

# INTOUCH

PUBLICATIONS AGREEMENT #0019801



## TURNING OVER A NEW LEAF

Ivey graduates like Leigh Coulter, HBA '91, discuss the legalization of cannabis in Canada

*Also in this issue*  
**INFLUENCER  
MARKETING  
+  
CLASS  
OF 2018**

# Intouch Features

## **A BUDDING OPPORTUNITY** | *Page 14*

Ivey alumni explain the business challenges – and opportunities – that come with legalizing cannabis in Canada.

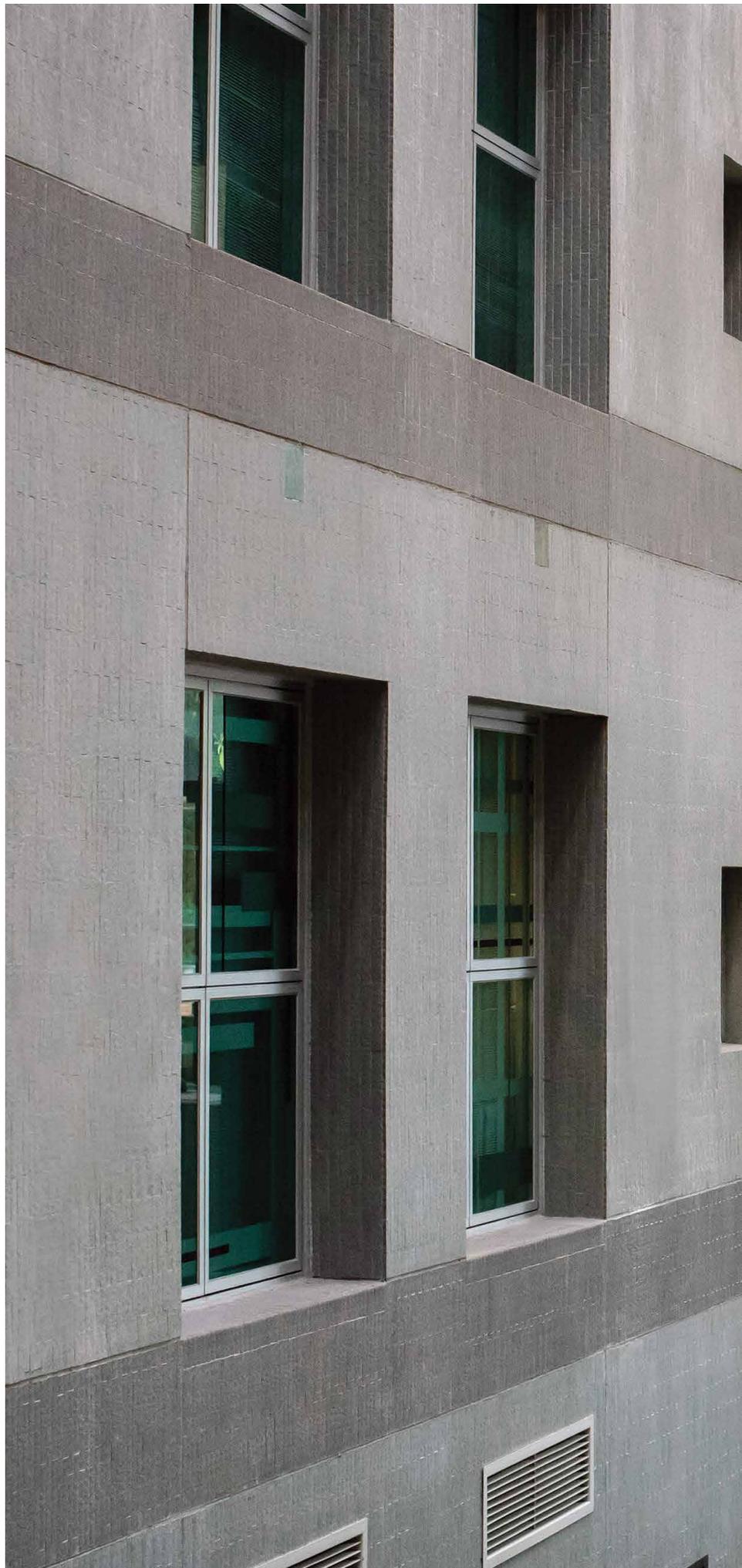
## **REPUTATION IS EVERYTHING** | *Page 20*

Brands can't afford to ignore the power of influencer marketing.

## **CLASS OF 2018** | *Page 28*

Meet this year's graduating class – hear about their Ivey experiences, and see their class stats.

David Francois, EMBA '16, is the Founder of Monimedia, a digital brand agency based in Hong Kong. He shares his insights on influencer marketing on page 20.





A person wearing a grey long-sleeved shirt, dark pants, a blue face mask, and yellow gloves is walking through a grassy field. They are carrying a backpack sprayer with a white tank and orange accents. A black hose is attached to the sprayer, and a fine mist of liquid is being emitted from the nozzle. The background consists of a dense forest of tall, thin trees with green foliage under a clear blue sky.

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Trevor Davis, MBA '07, left his job as an investment banker to become a mosquito exterminator.

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Professor Paul Beamish, HBA '76, PhD '84, and PhD candidate Dwarka Chakravarty are experts in international business.

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# Acting Dean's Message



PHOTOGRAPHER: GABE RAMOS/IVEY BUSINESS SCHOOL

With the conclusion of summer, Ivey is preparing for a busy fall school year. We are ready to welcome more than 600 HBA1 students, and welcome back our HBA2s. At the same time, our MBA, EMBA, and MSc Programs are in full swing.

Behind the scenes, there are many important initiatives underway, and one of the most critical is the search for Ivey's next dean.

The Decanal Search Committee continues its search for the right candidate. I agreed to stay on as Acting Dean, and have made a commitment to you to ensure that Ivey remains Canada's top business school.

My responsibilities have been to "keep the trains running on time."

That is, to fill the programs, provide a great experience for our students, and work to build a strong relationship with Western University's administration. We have grown The Ivey Academy and Ivey Publishing, and continued with the Learning Innovation Initiative and the Disruption Roundtables I discussed last issue. We are also nearing completion on a construction project – a new Recruiting Centre – on the lower level of the Richard Ivey Building and are in the planning stages of a revitalization of the Ivey Spencer Leadership Centre.

Preparing the School for the new dean has also been a priority. That means maintaining Ivey's high-performing staff and faculty, keeping the budgets in check, and providing immersion opportunities for the new dean that will help in strategy development.

Ivey continues to promote cultural change in all areas of the School. We are moving forward with initiatives that will strengthen diversity among students, faculty, and staff.

Thank you for the support you have given me during this transition. We have not stepped back from the critical initiatives that make Ivey what it is. And we move forward with confidence.

**Mark Vandebosch, HBA '84**  
Acting Dean, Ivey Business School  
Kraft Professor in Marketing

**INTOUCH ON THE WEB**  
[ivey.ca/alumni/intouch](http://ivey.ca/alumni/intouch)

**LETTERS**  
[intouch@ivey.ca](mailto:intouch@ivey.ca)

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*Intouch* is published by the Department of  
Advancement at the Ivey Business School, Western  
University, London, Ontario, Canada N6G 0N1.

*Intouch* welcomes input from all alumni from letters  
to the editor to ideas on themes. Please send all  
address changes to Advancement, Ivey Business School,  
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via email to [alumni@ivey.ca](mailto:alumni@ivey.ca) or over the web at  
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Cover Photo: Nation Wong



# Duet

Meet two Ivey academics who work closely together

# Think Globally

*Professor Paul Beamish, HBA '76, PhD '84, and PhD candidate Dwarka Chakravarty are experts in international business*

By Nicole Laidler

When it comes to business, Paul Beamish and Dwarka Chakravarty have a global outlook.

Beamish's interest in emerging markets has taken him to more than 80 countries. He currently holds the Canada Research Chair in International Management at Ivey, and is the recipient of countless awards including the International Management Eminent Scholar Award 2017 and Outstanding Educator Award 2012 from the Academy of Management. As the founder of The 39 Country Initiative, Beamish works to provide relevant teaching materials, including business cases, to universities in the world's 39 lowest income countries.

Born in Bangalore, India, Chakravarty grew up in Mumbai. He holds an MBA from the Indian Institute of Management, and his career has taken him to the United States, the United Kingdom, the Philippines, and Canada.

Since 1991, Beamish has supervised

33 PhD dissertations. Chakravarty – whose doctoral dissertation focuses on the phenomenon of foreign direct investment (FDI) in 23 global cities in North America – will be PhD graduate number 34.

While advanced urban areas attract FDI due to their economic and institutional advantages, they also pose challenges of greater cost and competition, Chakravarty explains. "I examine the characteristics, performance, and survival of Japanese FDI in global cities, relative to other locations," he says. "Having lived and worked in several global cities, I am passionate about this research, and the results are interesting."

Beamish says he enjoys his work with PhD students. "I like big projects," he notes. "My relationship with a PhD student typically evolves from being a supervisor to more of a professional peer. Some actually become friends. I think Dwarka will ultimately fall into that category."

"I've been fortunate to travel to all sorts of places and one of my takeaways is that the challenges are actually more similar than different, regardless of where you go."

—Paul Beamish

## Best career advice you've ever received?

**Beamish:** Work with people who are smart, passionate, and trustworthy.

**Chakravarty:** Give bad news quickly and good news loudly.

## The place or experience that made the biggest impact on the way you think about international business?

**Beamish:** I've been fortunate to travel to all sorts of places and one of my takeaways is that the challenges are actually more similar than different, regardless of where you go.

**Chakravarty:** Growing up there was a time in India where you couldn't get Coca-Cola because imports were restricted. Then the economy was liberalized and we had access to numerous international products. As kids, we thought, "This is great!" Later on, I realized it's also good for the economy and innovation. That's what excited me about free trade initially and international business in particular.

## What can business leaders in the developed world learn from their counterparts working in emerging markets?

**Beamish:** Nobody has a monopoly on good ideas.

**Chakravarty:** How to contribute more and connect better with the communities in which they operate.

## The most surprising thing you have learned about yourself in your global travels?

**Beamish:** I often think about this expression attributed to Saint Augustine: "The world is a book and those who do not travel read only one page." I like reading more pages.

**Chakravarty:** I do not collect souvenirs.

## The one place you have yet to visit that is on your bucket list?

**Beamish:** Any place where I can see whale sharks.

**Chakravarty:** Prague. From all accounts, it looks like an urban fairy tale.



Professor Paul Beamish, HBA '76, PhD '84 (left), and PhD candidate Dwarka Chakravarty (right) at the Ivey Business School.

# Editor's Note



PHOTOGRAPHER: NATION WONG

In business, as in life, change is often the only constant. At Ivey, we recently welcomed Scott Vanderwel, HBA '98, Senior Vice-President, Operations and Process Improvement at Rogers Communications, as Chair of the Ivey Alumni Network (IAN) Board (see page 34).

Scott inherits a strong and vibrant organization, the legacy of past chair Michael Bernstein, MBA '96. Michael was able to make great things happen over his three-year term, including the launch of the Women of Ivey Network, the revitalization of our Ambassador Program, and the continued growth of Global Ivey Day. We are all grateful to Michael for his passion and dedication to our School.

Like Michael, Scott brings a sense of enthusiasm, energy, and vision to the IAN Board. He has maintained a close and multifaceted relationship with Ivey since graduation, most notably championing an annual corporate Global Ivey Day event at Rogers, recruiting our graduates, and serving as an inspiring keynote speaker for our HBA Orientation Week. Exciting times are ahead as Scott builds on Michael's efforts to strengthen the bond between the IAN and the School. Stay tuned!

Speaking of change, in this issue of *Intouch*, you'll meet alumni leading the way in a disrupted business landscape that now includes cannabis (see page 14) and the rapidly evolving field of influencer marketing (see page 20).

And although our founders could not have predicted the legalization of marijuana and the power of Instagram, the strength and depth of the Ivey programs remain intact and as indispensable as ever. This year we are proud to welcome another group of more than 1,000 students into the IAN (see page 28).

The class of 2018 is graduating just in time to help us celebrate the 10th annual Global Ivey Day. When this initiative was launched by the IAN Board 10 years ago, it seemed like a daunting task. Since then, the event has grown into a highly anticipated celebration that touches every hemisphere and time zone. This year, 72 events were held worldwide and we can't wait to unveil plans for next spring.

It's our way of celebrating you – our graduates – and acknowledging how you continue to rock our world with your diversity, talent, and community involvement.

**TERRI GARTON**  
Editor-in-Chief  
Director, Alumni Relations

Join the Ivey Alumni Network and Ivey Business School on your favourite social network. Complete list found at [go.ivey.ca/social](http://go.ivey.ca/social)

## Ivey Buzz | @iveybusiness

Ivey's social media feeds are filled with big success stories. Check out these highlights:

IVEY Ivey Business School Instagram 374 likes



Ivey alumni Amar Gupta and Josh Barr, both MBA '17, couldn't find an affordable caffeinated protein drink that was healthy and tasted good – so they made one. Congrats to the entrepreneurs behind brüst! IVEY.UWO.CA

IVEY Ivey Business School facebook 105 likes



Gabi Foss and Josh Reding, both HBA '19 candidates, participated in the Odgers Berndtson CEOx1Day program. They job-shadowed two of Canada's top CEOs: Lisa Kimmel of Edelman Canada and Pat D'Eramo of Martinrea International. IVEY.UWO.CA

IVEY Ivey Business School twitter 22 likes



Emma Hogeterp, HBA/Huron Global Studies '19 candidate, and Sanket Mehta, MBA '18, participated in the 2018 Winter Youth Assembly at the United Nations headquarters in New York City with 1,000 other youth volunteers. IVEY.UWO.CA

## Honourable trio



Western University awarded honorary degrees to three Ivey alumni at its spring convocation ceremonies. The recipients were Nora Aufreiter, HBA '81, LLD '18, Emeritus Senior Partner and Director of McKinsey & Company; Don Triggs, MBA '68, LLD '18, Co-Proprietor and Principal of Culmina Family Estate Winery; and Bill Troost, MBA '75, LLD '18, President, CEO, and Founder of Peel Plastics Limited.



## Madam president

Celebrating diversity will be at the forefront of Ivey's MBA Association, under the leadership of Marika Marty, MBA '19 candidate – the first female president in more than 15 years.

## Changing the conversation

Rick Harp, the host and producer of MEDIA INDIGENA, a weekly Indigenous current affairs podcast, led a dialogue with Ivey's MSc students on Indigenous issues. The goal was to help the students understand the relationship between Canada and Indigenous nations and the role they will play in navigating that relationship.



## Outreach

MBA student club Out & Allied @ Ivey is now affiliated with Reaching Out MBA, a non-profit organization that educates and connects LGBTQ MBA students and alumni around the world.



## Problem solver

At an Ivey Tech Club event, Mike Katchen, HBA '09, Co-founder and CEO of Wealthsimple, shared with Western and HBA students the secret to his entrepreneurial success: Start with a problem – in his case, the difficulty of investing – and find a way to simplify it.

## Wealthsimple

Visit [ivey.ca/news](http://ivey.ca/news) for more on these stories.

# Ivey Buzz | The Big Picture

IVEY SPENCER LEADERSHIP CENTRE, LONDON, ONT.





PHOTOGRAPHER: GABE RAMOS/IVEY BUSINESS SCHOOL

## Changing the landscape

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Ivey's executive education program is now The Ivey Academy. And it signals industry-busting innovation. New personalized assessment tools, corporate retreats, and executive coaching are all deeply immersed in Ivey's experiential learning. With the flexibility to deliver nationwide, The Ivey Academy is Canada's full-service learning and development house, located at the Ivey Spencer Leadership Centre. It's the perfect way to recharge, reframe, and reconnect at any stage of your career.

Visit [iveyacademy.com](http://iveyacademy.com) for more on The Ivey Academy's new offerings.

# Ivey Buzz | By the Numbers

## IVEY PUBLISHING GROWTH

**75%**

increase in external sales over five years\*

**350+**

cases each year

**33,000**

products

**250**

new users per month

**1.5**

cases published each day

Authors from

**35**

countries

Cases published in

**11**

languages

\*As of end of 2017

## CELEBRATING ENTREPRENEURSHIP MILESTONES

**10**

years of leadership of Ivey entrepreneurship from Pierre Morrissette, MBA '72, LLD '10

**15**

years of *QuantumShift*<sup>™</sup>

**20<sup>th</sup>**

edition of the IBK Capital – Ivey Business Plan Competition

**500+**

Entrepreneurship Certificate holders since 2005\*

**579**

*QuantumShift*<sup>™</sup> graduates\*

**2,500**

*New Venture Project* participants since 2005\*

\*As of May 2018

## THE DISRUPTION ROUNDTABLES

A team of Ivey researchers is circling the globe to speak with distinguished leaders about the disruptions they face in their industries. The mission is to learn what the major disruptions are and how they plan to cope and lead.

