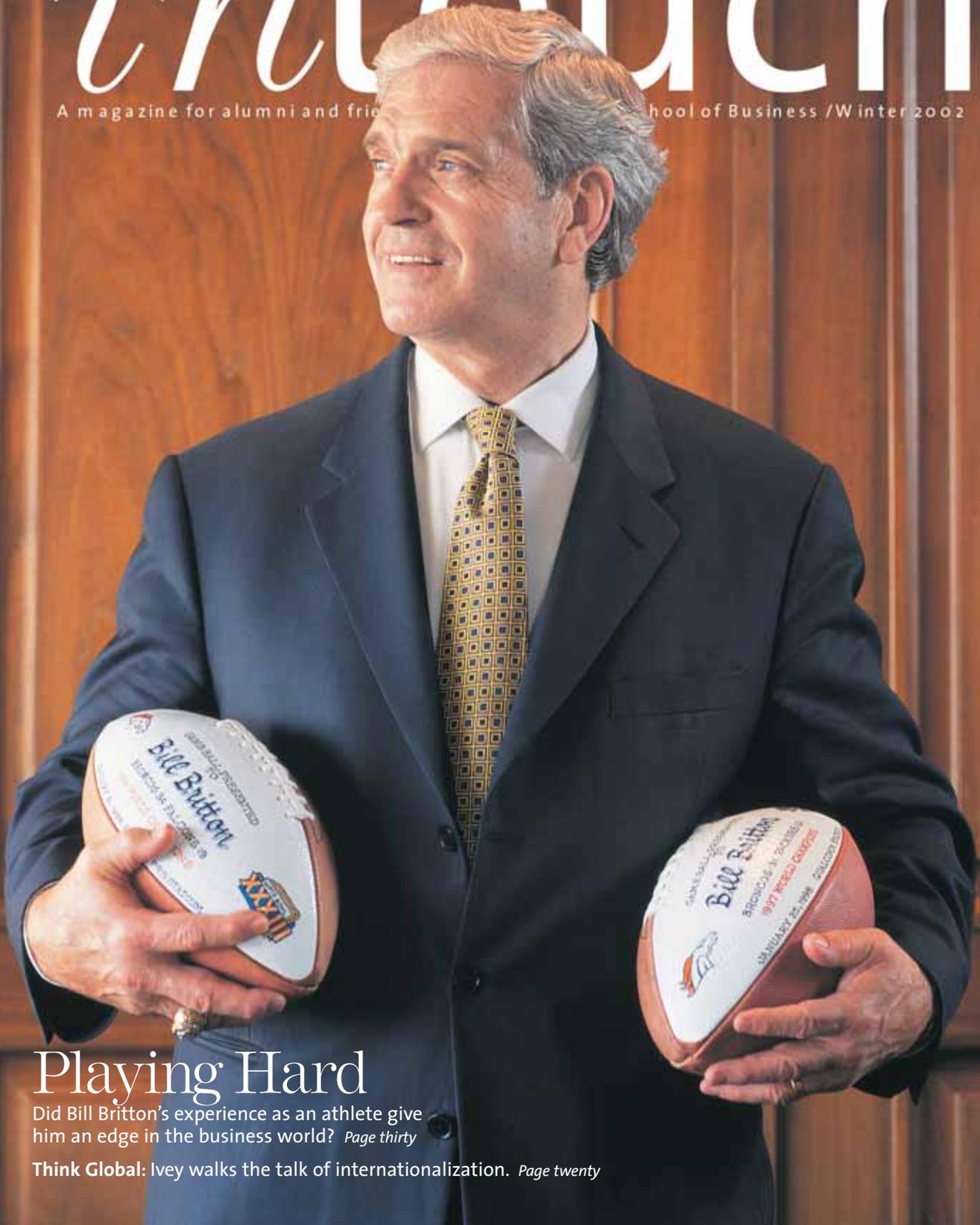


intouch

A magazine for alumni and friends of the Richard Ivey School of Business / Winter 2002



Playing Hard

Did Bill Britton's experience as an athlete give him an edge in the business world? *Page thirty*

Think Global: Ivey walks the talk of internationalization. *Page twenty*



Ivey Speaks

A Board that Works

Chris Matthews, MBA '72

WHEN MY GOOD FRIEND AND CLIENT Earl Orser asked me to get involved on the Ivey Advisory Board, I was intrigued. The request coincided with my 25th class reunion, and it seemed to me appropriate to leverage my many years of international business experience by supporting the School that started me on this path.

Before I made my final decision, I met with Dean Larry Tapp, who gave me what I call his “stem-winder” speech, describing his vision for the School’s future. Listening to him, I was hooked on that vision.

But vision without leadership and capability is little more than hallucination. What really impressed me about Larry and his executive team is that they are people with a bias for execution, not just intellectual debate. Above all, I was intrigued by the notion that Larry Tapp was running the Ivey Business School as a business – what a novel idea!

I knew, too, that since I had graduated, Ivey had truly risen to become a world-class institution. This success is witnessed not only by the success of its graduates, but also by its rankings in many leading publications. It was clear to me that the School had vision, leadership and capability – and that



made the equation work for me.

At my first meeting of the Advisory Board, I immediately knew that I had made the right decision. I found myself surrounded by a group of top business leaders – men and women with real impact and influence in the communities in which they operate. It was clear to me that they were passionate about the Ivey Business School. They were also passionate about the need for Canada to educate business leaders, so that this country can participate as a leading member of the global community.

It is now my privilege to chair this group of 55 to 60 outstanding men and women. We have our work cut out for us. Despite the School’s achievements in recent years, there is much still to be accomplished. Working with Dean Tapp, the Advisory Board has proved that it can make a real

contribution to the strategic direction of the School. Indeed, this and other boards and councils are essential in ensuring that Ivey remains attuned to the needs and issues of the business community. I look forward to the challenges that lie ahead, and I encourage my fellow alumni to seek opportunities to be involved with Ivey. ■

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As Associate Dean Paul Beamish points out, the international perspective permeates every aspect of the Ivey experience. No wonder students are jumping at the chance to participate in student exchanges and unique programs like LEADER.
- 30 **From the Playing Field to the Boardroom**
Bill Britton was a stand-out on the Mustang football team and went on to play for the CFL for seven years. He’s just one of many Ivey grads who were also competitive athletes. Did their experiences give them a special talent for competing and winning?

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Doing Business

The School in the World

Financial Times ranks Ivey EMBA 15th in the world

THE FINANCIAL TIMES FIRST EVER ranking of Executive MBA programs places the Richard Ivey School of Business 15th in the world and number one in Canada. The rankings, released in October 2001, also showed that Executive MBAs from Ivey earn 85 per cent more money three years after graduation than they did before the program. This compares with an average salary increase of 76 per cent across the world's 50 top ranked EMBA programs.

School wins Nestle Case Competition

THE RICHARD IVEY SCHOOL OF BUSINESS won the 4th annual Schulich Nestle Case Competition held in Toronto in July. The competition attracted 24 entries from across North America. The team of David Gall, Alan Young, Natasha Questel and Daven Shah beat a team from McGill and another team from Ivey in the finals. Prize money of \$1,500 went to the winning team, and \$1,500 to the School.

Ivey hosts Canada's largest management research conference

MORE THAN 400 DELEGATES ATTENDED the 29th annual Administrative Sciences Association of Canada Conference (ASAC 2001) in late May at the Richard Ivey School of Business. The purpose of the conference is to bring together business school academics

in a forum for exchanging research ideas and teaching approaches. Every university and province within Canada (except the three territories) was represented, and there were delegates from the United States, New Zealand, France, England, and India.

The theme for this year's conference was 2001 – A Management Odyssey. For Ivey, hosting the conference was an opportunity to showcase the School. "Because of our leadership position, we felt it was our responsibility to step forward," says Professor Lyn Purdy, Chair of the Conference. "It gave us a chance to let people see what Ivey is all about, and to show what we're doing in terms of research."

Ross Archibald recipient of L.S. Rosen Outstanding Educator Award

IVEY PROFESSOR EMERITUS ROSS Archibald, HBA '58 has been chosen as the L.S. Rosen Outstanding Educator by The Canadian Academic Accounting Association. This award recognizes a Canadian who has demonstrated overall excellence in teaching and research in accounting over a sustained period of time. Archibald has been a leader and innovator in accounting teaching and research at Ivey for more than 30 years. In 1997, he received the David G. Burgoyne Award for outstanding commitment to student development. He is a Fellow of the Institute of Chartered Accountants and has served on numerous provincial and federal task forces and committees. His research interests covered a wide range of topics on management and decision-making, corporate financial reporting, accounting change, pension and environmental accounting.



ROSS ARCHIBALD

PhD graduate wins Academy of Management Award

CHARLES DHANARAJ WON THE BARRY Dissertation Award for 2001 at the Academy of Management Confer-

ence in Washington D.C. this summer. This is the fifth time since 1985 that the award has gone to a graduate of the Ivey PhD program. The Academy of Management is an international professional society of more than 10,000 members worldwide, composed of professors and doctoral students who conduct research and teach management in colleges, universities and research institutions. Dhanaraj's thesis was entitled "Legitimacy and stability of Japanese overseas subsidiaries" and was completed under the supervision of Professor Paul Beamish, Associate Dean, Research & Development at Ivey.

Forbes ranks Ivey among best in world for ROI

MBA GRADUATES FROM THE RICHARD Ivey School of Business triple their salaries and break even on their investment of time and tuition fees within 2.7 years of graduation, according to a survey by Forbes Magazine. The median annual salary for Ivey MBAs five years after graduation is \$135,000, compared to \$44,000 before entering the program. The survey, which appeared in the October 15th issue of Forbes, showed that Ivey graduates of 1996 realized a 137% return on their investment in an MBA, which is the 4th highest percentage increase of any of the 62 business schools worldwide that were surveyed.

"Over the last year, Ivey has been rated as one of the best business schools in the world for the quality of its overall programs by the Financial Times and Business Week, the quality of its graduates by The Wall Street Journal and now for the value of its education by Forbes," stated Ivey Dean, Larry Tapp "When four of the most respected business publications in the world recognize the value of an Ivey MBA, we know we are on the right path."

Ivey and UWO grads come together in Asia

THE SECOND ANNUAL ASIAN ALUMNI Reunion on September 16 hosted more than 100 Ivey and UWO grads in Hong Kong. Earlier on the same day, 33 graduates of the Hong Kong EMBA celebrated convocation at the Cheng Yu Tung Management Institute.

The reunion included a special Ivey learning experience: a workshop that focused on Hong Kong's future and the changing role of China as it enters the World Trade Organization. The keynote speaker of the event was Allan Zeman, a Canadian with an outstanding record of business achievement and contribution to Hong Kong, and also a member of Ivey's Advisory Board.

At the alumni dinner UWO President Dr. Paul Davenport honoured Dr. Henry Cheng (HBA '71, MBA '72, and LLD '97) for his outstanding contributions to the Ivey School and The University of Western Ontario. Dr. Cheng became the first recipient outside of Canada to receive the University's prestigious Purple and White Award. In his speech to the graduating EMBA class, he imparted advice and wisdom from old Chinese proverbs.

Special thanks for this event goes to the Ivey Alumni Networking Committee in Hong Kong, Chair David Sun, HBA '81 and Vice-chair Joe Attrux, MBA '00.

This event made possible by Sun International Trading Co., Ltd.

Ivey CIBC World Markets Business Plan Competition

THE IVEY CIBC WORLD MARKETS Business Plan Competition, to be held in March or April, is looking for support from Ivey grads as sponsors, judges and mentors. This international student-run competition, an important brand-building event for Ivey, is designed to promote entrepreneurship among MBA students and to give them the chance to interact with venture capitalists and proven entrepreneurs. This year the competition will be divided in-



TERRY MATTHEWS



① (FROM LEFT TO RIGHT) IAN SMITH, MBA '00, DAVID SUN, HBA '81, JOE ATTRUX, MBA '00, DANIEL LAM, MBA '00, GLENN YONEMITSU, MBA '89, AT THE ASIAN ALUMNI REUNION
 ② UWO PRESIDENT PAUL DAVENPORT (LEFT) WITH HENRY CHENG AT THE HONG KONG CONVOCATION ③ DEAN LARRY TAPP (LEFT) WITH ALLAN ZEMAN AT THE ASIAN ALUMNI REUNION.



to two competition streams: 'new ventures,' and 'existing businesses.' The overall winner will receive more than \$15,000, with the second place prize \$5,000. The winner of the 'new ventures' stream, which focuses on seed stage start-ups, will go on to the prestigious Moot Corp Competition in the United States.

Surviving and Thriving: entrepreneurs take lessons from entrepreneurs

LAST YEAR THE IVEY INSTITUTE OF Entrepreneurship Council came up with a bright idea: a conference where entrepreneurs could learn from entrepreneurs. The result was Surviving and Thriving, a conference that attracted 130 participants on October 17 at Toronto.

