAL ECONOMY WHEN OIL  
RESOURCES ARE SHRINKING?**

Place  
Speedpass  
**HERE**



*Speedpass*

**ESSO Supreme**

¢/Litre

**91**

Press To Start

**Premium**

Start





**HOW DO YOU MAKE  
AN AILING HEALTHCARE  
SYSTEM BETTER?**



# NEW QUESTIONS NEW ANSWERS



LEADERS THINK A LOT ABOUT BUSINESS CYCLES, BUT THERE ARE OTHER CYCLES TOO. BY SYNCHRONIZING BUSINESS CYCLES WITH SOCIAL AND ENVIRONMENTAL CYCLES, LEADERS CAN ACHIEVE SHORT-TERM SUCCESS AND LONG-TERM SUSTAINABILITY.

TIMA BANSAL / DIRECTOR, THE CENTRE FOR BUILDING SUSTAINABLE VALUE



THERE'S A STRONG BUSINESS CASE FOR THE AGGRESSIVE ENVIRONMENTAL GOALS WE'VE SET— ATTRACTING AND RETAINING GOOD PEOPLE, BUILDING CUSTOMER LOYALTY, REDUCING OPERATING COSTS, CREATING A SUSTAINABLE SUPPLY CHAIN, AND EARNING THE SUPPORT OF OUR LOCAL COMMUNITIES.


COLIN MOORE, HBA '78 / PRESIDENT, STARBUCKS COFFEE AMERICAS



THE MOST MISUSED PHRASE IN THE WORLD IS 'THIS TIME WILL BE DIFFERENT.' MARKETS AND THE ECONOMY GYRATE FROM ONE EXTREME TO THE NEXT. IT TAKES PATIENCE, DISCIPLINE AND LONG-TERM THINKING TO REALIZE VALUE.


GEORGE ATHANASSAKOS / BEN GRAHAM CHAIR IN VALUE INVESTING






LEADERS MUST BE CONNECTED TO THE HEART OF THEIR BUSINESSES—FOSTERING A CULTURE OF COLLABORATION AND COMMUNICATION, SETTING THE COMMERCIAL COMPASS IN A SUSTAINABLE DIRECTION, INFUSING RISK MANAGEMENT THROUGHOUT THE ORGANIZATION, AND ENCOURAGING INDIVIDUALS TO STAND AGAINST THE TIDE WHEN NECESSARY.

ANDREW CHISHOLM, MBA '85 / MANAGING DIRECTOR, GOLDMAN SACHS GROUP, INC.



THE PROBLEM WITH MAKING ETHANOL FROM CORN AND DIESEL FUEL FROM SOY BEANS IS THAT IT PITS FOOD AGAINST FUEL. THE ULTIMATE GOAL HAS ALWAYS BEEN TO PUT THE PLANT PARTS THAT CAN BE EATEN INTO THE FOOD MARKET, AND TURN THE REST INTO FUEL.

DAVID SPARLING / CHAIR, AGRI-FOOD INNOVATION AND REGULATION

A professional headshot of David Cornhill, a middle-aged man with light hair, wearing a dark pinstriped suit jacket, a white shirt, and a blue patterned tie. He is looking slightly to the right of the camera with a neutral expression. The background is plain white.

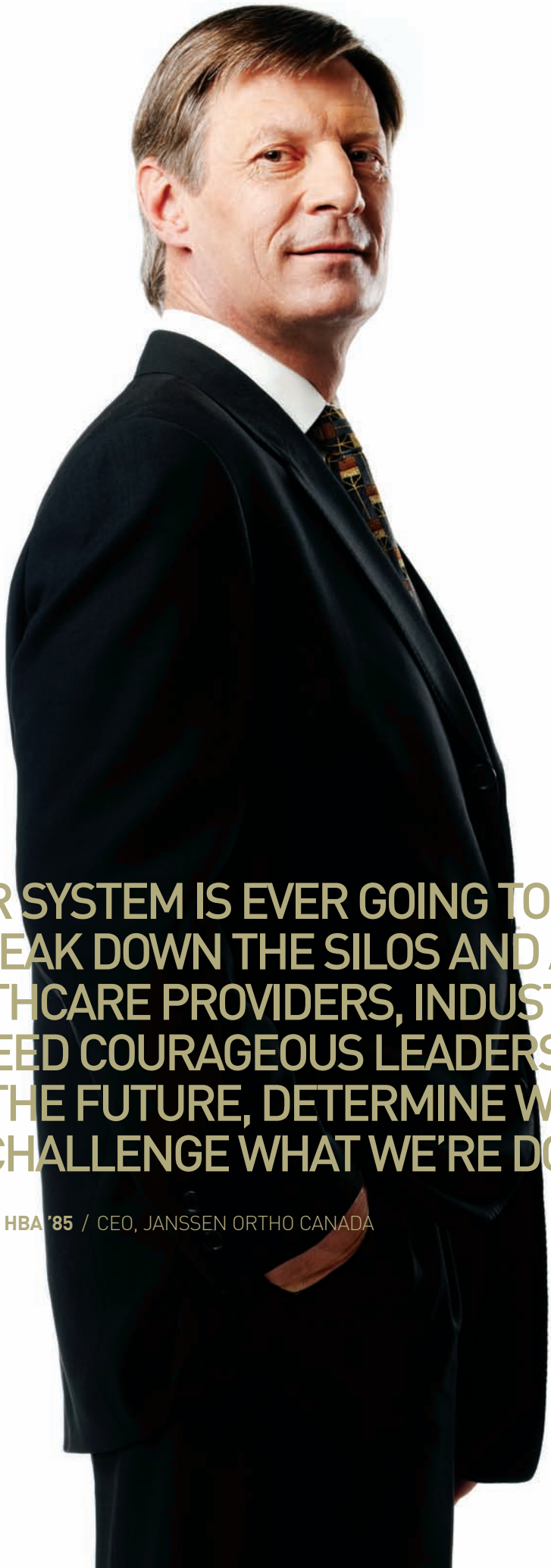
**WE INVEST IN RENEWABLE ENERGY BECAUSE IT IS CONSISTENT WITH OUR STRATEGY OF HOLDING LONG-TERM ASSETS WITH GOOD RETURNS AND SOCIAL VALUE. A DIVERSE PORTFOLIO—NATURAL GAS, WIND, RUN-OF-RIVER HYDRO-ELECTRICITY, SOLAR, GEOTHERMAL—WILL PROVIDE THE MOST STABILITY IN THE LONG RUN.**

**DAVID CORNHILL, MBA '80 / CHAIRMAN AND CEO, ALTAGAS INCOME TRUST**



**HEALTHCARE IS MUCH MORE COMPLEX TODAY.  
WE NEED A NEW GENERATION OF YOUNG LEADERS  
WITH A DEEP UNDERSTANDING OF BUSINESS  
PRACTICES AND CLINICAL IMPERATIVES.**

**DR. K. KELLIE LEITCH / CHAIR, IVEY CENTRE FOR HEALTH INNOVATION & LEADERSHIP**



**IF OUR SYSTEM IS EVER GOING TO WORK, WE HAVE TO BREAK DOWN THE SILOS AND ALIGN GOVERNMENT, HEALTHCARE PROVIDERS, INDUSTRY AND PATIENTS. WE NEED COURAGEOUS LEADERS WHO CAN LOOK INTO THE FUTURE, DETERMINE WHERE WE'RE GOING AND CHALLENGE WHAT WE'RE DOING NOW.**

**CHRIS HALYK, HBA '85 / CEO, JANSSEN ORTHO CANADA**



A  
YEAR  
OF  
**LEADERSHIP**





THERE IS NO GREATER REASON FOR OUR SCHOOL'S GROWTH THAN TO ADVANCE THE ECONOMIC STRENGTH AND SOCIAL WELL-BEING OF BOTH OUR OWN COUNTRY AND THE MANY OTHERS WE INFLUENCE THROUGH OUR ALUMNI AND OUR BUSINESSES.