**4**

Ivey researchers:

Tima Bansal, Eric Morse, Gerard Seijts, and Mark Vandebosch, HBA '84

**25**

roundtable sessions to date and counting\*

**150**

business leaders participating so far from 4 countries and 14 cities\*

\*As of June 2018

# Passions

Ronald Hae, HBA '10, is a teacher at Appleby College – and a standup comedian on the side. He tells jokes about high school, dating, and growing up with strict Asian parents. TELL US ABOUT YOUR PASSION! EMAIL [INTOUCH@IVEY.CA](mailto:INTOUCH@IVEY.CA)

Interview by Brenda Bouw

Here's a joke I like to tell about growing up: Everyone can pronounce "Ronald," but because of my parents' thick accents, they always called me "Rona." I had to keep reminding them that I'm not a hardware store!

I grew up in Mississauga, Ont. in a very traditional household. There was no comedy. I picked up this whole comedy thing in high school. I took theatre and drama classes. My parents were against it at first. They thought it was a waste of time. They later warmed up to it after my drama teacher explained certain benefits like public speaking. At Western, I was in the improv club and prop master for the play *Cat on a Hot Tin Roof*.

After Ivey, I got my first real office job as an intern at Kraft, where I was marketing cheese. I soon figured out that the corporate world wasn't for me. I always wanted to be a high school teacher and decided to go to teachers' college at the University of Toronto. My first teaching job was as a full-time, pre-business lecturer at Ivey, where I worked for two years before going to Appleby College, where I am now. I love it.

A few years ago, I decided it was time to pursue my passion for standup comedy. I've done theatre, but never had the guts to do standup. I love it because of the creative, independent freedom you have. I took a seven-week crash course at Second City and have since performed at places such as Yuk Yuk's and Absolute Comedy. A presentation course I took at Ivey also helped to hone my standup skills. Former teacher-turned-comedian Gerry Dee is someone I look up to. My dream is to someday have the opportunity to perform in New York comedy clubs.

As for who is the tougher crowd – a standup audience or high school students? It's definitely the students. They're not afraid of heckling!



# Left Turn

Trevor Davis, MBA '07, left his job as an investment banker to become a mosquito exterminator. MADE AN INTERESTING CAREER "LEFT TURN?" TELL US ABOUT IT! EMAIL INTOUCH@IVEY.CA

Interview by Mark Witten

There aren't many people who have an Ivey MBA that have gone the exterminator route, but you can't let your ego get in the way of a good business opportunity. My wife and I launched Goodbye Skeeter, a pest control business in London, Ont., this past spring.

How did I get into the mosquito extermination business?

After graduating from Ivey, I spent eight years working for Merrill Lynch and then Morgan Stanley as an investment banker in the mining sector. I enjoyed coming up with creative ideas and strategies to pitch to clients. But the mining sector had some rough years, and it was frustrating to work so hard on deals that often didn't happen.

Looking for a change from 80-hour workweeks, my wife Christine and I left our finance careers for a sabbatical travelling around the world. We had a fantastic time going to places we had always wanted to go, but never had the time – including Portugal, Eastern Europe and Southeast Asia. We each had a 40-litre backpack and that was it. It gave us perspective on how we could enjoy life more with a lot less.

Since settling back in Canada, we returned to London and launched a mosquito and tick control business. I'm excited about this opportunity, and about providing people with a valuable public health service. There are increasing incidences of insect-borne diseases, such as West Nile virus and Lyme disease. Public awareness is growing, and that's what's driving our demand.

People want to feel that it's safe for their kids to play in the backyard. The service we offer provides targeted control – we can treat areas as small as a restaurant patio or as big as a golf course.

Several companies are doing this profitably in New York state and Michigan, and it's an under-served niche in Ontario. I see lots of potential to grow the business, either organically or by pursuing a franchise model – if our first season is successful.

[goodbyeskeeter.com](http://goodbyeskeeter.com)



# Ivey Buzz | Big Wins



## Dean Connor

HBA '78,  
President and CEO,  
Sun Life Financial

### Named the Ivey Business Leader of the Year—

He is to be honoured at the annual gala dinner in Toronto on November 1, 2018.



## Katie Chen

HBA '19 candidate

### Awarded the Jane M. Klausman Women in Business Scholarship—

This scholarship from the Zonta Club of Kitchener-Waterloo is for academic accomplishments and exceptional community service.



## Jay Kiew

MBA '18

### Made the 2018 Best & Brightest MBAs list—

Business school news site *Poets & Quants* commended Kiew, former MBA Association President, for his achievements, leadership, and volunteerism.



## Tima Bansal, Gerard Seijts, Lyn Purdy, and Diane-Laure Arjaliès, Ivey Faculty

### Acknowledged for teaching impact—

Arjaliès (right) won the 2017 Page Prize for Excellence in Sustainable Business Education for her course, *Assessing the Broader Impact of Business*; Bansal (left) received the 2017 Ideas Worth Teaching Award in the area of sustainability from the Aspen Institute's Business & Society Program; and Seijts and Purdy (centre) were lauded by the Association to Advance Collegiate Schools of Business for innovative teaching strategies in their *Leadership Under Fire* course.



## Mansur Khamitov

PhD '18

### Received the 2018 Rising Star award from the American Marketing Association (AMA)—

This award from the AMA's Consumer Behaviour Special Interest Group recognizes his research productivity and potential in the field.

Retail display at Tokyo Smoke



# A Budding Opportunity

Ivey alumni discuss the business challenges – and opportunities – that come with legalizing cannabis in Canada

By Shelley White



When the federal government passed legislation in November 2017 that would legalize cannabis for recreational use by 2018, there's no doubt that many in the Canadian business community nodded their heads in agreement.

After all, accounting firm Deloitte recently reported that legal cannabis sales across the country are expected to reach up to \$4.34 billion in 2019 – a nice boost to the Canadian economy.

But for the country's cannabis entrepreneurs, there is extra reason to get excited. Suddenly, they are poised to build a brand-new consumer category from the ground up, supported by many areas of business infrastructure. And while the details of legalization and regulation in Canada are still being ironed out, this significant shift has the potential to be a new dawn for the country's cannabis pioneers.

But with legalization around the corner, what are Canada's cannabis business leaders doing to prepare for when the floodgates open? And what are the potential pitfalls keeping them up at night?

#### Expanding the Market

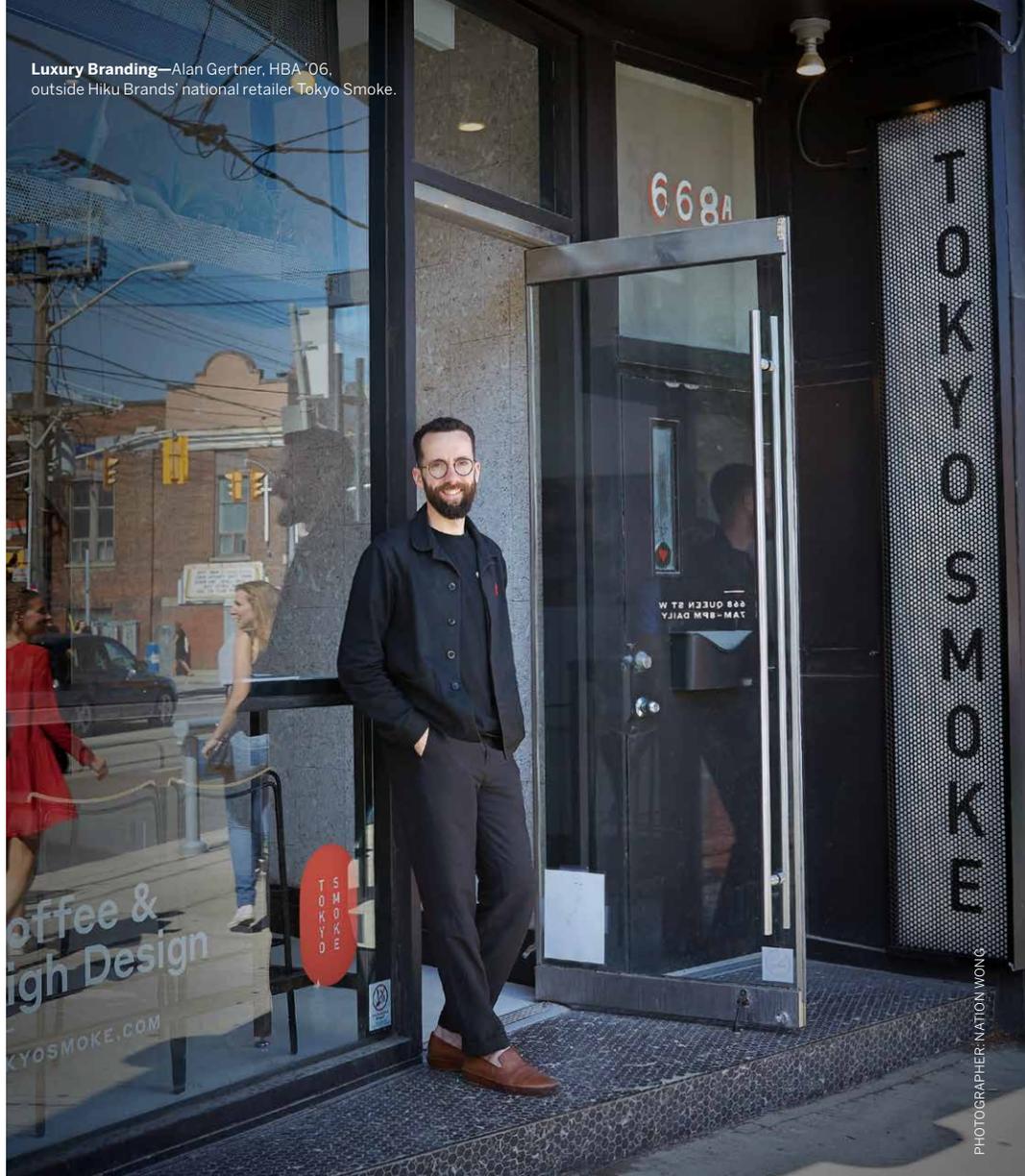
Alan Gertner, HBA '06, wants to help Canadians get more comfortable with cannabis.

He's CEO of Hiku Brands, one of the country's most well-known cannabis companies. With a roster of four brands – DOJA (their licensed cannabis producer), national retailer Tokyo Smoke, female-focused lifestyle brand Van der Pop, and accessory brand Maitri – Gertner says Hiku aims to be the “definitive modern cannabis retail experience.”

Hiku has been preparing for legalization since they started the business in 2012, says Gertner. Now that it's on the way, he wants to show Canadians that normalization in cannabis is possible – particularly those Canadians who haven't tried it yet.

Messaging is incredibly important at this stage in the game, says Gertner, because there is a lot of stigma and misinformation surrounding cannabis, and that's something leaders in the industry have a responsibility to change.

“We're careful in the way that we present our product and the way we tell stories to consumers, to make sure that thoughtful and intentional use is our highest virtue,” he says.



**Luxury Branding**—Alan Gertner, HBA '06, outside Hiku Brands' national retailer Tokyo Smoke.

PHOTOGRAPHER: NATION WONG

“ We see legalization likely rolling out across the world for many reasons, but one of the simplest is because so many countries are struggling financially, and here is this opportunity to boost the economy and boost the tax base of many European countries.”

—Alan Gertner, HBA '06, CEO of Hiku Brands



**Van der Pop Poppins Stash Bag**— Conceals odours, features a three-digit keyed lock, and doubles as a clutch.

The mode of consumption is an essential part of helping Canadian consumers to better understand what's available, says Gertner. To prepare for an influx of new customers, Hiku has partnered with U.S. company dosist, which produces a vape (or vaporizer) pen that allows for precise, single doses.

“I don't imagine we're going to teach people how to roll a joint,” he says. “The future is about secondary methods of cannabis consumption where you can better control the dose and the experience.”

### All About the Product

So what about consuming cannabis as a spray, a melt, or taking it as a pill?

When it comes to differentiation in the cannabis business, it's all about new formats and formulations, says Nick Dean, EMBA '05.

Dean is CEO of Emblem Cannabis Corp., a large producer of medical cannabis, based in Paris, Ont. To differentiate themselves in a hot market, Dean says they are working on formats and formulations that physicians would feel comfortable prescribing to their patients.

"Health Canada has been telling us for 60 years to quit smoking," says Dean. "I don't think physicians want to say to their patients, 'I know you have an ailment, here, take this and smoke it.'"

Because cannabis is a controlled substance, there haven't been widespread studies on its medicinal use, but there is evidence it may be helpful in treating a host of ailments, including chronic pain, nausea, muscle spasms, and improving sleep.

In order to explore other formats, Emblem is building a lab for pharmaceutical formulation and product development, says Dean. In addition to dried cannabis bud, or "flower," Emblem extracts cannabis oil from the plant, which can be administered with a dropper under the tongue. Some of the formats they are also working on include dose-controlled gel caps, oral sprays, flash melts that dissolve in your mouth in under 15 seconds, and sustained-release tablets that release, or "liberate," the drug through the patient's system over a period of 12 hours.

Dean says they also foresee bringing their formulations to the recreational market, especially formulations that help normalize the consumption of cannabis in a social setting. "At a dinner party, one person could be having a beer, someone else could be having a glass of wine, and then somebody else could be having a cannabis-infused beverage."

### Learning from Others

A big lesson learned from the Colorado cannabis market has been the decline in smoked forms of cannabis, says Paul Seaborn, MBA '05, a management professor at the Daniels College of Business, University of Denver. Originally from Corner Brook, Nfld., Seaborn teaches a course on the business of cannabis.

"It's less than 50 per cent of our market now," says Seaborn of smoking cannabis in Colorado. Cannabis for recreational use became legal in Colorado in January 2014. "The majority is either edible

“I think in the long term, people see Canada as a country with a low population relative to its geographic size, and so it's a great place where you could produce to serve the world, especially if the U.S. is not in the picture.”

—Paul Seaborn, MBA '03, Assistant Professor at the University of Denver



products or some sort of concentrate, such as wax, resin, or sap.

According to what the Canadian federal government has announced so far, only dried or fresh cannabis bud or cannabis oil will be allowed for sale when legalization first happens, with edibles and concentrates following about 12 months later.

Seaborn notes that it might be a challenge for the Canadian market to meet customer demand in that first year because they will not be able to offer all forms of cannabis initially. "Especially if people have an expectation [of these other forms], or found them through other means prior to the legal recreational market," he adds.



PHOTOGRAPHER: NATON WONG

**Growth and Differentiation**—Nick Dean, EMBA '05, says his company Emblem Cannabis maintains its competitive edge in the market through developing new product formats and formulations.

“A lot of countries are going to say, ‘We don’t want local cultivation. We don’t want to regulate that. We’ll just import it from a country that is really good at producing it at a high standard.’ That’s already happening with medical cannabis. Germany is importing from Canada. Australia is importing from Canada.”

—Michael Lickver, MBA '10,  
Executive Vice-President of Strategy for Auxly Cannabis Group

#### ‘From Seed to Sale’

Michael Lickver, MBA '10, knows that an opportunity like this doesn't come along very often.

Not only is it rare to see the emergence of a brand-new consumer category, it's even rarer for that to be happening with a product that already has built-in demand (from decades of illegal consumption). But that's what's happening with the cannabis industry in Canada, he says.

“This industry is an enigma, and an unbelievable opportunity for the people that can take advantage of it,” says Lickver, Executive Vice-President of Strategy for Auxly Cannabis Group (formerly Cannabis Wheaton Income Corp.).

To take advantage of this unique moment in time, Auxly has recently expanded their vision, says Lickver. Since 2017, they've been providing funding to licensed cannabis producers in exchange for a minority equity interest and a “stream” of their cannabis production. But they've recently made some strategic acquisitions, including KoLab Project, a licensed producer in Ottawa, and PEI's Dosecann, the largest cannabis research and development facility in Canada. Auxly is also doing deals on the distribution side, with groups like Inner Spirit, which is establishing a chain of recreational cannabis dispensaries in British Columbia, Alberta, and Saskatchewan. “We think it's very valuable to control the supply chain from seed to sale,” he says.

Lickver says he doesn't fear competition because it breeds innovation. “There are 109 licences right now in Canada. Are some of these companies going to fail? Yes, they are going to fall flat on their face,” he says. “There will be mergers and acquisitions and consolidations to the point where there will be a few very, very strong survivors. You're either going to have to be a

differentiator, or else you may just become another farmer.”

#### A Lot More Knocks on the Door

While some businesses have scrambled to get into the cannabis market since the legalization announcement, Leigh Coulter, HBA '91, has been working with cannabis cultivators for almost two decades.