Successful entrepreneurs Ron Close, HBA '81, James J. Salter, Bill Di Nardo, HBA '91, and Colley Clarke, HBA '81, MBA '87 conducted sessions that answered questions such as how do CEOs of highly successful rapid-growth companies sustain growth, and

what practices do they use to make their companies soar when others crash and burn. The keynote speaker was Terry Matthews, Chairman and CEO of March Networks Corporation.

Canadian Competition Policy Conference

THE CANADIAN COMPETITION POLICY Conference, Preparing for the Future, a partnership between Ivey, the Competition Bureau and Industry Canada, was held on June 19 and 20 in Toronto. The conference featured speakers such as Michael Porter and Don Tapscott, and highlighted the challenges facing Canadian competition policy. Proceedings are available on the Ivey website at www.ivey.uwo.ca

HBA Leaders Forum

HBA STUDENTS WERE INSPIRED TO pursue challenging careers at the 2001 HBA Leaders Forum on November 1 and 2 in London. Keynote speakers were Ivey grads Bob Blumer, HBA '81, Food Network personality, Paul Atkinson, HBA '86, CEO, Solect Technology Group Inc., and Beverly Behan, HBA '81, Principal of Mercer Delta Consulting. ■



Ivey Alumni Association

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Joel McLean, HBA '95, Principal, Info-Tech Research Group

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John Millar, LLB/MBA '92, London, Ont. Chapter President, Executive Vice President and General Counsel, Attaché Group Inc.

Lois Nahirney, MBA '90, Director, Dellan Consulting

Dale Oliver, HBA '69, MBA '71, President, Oliver Incorporated

Brian Phillips, MBA '75, B.C. Chapter President, Vice President, Phillips, Hager & North Investment Mgmt. Ltd.

Rick Robertson, HBA '75, Director, HBA Program, Richard Ivey School of Business

Sukhinder Singh, HBA '92, Co-Founder and Vice President, Yodlee, Inc.

Paul F. Smith, HBA '75, President, Smith Company

David Sun, HBA '81, Hong Kong Chapter President, Executive Director, Sun International Trading Company Ltd.

David Tait, MBA '89, Vice President, A.T. Kearney Ltd.

Robert Treidler, MBA '96, Edmonton Chapter President, Senior Manager KPMG

John Toomey, MBA '89, Vice President, Investment Banking, eSolutions Group, J.P. Morgan & Company Inc.

David Weiner, MBA '85, Senior Partner, National Public Relations

Barbara Wilkes, HBA '74, MBA '76, Toronto Chapter Co-President, President, Management Initiatives Inc.

Chet Choon Woon, MBA '94, Singapore Chapter President, Business Development, Akroo

Boardfile

A REGULAR FEATURE INTRODUCING MEMBERS OF THE IVEY ALUMNI ASSOCIATION BOARD OF DIRECTORS

By the time Dale Oliver was 23, he had owned three businesses, doubled his money on a property deal, talked his way into the HBA program, completed his degree, and lost everything in an unsuccessful venture.

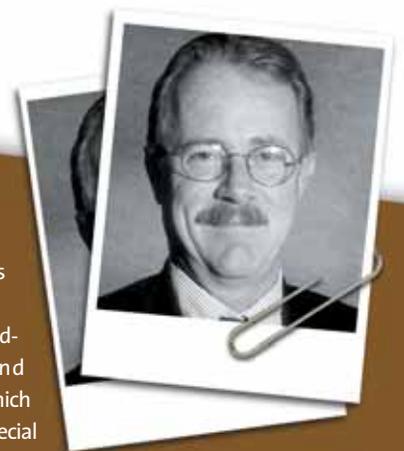
Oliver, who completed an HBA in 1969 and an MBA in 1971, says his Ivey education gave him the technical skills and disciplined approach to analysis he needed for long-term entrepreneurial success. Today, he has interests in seven different businesses in Canada and the U.K., ranging from retail concept development and advertising sales to publishing and software development.

Several years ago, he became concerned with the level of service the School offered its alumni. "It seemed to my friends and me that Ivey was asking us for money all the time, but doing very little for us." Given his strongly expressed feelings, he

was a natural choice when the new Ivey Alumni Association Board of Directors was established.

Oliver is chair of the Leadership Development and Recognition Committee, which has developed a series of special awards for Ivey alumni and faculty, today a key component of Ivey's Homecoming celebrations. He is now working on other ideas to provide graduates with meaningful benefits. "When you're an alumnus, membership should have its benefits," he says. "We also want to involve more alumni in the School."

Oliver is pleased with the progress the Alumni Association Board has made in its first four years, but says there's plenty more to do. "We have to keep our eye on the ball and remember that we are representing alumni. What we do has to have a benefit for the alumni and if it does, it automatically benefits the School."



*Oliver, Dale HBA '69, MBA '71
President, Oliver Inc.,*

Clubfile

A REGULAR FEATURE INTRODUCING
IVEY ALUMNI ASSOCIATION CLUBS

London, England

President of the London (UK) chapter since 1999, Charles Gamm, HBA '88, is working hard to establish the Ivey Alumni Association in a huge city where Ivey's presence is still growing. The chapter is small by Canadian standards, with approximately 170 members, but committed to maintaining contact with Ivey.

THE LONDON CHAPTER HOLDS ONE event per year, with Dean Larry Tapp providing much of the recent incentive to get together. For the past two years, The Dean has allowed time in his schedule to update alumni on the progress of the school and the efforts to earn Ivey recognition among the top 20 business schools worldwide. Last year, members were also given a presentation by representatives of Coutts Private Banking, who spoke about tax planning in the U.K. A group of alumni are working to set up the Ivey Society U.K. Charity, a charitable trust to raise funds for the school. A great deal of work has already been done and the Society should be formed by early 2002.

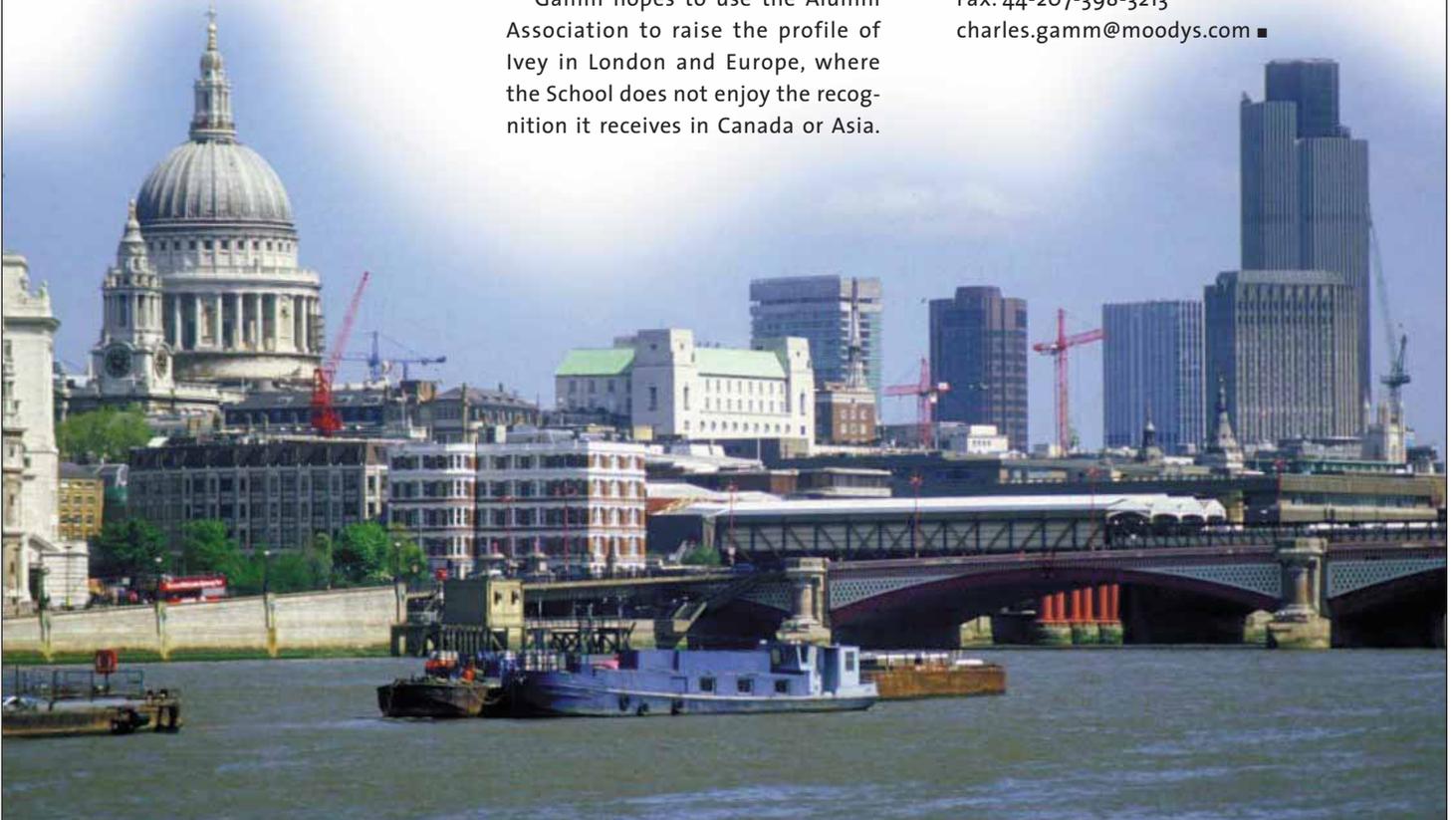
Ivey also belongs to a London organization called Global Workplace. Global Workplace is an alliance of 27 of the world's leading business schools, including Kellogg, Darden, Stanford, LBS and IESE, that organizes regular speaker events. In September, they hosted Chris Ingram, Chairman and Founder of the Tempus Group, a leading marketing and communications group, who spoke about his views and experiences on establishing a global business. All Chapter members who have submitted their e-mail addresses to Gamm receive invitations to these events – opportunities to network with each other and with graduates of other leading global business schools.

Gamm hopes to use the Alumni Association to raise the profile of Ivey in London and Europe, where the School does not enjoy the recognition it receives in Canada or Asia.

“Most people in London are surprised to hear that there is another city called London in Canada, and are even more surprised to hear that it has its own Thames River,” he says. “By raising the awareness of Ivey in the London business community, we hope to change this.”

For more information about the London (UK) chapter of the Alumni Association, contact:

Charles Gamm
AVP – Analyst
Moody's Investors Service
Structured Finance Group
2 Minster Court, Mincing Lane
London EC3R 7XB England
Office: 44-207-772 5429
Fax: 44-207-398-3213
charles.gamm@moodys.com ■





Upcoming Events

Across Canada and around the world, Ivey alumni are getting together and having a great time. Here are a few upcoming events.

Date	Event
Jan 17	International LeaderLAB welcomes William E. Strickland, Jr. Founder, Manchester Craftsmen's Guild, for details see www.leader-lab.com/speaker.htm
Feb 13	International Ivey's Third Annual Global Webcast featuring Steve McDonald, CEO, TD Waterhouse Group Inc. For details see www.ivey.uwo.ca/Alum_Rel/NEWYORK.htm
March 1	TORONTO Women in Management Conference - for details contact Sara Abe, Ivey Career Management Services at (519) 661-3361
March 19	TORONTO Chris Armstrong Executive Vice President & Chief Marketing Officer TD Bank Financial Group - for details see www.ivey.uwo.ca/Alum_Rel/TORONTO.htm
May 21	TORONTO David Kassie Chairman and Chief Executive Officer CIBC World Markets Vice Chairman, CIBC
May 27/28	LONDON, ON Third Annual Ivey Conference, dealing with leading economic development issues For details visit, www.ivey.uwo.ca/Alum_Rel/LONDON.htm
Sept 14	HONG KONG Asian Alumni Reunion. For details visit, www.ivey.uwo.ca/Alum_Rel/HONGKONG.htm



Alumni News and Events

Here are some of the interesting events that Ivey Alumni have enjoyed over the past few months. To get involved, check our upcoming events section for activities in your area, or call Lauren Downe, Director, Alumni Relations, (519) 661-4100

Executive MBA Alumni Business Forum Honours Faculty

THE SECOND ANNUAL EXECUTIVE MBA Alumni Business Forum was sold out, with 68 alumni and their guests attending at the J.J. Wettlaufer Executive Development Centre in Mississauga on Sunday, October 14. Created by the Executive MBA 1999 class, the Forum honors faculty members nominated by the graduating classes each year. Professors honoured this year were Terry Deutscher and Nick Fry, MBA '60. The alumni thoroughly enjoyed the interactive, stimulating debate of the case material selected by the two professors as well as the opportunity to visit and network with fellow alumni. The Forum is held on the first Sunday following the Canadian Thanksgiving each year.