2009

## Message from the Dean

In January 2009, as we completed our strategic planning for the year in the wake of the economic meltdown, the road ahead for Canada and the rest of the world appeared immersed in uncertainty. Yet one thing was very clear: that the need for leadership—great leadership—was never more important.

For me, there is no better purpose for Ivey's growth than to advance the economic strength and social well-being of both our own country and the many others we influence through our alumni and our businesses. For this reason, last fall Ivey faculty embarked on a major research endeavour to delve deeply into the causes of the economic crisis from a leadership perspective. This innovative initiative has included an ongoing series of Leadership Summits with business, government and community leaders across Canada and internationally (page 32 -33). The candid insights shared during these sessions will be amalgamated in a new book Ivey will publish this fall.

Despite the economic uncertainty we forged ahead and were rewarded with one of the most remarkable and successful years I have experienced since the launch of our Cross-Enterprise Leadership strategy four years ago. In fact, applications to our HBA program from top tier high-school students experienced double digit growth at a time when applications to university business programs are flat. Our EMBA program continued to lead the market, and our MBA recruitment for a double cohort this spring progressed on target. From the launch of the Centre for Health Innovation and Leadership to the groundbreaking for our new building in September, followed by a successful trip to India and establishing a case-development centre with the renowned Indian School of Business, Ivey took giant steps forward in 2009.

Our momentum continues to grow. I believe that the resilience of our School in these tumultuous times can be attributed to a strong strategy, a disciplined but flexible planning process, and a culture of collaboration

that extends to a very active and spirited alumni network—a critical differentiator that key competitors in Canada simply cannot emulate.

Thank you to our students, faculty, staff, alumni and friends for your contributions to our success in 2009, and for your belief in our future. You keep us inspired and aspiring to be our best.

Together, we will ensure that Ivey remains the choice and the source of global leadership in the next decade.

**CAROL STEPHENSON, O.C.**

DEAN, RICHARD IVEY SCHOOL OF BUSINESS  
LAWRENCE G. TAPP CHAIR IN LEADERSHIP



DARREN MEISTER, DIRECTOR, HBA AND MSC PROGRAMS

TEACHING IS AT THE HEART OF IVEY. OUR PROGRAMS ARE CONSTANTLY RENEWED TO ENSURE THEY OFFER RELEVANT, REAL-WORLD LEARNING EXPERIENCES THAT STRETCH OUR STUDENTS AND EXPAND THEIR HORIZONS

## PROGRAMS

# Directors talk about the year past and the road ahead

**Q. In a year of unprecedented change and disruption, how did you keep your programs relevant?**

Glenn Rowe, Director, EMBA: I don't think it's just a matter of what we've done in the past year: it's a matter of what we do at Ivey. We use real-world cases, and those cases are designed to get people to think about the issues, whether we're in a world of change or a relatively stable period.

Darren Meister, Director, HBA and MSc: A key differentiator between Ivey programs and traditional business schools is that learning is a partnership between faculty and students. At Ivey we co-create the educational experience. The students walk into the classroom with questions about what's happening today, and they leave with perspectives they've developed today.

Fraser Johnson, HBA '82, MBA '92, PhD '95, Director, MBA: I agree. Clearly there are things we're doing to be relevant to the current

economic climate. But you have to remember that we're preparing our students for a career in business of 30 years or more. They're going to see upswings and downswings and we have to teach them to be successful in all conditions.

Debbie Compeau, HBA '87, PhD '92, Director, PhD: The PhD program helps to drive that currency throughout the School. We have 70 students who are actively involved in writing cases and doing primary research that is advancing the frontiers of knowledge. The work they do in collaboration with our faculty members helps ensure that all our programs stay relevant.

**Q. What's changed in your programs?**

Rowe (EMBA): I'm a change—I became Program Director in July. This year we added a "Contemporary Issues in Business" course. The issues we'll be looking at are sustainability, entrepreneurship, personal investment and communication. Recruitment continues to be very healthy. Our market share in the GTA is at 48% and we've had waiting lists for our last several classes.

Johnson (MBA): Continuous improvement is part of the culture of the School, and our faculty are always looking for ways to bring relevant new material into the courses. In the MBA we've added a three-week Leading Cross-Enterprise module at the end, which will run for the first time in 2010. It will deal with current business issues from three perspectives—leadership, globalization, and entrepreneurship.

Meister (HBA): We completed an external review in April and our reviewers, who were from two top U.S. schools, were very impressed by what they saw at Ivey. We continue to see significant growth in dual degree programs—more of our students are choosing to do two degrees over five years, rather than the HBA only. And we've really been focusing on developing leadership essentials as part of the core curriculum, including team-based skills and accountability.



LEFT TO RIGHT: **DARREN MEISTER**, DIRECTOR, HBA AND MSC PROGRAMS / **GLENN ROWE**, DIRECTOR, EMBA PROGRAM / **DEBBIE COMPEAU**, DIRECTOR, PHD PROGRAM

ONE OF THE ESSENTIAL ELEMENTS IN ALL OUR TEACHING PROGRAMS IS THAT WE COMMIT OURSELVES TO PROVIDING STUDENTS WITH A TRANSFORMATIVE EXPERIENCE. WHAT THAT MEANS IS DIFFERENT FOR DIFFERENT PROGRAMS, DEPENDING ON WHERE THE STUDENTS ARE IN THEIR CAREERS. —DARREN MEISTER

For example, Ivey’s unique Learning Through Action course in year one challenges students with a series of business simulations of increasing complexity, providing direct coaching and the opportunity to apply their learning in a real-world context.

Compeau (PhD): The PhD did a major curriculum review two years ago, so we’ve just come through the implementation stage and are in consolidation mode. Innovation in the PhD program is less structured—every student comes in and designs the program that makes sense to him or her.

**Q. What’s ahead?**

Johnson (MBA): The new building is very important to the future of our programs. It’s a sign that the School is growing with quality in a very competitive global market. It will be great to get our MBA students into a world-class facility and bring the PhD, MBA and HBA programs under one roof. It’s a terrific opportunity for students, faculty and staff.

Meister (HBA): From the HBA perspective, we’ll be moving more and more into an internationally competitive space. Many people say we’re the world’s best undergraduate business program: my goal is to be recognized as the best. I’m seeing more students choosing Ivey over globally recognized academic institutions.

Compeau (PhD): The School’s research centres will be a growing part of our program. The Centres offer students an opportunity to get involved in really interesting, leading-edge research around topics that have a lot of relevance to managers. For example, through the Building Sustainable Value Centre students are participating in research seminars, taking part in research projects, and interacting with practitioners.