Coulter's company, GGS Structures, Inc., designs, manufactures, and installs commercial greenhouse structures, and she's been helping create growing environments for cannabis since it became legal in Canada for medical purposes in 2000. In fact, they were the first greenhouse manufacturer in the world to actively promote cannabis cultivation in greenhouses.

“We have never discriminated based on what plants you grow,” says Coulter, whose company operates out of Vineland Station, Ont. “Our job is to create the environment for the plant to thrive.”

Coulter says there is “no question” that legalization of cannabis for recreational use means great opportunity for her company and her customers.

But she notes that the other big change as a result of legalization is the swell of investors that have entered the business with no previous agricultural or horticultural knowledge.

“The global shift towards legalizing cannabis as a viable medical option has also seen tremendous growth opportunities for GGS, with growers from Germany, Israel, Australia, and other countries seeking us out. Canadian cannabis companies are not just thinking domestically. The whole world is watching Canada, and this is our time to shine.”

—Leigh Coulter, HBA '91, President of GGS Structures Inc.



PHOTOGRAPHER: NATION WONG



**Environments for Thriving**—GGS Structures, the company of Leigh Coultter, HBA '91, has been creating environments for growing cannabis since it became legal for medical purposes in 2000.

Sorger says that impending legalization in Canada has ramped up an investing environment that was already incredibly hot.

“You’re now starting to see significant, very large cannabis transactions happening in the U.S.,” he says. He notes that Canopy Growth of Smiths Falls, Ont. is now listing on the New York Stock Exchange, while Toronto’s Cronos Group is on the NASDAQ.

“There are probably more than 100 publicly listed cannabis companies, let alone all the private companies, and there’s a whole bunch more trying to tap the public markets,” he says.

Sorger notes that traditionally, sectors like alcohol and tobacco are seen as “incredibly boring, stable investments,” which is why they are so popular. “What do people do in good times? Smoke, drink, and gamble. What do people do in bad times? Smoke, drink, and gamble,” he says.

After this period of explosive growth and consolidation, cannabis will eventually share some of that “boring” appeal. Additionally, Sorger points out that unlike tobacco or alcohol, it’s being more and more accepted that cannabis has potential health benefits. While some stigma remains, particularly in the United States, “the tide is turning, and every day more and more people are having to acknowledge it as a real investment category,” he says.

### **Onward and Upward**

With exact details about the recreational cannabis roll-out not yet clear, there will no doubt be speedbumps along the road to legalized recreational cannabis in Canada. Lickver notes that because each province has announced different plans for distribution, that aspect of the business will be complicated.

When asked what’s keeping him up at night, Gertner admits that, with the stakes so high, he worries about “this whole revolution going safely both in Canada and around the world, because we are really building the world Petri dish for legalization of marijuana.”

But Lickver notes that the uncertain future is more exciting than it is nerve-wracking.

“You’ve got to take a step back from everything, and all the challenges and all the potential red flags, and say, ‘We’re legalizing cannabis. And we’re the first country in the world to do it at this level.’ We know that what we’re doing is the right thing.” ■

And while having years of experience gives them a competitive advantage over upstarts in the business, Coultter says they frequently encounter people and companies racing in with the “gold rush” mentality.

“Every day we get calls from ‘consultants’ who have been hired by some trusting investor to design a cannabis facility, but when they call us, they ask us to tell them what they need to know,” she says. “Smart investors partner with smart growers and ensure

that companies like ours are brought in to create the environments for growth.”

### **Ramping Up Investment**

Dan Sorger, HBA '04, is Director at Rockshield Capital, a Vancouver-based, early-stage venture capital fund and merchant bank that invests in North American cannabis companies, like Plus Products (a California-based, cannabis-infused gummy manufacturer) and The Green Organic Dutchman (a cannabis producer out of Ancaster, Ont.).

Reputation  
Is  
Everything  
Brands  
can't afford to  
ignore the  
power of  
influencer  
marketing

By Nicole Laidler

**Elle Bulger, HBA '13,**  
Director of Client Success  
at Pinch Social



David Francois, EMBA '16,  
Founder of Monimedia



Love her or hate her, it's hard to ignore Kim Kardashian West. Over the past few years, the reality-television star has leveraged her onscreen fame into a lucrative career as a social media influencer. With a following of over 114 million on Instagram alone, she is reportedly paid more than \$250,000 for every sponsored post.

This June, Kardashian made history as the recipient of the first-ever Influencer Award from the Council of Fashion Designers of America. The award recognized her work promoting brands across the fashion spectrum.

While the choice raised some eyebrows, there's no doubt that influencer marketing is one of the biggest trends in digital marketing, and one that brands can't afford to ignore.

### **What Is Influence?**

Influence is simply the ability to have an effect on behaviour.

"We've had influencer marketing for a hundred years," says Beloved Brands Founder and CMO Graham Robertson, MBA '94. Companies have always used things like expert panels, celebrity endorsements, and media releases to build credibility and grow brand visibility.

As recently as a few decades ago, marketing campaigns focused on moving consumers through the brand funnel from awareness to purchase and loyalty. "The big challenge was figuring out how to market past the point of purchase," Robertson says.

The digital age offered a powerful solution. Today, successful brands are able to move consumers past the trial stage into an experience that becomes a routine and, ultimately, a ritual. "With social media, brands can now build a relationship with consumers," Robertson explains. "Customers become brand fans that we cultivate, and that opens up avenues for influencer marketing."

### **Harnessing the Power of Word-of-Mouth**

At its core, influencer marketing takes advantage of people's natural tendency to trust the judgement of others, says Jonny White, HBA '05, Platform Evangelist at MINDBODY Inc. "We don't necessarily realize it consciously, but when someone has credibility we are more likely to let them influence our own decisions," he explains. White has a PhD in media psychology, and lectures at Fielding Graduate University in Santa Barbara,

Calif., teaching the course Story Psychology – Changing Minds through Narrative, as part of their masters of media psychology program.

When it comes to making a sale, word-of-mouth is still king – whether the recommendation is made over coffee or in a social media post. In fact, a 2015 Nielsen Global Trust in Advertising Report found that 85 per cent of people trust recommendations from family and friends, while 66 per cent trust consumer opinions posted online.

There's no doubt that social media has amplified the power of word-of-mouth marketing, but you don't need to be a Kardashian to master the art of online influence.

"Social media has broken down the barriers to entry for a lot of different things, including influencer marketing," says Elle Bulger, HBA '13, Director of Client Success at Pinch Social. Mega-stars like Kardashian may make headlines, but regular consumers also have real-world influence, especially on social media where they are speaking directly to their friends.

"Influence is now available at any budget," Bulger says. The key is positioning a brand online in a way that gets noticed. "We are scrolling through approximately 300 feet of content every single day, and spending between one and three seconds per post," she notes. "My job as a marketer is to drive content to where people are looking."

### **Creating Influence in a Scattered Market**

Facebook, Twitter, Instagram, LinkedIn,

Snapchat, YouTube, and the list goes on. Each social media platform competes for attention in a crowded digital space. With consumers scattered across so many networks and apps, traditional marketing approaches no longer have the same ability to reach a mass audience. As a result, marketers are turning to influencers to bridge the gap between brands and their target audience.

"Influencer marketing is just one piece of social media marketing," Bulger notes. "Over the past five years, we've seen that influencer marketing can really work, but we've also seen that it can be a huge waste of time and money if it's not done properly."

There is no one-size-fits-all approach, she says. But having clearly defined expectations and success metrics for each influencer campaign can help brands avoid making costly mistakes.

Macro influencers like Kardashian often attract millions of followers and have a huge reach, says David Francois, EMBA '16. The Founder of Monimedia – a digital brand agency based in Hong Kong – says this approach can make sense for brands interested in raising their overall visibility for a mass audience.

But when it comes to engagement, it's often more effective for brands to partner with a number of micro influencers – who Francois defines as anyone with between 500 and 50,000 followers.

"Micro influencers are usually very specialized. They post about a specific product or category that they like," Francois explains. "They have a smaller community of followers, but they usually have a much higher engagement rate."

“

Today, there are millions of data points tracking what someone does on their computer or mobile device after they see your post. Even if we think advertising doesn't have an effect on us, the marketers tracking the numbers know that it does, and this ability to track allows them to be even more targeted in their approach.”

—Jonny White, HBA '03, Lecturer at Fielding Graduate University

They have the power of the recommendation. For the consumer, it's almost like having a conversation with your friend.”

The challenge for marketers is finding the right micro influencers to work with.

As Director, Global Content Marketing & Social Media at Scotiabank, Aimee Wong, EMBA '10, works with PR and marketing agencies to identify influencers who can help Scotiabank connect with their desired audience.

“Most campaigns that we run today have influencers attached to them,” says Wong. “Some campaigns are integrated, while others are strictly digital. We start off with our marketing strategy and decide where we think influencers can be beneficial.”

Last year, Scotiabank ran an influencer marketing campaign tied to the Canada 150 celebrations. The goal was to raise awareness of the Bank's Canadian roots to customers in Mexico, Peru, and Chile. “We invited two influencers from each country to come and experience Canada,” Wong explains. Content was posted on the Bank's social channels in Mexico, Chile, and Peru, and was also showcased in Canada.

Driving the social media strategy for an international company that operates in many countries takes a clear understanding of the brand, says Wong. “We've got smart marketers in each country. We work together to create global content, but we also create local content that is aligned to a very similar editorial framework,” she explains.

The nature of digital influencer marketing means that brands no longer have complete control over their marketing messages. But Bulger says most influencers are happy to work within brand guidelines.

Wong describes her relationship with influencers as a partnership.

“There needs to be collaboration,” she says. Since social media influencers often become brands in their own right, it's crucial that the marketing message is authentic to both, she explains.

“A good influencer knows their audience. They interact with their audience every day. The last thing an influencer wants to do is come across as insincere or inauthentic,” says Wong.

### **Authentic Storytelling in a Digital Age**

Authenticity is a word that comes up often in any conversation about influencer marketing.

“Authentic storytelling, done properly, is meant to elicit an emotional response from the viewer,” says Bulger. Influencer marketing is not about shamelessly promoting a product, she notes. Instead, it's about showcasing that the influencer likes the product and has integrated it into their lifestyle.

Kardashian's Instagram account offers a good case in point. The majority of her feed is made up of family photos, snapshots of travel with friends, and the semi-clothed selfies that keep her in the media spotlight. The focus is on her glamorous lifestyle, and that's what makes Kardashian's sponsored posts – subtly identified by #sp or #partner – so effective.

### **The Future of Influencer Marketing**

Those little hashtags represent an important change in the world of influencer marketing, as regulations designed to protect consumers from deceptive advertising practices come into place in the United States and Canada.

“Consumers are beginning to understand how influencer marketing works,” says Robertson. “But we are all used to seeing celebrity ads on television. We know they are being paid, so it's no

different now if they do it on Instagram.”

As for marketers, advancements in the ability to track and analyze online behaviour offers huge opportunities to make influencer marketing even more effective.

“Today, there are millions of data points tracking what someone does on their computer or mobile device after they see your post,” says White. “Even if we think advertising doesn't have an effect on us, the marketers tracking the numbers know that it does, and this ability to track allows them to be even more targeted in their approach.”

Soon, targeted influencer marketing will not be limited to computers and hand-held devices.

As Vice-President, Strategy & Operations for Adcuratio, Adam Kauppi, MSc '11, is working with a team of media-tech entrepreneurs to bring precision audience targeting to national television advertisers.

“Our mission is to redefine television and what it means for advertisers,” says Kauppi. Adcuratio's National Custom Messaging platform allows national advertisers to broadcast more than one spot during the same time slot, he explains. “We match each advertiser's ad spot with its intended household so that every commercial will be relevant to the people watching.”

For example, a family that loves hockey might see a sports drink commercial featuring Sidney Crosby, while basketball fans will see a commercial with LeBron James.

From an influencer marketing perspective, Kauppi says television is still the most powerful medium. “You have a captive audience accustomed to commercial breaks,” he notes. “And television is a much better storytelling medium than a banner ad or social media post.” ■

**Adam Kauppi, MSc '11,**  
Vice-President, Strategy &  
Operations for Adcuratio





**“Seeing a distinguished alumnus come back and recognize that the School continues to take a leading role in the Canadian economy is an important sign for all of us who are working on these types of issues.”**

—Adam Fremeth

Ted Kernaghan, HBA '65 (left), with the inaugural E. J. Kernaghan Chair in Energy Policy, Professor Adam Fremeth, HBA '00 (right).



PHOTOGRAPHER: NATION WONG

## Giving to Ivey

# Evolving the Energy Landscape

Ted Kernaghan, HBA '65, supports new chair and research fund in energy policy

By Declan Kelly

Ted Kernaghan sees major energy projects in much the same way that Sir John A. Macdonald viewed a transcontinental railroad. That is to say, more as a nation-building exercise than merely the development of large-scale infrastructure.

Kernaghan's keen interest in how energy projects are decided, financed, and completed dates back more than 50 years, when he spent five years as an oil analyst. From his in-depth analysis of the Churchill Falls contracts finalized in the late 1960s through to following this year's inter-provincial feuding over the proposed Trans Mountain Pipeline, Kernaghan feels Canada needs to do a better job of bringing major energy projects to fruition, in a manner that is equitable to all impacted jurisdictions.

To help Canada avoid future "missed opportunities," Kernaghan gave \$1.5 million to Ivey in late 2017 to establish the E.J. Kernaghan Chair in Energy Policy and the related E.J. Kernaghan Energy Policy Research Fund, both in support of the Ivey Energy Policy and Management Centre.

"In my view, there's an opportunity to make improvements in the way we're behaving," Kernaghan says. "I really think policy, academic research, and communication should be able to play a significant role."

Speaking from the Toronto office of Kernaghan & Partners Ltd., the full-service brokerage firm he founded with his son Edward Kernaghan and where he still serves as Senior Investment Adviser, Kernaghan says he decided to support the Ivey Energy Centre after attending an Ivey Idea Forum.

"People are generally apprehensive about business's profit motives and the way that we behave," Kernaghan says.

"So if business people have a strong voice with background and academic independence that should be helpful."

Professor Adam Fremeth, HBA '00, was appointed to the inaugural E.J. Kernaghan Chair in April, for an initial four-year term. Fremeth is an Associate Professor in the business, economics, and public policy area and joined Ivey full time in 2009. He has contributed to Ivey's impact on energy policy at the federal and provincial levels, which led to Ontario's 2017 "smoothing" of generation costs and the implementation of Ivey recommendations to the National Energy Board Modernization Project.

Fremeth says the gift to support the chair and research fund is an affirmation of the Energy Centre's ability to connect academic research to the challenges of practitioners and policy-makers.

"Seeing a distinguished alumnus come back and recognize that the School continues to take a leading role in the Canadian economy is an important sign for all of us who are working on these types of issues," Fremeth says. "I think we're contributing to the Canadian discussion and helping to elevate the quality of that conversation, either on the academic side or on the more practitioner-oriented work we do with executives and policy-makers. This bodes well for the future of our economy and Ivey's role in it."

Another motivating factor for Kernaghan in making the gift was that he considers this a pivotal time in Canada's relationship with large-scale energy projects. "I think now to 2020 will be important for Canada in discussing and understanding the implications of the Paris Agreement and how Canadians feel about it," Kernaghan notes. "And how we deal with energy is going to be critical." ■

# Class of 2018

Meet our graduating classes, hear about their Ivey experiences, and see their class stats.

## MSc '18

THE MSc PROGRAM FEATURES TWO STREAMS – AN INTERNATIONAL BUSINESS STREAM THAT PROVIDES STUDENTS THE TOOLS TO LEAD IN AN INTERNATIONAL ENVIRONMENT, AND A BUSINESS ANALYTICS STREAM THAT BUILDS THE SKILLS NEEDED TO TURN TODAY'S REAL-WORLD DATA INTO INSIGHTS FOR BETTER BUSINESS DECISION-MAKING.



**AMANDA LAI, MSc '18**

"One of my most memorable moments at Ivey was the final client presentation of my Ivey Global Lab work term. Having travelled to Vietnam for the first time and worked on two consulting projects with a team of incredibly talented MSc students, the final presentation to our senior manager provided me with the opportunity to share our team's recommendations and implementation results. It was closure to a challenging and independent work term. It also marked a new personal milestone, reinforcing a strong interest in consulting as a career."