August 15 IAA/New York, Evening event at Mixed Greens with current Ivey faculty

September 11 IAA/Toronto, breakfast event with Mary Whittle, MBA '98, ComfortShopping.com Inc

September 12 IAA/Toronto, Colliers Real Estate Luncheon

September 13 IAA/BC, Stella Artois case study, taken by Mike Hagerman, HBA '69, MBA '72, followed by wine tasting

September 16 Hong Kong, Asian Alumni Reunion and Convocation

September 19 IAA/Montreal, Evening event with Pierre Boivin, President and CEO, Montreal Canadiens

September 20 LeaderLab event at the Ivey Business School with astronaut Marc Garneau, Executive Vice President, Canadian Space Agency

September 28 IAA/London, Seventh annual golf tournament held at Forest City National Golf Club

September 28-30 Ivey Business School Homecoming event – see separate article in this issue.

October 1 Redtail Golf Tournament – see separate article in this issue.

October 3 IAA/Pittsburgh, lunch event organized by Ivey Ambassador Anoop Sinha, Executive MBA '01.

October 10 IAA/Southern California, social event held at Jonathan Beach Club, Santa Monica.

October 11 IAA/London and CAMC joint breakfast event. Bob Brouillard, MBA '66, and Doug Speers, MBA '70, discussed the consulting relationship from both client and consultant perspectives.

October 11 IAA/Toronto, Ivey Business Leader Award Dinner 2001, honouring Harrison and Wallace McCain.

October 14 Second annual Executive MBA Alumni Business Forum, held at the J. J. Wettlaufer Centre, with cases led by faculty Terry Deutscher and Nick Fry.

October 16 IAA/Toronto, breakfast speaker Terry Ruffell, Canadian Professional Sales Association

October 17 IAA/Calgary, after-work social event at Murrietta's Westcoast Bar and Grill.

October 18 IAA/Southern California, social event at the Cowboy Seafood Restaurant, Newport Beach

November 1-2 HBA Leaders Forum, 'Opening Doors, Exploring Possibilities' held at the Ivey Business School, run by current HBA students, with many Ivey alumni as speakers.

November 2 IAA/Montreal and Alumni Western evening event hosted by Dr. Paul Davenport, President and Vice-Chancellor of U.W.O, with guest speaker Dr. Bjarni Tryggvason, astronaut and member of the Canadian Aeronautics and Space Institute.

November 22 IAA/Toronto breakfast event with Peter Drake, Vice President and Deputy Chief Economist, TD Bank Financial Group.

November 29 LeaderLab speaker Ben Zander, conductor of the Boston Philharmonic Orchestra, spoke to students and alumni at the Ivey Business School.

December 4 IAA/New York organized a social gathering for alumni and friends of the Richard Ivey School of Business at the Roosevelt Hotel.



LEFT TO RIGHT, FRONT ROW- PROFESSOR TERRY DEUTSCHER, RON GRANT, MBA '99, STEPHEN RAWLIN, MBA '00, JOSIE PRISTINE, MBA '01; BACK ROW, FRANK PETERS, MBA '00, TERRI GARTON, ALUMNI RELATIONS.

Homecoming 2001

MORE THAN 850 ALUMNI AND THEIR guests returned to the Ivey Business School for Homecoming throughout the weekend of September 28 to 30. On Friday, the weekend kicked off with the Ivey Alumni Association London Chapter's seventh annual golf tournament. Some 125 golfers enjoyed a round of golf with their classmates on a perfect autumn day. The Saturday program included School tours by current students, demonstrations of the latest wireless LAN technology, and an opportunity for classmates and friends to reminisce while enjoying a complimentary continental breakfast. Later, more than 600 people gathered for the Event in the Tent multi-media presentation, during which Gilles Lamoureux, MBA '66

and Bill Di Nardo, HBA '91, reflected on their Ivey experiences.

The Event in the Tent also featured the presentation of the Ivey Distinguished Service Award by the Ivey Alumni Association Board of Directors to three exceptional honorees – *Ron Charles*, MBA '71, *Ken Harrigan*, HBA '51, and *Jim Hunter*, MBA '76. The Alumni Faculty Service Award was presented to Professor Emeritus *John Graham*, MBA '58, and Professor *Michael Parent* in recognition of their extraordinary service to Ivey alumni.

On Saturday evening, the excitement culminated in an all-class Gala attended by more than 500 people. The guests thoroughly enjoyed the "Space Odyssey" experience, complete with new-age technology, a cocktail reception and ele-

gant dinner, and great entertainment from vocalist Denise Pelley and a 16-piece band. As Niels Billou, HBA '91, MBA '96 wrote, "You did an amazing job in helping us reconnect with old friends and renew our ties with everyone who made our experience at Ivey such a special and extraordinary one."

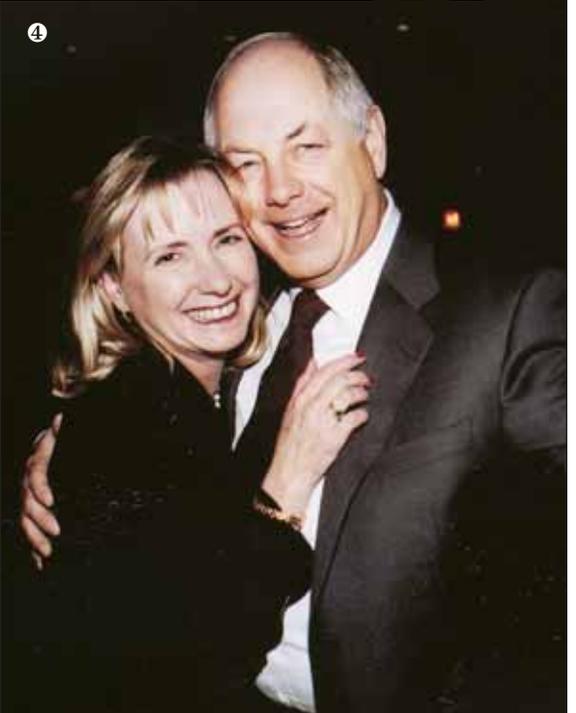
On Sunday, many reunion classes met for a farewell brunch. The graduates of 50 years or earlier joined Dean Tapp for the time-honored Golden Alumni brunch. It was a perfect finale to a memory-filled weekend.

Kevin Yousie, HBA '77, MBA '80, Vice Chair of the Ivey Alumni Association Board of Directors, summed it up best: "Ivey Homecomings just keep getting better and better!" ■





① THE MBA CLASS OF '71 MAKE THEIR PRESENCE KNOWN DURING THE EVENT IN THE TENT ② SCOTT AND JACQUELINE WILSON, BOTH HBA '81, AT THE GALA ③ A GROUP OF ALUMNI TAKE IN A DEMONSTRATION OF IVEY'S ADVANCED WIRELESS TECHNOLOGY ④ DOUG SPEERS, MBA '70, CHAIR OF THE IVEY ALUMNI ASSOCIATION BOARD OF DIRECTORS, ENJOYS THE GALA WITH HIS WIFE, KATHY SPEERS ⑤ THE MBA CLASS OF '96 CELEBRATES AT THE GALA ⑥ KEETH STONE, HBA '81, AND SUSAN (BURKE) ROONEY, HBA '81 ⑦ JACK SCOTT, MBA '91, (LEFT), SHARES A JOKE WITH CLASSMATE QUENTIN GURNEY.



Business Leader Award 2001

Wallace and Harrison McCain



ON OCTOBER 11, 2001, 500 IVEY ALUMNI, friends and members of the business community attended the eleventh annual Ivey Business Leader of the Year Award dinner at the Toronto Marriott Eaton Centre, presented by the Toronto chapter of the Ivey Alumni Association. This year, the Ivey Business School was doubly proud to honour two brothers, Wallace and Harrison McCain, the first co-recipients of the Ivey Business Leader of the Year Award.

Starting in 1957, Harrison and Wallace McCain built McCain Foods from a single-plant frozen food processor in Florenceville, New Brunswick to one of the largest producers of frozen food in the world. Harrison continues to lead the world-class company as a chairman. Since 1995, Wallace has been Chairman of Maple Leaf Foods.

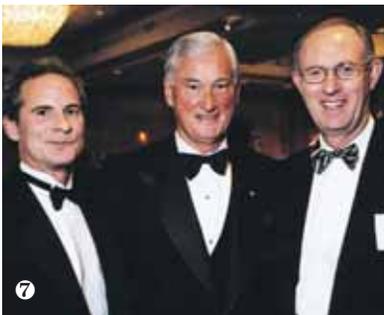
Today, McCain Foods Limited operates plants in 13 countries on five continents and is the world's largest food processor. Both McCain Foods and Maple Leaf Foods have demonstrated that Canadian companies can successfully compete with the best in the world.

Harrison and Wallace McCain were honoured for their achievements in business and for their community service. They are members of the Canadian Business Hall of Fame and members of the Order of Canada. Their dedication, creativity, vision and community spirit have made Harrison and Wallace



McCain two of the most respected businessmen in Canada today.

Since founded by the Toronto chapter in 1991, the Ivey Business Leader Award Dinner has raised more than \$400,000 to support two international student awards and the Toronto Chapter Faculty Fellowship in Business Leadership. Former recipients include Paul Desmarais, Frank Stronach, Jean Monty and John C. Carroll. Co-chairs of this year's event were Barbara Wilkes, HBA '74, MBA '76 and Charles Winograd, MBA '71. Thanks to all who helped make this dinner the best attended to date. ■



① WALLACE MCCAIN AND HARRISON MCCAIN (INSET, WAS UNABLE TO ATTEND) ② JEFF CHAPLIN, HBA '67, TORONTO CHAPTER PRESIDENT, AND CHRIS LAUBITZ, HBA '76 ③ RANDY POWELL (LEFT) AND MICHAEL MCCAIN ④ HON. FRANK MCKENNA, FORMER PREMIER OF NEW BRUNSWICK ⑤ HEATHER HUNTER, MBA '76 AND PURDY CRAWFORD, 2000 BUSINESS LEADER AWARD RECIPIENT ⑥ (LEFT TO RIGHT) CHUCK WINOGRAD, MBA '71, JIM HUNTER, MBA '76, HON. FRANK MCKENNA, BARBARA WILKES, HBA '74, MBA '76 ⑦ (LEFT TO RIGHT) MARK MCCAIN, WALLACE MCCAIN, HOWARD MANN.

Where 007 and Gretzky Golf



ONLY THE MOST DETAILED ROAD MAP will lead you to Redtail Golf Club. Yet Queen Elizabeth II has stayed there, and Wayne Gretzky and Sean Connery are regulars. Few who chance on Redtail's gates would realize they had stumbled across the most exclusive golf club in the country.

On October 1st the closest friends of Ivey – Advisory and Alumni Board members, Regional Steering Committee members and Ivey Society donors – were invited to enjoy Redtail. Our third tournament of its kind came on a beautiful, warm fall day. With 6,621 yards played to a slope rating of 147, Redtail offered an outstanding challenge to our golfers. As Wayne White, MBA '72, said, "This was one of the most enjoyable games of my life. The greens were as smooth as glass." Wayne's team, including his brother Bill White, MBA '69, and Bill's sons Michael White, MBA '00 and Kris White, won the tournament.

Next year, make sure you're on the invitation list. Alumni who have volunteered their time and talent and provided leadership gifts at the Ivey Society level will be invited next year. Support the School, get involved and become one of the few who have experienced Redtail. ■

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① GOLFERS LORNE BRAITHWAITE, MBA '69, BILL BELL, ALLAN TAYLOR, AND HOWARD ROGERS ② THE CHAMPS: (FROM LEFT TO RIGHT) KRIS WHITE, BILL WHITE, MBA '69, MICHAEL WHITE, MBA '00, AND WAYNE WHITE, MBA '72. ③ GOLFERS PREPARE TO HEAD OFF. IN THE FOREGROUND IS FRED WIDEMAN, HBA '86 ④ (FROM LEFT TO RIGHT) GUESTS STEVEN LISTER, MBA '85, MOLLY RUNDLE, TIM MACDONALD, HBA '81, MBA '88 AND DAVID TAIT, MBA '89 ⑤ (FROM LEFT: GORDON LAROCK, KRIS WHITE, WAYNE WHITE, MBA '72, BILL WHITE, MBA '69, MICHAEL WHITE, MBA '00 ⑥ DEAN LARRY TAPP SPEAKS AT THE DINNER.



