

Richard Ivey School of Business
The University of Western Ontario

IVEY

intouch

Mission Critical

Terrence Donnelly, HBA '57, lives the
School's value of community service

Class of '04 Page 28

A magazine for alumni and friends of the Richard Ivey School of Business/Summer 2004

AD

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SUMMER 2004

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16 Mission Critical Ivey is taking steps to ensure that tomorrow's business leaders understand the true meaning of corporate social responsibility and know how to integrate personal values with business strategy. We also meet three Ivey alumni – Terrence Donnelly, HBA '57, Don Woodley, MBA '70, and Helen Connell, EMBA '96 – who live the School's mission every day.

24 A conversation with Professor Mark Vandenbosch, HBA '84 Vandenbosch, Ivey's new HBA program director, is a graduate of the program and one of its most passionate advocates. Although it will expand to four sections this fall, he is committed to uncompromising quality of input and output.

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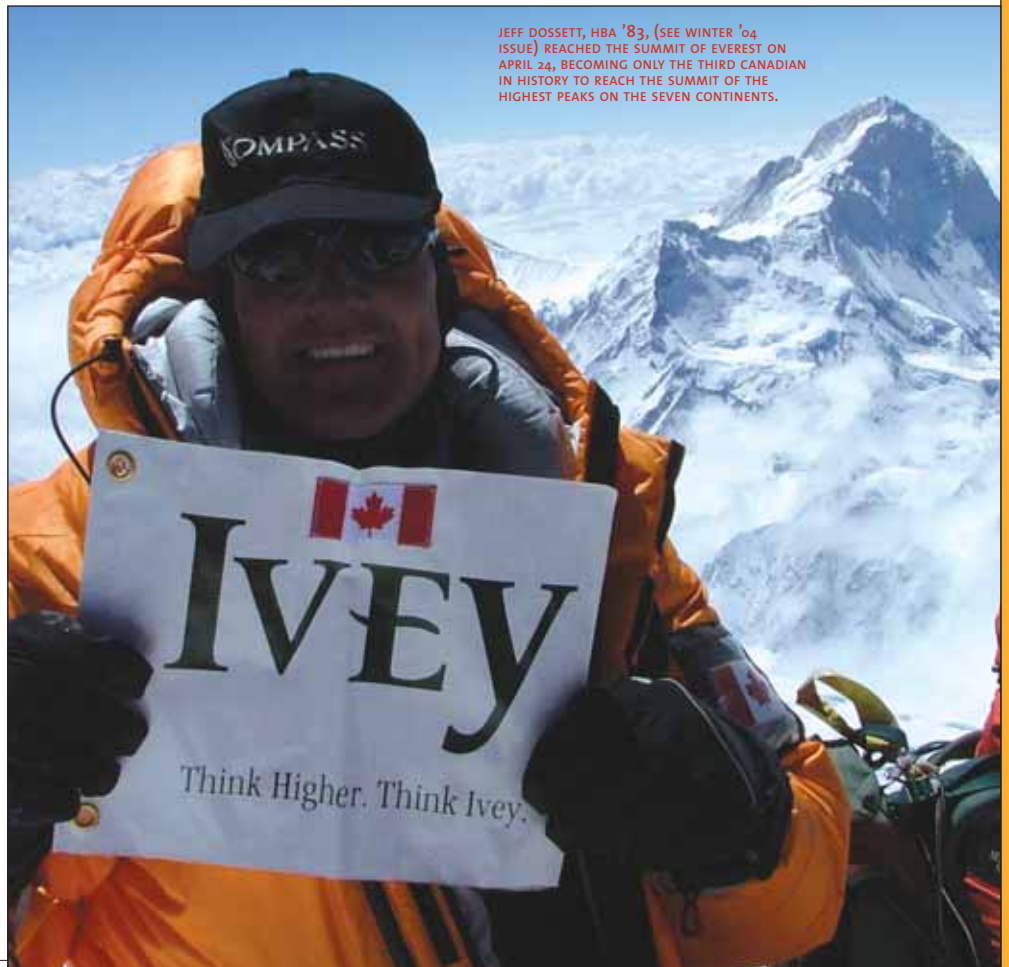
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JEFF DOSSETT, HBA '83, (SEE WINTER '04 ISSUE) REACHED THE SUMMIT OF EVEREST ON APRIL 24, BECOMING ONLY THE THIRD CANADIAN IN HISTORY TO REACH THE SUMMIT OF THE HIGHEST PEAKS ON THE SEVEN CONTINENTS.



Doing Business

The School in the World

MBA program launches in Hong Kong

Sixteen students started classes in the inaugural section of the Ivey HK MBA program in January. Program Director Amelia Chan, EMBA '03, says the first few months have been intense and demanding. "Maintaining a good grasp on time management is one of the first things they have to accomplish, as all students hold full-time work positions," she says. "Improvements in juggling time have been significant, and

their feedback on all areas of the program is very positive."

Faculty members find the class "intelligent, eager, active and hard-working," and are enjoying the teaching experience. Work is currently under way to introduce a modified version of the new MBA curriculum into the program.

The Ivey HK MBA is taught in three-week modules, on weekday nights and weekends, to allow students to continue working full-time while completing the two-year program. Students are generally younger than in the Executive MBA program, with an average of five years work experience, as opposed to 13 years in the EMBA. Students also participate in short, full-time residency periods in Hong Kong and Canada.

"The launch of this program, together with the expansion of our executive education programs, allows Ivey HK to diversify its revenue stream," says Chan. "The market for MBAs in Hong Kong is substantial, and before Ivey's program was launched there was no world-ranked program delivered in this market."

Changing the Guard: Ivey welcomes new Associate Deans, Directors

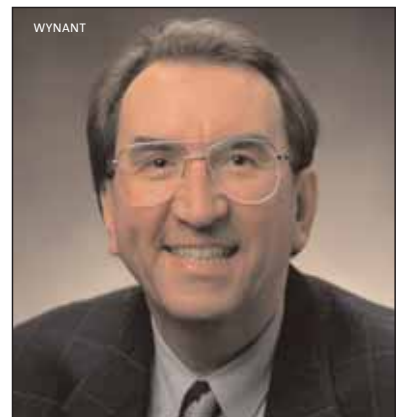
Several top Ivey professors are taking on new challenges in 2004.

Larry Wynant, MBA '72, will take up a newly created position, Associate Dean Programs, responsible for Pre-Business, HBA, MBA and EMBA programs at Ivey. A member of the faculty since 1976, Wynant spent the past four years living in Hong Kong as Associate Dean, Ivey Asia. He has served as Director of the Ivey Executive Program, the School's premier executive development offering, and became Dean of Executive Development in 1992.

Craig Dunbar will become Associate Dean, Faculty Development and Research. Dunbar, who arrived at Ivey in 1997, has established a strong reputation for research in areas such as the withdrawal of Initial Public Offerings, analyst recommendations and investment bank market share. His position will combine elements of the positions held by Paul Beamish, HBA '76,



OVERCOMING CHALLENGES BY WORKING AS A TEAM: NEW CLASS AT ASIAWORKS WORKING TOGETHER TO GET ENTIRE TEAM OVER THE 5-METRE WALL



WYNANT



DUNBAR

PhD '85, and Chris Higgins, who completed their terms on June 30.

In making the announcement, Dean Stephenson paid tribute to the contributions of Beamish and Higgins. "During his five-year tenure, Paul has significantly moved the research capability of Ivey ahead, overseen the expansion of the PhD program, and promoted a culture of grant-seeking which has resulted in an unprecedented number of SSHRC grants awarded recently to our faculty. . . Chris Higgins has led us through a period of extensive change in both curriculum and workload planning."

The Dean also announced four new Directors. Michael Pearce, HBA '68, has accepted the position of Director of the Executive MBA program, taking over from Paul Bishop, MBA '64, who has led the program since 1994. Mark Vandebosch, HBA '84, becomes Director of the HBA program, following the tenure of Rick Robertson, HBA '75, MBA '84, PhD '87. Steve Foerster, HBA '81, will be Director of the MBA program, as Murray Bryant completes his term. Philip Hunt, MBA '86, has joined Ivey as Director of Career Management.



(L-R): DR. TED HEWITT, DR. GERMANO DE PAULA, DEAN CAROL STEPHENSON, THE HON. GAR KNUTSON, DIANNE CUNNINGHAM

Lawrence Centre hosts major conference

Dianne Cunningham had barely started her new job as Director of the Lawrence National Centre for Policy and Management when she received a request for help from a colleague. Professor Ted Hewitt, Associate Vice President, Research and International Relations at the University of Western Ontario, called to see if Cunningham would help him organize a Canada-Brazil roundtable on international trade in steel. Cunningham jumped at the chance.

"This is the kind of initiative the Centre wants to do right across Canada," she says. "Our mandate is to provide a forum for the public sector, corporations, me-

dia, students and professors to come together. This is an opportunity to get involved, and see how we can get better at it and make it relevant for our students."

