

Richard Ivey School of Business
The University of Western Ontario

IVEY

intouch

A magazine for alumni and friends of the Richard Ivey School of Business/Fall 2003

Everyday Heroes

Jacques Ménard is one of several Ivey alumni who have received the Order of Canada. *Page 26*

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RICK ROBERTSON,
HBA '75, MBA
'84, PHD '87



Doing Business

The School in the World

Ivey launches Executive MBA Continental section

PUT 40 SEASONED SENIOR MANAGERS IN a room together with a top professor for four days and what do you get? Lively discussion, shared experiences, new ideas, and lots of learning.

That's the concept behind Ivey's new Continental Executive MBA. In March 2004, students from across North America will begin meeting once a month for four consecutive days from Thursday to Sunday at the Ivey Spencer Conference Centre in London. They will graduate 16 months later, at the same time as students in the Mississauga and downtown Toronto sections of the Ivey Executive MBA.

The Continental section will be comparable to the other sections in every way. Like them, courses will be delivered by full-time faculty, using the same face-to-face, case-based

learning methodology. "This is an opportunity for executives outside Ontario to participate in the Ivey experience," says Professor Paul Bishop, MBA '64, Director of Ivey's EMBA program. "In a compressed period, it offers the same content, the same intensity and the same number of contact hours as the other sections."

It's expected that many members of the class will fly in from western Canada and elsewhere in North America, traveling Wednesday afternoon and returning home Sunday night, in time for work the next day. Bishop has already received enthusiastic support from Ivey alumni in Alberta. "Based on their own experiences at Ivey, they are very positive about the School, and they've given us some very good ideas."

The modular residential program offers unique benefits, Bishop believes. "The major learning for people with this level of experience is from one another," he says, "and they have to be in a classroom together to do that." Ivey Spencer Conference Centre is the ideal facility – comfortable, efficient and purpose-built for executive learning. Between sessions, members of the



IVEY SPENCER CONFERENCE CENTRE

class will stay in touch with one another and with faculty members using state-of-the-art software.

The four-day modules will help students fit the program into busy executive and family schedules, while allowing them to immerse themselves in learning during their time at Spencer. Another plus is that students will be geographically diverse, bringing a truly continental

perspective to classroom discussions.

For Ivey, the new section means access to a pool of high quality students that would otherwise be out of reach. For the students, it means access to the Executive

MBA ranked tops in Canada and 11th in the world by the Financial Times of London. Says Bishop: "Ivey has offered MBA and executive learning programs for more than 50 years. It's what we do best."

Don Johnson receives Purple and White award

DONALD K. JOHNSON MBA '63 WAS named a recipient of the 2003 UWO Purple and White Award this spring, in recognition of his philanthropic interest in the University and volunteer contributions to the community. Johnson, Vice Chairman of BMO Nesbitt Burns, has been a leading advocate of personal and corporate philanthropy.

Among his many contributions to the Ivey Business School, Johnson recently made a \$1.3 million gift to renovate the Ivey Spencer Conference Centre, home to Ivey's innovative Executive Development Programs. In recognition of the gift, the north wing of the building has been named the "Donald K. Johnson Executive Wing."

Johnson has also taken his message of philanthropy to the federal

NEW JOINT HBA AND KINESIOLOGY PROGRAM

Thanks to a new concurrent program in kinesiology, Ivey students can now obtain an HBA degree with a focus on sport management.

The new program joins a number of existing concurrent degree programs in which an Ivey HBA can be combined with a degree in Engineering, Law, Medical Sciences and Media, Information and Technoculture.

HBA Director Rick Robertson is looking to develop more concurrent programs down the road. "These offerings will draw students who are committed to a particular area of study but also have a strong interest in business," he says. "It's an approach that's both attractive to students and attractive to employers."

NEW MBA CURRICULUM INTRODUCED

“Curriculum review occurs on a continuous basis at Ivey, but once every decade or so, we ask ourselves a fundamental question: ‘Would this be the MBA program we would design if we were starting from scratch?’”

That’s how Professor Terry Deutscher describes the motivation behind a major curriculum overhaul that is currently being implemented. With input from alumni, recruiters, students and faculty members, the program has been updated and restructured to reflect the new realities and needs of today’s business world.

The revised program consists



of eight 7-week terms, grouped into themes that mirror the business decision-making process. The first two terms focus on honing people and quantitative skills. Then it’s on to

formulating strategy and understanding basic business processes. In terms five and six, the perspective is international and the focus is on implementation. Terms seven and eight add depth and focus by offering a wide array of electives. At key points throughout the program, there are integrative events and activities designed to make all the pieces fit together. “At every stage of the program, students

not only learn the subject matter, but also know why they are learning it, how it integrates with other aspects of the program, and how to apply it to business decision-making,” says Deutscher, a member of the Curriculum Review Committee.

Although much has changed, Deutscher says the heart of the program remains constant. Learning continues to revolve around real-world business cases and takes place in small learning teams and lively classroom sessions. “We have remained true to our strengths,” Deutscher says, “developing collaborative leaders and sharp decision-makers who understand the real world.”

government, convincing it that a change in the tax laws would help charities raise more money. Thanks to his vigorous lobbying efforts, the



DON JOHNSON
RECEIVES PURPLE
AND WHITE
AWARD FROM
UWO PRESIDENT
PAUL DAVENPORT

government has dropped the capital gains tax on gifts of securities by one-half.

Johnson provided leadership in the School’s successful \$75 million campaign, and serves on the School’s Advisory Board as Chair of the Development Committee. He is also Chair of the Council for Business and the Arts in Canada and sits on the Board of the Toronto General and Western Hospital Foundation.

Students partner with Salvation Army in Ivey Client Field Project

WHEN EMA ZHAO, MBA ’03, CAME TO London, Ontario as an international student, she did not expect to be visiting shelters and talking to the homeless.

As part of the Ivey Client Field Project, she and four other international students prepared a report for the Salvation Army that concluded that homelessness in London is a growing problem and one that has a major economic impact on the city.

The report showed a strong correlation between homelessness and health conditions, mental illness, the correctional justice system, and tourism and recreation. The students also argued that the business community has a social and economic responsibility to get involved. The Salvation Army plans to use the research to gain support in addressing the issue in London.

Zhao and her team, Mary Ma, Richard Chen,

Steven Zhou and Weiyuan Xu, all MBA ’03 grads, found it a very valuable experience to take the skills they learned at Ivey from the classroom to the community. “The people we talked to were very receptive and responsive,” says Zhao, who is now working in investor and public relations with Citigate Dewe Rogerson in Beijing. “As international students, we were glad to be a voice in the community.”

The Ivey Client Field Project is the largest and longest-running program of its kind in Canada, helping to assist companies and provide students with an exceptional learning experience.



IVEY CLIENT FIELD
PROJECT TEAM THANKED
BY SALVATION ARMY

Larry Tapp addresses The Empire Club of Canada

IN A SPEECH TO THE EMPIRE CLUB OF Canada in Toronto on May 29, former Ivey Dean Larry Tapp warned about the crisis brewing in how Canadian



business schools are funded and governed. "To thrive or even just survive amid the changing conditions in which our business schools in Canada operate requires that they be continuously aligned with the changing needs of the constituencies that they serve: their students, alumni and employers of their graduates," he stated.

Tapp focused on four key issues facing Canadian business schools: the needs to focus our financial resources on centres of excellence, to change the place of professional schools within the university environment, to build stronger links to the corporate community, and to develop our own definition of success and measure ourselves against it.

Under Tapp's leadership Ivey expanded into Asia, gained international stature, and led the way in the deregulation of Canadian business schools. He retired at the end of June.

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Natalie MacLean raises a glass to fine wine writing



IVEY GRADS HAVE won many awards for producing fine wine, but Natalie MacLean, MBA '92, is now winning them for writing about it. Al-

ready the recipient of a number of prestigious awards for drink writing and journalism, her e-newsletter *Nat Decants* was recently named one of the three best food and wine newsletters in North America at the James Beard Awards. She has also just been named the World's Best Drink Writer at the World Food Media Awards in Australia.

Nat Decants is a highly entertaining e-newsletter that helps its readers make choices from restaurant wine lists and liquor stores, match wine with food, and chuckle over the lighter side of wine. "The newsletter focuses on the culture of drink: what goes on around the glass, rather than simply what's in it," says MacLean. "I make wine recommendations, but they're usually in the context of an article that looks at some broader issue."

MacLean invites Ivey grads to sign up for her free newsletter, whether they are experienced wine lovers or

just looking to cultivate their tastes. "Wine drinking is one of those sensory pleasures that you can pick up at any time of your life," she says.

To request *Nat Decants* or to get further information, email Natalie MacLean at natdecants@rogers.com or visit www.nataliemaclean.com.

Professors named to academic appointments

THREE IVEY PROFESSORS HAVE RECEIVED important academic appointments in recognition of their academic contributions.

David Sharp has been appointed to the Donald F. Hunter Professorship of International Business (a Maclean Hunter endowment), for a period of three years. The award was established in recognition of the country's need to improve and expand international business education in Canada.

Charlene Nicholls-Nixon has been appointed to the ERA Fellowship in Entre-

IVEY CYCLISTS RIDE FOR MS

"Ivey people tend to be really active and like a challenge."

Erica Courtis, second year HBA student, is explaining why she and Professor Carol Prahinsky decided to organize a team of Ivey cyclists for the 150-kilometre ride between Grand Bend and London to raise money for Multiple Sclerosis. TeamIvey consisted of 12 people, representing staff, faculty, and MBA and HBA students. They joined about 600 other cyclists for the event.

The first leg of the ride began in Grand Bend and ended in London with a dinner and dance. The next day the cyclists completed the trip, raising in total about \$325,000 for the Multiple Sclerosis Society.

The event fostered both individual and team building skills. The members of TeamIvey started together and then formed up at the end, cheering in their teammates. "I was impressed with how the different pieces of Ivey came together," says Courtis, "and how we represented ourselves."

Besides the money they raised for MS, TeamIvey won an award for the best-designed team jersey. Distinctive for its Ivey green, the jersey prominently displayed the School's logo and the last words of its vision statement: *to contribute to the society in which we operate*. Courtis says that the jerseys, designed by one of the HBA students, attracted a lot of attention. "We were quite a force at the bike tour. Everywhere we went people asked us about the School."





FROM TOP: DAVID SHARP, CHARLENE NICHOLLS-NIXON, CHRIS ANDERSON



preneurship for a three year term. The Fellowship results from a generous donation by the ERA Foundation to sponsor the development of innovative research and teaching materials in the area of entrepreneurship, with a focus on technology and biotechnology.

Chris Anderson, MBA '98, PhD '02 has been appointed to the MBA '91 Faculty Fellow-

ship for a period of one year. The purpose of the Fellowship is to recognize Ivey's commitment to recruit and support outstanding new faculty members who demonstrate leadership in teaching and research.

DEAN GATHERS WITH RECRUITERS IN TORONTO



Carol Stephenson, new Dean of the Ivey Business School, made a strong pitch on behalf of Ivey students at a recent recruiter fair at the Fairmont Royal York Hotel in Toronto on August 14. The theme of the day was *Dedicated support, focused results*, and Ivey's career management team was on hand to provide recruiters with an overview of services to help them recruit candidates to fit their organizations' specific goals.

2003 ASIAN ALUMNI REUNION

OVER 150 IVEY ALUMNI GATHERED ON SEPTEMBER 27 IN HONG KONG'S TONY CHINA CLUB TO CELEBRATE THE 2003 ASIAN ALUMNI REUNION AND MEET IVEY'S NEW DEAN CAROL STEPHENSON. GUESTS WERE INVITED TO DRESS IN TRADITIONAL CHINESE COSTUME. JOSEPH HO, EMBA '02 AND RACHEL LEUNG, HBA '02, CAPTURED THE "BEST DRESSED" AWARDS. ROSS CHAN, EMBA 2003, AND RACHEL LEUNG, HBA 2002, HOSTED THE EVENT AND JOHN BENITZ, EMBA 2003, LED THE AUCTION, WHICH GENERATED ALMOST HK\$70,000 TO SUPPORT STUDENT AWARDS FOR IVEY'S HONG KONG PROGRAMS.