A letter from Randy Jang, MBA '77

Chair, Alumni Events Committee,
Ivey Alumni Association Board
of Directors



DEAN LARRY TAPP AND REPRESENTATIVES OF THE REUNION CLASSES CELEBRATE THE MOST SUCCESSFUL REUNION CAMPAIGN EVER.

EARLIER THIS YEAR, I WAS APPROACHED to Chair the Events Committee of the Ivey Alumni Association. The committee acts in an advisory capacity for the School, providing valuable suggestions and ideas from the unique perspective of alumni in the area of special events. As VP, Programs, for the Alumni Chapter in British Columbia, and as Chair of Ivey's first International Alumni Business Conference in Whistler, I have received my share of feedback from alumni around the world on what types of programming they find most beneficial. Based on this type of feedback, the committee recommends key components for Homecoming, reunions and special events and develops new ideas for programming that reconnect alumni back to the school, the faculty, and each other.

Two of our Committee members are directly involved in supporting special Ivey events. John Toomey, MBA '89, Inaugural Chair of the Committee acts as a Special Advisor to Homecoming and has been involved in the planning of the Ivey Homecoming weekend for the past four years. He played an important role in expanding Homecoming from a one-day to a four-day event



and having an all-inclusive class party on the Saturday evening. His efforts have paid off, as this past Homecoming, September 28-30, more than 850 alumni and their guests returned to the Ivey Business School for one of the most enjoyable Homecomings to date (see story, page 10).

More than 850 alumni and their guests returned to the Ivey Business School for one of the most enjoyable Homecomings to date

Barbara Wilkes, HBA '74, MBA '76, who also sits on our committee, has been involved with organizing the Annual Ivey Business Leader Dinner for the last six years for Ivey's Toronto Alumni Chapter. This year, the Ivey Alumni Association/Toronto with the support of the Ivey Business School honored two brothers, Harrison McCain, Chairman, McCain Foods Limited, and Wallace McCain, Chairman, Maple Leaf Foods Inc. The Eleventh Annual Ivey Business Leader Dinner

was held on October 11, 2001 at the Toronto Marriott Eaton Centre. Along with Co-chair Chuck Wino-

grad, MBA '71, CEO RBC Dominion Securities, Barbara welcomed 475 Ivey alumni, friends and members of the business community to the most successful dinner to date (see story,

page 12). Since 1991, the Ivey Business Leader Award Dinner has raised over \$600,000 to support two international student awards and the Toronto Chapter's Faculty Fellowship in Business Leadership.

Currently the committee is assisting on plans for Ivey's Third Alumni Global Videoconference with speaker Stephen McDonald, MBA '83 CEO, TD Waterhouse, Vice-Chairman, TD Bank and Chair, Ivey Annual Fund Council. This year, the event will be shown as a live web cast to allow alumni all over the world to participate.

A recent focus of the committee is to incorporate students into the development of alumni events and to initiate more contact between alumni and current students. We feel that there is a captive group of future alumni at the School for two years. Engaging them in alumni events while at the School is one way to ensure active alumni upon graduation. ■



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Ambassador Program

The Ivey Ambassador Program consists of enthusiastic and committed alumni and friends of the school who have demonstrated leadership in geographic regions with smaller concentrations of Ivey alumni.

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Getting in the e-Zone



Ivey Advancement Launches New Website

IVEY ALUMNI NOW HAVE ACCESS TO e-Zone, an exciting new website designed to keep them connected to one another and to Ivey.

e-Zone includes both tried-and-true features and value-added new

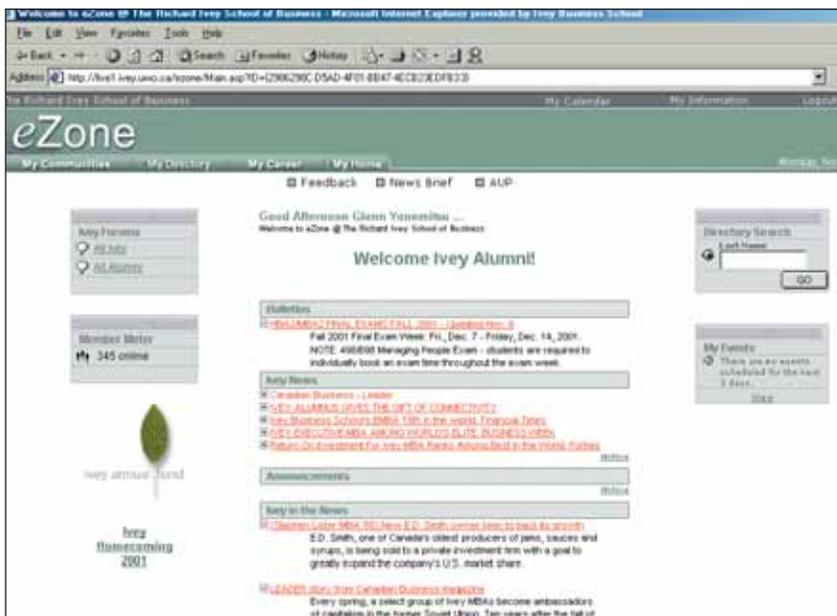
One of the most exciting features of the new site is the enhanced online directory. "You can now search by industry and occupation codes," says McKinley. "You can also use the directory to find alumni in a city or

events at Ivey and along the worldwide Ivey network.

In the online communities section, each class will have a bulletin board to discuss issues and plan get-togethers. There will also be communities based on geographical location and other shared interests. The career services portion of e-Zone is enhanced with the addition of Global Workplace, an exclusive job search service available only to a hand-picked consortium of top business schools.

If you don't have time to check e-Zone regularly, don't worry. Ivey alumni will also be receiving an electronic newsletter every two months, including chapter news and events, faculty and alumni profiles, School news and other items. The newsletter will provide links to complete stories on the Ivey website.

"Our goal is to keep our graduates informed about and involved in Ivey," says McKinley. "We want to give them something of real value. And because the alumni e-Zone is part of a School-wide system that also links faculty, staff and students, this widens the community that alumni will be part of." ■



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ones. It will be available only to Ivey alumni. Those who have supplied their current e-mail addresses to the School will receive e-mails with user names and passwords to provide access to e-Zone. "If you haven't updated your e-mail address with Ivey, you'll want to do so now," says Peter McKinley, Director, Alumni Intelligence. "Not only will you be able to get into e-Zone, you'll also be sure to receive any messages directed to your Ivey lifelong e-mail (LEAF) address." *To update your e-mail information, simply send an e-mail to sjohnston@ivey.uwo.ca*

region, or simply to track down a former classmate." Each alumnus or alumna controls how much personal information is made available through the directory. To personalize your listing, visit e-Zone and follow the directions.

Another new feature is "Ivey in the News," a listing of alumni and faculty whose names have appeared recently in the media. You'll be able to link to a website to read about a classmate's promotion, takeover bid or marathon win. E-Zone will also include an Events Calendar, listing all alumni, school and student

Be part of Ivey's growing online network – provide us with your current e-mail address and updates by visiting the e-Zone website, www.ivey.uwo.ca/ezone



Think global

The first words of Ivey's mission statement are clear: "to develop business leaders who think globally." Over the past six years, Ivey has branded itself as an international leader in business education. The world has taken notice. Rankings in top business publications show Ivey consistently among the top 20 business schools anywhere.

Q & A: PROFESSOR PAUL BEAMISH

IS IT IMPORTANT FOR A CANADIAN business school, already reputed to be the best in the country, to create a global brand? Other business schools in Canada seem to think so. As they weigh in with their own claims of global stature, the question arises: does Ivey really stand apart from the crowd? InTouch talked to Paul Beamish, HBA '76, PhD '85, Associate Dean, Research, and Nortel Networks Director, Asian Management Institute.

Why is it important to create a global brand? Ivey is already – and will increasingly – be an international business school. This is inevitable. Management education is a global industry. All of the top-flight business schools in the world, including Ivey, have a large number of international students.

All schools everywhere want the best and brightest students. They create a wonderful class experience. Today's students will go anywhere to get the best education available, and they're willing to pay for quality. You cannot attract these students as a regional school. That's why we have to brand Ivey beyond Canada.

How does Ivey's percentage of international students compare with other business schools? The number of international students at Ivey has been going up steadily. This year 43 percent of our incoming MBA students are landed immigrants or visa students. This is higher than the typical U.S. school, but

not as high as major non-U.S. business schools like London Business School, INSEAD, or IMD.

There's a great willingness of international students to pay Ivey's higher tuitions because tuition is high wherever they go. We concluded some years ago under Larry Tapp's leadership that you can't fund a great business school on the basis of declining government support. If you're offering a quality product, they will come.

What does it mean for Canada to have a highly ranked global school? Many Canadians are concerned that our country keeps losing ground and



visibility as more and more Canadian companies move their head offices to the United States, or get bought out by firms elsewhere. Canadians need successful examples of Canadian organizations that are competing and thriving with the best in the world. Ivey is one of only 15 schools

in the world that made the top thirty list in all four of the major business school rankings in Business Week, Forbes, the Wall Street Journal, and the Financial Times. That's pretty good company – and something Canada should be proud of.

How do you take a global approach in teaching? There are two models. One is to infuse internationalism into everything you teach. The other is to make it a required course. We do both. All our HBAs and MBAs must take Global Environment of

Business. This ensures that all our graduates understand political, economic, social, and technological issues from a global perspective. Our EMBA's must take three international courses, and our PhD students have a required course in International Business Theory.

We also have introduced this year a Global Leadership Program for HBAs and MBAs who wish to work internationally. The program includes courses in international business, management behaviour, and international accounting and finance. Students will be provided a certificate when they complete all the course requirements and meet second language proficiency standards.

We also infuse all our courses with an international perspective. In fact, almost one-third of our cases contain content outside of Canada or the U.S. So at Ivey, students can't avoid getting an international perspective.

How does the Hong Kong campus add to Ivey's stature as a global school? Ivey is the first North American business school to establish a campus in Asia. The School offers an Executive MBA and non-degree Executive programs at the Cheng Yu Tung Management Institute in Hong Kong. Exposing our faculty to the international environment on a regular basis helps them understand the world in a more complete way. It's the same thing with companies – they start to move people around when they want to become more internationally oriented. You can't get and maintain an international perspective if you never leave your office or your country.

The scope of Ivey's international teaching goes well beyond Hong Kong. Ivey faculty members also conduct case teaching and case writing workshops each year in Singapore, China, Canada, U.S., and other countries. Large numbers of executive programs – custom, consortium, and public – are offered each year to various international corporations and their managers.

BY THE NUMBERS: GLOBALIZATION AT IVEY

FACULTY AND STUDENTS

- 20 Ivey professors per year teach in the Executive MBA and non-degree Executive programs in Hong Kong.
- 150 students participate each year in the International Study Tour course component of the EMBA Best Practices Project.
- About 45 per cent of the 110 Ivey Client Field Projects conducted this year as part of the HBA/MBA programs involve international business issues.
- About 10 universities from Europe, Asia, USA and the Caribbean participate in an HBA International Case Competition held in March each year.
- 43 percent of the current MBA class are landed immigrants or visa students.
- 70 to 85 exchange students from 43 universities in 31 countries participate each year in an exchange at Ivey, and an equal number of Ivey students at universities abroad.
- 40 to 60 Ivey students travel to the former Soviet Union each year to teach a one-month course as part of the LEADER project.
- Four to six students teach a course each summer at Tsinghua University in Beijing.
- Ivey faculty members are from Canada, USA, UK, Germany, France, Holland, New Zealand, Mexico, India, and elsewhere.

CASE WRITING AND RESEARCH

- 31 per cent of Ivey cases have international content (ie. non Canada/U.S.).
- 13 percent of Ivey's cases have Asian content.
- Four of the top 16 best selling cases last year were about doing business in Asia.
- 16 case studies in the accounting/finance area were jointly funded by Ivey and the National Accounting Institute in China.
- About 90 percent of the 28,000 people (primarily professors) registered to download new Ivey cases are outside Canada, and 18 per cent are outside Canada and the U.S.
- Three major business schools in Singapore have access to an unlimited number of Ivey cases at no charge as a result of a gift from an Ivey alumnus.
- 40 cases are now available in French.
- More than 300 Ivey cases have been translated into Chinese and are available in 16 casebooks.
- In 1997, Ivey was recognized in the Journal of International Management as the #1 business school in the world for International Strategy research.
- More than 100 articles, books, and contributed chapters have been published by Ivey PhD students and grads on the subject of international joint ventures and alliances.
- Ivey trained researchers (PhDs) work in nearly 20 countries.

How important are the Ivey Exchange programs in creating an international focus? At Ivey, one out of every six or seven students in the HBA and MBA programs takes part in an exchange. Ivey students have a lot of choice (see sidebar). When you look at the proportion of students who are interested in exchanges, it shows that the customer clearly thinks an international perspective is useful.