Cunningham, whose last job was Minister of Training, Colleges and Universities for the Province of Ontario, is excited about her new position and the vision of Jack Lawrence, HBA '56, whose generous contribution helped get the Centre off the ground. "Jack wants the Centre to become a strong advocate for sound policy that will ensure a powerful future for Canada," she says, "and that really fits with what I've been working on over the years. We will work to ensure that our students understand the intersection of business issues and public pol-

MBA HOCKEY TOURNAMENT WELCOMES THE WORLD

In March, MBA students staged the largest graduate school hockey tournament of its kind in the world, welcoming student and alumni teams from Cornell, Michi-

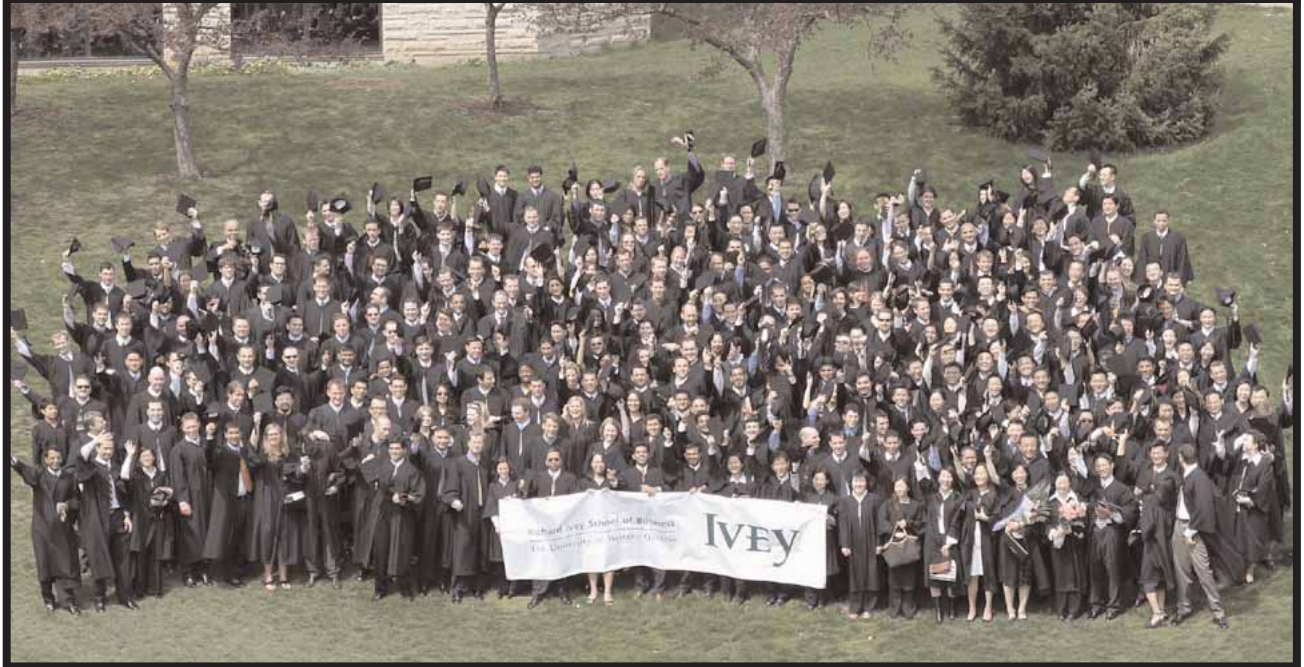
gan, Schulich, McGill, Queen's, Ivey, Rotman and McMaster. The Ivey Alumni Team, managed by Scott Hill, MBA '02, emerged triumphant, beating another Ivey team in the

nail-biter final by a score of 1-0.

Cup organizer Aaron McCracken, MBA '04, says the tournament is an opportunity to meet other MBA students in a "competitive yet fun environment." It also helps to showcase the School's spirit and student involvement. "From a personal standpoint, the Ivey Cup has allowed me to stay involved in the game and with the hockey club, after a career-ending injury," he adds. "The part I enjoyed the most was hearing from so many participants from other schools speak very highly of Ivey, our students, and the organization of the tournament."



THE MBA CLASS OF '04 CELEBRATES AT CONVOCATION



icy, and that as business leaders, they will work with government to make sure the right policies are in place to support the competitiveness of Canada.”

Cunningham is also looking forward to working with the Chair of the Centre’s Advisory Council, Thomas d’Aquino,

MCDOUGALL LAUNCHES SPEAKER SERIES

Don McDougall, MBA ’61, was the first speaker in the new Ivey Speaker Series. McDougall is the former President of Labatt’s Breweries and founder of the Toronto Blue Jays, and is currently serving as Chair of the UWO Board of Governors. He spoke about the challenges and opportunities facing business leadership today and shared some thoughts on the importance of integrity. Dean Stephenson used the event to launch a new annual celebration called Richard G. Ivey Day, to be held every March to celebrate the School’s rich heritage and honour the contributions of the Ivey family.

President and CEO of the Canadian Council of Chief Executive Officers. “He is a leading Canadian businessperson who is very knowledgeable about public policy and has a very good understanding of the kind of business issues that impact on policy,” says Cunningham. “He knows the importance of policy makers and business leaders working together to create the best environment for investment in Canada.”

The Roundtable, held on May 19, featured Dr. Germano de Paula of the Federal University of Uberlandia, Brazil, the Canada Visiting Research Chair in Brazilian Studies. Also among the roundtable participants: Courtney Pratt, President and CEO of Stelco Inc., Valdemar Carneiro Leão, Ambassador of Brazil to Canada, and the Honorable Gar Knutson, MBA ’83, Canada’s Minister of State for New and Emerging Markets.

Update: Biotechnology Stream

Ivey launched its new biotech stream within the MBA program in fall 2003. Taught by faculty from Ivey and the Faculty of Medicine and Dentistry, as well as industry

experts, the stream gives students business skills and knowledge, and the essential science needed to operate in a research-driven environment. The business side of the curriculum includes subjects such as intellectual property management, biotech strategy, and financial management, while the science courses focus on the business implications of current scientific issues.

“Ivey has brought together biotech leaders from both industry and academia, placing students at the crossroads of science and business innovation,” says Mike Crump, MBA ’04, a graduate of the program.

The Biotechnology Advisory Council played an integral role in the success of the first year of the stream through their generous support and guidance. Special thanks to: Angiotech Pharmaceuticals, Bayer HealthCare, Biogen Canada, Biovail Corporation, Eli Lilly Canada, Ernst & Young, IMI Inc., McKinsey & Company, MDS Inc., Merck Frosst, Picchio International, Robarts Research Institute and Torys LLP. To find out more, visit www.iveybiotech.com or contact Danielle Boisvert (519) 661-3130.

QUANTUM SHIFT SHIFTS INTO HIGH GEAR

Quantum Shift, a new executive development program sponsored by KPMG Enterprise and the Ivey Business School, was offered for the first time in May.

Quantum Shift brought together 40 of Canada's most promising entrepreneurs for an intense five-day experience at the School. KPMG nominated the entrepreneurs, with final selections made by the Institute of Entrepreneurship at Ivey. Those selected were awarded scholarships to offset a signif-



icant portion of the program's cost.

"When you're a young company in a high growth phase, often the structures aren't keeping up," says Cameron Heaps, President & CEO of Steam Whistle Brewing of Toronto. "This was an opportunity to step back and start identifying where the cracks are and how to set up your business to sustain growth."

"The quality of the instructors was exceptional," says Shannon Bowen-Smed, President & CEO, BOWEN

Workforce Solutions Inc. of Calgary. "They did an exceptional job of engaging all 40 participants, in spite of our differences, and creating a safe, non-judgmental environment for discussion." Scott Shepherd, President & CEO, Northstar Trade Finance Inc. of Vancouver, was equally impressed with the Program. "It was wonderful to be exposed to a group of high-powered people, who all approach problems in different ways. It really helps to broaden your outlook."

Adds Shepherd: "It was an honour to be part of this. My only regret is that I'll probably never be able to come back!"



Around the world in four days

Ivey and Scotiabank hosted the world's largest undergraduate case competition at the School in early March.

The 15th annual Scotiabank International Case Competition welcomed 12 teams from top schools in Canada, the U.S., Mexico, Hong Kong, Thailand, Singapore, the Czech Republic, Hungary, Belgium, France, Denmark and Australia. The team from the University of Melbourne took top honours.

Melanie Sieferling, HBA '04, who helped organize the competition, says it provides students with invaluable experience in organizing a complex event, and a unique opportunity to meet fellow business students from around the world. "The competition is important to Ivey," she says, "because the School gains worldwide exposure. I've already had two schools find my name on the website and call to ask if they can be invited next year!"

A winning combination

Steve Ridgeway, MBA '04, won the Ivey Business Plan Competition for Benchkeeper Software Inc., a company that provides laboratory information management software solutions to the life-science marketplace. He competed against schools across Canada to take the \$25,000 prize and the right to compete in the Global Moot Corp. Competition in Austin, Texas in May.

A team of Ivey MBAs was victorious at the ninth annual IESE & Roland Berger International Case Competition in Barcelona, Spain. The competition judges commented, "Ivey was the absolute clear winner, not only for their exceptional analysis and presentation skills, but also because they were such an obviously coherent team. No other team showed this combination."



Clubfile

A REGULAR FEATURE INTRODUCING
IVEY ALUMNI ASSOCIATION CLUBS

New York

René Krist, MBA '93, lives and works in the small town of Youngstown in upper New York State. Hussain Ali-Khan, MBA '91, works at Times Square in New York City. They bring their two perspectives, and lots of energy and ideas, together as co-Presidents of the Ivey Alumni Association New York chapter.

The New York chapter serves the 400 to 500 Ivey graduates in New York, New Jersey and Connecticut, making it


one of the top five alumni chapters by size. Krist and Ali-Khan took over in November 2003 from former presidents Clare Cheng, MBA '94, and Bob Beauregard, MBA '62, who have built a strong platform for future growth.

The new co-Presidents and their executive are excited to be taking on a leadership role at this point in Ivey's history. Says Krist: "Carol Stephenson coming on board last year heralded a new phase of leadership for the School. We see this as an opportunity to generate more brand awareness of Ivey in the U.S." The Meet the Dean event held in New York City in February was hosted by Arkadi Kuhlmann, HBA '71, MBA '72, CEO of ING Bank U.S, and attracted more than 80 participants, including 11 potential students from the area. Since the successful party, seven of them have decided to attend Ivey.

Krist and Ali-Khan started their presidency with some informal market research, by asking each of eight executive members to contact six other Ivey alumni. The results suggested that alumni are looking for three things: op-

portunities to network with other alumni in the area, especially when they first arrive, opportunities to continue their professional development, and opportunities to maintain a strong connection with each other and the School. "Based on what we discovered, we've developed a three-part vision," says Krist, "that will change the relationships we have with each other, with the School and with the business community." The goals of the plan are to generate relationships, relevance and recognition of the Ivey brand. To achieve the goals, the Chapter is planning three high-profile events each year, as well as regular informal get-togethers. The second event for 2004 was a summer social organized by Monica Holec, HBA '01.

Says Ali-Khan: "We are developing ways to serve this community and strengthen the value proposition. We'd like to get to a place where we can actually help Ivey people find jobs in the tri-state area, help the School recruit students, and be recognized as a valuable partner by both the School and the alumni."