Ivey's Search for the "Most Inclusive Workplaces in Canada"

What are the ingredients for a workplace that feels open, welcoming, and supportive for a demographically and culturally diverse group of employees? The Ivey Business School is starting an intensive, longitudinal research program designed to answer that question. We invite employers to partner with us to identify a set of best practices in the area of workplace inclusivity. Inclusivity means the ability of an organization to develop a culture which allows all members of a diverse employee group to contribute fully to organizational success and participate fully in organizational life while fulfilling their own career goals and maximizing their personal growth.

The first stage of this initiative will involve developing a set of benchmarks against which employers can assess their own workplaces. The benchmarking process will involve interviews and discussions with business leaders across Canada to identify what companies are doing and the keys to successful implementation. When we've identified a set of benchmarks, we will invite employers to complete our application process for possible inclusion on the Ivey List of Most Inclusive Workplaces in Canada. Employers of all sizes and in all industries are eligible to apply. We anticipate sending out these applications in mid-2004.

If you would like to become involved in Ivey's Inclusivity Benchmarking Process, please contact Alison M. Konrad, Professor of Organizational Behavior and Corus Entertainment Chair in Women in Management at akonrad@ivey.uwo.ca or (519) 661-3215.

Clubfile

A REGULAR FEATURE INTRODUCING
IVEY ALUMNI ASSOCIATION CLUBS

Australia

ALTHOUGH AUSTRALIA IS ON THE OTHER side of the world, Aussies and Canucks have a lot in common, and it's a country where Ivey alumni are making a mark.

Greg Goldhawk, MBA '81, Consul and Senior Trade Commissioner, Canadian Consulate General, came forward in July 2000 to volunteer to become Australia's first alumni ambassador at the launch of Ivey's Ambassador Program. Almost 100 alumni live in Australia, and since

2000, the Club has had several events, including an event in January 2002 held at the Canadian Consulate, thanks to Goldhawk and visiting staff member Cathy Vitkauskas, Associate Director, Advancement. The Club has provided grads with great opportunities to network with fellow alumni, and keep up with what's happening at the School.

In April 2002, the Club hosted Sheelagh Whittaker, Executive Vice President, Federal Government, EDS Australia. Whittaker spoke on "Strategic Partnerships: Canada and Australia Compared." The event was well received by attendees and provided a great opportunity for learning and networking. Recently, the Club celebrated Western's 125th anniversary in style by joining the Australian Alumni Club for a harbor cruise and buffet dinner with UWO President Paul Davenport.

Other key events include:

- Christmas in Australia event held at the Quay West Hotel
- Canada Day 2002 celebrations, complete with pancakes and maple syrup

- Global Alumni Webcast featuring Steve McDonald MBA '83, CEO TD Waterhouse Group

Donna Bozowsky MBA '91 took over as the new Ivey Ambassador in Australia in mid-May 2003, when former Ambassador Karen Boehnke HBA '92, MBA '97 and her husband Kevin Peesker were transferred back to Toronto. Donna moved to Australia in 1997 and married Melbourne Tony Principe the following year. Donna has provided consulting services to and worked within the financial services industry.

Thanks are also due to Stefan Wisniewski, one of the Club's founding members, for his continuing leadership and support. Stefan and his family have lived in Sydney since 1995. He runs his own strategic consulting business, Phoenix Group.

The Club is an excellent point of contact for Ivey grads in Australia and provides assistance to Ivey students looking for summer internships down under. For more information, contact Donna Bozowsky at DBozowsky.MBA1991@ivey.ca

Sakhrani, Kishore
Director, ICS Trust (Asia) Ltd. MBA '83

Volunteerfile

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

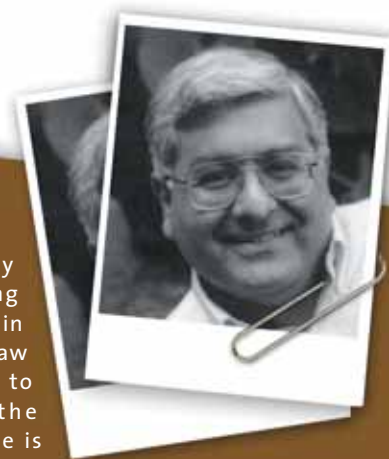
Kishore Sakhrani's memories of his Ivey MBA can be summed up in three short phrases: "I survived, I persevered, I overcame."

Sakhrani remembers the challenges of the program, the sense of accomplishment as things gradually became easier, and the close friendships that developed with others going through the same intense experience. At the end of the day, he emerged with some very clear lessons, including "The first solution to a problem isn't the best one," and "Being empathetic to people is the right thing to do, both personally and in business."

After graduating from Ivey, the Hong Kong native joined Citibank Canada, then moved to Burns Fry. Meanwhile, his wife Elizabeth Thomson remained in Hong Kong managing her business, ICS Trust Company Limited. When their son arrived in 1990, Sakhrani returned to Hong Kong to join her. He now manages the international trade department and investment management business, working with a wide variety of clients and industries, from banking in Mongolia to gold exploration in the Philippines and importing DVDs to Israel.

When Ivey opened its Hong Kong operation in 1997, Sakhrani saw an opportunity to give back to the School. Today he is chair of the Alumni Development Committee, which has set a goal of raising HK\$1 million from alums this year. "Ivey isn't a Canadian school any more," he says. "It competes in an international arena against schools that have extensive endowment funds. If we are going to succeed, alumni must take a more active role in fund raising and providing input to management."

Sakhrani believes Ivey is doing the right thing in expanding its involvement in Asia. "The world's centre of gravity is moving to Asia and there is a tremendous opportunity for Ivey to assist in developing a cadre of well-trained managers. This technology transfer is essential if Asia is to develop its resources effectively – and I'd like to see Ivey at the forefront."





Alumni News & Events

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

Upcoming Events

Visit www.ivey.uwo.ca/alumni/CURRENTEVENTS.htm for details on all upcoming alumni events

Nov 12 Vancouver; **Nov 13**, Edmonton; **Nov 14**, Calgary. Dr. Jeffrey Gandz will present "Developing Potential Leaders in Your Organization"

Nov 19 IAA/Calgary holds their monthly "Cocktail Connections" for local alumni and friends of the School

Nov 28 Canada's Most Powerful Women Summit hosted by Women's Executive Network and the Richard Ivey School of Business, Westin Harbour Castle, Toronto

Dec 2 IAA/Calgary to host reception with Dean Carol Stephenson

Dec 4 IAA/Vancouver to host reception with Dean Carol Stephenson

Dec 17 IAA/Calgary holds their monthly "Cocktail Connections" for local alumni and friends of the School

Feb 9 HBA Contact – Host an HBA 1 student at your office for a day

March 5-6 IAA/London, Ontario is pleased to present the third Annual Ivey Cup tournament

April 15 IAA/Ottawa hosts annual High Technology Dinner

May 18 IAA/London Ontario to host the 2004 Ivey Conference "Leading from the Edge" to be held at the Richard Ivey School of Business

June 2 IAA/Hong Kong to host Ivey at the Races

Ivey Conference 2003 attracts top business leaders

WITH THE IVEY CONFERENCE, THE LONDON ONTARIO ALUMNI CHAPTER HAS CREAT-

ed a signature event that reflects the world-class reputation of the School. The full day offering was presented in partnership with the London Economic Development Corporation and the Ivey Business School, and took place at the Hilton London on May 27. The theme was "Leading Business Through Challenging Times."

The Ivey Conference grew out of the Ivey Regional Economic Development Conferences of 2001 and 2002, which focused on economic development issues and strategy in the London area. Despite the success of this event, the London Chapter decided to go a step further this year and create a high quality experience that would attract senior executives from a much broader market.

Conference organizers John Millar LLB/MBA '93 and Lesley Cornelius, Exec. '97 and '02 were very pleased by the turnout at the Conference and the seniority of those in attendance. More than 120 people participated, with 20 from the Toronto area. "There was a real buzz in the room," says Millar, president of the Chapter. "People were actively engaged in asking questions, and they were clearly getting information that filled a need." The next day Millar was told by a chairman of a public corporation that he had already implemented one of the ideas.

The event featured an exceptional lineup of speakers, who looked at both the theoretical and practical sides of leadership, with a focus on 'the people paradigm' and issues of governance. They included Michael McCain, HBA '79, President and CEO, Maple Leaf

Foods, Larry Tapp, Dean of the School, Murray Dalziel, Group Managing Director-Global Practices, Hay Group, Stella Thompson, Co-founder and Principal, Governance West Inc., Beverly Behan HBA '81, Exec. '00, Senior Consultant, Mercer Consulting, LLC, Helen Handfield-Jones MBA '90, Handfield Jones Inc., and Jeffrey Gandz, Director Ivey Executive and Leadership Programs.

The London Chapter is now planning the next Ivey Conference scheduled for May 18, 2004. Millar believes it's important for the London Chapter to run a high quality business conference. "As the home Chapter of the School, we want to create an event that will be a valuable incentive for Ivey alumni to come back to London," he says. "We also want to give local alumni an opportunity so they can remain actively involved with the School."

Southern California toasts the spring in Santa Barbara wine

A LOVELY SATURDAY AFTERNOON IN historic Santa Barbara. A popular destination restaurant. Great wines from the surrounding countryside. A stimulating speaker with a strong Ivey connection.

It was a recipe for success for the Ivey Alumni Association's Southern California Chapter, which held a special event featuring Professor Bob Nourse, MBA '64, former CEO of the Bombay Company, on May 17. More than 30 alumni and friends attended the event at the Wine Cask Restaurant and Wine Store.

The event was planned under the leadership of Don Anderson, MBA '70 by a strong committee that included Laura Erskine, MBA '97, Bruce Fagen MBA '00, Bob Lee, MBA '77, Len Keiller, MBA '74, and John Marshall, MBA '97.

Lee says the idea behind the event was to find something that alumni of all ages would enjoy. Given the distances and endemic traffic problems of Southern California, work-week lunch and dinner events are difficult to plan, so the decision was made to book a Saturday afternoon. The organizing committee used Evite, an elec-



PAST EVENTS

B.C. CHAPTER GOLF TOURNAMENT



WINNING TEAM (L TO R) JOHN JINN, MBA '88, BOB FORSYTH, MBA '03
JAMIE BOYLE, MISSING: COLIN EDWARDS, MBA '01



LEFT: HAPPY FOURSOME (L TO R) BEN THOMAS, HBA '96, ROB MITCHELL,
MBA '79, DAVE CHAPMAN, MBA '94 AND NEIL SCHATZ, MBA '85

EMBA '02 GET-TOGETHER



HOSTS FOR THE EMBA '02 GET-TOGETHER
IN JUNE AT LABATTS HEAD OFFICE: (L TO R)
NEVILLE CORBETH, FAREED ANSARI AND MIKE ARAI

tronic invitation system, and PayPal, a fee-for-service secure Internet payment system, to notify and register participants.

"The setting was beautiful, the wine selections were excellent, and the company was terrific," says Lee of the event. Adds Anderson: "Bob gave a very interesting presentation about his original ventures with the Bombay Company, and shared with us some of the recent changes at Ivey, including our new Dean." Attendees who were interested in finding out about the Nourses' latest entrepreneurial activity could visit Pappilio, a boutique recently opened by Bob's wife Alex in downtown Santa Barbara. A draw for bottles of Santa Barbara wine and Ivey merchandise rounded out the afternoon.

Anderson says that the event marked a "turning point" for the Chapter, which had previously planned occasional pub nights or cocktail hours. "We'll probably try to do one or two planned events each year now, plus continue our informal pub night network gatherings," he says. "We have such wonderful potential venues in southern California – Disneyland, Universal Studios, great museums and art galleries, sporting events, restaurants on the beach." Lee says he will certainly want to be involved in future events. "Whenever I can share some time with fellow Western grads anywhere, I make the effort to soak up that experience. We are a long way from home, so these opportunities don't come along very often."