What is Ivey doing in other parts of the world, like South America or Europe? We're taking some of what we've learned in Asia, especially in Hong Kong and China and Singapore, and taking that to other parts of the world. We have just begun to start selling translations of our cases in French. I'm negotiating with a variety of groups in Latin America, about see-

number of internationally focused academic journals.

Ivey is the second largest producer of business case studies in the world, and 31 percent of these have an international perspective. What's fascinating is the appetite of the rest of the world for our cases. Sales in the U.S. grew by 40 percent in the last year. Four of our 16 best selling cases are about China. Ivey is increasingly using full-time case writers – based outside of Canada – to work with Ivey faculty to increase our international output.

How does Ivey's global focus benefit alumni? When our alumni are suddenly faced with a company decision to go to India or Australia or South Africa or Argentina, they have the advantage of being able to learn more from classmates who are al-

What we're trying to do is create a geocentric mindset that says doing business internationally is a great opportunity

ing our cases translated into Spanish and possibly even Portuguese. Small numbers of Ivey cases have already been translated into German, Russian, Korean, and Spanish.

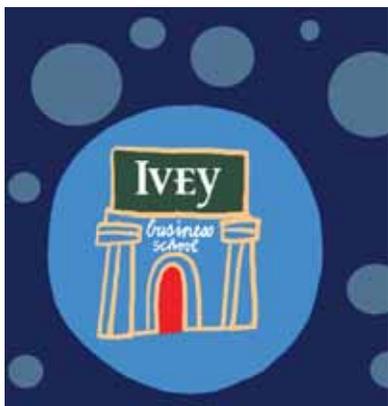
What are Ivey's strengths in global research? Ivey has had a long tradition of very good researchers in the international business area. We were recently ranked as the number one school in the world for international strategy research. In the area of international joint ventures and alliances we're also number one in the world. On top of these strengths, we've also got people in every area group in the School writing internationally oriented research. From 1992 to 1997, Ivey was the editorial home for the Journal of International Business Studies, the premier journal in the international business area. Ivey faculty members increasingly serve on the editorial boards of a large

ready doing business in that area. Our Department of Institutional Advancement can help alumni tap into that global network. Alumni also benefit from the increase in the value of their degrees as a result of Ivey's growing global reputation.

Ivey is recognized now as a top-notch global school. What still needs to be done? What we're trying to do is create a geocentric mindset that says doing business internationally is a great opportunity for people to gain and share knowledge. Our objective in the school is to demystify as much as possible the international environment, and to view the entire world increasingly as a market. Those people who are willing to combine the best practices they know with those of the rest of the world are the ones who are going to prosper. ■

SWITCHING PLACES

Each year, more than 70 Ivey students spend one semester studying at a university outside Canada and the same number of students from other countries come to Ivey on exchange. Exchange students, both outgoing and incoming, say it's a wonderful opportunity to get international experience and a new perspective on life and business. Meet two students who switched places between September and December 2001.



EDITH ARCHER-WIJN

WHEN YOU ASK EDITH ARCHER-WIJN about the challenges she faced as an exchange student at Ivey, one thing immediately comes to mind. She is separated by the Atlantic Ocean from her home in the Netherlands and her husband of 11 years, Leon. "He travels a lot, but he is usually only away for a couple of days at a time in London or Paris," she says.

Archer qualified as a pharmacist in 1989. In 1995, she bought a virtually bankrupt pharmacy and turned it around, achieving growth of 50 per cent a year for several years. By the late 90s, however, the business was stable. "For me, all the fun was gone," she says. She was nearly 40 by then, and decided that it was time to make a career change. She sold her business, and spent a year and a half working for the pharmaceutical wholesale company that bought it. At the end of that time, she had decided on an MBA, and after applying to several programs, chose the Rotterdam School of Management (RSM).

When the opportunity to do an exchange came up, Archer jumped at it. "For me it was the only way to get something international on my resume," she says. "And it's hard to get interviews with international companies if you have never worked outside your own country." Just as important, it was an opportunity to achieve some personal independence. "I've never spent this long outside my own country."

Although her English is excellent, Archer says she must sometimes search for the right word to express her thoughts. She admits it wasn't easy at first to integrate into Ivey classrooms, but after the first month, she found Canadian students were beginning to open up, include her more in their discussions and invite her to their homes and parties.

Although RSM uses some cases, it is primarily a lecture-based program, so the highly interactive nature of Ivey classrooms was also an adjustment. "The participation thing is one of the most difficult things for a lot of exchange students, especially if you're not used to it in your country. But there are classes where participation is 50 to 70 per cent of the grade, so you

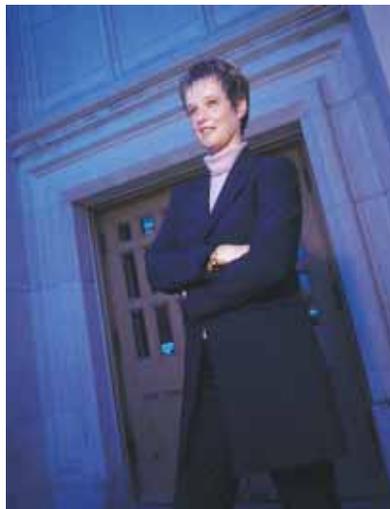
have to." Finding accommodation for the four months of an exchange program is also a challenge; Archer is living in a downtown residential hotel.

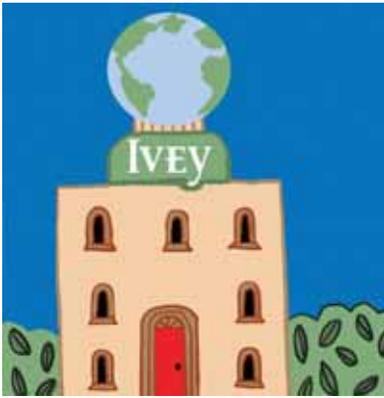
Archer has found Canadians very friendly and is enjoying the low-key atmosphere of London, Ontario. "I worked in the Hague in a bad area, so everybody had to fight to survive. Here, it's more like the villages in the Netherlands. I really like it." Coming from a small and intensely-populated country, she is also fascinated by Ontario's wide-open spaces. "In Europe we have mountains and forests, but you know that behind every tree there is a house and people living. Here you can go for miles

before you see a house."

When she returns to the Netherlands and completes her MBA, Archer expects to work for a European pharmaceutical wholesaler. Just as a handful of companies own virtually all pharmacies in North America, a similar trend is happening

in Europe. Archer says her combination of pharmaceutical knowledge, hands-on management experience and international business education should suit her well for senior management in one of the growing chains. ■





SAM RAMADORI

ON SEPTEMBER 14, THREE DAYS AFTER the terrorist attacks in New York and Washington, Sam Ramadori, MBA '02, stood outside the U.S. embassy in Stockholm.

"The whole city just came to a stop," he marvels. "No cars moving, no honking, no traffic sounds – everything silent. Nothing happened for three minutes."

For Ramadori, the intensity of emotion in Sweden in the aftermath of the attacks was a revelation. But that was only one of many discoveries he made as an exchange student at the Stockholm School of Economics.

Ramadori is a lawyer by trade. He completed his law degree in Quebec at the age of 23, then qualified to practice in both Quebec and Ontario. After being called to the bar he spent a year working in London, England and New York in the area of mergers and acquisitions. Ultimately, he decided that the legal side of M & A didn't satisfy his strong interest in business, and he decided an MBA was the next step.

Ramadori loves to travel. His goal is a career in international business, so Ivey's strong exchange program was an important factor in his decision to come to the School. He spent the summer after his first year working for Bain and Company and has an offer to return to the consulting firm when he graduates.

In Stockholm, Ramadori lived in an international students res-

idence right next door to the School, alongside more than 80 other students from around the world. "The School puts a lot of resources behind its international program," he says. "They really pamper you." Special events during his stay included a trip to northern Sweden to hike on the Arctic Circle, an excursion to Finland and a conference in Milan with four other universities. With so many international students, the only challenge, he found, was getting to know Swedish students. "You have to make the effort to go to social events, stop them in the hall and ask questions, whatever it takes," he says.

Ramadori's courses were all taught in English. Although he participated in Swedish conversation classes, he found that most Swedes spoke impeccable English and didn't expect him to use their language. The School has a strong focus on economics and finance and uses a combination of case-based and lecture method teaching. It's an undergraduate program, so the students are younger and have less experience than Ramadori's classmates at Ivey. "Going there, I learned to appreciate the fact that people back at Ivey have different work experiences. That definitely makes the case discussions richer. That's what Ivey tells you before you go to the School, but going to Sweden

helped me to realize how important this aspect of the Ivey program really is."

Ramadori also gained a new understanding of differences in business philosophy and approach from country to country. "In Sweden organizations tend to be much flatter," he says. "They shy away from pyramidal organizational structures. They prefer to create teams that solve problems and come back with solutions, rather than having the boss be more directive." Learning how business is conducted in European countries, which often have strong social welfare systems and more state involvement in commerce, was an eye-opener, too. "Being in Canada, right next to the U.S., you see changes happening in the world through a

North American perspective," says Ramadori. "You come here and see things from another perspective. It's good to be exposed to ideas you might not necessarily see at home."

He has no doubt the exchange experience is a positive one for any student. "It doesn't happen often in your life that you can just take off for four months and go somewhere else and live the experience. And I can't imagine there's any major company today that wouldn't want to see some international experience on a resume." ■



SAM RAMADORI (LEFT) AND FELLOW IVEY STUDENT DOUG BURGUYNE ON THE ARCTIC CIRCLE.

FOLLOW THE LEADER

Ivey's unique teaching program in Eastern Europe is a life-changing experience for the students who participate



IN 1991, AS THE FORMER SOVIET Union moved slowly toward democracy, two MBA students launched the LEADER program, a three-week

introductory business course offered to university students, entrepreneurs, government and military officials and managers of former state enterprises. In its inaugural year, 28 student instructors taught 175 students at two sites in Russia. Now entering its twelfth year, the LEADER project has taught more than 3,000 students at sites in Russia, Ukraine, Belarus, Kazakhstan, Lithuania and Latvia. LEADER instructors are drawn primarily from the MBA program and are carefully selected and trained throughout the year leading up to their tour of duty. The program is funded primar-

ily by corporate sponsorships and individual donations.

The program has attracted media attention from the beginning. Most recently, Senior Editor Scott Steele traveled with the 2001 LEADER team and reported on his experiences and observations in the October issue of *Canadian Business*.

InTouch asked three members of the 2001 team to keep day-by-day journals of their experiences. Dave Shepard, MBA '02, and Damion Ketchum, MBA '02, both taught in the Siberian city of Omsk. Maral Ashdjian, MBA '02, joined a team in Ekaterinburg. Here are some excerpts from their accounts.

DAVE SHEPARD OMSK, SIBERIA

May 4 At Omsk Energia [the energy company where Dave and his partner Tom taught] we were treated well. Today we taught from 8:30 until 2:30. Our students are 31 executives who are from various divisions around Siberia and some from City Hall. It was scary being in front of a class, and difficult to work through the translator. They are bright people with various undergraduate degrees and most of them have been in the business for many years. The class ranges in age from 28 to 50. Most of them are here on their holidays as the company would not give them time off, but instead of holidays they wanted to take our course. They are very keen and it was good to see how involved they

got today during the case example I gave them.

May 5 Just finished another day at Omsk Energia. I did two lectures today and Tom taught the case. The class is interested in the cases; they listen attentively and are a very friendly group. They are also very bright and pick up on concepts quickly.

May 12 Today the class was fun. A woman in our class had her 45th birthday so we ended the class early. All of a sudden the tables were set up in the centre of the room, tonnes of food came out of nowhere, vodka and cognac, and lots of cakes as well! It was a well-organized party. The toasts started and I had to pretend to drink so that I didn't have too much. Man, they love to give toasts!! I had too much vodka and went to bed early (10pm) and was sick! Horrible feeling!

May 19 Some of our students took us to the Omsk Energia banya. It was great! It was such a totally Russian experience. In the morning the guys, Tom and I played a game of soccer. We then went to the banya, which is really a sauna. There were about eight of us. From the sauna we jumped into a horrible-looking swimming pool or showered off with cooler water. Our students brought birch branches that we used to whip ourselves!! It was really weird, but afterwards I felt really refreshed and my skin felt healthy. We had a huge barbecue – lots of food and lots of mosquitoes! After dinner the students performed a 'Tom and Dave' skit, where they pretended to be us and the rest of the students pretended to be groups that we had formed in class! It was really funny! They tried

to do it in English, but their English is terrible and I don't think they knew what they were saying!! Lots of good laughs and toasts to our new friends.