Rowe (EMBA): The EMBA program was in very good shape when I took over. Going forward, my job is to keep it strong and help it get a bit stronger. We are investigating how we can have greater impact nationally as we have done internationally with our Hong Kong campus.

Meister (HBA): A big change for us is the launch of the MSc program and our partnership with CEMS. The MSc is focused on international business because we believe that every business leader needs to be able to think critically about internationalization and its effects.

**Q. We heard a lot about the need for more principled leadership this year. How does Ivey meet that need?**

Meister (HBA): In the HBA program our job is to take young people with raw potential and prepare them to contribute on an international stage. One thing that every HBA student develops is accountability. Every student is accountable for coming to every class prepared to contribute to other people’s learning. When you are accountable every day, it becomes a habit.

Johnson (MBA): Underlying all our courses in the MBA program, and in every program at the School, is a strategic orientation. When I teach about operations or supply chain management,



FRASER JOHNSON, DIRECTOR, MBA PROGRAM

I don't talk about issues at a tactical level: I talk about how they affect the competitive position of the company. That approach is unique to Ivey.

Rowe (EMBA): In the EMBA program, our focus is on developing students to become general managers and CEOs, and a significant portion of our graduates do hit the C level. We're not teaching them to be marketing or finance experts: we're teaching them to be cross-enterprise experts, and that, ultimately, is what leadership is about.

Compeau (PhD): There's a special responsibility for PhD students not only to be leaders in their research, but also to take the leadership message out to the students they eventually teach. Our program is essentially an apprenticeship. From day one, students are assigned to work with a faculty member, from whom they learn the crafts of scholarship, knowledge generation, and leadership in education.

**Q. What is it about the Ivey culture that makes the teaching programs uniquely valuable?**

Rowe (EMBA): Some schools focus on great research and have okay teaching. At others, it's teaching that counts most. At Ivey we strive to be great at both. And I think we achieve that more often than most schools.

Meister (HBA): For faculty members at most schools excellence is a personal responsibility. Here we are focused on ensuring that the School as a whole does well. We use more "we" than "I." We collaborate and support one another. We don't teach courses: we teach programs.

Compeau (PhD): In the PhD program, the quality of our faculty members is definitely the driver. It's a matter of making sure we have the best faculty doing the most interesting work, and providing the support and resources to support research. And we're doing that.

Johnson (MBA): Another key factor is our alumni. Ivey grads have a tremendous investment in their degree and the School. I often say Ivey is like the New York Yankees

of business schools in Canada. Alumni are like the Yankees fans, in that they demand excellence. They support the School in many ways—and they hold our feet to the fire!

Rowe (EMBA): There's a continuous striving for excellence at Ivey. From an external perspective, we look pretty good, but inside the School we're always thinking about ways to improve. We do whatever we can to help people be the best they can be in the classroom, and that flows over into collaborative research.

Meister (HBA): It's simple: in all of our programs we commit ourselves to providing a transformative experience for students.

# Ivey Degree Programs at a Glance

## HBA Program

### 2009 HBA Class Profile

#### 2009 HBA Incoming-Class Profile

Students	466 / 6 sections
Male	58%
Female	42%
Incoming class average	82%
AEO	71% / 330 students
Non-AEO from Western	24% / 111 students
Other universities	5% / 25 students
Attended grade 12 in Ontario	81% / 379 students
Attended grade 12 outside of Ontario in Canada	15% / 68 students
Attended grade 12 outside of Canada	4% / 19 students
International citizenship	5%
Different academic disciplines students came from	42

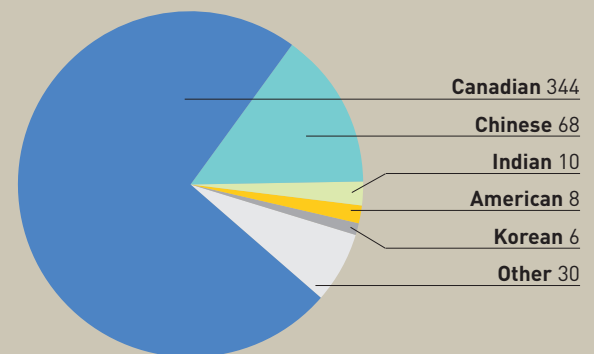
#### Compensation by Industry (3 Months Post-Graduation)

Industry-Base Salary	% of Students	Mean
Accounting	26%	\$43,712
Consulting-management	10%	\$66,047
Consulting-other*	4%	\$61,250
Consumer packaged goods	7%	\$55,638
Education	4%	\$44,800
Electricity / Gas / Water	5%	\$58,354
Finance-corporate office	5%	\$59,286
Finance-corporate banking*	17%	\$72,372
Finance-investment management*	4%	\$61,563
Finance-other*	2%	\$66,667
IT / Telecommunications	5%	\$47,100
Marketing / Advertising / PR	3%	n/a
Wholesale / Retail	2%	\$43,333
Other*	6%	\$61,320

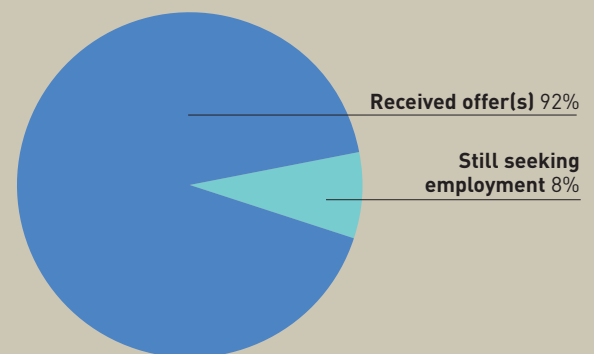
Average total compensation was \$62,189\*.

\*Includes: base salary, signing bonus and other guaranteed compensation, as reported by our graduates.

### 2009 Birth Country



### 2009 Employment



# Ivey Degree Programs at a Glance

## MBA Program

### 2009 MBA Spring Class Profile (3 Months Post-Graduation)

11 countries  
9 faculties in previous education  
25 different languages spoken  
36% have international work experience

6 Canadian provinces  
15 industries in work experience  
39% have more than one degree

Class Profile		Citizenship		Birth Country	
Total class	71	Canadian	75%	54%	
Male	75%	Chinese	4%	7%	
Female	25%	Indian	11%	18%	
Years work experience	4.6	Latin American	1%	3%	
Average age	29	Other	9%	18%	
Average GMAT					658

### 2009 MBA Fall Class Profile

5 countries  
9 faculties in previous education  
31 different languages spoken  
29% have international work experience

5 Canadian provinces  
29 industries in work experience  
38% have more than one degree

Class Profile		Citizenship		Birth Country	
Total class	73	Canadian	73%	55%	
Male	75%	Chinese	11%	12%	
Female	25%	Indian	8%	12%	
Years work experience	5.4	Latin American	3%	7%	
Average age	30	Other	5%	15%	
Average GMAT					657