TOTAL STUDENTS IN INTERNATIONAL BUSINESS CLASS

**60**

GENDER IN INTERNATIONAL BUSINESS CLASS

**FORTY-THREE PER CENT FEMALE  
FIFTY-SEVEN PER CENT MALE**

BIRTH COUNTRIES IN INTERNATIONAL BUSINESS CLASS

**16**

**8 COUNTRIES OF CITIZENSHIP IN INTERNATIONAL BUSINESS CLASS**

INTERNATIONAL BUSINESS CLASS

**21**  
LANGUAGES SPOKEN



**EFE OGOLO, MSc '18**

"The constant group projects and assignments certainly took some getting used to. As a person who tends to be more comfortable working independently, the collaborative nature of the MSc Program, and Ivey as a whole, definitely pushed me out of my comfort zone. That said, I think that collaboration fostered the quick development of strong relationships that I will carry with me for the rest of my professional and personal life."

TOTAL STUDENTS IN BUSINESS ANALYTICS CLASS

**38**

GENDER IN BUSINESS ANALYTICS CLASS

**FORTY PER CENT FEMALE  
SIXTY PER CENT MALE**

BIRTH COUNTRIES IN BUSINESS ANALYTICS CLASS

**6**

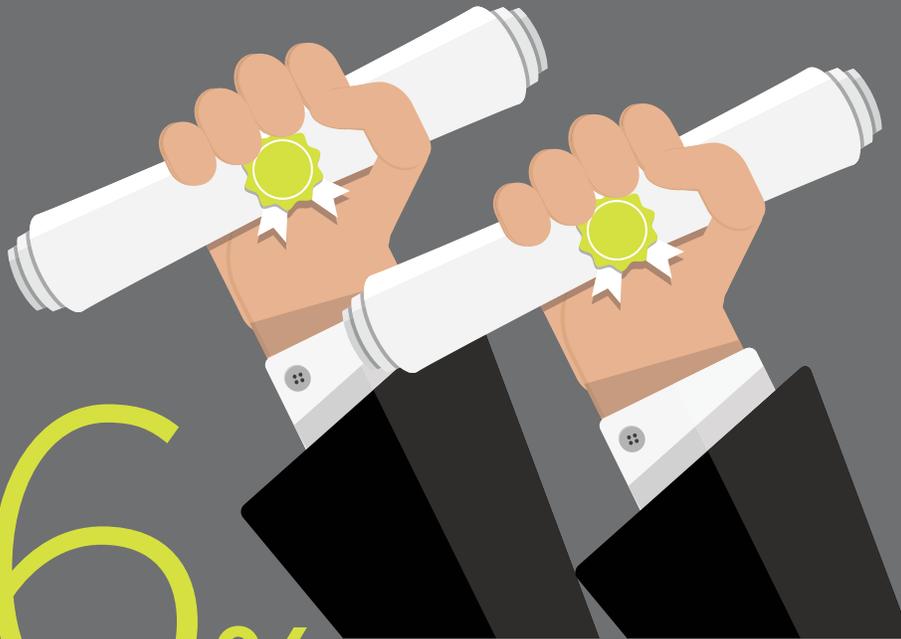
**4 COUNTRIES OF CITIZENSHIP IN BUSINESS ANALYTICS CLASS**

BUSINESS ANALYTICS CLASS

**7**  
UNDERGRADUATE PROGRAMS

# HBA '18

THE TRUE DISTINCTION OF AN IVEY HBA IS IN THE IVEY LEADERSHIP ESSENTIALS THAT ARE STRONGLY DEVELOPED IN EVERY HBA GRAD – THEY ARE AT THE CORE OF EVERYTHING WE DO AT IVEY. THESE LEADERSHIP ESSENTIALS INCLUDE THE ABILITY TO TAKE ACTION, COMMUNICATE PERSUASIVELY, MAXIMIZE TEAM POTENTIAL, MANAGE COMPLEXITY, AND SET PRIORITIES.



COMPLETED  
A DUAL DEGREE

# 16%

WENT ON  
INTER-  
NATIONAL  
EXCHANGE  
OR  
STUDY TRIP

## TWENTY-TWO PER CENT



**MOHIB IQTIDAR,  
HBA '18**

"Ivey challenges you to leave behind what you have always known and stretch your limits. To be analytical, critical, and hopeful. To tirelessly throw questions at the universe, and then pursue an array of opportunities to find answers. While any school can teach skills, the Ivey advantage is learning how to do something meaningful with those skills. Ivey did not teach me to think, but it did demand that I do so."

UNIVERSITY  
ADMISSION  
AVERAGE

# 84%

PRE-IVEY  
ACADEMIC  
DISCIPLINES  
REPRESENTED

## FORTY-NINE

GENDER  
OF  
HBA '18  
CLASS

# 39 61

PER CENT FEMALE PER CENT MALE

LANGUAGES  
SPOKEN

## THIRTY-TWO

TOTAL  
STUDENTS  
IN CLASS

# 610

## 16 COUNTRIES OF CITIZENSHIP

BIRTH  
COUNTRIES

## THIRTY-TWO

ALBANIA, BRAZIL, BULGARIA, CANADA, CHINA, COLOMBIA, EGYPT, GERMANY, HONG KONG, INDIA, INDONESIA, ISRAEL, JORDAN, KUWAIT, LEBANON, NEW ZEALAND, PAKISTAN, PHILIPPINES, POLAND, ROMANIA, RUSSIA, SINGAPORE, SOUTH KOREA, SPAIN, SUDAN, TAIWAN, THAILAND, TURKEY, UKRAINE, UNITED ARAB EMIRATES, UNITED KINGDOM, UNITED STATES

TOTAL  
SECTIONS

## EIGHT

APPROX. 76  
STUDENTS  
PER SECTION

STUDENTS  
SPEAKING  
A SECOND  
LANGUAGE

# 368



**RISHIKA AGGARWAL, HBA '18**

"I can clearly remember walking up to the building on my first morning at Ivey, feeling both proud for finally being there, but also anxious about whether I could successfully compete at a school with such gifted and accomplished students. That feeling persisted for the first few weeks, but over time, I understood that I wasn't alone. We all felt intimidated and out of place in some way, despite our successes and achievements. This realization enabled us to better support one another throughout the Program."



**NATALIE KOVALCHUK, HBA '18**

"The memory I will value most was my Ivey Israel Trip. It was inspiring to expand the lens through which I view the world. For young men and women in Israel, military service quickly leads to maturity, but it also calibrates leadership skills and an entrepreneurial spirit. I was definitely struck by this cultural phenomenon. Prior to the trip, I didn't give entrepreneurship much consideration, but witnessing such grit and determination has inspired me to one day start my own business."

# MBA '18

THE MBA PROGRAM IS DELIVERED IN A ONE-YEAR FORMAT, MINIMIZING TIME SPENT OUT OF THE WORKFORCE WHILE DEVELOPING THE NECESSARY BUSINESS KNOWLEDGE AND LEADERSHIP SKILLS TO ACCELERATE CAREER SUCCESS.



INTERNATIONAL  
WORK EXPERIENCE  
(PRE-MBA)

# 35%

POSITIONS  
POSTED BY  
COMPANIES  
TO MBA '18  
CANDIDATES

## FIVE HUNDRED TWENTY-NINE

GENDER  
OF  
MBA '18  
CLASS

# 27 73

PER CENT FEMALE PER CENT MALE

LANGUAGES  
SPOKEN

## TWENTY-FOUR

TOTAL  
STUDENTS  
IN CLASS

# 164

### 31 COUNTRIES OF CITIZENSHIP

BIRTH  
COUNTRIES

## THIRTY

AZERBAIJAN, BANGLADESH, BELARUS, BENIN, BERMUDA, BRAZIL, CANADA, CHINA, CÔTE D'IVOIRE, EGYPT, GERMANY, HONG KONG, INDIA, JORDAN, KAZAKHSTAN, MALAYSIA, MAURITIUS, MEXICO, NETHERLANDS, NIGERIA, PAKISTAN, PERU, POLAND, REPUBLIC OF KOREA, SINGAPORE, SOUTH AFRICA, SWITZERLAND, TRINIDAD AND TOBAGO, UNITED STATES, VIETNAM



**CARLOS GONZALEZ MEYER, MBA '18**

"For me, deciding to go to Ivey was all about Case-Method Learning. I did not want to invest a year of my life just sitting in a room and listening to a lecture. I wanted to be handed responsibilities and to contribute. I wanted to learn by doing, by taking risks, and by making mistakes. And I also wanted exposure to other peoples' perspectives. For me, Ivey was the only place where I could challenge myself in that way."

WENT ON  
INTERNATIONAL  
STUDY TRIP

# 70%

AVERAGE  
YEARS  
OF WORK  
EXPERIENCE

JUST UNDER  
**5 YEARS**

AVERAGE  
AGE AT  
ENTRY INTO  
PROGRAM

## TWENTY-EIGHT



**KARLY CAMPBELL, HBA '12, MBA '18**

"The softer skills you learn at Ivey, like communication, confidence, and influence, are something that I rely on not only at work, but personally as well. Every single day of class is preparation for when you're inevitably thrown in front of a group of executives and are expected to communicate your point clearly in 60 seconds or less. And the Ivey Network has already served me well. Only a few weeks into my job I reached out to classmates for help finding research, contacts, and for different approaches to solve a problem."



**ANDREW INNES, MBA '18**

"The Ivey Field Project was the highlight of my MBA. I was able to work with a team of highly talented people, each with a different professional background. For the project, we were tasked with solving a real-world problem for a major railway – a great opportunity to showcase the skills I gained at Ivey. Having come from the consumer goods industry, it was very exciting to be able to take my class learnings and apply them to problems in a completely different industry."

# EMBA '18

THE EMBA PROGRAM IS DESIGNED FOR MID-CAREER, WORKING PROFESSIONALS WITH AT LEAST EIGHT YEARS OF EXPERIENCE. THE PROGRAM PREPARES PARTICIPANTS FOR THE NEXT STAGE OF THEIR CAREERS AND HAS AN IMMEDIATE IMPACT ON THE ORGANIZATIONS THAT SUPPORT THEM.

TOTAL GRADUATES IN 2018

# ONE HUNDRED FIFTEEN



**VASIE PAPAPOULOS, EMBA '18**

"My first advice for a new student at Ivey would be to make sure you develop a system to manage your readings, class assignments, work, and life. Secondly, be vulnerable. It is OK to not understand everything you are learning – it will come. That is what the classroom, your classmates, and professors are for. They will help you in your journey, so don't be afraid to ask for help. Thirdly, take care of yourself. The EMBA Program is a lot of work, so don't neglect your well-being – both mental and physical."



**MATTHEW DUSUREAULT, EMBA '18**

"Completing an MBA program had always been a dream of mine. When I finally decided that now was the right time, the reputation, the professors and the unique Case-Method Learning were what drew me to Ivey. I'm excited to take the critical thinking and global perspective I've gained from Ivey and apply them to my career and all aspects of my future."

GENDER OF EMBA '18 CLASS

# 31 69

PER CENT FEMALE

PER CENT MALE

## 20 COUNTRIES OF CITIZENSHIP

BORN OUTSIDE OF CANADA

# 39%

LANGUAGES SPOKEN

# TWENTY

# PhD '18

YOU CAN FIND OUR 2018 PhD GRADUATES ON PAGE 48 – ALONG WITH THE THESIS EACH PERSON DEFENDED AND THE POSITION THEY LANDED.



**ELLEN CHOI, PhD '18**

"Preparing for the comprehensive exam at Ivey was probably one of the most stressful times in my life. I would spend days, if not weeks, developing a research proposal and then throwing it out after getting feedback from faculty. I must have had to start from the ground up more than a dozen times. But over and over, there was a small group of people that offered their expertise, encouragement, and friendship that helped me keep going. In a time where everyone is busy with their own work, I was repeatedly heartened by the generosity they extended towards me when I needed help, a laugh, or a shoulder to cry on."



We shared  
the experience.

We share the  
network.

We share the  
pride.

Let's celebrate  
our own... again!

**Celebrating  
10 years**

# **Global Ivey Day**

May 2, 2019

[iveyday.ca](http://iveyday.ca)

[#GlobalIveyDay](https://twitter.com/GlobalIveyDay)

# Your Ivey Network



**Global Ivey Day 2018**  
How you celebrated around the world...

page **40**

## Ivey Class Notes

Tell us where you are, what you're doing, who you care about, and how you're staying in touch with your Ivey friends. Celebrate your achievements, activities, and interests. Let us know about the latest matches and hatches – these are your pages.

Submit your notes and photos for the next issue to: [ivey.ca/alumni/classnotes](http://ivey.ca/alumni/classnotes) or email [intouch@ivey.ca](mailto:intouch@ivey.ca)

Please note: all submissions may be edited for content and length.

### 1952

**Ted Barber, HBA '52**, writes, "A classmate of mine **Jake Avery, HBA '52**, has a grandson – Tom Wilson – who played for Washington in the Stanley Cup Finals. He is an outstanding player and we all congratulate him on his win!"

friends, I still get out sailing regularly in the summer, in addition to various yacht club social activities in the winter. I also belong to a photo group that has regular outings throughout the year. Many families have keepers of the family tree/family history. I act as one, along with three others in the U.S., U.K., and Peru respectively. We share the tasks of researching and updating for which I am continually amazed at the power of the Internet as a resource. The American branch of the family held a family reunion in New York this past summer. As you can see, a lot of 'busy work' seems to be taking place on rather trivial pursuits! The main objective is to try to keep physically and mentally active."

### 1954

**Bob Adams, HBA '54**, writes, "My picture below nicely describes my main current activity."



**Paul Murray, HBA '54**, is featured in an article in this issue of *Intouch*. See page 37.

### 1960

**Robin Eccles, MBA '60**, writes, "Thanks to the hospitality of yacht club

**Donald Grant, MBA '60**, writes, "Life is good for us but we're slowing down somewhat. Unlike many, we winter in Markham, Ont., but work up a good sweat three to four times a week at our community centre. Summer includes lots of golf at our club Whitevale, but my

Continued on Page 34 →

### Ivey Alumni Network

A message from new Board Chair Scott Vanderwel, HBA '98

page **34**



### Ivey Lives Remembered

Paul Murray, HBA '54 1931-2017

page **37**

**Chain of Command**  
Debra Frazer, MBA '84, is leading the charge in a male-dominated police environment

page **38**



### Saving Lives

Michael Murphy, HBA '02, is an activist for LGBTQ refugees

page **47**

### Emerging Leaders Awards

Meet this year's outstanding honourees

page **43**



## A Message from Scott Vanderwel, HBA '98

Chair, Ivey Alumni Network Board

On June 2, 2018, the leadership of the Ivey Alumni Network (IAN) Board transitioned from Michael Bernstein, MBA '96, over to newly appointed Chair Scott Vanderwel, HBA '98. Scott joined the Board back in January 2016 as Chair of the Governance and Recognition Committee. He is Senior Vice-President, Operational and Process Improvement at Rogers. Passionate about giving back to his community, Scott is Co-Chair of the telecom sector for United Way Greater Toronto and chairs the Rogers United Way Campaign. He's also a fervent supporter of entrepreneurship, advising startups and sitting on various boards throughout his career. Scott is married with two young boys – and any free time is spent skiing together through powder snow.

For me, being at Ivey was an immersive, 360-degree experience. The friendships and bonds were strong, and the learning model was very practical, so it never really felt like *work*. Ivey always had a different feel than studying for an economics exam.

The most important thing I learned at Ivey was how to make a point publicly and defend it. You are asked to participate, so you learn how to have a voice. As you gain confidence in your ideas, you begin to understand that it doesn't matter what challenge is put in front of you – you'll always be able to act with fearlessness.

Because I was recruited from Ivey, I developed a long pattern of recruiting from Ivey, which always kept me connected to the School. It was a great place for me to find

the next generation of talent. As I approached my 15-year anniversary, getting involved with the IAN was a conscious choice to go a little bit deeper and improve my connection to the School.

As the new IAN Chair, I want to be a champion of continuous improvement and innovation in terms of what the Network can mean. I'm interested in broadening the menu of ways alumni can get involved with the IAN. We won't move away from having lots of great social opportunities, but we're mature enough as an organization to ask the question: What else could we do that would be of value to our alumni? Could it be around career ambitions and acceleration? Could it be around resources for initiatives? For example, we're currently piloting an idea for alumni

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game is going in the wrong direction. For nearly a year, we and another couple, have been assisting friends whose health issues have severely impeded their ability to cope with everyday requirements. We enjoyed Harry and Meghan's wedding. Stirred my memory of Queen Elizabeth's 1953 Coronation, which I and 32 Boy Scouts attended as Canada's representatives. Our grandkids are striding forward. Deanna recently married; Conner has started community college; and Sydney has one more year of high school and then on to marine biology. I hear stirrings of a 60th reunion in 2020 which I strongly favour and hope everyone would get behind. It would be the icing on the cake. We'd love to see any of you passing our way. Cheers!"

**Tom Lamont, MBA '60,** and his wife Eleanore have travelled a lot and are happy to now live quietly in Collingwood, Ont. They have three children, six grandchildren, and welcomed a great grandchild in July.