May 27 On our last night in Omsk, we went to a little pub down the way to have a few beers. The band played their usual English music. We ended up staying there till closing and then came home to finish packing before Yuri came to pick us up to take us to the airport. I was amazed to see 15 of our students waiting to say good-bye to us at the airport. It is Sunday morning at around 6 am and they are all there to say good-bye!!! It was very touching. They gave Tom and me each a book on Finance (in Russian, so can't read it). We said our final good-byes and then Peter, Damion, Tom and I boarded the plane for Moscow.

It was really an incredible experience in Omsk. What amazed me the most was how 1.3 million people can live in a city that is -40 degrees for a lot of the time, and then dusty and hot for the other few months. But they go about life happy, going through all the same major life events that we do – birth, graduation, jobs, marriage, children – and they celebrate and make the most of their lives. It is a really humbling experience.

DAMION KETCHUM OMSK, SIBERIA

May 8 Today is my birthday. Celebrated the first few minutes of my birthday waking up to cold frigid air – the air of Siberia – while descending the stairs of a small twin-engine plane onto the tarmac at 6:00 am. Our motley crew of half-asleep and weary-eyed travelers was met by our primary contact, Yuri, and several translators who we will be working with.



A totally Russian experience... Our students brought birch branches that we used to whip ourselves!

We arrived at our residence. Although it didn't look like much on the outside, much to our surprise, the inside was incredible.

May 5 I began this day filled with anticipation. I feel it is important to set the proper tone and get the class started off on the right foot. The introductions were lengthy, mostly due to the translation process, but the students were interesting. Many of the students spoke English (both a blessing and a blight), a few were from Kazakhstan, one was heir to a lordship, and several of them had the same name. Also interesting is the similarity of the students to Canadian students. Many of them were unsure of their future and didn't know what they wanted to do. Some had aspirations of travel, or of moving into a big city like Moscow. All of them were brimming with energy. I can see that it will be difficult to keep this class in line.

May 8 The more I get to know them, the more I love the students here. They are very friendly, and remind me of people back home. I learned that

two of our students were getting married in the fall. That night some of the students cooked for us. We had some Russian dishes. Even with my conservative pallet, I was still full by the end. Some other students came afterwards. We got beer for the guys, and ice cream for the girls. Afterwards we went to a local club.

May 11 Another student in our class was celebrating a birthday. We celebrated in a pub inside a cinema. Over several bottles of vodka and Moldavian whisky we talked of sports and politics, future plans, and friendships. We made several toasts – this is a Russian tradition – and enjoyed ourselves greatly. One of the students there was the son of an oil tycoon, and another, the son of a major government official. Most of these guys have real future – the Russian leaders of tomorrow. I couldn't help wondering what was in store for them in the years ahead. Would Russia rise again to become a major economic power or sink back into communism? Only time will tell, but these boys will be the ones making it happen.



The more I get to know them, the more I love the students here...

May 15 Today I amazed even myself. I went looking for a bank to exchange some money. I called all of our translators, but no one was home, so I set off on my own. I asked the building administrator and she directed me to a nearby bank. When I arrived it had already closed. What was I to do? I asked a local police officer if there were any other banks nearby. After some initial problems with communication, he offered to take me in his police jeep to search out some banks. Who was I to say no? So we visited different banks and couldn't find one that was open. My new found friends then resorted to other means. They tracked down an "entrepreneurial" money-

changer standing by the corner of the bank. I was a little hesitant at first, since changing money at a non-government exchange is illegal. But the officers encouraged me and when I went to do the deal, they turned their backs – literally.

May 20 As I wander the city, I have come to realize that the novelty of Russia may be passing. I am beginning to miss home a little. Through the statues of Lenin and memorials I am walking, watching teens playing in flowers while small children are trying their first cigarettes – they are probably no more than 9 years old. I look upon the aging buildings and forlorn streets and am weary

– I will be happy to be home. Yet I am truly grateful for my experience, my travels, and am better for it.

MARAL ASHDJIAN EKATERINBURG, RUSSIA

May 4 The introductions went fairly well today although some of the students looked bored. I suspect that some of the material was too basic for them. Teaching through a translator is a bit difficult but I think we'll manage well enough. Ludmilla (the translator) is very good and quite friendly.

Teaching note: this class has a lot of experience. Many of the students are directors and VPs or they own their own businesses. It feels a bit odd to be standing at the front of the class teaching them.

May 7 Teaching today went much better than yesterday. I did the size-up for the case then Paul walked them through the numbers. It took three hours to get through the whole thing but at least they were interested and involved.

Still trying to adjust to teaching through an interpreter. Both Paul and I are going to try to work on speaking in shorter sentences and with longer pauses so that Ludmilla will be able to keep up.

May 9 Rain. Rain. Rain. Thought about skipping the parade but... when will I ever get the chance to celebrate Victory Day in Ekaterinburg again? So I braved the weather by dressing in layers and borrowing a bright blue, ridiculous-looking, plastic poncho from Lachlan.

By the time we arrived at Lenin Square, we were wet and cold. About half an hour before the parade started, it started snowing. Great big, huge, wet flakes of

snow. If I hadn't been soaking and shivering, I might have thought it was quite pretty. The parade itself was quite amazing. Hundreds of soldiers were lined up around the square calling out three cheers. It was quite an amazing sight.

May 14 This afternoon, we visited a film studio where one of our students (Michael) is a finance director. It was particularly interesting for me since I have a background in publishing and am interested in becoming involved in the entertainment industry. We toured the studio and then sat with Michael and one of the producers and discussed possible strategies for the future of the company. They had a lot of ideas for developing their real estate but not a lot of thoughts for developing their film house. It was about as close to "base level" strategy planning as you can get. Their main concerns were that they had difficulty competing with the big studios in Moscow and St. Petersburg. Their competition had big budgets and the lure of the big city to attract top name talent. We left them with our thoughts and they seemed pleased with our visit.

May 21 Sunday was the last day of teaching and unfortunately, it ended on a low note. We tried to use a discussion format to keep the interest level of the students up but:

- a. Only nine people showed up for the class
- b. Two out of the nine were sleeping
- c. The rest of the students didn't feel that the case was relevant to Russia and they asked if we could end the class early.

It was disappointing to end the program this way. It was a difficult site to teach at because all the students are executives with



Who knew that teaching cases could be such a rewarding experience...

full-time jobs. Case-prep time is not always available for them and having classes over the weekend is not the ideal format.

May 22 Who knew that teaching a case could be such a rewarding experience! Today I taught a case for Ivan and Lisa's class [at the local university] and it was really enjoyable. Now I understand what LEADER is supposed to be all about! The students were attentive, talkative, well prepared, and participating. What a pleasure to teach students like that!

May 27 Off to Moscow today. Quite a memorable experience in E-burg. It was difficult at times but I learned a lot – not only from my fellow Ivey students but from the course material itself and from the students. Despite the fact that I've got quite

a bit of experience teaching, this was by far, the most challenging teaching experience I've ever faced. I'm looking forward to meeting up with the rest of the Leader groups in Moscow to hear their experiences. ■

To find out more about LEADER 2001, check out the feature article in the October 2001 issue of *Canadian Business*.

To find out how you can sponsor LEADER, call 519-661-3846, e-mail leader@ivey.uwo.ca or visit the website, www.leaderproject.com





From the Playing Field to the Board Room

Many Ivey students are also outstanding athletes, often competing at the university or national level while completing their demanding programs. Does the discipline and hard work of competitive sport give them an edge in the business world? Is sport truly a metaphor for life? *InTouch* talked to Bill Britton, HBA '58, and three other Ivey graduates.

IT'S ODD HOW ONE SPORT WILL capture the heart and soul of an athlete capable of playing many. In Bill Britton's case, the sport is football. His love for the game has scarcely abated during a long and successful career in business and law. Today he watches from the sidelines as a director of the Denver Broncos, but it's clear that the memories of his playing days are still vivid.

Britton played baseball, hockey and basketball in grade school. In his first year at Catholic Central High School in London, Ontario, he was too skinny for football, but by Grade 10, he had grown and was ready to don the pads. "It was the camaraderie with your teammates and the sense of purpose and focus," Britton says, explaining the origins of his passion. "I liked the contact – and I just loved being out in the rain and the snow. Playing at all levels, I really enjoyed the friendship of teammates"

After four years of high school football, Britton moved on to the

University of Western Ontario. In his first year, he made the famous Mustang football team and began playing as a running back for legendary coach, J.P. Metras. That year the team, quarterbacked by Don Getty, HBA '55, made it to the championship game but lost a heartbreaker to the University of Toronto Blues. The next two years were a period of building. By his final year, the Mustangs hit their stride. "We had some outstanding players," Britton remembers. "We had depth and a lot of skill. It was a team that was simply too strong for the competition." They didn't lose a game all season.

Throughout his university career, Coach Metras, by all accounts a colorful figure, was a strong influence on Britton. "He was very sound in his football principles, and he took a personal interest in his players and how they were doing in school and life." Metras had a talent, says Britton, for motivating his players without making big speeches. "Every time we stepped

on the field to play a game, we expected to win.”

When he completed his HBA in 1958, Britton had two goals – to complete a law degree and to play professional football. He achieved both in Vancouver, attending classes during the day and practicing with the B.C. Lions during the evenings. It was toughest during the football season when the team played games across Canada. Britton made a point of attending all his classes, no matter how late he had arrived home the night before, but rarely had time to study until the season was over. He also played rugby for UBC.

While completing his degree, he began to look for a law firm to start his career. He and his wife Linda, who were married while they were both attending UBC, decided to move to Calgary. “In those days, Calgary was still a small city but it had more head offices than any city in Canada other than Toronto or Montreal,” he explains. “It didn’t have an old boys system, which I liked a lot,

wind felt like a hurricane when you were running into it, and it felt like nothing when it was behind you.” After he had completed two laps in less than two and half minutes, the coaches, worried that he would collapse, begged him to slow down.

Britton was starter in the CFL for seven years, and although he never played in a Grey Cup game, his teams did well, posting solid records virtually every year. He retired at 29 to focus on his burgeoning legal career – one of the toughest decisions he ever made. “I really didn’t want to quit. And I didn’t realize how much I was going to miss it until it happened.”

Although he thought he was finished with football, new opportunities began to crop up. For several years he did a daily five-minute radio program on football. In 1973, he became a director of the Calgary Stampeders, the first ex-player ever honored in this way. He remained on the Board for many years, serving as president

It was the camaraderie with your teammates and the sense of purpose and focus

and we seemed to be on the same wavelength as Calgary people.”

But Britton also wanted to play football. The Calgary team said they would be happy to have him, if a trade could be arranged. It went right down to the line, but on the second day of training camp Britton got a call to tell him that a three-way trade had been made.

Britton vividly remembers his first practice with the Stampeders. Accustomed to running wind sprints or quarter miles at full speed, he was surprised when the coach asked him to run a mile in under six minutes. Eager to make a good impression, he took off around the track. “It was the first mile I’d ever run in my life. It was a windy day and I remember that the

in 1983-84. He was especially honored to be named to the UWO Sports Hall of Fame in 1986.

Meanwhile, his career had taken off. A busy corporate practice focused on financing, acquisitions, dispositions, mergers and major contracts led to international work and extensive travel in the Middle East and Europe. He became the first Managing Partner, then Chairman of Bennett Jones, the firm he joined out of law school. He served in the senior management role until 1997. Today, he is a director with a number of companies in Canada, and several in the U.K. and the U.S. He is lead director at ATCO Ltd. and Canadian Utilities Limited.

In 1984 he got an urgent call from an Edmonton friend, Pat

SEAN READE

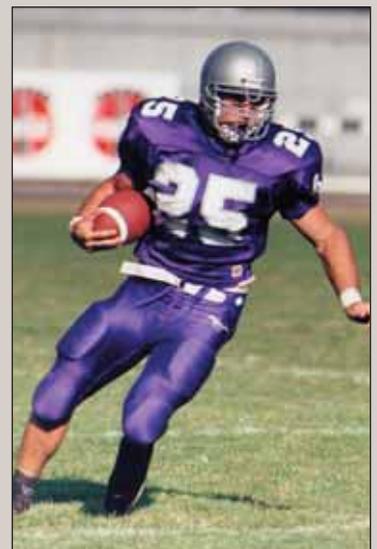
As a Mustang, Sean Reade, HBA ’96, scored 37 touchdowns, a Western and OUAA record, and rushed for almost 3,000 yards, also a Western record. Today, Reade is a jet fuel trader with Koch Industries. He plays soccer and runs and works out to stay in shape.

“Football gives you discipline. You learn to take care of everything you need to be at the top of your game. We had a pretty successful squad at Western, and we all knew it took hard work. That carries over into business.

“One thing you learn as part of a team is that you can’t make assumptions about anybody. You have to keep an open mind, and realize that the people you’re working with, or working against, are all different. You have to be sure you don’t classify people before you really understand what they’re all about.