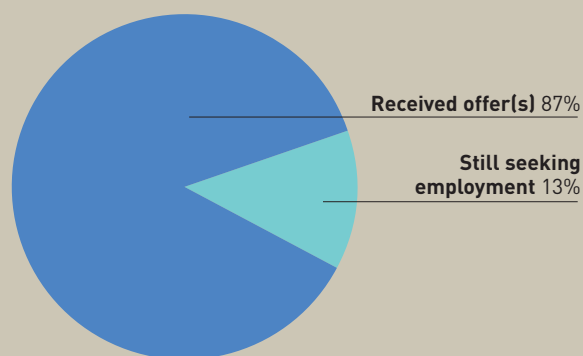
### Compensation by Industry (3 Months Post-Graduation)

Industry-Base Salary	% of Students	Mean
Consulting-management	18%	\$109,059
Consulting-other*	3%	\$80,250
Consumer packaged goods	8%	\$73,750
Finance-corporate banking*	8%	\$81,250
Finance-corporate office	10%	\$76,500
Finance-investment management*	3%	\$65,000
Finance-insurance	2%	n/a
Healthcare / Pharmaceuticals	7%	\$76,208
IT / Telecommunications	9%	\$91,215
Manufacturing	3%	n/a
Media	5%	\$107,425
Wholesale / Retail	6%	\$85,000
Other*	18%	\$74,567

Average total compensation was \$94,361\*.

\*Includes: base salary, signing bonus and other guaranteed compensation, as reported by our graduates.

### 2009 Employment



# Ivey Degree Programs at a Glance

## EMBA Program

### 2009 EMBA Class Profile

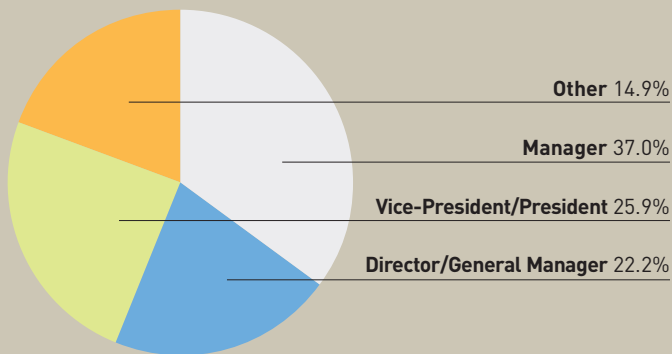
#### General Demographics

Average age	39
Average work experience	15
Male	75%
Female	25%
Educated internationally	22%

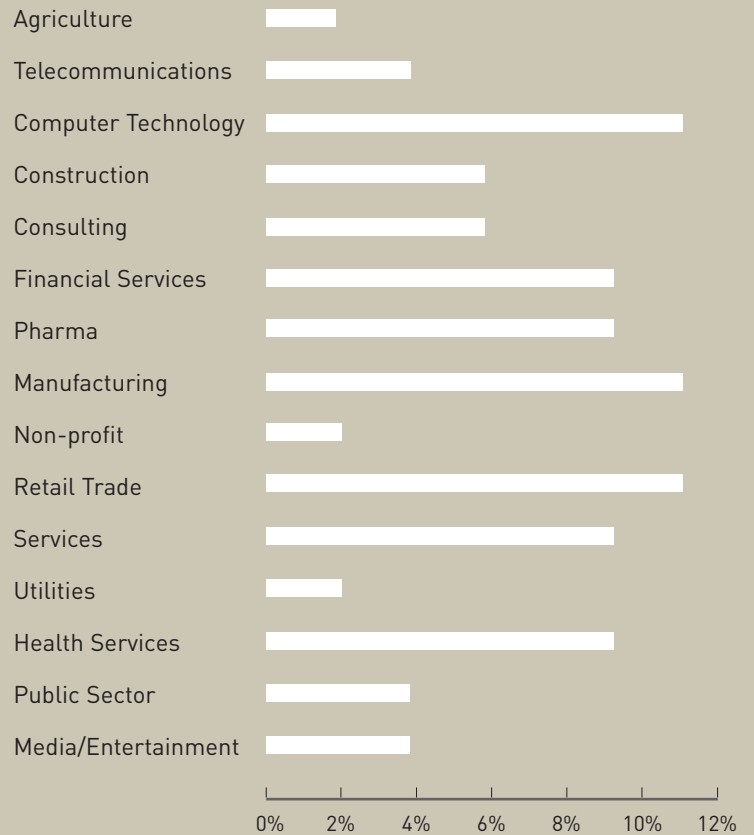
#### Location

Greater Toronto area	70%
Ontario (outside of the GTA)	18%
Outside of Ontario	12%

### EMBA Participant Position



### EMBA Participant by Industry





## Ivey Degree Programs at a Glance

### PhD Program

#### 2009 PhD Class Profile

##### Enrolment by Sex

Male	41
Female	27

##### Placement by Location

U.S.	5
Canada	8
International	5

#### 2009 Scholarships from Major Federal and Provincial Competitions

Vanier Canada graduate scholarship	2
SSHRC Doctoral fellowship	2
Ontario graduate scholarship	4

##### Enrolment by Discipline

Finance	5
General management*	30
Information systems	7
Marketing	8
Management science	7
Organizational behaviour	8
Operations management	3
	68

\*includes strategy, international business, environment & sustainability, entrepreneurship

## RESEARCH

**What does it take to be a leader in knowledge creation? Rigour. Creativity. Passion. A willingness to question orthodoxy. During 2009, Ivey faculty and graduate students continued to break new ground.**

### Ivey Researcher among the Best

Being selected as a Fellow of the Royal Society of Canada is the highest academic accolade available to a scholar in Canada. The honour was bestowed on Professor Paul Beamish, HBA '76, PhD '85, in 2009. Beamish is a world-renowned expert in the fields of international management, strategic management and joint ventures. His output includes 49 books, more than 100 articles, more than 100 case studies, and supervision of 25 PhDs. He is a founding Director of Ivey's Asian Management Institute, Director of the Centre on Engaging Emerging Markets, and the Donald L. Triggs Chair in International Business. This honour comes after many others, including recognition by the Journal of International Management as one of the top three contributors to the field in the previous decade.

### Making Green Energy Happen

On an energy-hungry and carbon-burdened planet, green energy offers bright hope. In 2009, the Lawrence National Centre for Policy and Management, under the leadership of Director Dianne Cunningham and with support from Professors Guy Holburn and David Sparling, hosted Making Green Energy Happen: Policies and Priorities. The workshop brought together academics, business leaders and government officials to look at issues around agriculture and renewable energy.

Among the recommendations included in the Conference report:

- Assign a value to carbon by assessing the true costs of greenhouse gases
- Support green technologies during the early phase of research and development, and during demonstration projects

- Construct agricultural pelletizing plants to produce pellets for biogas production
- Expedite approvals process for entrepreneurs and energy developers
- Provide capital assistance for renewable energy projects

"Good public policy needs to be based on independent, thoughtful, fact-based research, discussed and debated by experts and stakeholders," says Holburn. "This is an example of how the Lawrence Centre leverages Ivey faculty research on critical policy issues."