Ron Close, HBA '81

Volunteerfile

A REGULAR FEATURE INTRODUCING
ALUMNI VOLUNTEERS

Ron Close captures the value of Ivey in three words – context, communication and capability. "Ivey has an approach that encourages you to start by understanding the larger context before digging into the details of a specific issue. That approach helps you to be more effective and empathetic to people around the table. Ivey also teaches you how to present a compelling story with credibility and conviction."

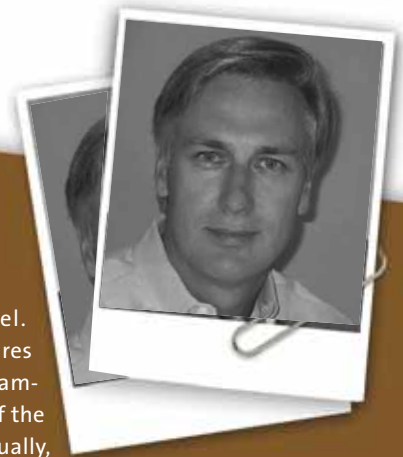
These three important take-aways prepared Close for a career in top companies such as Motorola, Unitel and Delrina. In 1995 he helped found Netcom Canada Inc, a national Internet company that was eventually purchased by AT&T. "I'm proud of the fact that at Netcom we were able to find a balance between the interests of the customers, the employees, the investors and the communities in which we lived," he says. "Netcom shows that business success can come with that balance."

After selling the company, Close took a two-year sabbatical. Together with his wife and two teenage sons, he indulged a

taste for exotic travel. Among other adventures they canoed up the Zambezi River and sailed off the coast of Turkey. Eventually, he returned to Canada to become President and CEO of Nextair Inc., a promising young software company.

Close has supported Ivey with both time and money, and currently serves as Chair of the Entrepreneurship Council. "If we can grab people who have great leadership potential, and breathe into them the principles of balance, inclusion, communication and ethics, we're influencing the influencers," he says. "I see that as a significant point of leverage for social change."

Close maintains that the secret of success is not focusing on it. "I have always preferred working in environments where I could enjoy the process of trying to succeed. Then it didn't really matter if I was successful or not – it was fun just trying!"





Alumni News & Events

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

LEADER event attracts strong support

Since 1991, Ivey students have been volunteering their time to travel to Eastern Europe and teach business for three weeks in May. The LEADER project is one of the School's signature programs, offering students an opportunity for international experience and adding real value to the region. For the past three years, LEADER alumni have been getting together to show their support for the program.

This year, the event was held at the Steam Whistle Brewery in Toronto in late March. More than 300 people attended, enjoying the unique atmosphere of a former railway roundhouse, elegant finger foods and

great beer, and the chance to bid on more than 100 silent and live auction items. Items included Raptors and Leaf tickets, watches and ski holiday packages. In total the event raised more than \$4,000.

"It was a phenomenal show of support from alumni and parents," says Sean Maniaci, MBA '05, who helped organize the event. Maniaci says the money went to defray the costs of the 2004 program. "When students are paying \$28,000 in tuition and doing LEADER on a volunteer basis, asking them to pay anything toward travel costs is really tough," Maniaci pointed out. LEADER also receives generous support from the School, CIDA and corporate sponsors Air Canada Vacations and AT Kearney. Steam Whistle offered the space and food at a reduced cost to support the venture.

Maniaci says the annual event is more than just a fundraiser: it's also an opportunity for past LEADER participants to reconnect with one another, and connect with current participants. "LEADER is really a unique experience," he says. "As I walked around the room, I heard a lot of great stories. Everyone was laughing and talking – it was a real reunion."

"LEADERITES" CELEBRATE AT THE STEAM WHISTLE BREWERY IN TORONTO IN MARCH



UPCOMING EVENTS

VISIT WWW.IVEY.UWO.CA/ALUMNI/CURRENTEVENTS.HTM FOR DETAILS ON ALL UPCOMING ALUMNI EVENTS.

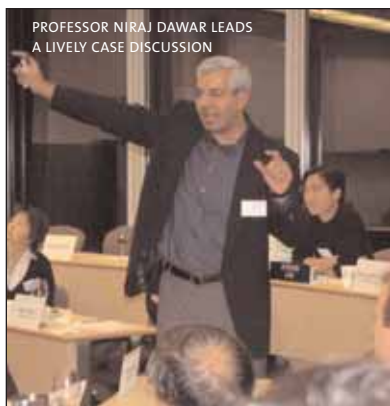
- JULY 18** IAA/Toronto Recent Alumni Committee Golf Tournament
- JULY 21** IAA/Calgary Networking event
- AUG 4** IAA/Edmonton Speaker and Networking event
- AUG 5** IAA/British Columbia Alumni Pub Night
- AUG 18** IAA/Calgary Networking event
- SEPT 1** IAA/Edmonton Speaker and Networking event
- SEPT 2** IAA/Southern California Pub Night in Newport Beach
- SEPT 2** IAA/British Columbia Alumni Pub Night
- SEPT 15** IAA/Calgary Networking event
- OCT 1-3** Homecoming 2004 (see ad in this issue on the inside front cover)
- OCT 1** Monitor case competition at the Ivey Business School (see note for details)
- OCT 2** IAA/Southern California gathering at the Santa Anita Racetrack
- OCT 6** IAA/Edmonton Speaker and Networking event
- OCT 7** IAA/British Columbia Alumni Pub Night
- OCT 17** EMBA Alumni Business Forum at JJ Wettlaufer Executive Centre, Mississauga
- OCT 20** IAA/Calgary Networking event
- OCT 31** IAA/Hong Kong Ivey Pledge Ceremony and Annual Dinner
- NOV 3** IAA/Edmonton Speaker and Networking event
- NOV 4** IAA/British Columbia Alumni Pub Night
- NOV 11** IAA/Southern California Pub Night
- NOV 17** IAA/Calgary Networking event
- NOV 22** IAA/London, Ontario Ivey Pledge Ceremony

The Monitor Case Competition for HBA2s will be held at Ivey on Friday, October 1 – the first day of Homecoming Weekend. Guests and alumni are invited to attend. For more information, visit <http://groups.ivey.uwo.ca/monitor> or contact Eric Silber at esilber.hba2005@ivey.ca or MonitorCaseCompetition@hotmail.com

HK Alumni Case Night a success

By Kathleen Slaughter

A thirst for more cases brought 45 alumni and friends to Ivey's Hong Kong Campus for the first Alumni Case night on Friday, February 27. Marketing professor Niraj Dawar facilitated the discussion of "Cola Wars in China: The Future is Here". A 23-page case and three readings brought the memories flooding back. The most senior alumni were Ian Shiu, MBA '78, and David Wong, MBA '79. In a desperate attempt to become alumni, several students from the new MBA class joined the group –



PROFESSOR NIRAJ DAWAR LEADS A LIVELY CASE DISCUSSION

and were promptly humbled by the collective wisdom in the room!

At evening's end, the thirst for knowledge gave way to a thirst for the good old Canadian Molson beer provided by Kishore Sakhrani, MBA '83, President of ICS Trust and wine provided with the assistance of KS Tan, HK EMBA '04, Regional Director from Pernod Ricard Hong Kong. All participants, however, were satiated by the wonderful event conducted with the mutual assistance of the Hong Kong Ivey Alumni chapter under the leadership of Joe Attrux, HK EMBA '00, and the Ivey Development Committee under the leadership of Kishore Sakhrani.

Dinner celebrates B.C. wine industry

"Have Fun, Make Wine, and Make Money Doing It." That's the philosophy of Ken Oldfield and his partners at Tinhorn Creek Winery in Oliver, British Columbia. Established ten years ago, Tinhorn has developed a reputation for outstanding wines, winning a variety of major awards in international competitions.

Oldfield was the featured speaker at the Ivey Alumni Association of British Columbia 2004 Signature Wine and Dine Event. Held at the Westin Bayshore Resort and Marina on March 4th, the third annual event attracted more than 80 Ivey alumni and friends. Guests enjoyed a four-course meal with four Tinhorn wines, a silent auction, and a presentation by Oldfield.

Brian Phillips, MBA '75, organized the first Wine and Dine event three years ago. "This function is aimed at more established alumni," he explains. "We also offer pub nights for the younger grads, but we felt that older ones would enjoy some-

ket. In addition, he provided some tasting notes on the featured wines.

Phillips says the silent auction is an important part of the event. "Alumni support it generously by donating items and bidding on them," he says. "That's important because it's a major fundraising event that helps keep the chapter vibrant."

In addition to good food, good wine, and insights into a fascinating business, dinner guests enjoyed the opportunity to reconnect with each other and Ivey. "It's great," says Phillips, "to see that a lot of grads stay after the event and chat."

Ottawa event doubles attendance for 10th anniversary

By Peter Andrews, MBA '84

For the past 10 years, the Ottawa Technology Dinner has helped to raise the profile of Ivey in Silicon Valley North. This year, the ever-popular event attracted more than 265 guests, almost doubling last year's attendance.

Appropriately, the event was held in the newly-opened Brookstreet Hotel in Kanata. The upscale boutique hotel was developed by Terry Matthews, co-founder of Mitel and founder of Newbridge Networks, two of Canada's most successful technology companies.

Greg Mumford, Exec.Ed. '88, Chief Technology Officer for Nortel Networks,



(FROM LEFT TO RIGHT) LORI JANSON, HARRO LAUPRECHT AND PIERRE THERIAULT, ALL MBA '02 GRADS, ENJOY THE B.C. WINE AND DINE EVENT

thing that is a social event and a bit of a learning experience as well." Oldfield talked about how he started his business, his approach to production and marketing, and Tinhorn's positioning in the mar-



The Southern California chapter enjoys an LA Kings/Colorado Avalanche Game at the Staples Centre in January 2004. Front row from left to right: Don Anderson, MBA '70, Tomas Kokko HBA '02, Tomas' guest Carrie, Bob Adams, HBA '54, Collin Brown, MBA '69, and Bob Lee, MBA '77. Back row from left to right: Anil Khera, HBA '02, Laura Erskine, MBA '97, John Marshall, MBA '97



Olav Langelaar, MBA '00 (aka "Ole the Goalie"), a key member of the Vancouver-based Ivey Mighty Bucks. In their second year of competition, the Bucks placed second in their division. Says Langelaar: "The most surprising aspect is how well the team has gelled, how well we play together and how well everyone gets along. Overall, one could not be happier with the camaraderie and spirit we have generated."

delivered the keynote address. Mumford has been with Nortel for more than 30 years and was recently again selected by *Light Reading* as one of the "Top Movers & Shakers in Telecom," an honor he has held longer than any other executive in the industry.