“Sure, I miss football – but I don’t miss having a sore body ever day of the year! It helps that I deal with a lot of competition in my job. Some people say it’s stressful, but I enjoy it because of the competition. The thing I miss most about football is just hanging out with the guys, but this also a business where you develop strong relationships.

It was a great time of my life. I had lots of fun and the guys I played with were great guys. I still keep in touch with some of them. I wouldn’t change anything.”



KIRSTEN FELDMAN

Kirsten Feldman, MBA '84, was a competitive swimmer from the age of 8 to 20. She switched to rowing, and by the time she came to Ivey, she had already won the Canadian light-weight championships in pairs, fours and eights. Today, she is an Advisory Director with Morgan Stanley Dean Witter in New York. She has two children, three and six, and she recently completed her first triathlon.

"One thing I enjoyed about rowing is that it's a team sport, whereas swimming is an individual sport. When you're rowing in an eight, you've got eight people who really have to work in synchrony together. I think that's helpful with school, and it's certainly helpful later in life.



"When you're one of hundreds of applicants, it's good to be able to point to something where you've demonstrated hard work, competition, discipline and high achievement, and had experience with teamwork. When I was being interviewed at Morgan Stanley, they asked me how I coped with competition. Basically, my answer was, 'I've been competing all my life.' That was good enough for them.

"As a varsity athlete, you learn time management skills that are useful in your career. And of course, you learn discipline. It really takes discipline to get out of bed in the dark every morning and get out on the lake!

"A certain amount of sacrifice comes with being a competitive athlete, but I wouldn't change what I did. The lesson I learned is that if you work hard and stick with something, you can be successful. That lesson just translates into the rest of life."

KENT THEXTON

Kent Thexton, MBA '89, was recently inducted into the W Club Hall of Fame. He counts the CIAU 1500 championship, the Cross-country CIAU team gold and running the four-minute mile as his top athletic achievements. Today, he is Chief Data and Marketing Officer for BT Wireless and lives in England with his wife and two children. Thexton often gets up at 5 a.m. to run five miles before going to work.

"When you're running competitively, it's completely you – how well you perform, how deep you dig, how much pain you're willing to go through. When I started running in high school, my marks went from the mid-80s to the mid-90s, because I had learned how to focus."

"You only achieve in sport as much as you put into it – how hard you work in training is ultimately how well you're going to be able to perform. Then, there's also the day itself, when you have to be able to bring your best game to it. In translating that to the work environment, I really learned how to discipline myself, to work hard, to set goals and deliver on them, to push myself. I also learned how to prioritize things and get the important things done. The big moments in business aren't as intense as the big moments in sports, but when you're making a presentation to the board or a major customer presentation – that's when you need to have your best game.

"Competitive sport affected me very much in terms of who I am today. I remember those times with great joy."



Bowlen, asking for his help with a big deal. As it turned out, Bowlen was buying the Denver Broncos. Britton completed the deal, then was asked to join the Broncos board. He is the proud owner of two Super Bowl game balls.

In Britton's experience, sport is often a microcosm of life. "Football requires a lot of effort and discipline," he says. "You have to stretch, strain and strive to achieve. It requires fully functional teamwork, a clear plan of how you are going to win and flawless execution. If you go as hard as you can, the results are remarkable and probably far beyond what you thought possible. All of that is true of business and other aspects of life, too."

Success in sport, as in business, relies on setting goals and keeping them clearly within your sights, Britton says. With only 16 games in the CFL season, each one was crucial. Both short and longer term goals were always clearly defined and sharply focused. "To me, that's a formula for achievement as you live your life," he says. He also says it's important to be mentally, spiritually, emotionally and physically balanced. "If you ignore or over-emphasize any of these elements, you'll be out of balance."

Britton and his wife have two sons and three daughters, all married and living close at hand in Calgary. Britton coached both sons when they played football as boys. All of the children ski raced over a 16-year period. Among them they also competed in track and field, soccer, water sports, triathlons and equestrian show jumping. Sons Chris and Dan now operate Chariot Carriers, a company that manufactures child carriers sold in Canada, the U.S. and Europe.

Britton himself shows no signs of slowing down, although he says he will retire from the law by age 70. "I think there'll be a lot of other things to do after that," he says. Certainly, there will always be the joy of watching a good football game. ■



Profile

Fresh Faces

IN SEPTEMBER, IVEY WELCOMED 11 new faculty members – outstanding researchers and teachers recruited from top schools around the world. In this issue of InTouch we take you up close and personal with three of the newcomers.

JUNE COTTE

Time is of the essence for June Cotte. The marketing professor who recently joined Ivey from the University of South Carolina is interested in how consumers and business people perceive and respond to time. One of Cotte's key findings is that when an individual's time style is different from that of the group, the gap can cause unhappiness and dissatisfaction with work.

Cotte grew up in Winnipeg, completed an undergraduate degree at Brock University in St. Catharines, then took a job with Union Gas in southwestern Ontario. While working in the Marketing Research department and studying for her MBA on a part-time basis at the University of Windsor, she discovered a passion for research. "When you do research for a company, the questions you look at tend to be fairly similar," she says. "I thought if I became an academic, I could research any question I wanted." In January 1994, she started her PhD at the University of Connecticut.

She went into the program expecting to focus on international strategy, but soon became fascinated by issues of consumer behavior. Cotte's doctoral dissertation focused on how women allocate time between leisure and work, and how they choose to spend their leisure time. During her research, however, it was the subjects' perceptions of time and "time styles" that caught her attention. That led to a number of other studies looking at the influence of time styles on how people shop, how they work together and how they perceive work.

Although time styles remain a powerful interest for Cotte, she is also exploring other topics. One stream of research looks at how family influences, both genetic and environmental, create consumer behavior. A third stream is focused on emotional

reactions to negative advertising – the kind that uses fear or guilt to get a response.

It was also at Connecticut, where doctoral students teach many of the foundation undergraduate courses, that Cotte discovered her love of teaching. "I thought of teaching as a sort of necessary evil to get a research job," she says, "but when I got into the classroom, I really enjoyed it. I'm a bit of a ham, and all of a sudden I was performing!"

Cotte met her husband, Daniel Crim, an accountant, when he was a fellow student in the PhD program. He discovered that a PHD wasn't what he wanted, but stayed in Connecticut to be close to her. "I've been incredibly blessed," she says, "because he keeps moving with me." He has now found a job with the Faculty of Health Sciences at Western,



A WARM WELCOME TO IVEY'S NEW FULL-TIME FACULTY MEMBERS, SEPTEMBER 2001

Chris Anderson Management Science

June Cotte Marketing

Abhijit Gopal Information Systems

Mary Heisz Managerial Accounting and Control

Guy Holburn Global Environment of Business

Zeigham Khokher Finance

Christine Pearson Organizational Behavior

Carol Prahinski Operations

Laura Reave Management Communications

Glenn Rowe General Management

Stewart Thornhill General Management/Entrepreneurship

and is planning to complete his Canadian CA exams next year.

Cotte is thrilled with her new academic home. "Ivey is a family place," she says. "Coming here doesn't feel like taking a job; it feels like joining a group. People are just genuinely nice." Ivey is a family place in another sense, too. Within two weeks of her arrival, Cotte discovered that she was pregnant. Her baby is due in early March. She says her colleagues have been very supportive, offering to help with her courses while she is away.

Cotte and her husband are enthusiastic whitewater kayakers and cyclers. She explains: "We both love to cook and we both love to eat. That's why it's a good idea to do something active!"

STEWART THORNHILL

If it hadn't been for CBC anchor Ian Hanomansing, Stewart Thornhill might still be a radio journalist, and entrepreneurship research would be the poorer for it.

Thornhill financed his undergraduate education in mechanical engineering at the University of New Brunswick by doing news and sports reporting on radio, first for private stations and later for the CBC. As his degree came to a close, he had to choose between a career in engineering or in broadcast journalism. "I was competing with guys like Ian who had huge amounts of talent, and I realized I was probably a better engineer than I was a broadcaster." Thornhill accepted a job with Michelin Tires.



After five years, Thornhill made another decision – to move from Atlantic Canada to British Columbia and study for an MBA. This time, his part-time jobs were in teaching, as a GMAT preparation instructor and as a teaching assistant in undergraduate finance courses. He discovered that he enjoyed teaching and had a talent for it, so he began thinking about an academic career.

Before starting his PhD, Thornhill took two years off. He moved

Trying to run a business on just one narrow area of expertise is a recipe for disaster

to Japan where he taught English and pursued his love of karate. "It's like going to golf camp with Tiger Woods and David Duval," he says, "That's where the best in the world are, and this was a really great opportunity to train with them."

Returning to UBC, Thornhill spent the next four years working with Raffi Amit, one of Canada's top entrepreneurship scholars. Thornhill's interest in entrepreneurship went back to his experience as a "spectacularly unsuccessful" small business owner. While working as an engineer, he started a company doing sales and manufacturing for tourist festivals in Atlantic Canada. In two years, the company barely broke even. "That experience taught me how little I know about business. I didn't know how to do financials, I didn't know marketing. I

knew a ton about making tires, but almost nothing about making money."

In his thesis research, Thornhill looked at what leads entrepreneurs to start their businesses, and once they're started, what helps them survive. "One of the things we've found," he says, "is that it just takes one gap in knowledge for a company to fail. So you may know everything about marketing, but if you don't rely on an accountant and a

lawyer, and draw on other areas of expertise, you're not going to make it. Trying to run a business on just one narrow area of expertise is a recipe for disaster."

Thornhill is now working on a project involving a group of companies in Vancouver that have recently taken on capital to help them grow. He will track them over time, looking at why they want to grow, how much they want to grow and how their companies fare. He is also a research fellow with Statistics Canada and is working on several projects based on large-scale data sets collected by the federal agency.

Thornhill loves teaching and especially relishes the unpredictability of an Ivey classroom. "I go into class with a lesson plan and an idea of where the case is going to go, but it hardly ever goes there. I have a lot of fun because I learn as much, if not more, as the students, just by hearing their insights."

Although karate remains an interest, Thornhill is now a dedicated triathlete, and much of his spare time is spent training. He says that long-distance swimming, running and biking help

him think more clearly. “I’m just more effective if I exercise every day,” he says. “I sleep better, I work better, I manage the stress. It’s when I’m training that I do a lot of my best thinking.”

CHRISTINE PEARSON

As an expert on organizational crisis management, Chris Pearson has nothing but praise for the way that companies and governments dealt with the terrorist attacks of September 11.

“With first response, you need to care about the people who are working for your organization,” she says. “From what I saw on CNN, companies did very well with that. In fact, I think the city of New York and the national government also did good modeling in that regard.”

Pearson traces her interest in crisis management back to a time when she was five or six. She remembers her father, who worked for an airline, coming home one night after an accident at his station. It was many years later, after completing her BA at City University of New York, living for two years in Guam with her Navy pilot husband, and having two sons, that she began to pursue her interest.

crises ranging from plant explosions to product tampering and executive kidnapping.

One focus of the Center’s work was identifying early indicators of potential crises. While studying the issue of workplace violence, Pearson began to explore incivility and aggression as a starting point for more extreme behavior. The work immediately struck a chord with media and the public. Pearson found that men are just as likely as women to see themselves as victims of workplace incivility, although men are much more likely to be instigators. Perhaps her most important finding is that people on the receiving end of incivility are more likely to take time off, not work as hard, or leave their jobs. An important step, she says, is for companies to set a base line for behavior. “It



practical skills and knowledge, helping them see situations from new angles and honoring multiple perspectives within the classroom. She is already very impressed by the diversity and quality of Ivey students. “The students here are very smart and very thoughtful. They have a wonderful variance in skills, expertise and experiences. When you’re trying to push on the side of creative thinking, it works really well to have diversity.”

Pearson was lured to Ivey by the opportunity to internationalize her research in crisis management, using Ivey’s strong links to Asia and other parts of the world. She plans to begin interviewing senior executives in Canadian-based companies about their crisis management programs and how globalization affects them, and see where the work leads. “What really intrigues me is how you determine what the standard for crisis management will be as you move across different borders around the world, and how you weigh the potential risk against the cost.” She also likes Ivey’s emphasis on pragmatic applied research. “The ultimate test for me is if what I’m doing connects for people who are out in organizations.”

Pearson and her husband have moved into a 103-year-old house in London and are in the process of renovating. Their two sons work in the U.S., Jim in a California computer hardware development company, and John with a North Carolina sports distribution firm. ■

The students here are very smart and very thoughtful. They have a wonderful variance in skills, expertise and experiences

After a Masters degree at California State University, she enrolled in the doctoral program at the University of Southern California. There she helped start up the Center for Crisis Management, housed in the business school. The Center worked with Fortune 100 companies and some public sector organizations to develop better ways to deal with

may simply be one sentence in the mission statement that says ‘we expect people to treat each other with respect.’”