**Vern Nelson, MBA '60,** writes, "Some may recall that I sang in the business school choir at Western, and have now joined a barbershop choir. We have a great group of senior men, and perform at senior citizen residences, and have a lot of fun. I also play bridge usually weekly, which is a great brain exercise, and a lot of challenges. Fortunately, I am in good health, not taking any medication at all, and plan to do some travelling once I get rid of my house. In the meantime, am working on a

series of stories on my life experiences, starting off with the era in which we did not have electricity until I was 12 on our farm, and my experiences of being the fireman, in charge of heating our one-room rural school, from ages 10 to 13. This meant getting to school one hour before everyone else, and getting the place warmed up, regardless of the many very cold winter mornings on the prairies. I do not plan at this point to publish what I am putting together. It is just very enjoyable working on it. This was back in the 1940s, and the top pay was 35 cents per day in the coldest months. I think it was George Burns who said, 'We have no choice in getting older, but we do have a choice in whether or not we act old.' You can guess my choice."

**Len Pakulak, MBA '60,** is on the Board of Directors for the Sunshine Coast Festival of the Written Arts. He is also an avid winemaker, and last year received many medals and a Best in Class Award for his pinot gris at the provincial level.

**Tom Schopflocher, MBA '60,** writes, "I have two grandchildren, boys ages 10 and 12, who live in the East Village in Manhattan. Jesse, the older boy, attends a music school and studies the viola. He has been singing in operas at the Metropolitan Opera for the past two years, and his singing roles include solos. He was recently in *The Magic Flute* and *Tosca*, and his name was on the programs. The younger boy, Casey, attends a different school and studies the keyboard as well as ballet.

He was a toy soldier for 25 performances of the *Nutcracker Suite*, and has done some non-singing roles in Metropolitan operas. He is currently being trained for singing roles in the Metropolitan Opera. There is a good chance that both boys will be singing in the same operas in the coming opera season in New York. Their parents, my son Tom and his wife Jennifer, spend almost all their spare time taking the kids to and from their separate venues for practices and performances, seven nights a week. No social life for them! But it's a great experience for the kids."

further along in their careers to mentor younger alumni. I think it's an idea with real potential.

My message to you would be to take a few seconds to reflect on the nature of your relationship with Ivey and ask the question: Is there an opportunity for me to go deeper? There are a lot of different ways in which alumni can give back to their community and leverage the Ivey Network. It could be financial, it could be time, it could be around recruiting and hiring.

I've inherited a very strong alumni network, so everything I'm talking about is taking the organization from good to great. We're already one of the most recognized alumni networks in the world, and there's no reason we can't be among the most elite.



PHOTOGRAPHER: NANTON WONG

## 1964

**Doug Davis, MBA '64,** writes, "On March 7, five classmates attended a celebration of life for **Tim Ryan, MBA '64,** in Vancouver including **Bob Miller, Garry Grant, Murray Sharp, Peter Copland,** and **Doug Davis, all MBA '64.** Tim would have enjoyed attending our mini reunion. While in Vancouver, Peter Copland and Doug Davis had dinner with **Paul Joseph, MBA '64,** who was unable to attend the reception but relayed that he is well and enjoying life to the fullest. The recipient of our MBA 1964 Award for 2018-2019 is Tushar Laroia, MBA '19 candidate, who writes that 'by awarding me the MBA '64 Award, you have lightened my financial burden which allows me to focus on the

most important aspect of school, learning."

**James Van Slyck, HBA '64,** writes, "Our next Homecoming event is Friday, October 18 to Sunday, October 20, 2019. During the last few years several friends and fellow graduates have passed away or have experienced health issues that limit personal mobility. Wherever you may be, I remember our days at the Ivey Business School with great fondness. It would be great to gather together for our 55th Homecoming either in person or through the Internet. This is my response to a letter I received from **John Wood, HBA '64,** and my offer to support the planning and arrangements for the 55th HBA '64 Homecoming in October 2019."

## 1965

**Graeme Fogelberg, MBA '65, PhD '69,** see note under 1977 (Elaine Stanley).

**Ted Kernaghan, HBA '65,** is featured in an article in this issue of *Intouch*. See page 26.

## 1968

**Michael Needham, MBA '68,** writes, "On Thursday, September 20, 2018, a coach load of the Class of 1968, along with significant others, will visit the Ivey campus for a tour and lunch. For many, it will be their first visit to the new campus and there is a lot of pent up expectation. The Ivey trip will kick start a hectic week of exciting activities in Toronto and Prince Edward County."

**Don Triggs, MBA '68, LLD '18,** received an honorary Doctor of Laws degree from Western University at their spring convocation on June 12, 2018. He is also featured in an article in this issue of *Intouch*. See page 7.

## 1969

**Graeme Fogelberg, MBA '65, PhD '69,** see note under 1977 (Elaine Stanley).

## 1972

**Pierre Morrissette, MBA '72, LLD '10,** is featured in an article in this issue of *Intouch*. See page 10.

## 1973

**Trevor Holness, MBA '73,** retired on May 31, and has been accepted into the master's program in geology at Western, starting in September.

## 1974

**Nick Gudewill, MBA '74,** recently completed a two-month, 14,500-kilometre motorcycle adventure from Cartagena, Colombia to Ushuaia, Tierra del Fuego, Argentina. Previously he completed rides from Cape Town to Cairo in 2017 and the Silk Road from Istanbul, Turkey to Xi'an, China in 2011 with a company called GlobeRiders. His South American journey on a BMW1200 Adventure through

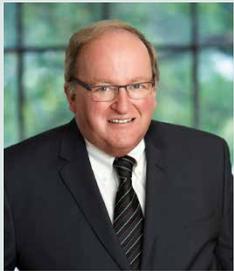
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Ecuador, Peru, Bolivia, and six remote border crossings between Chile and Argentina.



## 1975

**John Gradek, MBA '75**, has been appointed as a member to the Transportation Appeal Tribunal of Canada for a four-year term.



**Bill Troost, MBA '75, LLD '18**, received an honorary Doctor of Laws degree from Western University at their spring convocation on June 12, 2018. He is also featured in an article in this issue of *Intouch*. See page 7.

## 1976

**Paul Beamish, HBA '76, PhD '84**, is featured in an article in this issue of *Intouch*. See page 4.

**Jon Love, HBA '76, LLD '16**, has been appointed as a member of the Order of Canada.

**Janet Whitney, HBA '76**, writes, "I am sad to report that we lost a valued class member recently. **Jim Rowe, HBA '76**, passed away in April following a short illness. He is well remembered for his sharp and decisive mind. Jim lived in Orange County, Calif. since 1977, vowing that year never to spend another year in winter weather – and he never did! He ran a very successful investment counselling business, easing off into part-time

work in recent years. I had the pleasure of visiting Jim on a number of occasions, and his wit and fun loving spirit was always on full display. On a more upbeat note, our class continues to host small and large get-togethers – most recently enjoying an al fresco Italian dinner hosted by Chef Massimo Bruno. A Facebook group Ivey HBA Class of '76 has recently been created – thank you, Susan Steers – please join for more social event updates."

## 1977

**Steve Aiken, MBA '77**, retired as Dealer Principal at Workspace Group Inc. in Toronto, a Herman Miller contract furniture dealer, after 12 years.



**Lise Casgrain, MBA '77**, writes, "In honour of our 40th reunion one year ago, I am pleased to announce that the MBA Class of 1977 has raised more than \$140,000 to establish the MBA '77 Award to support future MBA students in their Ivey education. The inaugural award was granted in the spring of 2018 to a student in the MBA Class of 2019 and will continue to be awarded each year in perpetuity. We are very proud of our legacy to the School, and look forward to continuing to grow this fund over time. Thank you to all those who made this possible!"

**Peter Cook, HBA '77, MBA '85**, serves on the Board for Trails Youth Initiatives with his wife, Janis Duncan, and Jennifer Werry, wife of **James Werry, HBA '77**. Trails is an organization with a mission to challenge and equip vulnerable youth to become contributing members of their communities. On May 2, Peter recruited James

**Werry and Elaine Stanley, HBA '77**, to participate in the second-annual Trails Inside Ride. The event raised \$46,000. One-hundred per cent of the funds will be used to run the summer leadership program.

**Lois (Elliott) Fraser, HBA '77**, became a grandmother. Andrew Alexander Fraser was born January 25, 2018 in Georgetown, Ont. As well, in June 2018, Lois spoke at the L.M. Montgomery Conference at the University of Prince Edward Island in Charlottetown, P.E.I. about the efforts of the Heritage Foundation of Halton Hills to purchase and develop the Norval, Ont. house lived in by Lucy Maud Montgomery.

**Ron Haynes, HBA '77**, retired from Imperial Oil in 2014, after 37 years with the company. It was his first job right out of business school. Ron has three grandchildren in Miami, Fla. At the 40th reunion in October 2017, Ron reconnected with a fellow classmate, **Paul Duval, HBA '77**. Paul and his wife, Bev, live in Trinidad and have a flower farm and bed and breakfast called Mahogany Ridge. Ron and his girlfriend, Jin, visited Paul and Bev in January 2018. Ron is only the second classmate to visit Paul. However, if others wanted to go they wouldn't be disappointed!



**Elaine Stanley, HBA '77**, visited with **Graeme Fogelberg, MBA '65, PhD '69**, and his wife, Mary, in February 2018 in Wellington, New Zealand. The Fogelbergs kindly provided a splendid tour of their city. Graeme Fogelberg was one of HBA '77 Section 2's favourite professors. Graeme spent a year at Ivey teaching PICS, then returned to New Zealand and took up the dean's

position at Victoria University in Wellington. He held this position for several years then returned to Ivey for another year in the early 1980s. In 1993 he was appointed to be Vice Chancellor and President of the University of Otago, the oldest university in New Zealand. At the end of Graeme's tenure at Otago in 2004, his success was acknowledged with the award of one of New Zealand's highest royal honours and a honorary LLD degree. Graeme and Mary spend their time in New Zealand, Hawaii, London, U.K., Vienna, and Australia. Their philosophy is: "There is more to life than working and we're going to cover more of this earth before it covers us!" Graeme was unable to join the HBA 1977 40th reunion in October 2017 and sent this message, "Hopefully the opportunity will arise to meet up with some of you, some place, sometime in the near future. I have wonderful memories of our time together 40 years ago at Ivey."



**Paul Wildridge, HBA '77**, was presented the Lifetime Achievement Award by the Art Dealers Association of Canada (ADAC) in May 2018, an honour given to an ADAC member who has, in the span of their career thus far, shaped the Canadian art world, and beyond. Paul and his wife Charlene have directed the Roberts Gallery for the past twenty plus years. The Roberts Gallery was established in 1842 and was acquired by the Wildridge family in 1948. Since the mid-1950s, the gallery has specialized in Canadian art and has had the honour of handling some of Canada's best-known artists, including John Gould, Arthur Shilling, Carl Schaefer,

Franklin Carmichael, and A.J. Casson – to name a few.



## 1978

**Dean Connor, HBA '78**, has been named the Ivey Business Leader of the Year and will receive the Ivey Business Leader Award at the annual gala dinner in Toronto on November 1, 2018. He is also featured in an article in this issue of *Intouch*. See page 13.

**Rick Durst, HBA '78**, adventurer, financier, skier, trekker, paddler, and dog-lover, died at home (medically assisted death) in Muskoka, Ont. in December 2017, after a multi-decade battle with cancer. Left behind is his wife, **Valarie Koziol, HBA '82**, and many loved friends, family, and dogs. His parting words: "Guilt, regret, and envy are thieves of happiness. Avoid at all cost."

## 1979

**Ian Ellingham, MBA '79**, co-authored a chapter in recently published book: *Embodied Carbon in Buildings: Measurement, Management, and Mitigation* (Springer, 2018). Chapter entitled: *Probabilistic Approaches to the Measurement of Embodied Carbon in Buildings*: Johannes Gantner (Fraunhofer Institute for Building Physics, Stuttgart), William Fawcett (University of Cambridge) and Ian Ellingham (Cambridge Architectural Research Limited).

**Mike Hajnik, HBA '79**, writes, "Classmates of HBA '79 are organizing a very special and exciting Caribbean event at the Grand Isle Resort on Exuma in the Bahamas to complement our upcoming 40th Homecoming celebrations

## Ivey Lives Remembered



## Paul Murray, HBA '54 1931-2017

By Declan Kelly

Long after retiring from a successful career in business and settling into a role of giving back to the community, Paul Murray could still remember why he had worked so hard to make the swim team during his first year at Ivey.

“Swimmers were given dinner tickets, which was helpful on a student budget,” Paul’s daughter Carolyn recalls her father telling her and her siblings. “He was a product of the Depression era.”

Paul obtained his CA designation at Price Waterhouse in 1958 and worked for two manufacturing firms before co-founding Donlee Manufacturing Ltd. in 1965. By the time the firm sold in 1985 to Redpath Industries Ltd., Paul had transitioned from secretary treasurer to Donlee’s president. He became Redpath’s chief financial officer and remained in the role until his retirement in 1990.

Retirement saw him proudly serve as a member and final chair of the Board of Governors of York Finch Hospital, which later merged into Humber River Regional Hospital,

where he continued to serve as a board member. He was also a member of the Board of Directors of Fairfax Financial Holdings and several subsidiaries.

In 2015, Paul surprised Ivey’s leadership by making an unexpected \$1-million gift for MBA scholarships and resources for all Ivey programs. The Paul Murray Leadership MBA Scholarship has since supported 20 students with an award of \$25,000.

Carolyn says her father’s gift was motivated by memories of his own time on campus. “He was pleased to be in a position where he could offer support to others, so they could enjoy the same opportunities,” she says.

Carolyn adds that he was proud of his association with Ivey and looked forward to meeting up with classmates at reunions, even when this required extra effort due to the many challenges of Parkinson’s disease. “He liked to be in the game, not on the sidelines.”

Paul Murray died in December 2017, following a tenacious battle with Parkinson’s disease. He was predeceased by his wife Patricia, and is survived by his children Carolyn, Patrick, and Timothy, and grandchildren Aden, Clare, Emma, and Meghan.

next year in 2019. In the typical Ivey way, an organizing team comprised of **Mike Hajnik, Perry Jeffery, John Caliendo, MBA '80, and Rob Glen, all HBA '79**, are putting early plans in place for an exciting four-day class reunion of tropical paradise fun in November 2019. I am spearheading the event with the organizing team, and John Caliendo is helping to put exclusive plans in place with his affiliation with the resort. Various networks including *ET Canada* and ABC have featured the beauty of Exuma, and classmate interest is very high. For more information, please contact any of the organizing team, and/or email me directly at MHajnik.HBA1979@ivey.ca”

### 1980

**John Caliendo, HBA '79, MBA '80**, see note under 1979 (Mike Hajnik).

**Peter Conrod, MBA '80**, retired from RBC as Global Head of Procurement in May 2018 after a 39-year work career, including 31 years with RBC. In retirement, he’ll spend time sailing and cycling in Toronto and Chester, N.S. and plans to do some advisory board work with medium-sized businesses.

### 1981

**Nora Aufreiter, HBA '81, LLD '18**, received an honorary Doctor of Laws degree from Western University at their spring convocation on June 19, 2018. She is also featured in an article in this issue of *Intouch*. See page 7.

### 1982

**Neil Campbell, HBA '82**, has been appointed by the Canadian government to the roster of panellists for dispute resolution proceedings under

Chapter 19 of NAFTA. He continues to practice law as Co-Chair of the Competition Law and International Trade Law groups at McMillan LLP in Toronto.

**Valarie Koziol, HBA '82**, see note under 1978 (Rick Durst).

### 1983

**Charles Brown, MBA '83**, has been appointed President and CEO of LifeLabs.

### 1984

**Paul Beamish, HBA '76, PhD '84**, see note under 1976.

**Duncan Campbell, MBA '84**, was given the Honourary Membership for Life Award from the Canadian Association of Municipal Administrators in 2017. Though retired from full-time city management in 2015, he continues to offer advice and guidance as a consultant.

**George Cope, O.C., HBA '84, LLD '12**, was honoured with the Miner’s Lamp Award for his leadership and commitment to mental health through the Bell Let’s Talk initiative. He was also inducted into the Canadian Business Hall of Fame.

**Debra Frazer, MBA '84**, is featured in an article in this issue of *Intouch*. See page 38.

**Madeleine Paquin, HBA '84**, has been appointed as a member of the Order of Canada.

**Bo Qwarnstrom, MBA '84**, has been spending the last seven years as one of the four founders building a med-tech company (ossdesign.com) that fills and heals holes in the head and face. They are now selling this patient-specific, 3D-based technology around the world. Since January, he has gone back to his consulting company. He has lived in France since 2003 although

he and two of his four children have spent the last three years in Stockholm. His youngest wanted to go to high school in Bo’s native country, Sweden. In June, Bo will be back to France living in Ferney-Voltaire, a small town on the border to Geneva.