PAUL BEAMISH, PROFESSOR, FELLOW OF THE ROYAL SOCIETY OF CANADA

### Ivey Researchers Pen Article of the Decade

How do organizations learn? That's the focus of an article by Professors Mary Crossan, MBA '85, PhD '91, and Rod White, HBA '74, together with former Ivey professor Henry W. Lane. The article, "An Organizational Learning Framework: From Intuition to Institution," was awarded the Decade Award by the Academy of Management Review. The award recognizes the article published 10 years earlier with the highest number of citations. The article defines organizational learning as a continual process of feeding forward ideas that are intuited and interpreted in the mind of an individual, discussed and integrated in the decisions and actions of groups, and finally institutionalized into the organization through process, systems, structures, and policies.

### Learning Online Competence

Wasting work time online may not be such a waste, according to recent research from Professor Nicole Haggerty, HBA '89, PhD '04. Haggerty's research shows that online activities such as communicating by Facebook help develop skills that are valuable in the workplace. "Managers need to recognize that the capabilities people develop using daily life technologies are often transferrable," says Haggerty. "The collaborative, socially-oriented activities that people do in their personal lives may actually create a foundational skill set for work."

Haggerty and her collaborator Dr. Yinglei Wang, PhD '09, looked at the skills and abilities that people need to be effective in today's virtual workplace and developed the concept of "virtual competence." Virtual competence requires a high degree of self-confidence in one's ability to use technologies and

communicate with people remotely. "If you have confidence in your ability then you are more motivated to persist through the challenges of working in online virtual realms," says Haggerty. "If you lack confidence in your ability to use the tools, you won't engage in that kind of work or you'll look for other means." Virtually competent people also have the technical ability to understand and use a rich set of features of the various technologies they're faced with. Virtual competence has a positive correlation with job satisfaction and job performance.



MARY CROSSAN, DIRECTOR, LEADING CROSS-ENTERPRISE RESEARCH CENTRE

## RESEARCH

# Leadership on Trial

In 2009, a group of Ivey professors launched an exciting new project that sifts through the ashes of the economic meltdown for lessons on leadership.

In the aftermath of the near collapse of the global financial system and the subsequent recession, the leadership of private and public sector organizations is being put on trial in the media, in congressional and parliamentary hearings, in commissions of enquiry in legislatures around the world, in individual and class action lawsuits, and in the courts of public opinion.

For those of us involved in the development of next generation leaders—whether we are executives, academics, or leaders in the public and not-for-profit sectors—there is a need for some soul-searching. Professors Mary Crossan, MBA '85, PhD '91, Jeffrey Gandz, Gerard Seijts, Stephen Sapp and Mark Vandenbosch, HBA '84, collaborated on a provocative paper, “Leadership on Trial,” that explained the crisis in terms of failed leadership and asked pointed questions about the role of management education. It became the basis for engaging with business leaders, educators and developers, public sector officials and others on the nature of leadership.

A White Paper will be produced in spring 2010, with a final book and associated initiatives later in the year. We spoke to Gandz and Crossan about the project.

### **Q. Why is it important for Ivey to be involved in this project?**

Gandz: It's the essence of what we do and what we have always done. We develop leaders, and we're pretty good at it. But we can't just sit back and rest on our laurels. This project is a catalyst for re-invigorating the things we do well and maybe changing some things that we could do a lot better.

Crossan: We're in a unique position to do this given the significant insights from research and teaching that enable us to think about the situation a little differently, and we're well positioned to develop and roll out programs, cases and articles based on our findings.

### **Q. What are you trying to achieve with this project?**

Gandz: We want to use this crisis to look at leadership more closely. We want to identify what went wrong with leadership in those companies that failed or were badly damaged, as well as what was done right with others. Ultimately we want to re-establish some



**JEFFREY GANDZ**, MANAGING DIRECTOR, PROGRAM DESIGN, EXECUTIVE DEVELOPMENT

principles of leadership and then develop research, teaching and leadership development agendas around them.

**Q . What have you learned so far?**

Gandz: One thing that surprised me was the passion expressed in these meetings. There was a sense that the system broke down even though people were doing what they were supposed to be doing.

Crossan: Character has been a central theme in our discussions. This is a complex mix of personality, virtues such as courage and humility, deeply-ingrained ethical and moral beliefs and other traits.

Gandz: In my field, we've talked for years about socio-psychological phenomena like over-confidence, hubris and groupthink. It's quite clear that during the recent boom and bust these phenomena were rampant.

Crossan: We also need to look very critically at how leaders are being prepared to understand and manage risk, especially global risk associated with complex systems.

Gandz: The public media would have us believe that executive compensation was the root of all evil. The issue is actually a bit more nuanced. We have to ask what the real role of compensation is, how it interacts with certain character traits to produce specific behaviours and how governance systems can be improved.

Crossan: The leaders we spoke to also converged around the issue of "who's minding the store." One of the major players said the boom was like being at a good party that's gotten out of control, but nobody is prepared to turn off the lights! Some published studies have clearly suggested that top leaders were not involved to the right extent in the right issues in their own companies and we need to understand why.

**Q. So what ultimately comes out of this project?**

Crossan: A research agenda to pursue issues that require greater attention and a leadership development agenda that will affect case writing, course development and new programs.

Gandz: If we do this well I believe we will have a significant influence on the leadership development community as a whole. By investing in this project, Ivey is earning the right to be considered a thought leader in this field.

IN  
SUPPORT  
OF  
**LEADERSHIP**



2009

## Message from the Board Chair

It's been almost 40 years since I graduated from Ivey, yet the lessons in leadership that I learned there are still critical to my career, and the connection I have with the School is stronger than ever.

That's the power of the Ivey network. Ivey launches and supports individual success. Those individuals, in turn, support one another and strengthen the School by giving back. In doing so, they create wonderful learning opportunities for the next generation of leaders. We all stand on the shoulders of those before us. It is indeed a virtuous circle.

In my years as Chair of the Ivey Advisory Board, I have witnessed outstanding progress achieved when a group of dedicated alumni team up with faculty, staff and students at Ivey. There were many examples in 2009, but the highlight of the year was the groundbreaking ceremony for the new building held in September. Jon Love, HBA '76, led the New

Building Task Force through an extensive planning and selection process, and his expertise proved to be invaluable.

At the same time, fellow Advisory Board Member, Barbara Fraser, HBA '71, chaired the MBA Task Force, which worked closely with Carol and her leadership team in a review of the one-year MBA Program as it entered its third year. The Task Force was effective in supporting changes that included a single spring intake and an enhanced pre-Ivey experience, as well as a renewed and strengthened overall brand positioning for the School.

Jon and Barbara are just two of the hundreds of alumni who gave generously of their time, expertise and resources to fuel growth at Ivey. More than 2,000 alumni attended Homecoming and other alumni events; 1,500 mentored students through the Ivey Alumni Partnership Program; and, 500 participated in classroom discussions, case competitions or other student-led initiatives. Many others referred students to Ivey programs, provided case leads,

and hired Ivey grads. This kind of support gives Ivey a huge competitive advantage.

The Ivey network also continued to support the School financially with great generosity. In the following pages, you'll read about two significant contributions. They represent the 2,700 Ivey alumni and friends who contributed more than \$9 million to support the School's pursuit of excellence during 2009.

The future? The Ivey network will only grow in size, power and influence, and through its many endeavours, the Richard Ivey School of Business will continue to lay claim to its rightful place as the preeminent school for business leadership in Canada.

Thank you for everything you do and give. Thank you for believing in and supporting Ivey's vision of leadership.