Pearson moved from the University of Southern California to the University of North Carolina in 1983, attracted by a more traditional faculty role with more teaching. As a teacher, Pearson believes strongly in giving students



Development

A Room of Their Own

Thanks to Arkadi Kuhlmann, HBA '71, MBA '72, Ivey's new addition will include a lounge for retired professors



(FROM LEFT) MIKE LEENDERS, ARKADI KUHLMANN AND LARRY TAPP CELEBRATE KUHLMANN'S GIFT OF A NEW LOUNGE FOR RETIRED PROFESSORS.

IT'S A FACT OF LIFE FOR EVERY BUSINESS school and university in North America. Faculty members who swelled the ranks during the rapid expansion of the Baby Boom era are now beginning to retire. At Ivey there's a focus on recruiting outstanding young faculty members. But what about the retirees – are they disappearing, taking with them their experience, expertise and enthusiasm?

Not if Arkadi Kuhlmann has anything to say about it. Kuhlmann is President and CEO of ING Bank in the U.S. and a member of the Ivey Advisory Board. In early October, he announced a gift to the Ivey Business School to create a special lounge and workspace for retired faculty members. The lounge will be part of the Lawrence National Centre for Policy and Management, an addition to the School that is currently under construction.

"It's a place where retired faculty members can work, have meetings, connect with other faculty, and talk to alumni and students," Kuhlmann explains. "It will send a very clear message that our professors are and will continue to be highly valued at Ivey."

In the past five years, more than 20 faculty members have retired, including Bud Johnston, Adrian Ryans, Peter Newson, Al Mikalacki, Don Thain and Ross Archibald. "These are people who have dedicated their lives to building Ivey to the great school it is today," said Dean Larry Tapp in announcing the gift. "By their commitment and hard work they have put Ivey on the map."

At the moment, the retired professors share a single over-crowded office. The new lounge will include a comfortable and attractive sitting area overlooking University College hill and six well-equipped workstations. The Kuhlmann gift will also pay for ongoing operation of the new space, ensuring that retired faculty members have easy access to business services such as phone, e-mail and faxing.

Professor emeritus John Graham says the lounge will help maintain the continuity of the School. "A place like this makes it attractive to come to the School," he says. "Without a space to work, it would be easy to feel like an outsider." Bud Johnston, also a retired faculty member who is remembered as one of Ivey's most colorful deans, agrees. "It's important to maintain contact with our senior people, to perpetuate the values that this School was built on."

Rather than naming the lounge for himself or his company, Kuhlmann has asked that it be named in honor of Mike Leenders, a long-time faculty member who is due to retire next year. Leenders taught Kuhlmann when he was a student and they have stayed in touch over the years. Leenders now serves on the board of ING Canada. "Michiel has served the School with great dedication for a very long time," said Kuhlmann. "He has demonstrated the best values that faculty and students can carry forward. He is an exemplar of the many professors who have made

lasting impressions on Ivey students through the years."

At the announcement, Leenders was clearly moved by the tribute. "I have always been amazed by our graduates in terms of what they're able to accomplish in the world, and Arkadi is no exception," he said. "As a faculty member, all I've done is try to do my best and hope like hell that my students will forgive me my sins and recognize some of the better parts!"

Leenders completed his MBA at Ivey in 1959, then went on to complete a PhD at Harvard. A leading researcher and teacher in the field of purchasing management, he forged a strong link with the Canadian Purchasing Managers' Association – a connection that led to the creation of the PMAC Chair in Purchasing Management in 1993 and the Ivey/PMAC Purchasing Index in 2000. He is also an acknowledged expert on the case teaching method and with his partner Jim Erskine, has conducted workshops in more than 30 countries around the world. He co-authored three books, focusing on case writing, teaching and learning, with Erskine and Leenders' wife, Louise Maufette-Leenders.

Both Graham and Johnston are delighted with the naming. "This is a marvelous gesture on Arkadi's part," says Graham. "Mike has done so much for the School, and worked so hard. He has helped to put Ivey front and centre around the world." ■

same direction. Bellowing smoke and flames rose high into the sky. Debris could be seen falling from the towers. Almost everyone watched in quiet horror. The rest wept.

We returned to the office just in time to hear that the Pentagon had been hit by a third plane. After that, the South Tower collapsed, then the North Tower. Each new event accosted us before we'd even had a chance to assimilate the previous piece of information.

It was time to leave the building. The radios, now blaring from every corner of the office, informed us that the subways, trains, bridges and tunnels had all been shut down. Knowing that many of our colleagues would be stranded, those of us living in Manhattan invited the rest to our homes. The streets were so crowded with the tens of thousands of us walking north from lower Manhattan that emergency vehicles could barely move toward the site of the devastation. Strangely, above the din of the blaring sirens, not much else could be heard. Massive crowds walked silently, all of us numb and in shock. Here and there, someone hurried by, completely covered in ash.

Over the next few days, the utter grief over the tragedy struck as the reality of all that was lost set in. But another, almost ethereal, phenomenon occurred. The impatience of New York City was stilled; people became visibly more tolerant, more thoughtful, more giving, and more loving toward one an-

other. Friends and families came closer together. And everywhere, throughout the world, thoughts and hearts united.

The world changed on that day. It is now, sadly, without the presence of all those precious people who did not survive, including our fellow alum Ken Basnicki. For a time, it is without our carefree and unworried existence and our optimistic spirit. More than ever, it is without peace.

But September 11th also served as a catalyst. It brought out the collective power of humanity. It summoned the best and brightest part of ourselves. It taught us that we are capable of setting aside our hatred and contempt, our anger, and envy, and resentment. We are able to do without keeping score, without weighing balances, and without holding on to petty grievances and grudges. We can let go of bitterness and regret.

The world needs the positive power of September 11th to linger and grow. For each of us, the real effort begins by looking inside. Examining our own motives, our own hearts. Making small, daily, deliberate choices that can – and will – eliminate the climate that fosters hatred and intolerance.

We have it in us. September 11th, and the days that followed, proved it.

JOHN TOOMEY, MBA '89

At 9 a.m. on September 11, I was about to give a 20-minute presentation to approximately 1000 people (500 in person and

500 by video conference) on JP-Morgan Chase's internal technology infrastructure team. The presentation was being given at Chase Manhattan Plaza on the 60th floor. This building, the third tallest in lower Manhattan, is just three blocks from the World Trade Center. At 8:58 we heard a boom and a few minutes later there were papers floating through the air. Someone suggested that perhaps a cannon of flyers from the New York mayoralty race were being distributed. Then people said the WTC was on fire and I went to the window facing west. I watched for five minutes or so and saw some people who were forced to jump from the top floors of the first tower. (I believe that your body forces you away from fire: it is a physical reaction, not a decision.)

My boss cancelled the presentation. I had just picked up my bag to leave when I heard another boom, felt some impact and saw a flash of fire. People were running away from the west-facing window and screaming. Thinking it was a bomb and not knowing if it was our building or another (it was that loud), I yelled at people near me, maybe 50 or so, to exit down the stairs. I went with this group down 60 flights of stairs. We were all nervous, but several of us encouraged people not to push, to keep calm and to help others. We made good time and exited the building in 10 minutes.

When I got to the lobby, I was shocked by the sight of thousands of people gawking at the WTC in the open plaza. I did not consider that a building might collapse, but my survival instincts and military training told me that when things are blowing up in tall buildings, it's a good idea to get away from tall buildings. A



colleague, Brigid, came east with me about three blocks and we stepped into a deli to grab a water and decide what to do. I wanted to get a call to [his wife] Rebecca, but cell phones were jammed. Brigid and I discussed getting out of Manhattan and we agreed she would walk on the Brooklyn Bridge to her apartment and I would try to take the ferry from Pier 11 (lower southeast of Manhattan).

I walked toward Pier 11 and was on the dock when another huge explosion occurred and a grey and black cloud came toward us. I ran to the end of the dock with about 50 other people, not knowing what happened. I thought another building much closer to us (maybe the Stock Exchange) had been bombed. (From where I was at this point, the view of the WTC is blocked by other buildings.) Just then, a ferry pulled in and we all got on (no matter where it was going) and pulled into the East River just as the cloud enveloped the boat. The mood was somber and scared. You could not see more than 10 to 15 feet off the boat and it seemed silent (although it was not). People held handkerchiefs and Kleenex over their noses and mouths and we got covered in a film of dust and ash. I spoke to a man who was walking on Broadway when the first plane hit and he saw body parts on the sidewalk. He seemed to know that planes had crashed into the WTC, which was the first time I understood that it was not a bomb. We sat quietly as the ferry seemed to drift in this fog and it's hard to put into words our state of mind.

After 10 to 12 minutes of going through this mist and not knowing what was coming next, the ferry emerged into the sunshine and blue skies of a

perfect day. I looked north to the WTC and saw just one tower. At certain angles, one tower blocks the other (you saw this on news footage) so I assumed that was the angle I was at. Ten seconds went by and there was no other tower. I turned to the guy next to me and asked "Where did it go?" and he just said "It's gone."

I was in a state of shocked disbelief as the ferry went by the WTC, perhaps half a mile away from the damage. We saw what looked to me to be about 20 floors left standing of the south tower while the north tower continued to burn. We saw another 6 to 8 people jump from the north tower as the ferry headed for New Jersey. It first stopped at Port Liberty, right across the Hudson from the WTC. I got off and assumed that I could hitch a ride with someone heading west bound in order to get home. As I was leaving the ferry, the north tower came down in about 10 seconds – straight down. I hadn't expected that, even though the first one had collapsed.

I hitched a ride with a man called Eric (who I hailed in the parking lot) and we listened to the radio as our mood changed. We were now becoming curious about what had happened and why, and starting to worry about our friends (and Eric about his family – his sister worked in WTC – I never found out if she was safe). The radio described what was happening at the Pentagon and the fact that all planes in U.S. were being grounded (were we under attack elsewhere?). I



started to worry about friends and neighbors who I knew worked in WTC and started to steel myself against the worst scenario. My own safety had ceased to be a big concern after I got on the ferry (I figured that I could swim if necessary), and as that

passed, my mind raced on to all the implications. For my family, neighbors, town, colleagues, the nation. How could people do this, how could the government allow this to happen, how would we respond?

I went over to see Ground Zero about a week after the incident, just to try to understand the impact of the void. It was a weird feeling because it was so changed. It was like going back to a place you remember 30 years ago and finding that the landscape has changed.

Except for the skyline, on the ferry all now seems normal. Rounding the southern tip of the Island, your eyes are automatically drawn to the spot where the WTC used to be. The void is immense and the sense of the loss – of a landmark, a symbol of the strength of New York, and of human life – comes at you again. The other night, five young businessmen were drinking beers in paper bags and having a grand time on the ferry. At first, it seemed so inappropriate. But people are returning to normal and as I thought about it, people laughing and having a good time did not offend me as it did minutes before. ■



Alumni Speaks

The day that changed everything

Mona Attard, MBA '91
John Toomey, MBA '89

TO COMMEMORATE THE EVENTS OF September 11, InTouch asked two alumni to reflect on their experiences in New York on that day. We dedicate these moving accounts to Ken Basnicki, HBA '75, who perished in the World Trade Centre attack.

MONA ATTARD, MBA '91

That day, I started work the way I normally start it. Sipping a coffee I'd picked up on the way, I checked e-mail and voice mail, deciding what needed my attention sooner rather than later. A few of my colleagues had already arrived; others were trickling in. No-one in a particular hurry to tackle yet another day of the project we've labored over for the past two years. And no one – not among our group, or anywhere else in New York City that morning – was even vaguely aware that only a few minutes remained of the world as we knew it. That sounds dramatic as I write it, but what followed was, in fact, the most awesome event in my lifetime.

A phone rang. "Hello? Yes... What?!! OH MY GOD! You're kidding!" My colleague slammed the phone down, sprang to his feet and shouted, "A plane has hit the World Trade Center!" More exclamations. I thought, "It's probably a small plane that somehow wandered too far off course." A few people

headed immediately outside to see what happened. The twin towers were visible from the park a block west of us. I stayed at my desk, having no morbid curiosity or need to witness the "accident" at this point. I did, however, dial in to the Internet and started searching for a news web site that carried the story. Minutes later, another colleague who'd been on the phone yelled out, "A second plane has hit the other tower!" Now, disbelief reigned, and for a

few moments, people were too dumbstruck for exclamations. Slowly, painfully, the terrifying realization that we were being attacked seeped into our consciousness. Finally, the words were uttered.

The next horrifying hour unfolded in a blur. I needed to go outside now and see for myself. Three of us half walked, half ran to the park. Already, a large crowd had gathered there, and everyone gazed in the exact

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