Mumford shared his vision for the future of communications technology and its impact on our communication habits. He brought to life the concept of constant communications through wireless devices by asking Dean Carol Stephenson to call him on her cell phone during the presentation. The call was channeled via the Internet to Mumford's wireless laptop, allowing the audience to 'eavesdrop' on the chat between the two. "The audience really came to life," says

event Chair Peter Andrews, MBA '84, "when they heard the clarity of the call, which was made on the only number Mr. Mumford uses around the world for all communications."

Andrews says the Dinner is the signature event for the Ottawa chapter, and an important awareness builder for the Ivey brand in Ottawa. "There's a continued demand for well-trained business leaders in Ottawa to support the commercialization of a prolific R&D industry," he notes. "Ivey has the opportunity to bridge the gap through its excellence in business leadership development. This event signifies the strength of the Ivey brand and the presence of more than 600 alumni in the Ottawa business community."



DEAN STEPHENSON ENJOYS MEETING GUESTS AT THE RECEPTION PRIOR TO THE OTTAWA TECHNOLOGY DINNER

MEET THE DEAN

During the spring, Dean Carol Stephenson continued to meet with alumni across North America



Dean Stephenson addresses the Montreal chapter at a reception on March 16



Lise Casgrain, MBA '77, and Dean Stephenson deep in conversation in Montreal



Arkadi Kuhlmann, HBA '71, MBA '72, President and CEO of ING Direct U.S., with Dean Stephenson in New York on February 18.



A happy group at the New York Meet the Dean event.

POWERED BY THE IVEY NETWORK

THE IVEY ALUMNI PARTNERSHIP PROGRAM LEVERAGES ONE OF IVEY'S MOST VALUABLE ASSETS

"For me it was a golden opportunity."

Saree Ghosh, MBA '04, is describing the Ivey Alumni Partnership Program, which helps students advance their professional development and career goals by tapping into the Ivey alumni network. Alumni who become part of the program agree to respond to an e-mail initiated by a maximum of two current students.

Ghosh chose as one of her partners Marianne Plumb, EMBA '99, Director, Operations and Quality for CHEP, an international leader in pallet and container pooling services. "I was drawn to Marianne because she was a senior level executive in a global company, something I aspire to," says Ghosh.

Plumb agreed to be part of the program because it was a good opportunity to pass on knowledge she had acquired over the years to someone starting out. "It was also a way to stay in touch with Ivey," she says. "The EMBA is a great program and I wanted to give something back."

After an exchange of introductory e-mails, they met for supper in Toronto on a wintry December evening. Although they hit it off right away, Ghosh admits she was both excited and nervous. "It felt like a first date," she says.

Plumb encouraged Ghosh to be direct about asking for help. "Marianne was a good sounding board, offered a lot of constructive feedback, and helped point out my natural abilities," says Ghosh. They worked together to better articulate her strengths and build a resume to capture the attention of recruiters. "In my job I often sit in the recruiter's

chair," Plumb says, "so I have a good idea what hiring managers are looking for and how candidates can best present themselves."

Although Ghosh was considering various career paths, she's now set her sights on brand management, which builds on her background in marketing. "Marianne helped me figure out where I should be going in my career," she says. "She had the wisdom to help me understand that it's okay in career development to change your mind."

Harry Lee, MBA '02, was also attracted to Ivey by the power of its alumni network. Lee, who comes from South Korea, combined an engineering degree with an interest in entrepreneurship and technology commercialization. It was a background shared by his alumni partner, Verne Milot, MBA '76, General Manager Automation Business Unit for Bosch Rexroth Canada Corporation, a world leader in 'drive and control' solutions. "We had a good meeting of minds," says Milot, who had been president of the Small Business Club at Ivey, "and I understood Harry's passion."

Milot and Lee shared something else in common: experience in the steel industry. Milot had worked at Dofasco, and when he told Lee about its

entrepreneurial culture and innovative approach to technology development, Lee was intrigued.

Together they planned a strategy to approach Dofasco. "Even though Harry ultimately wanted a position of employment, we felt there was a better chance of getting in through a consulting role," says Milot. He helped Lee prepare a project proposal and articulate his strengths. They even role-played an interview.

The planning paid off. After a series of interviews with Dofasco, Lee was offered a full-time job by one of its business units. He has been with the company for nearly two years, and is now a market analyst. "Verne found a fit between me and Dofasco, and helped me understand what the company was about," says Lee. "Without his introduction, I would have never thought of applying."

Although Lee had heard about the strength of the Ivey network, he was surprised by the openness with which he was received. "Ivey alumni are really willing to help others," he says, "and that brings big rewards."

For more information or to participate in the Ivey Alumni Partnership Program, visit www.ivey.uwo.ca/alumni/AlumniPartnership.htm





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MISSION CRIT





ICAL

IN THE FEW SHORT YEARS SINCE ENRON, “CORPORATE SOCIAL RESPONSIBILITY” HAS BECOME AN ALMOST MEANINGLESS BUZZPHRASE. BUT NOT AT IVEY, WHERE IT HAS BEEN PART OF THE SCHOOL’S MISSION FOR DECADES. NOW, NEW INITIATIVES ARE STRENGTHENING ITS ROLE IN THE CURRICULUM AND STUDENT EXPERIENCE.

MEANWHILE, IVEY GRADS HAVE CARRIED THE IVEY MISSION INTO THEIR PROFESSIONAL LIVES, BECOMING DEEPLY COMMITTED VOLUNTEERS, PHILANTHROPISTS AND NOT-FOR-PROFIT MANAGERS.

RING OF POWER

CORPORATE SOCIAL RESPONSIBILITY HAS ALWAYS BEEN A CENTRAL THEME AT IVEY, BUT NOW IT'S TAKING ON AN EVEN BROADER FOCUS

It was a solemn and moving ceremony, one that this year's graduating HBA class will long remember. On April 2 more than 300 students, assisted by 60 alumni, took the Ivey Pledge and received their Ivey rings. Western's venerable Great Hall made the perfect setting for the occasion, designed to honour the bond between all Ivey alumni and their commitment to the highest ideals. Three weeks later, the MBAs received their Ivey rings in like fashion, the beginning of a new annual tradition.

The Ivey Ring, an initiative of the Ivey Alumni Association Board in collaboration with the HBA and MBA Associations, symbolizes the transition of students to alumni. The goal of the pledge is to strengthen the Ivey network and elevate the ideals set forward by the School and its graduates. "The members of the Alumni Association Board take an incredible amount of pride in the reputation of the School, and are committed to preserving it," says Glenn Yonemitsu, MBA '89, Executive Director of Advancement.

The Ivey Ring ceremony may be new, but the traditions upon which it's based go back to the beginning of the School. Although the notion of corporate social responsibility is gaining more currency these days as a result of the recent spate of corporate scandals, the Ivey School has always been true to its mission – "to develop business leaders who think globally, act strategically and contribute to the societies in which they operate."

Ivey Professor Tima Bansal, who is spearheading a course on corporate so-

cial responsibility (CSR) in Ivey's new curriculum, defines it as 'accommodating the interests of a wide set of stakeholders.' Business schools have a responsibility to make social issues part of their central agenda, she says. "Collectively the men and women who graduate from this School will govern billions of dollars over their lifetimes. We want them to govern that money responsibly."

An important aspect of corporate so-



PROFESSOR TIMA BANSAL

cial responsibility, as reflected in Ivey's mission statement, is community volunteerism. Ivey students have long exercised leadership in this area. A shining example is Ivey Connects, a recent student-led initiative that grew out of an MBA project on change management. The program, which began with seed money from the Ivey family, focuses on building stronger ties between the Ivey student body and the community, and aims to get students thinking more about their role as community as well as business leaders.

During Community Action Day, one of the two main programs of Ivey Connects, HBA and MBA students volunteer at about two dozen local not-for-profit organizations, and then return to the classroom to share their perspectives. For many students, of course, this kind of volunteering is not new, but a chance to do something familiar in a different setting. Much of the learning is derived from the discussion that follows in the classroom. "Some people say that business schools should just be focused on adding value for shareholders," says Jeff Wood, MBA '04, one of the executive directors of Ivey Connects. "Whether that's right or wrong, most students here would argue that businesses should be accountable for more than profits. But regardless of how people feel, the most important thing from the day is becoming part of an ongoing discussion at Ivey."

The other major activity of Ivey Connects is community consulting. Last year 45 students provided business advice to 15 not-for-profit agencies in areas such as strategic planning, marketing, fundraising, media relations, and information systems. Wood attended one of the presentations made to Goodwill Industries in Sarnia, Ontario. "The Executive Director told the students that the first thing he was going to do the next day was to have everyone in the office read the report," says Wood. "He wanted the students to know not only that it was good work, but it was work that was going to have an impact on the future direction of the organization."

Philanthropy is also an important part of the Ivey student experience. Last year the HBA Association held a Children's Aid Society Christmas Party, a charity ball, a Hallowe'en party for the Boys and Girls Club, and a Monte Carlo Casino Night for the Canadian Cancer Society. HBA students were also involved in a United Way Youth in Action program and the United Way Stair Climb. The MBAs also have a strong record of philanthropy. The Ivey Grail, for example, is a program of Ivey Connects. Throughout the school year, each of the first year MBA sections compete against one another in a series of events that include a blood drive, food drive, and Christmas toy drive.

Next year the MBA Association is planning a very ambitious project – they are building a house for Habitat for Humanity. The Association has committed to supply all the labour and raise the sum of \$60,000 for the build, which will take place in London in April 2005. The home, which will be designed by MBA volunteers who are architects, will be wheelchair accessible. “Building a house is something physical that you can see,” says MBAA president Prakash David. “Our goal is to galvanize Ivey students to get behind a project that’s really worthwhile, and to do an even better job of giving back to the community in the spirit of volunteerism.”