**ARKADI KUHLMANN, HBA '71, MBA '72**  
CHAIR, IVEY ADVISORY BOARD  
CHAIRMAN & CEO, ING DIRECT USA



THE LATE R. JACK LAWRENCE, HBA '56 CHAIRMAN & FOUNDER LAWRENCE COMPANY INC., WAS A STRONG BELIEVER IN THE POWER OF EFFECTIVE PUBLIC POLICY. THE LAWRENCE NATIONAL CENTRE FOR POLICY AND MANAGEMENT IS HIS LEGACY AT IVEY.

## PHILANTHROPY

# Gifts in Action

**Each year, Ivey reaches out to alumni and business leaders across Canada and around the world, asking them to invest in the School's commitment to leadership development. Each year they respond with generosity and vision.**

Here, we tell the stories of two gifts received during 2009, and celebrate the contributions of more than 2,700 alumni, friends and corporations. Our heartfelt thanks to each and every donor—you are indeed leaders in philanthropy.

### Lawrence Centre Advances Founder's Vision

Traditionally business and government sit on different sides of the fence, often eyeing each other warily. But Jack Lawrence didn't think it should work that way. A successful Toronto businessperson, Lawrence had a long-term interest in public policy informed by private sector perspectives. "If we could really achieve more cooperation between government and business," he once said, "we would see a quantum leap in economic performance and productivity."

In 2001, Lawrence contributed \$3.7 million to Ivey to create the Lawrence National Centre for Policy and Management—a forum to bring together business, academia and government, and a locus for business students to learn about the role of public policy in supporting competitiveness.

Dianne Cunningham, a former cabinet minister in the Ontario government, joined the Centre as Director in 2004 and recruited Tom d'Aquino, former President and Chief Executive of the Canadian Council of Chief Executives, as the chair of the Centre's Advisory Council. "Jack was visionary," Cunningham says. "He didn't just want us to make information available: he wanted us to make it come alive by helping to shape policy." In the past three years, the Centre has held several





IVEY'S COMMITMENT TO DEVELOPING LEADERS WHO "CONTRIBUTE TO THE SOCIETIES IN WHICH THEY OPERATE" HAS BEEN STRENGTHENED BY A GIFT FROM THE RBC FOUNDATION TO SUPPORT COMMUNITY SERVICE LEARNING PROGRAMS.

conferences and panel discussions, and produced three major reports on issues in energy and transportation. It has also hosted speakers such as Kevin Lynch, Clerk of the Privy Council, David Dodge, former Governor of the Bank of Canada, and most recently, former Deputy Prime Minister John Manley.

Ivey lost a dear friend and visionary when Jack Lawrence died in a tragic plane crash in August 2009. However his legacy lives on and the Centre will continue to flourish as a result of a generous bequest in his will. His daughter Carolyn Lawrence, President, Women of Influence, says the gift is an appropriate way to honour a life dedicated to Canadian business success. "My father believed that Canada should compete on a global level in terms of its economic development and the contribution it makes in the world," she says. "That's what drove him every minute of every day. He felt the right policies could make a real difference."

Cunningham says the funds will be used to bring Lawrence's vision to fruition. "We had a good five years with Jack, and he set the bar very high," she says. "Those of us who worked with him and Ivey's students won't let him down."

### Broadening Student Horizons, Building a Stronger Community

From the perspective of Dave McKay, MBA '92, Group Head, Canadian Banking, RBC Royal Bank, it was an irresistible two-for-one deal.

"This contribution from the RBC Foundation furthers our goal of supporting world-class educational institutions like Ivey and Western, which are so critical to Canada's competitiveness in the long run," he says. "At the same time, this strengthens the London community, a place where RBC has been helping for 100 years."

McKay is talking about a gift of \$2 million, the maximum allowable by the Foundation, to Western, Ivey and Huron University College to support the development of community service learning programs. Of the total gift, \$950,000 will help Ivey expand course offerings in corporate social responsibility and not-for-profit management, and support case-writing, speakers and community action activities.

"When I think back to my time at Ivey," McKay says, "I realize that we got caught up in our own little world and didn't really give back to the larger community. I was encouraged to hear about these programs that allow

students to grow as individuals and benefit the community with the time, talents and energy of some very bright young people."

When it comes to community service, Ivey has a head start. The student-run organization Ivey Connects is involved in a variety of projects, including pro-bono consulting, international outreach, food and blood drives, and a Community Impact Challenge. "Consulting with Ivey Connects gives students a chance to jump into a live case—a real business situation—and help the organization solve it," says Gillian Heisz, HBA '09, past chair of Ivey Connects. "This gift will motivate Ivey students to come up with new ways to have a positive impact on the community. I'm excited to see the creativity it will inspire."

McKay is delighted that RBC is continuing its long tradition of support for Ivey. "The School is focused on leadership training and that's what we need in Canada. To succeed in a much more complex and integrated world, it's absolutely critical that we have people who can see and shape the future."

## Operating Budget

	F2009 Actual (\$000)		F2008 Actual (\$000)	
<b>Revenue</b>				
Enrolment grant	\$8,007	10.7%	\$8,012	11.1%
Tuition	\$36,598	48.9%	\$34,889	48.3%
Pre-business	\$1,799	2.4%	\$1,680	2.3%
Course fees—non degree programs	\$9,900	13.2%	\$12,034	16.7%
Publishing	\$4,787	6.4%	\$3,645	5.0%
Conference centres	\$7,077	9.5%	\$6,518	9.0%
Donations—total	\$9,096	12.1%	\$10,776	14.9%
Less—endowed and restricted donations	(\$6,470)	-8.6%	(\$8,142)	-11.3%
Endowment interest	\$1,346	1.8%	\$1,052	1.5%
Recoveries & miscellaneous	\$2,726	3.6%	\$1,802	2.5%
<b>Total revenue</b>	<b>\$74,866</b>	<b>100.0%</b>	<b>\$72,266</b>	<b>100.0%</b>
<b>Direct variable expenses</b>				
Program accommodation and meals	\$7,236	9.7%	\$6,979	9.7%
Student and teaching materials	\$2,934	3.9%	\$2,509	3.5%
Scholarships	\$2,928	3.9%	\$3,490	4.8%
Receptions	\$861	1.2%	\$795	1.1%
Other	\$239	0.3%	\$233	0.3%
<b>Total direct variable costs</b>	<b>\$14,198</b>	<b>19.0%</b>	<b>\$14,006</b>	<b>19.4%</b>
<b>Contribution</b>	<b>\$60,668</b>	<b>81.0%</b>	<b>\$58,260</b>	<b>80.6%</b>
Direct fixed expenses—schedule	\$29,863	39.9%	\$27,855	38.5%
Administration expenses—schedule	\$23,115	30.9%	\$23,073	31.9%
UWO services	\$6,463	8.6%	\$6,571	9.1%
<b>Surplus</b>	<b>\$1,227</b>	<b>1.6%</b>	<b>\$761</b>	<b>1.1%</b>