**Kim Sturgess, MBA '84**, received an honorary Doctor of Laws degree from the University of Calgary for her contributions to STEM and as an entrepreneur with a social cause (improving water management through better technologies and practices).

**Mark Vandenbosch, HBA '84**, is featured in two articles in this issue of *Intouch*. See pages 3 and 10.

### 1985

**Peter Cook, HBA '77, MBA '85**, see note under 1977.

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PHOTOGRAPHER: BRIAN A. McNALLY

**Different Path**

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# Chain of Command

Debra Frazer, MBA '84, is the Director General, Corporate Services, at the Ottawa Police Service, and is believed to be the only woman in the country to hold such a position in a major police service

By Brenda Bouw

Debra Frazer's passion for logistics and operations stems from her upbringing as a self-described "army brat." Her father was a Hercules pilot – a job that sent the family to live in different parts of Canada, as well as for a few years in Ghana.

"I grew up in the chain of command. Our family life always revolved around military aircraft operations. When my dad was in search and rescue, we waited to start family events until my father was back from finding someone," says Frazer, an Ivey alumna who has been the Director General, Corporate Services, at the Ottawa Police Service for the past 18 years. Frazer is believed to be the only woman in the country to hold such a position.

Frazer, who grew up with four brothers (and no sisters), says she's comfortable in a male-dominated environment – and with change. "I was always very adaptable," says Frazer, who attended 13 different schools growing up, including the University of Waterloo where she got an undergraduate degree in urban and regional planning, followed by her MBA from Ivey.

It was while studying at Ivey that Frazer discovered her interest and strength in finance and logistics, which led her to take on roles managing budgets for the City of Nepean and then the City of Gloucester before joining the Ottawa Police Service as the director of financial services in 1995. Five years later, she was promoted to her current position, which involves providing strategic direction to a team of five senior managers, more than 525 employees, and managing a budget of more than \$375 million.

"It's a very challenging operational environment, plus you need to bring a strategic perspective to the table," says Frazer. "Every day I use the knowledge I gained from Ivey about finance, logistics, human resources, organization development, and operations management... I don't know if it was an accident or serendipity, but I've ended up in a role that's well-suited to me. Plus, I can see the impact of the work I do on the street every day. You can't beat that."

**Mary (O'Brien) Crossan, MBA '85, PhD '91,** is featured in an article in this issue of *Intouch*. See page 43.

**Steven Freedman, MBA '85,** writes, "I have been living in Baltimore, Md. for 20 years. My wife Chana and I have six kids, five of whom are living at home – at least for the summer. This year I started a new job with CGI – a Canadian company! CGI is a contractor to government here, with a small but growing private-sector business."

**Mat Held, MBA '85,** is a Counselor, Area Presidency South America Northwest, The Church of Jesus Christ of Latter-Day Saints, Colombia.

**Bruce Lamb and Eric Martin, both HBA '85,** completed the 2018 Boston Marathon on April 16. It was a brutal day for a run with cold temperatures, a strong headwind, and incessant rain, but both were able to persevere and finish upright and smiling in times of 3:48:46 (Eric) and 4:03:41 (Bruce).



**Robert McFarlane, MBA '85,** was appointed Non-Executive Director of Entertainment One (eOne), which is listed on the LSE (ETO) with its corporate head office in Toronto, Canada. eOne is a global independent studio that specializes in the development, acquisition, production, financing, distribution, and sales of entertainment content.

**Joanne Renfer, MBA '85,** writes, "I am a happy empty nester living in West Vancouver with my partner Don. Luckily, my kids – Alison, Jeffrey, and Thomas – are all living nearby and working in Vancouver. We even have an upcoming wedding – Jeff will be getting married to his fiancé Stephanie in

September. My work at Sotheby's as a residential realtor is challenging. Vancouver real estate can be crazy, infuriating, exhausting, and profitable. I work hard to help my clients make sense of what is happening in real estate and find their perfect place."

## 1986

**Eric Stevenson, MBA '86**, received the T.B. "Happy" Fraser award. This award is given annually by the Atlantic Salmon Federation for contributions to wild Atlantic salmon conservation at a national level.

## 1987

**Fil Papich, MBA '87**, writes, "The MBA Class of '87 held its 30th reunion in October 2017. Events included a Friday night social at the Grad Club (a favourite spot when we were at Ivey), a block of 30 tickets at the Mustangs game (Go Stangls!), and a wonderful dinner at the Sunningdale Golf & Country Club (for those of you organizing other reunions, you should give this venue a good look). Attendance was good as we had more than 55 graduates (and some spouses). The highlight of the weekend was a look back to our two years at Ivey through the eyes of **Fred Kerr, MBA '87**, who still has the gift of the gab and a great sense of humour. Classmates are still talking about his many anecdotes. Post-reunion activity on Facebook, LinkedIn, and email has been good. It was a great way to catch up as many of us embrace grandparenthood and head into our retirement years. We also briefly celebrated our growing MBA Class of '87 endowment fund, which is a source of pride for all of us. A special thank you to Sara Fischer and Holly Gati from Ivey. All of this could not have been possible without our amazing reunion committee: **Dan Coholan and Jennifer Parr, both MBA '87**

(Section 1), **Horst Hueniken and Gordon Pearce, both MBA '87** (Section 2), **Barbara Macpherson and Bob Gibson, both MBA '87** (Section 3), **Peter Tsafatinos and Christopher Burley, both MBA '87** (Section 4), and **John Hammond, MBA '87**, representing Western Canada. I am already looking forward to our 35th!"



## 1989

**Jamil Nazarali, HBA '89**, writes, "Danny Bubis, HBA '89, and I did a one-week cycling trip in Riccione, Italy where we cycled all day and gorged ourselves on great food and wine every evening."



**Connie Rivington-Howie, HBA '89**, writes, "I will be making a few trips back to Western as our daughter Alison will begin her Masters in Epidemiology this fall. Here is a pic of Allie in my old Western rugby shirt! She completed her undergrad at Queen's. Our oldest has graduated from Dalhousie with a degree in Urban Planning. We celebrated their graduations with a family trip to Jamaica this spring."



**Jim Semple, HBA '89**, writes, "Hat Trick! My daughter Julia was accepted to Ivey HBA AEO this past April. She has also accepted an athletic scholarship to play with the Western Mustangs women's soccer team. Our oldest son, **Andrew Semple, HBA '17**, graduated from Ivey HBA in April 2017 (as an HBA Ivey Scholar), and our other son, Colin (also Ivey HBA AEO), will be starting Ivey this fall. I just had my 29th work anniversary with Citibank, NAM G10 Rates and Markets Treasury. Hope all the '89ers are doing well."



## 1990

**Michael Lake, MBA '90**, has been appointed President of the Entero MOSAIC Division at Quorum Software.

**Patrick Meneley, MBA '90**, has been appointed Executive Vice-President and Chief Corporate Development Officer of Hydro One.

**Lois Nahirney, MBA '90**, was awarded the HSBC Community Contributor of the Year Award by the Canadian Centre for Diversity and Inclusion for her work as co-chair of the We for She movement.

## 1991

**Peter Ballon, MBA '91**, is now the Global Head of Real Estate at the Canada Pension Plan Investment Board.

**Leigh (Harrison) Coulter, HBA '91**, is featured in an article in this issue of *Intouch*. See page 14.

**Linda (McCurdy) Crawford, MBA '91**, writes, "I have taken a new position as the Associate Director, Work Integrated Learning at Conestoga College in Kitchener, Ont. I work with employers, students, faculty, and staff to secure unpaid placements for students that allow them to get real-world experience related to their chosen area of study. This includes many different industries from health care to engineering to business. If anyone is interested in providing opportunities for students, they can contact me at [lcrawford1@conestogac.on.ca](mailto:lcrawford1@conestogac.on.ca)"

**Mary (O'Brien) Crossan, MBA '85, PhD '91**, see note under 1985.

**Grant Fraser, MBA '91**, writes, "I currently serve as the President of the Travel Media Association of Canada and the Golf Management Institute of Canada. I recently joined the faculty team at McMaster University, Centre for Continuing Education, where I teach entrepreneurship in their Golf & Resort Management program. This was a program I started in 1999 that was sold to McMaster in 2017. In addition to teaching in the program, I am involved as a program adviser and industry consultant. I also stay connected to Ivey by serving as an Entrepreneur-in-Residence as part of the *New Venture Project* in Ivey's HBA and MBA Programs."

**Bryan Mekechuk, MBA '91**, writes, "I went to Belize with my wife and two kids (19 and 14) on June 16, where I saw **Lynn Young, MBA '91**. I am the first person from MBA school to visit him in Belize. Lynn is the Canadian High Commissioner for Belize."

**Doug Melville, LLB/MBA '91**, writes, "Three years into our

family's new life in the British Channel Islands where I serve as the inaugural Channel Islands Financial Ombudsman. We are loving it. The four kids are each completing their schooling here and leaving the nest for university in the U.K. Apart from the daily joys of island living, European road trips for culture and skiing have been the biggest and most pleasant surprise. We are making the local community and professional environment our own through various volunteer activities. Missing old friends from Western and Toronto, but not the winters!"

**Cindy Skrukwa, MBA '91**, writes, "Only thirty years after earning my first degree I've managed to complete another – my BFA in Painting. For anyone interested, recent works can be viewed at [skrukwa.me](http://skrukwa.me). Additionally, I have joined the board of Connect First Credit Union, a financial institution with more than \$5 billion in assets under management, and am thrilled to be serving alongside fellow classmate **Bob Petryk, MBA '91**.

## 1992

**Sukhinder Singh Cassidy, HBA '92**, has been named the President of StubHub.

## 1993

**Brent Alexander, MBA '93**, writes, "We've uprooted the kids and moved from Calgary to Toronto this spring. Kids love the new neighborhood and school. I am thoroughly enjoying my new role as Director, Home Builders Channel, Home Equity Finance at RBC – yes, still RBC after 24 years!"



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# How You Celebrated in 2018...

By Wallace Immen

From Victoria, B.C. and Santa Monica, California to Shanghai, China and Melbourne, Australia, the ninth annual Global Ivey Day (GID) brought Ivey grads far and wide together for activities, dinners, parties, and lots of great conversation. The 72 events in 41 cities stretched out from the official day – May 3, 2018 – to a week-long celebration.

Events ranged from virtual golf in Vancouver to a barbecue at New Delhi’s High Commission of Canada. Alumni in Switzerland celebrated with a full day of touring, and the Shanghai celebration took place at a FinTech incubator.

This year, first-time events were held in Madrid, Mexico City, Atlanta, Melbourne, North Carolina, and the Bahamas. The recently formed Greater Hamilton Area Chapter also hosted its first GID event, with a strong turnout at a sports bar. Worldwide, alumni fundraised in support of Kiva, an international non-profit connecting people through lending to alleviate poverty.

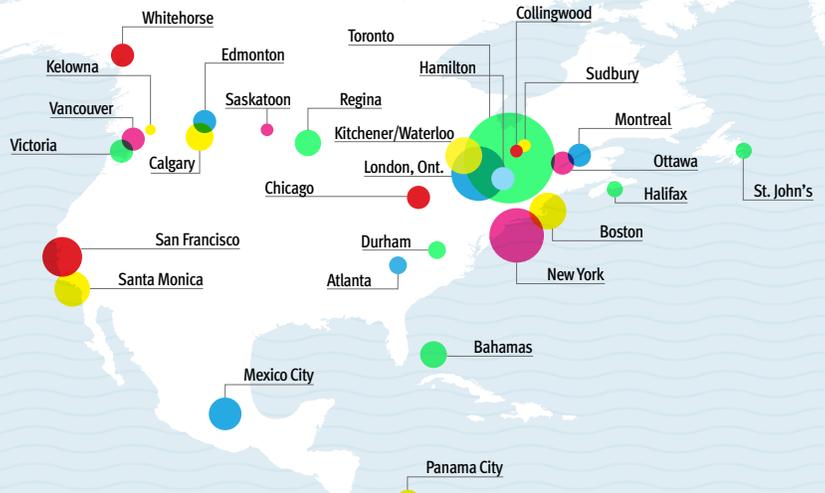
In Toronto, the largest gathering brought together more than 600 alumni at The Fermenting Cellar in the Distillery District. Many events happened across the city, including an LGBTQ networking social, a real estate industry event, and the inaugural interbank event at the Board of Trade. This year’s Emerging Leaders Award recipients (see page 45) were honoured at a private reception before the sold-out Power Lunch.

GID was made possible by co-chairs Natalie (Edwards) Bisset, MBA ’06, and Dan Rowe, MBA ’05, and the GID Task Force, with help from Terri Garton, Director of Alumni Relations, and many Ivey staff. It was generously supported by gold sponsor RBC, silver sponsor Western Alumni Association, and bronze sponsor Merrill.

We’re already counting down the days until the 10th annual Global Ivey Day:  
**May 2, 2019. Save the date!**

Read more about Global Ivey Day 2018:  
[go.ivey.ca/GID2018](http://go.ivey.ca/GID2018)

For Global Ivey Day 2018 photos, visit: [iveyday.ca/photos](http://iveyday.ca/photos)



**72**  
EVENTS

**41**  
CITIES HOSTED  
EVENTS

**45**  
TURNED OUT TO  
LGBTQ EVENT

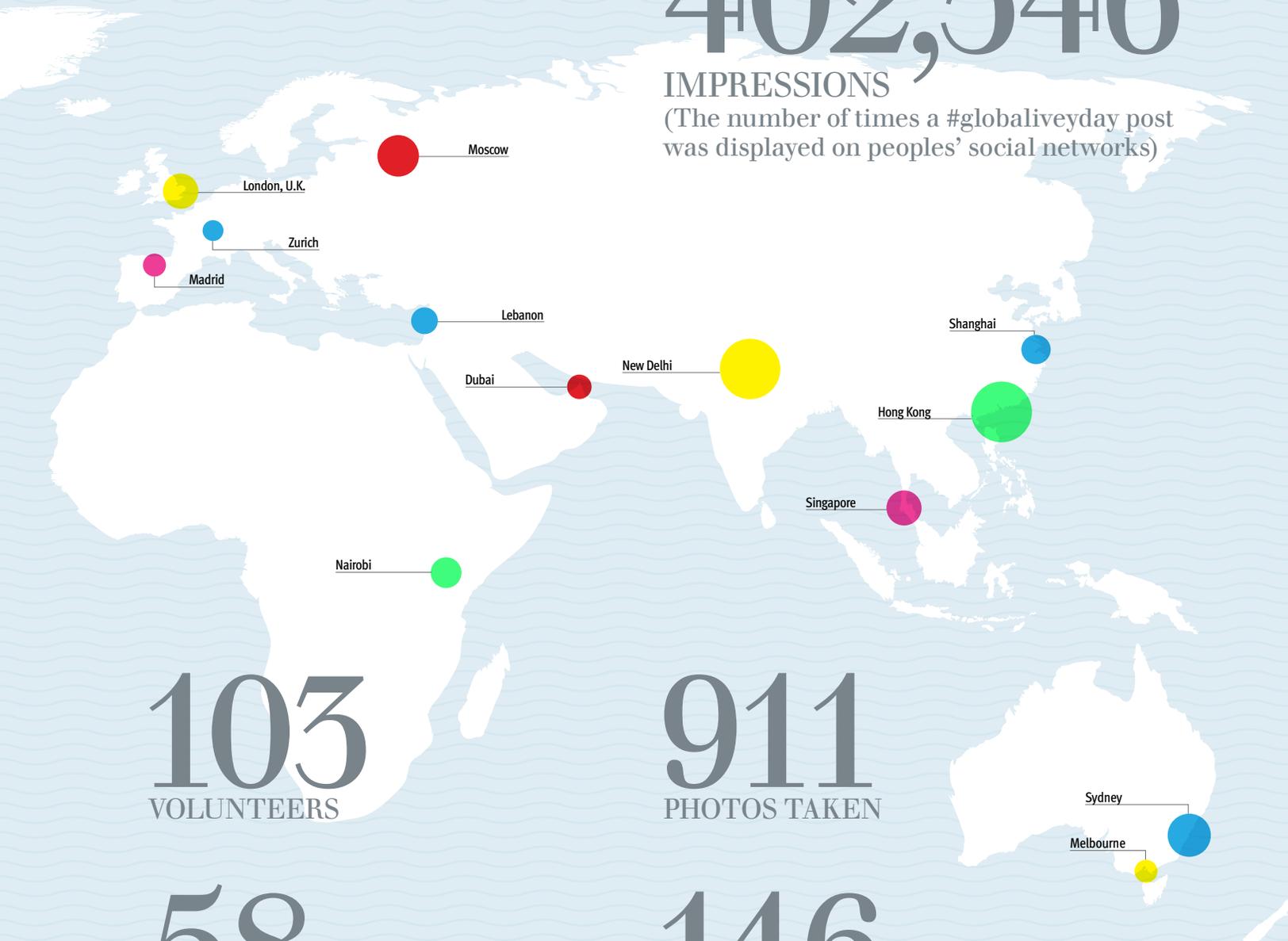
**164**  
CLASSES  
REPRESENTED  
AT EVENTS

**275**  
GRADS ATTENDED  
INAUGURAL INTER-  
BANK EVENT

# 4,02,546

## IMPRESSIONS

(The number of times a #globaliveyday post was displayed on peoples' social networks)



# 103

VOLUNTEERS

# 911

PHOTOS TAKEN

# 58

ALUMNI AT FIRST-TIME REAL ESTATE INDUSTRY EVENT

# 146

ATTENDEES AT SOLD-OUT RETAIL INDUSTRY EVENT

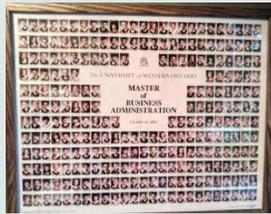
# 600+

ATTENDEES AT TORONTO CELEBRATION

# 6,200+

VIDEO VIEWS

**Laurel DePlaedt, MBA '93**, writes, "It's been 25 years and our special reunion, Homecoming, is scheduled for Toronto and London, Ont. October 19 and 20. Join our Facebook group to follow along: [facebook.com/groups/iveymba1993/](https://facebook.com/groups/iveymba1993/). Party like it's 1993, and register for the reunion here: [events.attend.com/f/1383779459](https://events.attend.com/f/1383779459). Hope to see you there."