With a student body so focused on the Ivey mission, it’s no wonder that Bansal is very excited about the new course she is designing – the Individual, Corporation, and Society. The course, which will consist of four days of activities spread over the year, will help students become aware of social issues and understand how to respond to them in the context of corporate decision-making. “I don’t think that at this point in their lives we can actually tell students what is right or wrong,” Bansal says. “What we can do is to give them a greater awareness of some of the issues and let them make informed decisions. In the past business schools have muted people’s ability to express their moral selves. But now it seems okay to say that economics is not the whole story.”

The first component of the new course will focus on some of the most important social and environmental issues in the world today. The second piece will be Ivey Connects’ Community Action Day. The third component will explore how corporations contribute to these social issues, and the fourth piece will consist of a case study that provides students an opportunity to think about their own personal values, and how to incorporate them into decision-making. “This will give them an actual decision-making model to apply their own moral principles and help empow-

er them to act,” says Bansal. She adds that the course is probably one of the most innovative approaches to teaching corporate social responsibility in any business school.

The School will also offer a second year elective on sustainable development, taught by Professor Rob Klassen, MBA ’89. Another elective under consideration, which may also become part of the Ivey Client Field Project, would deal with the management of non-profit agencies.

The Ivey Alumni Board has recommended that a special day be marked to focus on the history and traditions of the School. The

Richard G. Ivey day is still in the planning stages, but the idea is to invite a number of leaders who reflect the qualities of Richard G. Ivey – leadership, entrepreneurship, and philanthropy. “Richard Ivey set up a charitable foundation in the late ’40s, long before the idea came into vogue, and the family has a long history of philanthropy,” says Yonemitsu. “We want our students to know that the School was named after someone who was a real leader in the area of corporate social responsibility.”

The Ivey Ring ceremony and the Richard G. Ivey day are the result of a true meeting of minds between the Ivey Alumni Association Board and the MBA and HBA Associations. “This has been a great partnership between the ideas and initiatives of the students, and those of the alumni,” says Yonemitsu. “Alumni have also stepped up to provide financial support, and the Dean, too, has been very supportive.”

For the students who have led Ivey Connects, it’s very exciting to see Community Action Day adopted as part of the new curriculum. “That was one of our big goals at the start of the year,” says Wood. “It gives me great comfort and satisfaction to see the School welcome the program and give it a permanent home.”



GLENN YONEMITSU, MBA '89

IVEY RING CEREMONY LAUNCHED

In ceremonies on April 2 and 27, Ivey’s graduating HBAs and MBAs received their Ivey rings and recited the Ivey Pledge. Here are some excerpts:

- I will, to the best of my ability, act honourably and ethically in all my dealings, in the belief and knowledge that doing so will lead to a greater good.
- I will endeavour to act with moral clarity, grace, and nobility.
- I understand that I am now a member of a distinguished community. I will strive to uphold the standing of the community, with special obligation placed on encouraging and championing the pursuits of my fellow members.
- Above all, I will aspire to make a positive contribution to my society.

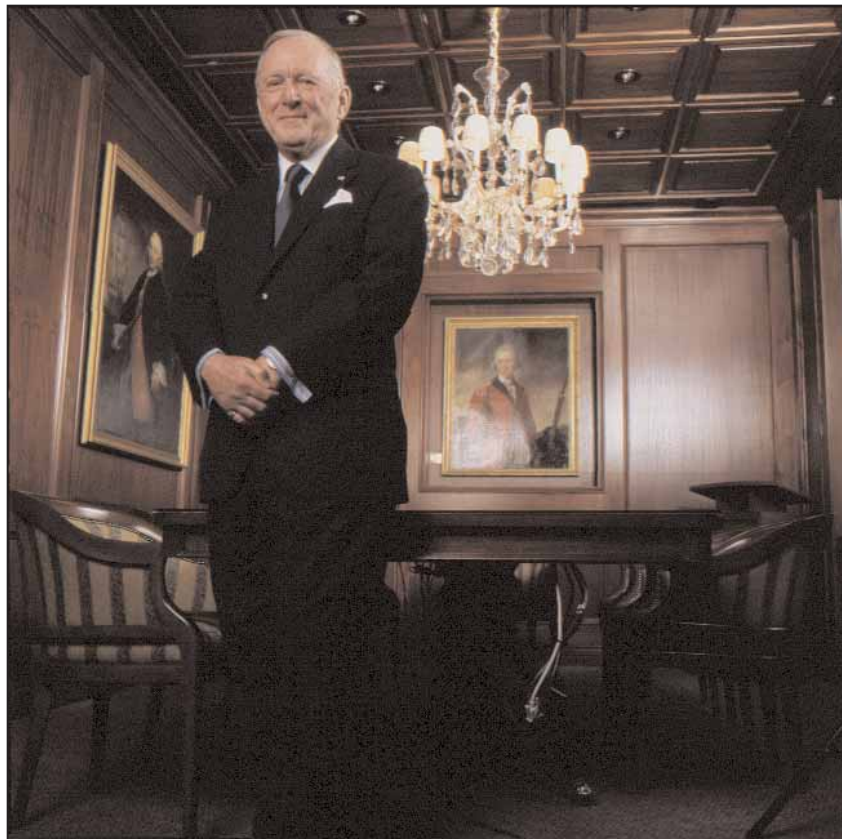


PHOTOS (ABOVE): (FROM LEFT TO RIGHT), YUN (MICHELLE) ZHOU, ALPHEE BEAUCHAMP, SAREE GHOSH, GORDON ALFORD, YONGZHI (ELLEN) HOU, ALL MBA '04, CELEBRATE AT THE MBA RING CEREMONY. (BELOW) DEAN CAROL STEPHENSON RINGS KATIE MCGARRY, HBA '04.



FINGER LICKIN' GOODNESS

TERRENCE DONNELLY LEARNED THE VALUE OF
PHILANTHROPY FROM COLONEL HARLAND SANDERS



goode, Stanley Dagneault. As young lawyers, they sometimes worried about meeting the payroll and rent payments each month, but gradually the firm became established. The initial contact with Colonel Sanders led Donnelly to a place on the board of Kentucky Fried Chicken in Canada, and the opportunity to acquire franchises. The company grew rapidly from a handful of stores to more than 800 in Canada. Donnelly himself owned 55 in Ontario, Quebec and Alberta, while maintaining his law practice. “I had excellent people,” he explains. “One talent I have is the ability to pick the right people for the right job and then leave them alone.”

In addition to business opportunities, the Colonel also brought Donnelly a unique perspective on philanthropy. “Right from day one, the Colonel expected the corporation and his franchisees to share their success with the community. He didn’t really care how you shared it, but he expected that – and he set an example. He taught me that the best part of success is sharing it with others.”

When Harland Sanders died in 1980, Donnelly became involved in the Colonel Sanders Charitable Trust, which supports children’s hospitals in Canada, the U.S. and Mexico. In the mid-90s, he retired from both his business and legal careers. Accustomed to being busy, he was concerned about how to fill his open schedule. He spoke to Dr. Lee Errett, Chief of Cardiac Surgery at St. Michael’s Hospital in Toronto and a long-time friend. Errett suggested he get involved at the hospital.

Never one to do things by half, Donnelly became a major benefactor to the

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Forty years ago, Terrence Donnelly, HBA ’57, was practicing law in downtown Toronto. A friend brought a new client to his office – an elderly gentleman who wanted to buy a house in Mississauga. Donnelly didn’t do real estate – in fact, he’d never closed a residential real estate deal – but he made an exception in this case. The client was Colonel Harland Sanders.

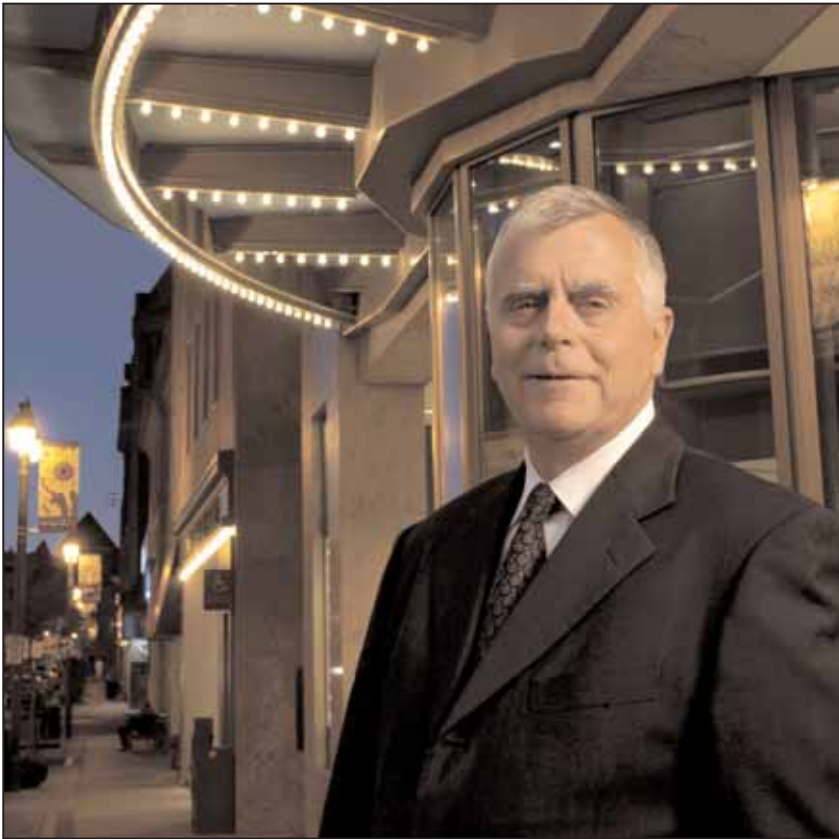
Donnelly grew up in London, Ontario and attended Ivey (then the University of Western Ontario Business School) when it was housed in a grand old 1930s mansion just east of the main university campus. “It was like a

private club,” he says. Like many students, Donnelly sometimes found himself wondering what he was learning through the case method, but when he moved on to Osgoode Law School, he discovered its value. “At Osgoode they used the lecture method, but when it came time for exams, they gave you a factual situation and asked what you would do – it was the case method all over again.” The Ivey approach to problem solving also served him well in his later career in law and business.