Strengthening Toronto's Young Business Community

by Asheefa Sarangi, HBA '01

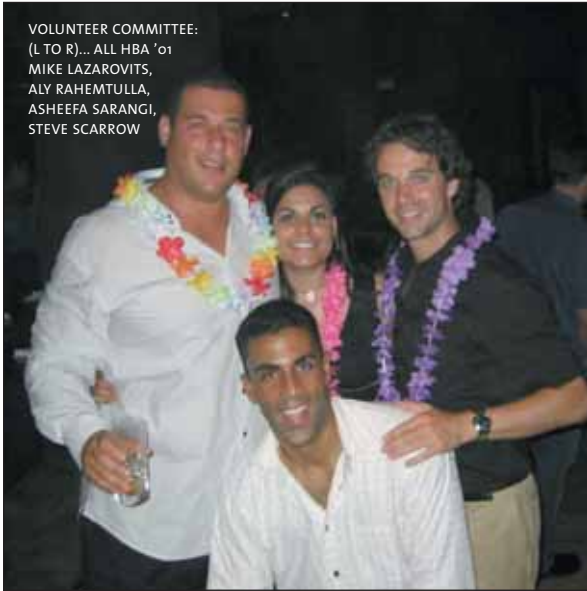
IN JANUARY 2003, THE IVEY ALUMNI ASSOCIATION/Toronto Chapter (IAA/Toronto) formed a sub-committee, formally known as the Recent Alumni Committee (RAC), solely committed to helping promote social and business relationships among recent Ivey graduates. This group was founded as a result of a current Ivey initiative that is focused on building a more cohesive alumni network through the creation of stronger ties with recent alumni. The goal is to reduce the number of "lost" alumni as well bridge a gap in the types of services offered for Ivey graduates living in Toronto, which are often geared for older, more established individuals.

Under the direction of Co-Vice Presidents, Dave DeNoble, HBA '99, and Asheefa Sarangi, HBA '01, the group has really begun to flourish. "We're learning," says DeNoble. "The first few events have given us the opportunity to test the waters and find out what sort of services people really need us to provide. It's tough to start up a service like this and get 100% participation right away when a good part of our target market has gotten used to not having a support network like this available to them, but we're making great progress. Our main concerns right now are just getting the word out that we exist and creating a solid base that we can build on going forward.



SOUTHERN CALIFORNIA
WINE TASTING EVENT:
ANDREW SLOAN, MBA '03,
DON ANDERSON, MBA '70,
STEPHEN HUGHES, HBA '84
AND MBA '88, SHODY CHOW,
MBA '69; ANGELINE CHOW

VOLUNTEER COMMITTEE:
(L TO R)... ALL HBA '01
MIKE LAZAROVITS,
ALY RAHEMTULLA,
ASHEEFA SARANGI,
STEVE SCARROW



The potential is great; and other schools are following suit because they too recognize the need for an organization like ours."

Since the Committee's inception, there have been three tremendously successful events. In March, RAC hosted a "bar night" at Fez Batik in Toronto, which was attended by approximately 200 recent alumni. RAC's first annual golf tournament was held in July at Streetsville Glen Golf Course in Mississauga. The winning foursome was a group of HBA 1999s (Kevin Snelgrove, Sean Ryder, Scott Foster, and Jason Grouette).

Most recently in August, RAC played a key role in the organization of the 1st Annual Business School Alumni Social, the H2O Boat Cruise, which saw four of the top business schools in Canada partnering with the Young Professionals of Canada in an effort to bring recent entrants into Toronto's business community together in an informal environment. Two hundred and fifty recent graduates of Ivey, Queen's Business School, Rotman School of Management, Schulich School of Business, as well as members of the Young Professionals of Canada attended the event.

"Currently, there isn't a cohesive network in place in Toronto that business people in their early 20s to mid-30s can easily draw on to meet similar-minded individuals. We'd like to

change that," says Sarangi. "Toronto's business community is so small that everyone's paths are bound to cross at some point, so why not help facilitate it sooner rather than later? This is especially important given the poor state of the job market over the past few years. There are an increasing number of new grads that have had an extremely difficult time finding work.

Most jobs are not publicly advertised so if you aren't connected, you're potentially missing out on some great opportunities. There are also recent grads out there in need of a career change, career advancement, mentoring, or companionship, who either lack a solid con-

tact base or aren't comfortable with the art of networking just yet. To be honest, it isn't always easy to meet new people given the hectic lifestyle that many of us lead. That's why events like these are so fitting. It's a fairly minimal time commitment for maximum opportunity."

Current members of the executive committee of the Recent Alumni Committee, IAA/Toronto are: Asheefa Sarangi, HBA '01, Dave DeNoble, HBA '99, Carrie Lee, HBA '02, Dan Chapman, HBA '02, Hilary Homer, MBA '01, and Nicole Turnbull, MBA '02.

RAC would like to thank all of its volunteers to date; your assistance has been invaluable in helping the Committee get on its feet. A couple of unique events are in the works for fall and winter and the group is already starting to think about expanding its services. Contact Dave DeNoble at dde-noble.hba1999@ivey.ca or Asheefa Sarangi at asarangi.hba2001@ivey.ca if you're interested in getting involved.



IVEY SOCCER TEAM

Ivey Alumni from the Toronto area organized a men's competitive soccer team for the 2003 summer season. The fun will continue during the winter indoor season and will pick up again in summer 2004. The team is always looking for talented new recruits who share a love for the game. Interested alums can contact Will Aldridge, MBA '02 at 416-815-1546.



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An “Unbelievable”



6



15

1 DEFINITELY MORNING PEOPLE AS IVEY'S HOMECOMING CELEBRATION KICKS OFF ON SATURDAY MORNING, TAL VILENSKI, MBA '98, (L), AND JACQUES BRETON, MBA '78, SHARE A LAUGH OVER BREAKFAST. THE PREVIOUS DAY, MANY ALUMNI ENJOYED A SPECIALLY DESIGNED EXECUTIVE DEVELOPMENT PROGRAM AND GOT TOGETHER AT CLASS WELCOME RECEPTIONS.

2 UNDER THE BIG TOP GORDON SANDFORD, HBA '93, WITH HIS WIFE, CHRISTINE, AND SON ENJOY THE AMBIENCE IN A HUGE TENT ERECTED OUTSIDE THE SCHOOL FOR THE FAMOUS EVENT IN THE TENT ON SATURDAY MORNING. IN ALL, 21 REUNION CLASSES CAME TOGETHER TO CELEBRATE FOR THREE UNFORGETTABLE DAYS.

3 WEARING THE MARK DAVID WALKER, MBA '58, ENTERS INTO THE SPIRIT BY GETTING AN IVEY TATTOO AT REGISTRATION.

4 AND BABY MAKES THREE STEVE MCDONALD, MBA '83, WITH HIS WIFE JENIFER AND DAUGHTER MARGARET, TAKE IN THE EVENT IN THE TENT. MCDONALD WAS ONE OF TWO RECIPIENTS OF THE IVEY DISTINGUISHED SERVICE AWARD FOR HIS MANY CONTRIBUTIONS TO THE SCHOOL. IN ADDITION TO THE DISTINGUISHED SERVICE AWARDS, THE ALUMNI FACULTY SERVICE AWARD FOR 2003 WAS PRESENTED TO RICK ROBERTSON, HBA '75, MBA '84, PHD '87.

5 A SPECIAL MOMENT DEAN CAROL STEPHENSON (L) JOINS DAVID TAIT, MBA '89 IN PRESENTING THE IVEY DISTINGUISHED SERVICE AWARD TO ANNE BIRKS AND KIM BIRKS, WIFE AND DAUGHTER OF BARRIE BIRKS, MBA '73. BARRIE, A STRONG IVEY SUPPORTER AND VOLUNTEER, DIED IN AUGUST 2002 AT THE AGE OF 53.

6 FUN FOR ALL AGES A YOUNG PARTICIPANT IS TRANSFORMED AT THE FACE-PAINTING BOOTH.

7 A REALLY BIG CHEQUE THE MBA AND HBA REUNION CLASSES PRESENT DEAN STEPHENSON, WHO WAS EXPERIENCING HER FIRST IVEY HOMECOMING, WITH A

CHEQUE FOR \$2.5 MILLION. IT REPRESENTS THE TOTAL AMOUNT RAISED BY ALL REUNION CLASSES IN THE MOST SUCCESSFUL CLASS CAMPAIGN IN THE HISTORY OF THE SCHOOL.

8 WE'RE HERE! MEMBERS OF MBA '98 MAKE THEIR PRESENCE KNOWN AT THE EVENT IN THE TENT.

9 GETTING TO KNOW YOU DURING THE SCHOOL OPEN HOUSE, BILL ALGUIRE, HBA '58, (L), AND JOHN SLOAN, HBA '58, MEET NEW DEAN CAROL STEPHENSON.

10 CELEBRATING 30 GREAT YEARS THREE MEMBERS OF THE MBA CLASS OF '73, (L TO R): JEAN YVES LEBLANC, LOUIS LAGASSE, AND ELLIOT LIFSON, SHARE MEMORIES.

11 FLY AWAY WITH ME THE CROWDS GATHER FOR THE COCKTAIL RECEPTION AT THE DIAMOND AIRCRAFT HANGAR ON SATURDAY EVENING. THE RECEPTION WAS THE PRELUDE TO THE "BELIEVE IN THE UNBELIEVABLE" DINNER DANCE, ATTENDED BY A RECORD 680 ALUMNI AND GUESTS.

12 HIGH SOCIETY KEN MARK, HBA '98 (L), CHATS WITH PROFESSOR PAUL BEAMISH, HBA '76, PHD '85, AND DAVID AGER, MBA '93, AT THE IVEY SOCIETY RECEPTION AT DIAMOND AIRCRAFT ON SATURDAY EVENING.

13 A SPECTACULAR OPENING HIGH ABOVE THE GUESTS, REBECCA LEONARD PERFORMS "CARMEN IN RED SILK," THE OPENING ACT AT THE "BELIEVE IN THE UNBELIEVABLE" DINNER DANCE.

14 PROUD TO BE IVEY WADE HENRY, HBA '93, JUGGLES HIS CLASS COMPOSITE PHOTOGRAPH WHILE RIDING A UNICYCLE! HENRY IS A PROFESSIONAL ENTERTAINER WHO RETURNED TO CELEBRATE HIS TENTH REUNION AND WOW THE CROWD AT THE DINNER DANCE.

15 LUNCH BUNCH THE HBA '53 CLASS GATHERS FOR A SPECIAL PHOTOGRAPH AT THE GOLDEN ALUMNI LUNCH, HELD ON SUNDAY AFTERNOON AT SPENCER CONFERENCE CENTRE. MORE THAN 90 ALUMNI AND FRIENDS ATTENDED THE LUNCH, A FITTING ENDING TO IVEY'S BIGGEST AND BEST EVER HOMECOMING WEEKEND.



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Weekend

A PHOTO DIARY
OF HOMECOMING,
SEPTEMBER 19, 20
AND 21, 2003



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13



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10



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IVEY [IN] ASIA

THE SCHOOL'S BOLD STRATEGY FOR GEOGRAPHIC EXPANSION HAS EXCEEDED ALL EXPECTATIONS. NOW WE'RE GETTING READY TO OFFER YET ANOTHER INNOVATIVE PROGRAM. MEET SOME OF THE FACULTY MEMBERS WHO MADE IT HAPPEN, AND FOUR GRADS WHO ARE MAKING THEIR OWN MARKS IN ASIA.