**Ed Gudaitis, MBA '93**, has been appointed President and Chief Executive Officer of Acerus Pharmaceuticals Corporation.

**Ray Kaduck, MBA '93**, has been appointed as a part-time member of the Transportation Appeal Tribunal of Canada, and will hold office for a term of four years.

**Kevin O'Brien, HBA '93**, has been named President of Weight Watchers Canada.

**David Song, HBA '93**, was an Olympic Torch bearer for the 2018 Winter Olympics in Pyeongchang.



**TJ Wist, HBA '93**, writes, "On March 1, 2018, I started my new position as Executive Vice-President and CFO of Scandinavian Airlines System (SAS), the flag carrier for Norway, Sweden, and Denmark. In addition to my responsibilities as SAS CFO, I will also function as SAS's senior representative and spokesperson in Norway. Feels great to move into a new industry after having worked with tele-

coms (both in banking and in the industry) for almost 25 years."



## 1994

**David Barron, HBA '94**, writes, "Wendy and I were in NYC last fall for Mauricio del Bosque's wedding. Mauricio was an exchange student the fall of 1993 from ITESM Monterrey, Mexico. HBA '94s and MBA '94s will remember that a bunch of us spent two months in Monterrey that summer of '94 studying Spanish. I lived with Mauricio and his family and got to know many of his friends. Well, all those friends came to the wedding, 23 years later, so it was quite a weekend in Manhattan. The added surprise was Sergio Rios' arrival at the wedding, another exchange student at Ivey that year from Barcelona. Good times!"



**Paul Dobson, MBA '94**, has been appointed Chief Financial Officer of Hydro One.

**Andrea Poptsis, HBA '94**, writes, "It was great to see so many HBA 1994 faces at our class Global Ivey Day get-together in Toronto – some regulars and some that hadn't been seen since graduation. Many thanks to **Grant McArthur, HBA '96**, **Steven Shepherd, Chris Nobes, Bruce Campbell, Nancy (Hoi) Bertrand, Karin Wiens, Eric Attlebery, Rui Torrao, Neil Post, Peter Wilcox, Jim Stuart, Krista Wylie, and Benjamin Katchen, all HBA '94**, for coming out (hope I didn't miss anyone!). Hope to see an

equally great turnout at our 25th reunion next year in London!"

**Graham Robertson, MBA '94**, is featured in an article in this issue of *Intouch*. See page 20.

**Rijn van Lynden, HBA '94**, writes, "I'm still at Rabobank in Utrecht, working in risk management these days. My kids are leaving the nest, allowing time for other interests. The oldest is in his second year aerospace in Delft (anyone have any contacts in a related field?), number two was in Halifax, now starting geophysics in Utrecht, and the third is finishing 11th grade. Absorbing most of my spare time is taking over responsibility for the Keppel Castle estate, now a nice diversion but possibly my next vocation. Do drop by when near!"

## 1995

**Tony Watson, MBA '95**, became President of the Hong Kong Society of Financial Analysts (HKSFA) in February 2018. The HKSFA is Hong Kong's CFA Institute affiliate society. Its 6,500+ members are mostly CFA charterholders. The HKSFA is Asia's largest CFA Institute affiliate society and the fourth largest worldwide.



## 1996

**Michael Bernstein, MBA '96**, is featured in two articles in this issue of *Intouch*. See pages 6 and 34.

**Grant McArthur, HBA '96**, see note under 1994 (Andrea Poptsis).

**Barry O'Shea, HBA '96**, has been appointed Chief Financial Officer of Fiore Gold.

## 1997

**Eric Strong, MBA '97**, writes, "I received a federal

Governor in Council appointment as a Member (part time) of the Military Grievances External Review Committee."

**Chris Taves, MBA '97**, has been appointed Chief Operating Officer of BMO Capital Markets.

## 1998

**Michael Rossi, HBA '98**, was recently appointed to the Board of the Terry Fox Foundation.

**Scott Vanderwel, HBA '98**, was appointed Chair of the Ivey Alumni Network Board of Directors, effective June 2, 2018. He is also featured in two articles in this issue of *Intouch*. See pages 6 and 34.

## 1999

**Rob Kumer, HBA '99**, has been appointed Chief Investment Officer of KingSett Capital Inc.

**Surinder Razdan, EMBA '99**, has been appointed Strategic Investor and Chief Technology Officer of Hospitality Soul.

## 2000

**Adam Fremeth, HBA '00**, is featured in an article in this issue of *Intouch*. See page 26.

**Camilla Sutton, MBA '00**, has been appointed President and Chief Executive Officer of Women in Capital Markets.

## 2001

**Amy (Stork) Laski, HBA '01**, writes, "My virtual communications and public relations agency launched a new custom-content division, Felicity Content Studios, enabling brands to own their messages through journalistic-calibre storytelling delivered across a variety of platforms and formats. This division is a natural extension of the Felicity 'brains-not-bricks' business model, in which clients reap the benefits of our seasoned, award-winning communications team – minus the

overhead costs incurred by traditional agencies. Check us out at [felicitypr.com/content-studios](https://felicitypr.com/content-studios). Pictured is the leadership team of Felicity Content Studios (L-R): Creative Director Ronnie Lebow, Editor-in-Chief Alyssa Schwartz, Founder and President Amy Laski, Publisher David Lindover, and Vice-President Rachel Evans."



**Ray Muzyka, EMBA '01**, writes, "I was inducted into the Alberta Business Hall of Fame in May 2018"



**Tim Vogel, EMBA '01**, writes, "Canada's largest Canadian family-owned-and-operated coatings manufacturer, Cloverdale Paint Inc., has made changes to its Board of Directors. Mr. Wink Vogel and Noelle Vogel have announced their retirement from the Board of Directors and will not be standing for re-election. To maintain the family structure of the Board, Tracy McDonald and Randy Vogel were appointed to the Board of Directors to replace them. This new structure maintains the balance of three family directors, three management directors, and three external directors. Wink will assume the position of Honourary Chairman and I, his son, was nominated as Chairman, replacing Wink, and will hold the positions of Chairman and Chief Executive Officer. Cloverdale Paint is the largest family-owned coatings company in Canada and one of the largest

# 2018 Ivey Emerging Leaders Awards



To read full bios, and for more information on the Emerging Leaders Awards, visit: [iveyday.ca/awards](http://iveyday.ca/awards)

Ivey has a strong national and global reputation for helping to educate inspiring, innovative, and successful leaders in the for-profit and non-profit sectors. Each year at Global Ivey Day (see page 40), the Ivey Alumni Network honours some of its best and brightest graduates with the Emerging Leaders Awards. The awards – selected by a committee that includes the Dean, alumni, and staff – go to outstanding alumni who have graduated within the past decade and since made a significant contribution in four areas: Corporate Development, Global Impact, Entrepreneurship, and Community Advancement. Faculty and one current student are also recognized each year for their contributions to academia and the Ivey community. Congratulations to the 2018 award winners. →

“

While business growth and progression is always of necessity, it is also great to have values and goals that contribute to society in creative ways.”

**Hussain Bandali, MBA '11**  
Corporate Development Award



Hussain Bandali received the Corporate Development award for his progressive work at Walmart Canada. Since he started working for the Canadian division of the world's largest retailer seven years ago, Bandali has developed a private label from scratch, worked on prototype stores to test new ways of shopping, and was most recently tapped to lead the reinvention of the retail giant's bricks-and-mortar stores in Canada. Bandali says his Ivey education helped him become a more forward-thinking and innovative leader. “While business growth and progression is always of necessity, it is also great to have values and goals that contribute to society in creative ways,” he says.

“

Ivey is an environment that encourages critical thinking, networking, and provides a strong business background – all of which helped in the journey of building a company.”

**Chris Gilpin, HBA '09 and  
Devon Wright, HBA '09**  
Entrepreneurship Award



The Entrepreneurship award was presented to Chris Gilpin and Devon Wright, co-founders of Turnstyle Analytics, a Toronto-based Wi-Fi marketing technology company that was acquired by Yelp for \$20 million in 2017. Both Ivey grads remained with Turnstyle, helping it continue to scale. Gilpin recently moved on to start SAVEarth. Gilpin and Wright credit their Ivey education and the network they developed while attending the School: “Ivey is an environment that encourages critical thinking, networking, and provides a strong business background – all of which helped in the journey of building a company,” says Gilpin. Wright says building Turnstyle alongside his fellow Ivey grads, “has been an amazing journey” so far.

“

Lead while empowering others has always been my philosophy, and I have seen the impact of my leadership on my team.”

**Christina Rupsingh, MBA '16**  
Community Advancement Award



Christina Rupsingh received the Community Advancement award for her contributions towards advancing gender equality and creating a more inclusive environment for working women in Canada. Rupsingh is the co-founder of Lean In Canada, a non-profit organization that brings together a community of professional women who empower each other to build what she describes as “purposeful and fulfilling careers.” Since it was created in 2015, Lean In Canada has grown to include more than 6,000 members across the country and Christina has raised in excess of \$150,000 in the past year to fund the growth of high-profile projects within the organization.

“

The grand vision is to utilize an abundant yet neglected resource – waste – to combat climate change and at the same time help people around the world access safe energy.”

**Fahad Tariq, MBA '16**  
Global Impact Award



The Global Impact award was presented to Fahad Tariq, the Founder and CEO of Shift, a social impact organization that supports developing economies by generating biogas from animal waste. Tariq started the initiative while studying at Ivey and has since worked tirelessly to bring his vision for sustainable energy and income-generating opportunities to life. Shift currently has 10 projects underway in villages across Pakistan, with plans to rapidly scale across Pakistan, India, and several African countries. “The grand vision is to utilize an abundant yet neglected resource – waste – to combat climate change and at the same time help people around the world access safe energy. I think that’s the main reason I was nominated for this award and I’m deeply honoured to have won,” Tariq says.

“

Our objective is to make our work on leader character relevant, accessible, and useful to our students as well as leaders in the private, public, and not-for-profit sectors. Doing so also enhances the Ivey brand as we are world leaders in this area.”

**Mary Crossan, MBA '85, PhD '91**  
and **Gerard Seijts**  
Academic Leadership Award



The Academic Leadership award was given to Ivey Professors Mary Crossan and Gerard Seijts for their groundbreaking research on the importance of leader character, which is serving to elevate character alongside competence in business schools and organizations. According to their research, working with Professor Emeritus Jeffrey Gandz and former Ivey dean Carol Stephenson, O.C., leader character was considered to be a root cause of the 2008 global financial crisis. Importantly, strengthening character contributes to both personal well-being and sustained excellence in organizations and has therefore been in high demand by leaders.

“

If there’s anything that makes me different, I guess it’s that I’m stubborn enough to not give up when I’m trying to help people.”

**Victor Lal, HBA '19 Candidate**  
Student Leadership Award



Victor Lal won the Student Leadership award for his inspiring work, helping to give refugees a better life in Canada. Lal is the founder of Canadians for Syria, a non-profit that educates people on the Syrian refugee crisis and raises money for the cause. He raised thousands of dollars this past summer by swimming across Lake Ontario, and in the summer of 2017 he raised \$30,000 by biking from Toronto to St. John’s, Nfld. Lal is also the Executive Director of the LEADER Project, which sends HBA and MBA students to developing countries to teach others about entrepreneurship. “If there’s anything that makes me different, I guess it’s that I’m stubborn enough to not give up when I’m trying to help people,” Lal says. “I’ve always tried to give everything I have to those around me.”

in North America. Directly, and through subsidiary companies in Calgary, Alta. (Fargo Paint Inc.) and Portland, Ore. (Rodda Paint Company), Cloverdale Paint operates manufacturing plants in Surrey, B.C., Calgary, Alta., Winnipeg, Man., Mississauga, Ont., and Portland, Ore. Distribution of architectural and industrial coatings and related products is through 70 corporate branches and more than 120 independent dealers throughout Western Canada and the Pacific Northwest of the United States.”

## 2002

**Nick Kuzyk, HBA '02, MBA '08,** writes, “I’ve gone green! After more than 15 years in the oil patch, I have taken on the role of Chief Strategy Officer and SVP, Capital Markets at High Tide Ventures Inc., a rapidly-growing and vertically-integrated player in the cannabis-accessories market since 2009 that is targeting to complete its go-public transaction on the CSE in mid-2018.” Visit [hightideventures.com](http://hightideventures.com)



**Rebecca McKillican, HBA '02,** was honoured as one of Canada’s Top 40 under 40 for 2018.

**Michael Murphy, HBA '02,** is featured in an article in this issue of *Intouch*. See page 47.

**Jason Thacker, HBA '02,** was honoured as one of Canada’s Top 40 under 40 for 2018

## 2003

**Paul Seaborn, MBA '03,** is featured in an article in this issue of *Intouch*. See page 14.

**Jonny White, HBA '03,** is featured in an article in this issue of *Intouch*. See page 20.

**Nancy Whitmore, EMBA '03,** has been named Chief Executive Officer and Registrar of the College of Physicians and Surgeons of Ontario.

## 2004

**Tate Abols, HBA '04,** has been appointed Managing Director of Onex.

**Pam Draper, HBA '04,** has been appointed President and Chief Executive Officer of Bitvo.

**Kelsey (Kitsch) Ramsden, MBA '04,** writes, “Hey all! Hope life is grand for you wherever you might be on this little blue marble floating in space. I’m chiming in to tell you that I’ve written a book titled *Surviving Your Success – Ignite Your Next Act. Screw Status Quo. Come Alive Again*. I’m thrilled about its release as it took me three years to complete and by the time you read this, I’ll be on a speaking and book tour through Europe, the States, and Canada. Launch date is September 27, and you can get it wherever fine books are sold online (Amazon or my site). As for family life – **Andrew Ramsden, MBA '04,** and I are great. Our kids are 11, 8, and 6, and beyond keeping us busy, keep us curious, which is grand. Final thought – if you are around London, Ont. ever, do give me a ring. I’m always up for a beer and catch up.”

**Dan Sorger, HBA '04,** is featured in an article in this issue of *Intouch*. See page 14.

**Jeff Wood, MBA '04,** writes, “I recently started a new job when I joined a small software company here in Toronto as the Director of Product. In this role I am leading the product strategy for the company and having a ton of fun. The company is PostBeyond ([postbeyond.com](http://postbeyond.com)) and we are doing cool stuff to help companies enable their employees to be social advocates.”

## 2005

**Nick Dean, EMBA '05,** is featured in an article in this issue of *Intouch*. See page 14.

**Mark Healy, MBA '05,** was appointed to Netcoins’ Board of Directors.

**Peter Kerr, EMBA '05,** successfully defended his PhD thesis – the impact of measurement diversity on the customer-oriented selling behaviours of B2B salespeople – at Cranfield University in England. Peter attended the AMA PhD job fair in Boston, Mass. in early August looking to transition into his first full-time academic position – proof it’s never too late to begin a new career.