Donnelly went into partnership with the student he sat beside in the alphabetically-arranged classrooms at Os-

PAYBACK TIME

**DON WOODLEY SAYS VOLUNTEERISM
IS A GOOD BUSINESS DECISION**



When Don Woodley, MBA '70, was growing up in Saskatoon, he worked at the local YMCA as a camp counselor and program leader, and was a volunteer with the High Y Club. He considered a career with the Y, but eventually chose business. Yet a seed was planted. Throughout his career, volunteerism and community service have remained a constant theme. Recently, Woodley completed a decade of service with the Board of the Stratford Festival of Canada.

Woodley completed a BComm at the University of Saskatchewan, then he and his wife Jan set out for Ontario. After a year working at Atlas Steel in

Welland, he applied to do an MBA. Accepted at two nearby part-time programs, he took the advice of his boss and mentor, Jeremy Kendall, MBA '64, and chose the full-time program at Ivey.

The experience broadened his business knowledge and introduced him to general management and strategy. He also made lifelong friends, including a group that still attends the Stratford Festival together every year. As a member of the MBA Association, he and his fellow students produced a film about the School. "It's fun to watch it and see the fresh faces, horn-rimmed glasses, and beehive hairdos," he laughs. The movie

immortalizes a summer potluck party at which one ambitious cook used chili peppers instead of chili powder in her chili, producing an explosive taste experience.

Graduating from Ivey in 1970, Woodley had very clear career and personal goals. He joined Xerox Canada in 1972, becoming National Sales Manager, Office Systems in 1983 and Marketing Manager in 1984. But his proudest business achievement came after he joined Compaq Canada in 1987. He took over a young company with 26 employees and \$50 million in revenue, leaving it ten years later with nearly 400 employees and \$750 million in revenue. During his tenure, Compaq Canada held 25 per cent of the national market share and was one of Compaq's top performing subsidiaries. "I take great satisfaction in building organizations and teams that not only achieve, but excel," he says.

From there, he was recruited to Oracle Corporation Canada Inc. to, as Woodley says, "fix a broken company." Three years later, Oracle was strong and a successor was in place. Woodley left to start the Fifth Line Enterprise, a small consulting practice, and focus on his volunteer and corporate board involvements.

Woodley had been a committed volunteer throughout his career, working primarily with the United Way in various communities. When he joined the Stratford Festival board in 1994, the Festival had been struggling financially, and he felt that his expertise in executing turn-arounds might come in handy. It certainly did. By the time he finished his term as Chair in 2003, the Festival had renovated two existing theatres and built a new one. It is producing annual surpluses, has a substantial endowment fund in place, and is reaching new heights artistically. Two key leaders – artistic director Richard Monette and executive director Antoni Cimolino, Exec. Ed. '02 – have both signed long-term contracts. "I was able to assist in re-establishing the Stratford Festival as the pre-eminent classical theatre in North America," he says. "The organization is successful, and it's going to continue to be successful. I take great pride in that."

Woodley says volunteerism and

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LEADING THE WAY

FORMER NEWSPAPER EDITOR HELEN CONNELL BELIEVES VOLUNTEERISM HELPS DEVELOP LEADERS



of Shawville, Quebec, the middle of five girls. The family moved to Ottawa when she was starting high school and after a rocky start, she went into a secretarial program. A Grade 10 English teacher saw her potential and suggested she consider a career as a writer. Married immediately after high school, she moved around with her disc jockey husband, eventually settling in London where she studied broadcast journalism. Connell soon found that she was more comfortable with print journalism. She was hired by The London Free Press as the bureau reporter for the Huron and Bruce counties region. On returning to the paper's London newsroom, she worked as a senior reporter and columnist.

Although she covered a broad range of issues, Connell's primary focus was writing on women's issues and social services. This interest exposed her to the youth court system. "It's a fascinating place to be, because it's where you see how the system can fall apart for families," she says. "You get some great human stories, and can put into context some of the unintended consequences that government policies have on individuals and families."

Connell moved into increasingly senior positions, eventually becoming editor of the newspaper. At that point, she realized she needed to know more about the business side of the organization, and signed up for Ivey's Executive MBA program. It was a very different environment from the newsroom. "My view of the world, and the way I looked at social issues and the responsibilities of business were very different from a lot of my classmates." She adds: "It was also the hardest work I've ever done!" Connell's involvement with the University of Western Ontario has continued, as she is now vice-chair of Western's Board of Governors.

Two years after completing the Ivey program, a friend told Connell about the job at United Way and suggested she apply. Although she had always seen herself as a journalist bred in the bone, she couldn't resist

Many journalists avoid getting involved in community service, concerned that it will introduce bias into their reporting. But Helen Connell, EMBA '96, former reporter and editor of the London, Ontario daily newspaper, never took that approach.

While her career in journalism developed, she was also a very committed volunteer, starting on the board of the local Big Sisters organization. "Serving on that board was one of the best things I ever did," she says. "I got

to meet some amazing people, and learned a lot about fundraising, governance, and being efficient and effective with my time. I had a chance to practice leadership skills that I might not have had in my own workplace." Today, as Executive Director of the United Way of London and Middlesex, Connell encourages corporate leaders and their employees to enjoy the same benefits.

Connell grew up in the small town

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>> DONNELLY CONTINUED FROM PAGE 20

hospital, donating more than \$9 million since 1996. In 1999, he contributed \$5 million to a hospital in his hometown, London Health Sciences Centre, to support the creation of a women's health facility named for his 90-year-old mother. Then in 2002, he gave \$5 million to a project at the University of Toronto, the Centre for Cellular and Biomolecular Research (CCBR). In June, he announced another \$8 million gift to the project, which will be named in his honour.

Donnelly himself has rarely known a day of illness, but his interest in healthcare is profound and passionate. "As your life unfolds," he says, "you become more and more aware of the number of people who, through no fault of their own, do not enjoy perfect health. The greatest wealth a human can possess is good health." He is excited by the progress being made in medical science since the sequencing of the human genome, and envisions a time when the role of hospitals will change, from caring for the ill, to preventing illness and disability. "The way forward is a long journey of discovery. I'm fortunate to be able to help the progress on that journey."

But Donnelly doesn't simply write big cheques: he also follows his money into action. "You have to be involved," he says. "It just adds to the pleasure and satisfaction to see the money well invested in things that are going to make a meaningful difference in the lives of patients." He has been involved in every detail of creating pleasant, home-like lounges for patients at St. Mike's, even collecting paintings to hang on the walls and dropping by three or four nights a week to tidy the magazines and feed the fish in the aquariums. He is also working closely with the scientific directors of the CCBR project to develop a sculpture as a focal point.

For Donnelly, philanthropy is a private matter. "Corporations give away shareholders' money," he points out. "It's a question whether that's what corporations are about. I think it's up to individuals to recognize that we're all here for a short period of time and make sure our lives count for something."

>> WOODLEY CONTINUED FROM PAGE 21

philanthropy have benefits for any business leader. "It goes beyond the walls of your day-to-day business and your balance sheet, to a consideration of what your role in the community should be," he says. "It's not only good for the individual, it's good for the organization." Socially active companies enjoy a better reputation, and in many cases, more loyal customers. They are more likely to be seen as leaders and ground-breakers. Involving employees leads to more team spirit, and enhanced employee and customer satisfaction. "There's a real payback," he says. "You can't measure it, but that doesn't mean you shouldn't do it."

Woodley believes small and medium-

sized firms should become more involved in community service and volunteerism. "It's an opportunity for them to take a leadership position in their communities and with their employees."

Today, Woodley sits on four corporate boards, including TELUS and Steam Whistle Brewing. Although he is immediate past chair of the Stratford Festival board, he remains involved in fundraising while taking up a new set of responsibilities with the Sick Kids Hospital Foundation Board in Toronto. "As a volunteer, you receive more than you give, in terms of your personal development, what you learn and the friends you make," he says. "I've been involved in some outstanding organizations -- I pinch myself sometimes when I think how fortunate I am."

>> CONNELL CONTINUED FROM PAGE 22

the opportunity to pursue her passion for community service.

Connell inherited a strong organization and has made it stronger, taking the annual fundraising campaign over \$5 million for the first time ever in 2001 and adding to the total each year since then. The organization currently supports more than 75 programs and services at 40 community agencies. Like United Ways in communities across Canada, it brings together management and labour in a unique partnership. "The two sides disagree on a lot of things," says Connell, "but they are equally strong and equally committed to building strong communities."

Part of Connell's job is to get London companies involved in the United Way's annual campaign. She believes that's done best by seeing it as a two-way partnership. "We listen to what the companies' needs are, rather than simply going in and telling them what the philanthropic needs are," she says. "Some companies want to involve their employees and see them recognized. Or they may be looking for ways to tie in with their brands and markets. We can do that." One local company, London Life Insurance, sponsors a Young Leaders program that places young

people on not-for-profit boards while offering them training in key boardroom responsibilities. "It's a win-win," says Connell. "It gives participants a chance to develop the skills, and it provides youthful voices on boards."

The United Way's "loaned representative" program is also a big hit with local businesses. Last year, 17 employees were seconded to work on the campaign from September to December. The experience develops new skills in a wide variety of areas. Says Connell: "We always say, 'Send us your best. We'll give you back somebody better!'"

For senior executives, volunteering on the campaign cabinet and in other key roles is an opportunity to network with other businesses, connect with customers and employees, and showcase the strength of their organizations. It's a way, says Connell, to demonstrate that they are responsible corporate citizens, committed to building the kind of community their staff and customers deserve.

Recently, Connell's organization held its annual Caring Awards, recognizing the outstanding voluntary and philanthropic efforts of local businesses and organizations. "For the companies who received awards, giving back to the community is part of their values," says Connell. "It's also part of their success."



Profile

A conversation with Mark Vandebosch

Director of the HBA program

Mark Vandebosch, HBA '84, is definitely homegrown talent: when he was born, his father was caretaker of Brescia College and the family lived in a farmhouse overlooking the Western campus. He attended the HBA program at Ivey, then worked in market research. When he returned to the School to meet with Professor Jim Erskine, MBA '67, about doing an MBA Direct, Erskine told him that he should do a PhD instead. Vandebosch focused his doctoral research at the University of British Columbia on competition in combined product and service firms. He returned to Ivey as a professor in 1991. In his current research, he develops conceptual models for creating competitive advantage. For example, in a recent article in the Sloan Marketing Review, he and colleague Niraj Dawar pointed out that sellers have a "hidden advantage" – a broader

view of their customers' competitive landscape – which they can use to add value for customers and create advantage for their company. Vandebosch recently took over from Rick Robertson as Director of the HBA program for a three-year term. He has three children between the ages of 13 and 18, and enjoys playing pick-up hockey in his spare time.