FIVE YEARS ON

ONCE IVEY DECIDED TO EXPAND INTO ASIA, THINGS HAVE HAPPENED VERY QUICKLY

PHOTOS: (FROM TOP) LARRY WYNANT, PAUL BEAMISH, KATHLEEN SLAUGHTER

IN 1995, IVEY ASSOCIATE DEAN LARRY Wynant, MBA '72, and Paul Davenport, President of the University of Western Ontario, spent two weeks visiting alumni in Asia.

During a meeting with a graduate in Hong Kong, she turned the tables by asking them, "What are you doing to help us here? Why isn't Ivey in Asia?"

The question resonated with the two men and dovetailed with the thinking of senior leadership at the School. Ivey already had a foothold in Asia. In the mid-80s, the Canadian International Development Agency matched Ivey with Tsinghua in Beijing, one of China's top universities, and under the leadership of Professors Joe DiStefano, Paul Beamish, HBA '76, PhD '85, and Bud Johnston, HBA '54, MBA '57, a close relationship had developed. Beamish, DiStefano, and colleagues Harry Lane, Peter Killing, Tom Poynter and others had built Ivey's reputation for rigorous research in issues of globalization. Newly appointed Dean Larry Tapp was committed to international expansion. A task force was formed and a strategy began to take shape.

Eight years later, Ivey has an established campus and growing reputation

in Hong Kong. The School offers a top ranked Executive MBA and numerous Executive Development programs, is the world's largest producer of Asia-Pacific based cases, and is in the process of launching an innovative new MBA program. A lot has been accomplished in a very short time, thanks to the hard work of Ivey faculty and staff and the strong support of alumni. And there is still much untapped potential.

One of the cornerstones in Ivey's Asia strategy was to formalize the School's research and case writing activities in Asia through the establishment of the Asian Management Institute. With Associate Dean Paul Beamish at its helm, the Institute has moved forward quickly, encouraging Ivey faculty to get involved in case writing in Asia and employing several full-time case writers to support the process. The School now has some 300 Asia-Pacific cases, more than any other business school in the world, and more than 300 Ivey cases have been translated into Asian languages. Since 1998, the Ivey name has appeared on dozens of books and case collections for the Asia-Pacific region. Year after year, the School takes the top prizes at the regional Asia-Pacific Case Writing Competition.

AMI has also offered case teaching and case writing workshops in Beijing, Singapore, Hong Kong, and Shanghai and built strong partnerships with several institutions in the region, including the School of Economics and Management at Tsinghua and the Nanyang Business School in Singapore. "Ivey is increasingly recognized as the source of current decision-oriented case studies on Asia Pacific," says Beamish. "And the large body of research emanating from Ivey about Japanese Foreign Direct Investment continues to provide an important counterpoint to the dominant body of research regarding American firms." Wynant says AMI has had a significant influence on business education throughout the region. "Schools in Asia have traditionally been more academic and conceptual in nature," he says. "Ivey's approach, with the case methodology and faculty who are very focused on practical skills, is very different, and we've caused other institutions to change what they're doing."

While AMI geared up, Ivey was also developing a physical presence and teaching programs in Hong Kong. The generous support of Henry Cheng, HBA '71, MBA '72, LLD '97, was critical in creating a state-of-the-art teaching facility in the Hong Kong Convention and Exhibition Centre. Joe DiStefano and his wife Lynne moved to Hong Kong and together planned the state-of-the-art 7,000-square-foot Cheng Yu Tung Management Institute. DiStefano also worked tirelessly to build awareness of Ivey in Hong Kong's business community. While the facility was under construction, he worked from a hotel room to recruit the first 23 students of the Ivey Hong Kong Executive MBA.

As Associate Dean Executive Programs, Larry Wynant had been involved in Ivey Asia from the beginning. In 1999, as DiStefano's term as Director came to a close, he decided to take a more hands-on involvement, and he and wife Jessie moved to Hong Kong. "It was," he says, "a wonderful opportunity to go to the next step and execute on a strategy that I had helped to create." With the groundwork done, his job was to strengthen and expand Ivey's base in

Asia, ensure the sustainability of the program, and look for new opportunities.

Today, Ivey commands about one-third of the market for Executive MBAs in Hong Kong, competing directly with Kellogg's joint program with the Hong Kong University of Science and Technology. Operating at capacity, the program attracts about 50 students a year. Wynant is delighted that the class is so diverse, representing 12 to 15 different nationalities and increasingly attracting students without a strong Canadian connection.

Wynant also brought to Hong Kong his expertise in short-term executive development programs. Since 2000, Ivey has developed relationships with nearly 30 companies, offering custom-designed or "consortium" short programs. Consortium programs bring several companies together to create a custom program that reflects the issues they are facing and encourages their employees to network with one another. This fall, Ivey will offer a consortium program for the first time in Beijing. In addition to winning Ivey entrée into companies like HSBC, Mattel and Reebok, executive development programs have boosted revenues and helped build the Ivey brand in the region.

The rationale for the new MBA program is simple, says Wynant. "The EMBA market is very small, so in terms of awareness, we're barely making a dent in a city of seven million. But if you



add 50 students in an MBA program, as well as the 500 in executive development, you start to achieve critical mass. And after all, this is a word of mouth business."

The new program, scheduled to start in January, is geared to young managers with four to five years of experience, often at a crossroads in their careers. It will be offered on weekends and weeknights over a two-year period, allowing students to continue working full-time. During second year, the class will spend a residency period at Ivey's London, Ontario campus, and students will also have the chance to take one full semester of their second year in London.

By the time the program is in full swing, Wynant will have handed over the reins to Professor Kathleen Slaughter, who moved to Hong Kong last spring with her husband, Ron. She, too, has a longstanding interest in Ivey Asia, having taught at Tsinghua in 1991, on every EMBA class since the Hong Kong campus was established in 1998, and on several executive development programs throughout Asia. The position of Associate Dean and Executive Director was an opportunity for Slaughter to extend and deepen her involvement, and to enjoy life in one of the world's most exciting cities. The mandate, she says, is clear: "Expand the program. Increase our product base. Get better known in Hong Kong." She adds: "It's great to have the international rankings, but we've got to get out there and meet more people and get into more companies."

Ultimately, she sees China as the next objective for Ivey. "It's the most rapidly expanding market in the world," she says. "It may not be ready yet, because there are caps on tuition and so much government red tape to get established there. But we're definitely looking at expanding into China in the next three years." Already the School is actively recruiting in southern China, a one-hour commute from Hong Kong.

Looking back, Wynant is proud of the strategy he helped to create eight years ago. The School's profile is growing throughout Asia. Ivey's ac-

tivity in Asia has helped its international reputation, and enriched its Canadian programs with new teaching materials. More than 40 per cent of the School's faculty have taught in Hong Kong, significantly increasing their global exposure. "The strategy was right," he says. "Now we need to be even more ambitious. Ivey Hong Kong represents about 10 per cent of Ivey worldwide – that has to grow. We have to be bigger in Asia to have real impact."

THE ASIAN MANAGEMENT INSTITUTE

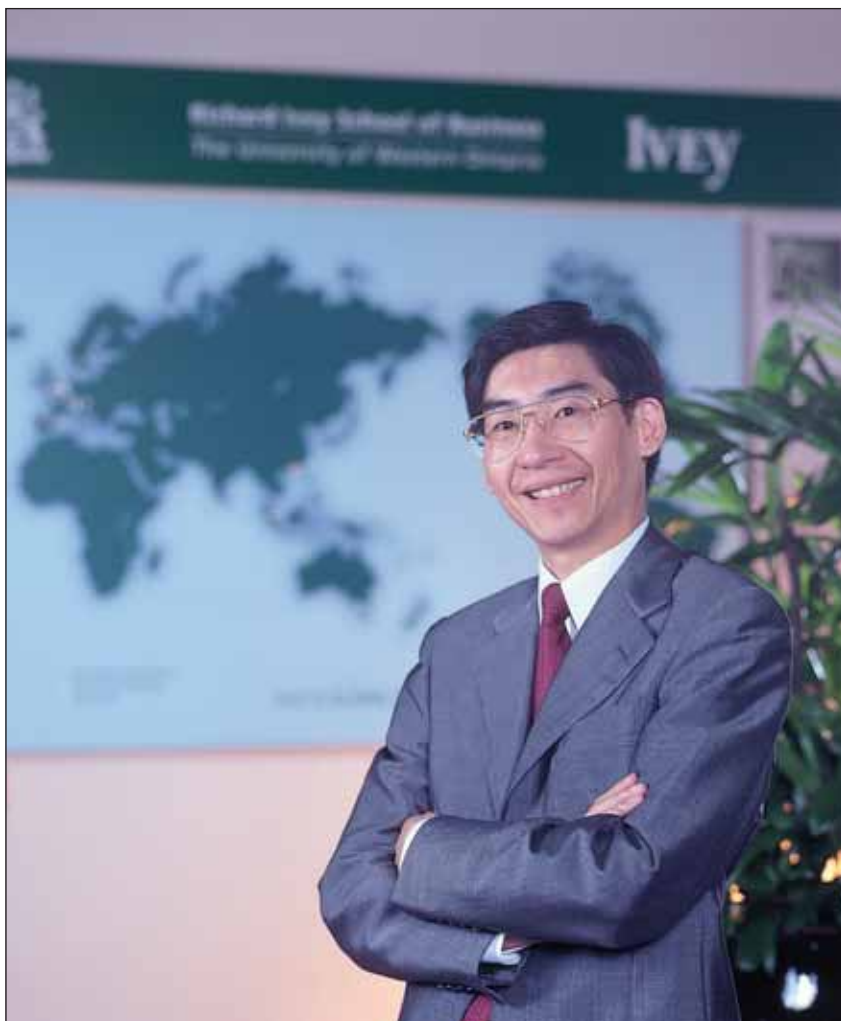
A commitment to excellence

AMI was launched six years ago under the leadership of Associate Dean Paul Beamish, with a mandate to generate applied research, create much needed Asian-related business cases, provide case writing and teaching skills to other Asian business schools, and create strong partnerships with organizations at the forefront of Asian business. The initiative received strong support from the Richard Ivey Foundation and the Lee Foundation. Today:

- Ivey has more than 300 Asia-Pacific business cases
- More than 300 Ivey cases have been translated into Asian languages
- The Ivey name has appeared on 63 Ivey-edited books and case collections for the Asia-Pacific region
- More than 200 teachers in China have received case method training from Ivey faculty
- For the past four years, Ivey has captured top honors at the Regional Asia-Pacific Case Competition, organized by the Management Development Center of Hong Kong

SHARP EYES

DANIEL LAM, EMBA '00, FOUND THE FIRST EMBA CLASS IN HONG KONG A GREAT LEARNING EXPERIENCE FOR EVERYONE



He finished grade 13 in Toronto, and then took a degree in mathematics at York University. While working at York as a teaching assistant, he completed a degree at Ryerson Polytechnical Institute in film. “At the time I wanted to explore different kinds of opportunities,” he says.

With his strong mathematical mind, he was naturally drawn to the securities industry. In 1984 he joined Davidson Partners Inc (which later merged with Midland Walwyn), where he supervised the company’s activities in derivatives. He also became the mastermind of the company’s entrance into Pacific Rim markets, and supervised the trading of Hong Kong equities.

In 1990 Lam joined Thomson Kernaghan & Co. Ltd as Vice President and Director – Corporate Finance. While continuing to build North American business in Asia, he became an expert in industries such as oil and gas, communications, mining, manufacturing and technology. He’s currently a director of both NetThruPut Inc. and NetThruPut (Asia), affiliates of Enbridge. NetThruPut runs an Internet-based crude oil trading system.

In 1997 Lam joined HSBC Securities Canada to help its clients expand into the burgeoning Asian market. HSBC Group is an international bank headquartered in London, England, with offices in 79 countries. It began in 1865 as the Hongkong and Shanghai Banking Corporation to finance the growing trade between China and Europe. “The strength of the bank is to combine local knowledge with a world bank perspective,” explains Lam.