**Stephen Leach, EMBA '05,** writes, “Since leaving my post as president and CEO of the Canadian International Trade Tribunal in May 2016, I’ve been travelling the globe and implementing good governance projects for the Canadian, U.S., and Australian governments. This includes working as Senior Adviser to the anti-corruption commission of Indonesia (KPK), Senior Adviser to the Syrian Opposition Coalition based in Istanbul, and now as Country Director, Tunisia for a USG/Canada-funded international organization. I’m happily living near the Mediterranean Sea and enjoying the wonderful climate. Come for a visit!”

**Dan Rowe, MBA '05,** is featured in an article in this issue of *Intouch*. See page 40.

## 2006

**Alan Gertner, HBA '06,** is featured in an article in this issue of *Intouch*. See page 14.

**Natalie (Edwards) Bisset, MBA '06,** is featured in an article in this issue of *Intouch*. See page 40.

**Edwin Li, HBA '06,** has joined Castle Ridge Asset Management as a Managing Partner to lead the international expansion of the artificial intelligence powered hedge fund.

## 2007

**Trevor Davis, MBA '07,** is featured in an article in this issue of *Intouch*. See page 12.

**Lorcan Kilmartin, HBA '07,** writes, “On April 14, 2018, the following alumni randomly ran into each other at a rooftop bar in West Hollywood! From left to right: **Tammy Driscoll, Christian Sorensen, both HBA '07,** Audra Smallfield (Western alum), **Andrew Rapsey, Lorcan Kilmartin, Caroline Rytka, and Jackie Livesey, all HBA '07.”**



**Blaine Woodcock, MBA '07,** was honoured as one of Canada’s Top 40 under 40 for 2018.

## 2008

**Nick Kuzyk, HBA '02, MBA '08,** see note under 2002.

**Steve Wolstenholme, EMBA '08,** was appointed Group Chief Operating Officer of Vietnam IR Hoiana.

## 2009

**Chris Gilpin, HBA '09,** is featured in an article in this issue of *Intouch*. See page 43.

**Mike Katchen, HBA '09,** is featured in an article in this issue of *Intouch*. See page 7.

**Jackie Lee, HBA '09,** and her partner Jeffrey Bovis recently opened a wine bar in Toronto. The restaurant, Wynona, has opened in the Gerrard East area, an up-and-coming neighbourhood in Toronto. It serves curated natural wines and an ever-changing menu of handmade pastas and food sourced locally in Ontario, created by Jeff, who is also the chef. You can check out more details about the restaurant on Instagram [@wynonatoronto](https://www.instagram.com/wynonatoronto)



**Devon Wright, HBA '09,** is featured in an article in this issue of *Intouch*. See page 43.

## 2010

**Ronald Hae, HBA '10,** is featured in an article in this issue of *Intouch*. See page 11.

**Karen (Yang) Lee, MBA '10,** and Andrew Lee would like to welcome another future Ivey student into the world. Emma Lee was born on February 27, 2018 weighing 6 lb., 14 oz. Her sister Chloe and her parents couldn’t be happier!



**Michael Lickver, MBA '10,** is featured in an article in this issue of *Intouch*. See page 14.

**Pierre Morrissette, MBA '72, LLD '10,** see note under 1972.

**Aimee Wong, EMBA '10,** is featured in an article in this issue of *Intouch*. See page 20.

## 2011

**Hussain Bandali, MBA '11,** is featured in an article in this issue of *Intouch*. See page 43.

**Diane Gajewczyk, EMBA '11,** has been appointed Vice-President, Scientific and Medical Affairs of Cipher Pharmaceuticals Inc.

**Adam Kauppi, MSc '11,** is featured in an article in this issue of *Intouch*. See page 20.

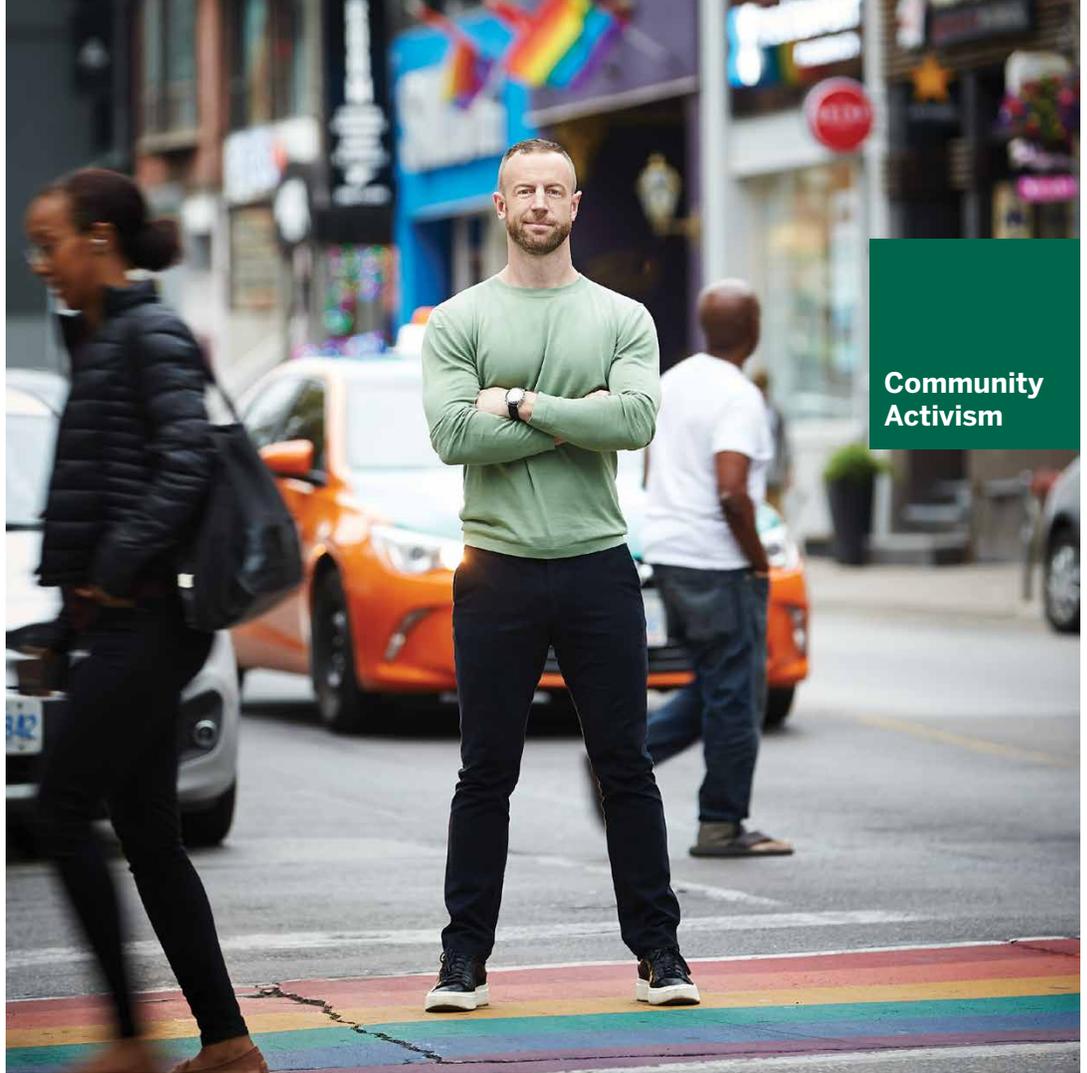
**Garros Li, HBA '11,** and Monica Chung got married at the Shangri-La Hotel in Toronto on March 31, 2018. Garros will be moving to Boston to pursue his MBA at Harvard Business School.



**Jenessa Miglietta, HBA '11, MBA '14,** has been working in Chicago, Ill. for the past two years as a Merger and Acquisitions Project Manager for James Hardie Building Products. Her team recently closed a €525-million global transaction in Europe. For the past six months, Jenessa has spent her time working with executives from both companies leading the integration interdependencies work stream critical for day-one success. She has also been tasked with developing the new commercial strategy for the collective organization in Europe with emphasis on France given her bilingual abilities. Coming off of this great merger, Jenessa was offered a new role as Vice-President, Strategy and Development for CRH Americas Materials North Division. Oldcastle Materials is the leading vertically integrated supplier of aggregates, asphalt, ready-mixed concrete, and construction and paving services in the United States and Canada. The company currently employs 18,000 people at more than 1,200 locations in 44 states and in Canada. In this new role, Jenessa will work as a member of the strategic leadership and development team for Americas Materials. The role will collaborate with region presidents, business unit leaders, and other members of the senior leadership team on various strategy development initiatives and acquisition projects. Historically, she is the youngest – and only female – individual to hold this role. Jenessa's goal was to reach the Vice-President level in a global company by age 30, and she has succeeded by age 29.



Continued on Page 48 →



**Community  
Activism**

PHOTOGRAPHER: NATION WONG

# Saving Lives

**Michael Murphy, HBA '02, is an activist for LGBTQ refugees, volunteering with the charity Rainbow Railroad as a board director since 2012**

By Wallace Immen

An exchange to Switzerland in his final year at Ivey led Michael Murphy to marketing roles across Europe, meeting LGBTQ activists, and an avocation that saves lives.

Returning to Toronto in 2009, he formed a small group to privately sponsor LGBTQ refugees in coming to Canada. “What motivated me was paying back the debt of gratitude I have to people from the past who put their lives at risk to fight for the rights I enjoy.”

An opportunity to help in a larger way came from an invitation to join Rainbow Railroad, a grassroots group started in 2006 to help a gay Palestinian man after his family had attempted an honour killing. In 2012,

the group received registered charitable status and raised \$50,000 to help get five individuals to safety. A meteoric rise in 2017 enabled them to raise \$2 million and help more than 200 people escape persecution.

“We focus on helping people whose lives are in immediate danger. Working with local activists, we find people with legitimate claims, then plan the routes to safety, and provide resources to get there,” he explains.

He credits Ivey for more than his skills in developing the brand and raising funding. “Learning how to deal with an overwhelming amount of information and make the best possible decision without having all the answers has been critical.” Rainbow Railroad successfully acted in lobbying the Canadian government to help 50 people facing threats in Chechnya recently. “If we had waited for all the answers, people would have died,” Murphy says.

Now helping Rainbow Railroad grow into an international NGO as Chair of Rainbow Railroad USA and U.K., in addition to his day job as Marketing Director for Avenue Road, Murphy doesn't mind the extra hours. “It's the most rewarding thing I've ever done, even without ever earning a cent.”

**Natalie Mittler, HBA '11, MBA '16**, was appointed District Director of Roynat Capital Southwestern Ontario.



**James Polson, EMBA '11**, was appointed Chief Executive Officer of Avidian Gold.

## 2012

**Karly Campbell, HBA '12, MBA '18**, is featured in an article in this issue of *Intouch*. See page 28.

**George Cope, O.C., HBA '84, LLD '12**, see note under 1984.

**Michael Moffatt, PhD '12**, has joined Canada 2020 as Director of Policy and Research.

## 2013

**Elle Bulger, HBA '13**, is featured in an article in this issue of *Intouch*. See page 20.

**Jason Mullins, EMBA '13**, will be appointed President and CEO of goeasy Ltd. effective January 2019.

## 2014

**Jenessa Miglietta, HBA '11, MBA '14**, see note under 2011.

## 2016

**David Francois, EMBA '16**, is featured in an article in this issue of *Intouch*. See page 20.

**Jon Love, HBA '76, LLD '16**, see note under 1976.

**Natalie Mittler, HBA '11, MBA '16**, see note under 2011.

**Christina Rupsingh, MBA '16**, is featured in an article in this issue of *Intouch*. See page 43.

**Fahad Tariq, MBA '16**, is featured in an article in this issue of *Intouch*. See page 43.

## 2017

**Josh Barr, MBA '17**, is featured in an article in this issue of *Intouch*. See page 6.

**Amar Gupta, MBA '17**, is featured in an article in this issue of *Intouch*. See page 6.

**Andrew Semple, HBA '17**, see note under 1989 (Jim Semple).

**Guillaume Vulliez, EMBA '17**, writes, "In order to make a positive contribution to our society, we, as a team of four Ivey EMBA alumni (**Guillaume Vulliez, EMBA '17, Sonia Mahadeo, EMBA '18, Carlos Mateus, EMBA '17, and Eric Saarvala, EMBA '17**), climbed the CN Tower on April 7, 2018, and raised more than \$700 for WWF Canada!"



## 2018

**Rishika Aggarwal, HBA '18**, is featured in an article in this issue of *Intouch*. See page 28.

**Nora Aufreiter, HBA '81, LLD '18**, see note under 1981.

**Karly Campbell, HBA '12, MBA '18**, see note under 2012.

**Matthew Dusureault, EMBA '18**, is featured in an article in this issue of *Intouch*. See page 28.

**Andrew Innes, MBA '18**, is featured in an article in this issue of *Intouch*. See page 28.

**Mohib Iqtidar, HBA '18**, is featured in an article in this issue of *Intouch*. See page 28.

**Jay Kiew, MBA '18**, is featured in an article in this issue of *Intouch*. See page 13.

**Natalie Kovalchuk, HBA '18**, is featured in an article in this issue of *Intouch*. See page 28.

**Amanda Lai, MSc '18**, is featured in an article in this issue of *Intouch*. See page 28.

**Sonia Mahadeo, EMBA '18**, see note under 2017 (Guillaume Vulliez).

**Sanket Mehta, MBA '18**, is featured in an article in this issue of *Intouch*. See page 6

**Carlos Gonzalez Meyer, MBA '18**, is featured in an article in this issue of *Intouch*. See page 28.

**Efe Ogolo, MSc '18**, is featured in an article in this issue of *Intouch*. See page 28.

**Vasie Papadopoulos, EMBA '18**, is featured in an article in this issue of *Intouch*. See page 28.

**Don Triggs, MBA '68, LLD '18**, see note under 1968.

**Bill Troost, MBA '75, LLD '18**, see note under 1975.

## PhD

**Ellen Choi, PhD '18**, successfully defended her thesis entitled "Mindfulness and Individual Error Orientation in High Reliability Organizations" on December 6, 2017. She is also featured in an article in this issue of *Intouch*. See page 28.

**Dilek Gergin, PhD '18**, successfully defended her thesis entitled "Our Identities Are Different: Unpacking the Presence and Absence of Organizational Identity in Corporate Apologies" on March 14, 2018.

**Ying-Ying Hsieh, PhD '18**, successfully defended her thesis entitled "The Rise of Decentralized Autonomous Organizations: Coordination and Growth within Cryptocurrencies" on June 6, 2018. She has accepted a position as Assistant Professor of Innovation and Entrepreneurship at Imperial College London.

**Mansur Khamitov, PhD '18**, successfully defended his thesis entitled "The Link between Consumer-Brand Relationships and Customer Brand Loyalty" on May 17, 2018. He has accepted

a position as Assistant Professor of Marketing at Nanyang Business School at Nanyang Technological University in Singapore. He is also featured in an article in this issue of *Intouch*. See page 13.

**Maya Kumar, PhD '18**, successfully defended her thesis entitled "The Role of Early Customers in the Venture Creation Process" on November 10, 2017. She has accepted a position as Assistant Professor of Entrepreneurship at IE University.

**Max Stallkamp, PhD '18**, successfully defended his thesis entitled "Contemporary Perspectives on the Internationalization of Firms" on May 3, 2018. He has accepted a position as Assistant Professor of International Business at the Pamplin College of Business at Virginia Tech.

## In Memoriam

Bob Phibbs, HBA '49  
David Avery, HBA '51  
Paul Murray, HBA '54  
Mendal Smith, MBA '55  
Bob Easun, HBA '56  
Robert Taylor, HBA '56  
Wallis Bouskill, MBA '57

Ron Poth, HBA '57  
Kevin Power, DBA '57  
Bruce Pearson, MBA '58  
Andrew Wolf, DBA '58, MBA '58  
Gary Davis, HBA '59  
Tom Moore, MBA '59  
Peter Morse, MBA '60  
Stephen Wilgar, MBA '61  
Charles Kingston, MBA '62  
Tim Ryan, MBA '64  
Ken Christie, MBA '65  
Michel David, HBA '65, MBA '68  
Howard Jackman, MBA '66  
Harry Seymour, MBA '66  
Joseph Brideau, DBA '67  
John Hung, MBA '69  
Henry Winters, MBA '70  
Bill Bouris, MBA '72  
Bernard Grybowski, MBA '72  
Iain Strump, MBA '74  
Jim Rowe, HBA '76  
Louis Lacoursiere, MBA '77  
Rick Durst, HBA '78  
Luke Sklar, HBA '78  
Peter Ballantyne, HBA '79  
Larry Uniack, HBA '79  
Caren (Bass) McCracken, MBA '80  
Dave Layton, MBA '84  
Brian Pearson, MBA '94  
Jim Andrew, EMBA '00  
Russell Conwath, EMBA '00  
John Mountain, EMBA '03  
Keane Tan, HBA '13

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