What did you enjoy about the HBA program?

The HBA changes the way you think and opens you up to a lot of really smart people. It's an engaging atmosphere, and it gives you the capability to take advantage of opportunities, no matter what the economic climate is.

What is your approach to teaching?
I want to challenge my students. I spend time questioning what they come up with, trying to get at why they are thinking what they are



thinking. I'm more interested in the process of thinking through an idea, than the idea itself.

Why were you interested in being Director of the HBA program?

I believe in the program and I think it's something worth protecting and growing.

What makes the program unique?

The HBA is truly integrated. That's a hard thing to explain, but it means that we bring business to the student on a flow basis, orchestrating when they get different topics. Being in the same classroom with the same students all year, students get to know and trust one another. Other pro-

grams are really a collection of courses – this one is a totally integrated learning environment. That provides huge value that students don't fully recognize until they leave.

What's changing in the program?

The HBA curriculum is being reviewed. It's not as significant as the MBA review, but we are trying to add some elements – an emphasis on corporate social responsibility, more program events, a microeconomics for managers component. We're also trying to re-balance what students are learning and when. In second year, we're developing a core component around leadership that will pre-

pare students to jumpstart their careers. We're also working toward broadening the student body, and will be redoubling our efforts to recruit nationally, at least. One of my goals is to be able to demonstrate the quality of our students, both nationally and internationally. We're currently working on some ideas for doing that.

Can you maintain the culture and level of service with a fourth section?

From an educational perspective, the first-year HBA program is really four small business programs – each section runs separately, so class sizes won't grow. We've increased our investment in the program office, career management and IT. The experience will not change. In fact, with the new curriculum it will be enhanced.

What about the quality of students coming into the expanded program?

We are committed to not lowering the entrance standards. If qualified students don't show up at the door, we'll have smaller classes. Our only other experience is moving from two to three sections, and the data from that transition all points to the quality going up.

Will there be jobs for the larger cohort of HBA students?

That's a big question students will always have. Clearly, we can't promise anyone a job. But I believe there's going to be a huge growth in the need for this type of graduate, especially as baby boomers start retiring. When we had two sections, some recruiters chose not to come to Ivey because the pool of candidates was too small, so adding a section may actually increase the number of interested companies.

It's important to recognize that the way people get jobs has changed dramatically. Long gone are the days when someone showed up on campus and hired you. Students have to be proactive – they have to go out and get the job they want, believing strongly in the skills an HBA gives you. Through our career management module, we're preparing students for the challenge of actively managing their careers.

Other programs are really a collection of courses – this one is a totally integrated learning environment.

grams are really a collection of courses – this one is a totally integrated learning environment. That provides huge value that students don't fully recognize until they leave.

A significant portion of the HBA consists of what we call "program events" – learning activities that aren't dedicated to any one course, but deal with issues important to a good business education – corporate social responsibility, for example, or career management. Because we control the students' location and schedule, we can fit in these cross-disciplinary elements in a way that other schools can't.

Is the HBA important to Ivey?

It depends on how you look at it. On the one hand, it's an expensive program to run, even with the highest tuition in Canada. We spend a lot of time with students, put top quality faculty into the classrooms, and provide students with a lot of IT, career management and other services. On

the other hand, it's a unique opportunity for undergraduates to have a great learning experience. They learn about themselves, how to think, how to make choices that will serve them well in many areas of life.

Why add a fourth section?

Primarily because there's a much larger pool of qualified candidates. That's a result of the "double cohort" (caused by the elimination of Grade 13 in Ontario), a higher overall participation rate in post-secondary education, and the demographic pressure of a second generation of baby boomers. The popularity of business programs has also grown, and Western has done a good job of attracting top quality students to the university. One of the perceptions the HBA program has constantly fought against is that it's

Tapping into greatness

The Lawrence G. Tapp Chair in Leadership will support excellence for many years to come

Larry Tapp was a different kind of Dean for Ivey – an entrepreneur and corporate leader, yet also a talented educator. A fresh pair of eyes, respectful of but untrammelled by tradition. A force to be reckoned with, both within the School and in the broader business community. A man of clear vision and relentless energy.

Tapp pushed the Ivey Business School to new heights. Under his leadership, the School expanded to include a campus in Hong Kong, took its rightful place among the top-ranked business schools in the world, increased research output significantly, hired dozens of outstanding new faculty members, and raised more than \$75 million in private funding.

“As Dean for eight years, Larry was a transformational leader at a time when nothing less would have sufficed,” said Richard W. Ivey, HBA ’72, recently. “He led with courage, vision and execution.” Gilles Lamoureux, MBA ’66, a member of the Ivey Advisory Board, agrees. “Larry Tapp’s contribution was huge. He made all of us more aware of the fact that business education is a global, not a regional business. He taught us to dream bigger dreams, and elevated our game.” Fellow board member Bob Luba, MBA ’67, puts it another way. “What set Larry apart as a leader? In a word, passion. He energized the School and inspired a passion for excellence.”

It was with those contributions in mind that people like Lamoureux, Luba,

and Don Lang, HBA ’80, first conceived the idea of the Tapp Chair in Leadership. Says Lamoureux: “We saw that we could honour Larry and what he accomplished for the school while using his accomplishments as a catalyst to raise funds for the Dean’s office.”

The next step was a call to Richard M. Ivey, HBA ’47, LLD ’79, whose family had made a major gift to the School just as Tapp was taking the reins. The idea resonated with the family, who made a commitment of \$1.5 million to the project. “The Ivey gift was a tremendous endorsement,” says Luba. “The significant contribution they made in 1996

helped push the School into the forefront. To step up at the end of Larry’s tenure and show that they were pleased with the School’s progress and wanted to recognize his efforts was very meaningful.” It also set an example for other donors to follow. Says Lamoureux: “The presence of a lead gift of significant size, particularly from people as prominent and generous as the Iveys, made all the difference. The psychological impact was enormous and it made the rest of the project much easier.”

The ‘rest of the project’ involved Luba, Lamoureux, and fellow volunteers Jim Hunter, MBA ’76, and



Anthony von Mandl approaching Advisory Board members, other key supporters of the School, and Tapp's associates in the larger business community for support. Their hard work bore fruit: in all, more than \$800,000 was raised, to create an endowed fund of \$2.3 million. The names of all donors are listed on a plaque that will hang in the Dean's office.

Part of the inspiration for the Chair comes from the fact that Larry Tapp accepted a compensation package far below a private sector standard. As Lamoureux puts it, "That was his way of continuing to give

back to society – he's a very generous person." It was clear, however, that Ivey couldn't continue to recruit leaders of Tapp's stature without additional resources. Says Luba: "The Tapp Chair will allow the current Dean and those who come after her some funds to manage and operate the School in a way that will make it more competitive and bring it to a higher level of excellence."

The Lawrence G. Tapp Chair in Leadership was announced at a ceremony at the School's London, Canada campus on June 1. Richard W. Ivey, who represents the third generation of the Ivey family to enjoy a close

association with the School, spoke of the changes that have revolutionized business education over the past decade. "Our contribution," he said, "is meant as a legacy to honour the outstanding job that Larry did during his time as Dean, transforming the School during a period of extraordinary change. Every Dean who succeeds Larry will be inspired by his legacy." Richard M. Ivey also spoke glowingly of Tapp's contributions. "To me the important word in the title is 'leadership,'" he said. "I believe it reflects the respect that the faculty and staff of the School had for the leadership that Larry provided during his tenure as Dean."

What does it mean to be honoured in this way? "The Dean's job comes with a lot of aggravations and very few tangible rewards," says Luba. "This is a feather in Larry's cap and a sign of appreciation from the community with which he worked closely." Adds Lamoureux: "Larry isn't one to seek to have his name on a wall – that's not what drives him. But he put eight years of his life into this School, and had an enormous impact, and I think he'll be very pleased to have his contribution recognized."

In accepting the honour, Tapp was characteristically modest, using the occasion to reiterate a familiar and heartfelt theme. "Canada needs a world class business school if it wants to retain its position in the world economy," he said. "We cannot afford to have mediocrity, or we as a country will lose the best and the brightest. I am very pleased to see so many Canadian business schools now ranking with the best in the world. But there is no question in my mind where Canada's greatest minds come to study and teach."

FROM TOP:
(FROM LEFT TO RIGHT) LARRY TAPP, CAROL STEPHENSON, BERYL IVEY, BA '47, LLD '97, RICHARD M. IVEY, HBA '47, LLD '79, RICHARD W. IVEY, HBA '72, AT THE RECEPTION HELD TO ANNOUNCE THE LAWRENCE G. TAPP CHAIR IN LEADERSHIP

RICHARD M. IVEY, GLENN YONEMITSU, MBA '89, EXECUTIVE DIRECTOR IVEY ADVANCEMENT, RICHARD W. IVEY



CLASS

OF

A NEW CROP OF IVEY GRADUATES RECEIVED THEIR RINGS AND DIPLOMAS RECENTLY, AND SET OFF TO CHANGE THE WORLD. WE ASKED SIX OF THEM TO TAKE A MOMENT TO REFLECT ON THEIR EXPERIENCE

2004



THE JULIA FILE

BORN Ancaster, Ontario
BEFORE IVEY competitive jazz and ballet, Community Youth Council, Students' Council
AT IVEY Career Management Coordinator; member of Ivey's all-female winning team in the Monitor Case Competition in Chicago, and traveled to Hong Kong with her team to compete at the international level; member of a group that gathered student input on the proposed expansion of the HBA program; President of the UWO Young Liberals
NEXT STEP Monitor Group, Toronto in September

Julia Knox HBA '04

What were those first few days in the HBA program like?

There's so much hype about the program, you really don't know what to expect. I think everyone's fearful about where they'll fit in. Am I smart enough? Will I make friends here? It's overwhelming.