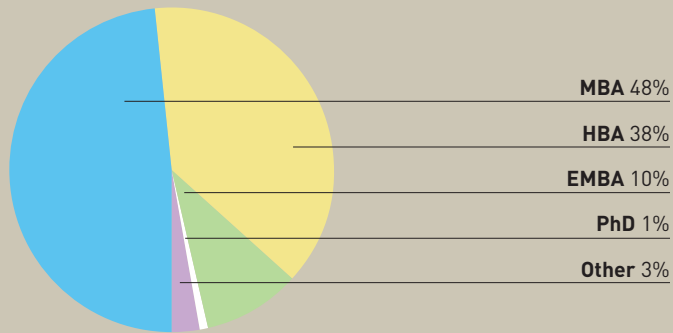
## Schedule of Expenses

	F2009 Actual (\$000)		F2008 Actual (\$000)	
<b>Direct fixed expenses</b>				
Faculty salaries and benefits	\$21,576	28.8%	\$18,043	25.0%
Faculty fees	\$2,863	3.8%	\$3,570	4.9%
Utilities	\$276	0.4%	\$319	0.4%
Marketing costs	\$3,514	4.7%	\$3,712	5.1%
Property, operations and maintenance	\$271	0.4%	\$300	0.4%
Research	\$898	1.2%	\$1,247	1.7%
Computer equipment and software	\$429	0.6%	\$567	0.8%
Other direct fixed expenses	\$36	0.0%	\$97	0.1%
<b>Total direct fixed expenses</b>	<b>\$29,863</b>	<b>39.9%</b>	<b>\$27,855</b>	<b>38.5%</b>
<b>Administration expenses</b>				
Staff salaries and benefits	\$12,474	16.7%	\$12,804	17.7%
Travel	\$1,188	1.6%	\$932	1.3%
Amortization	\$1,183	1.6%	\$1,431	2.0%
Bank charges and interest	\$808	1.1%	\$1,096	1.5%
Rentals / Leases	\$77	0.1%	\$82	0.1%
General administration	\$1,097	1.5%	\$1,422	2.0%
Mailing	\$265	0.4%	\$299	0.4%
Printing	\$317	0.4%	\$286	0.4%
Telephone	\$382	0.5%	\$302	0.4%
Building rent	\$2,404	3.2%	\$2,567	3.6%
Building alterations and maintenance	\$474	0.6%	\$522	0.7%
Management fees	\$365	0.5%	\$354	0.5%
Training and development	\$154	0.2%	\$131	0.2%
Consulting and professional fees	\$1,211	1.6%	\$845	1.2%
Other	\$716	1.0%	\$0	0.0%
<b>Total direct fixed expenses</b>	<b>\$23,115</b>	<b>30.9%</b>	<b>\$23,073</b>	<b>31.9%</b>

# Ivey at a Glance

## Alumni

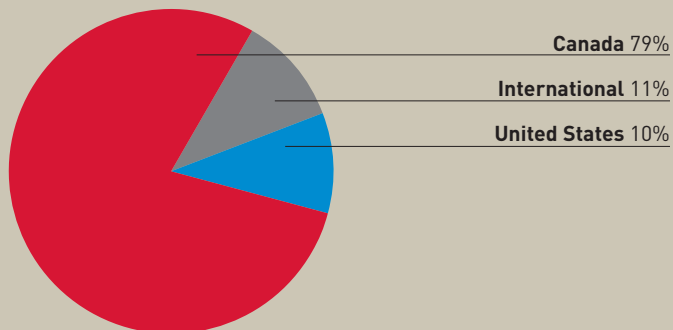
Degree Breakdown (total degrees granted 22,197)



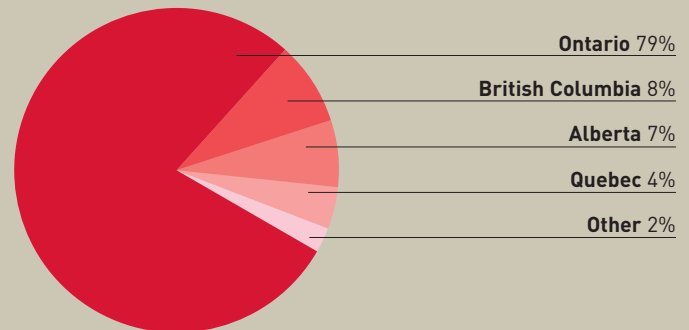
Alumni in Industries

Top Industries			
Finance	29%	Healthcare / Pharmaceuticals	4%
Consulting	14%	Wholesale / Retail	3%
IT / Telecommunications	9%	Media / Entertainment	3%
Manufacturing	6%	Electricity / Gas / Water	3%
Education	5%	Marketing / Advertising / PR	3%
Real estate / Property	4%	Government	2%
Consumer packaged goods	4%	Other	11%

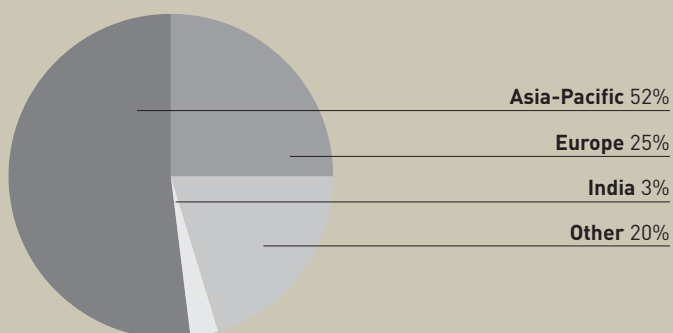
Alumni Around the World



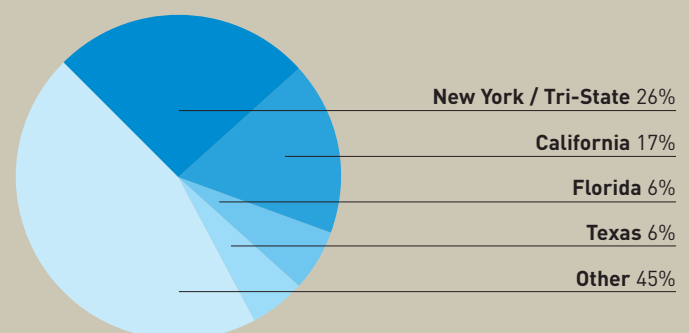
Alumni Canada (in all 13 provinces and territories)



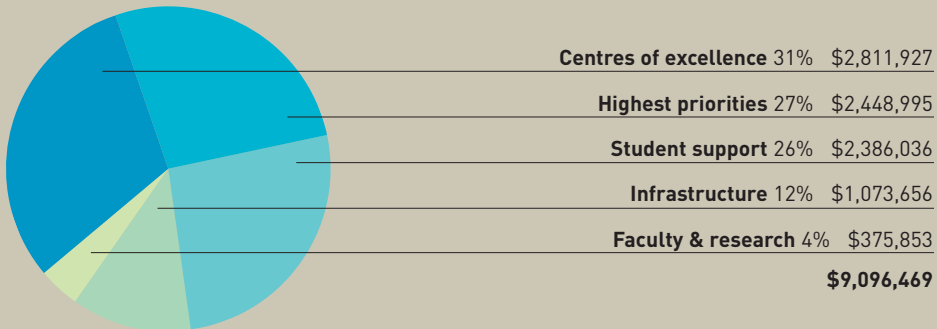
Alumni International (in 99 countries outside Canada and USA)