Once Lam finds the right investment opportunities for his clients, his challenge is to bridge the cultural gaps. It’s a challenge he particularly enjoys. “To do a joint venture successfully you have to know each other well,” he says. “North Americans and Asians have different perspectives on values and manage-

MOST PEOPLE DON’T ENJOY THE LONG flight between Toronto and Hong Kong, but for Daniel Lam it’s a welcome chance to catch up on his sleep. As Vice President and Director of HSBC Securities Canada, Lam identifies business opportunities for clients

in both North America and Asia. With a twelve-hour time difference, the only way to stay continuously in touch is to work 22-hour days.

Lam grew up in Hong Kong, but when he was 18 he decided to uproot and continue his studies in Canada.

CONTINUED ON PAGE 24 >>

OPEN TO ASIA

LIZ O'NEIL, HBA '95, MBA '02, HAS ALWAYS WANTED TO WORK INTERNATIONALLY. NOW, SHE'S GETTING HER CHANCE AS A CASE WRITER FOR IVEY IN SINGAPORE.



WHEN LIZ O'NEIL WAS IN PRIMARY school, she spent a year living in England. "It was a far cry from rural Ontario," she says, "and the most amazing opportunity to live a new lifestyle and meet people from different backgrounds." The experience opened her eyes to the world, and she hasn't shut them since.

O'Neil grew up in Ontario's farthest southwest corner. Her father was a physician turned mushroom grower, and her first experience of business was working with him during the summers. But from the time of her year in England, O'Neil was on the lookout for opportunities to experience different

cultures and countries. She went on exchanges to France during high school, then took a summer job in Quebec City during university.

After completing a degree in economics and French at Western, O'Neil wanted something more practical. The next logical step was an HBA at Ivey. Once again, she seized the opportunity to experience the world, spending a term on exchange in Belgium.

When she completed her HBA, she moved to Toronto and began working in the advertising industry. Soon she had made a place for herself in the rapidly developing world of digital communication strategy. "It was really a hot, fast-paced field to be in at the time," says O'Neil. "It was also possible to work hard and come out on top, because there were no rules." Much as the work appealed to her, she still hankered for a more international career. Eventually, that hankering led her back to Ivey and the one-year MBA Direct program. She chose to work with Professor Kathleen Slaughter, whose interests in cross-cultural communication fit with O'Neil's own.

The MBA presented yet another international opportunity – the LEADER teaching program in the former Soviet Union conducted each year in May. The night before O'Neil left for her three-week teaching assignment in Ekaterinburg, she received a call from Slaughter, suggesting that she apply for the job as case writer in Ivey's joint program with Nanyang Business School in Singapore. By the time she returned from Russia, O'Neil was leaning toward Europe as her next destination, but a meeting with Gigi Wong and Paul Beamish of Ivey's Asian Management Institute changed her mind. "The more I found out, the more excited I got. Europe is very well-established but Asia is really on the move – a region that is developing and changing."

O'Neil arrived in Singapore in October 2002 and was warmly welcomed by her colleagues in the Asian Business Case Centre at Nanyang. The Centre's mandate is to write cases, develop case

[CANADA “D’EH”?

JANET DE SILVA, EMBA '94, IS ENJOYING THE FAST-PACED ECONOMY OF HONG KONG AND ENCOURAGING CANADIAN BUSINESSES TO GET INVOLVED



22 ONE OF THE FIRST THINGS THAT JANET De Silva did when she took up her position as CEO of Sun Life Financial Hong Kong was take her staff out to lunch. As was her practice in Toronto, she took along a business agenda for discussion. Her staff was horrified. Lunch in Hong Kong is a time for relaxation and friendship, not a place for agendas. “My boss told me that I would have to learn to be a ‘nice female Asian leader,’” says De Silva. “In other words, I needed to tone it down a bit.”

Hong Kong is a long way from De Silva’s roots in Kitchener Waterloo, Ontario. She learned the value of hard work from her parents, and in high school she worked part-time for Canada Trust. She began university at Wilfrid Laurier, but then decided to accept a job with Clarica Life (now Mutual Life).

Her intention was to continue her education part-time, but that idea was dropped as she became more and more involved in the company.

After ten years with Clarica, she decided it was time to resume her formal education. Although she considered going back to finish her undergraduate degree, she felt that Ivey’s EMBA program would give her the chance to meet people with similar interests and expose her to other industries, while allowing her to continue working. The program resulted in some close friendships and a real boost to her confidence. It also taught her a great way to approach business problems. “To this day, I think about business issues in the framework of a case,” she says.

De Silva joined Sun Life in 1996, attracted among other things by the

prospect of an international career. In 2000 that opportunity came when she was asked to become CEO of the company’s operations in Hong Kong. Sun Life has a long tradition in Hong Kong, where it opened up its first branch 112 years ago. With De Silva’s appointment, the company became focused on creating a bigger presence in Asia, particularly in the fast growing markets of India and greater China.

When De Silva first arrived in Hong Kong, she was amazed by the frenzy and activity in the city. “Every day felt like the day before Christmas in Canada,” she says. Surprised by the congestion, she was also impressed by the city’s efficiency, entrepreneurial energy, and emphasis on education.

One of her first contacts in Hong Kong was Joe DiStefano, then the Director of Ivey Asia, who invited her to sit in on an Ivey EMBA session. The case under discussion was set in Toronto, and focused on a manager whose direct and frank manner had resulted in poor performance from a top employee of Chinese background. The debate was lively and sometimes heated. At one point a Hong Kong Chinese student said to a student of Western background: “What is it with you Westerners? You can’t talk to people this way.” Fresh from her faux pas in the restaurant, De Silva listened with fascination. “For the next six months, I second-guessed every thought and communication,” she says. “It was quite paralyzing!”

While De Silva was learning the cultural nuances, she also was learning to navigate the waters of a fast-paced and competitive economy. Sun Life Financial Hong Kong has tripled its volume since 2000, and hopes to triple it again by 2005. One of her challenges in such a diverse economy is to compete against foreign companies that are governed by the regulations of their home countries, often different from Canadian regulations.

De Silva also joined the Canadian Chamber of Commerce, the fourth largest international Chamber in the city. Here she received a warm welcome and felt right at home. Now as president of the organization, she is committed to

SMILING FACES

ALTHOUGH PART OF THE COMPETITION IN HONG KONG,
SHIGE MAKINO, PHD '95, STILL MAINTAINS CLOSE TIES TO IVEY



WHEN SHIGE MAKINO WAS AN MBA student at Japan's Keio University in the late 80s, he decided to go on a foreign exchange. Although he had never heard of the Ivey Business School, he happened to pick up one of its brochures. Of the many he looked at, Ivey's was the only one to depict students and professors with smiles on their faces. It made a big difference for someone who had never spoken English or been outside the country. "I felt that it must have a very friendly, collegial culture, one that was open to foreigners," he says.

Makino began his exchange by getting totally lost at Pearson International Airport and finding himself unable to explain where he was going. When he finally arrived at Ivey he encountered many smiling faces, but he couldn't understand what they were saying. He also discovered that Ivey students work very hard and the professors expect a lot. But in the end he was "very, very happy" that he had chosen Ivey. "I was very impressed with the quality of peo-

ple – both students and professors," he says.

One of his Ivey professors, struck with the work and thought that had gone into a research project, suggested that Makino think about an academic career. He had never considered it before, but when he returned to Keio, his MBA thesis supervisor suggested the same thing. His supervisor had obtained his PhD at Stanford University under the direction of Adrian Ryans, who had recently become Ivey's new Dean. "My supervisor told me that with Ryans as Dean, Ivey would become one of the very best business schools in the world," says Makino. Buoyed by his own personal experience, Makino decided to return to Ivey to do his PhD.

Again, Makino found it tough slogging at first. As an exchange student, he had been treated as an "international guest," but as a PhD student he received no preferential treatment. For the first two years he found himself in a permanent state of exhaustion from lack of sleep. In the third year of the program, he came under the wing of Professor Paul Beamish. "Paul treated me like a research partner, not as a student, and he was extremely patient and supportive," he says. "It was then that I started enjoying my life as a PhD student."

Makino's thesis focused on international joint ventures. In the typical IJV, foreign firms provide technology and know-how, and local partners provide market access. But there are a number of different ownership models, and with Japanese firms, the traditional one is not always the first choice. In his thesis Makino studied a large sample of

Japanese joint ventures to determine how ownership affected both performance and length of survival. The thesis was nominated for the Best Dissertation Award at the Academy of Management in 1996.

Along with his research, he and Beamish collaborated in a number of case studies that took them to Japan. Here Makino enjoyed his cultural advantage over his Canadian-born supervisor, and the reversal of roles. "In Japan, I was king," he laughs. "I was the teacher."

After his PhD, Makino considered returning to Japan, but instead accepted a position with the Department of Management of the Chinese University of Hong Kong. Attracted by the reputation of the university, Makino was also drawn by the opportunity to witness at first hand the turnover of Hong Kong to the Chinese. There was another lure – Hong Kong's international cuisine, which he feels is among the best in the world.

Makino currently teaches strategic management, international business and management theory. He is chairman of the PhD program and in charge of MBA curriculum development. He also sits on the editorial board of six peer reviewed academic journals, and he heads up the Japanese Association of Hong Kong Studies, a group of Japanese professionals and academics that meets monthly.

Because Makino belongs to a competing institution, he's not actively involved in the Ivey Business School in Asia. Still, he continues to collaborate with Ivey researchers on strategies for international expansion, a field of research in which Ivey is a world leader. He's also a heavy user of Ivey cases in his classrooms, and has taught at Ivey Asia as a guest lecturer. "The reputation of Ivey is very high in Hong Kong," he says.

Makino believes his Ivey experience has given him a broad global perspective. He tells his students that *business* today in effect means *international business*. "One of the greatest things about Ivey is its international mind," he says. "The School looks for interesting business issues everywhere in the world." ■

ment, and I help them to understand these differences.”

That’s one of the reasons he decided to enroll in the first class of the Ivey Hong Kong Executive MBA program in September 2000, with 22 other students. He had already taken an executive development course at Western, so he was familiar with the School’s case method approach. He was also a friend of Henry Cheng, whose gift of \$5 million paved the way for the program. Lam felt that the program would help him broaden his contacts, and give him new insights into international business. “I’m always looking for new ideas,” he says.

It was exciting being part of a brand new program, he says. “We created our own guidelines as we went along. Everybody – professors and students – was learning on the job.”

Lam is a strong supporter of the Ivey initiative in Asia, and is optimistic about the start of the new MBA program. He’s a member of Ivey Asia’s Development Committee, whose role is to grow the School by building contacts and raising funds. Lam believes that Ivey has an excellent brand in Hong Kong, as well as a strong and committed alumni base upon which to grow.

Lam is proud that his daughter Farica joined the Ivey HBA program in September. During the summer she taught natural science in Namibia, Africa, as a volunteer. Like her father, she’s interested in pursuing a career in international business.

Although his travel between Toronto and Hong Kong allows him little leisure to go to the movies, Lam believes that his education in film at Ryerson improved his powers of observation. “You can learn a lot by watching what people are buying in malls, or even by observing traffic jams,” he says. “To spot opportunities you need to have sharp eyes.” ■

methodology and act as a distribution centre for Asian-based cases. Her role is to work with professors at both schools to write Asian-based cases and to work with NBS professors to incorporate cases into their curricula during her one-year contract.

O’Neil was just getting her feet wet when SARS hit Asia. The response of the Singapore government was swift and by some standards, draconian. Travel was restricted and movement in and out of the country was carefully monitored. “People stopped going to shopping malls and taking taxis,” says O’Neil. “Business tanked and nobody really wanted to talk to strangers. Everyone was busy having their temperature taken twice a day and monitoring the escalating price of face masks.” For her, it was an opportunity to see “big government” in action. “It was a bit frustrating, but also interesting to see it in motion.”

As the SARS situation eased, she was able to resume traveling and move forward more quickly with case development. She has completed six cases and has several more in development. “It’s a very flexible position,” she says. “I’m

willing to talk to anybody about anything, in the hopes of finding an interesting business situation to write about.” Case writing, she says, is an ideal entrée. A few days after meeting with a well-known entrepreneur in Thailand about a case, she noticed the same man being interviewed on CNN. “I thought, ‘Wow, this man gave me an hour and a half of his time – how fantastic is that?’”

O’Neil says it only makes sense for Ivey to be active in Asia, where it’s possible to watch as economies emerge and evolve. “You can see new business models being formed, tested, practiced and changed,” she says. “The rate of change here is very fast. It’s important to be where the action is.” O’Neil has been impressed by the impact Ivey is making throughout Asia. While interviewing MBA applicants in Beijing and Shanghai, she was struck by their knowledge of and high regard for the School.

O’Neil hopes to extend her contract for at least six months, but says that she is looking forward to becoming a more active participant in the business world. “Every time I turn around there are interesting opportunities,” she says. “It’s important to keep your eyes and your mind open to whatever might come along.” ■

raising the profile of Canadian business and encouraging Canadian companies to take advantage of the great opportunities in Hong Kong and southern China.

The Chamber recently ran a special post-SARS Canada Day event to celebrate Hong Kong getting back to business. Canadians are stereotyped in Hong Kong as ending their sentences in “eh,” so the occasion was dubbed “Canada D’EH”. It was held in Lan Kwai Fong, part of a four block area of restaurants and bars that are nearly all owned by Canadians. Molson beer was on hand, along with cowgirl dancers and a Canadian jazz band. “We wanted to get some coverage and tweak the noses of some Canadian cities by saying that Lan

Kwai Fong is truly the bar and restaurant capital of Canada,” she says.

De Silva is also a member of the Ivey Asia Advisory Board, and a strong supporter of Ivey’s vision. “Ivey is one of our real high profile success stories out here,” she says. The Canadian Chamber of Commerce named Larry Wynant, Associate Dean, Ivey Asia, as Entrepreneur of the Year in 2001.

Although De Silva finds that Hong Kong does not allow a lot of time for leisure, she and her husband Yves Therien enjoy the opportunity to sample what she describes as “some of the world’s most interesting travel destinations.” Recently they adopted a year and a half old Asian boy, Jake. Instead of cutting back on their travel, De Silva is looking forward to taking Jake with them. “He’s going to be a world traveler,” she says. ■

Honoring Canada's BEST

IVEY IS WELL REPRESENTED IN THE AUGUST RANKS OF THE ORDER OF CANADA. MEET GORDON OSBALDESTON AND TWO OTHER OUTSTANDING GRADUATES WHO HAVE RECEIVED THE COUNTRY'S HIGHEST RECOGNITION

WHEN GORDON OSBALDESTON MBA '53, LLD'84 was doing his MBA at Ivey, his roommate, impressed by the lifestyle of Canadian trade commissioners abroad, took the Civil Service exam. It was a Saturday morning, and Osbaldeston, who had nothing better to do, decided to tag along.

As it turned out, he got a job and his friend didn't. Thirty years later, Osbaldeston crowned a meteoric rise through the civil service by becoming Canada's top mandarin and serving with three prime ministers.

Osbaldeston grew up in Hamilton and completed a BComm at the University of Toronto. He started his career with the renowned advertising agency, J. Walter Thompson, but quickly realized that he would need an MBA to reach the upper echelons of the marketing world. He met with Ivey's Dean, Lloyd Sipherd, who agreed to let him complete his MBA in 12 months.

Osbaldeston says that Ivey gave him the practical skills he needed. "Toronto was heavy on economic history and theory – you read Adam Smith and that sort of thing. But it's very hard to apply Adam Smith in its pure form. Coming to Ivey, I developed a very real confidence that I could take a problem apart, find out what the core of the issue was, array alternatives and develop a plan of action – and I could do it on one page."

Osbaldeston never really planned to make the civil service his career. He took a job as a Foreign Service Officer, intrigued by the opportunity to market Canada abroad. Posted to Brazil, Chicago and Los Angeles, he returned to Ottawa in 1964. In 1968 he became Director General of the Consumers Affairs Branch of the Department of Consumer and Corporate Affairs and eventually, Assistant Deputy Minister. It was in that department that he made some

BRIAN HILLIER





> NO TWO ALIKE <

Gordon Osbaldeston remembers attending an Order of Canada investiture at which a world champion billiard player was honored. During the party following the ceremony, Osbaldeston commented on the splendid event. "It is quite a night," the man agreed, "but I'm sorry that my grandmother isn't here." Osbaldeston asked why. "Because my grandmother raised me, and she always said when I was going out to the pool hall that I'd never get anywhere!"

The badge of the Order of Canada is shaped like a snowflake to reflect the uniqueness of each member. From artists and business people to educators, musicians and athletes, a diverse group of more than 4,000 people have received the Order.

Created in 1967 to celebrate Canada's centennial, it was designed as an egalitarian and uniquely Canadian award to replace knight-hoods bestowed by the British government. The Order confers no special privileges and brings no monetary rewards, and any Canadian may nominate a candidate for consideration. The Governor-General makes the appointments based on the recommendations of an Advisory Council. Appointments are announced twice a year, around New Year's Day and Canada Day, and three investiture ceremonies are held each year.

The motto, *Desiderantes meliorem patriam* means "They desire a better country," and Osbaldeston, an advisor to and former member of the Advisory Council, says that remains a key criterion for appointment. The Council, he says, looks at two aspects of a person's life – his or her professional career and volunteer involvements. "Those are two ways to express excellence. The ideal candidate is someone who is well-rounded, has wide interests and is seen as outstanding by several different communities." He says the Order process is not open to political interference or active lobbying: "Nobody has ever pushed their way in." Ultimately, each nominee is reviewed in relation to other nominations reviewed at the same time.

The Order has three levels – Member, Officer and Companion. Up to 146 Members and 64 Officers are appointed each year. Up to 15 Companions are appointed each year, and there can only be 165 living Companions at any given time.

Osbaldeston says the Order has achieved its goal of honouring great Canadians, wherever and wherever they are. "The Order isn't just about celebrities. It's about everyday Canadians who do extraordinary things."

of his most significant contributions. "We brought in bilingualism and the metric conversion, introduced far more transparency in marketing, and introduced innovative legislation on weights and measures, bankruptcy, and hazardous products legislation. I wouldn't be surprised to find that there are tens of thousands of children who never went to the hospital because of the hazardous products legislation. In human terms that gives me the most satisfaction."

From there it was on to the Treasury Board, Industry, Trade & Commerce, Economic Development and External Affairs, and in 1982, the top job as Clerk of the Privy Council. "What kept me interested and focused," he says, "was that every time I turned around, I had a new challenge. If the work had ever got boring, I would have left."

Serving as Clerk of the Privy Council was "a real privilege," says Osbaldeston. The Clerk plays three key roles, serving as Deputy Minister to the Prime Minister, Secretary to Cabinet, and head of the Public Service. "Everything going to the Prime Minister went through me," he explains. Osbaldeston briefed the PM, gathering an array of information he needed to make his public policy pronouncements, and organizing the development of policy against the objectives he set out. It was also his job to guide and mould the work of the public service to be in support of the government's policy. "And of course," he adds, "to avoid some of the administrative disasters that seem to have been prevalent recently!"

Osbaldeston served Pierre Trudeau, John Turner and Brian Mulroney as Clerk. But by the end of 1985, after more than 30 years in public service, he knew it was time to do something different. While he was planning his next career move, he met with Bud Johnston, then Dean at Ivey, who encouraged him to consider teaching at the School. Johnston wrote him a letter, suggesting what he might do and outlining briefly the terms of employment. Osbaldeston called back to say

he was interested and suggesting that Johnston draft a contract for his review. "Bud replied, 'Gordon, that letter is the contract.' So that's how we worked it out – basically a handshake deal. Bud was true to it, plus 10 per cent." Osbaldeston began by teaching and writing four days a week, leaving him time to develop an active consulting practice. Gradually, he spent less time at Ivey and more in his own business.

Osbaldeston's message to Ivey students was simple but compelling: "Don't spend any more time on business-government relations than what contributes to your bottom line." He believes, however, that this issue has more impact on the bottom line than most managers think, and that traditional distrust of government sometimes blinds business to the opportunity for mutually beneficial partnerships. In an increasingly international business environment, he says, business-government partnerships are more important than ever. The recent BSE and softwood lumber issues clearly illustrate why. "In a global environment, you've got to partner with government, and if that partnership is not a strong, viable and trustworthy one, you won't make much progress."

Today, Osbaldeston is an active member of six corporate boards, and one not-for-profit board, Let's Talk Science, a university-based organization with a mandate of fostering interest in science with primary and secondary school students.

Osbaldeston was named an Officer of the Order of Canada in 1981 and raised to the level of Companion in 1997, in recognition that he "has served his country with distinction and integrity." His first response, he admits, was surprise. "I've been on the Advisory Board of the Order, so I've gone through all the applications, and I knew the competition out there." As a career public servant, he says the honour has special significance. "Being appointed to the Order was a matter of satisfaction and pride, and remains so after many years." ■

A Man of Principle

JON GRANT, HBA '59, DIDN'T ASK FOR THE NOTORIETY OF THE GAGLIANO AFFAIR, BUT HE DIDN'T TURN AWAY FROM IT EITHER



DURING THE FIRST WEEK OF THE Gagliano affair, Jon Grant, the man who spoke out about political interference at the Canada Lands Company, came home feeling tired and discouraged. His wife Shelagh, sensing his mood, asked, "Are you sure you're doing the right thing?" Grant said he was. "Then we'll go on together," she said. A moment later she added, "There are 10 phone calls from reporters that you'll have to return."

It was, perhaps, a defining moment for Grant. Throughout a highly successful corporate career, he has always been a maverick, ready to speak up for his sometimes unconventional beliefs.

Grant admits that he was more interested in sports than academics in high school, but that all changed when he ar-

rived at Ivey for his HBA. "I realized that I had to do something very quickly if I was going to get on in life, so I pulled up my socks. University was a wonderful experience for me." After graduation, he joined General Foods, gaining experience with several food companies before moving to Quaker Oats in 1974. He was appointed President and CEO in 1976, and after a successful 15-year tenure, became Chairman and CEO in 1991 and Chairman of the Board in 1993.

The job at Quaker took him to the small city of Peterborough, Ontario, where his perspective on business changed. Invited to join the board of St. Joseph's Hospital shortly after his arrival, he remembers finding himself at the first meeting seated between the Mother Superior and the head of the electrical union, an avowed Communist. He quickly realized that in a small community, you mix with everybody. "We had a community of friends and associates that crossed all kinds of economic, social, political and cultural barriers," he says. "As a result, you develop a feeling for things that is perhaps not as conventional as you might in the big city."

One of the unconventional feelings he developed was that business has a responsibility toward the natural environment. Under his leadership, Quaker launched a number of environmental initiatives and he made an interesting discovery. "Everything worked when we talked about what we were doing for the environment," says Grant. "The employ-

ees were motivated, our customers liked what we said, suppliers wanted to supply us and investors liked us."

During a canoe trip in the wilderness of Temagami, Grant and his wife Shelagh found themselves in an area where old-growth forests were being logged. "I got up in the morning and was standing on the beach when all of a sudden I could hear these big machines starting up. Every time one started up, a loon would cry." The following week, he was scheduled to speak at a Conference Board meeting in Toronto on business and the environment. Leaving his prepared script behind, he spoke passionately about this experience in Temagami. Quoted in the *Globe & Mail*, Grant soon found himself at the heart of the logging controversy. This led to a stint as Chair of the Ontario Round Table on the Environment and Economy, an advisory board to the Premier that produced several significant reports. He has also served as a Trustee of the World Wildlife Fund, on the Advisory Board of the Erivan K. Haub Program in Business and the Environment at York University, as a Commissioner of the Canadian Polar Commission and Canadian delegate to two Circumpolar Affairs Ministerial Conferences, and as a member of the Independent Review Committee of the North American Agreement for Environmental Co-operation.