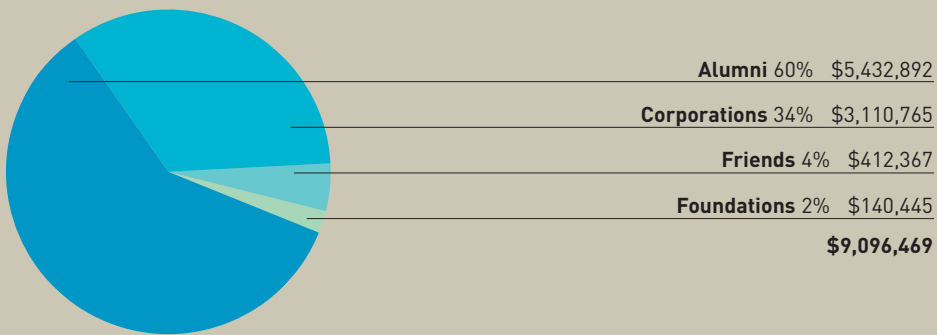
Alumni United States (in 44 states)



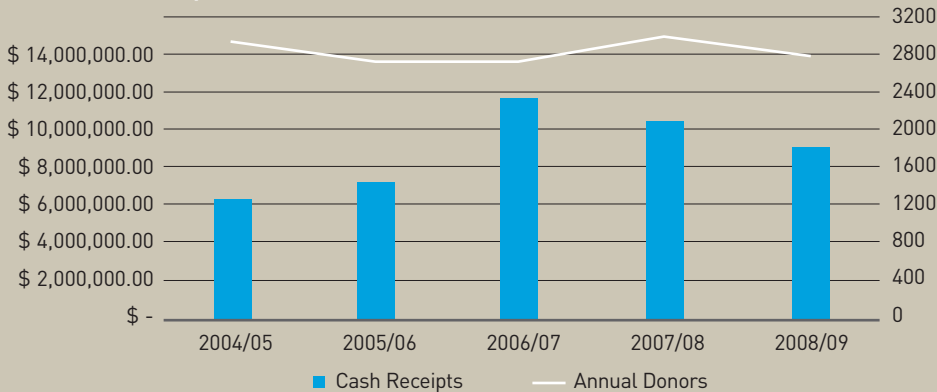
### Receipts by Designation



### Receipts by Source



### Year to Year Receipts



**THIS TRULY HAS BEEN AN OUTSTANDING AND VERY REWARDING YEAR FOR ALL OF US AT IVEY—ONE OF THE MOST EXCITING YEARS I HAVE EXPERIENCED SINCE JOINING THE SCHOOL SIX YEARS AGO.**

That's Dean Carol Stephenson reflecting on 2009. In a year that reached a climax with the groundbreaking for a new School building, there were many highlights. Here are just a few.

## **A Year of Leadership** **2009 Highlights**



### **New Building, New Beginnings**

The federal and provincial governments stepped up with \$50 million to support a new \$100 million Ivey building on the campus of The University of Western Ontario. The groundbreaking ceremony was held in September. Dick Ivey, HBA '47, a passionate supporter of the School for more than 60 years, announced a personal commitment of \$5 million toward the building to ensure Gold LEED certification, which is part of the \$15 million family gift. He commented, "My father, who led the drive for the current building in the 1950s, would be pleased to know why it is being vacated to move to these wonderful new premises—because the School is increasingly popular and enrolment is climbing."

### **Cope on Leadership**

George Cope, HBA '84, President and CEO of BCE and a 2009 Ivey Distinguished Service Award winner, spoke to HBA students at Ivey on what it takes to be a great leader as part of the Richard G. Ivey Speaker Series.



### **The Business of Agriculture**

With funding of more than \$2 million from the federal government, Ivey announced the new Chair in Agri-Food Innovation and Regulation, held by Professor David Sparling. Sparling was soon making news on many fronts.

### **Committed to Accounting**

Ivey's HBA program was accredited by The Society of Management Accountants, becoming a CFA Program Partner School. "The School offers innovative approaches to course design and delivery, supported by exceptional faculty resources, and a clear commitment to top-notch education" said Steve Vieweg, MBA, CMA, FCMA, President and CEO of CMA Canada, in making the announcement.



### **Celebration of the Year!**

Ivey's traditional Homecoming celebration attracted more than 1,000 alumni and guests, raising \$1.3 million in gifts and pledges in support of the School.

### **A Legend Honoured**

Richard J. Currie, Past Chairman, BCE Inc., and former President, Loblaw Companies Limited and George Weston Limited, and a legend in Canadian business, received this year's Ivey Business Leader Award at a sold-out gala dinner in October.



### Associate Dean—Asia Heads Chamber

Ivey's Associate Dean—Asia, Kathleen Slaughter, was recently appointed President of the Canadian Chamber of Commerce in Hong Kong, and introduced Canadian Prime Minister Stephen Harper who spoke to the Chamber as part of his Asian tour.

### Inaugural Donald L. Triggs Lecture in International Business

Yuen Pau Woo, Chief Executive of the Asia Pacific Foundation of Canada, presented the inaugural Donald L. Triggs Lecture in International Business as part of the Ivey Idea Forum series (November 2009). Woo ended his address by saying, "The Pacific Ocean is nothing more than Canada's 'Great Lake' to the west. If we succeeded in conquering the Great Lakes to the east many years ago, assuring a golden period of business, diplomatic and human contact with the U.S. and Atlantic Canada, surely we can conquer the Great Lake to the west."

This annual lecture on international business was made possible through a generous donation from Elaine and Don Triggs, MBA '68.

### Dean Celebrated

Recognized for implementing innovative changes to business school education in Canada and for her contributions to the development of the telecommunications industry, Carol Stephenson was appointed an Officer of the Order of Canada. Earlier in the year, the Dean was also lauded for her efforts to advance women in education and careers by the International Alliance for Women, Global 100 List. Dean Stephenson was also appointed by the Federal Government as Canada's representative on the new General Motors Company Board.

### The Joys of Public Service

The Honourable John P. Manley, former Deputy Prime Minister of Canada, addressed Ivey students on leadership in the 21st century at the fourth annual Thomas d'Aquino Lecture on Leadership. Said Manley: "The 16 years I spent in elected office, I never once got up and wondered what the purpose of my life was. It was enormously satisfying."



### Students Excel

Ivey students were crowned champions of the Financial Post MBA Portfolio Management Competition, edging out 15 MBA rivals.

After a challenging start in the early weeks of the Competition, the Ivey team battled through unprecedented market turmoil and achieved victory.



### Innovating in Health Care

The new Ivey Centre for Health Innovation and Leadership (ICHIL), funded with \$5 million from the federal government, was announced in March. ICHIL will be "a leading Canadian resource for analyzing and commercializing new technologies and innovative processes for the Canadian health care system." The first annual ICHIL conference sponsored by AstraZeneca was held in November, with Jim Balsillie, co-CEO of Research in Motion, as the keynote speaker.

### Chair in Finance

ING DIRECT stepped up their outstanding commitment to Ivey with a new \$2.5 million endowed donation in support of a Chair in Finance. The new Chair is in addition to their \$2.5 million gift in 2007 to establish the Ivey ING Leadership Centre in Toronto.