In 1994, Grant was approached to help start the Canada Lands Company, a crown corporation created to sell off public lands. The timing was right: he was 60 and ready to leave Quaker. The project was successful, returning \$250 million to the Federal government and fostering the creation of a wide range of much-needed housing. At the end of his second three-year term Grant left the job with some serious concerns about political involvement. But he didn't speak out publicly until January 2002, when he read that Minister Alfonso Gagliano had flatly denied playing any role in the hiring of one of his organizers by the Company. Grant felt he could no longer remain silent. The resulting furor thrust him into the public eye for months, and brought about Gagliano's transfer. It was a difficult time, but what sustained Grant was the support of ordinary Canadians across the country. "One night, two

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A Baker's Dozen



JACQUES MÉNARD, MBA '70, HAS FORGED A SUCCESSFUL CAREER IN THE FINANCIAL SERVICES INDUSTRY BY BELIEVING IN PEOPLE

tween first and second year was with a small investment firm in Montreal, and he became a stockbroker when he graduated. "I felt," he says, "that the best generalist job going in the business was as a salesman, where you get to understand and appreciate every product and service the firm has to offer."

Ménard has always tried to be an agent of change. "I've tended to gravitate to where I can move the needle," he says. "Managing the status quo is not something that turns me on." He joined Burns Bros & Denton in 1972, which merged with Fry Mills Spence to create Burns Fry in 1976 and with his partners, built the firm into Canada's largest independent securities firm at the time. Along the way, he oversaw many interesting deals, including an innovative IPO for a Quebec food co-operative, Metro Richelieu, in 1987, and the re-financing of the Montreal Expos through a consortium of 13 companies in 1991. In 1994, the firm was successfully merged with Nesbitt Thompson and today Ménard is Chairman of BMO Nesbitt Burns. "To assume leadership responsibility in an industry as exciting as the securities industry is, in itself, exciting," he says. In 1999, he also became President of BMO Financial Group, Quebec, leading an organization that employs 4,500 people in some 160 branches.

Along the way, Ménard gave his time and expertise generously to a wide variety of community organizations. He served a five-year term (1996-2001) as non-executive Chairman for Hydro-Quebec and contributed firsthand to the turnaround of the Canadian utility. During his term as President and then, Chairman of the Board of Trade of Metropolitan Montreal from 1989 to 1991,

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MANY OF TODAY'S IVEY STUDENTS WILL understand how Jacques Ménard felt when he arrived at the School for his first year in the MBA program. "I had borrowed my tuition from the bank," he says, "so I was condemned to succeed! There was no way I could think of going back home without having passed year one."

Ménard had nothing to worry about. He did well at Ivey and went on to a brilliant career in the securities and banking industry. He also became an indefatigable volunteer who has made significant contributions to his community.

Born in Chicoutimi, Ménard grew up in Montreal and attended College Ste.

Marie and Loyola College, both Jesuit-run institutions. But his goal from an early age was Ivey. After a year in marketing at the Ford Motor Company, he came to the School in 1968. It was his first time living outside Quebec and the experience gave him a broader perspective on Canada. "I learned how large Canada is, but also how small. Our country is a collage of relationships and people that come from different parts of Canada yet share the same values."

Ménard's father was a bank executive and his brother had just started a career as a stockbroker, so it was natural for him to gravitate toward the financial services industry. His summer job be-

he enjoyed the opportunity to engage in public debate on policy issues, increasing his confidence and speaking ability. In 1991, he was recruited as co-Chair of the Montreal Annual Centraide (United Way) Campaign. The campaign raised a record amount for the time. Since 2001, he has been involved as co-Chair of a \$100 million capital campaign for Sainte-Justine Hospital, the most important mother and child University hospital in Quebec, which is undergoing a \$400 million redevelopment program. Ménard has recruited a powerful campaign team of 25, and hopes to have the fundraising completed by spring 2004, thanks in part to a major leadership contribution by BMO Financial Group.

Ménard believes passionately that community work adds meaning and value to professional life, and he encourages young managers to get involved early in their careers. Working in the volunteer sector fosters creativity, he says, "because you have to do a lot with very little." It also hones leadership and motivational skills, and tests your values. "I have had almost as much joy and satisfaction from my volunteer involvements in some instances as from my professional life," he says, "and it has ended up helping me professionally too. I've met so many people and tested leadership approaches that I've carried back into my business life."

Ménard says he was surprised, humbled and deeply honored to be named a

Member of the Order of Canada in 1995. "When you are waiting to hear your name called by the Governor-General and you hear about the lives of dozens of great fellow Canadians – unsung heroes who have done tremendous things in their own communities and business lives – you ask yourself, 'Why am I here?'" He was promoted to Officer in 2000. The Order is not only an honor, says Ménard, but also a prod. "When you've been recognized by the community in such a fashion, it gives you a yet greater spirit of responsibility toward your fellow citizens. The bar goes up, and you can't ever say 'I gave at the office.'"

Looking back, Ménard says that his experience in the MBA program helped him develop a positive and optimistic approach to business that has supported him ever since. "Ivey taught me the importance of finding common ground with everyone you meet, and that the basic premise of any relationship is that people are of good faith and want to succeed."

Ménard's advice for a meaningful and successful life is simple yet powerful: "Don't look back – life is too short. Never give up. In a business transaction, always leave something on the table for the other guy. As to personal relationships with partners or colleagues, give everyone a baker's dozen – a little more credit than they might expect, or perhaps even deserve. It's a smart investment that you never regret." ■

>> GRANT CONTINUED FROM PAGE 29

fisherman who'd just come in from fishing off the coast of Newfoundland called me. Another night it was a couple of loggers from the West Coast."

When Grant returned from a holiday in the spring of 2002, he found a card asking him to pick up a registered letter at the post office. Convinced that it was something relating to the Gagliano affair, he ignored the request until he received a second card. The waiting letter was his invitation to become an Officer of the Order of Canada. "It was," he says, "the last thing I ever expected." Grant takes his appointment as clear proof

that the Order, at least, is free from political influence.

Today, Grant remains deeply involved in the business world, as Chairman of the Board of CCL Industries, a major international packaging company, Vice-chair of Agricore United, Canada's largest grain company, and a member of the Board of AXA Insurance. He also maintains a leadership role in environmental issues, as Chair of the Nature Conservancy of Canada and Chair of the Canadian Canoe Museum.

Of his experience in the national political spotlight, he now says simply: "I don't think anybody is every comfortable with that kind of notoriety. It happened. I responded." ■



IVEY ALUMNI AND FRIENDS APPOINTED TO THE ORDER OF CANADA

- > Judd Buchanan, MBA '55
- > Andre Galipeault, Exec. '85
 - > Peter Godsoe
- > Geno Francolini, HBA '54, LLD '84
 - > Jon Grant, HBA '59
- > Ken Harrigan, HBA '51, LLD '94
- > Richard M. Ivey, HBA '47, LLD '79
 - > Carol Johnston
- > Maureen Kempston Darkes
 - > Louis Lagasse, MBA '73
 - > John LeBoutillier, MBA '70
 - > Harrison McCain
 - > Wallace McCain
 - > Jacques Menard, MBA '70
 - > Earl Orser, LLD '91
- > Gordon Osbaldeston, MBA '53, LLD '84
 - > Alf Powis
 - > John Risley
 - > Doreen Sanders
 - > Alan Scales, HBA '58
 - > JR Shaw
 - > Ron Southern
 - > Frank Stronach
 - > Maurice Strong
 - > J. Allyn Taylor, LLD '81
- > David Black Weldon, HBA '47, LLD '89
 - > Vic Young, MBA '68

If we missed your name, please let us know at alumni@ivey.uwo.ca

Expanding the boundaries of knowledge

Corus Entertainment and Shaw Communications support exciting new research initiatives

“YOU HAVE THE PULL OF YOUR CAREER and the pull of your family. Both are important and sometimes they seem diametrically opposed. It’s all about balance, choices and trying to do the best in both worlds.”

In a few well-chosen words, Heather Shaw, MBA '87, sums up one of the unique challenges faced by women in management. Work-life balance will be a focus of Ivey’s new Chair in Women and Management, established with financial support from Shaw’s company, Corus Entertainment Inc. Corus and its sister company Shaw Communications are also supporting the JR Shaw Professorship in Family-owned Businesses at Ivey.

When she talks about balance and choices, Shaw speaks from experience. A mother of two young daughters, she is chairwoman of Toronto-based Corus Entertainment, owner of specialty channels such as YTV and W. She was named to Canada’s Top 40 under 40 in 1998, and won the Business Woman of the Year award for Calgary in 2002.

Shaw says her time at Ivey gave her important critical and analytical skills that have been useful in her career, but the lessons that really stuck weren’t on any curriculum. “Working in learning teams, you figure out how to resolve conflicts, work as a team and get to the end result,” she says. “Ivey is a lot of hard work, and through the experience I learned the importance of balance, relationships and having a support network.”

The Corus Chair reflects the company’s emphasis on women in its own management ranks. Unlike much of corporate Canada, 50 per cent of the Corus board and 40 per cent of its senior management team is female. “I feel that kind of balance is important,” says Shaw. “As a company, we want to ensure that women have a place in management, not just in our company but elsewhere.” Women are also an important audience for the company, especially since its purchase of the women’s specialty channel, WTN (now W).

Shaw is delighted that the new Chair is held by Professor Alison Konrad, who recently arrived at Ivey from Temple University in Philadelphia. “She’s really enthusiastic and motivated,” says Shaw. “This area of research is clearly a passion for her.”

women. In another study, Konrad looked at the connection between human resource management systems and women in senior management in U.S. companies.

Now she’s looking forward to extending her research in the Canadian context. She is currently applying for a major research grant to identify best practices in gender and diversity in medium and large-sized Canadian companies. The study will gather data about employment, people management systems such as compensation and training, and employees’ perceptions of inclusion and empowerment. “We know what companies are trying,” says Konrad,

HEATHER SHAW, MBA '87, (LEFT) AND ALISON KONRAD



Konrad, a social psychologist, has spent most of her career looking at issues of gender and diversity. One of her recent research projects looked at data about job attribute preferences across the U.S., and showed that, contrary to popular belief, there are relatively minor differences in preferences between men and

“but we need to validate which pieces actually work.” Ultimately, she wants to establish a centre that will gather this data on a biannual basis and publish its findings as a “Canada’s Most Inclusive Workplaces” listing.

Konrad is also developing a second-year elective course on gender

and diversity in the workplace. She hopes to play a part in attracting more women into the MBA program, which has traditionally been male-dominated. "We need to take a look at the climate in our classrooms, the overall culture of the School, and our approach to marketing and selection," she says. "By getting more women into our classes, we'll be getting more women into the power elite."

That's a goal Shaw strongly supports. "More women leaders in Canadian corporations will improve the overall quality of leadership," she says. "Women and men look at things differently, and you need both perspectives for the ideal mix. We want to motivate women to set their sights to the highest level attainable."

As the daughter of Shaw Communications founder JR Shaw, she also takes a personal interest in the Professorship established in his honour. She recognizes that family businesses, which play a key role in the Canadian corporate world, raise unique management issues. "There are," she says, "a lot of dynamics that don't relate to the business but can have a dramatic impact on its success."

Eric Morse, who holds the Shaw Professorship, agrees. He points out that at least 45 per cent of Canada's GDP can be accounted for by family-owned enterprises, and more than half of Canada's workforce is employed in family companies. "They're a significant driving force in Canada, but nobody has really

looked at how large and complex family businesses work."

He is currently doing research on why succession planning often fails in family businesses, and on how non-family members can work best within a family-owned company. He is developing a family enterprise centre at Ivey that will provide executive education programs and conduct focused research.

For Heather Shaw, the opportunity to support Ivey, both as an active member of the Ivey Advisory Board and through financial contributions, is welcome. "It's appropriate to give back," she says, "especially to an organization that helped me out. We are delighted to invest in a school that has the resources and quality to take the ball and run in both these important areas." ■



Profile

Close to the Heart

As Director of the HBA program, Rick Robertson, HBA '75, MBA '84, PhD '87 is a strong believer in attracting well-rounded students

AT THE END OF LAST TERM, RICK ROBERTSON gave the HBA students a rousing presentation on what it means to be an Ivey alumnus. As an HBA grad himself, it's a subject that's very close to his heart. "Ivey had an enormous positive effect on me," he says. His experience led to a unique career in academics and business, and a lifelong commitment to the Ivey Business School.

When Robertson was 12 years old, his father gave him 25 shares in Canadian Breweries. An odd choice, perhaps, but for Robertson it was the first stirrings of an interest in finance. He began McMaster University in engineering but then decided to switch to commerce. After his second year he applied to the Ivey HBA program. On his first day of class, feeling very much like an outsider, he asked himself: "Who was the idiot who made the decision to come here?" But after figuring out that others felt the same insecurity, he hunkered down and really began to enjoy the experience.

In his final year he began to think seriously of a career in finance, but teaching also intrigued him. He received offers from both Clarkson and Gordon and Western's Business 257 course. When he told Clarkson about the teaching offer, his contact said it was a great opportunity and he would be foolish not to accept it. He did, and this marked the beginning of both his teaching career and a relationship with the accounting firm (now Ernst & Young) that thrives to this day.

After he finished his two years of teaching, Robertson joined Clarkson

and Gordon at its Kitchener office, which had just been taken over by Ron Gage. Gage, who eventually became chair of Ivey's Advisory Board, has been an important figure throughout Robertson's career, providing advice and help along the way. Robertson obtained his CA, and at the same time received an offer to teach at Wilfrid Laurier University. He took the job so he could answer an important personal question. "I wanted to know whether it was teaching I liked, or whether it was just Western." It turned out to be both, and he decided to return to Ivey to do his MBA and PhD.

After completing his PhD and taking on a full time teaching position at Ivey, Robertson decided on a bold move – to stake out his own territory in tax, an area not taught in the School. To prepare the way he enrolled in the three-year CICA in-depth tax course, and took some doctoral courses in the

to a number of policy making and advisory roles. He is a Fellow of the Institute of the Chartered Accountants, and has been actively involved as a board member of the organization, now serving as Chair of the Audit Committee. He currently sits on the board of ADB Systems International, and until its recent takeover, was a director of Stackpole Ltd. Of his experience at Stackpole, Rick says, "It was a tremendous learning experience to be involved in the excitement of a takeover from the inside."

Also active in research, Robertson and colleague Ross Archibald, HBA '58 conducted a 14-year survey of pension plans in Canada for the Financial Executive Institute, which resulted in presentations across the country. One of the key things they studied was the funding level of pension plans, now a hot topic in the accounting field.

Robertson has played an important administrative role in the School, first

**"If you're going to
teach something,
you should have done it."**

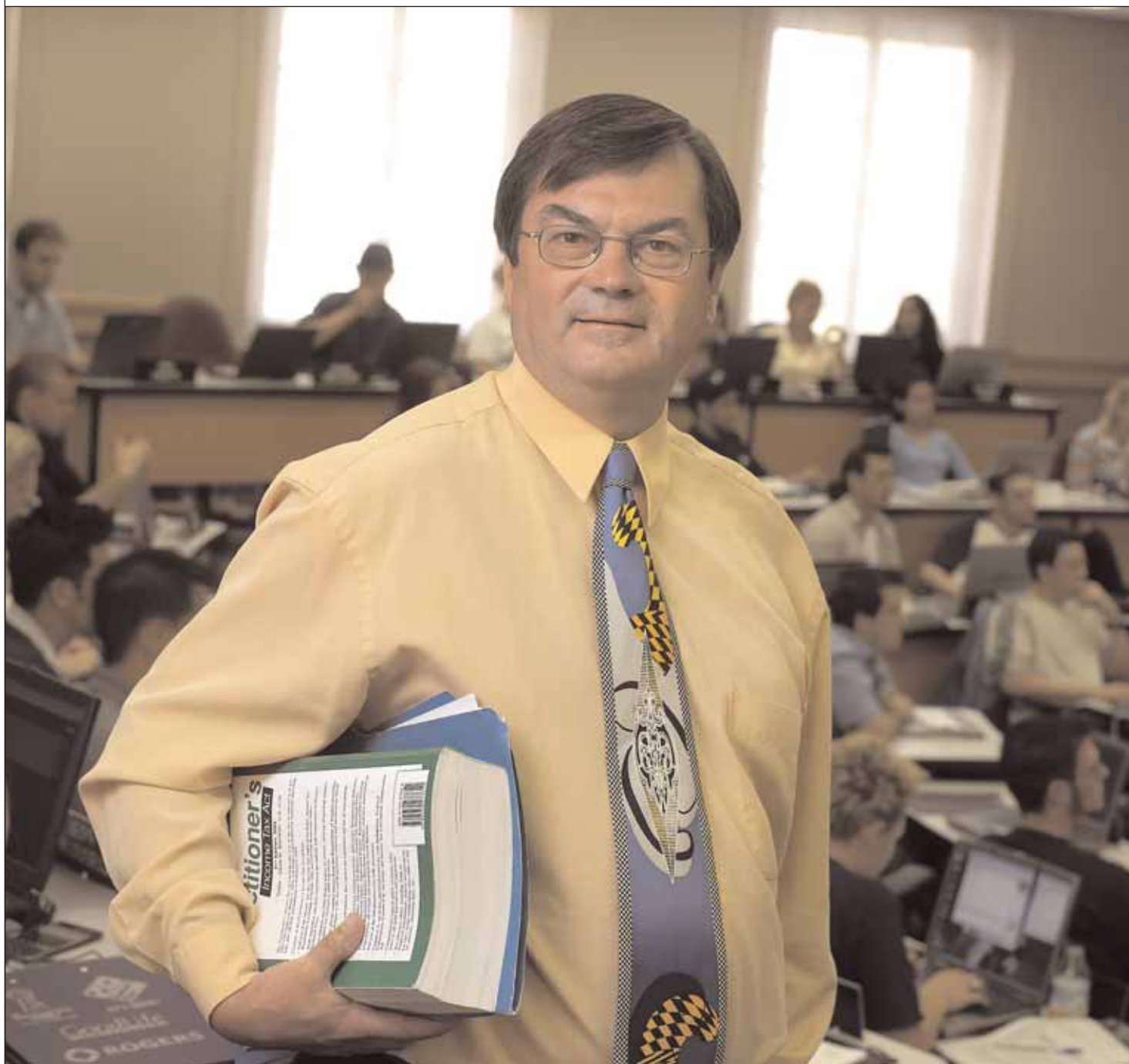
University of Waterloo's PhD tax program. He also worked with Clarkson and Gordon for a year as a full time senior tax manager. "I believed, and still believe strongly, that if you're going to teach something, you should have done it," he says.

Robertson has become a very popular instructor in tax and accounting in both degree and executive education programs. When asked about his teaching, he says he has an advantage – he genuinely finds tax and accounting fascinating because of the way it affects people's decisions. "When students walk into my courses, they say 'heaven help me, this is accounting.' But when they see my enthusiasm, they begin to perceive it differently."

Robertson's combination of real-world and academic experience has led

as Director of the School's public executive education programs and then its HBA Program. He has served as HBA Director for the past five years, a challenging time as the program expanded and dramatically increased tuition. Under his stewardship, the program has been successful in attracting high quality students who share both a desire to learn and a penchant for leadership.

The Ivey HBA is unique in Canada – it consists of two years of general university studies, followed by two years of intense business education. Many students want to go into business right after high school, but Robertson feels from his own experience that a time for discovery and self-development is important. "Business requires a broader set of skills than things like accounting and marketing," he says. "University



is an ideal place to acquire those skills.”

The Academic Excellence Opportunity Program, which offers outstanding high school students conditional admittance after two years of university, has been a big draw for the School over the past few years. But Robertson is also looking for exceptional students in their first two years at other universities, to make them aware of the benefits of combining their interests with an HBA. He is developing and promot-

ing a number of concurrent programs with law, engineering, health sciences, medicine, media, information and technoculture, and kinesiology. “This approach is consistent with where universities are going, and with what the marketplace wants,” he says.

Robertson tells his students that Ivey alumni are the most critical asset in the long-term success of the School. To build alumni support, he is an active member of the Ivey Alumni Associ-

ation Board of Directors, and for the past five years he has co-hosted the Homecoming Event in the Tent. This year he was named recipient of the 2003 Alumni Faculty Service Award.

Robertson also reminds his students that the value of their degrees is enhanced by the fortunes of fellow alumni. “We all share in each other’s success,” he says. “Whenever an alum is successful, then some of that success is going to rub off on me.”



Alumni Speak

Spreading the Vision of Hope

by Alykhan Alidina, HBA '01

I'VE LEARNED THAT SOMETIMES NOT getting the job you want can be the biggest blessing in disguise.

During HBA II, I think the pressure or rather the utter obsession with 'getting a job' can be detrimental to one's health. As we herd ourselves like sheep through the narrow doors of career management, competing for only a handful of jobs, do we ever stop to ask the Task Master, "Do I really want to be a consultant or an I-banker? Is there not more to life than the acquisition of wealth?"

Rather than drown in anguish about not making the grade or bombing the interview, explore a little – learn about the world's problems and their causes, and consider what you can do to help.

Through my own research and reflection, I have observed that much of the world's problems are rooted in the

grossly inequitable distribution of wealth throughout the world. Poverty of wealth often feeds poverty of education and skills, resulting in idle hands and fuming minds. Idle hands, fuming minds, plus the loss of hope are the true and real sources of terrorism. The world's situation will not change until people – educated young people in particular – start to take an interest in the problems of the undeveloped and under-developed world. Unfortunately, the only weapon of mass destruction we have yet to eliminate is ignorance; for ignorance fuels hate among the poor and indifference among rich, causing division amongst mankind.

Being positioned in Dubai – a burgeoning commercial centre in the Middle East with proximity to India, Central Asia, and Africa – I have the opportunity to work with and learn from many individuals affiliated with AKDN – the Aga Khan Development Network (www.akdn.org). My encounters with people working in social and economic development, and my own experience working in community governance and human development, have led to my deep conviction that greater international security and global peace cannot be achieved by war or threat, nor by simply turning away. It can only be achieved through the spread of goodwill, the spread of financial and human resources, the generosity of means and time of the

more fortunate, educated and privileged in a combined international effort to assist those in need – those who cannot help themselves.

In addressing the '96 Graduating Class of Princeton University, His Highness Prince Aga Khan said: "Our obligation is to have a social ethic which functions for the benefit of the poor and which gives them a reason to believe in the future."

Attention Young Ivey Leaders: Your bright minds and able hands are needed out there. Find your place in the service of mankind. There is no shortage of jobs for those who have the heart and will to serve the poor, the weak, the illiterate, the aged, and the less fortunate. God bless. ■

Alykhan Alidina is Executive Officer, Ismaili National Council for the U.A.E. He can be reached at aalidina.hbaz001@ivey.ca. He wrote most of this article prior to the U.S. invasion of Iraq.

DO YOU HAVE SOMETHING TO SAY- an issue that's close to your heart, an unusual experience or an interesting idea? *InTouch* welcomes submissions to the Alumni Speak column. This is your space to air your views – outrageous or otherwise – to trade ideas, or simply to share a good story with fellow graduates. For more information, please contact the Editor at alumni@ivey.uwo.ca



"In the troubled times in which we live, it is important to remember, and honor, a vision of a pluralistic society. Tolerance, openness and understanding towards other peoples' cultures, social structures, values and faiths are now essential to the very survival of an interdependent world. Pluralism is no longer simply an asset or a prerequisite; it is vital to our existence." (Source: www.akdn.org)