The last few days?

It's a community, a family. There's not a single person in your class that you don't know. Everyone is laughing, making fun of each other. I looked around and thought, this is really what it's all about – getting to know people and building relationships.

Did you ever wonder if you'd made the right decision?

No, I always knew it was right for me. I love the learning style and the professors. My classmates were outstanding and the assignments really push you to learn and develop. There

are times – like when you get your first 48-hour report back and the mark is bad – when you feel a little down. But the key thing for me was to re-motivate myself and stay involved. What Ivey teaches you is that you really can handle a lot of new concepts, a heavy workload, a lot of stress.

Apart from that, what are the most important things you learned?

The value in team work. The fact that everyone has something positive to contribute. The importance of building good, honest relationships.

Why did you get involved in so much at Ivey?

You have to give back to this program. So much of the value that each student takes away is from student-led initiatives, so there have to be students who are willing to give back. You get really passionate people involved in Ivey, and they want to make

sure that every effort they put towards extracurricular activities is of the highest caliber.

Any advice for incoming students?

Put 100 per cent into everything you do, re-motivate yourself when you're down, and remember that at the end of the day, everyone is extremely successful here.

What will you and your fellow alumni talk about when you come back for your 25th reunion?

Tales of funny things that happened in class, or at social events. The formals, the Business Games, the Harvard UN trips. Hanging out at the second floor and third floor benches. Endless hours in the library. Endless hours on MSN and the Internet, in class! The importance of classmates and the value of forming good relationships with them. And the importance of giving back.



THE JAMES FILE

BORN Toronto, Ontario
BEFORE IVEY basketball, baseball, volleyball high school teams, Students' Council
AT IVEY HBA Association President
NEXT STEP Teachers' Merchant Bank, Toronto

James Kim HBA '04

What were those first few days in the HBA program like?

I had some negative feelings coming into the program – I thought it would be filled with academics but maybe not have the social atmosphere and the kind of people I like to get involved with. The first day, you're a little bit intimidated because you know it's a top tier program. But the HBA Association did a great job with orientation – making everyone feel at home right from the get-go.

The last few days?

Many of my closest friends are from Ivey. It's been a great experience.

What are the most important things you learned at Ivey?

I've learned so much academically. For example, I'm going into merchant banking, and I didn't even know what merchant banking was two years ago! I've also learned not to have precon-

ceived notions of what to expect, and always to have an open mind.

Why did you want to be HBA Association President?

In first year, I felt that because of the high tuition, students had high expectations and sometimes weren't completely satisfied with what Ivey offered. I wanted to make a difference, so I focused on making sure that every event or activity we did was at the highest level.

What did you learn from the experience of being President?

One thing I learned is that I take great satisfaction from seeing happiness in others. It was a very successful year -- everything ran smoothly and there weren't many complications or roadblocks. I felt good seeing what a good year everyone had.

I also learned that you have to trust the people you work with, and give them the leeway to make mistakes – and that there are times when you need to dis-

cuss things as a group, and times when you have to make an executive decision.

Any advice for incoming students?

Get involved with the program – there are lots of great opportunities to do your thing here. Have confidence in who you are, and don't be afraid to speak out. Don't second guess yourself about coming into this program – it's a great program, with tremendous value.

What will you and your fellow alumni talk about when you come back for your 25th reunion?

As students we sometimes wonder if we're really going to use everything we're learning, but 25 years out, I'm sure we'll be talking about how applicable and relevant the program is. And of course we'll talk about what we've been up to. I'm sure career paths will be completely different from what we're planning right now, but that most people will be successful, and doing what makes them happy.

THE JAMIE FILE

BORN Toronto, Ontario
BEFORE IVEY Played in the Ontario Hockey League from age 15, selected by the Philadelphia Flyers in the 1995 NHL draft, completed degree in economics at the University of Waterloo entirely by correspondence, while playing professional hockey, played in Russia during 2001-2002.

AT IVEY Played on UWO varsity hockey team, 2003-2004

NEXT STEP TD Securities, sales and trading division, Toronto



Jamie Sokolsky ^{MBA '04}

Why leave pro hockey for the MBA program?

I always thought I'd play until I couldn't play any more. Then I hurt my neck and the doctors thought it was a very serious injury. It turned out a couple of weeks later that it wasn't as serious as they thought, but by then I had put together an application to Ivey. When I was admitted, I decided it was time to move on.

What was it like starting your MBA at Ivey, with no on-campus undergraduate experience?

The transition was pretty difficult at first. It didn't help that I had no conventional business experience. I spent the first couple of months juggling the different concepts in my head before I had the building blocks to build my own thoughts and ideas.

And by the end of the program?

With the case method, you don't realize what you're learning until you get to the end. After two years, I'm at the

point where I can think in the language of business, and put forward my own thoughts. And I've got friends that I'm sure I'll have for the rest of my life.

What will you take away with you from Ivey?

A fundamental understanding of business in all areas. The strength of the first year program is the broad-based curriculum – understanding the whole picture of business helps you understand smaller parts of it.

Was it difficult combining the MBA program with playing varsity hockey?

It was a bit of a challenge, with the road trips, and practices every day. But I'm most happy when I'm busy, so it was actually a great year.

With both the player and business perspective, what do you think it will take to resolve the player-owner conflict in the NHL?

There needs to be more communica-

tion on both sides. The players don't really have a great understanding of the business of hockey. There's definitely some disparity between the Canadian and U.S. markets, and players want to be compensated the same, regardless of where they play. But the NHL doesn't have the big TV packages, like baseball and football. The owners and players have to try to see things from each other's perspective. There's got to be some kind of compromise.

How does your hockey experience translate into your new career?

I think sports has really taught me the importance of teamwork and accountability. As an athlete you learn to deal with unexpected emotional swings in high-pressure situations. I think those experiences will be very valuable when I'm working on a trading floor. The trading environment is also fast paced and competitive, and proper preparation can make the difference between winning and losing – much like hockey.



THE KELSEY FILE

BORN Kelowna, B.C.
BEFORE IVEY BA, University of Victoria, worked as estimator and project manager on construction contracts throughout the Caribbean, launched ThinkMedia Ltd., a “communication network for university clients,” with her brother
At Ivey Co-executive Director Student Ambassadors, Social Events Executive, Co-Chair Re-orientation Weekend, Senate Member, Co-Chair of the Laundry Production, Co-Chair Ivey Connects **NEXT STEP LEADER** project, then considering options with Intrawest and Ivey Business Consulting. Also developing ideas for new businesses with a fellow Ivey graduate and her brother.

Kelsey Kitsch ^{MBA '04}

Construction is a non-traditional career path for a woman. What did you enjoy about it?

There is actually a product, and the people you work with are amazing, real salt-of-the-earth types. It's very intense – if something goes wrong, you have to stay and you could be at work for two days straight. When your contract is finished you could be out of work until the next project comes along, so it's exciting.

What were your first few days in the program like?

I thought that the people would all be business sharks – all about making money and the thrill of the deal. The first couple of days, when you put your hand up, your heart is pounding.

And by the end?

I honestly feel I could roll out of a sleeping bag in here. My car is in the parking

lot from 7 a. m. to 7 p.m., every day without fail. This is my home.

Why did you get involved in so much?

Student leadership is so important in the School – 50 per cent of my experience is a direct result of things that students have done to make activities happen. I want to leave this place a notch better than I found it. The faculty and administration are so welcoming of new ideas. The Student Ambassador program is my number one passion, because it gives students a say in the admission process. That's huge.

What are the most important things you learned at Ivey?

People matter most. Everyone has something different to bring to the table and you have to be open to what those things may be. If you see a problem, figure out a way to fix it. Initiative, concern and passion go a really long way. Be confident in what you

know, and confident enough to know what you don't know. The learning never stops.

What will you and your classmates talk about at your 25th reunion?

We might spend a little time talking about cases, but for the most part we'll talk about the hockey tournament, the Laundry Production, and when interviewing got behind and we had to do 100 interviews over the weekend – all the extracurricular stuff. The freedom the school allows you. The fact that probably at no other time in our lives we will be surrounded by so many amazing people. The fact that we have all achieved success by our own definition, whether we're CEO of Coca-Cola or running a fishing lodge.

Final comments?

Just a thank-you to my parents and brother – they are the ones who inspire me to achieve!

THE PAUL FILE

BORN Ottawa, Ontario
BEFORE IVEY Worked in construction after high school, moving up in the industry from labourer to project manager commercial construction over the course of six years; admitted to Dalhousie law school after one year undergraduate, practiced with Stikeman, Elliott in Vancouver, joined Orion Bus Industries as assistant to the general counsel, rose to Executive Vice President in four years
AT IVEY Studied at the School's Mississauga campus while working full-time and raising three children now 2, 4 and 7. Wife is a tax lawyer.
NEXT STEP Started job as Vice President, Commercial, Algoma Steel Inc. in April 2004



Paul Roy

EXECUTIVE MBA '04

What was it like going back to university after working for many years?

There's a whole new feeling of freedom as a student. You appreciate that there's a lot more to think about than the issues you are confronted with in your day-to-day job. It was a fantastic experience, and one that made me feel very positive about education.

Why did you leave the practice of law?

I discovered very quickly that law wasn't for me. It's a great profession, I really enjoyed it and I met some great people. But in the long run I knew that my personality wasn't suited to the profession.

You were doing well at Orion. Why an Executive MBA?

Hitting the senior level of management in a large corporation without any formal business training, I felt unprepared. Management is a profession and you need to be properly trained to appreciate the tools that are available to you to

get the job done right. Some of what I learned reaffirmed my instincts, but the program provided insights into areas I wouldn't even have thought about.

How did you fit it all in?

I was really worried about how I would handle the time commitments when I first went into the program. But my employer was very supportive, and my kids are young enough that they go to bed early, allowing me time to work at night. You become more efficient as you move through the program. If you have a compelling urge to learn, then you find a way to make it work.

Why Algoma?

Algoma has great employees and high quality products. The building blocks are there for it to be a world-class company. Algoma has come a long way in the last few years but there is still a lot of work to be done. Coming to Algoma from outside the steel industry is an advan-

tage because it provides me with the opportunity to apply different thinking to the issues Algoma is facing.

What will be your most important take-away from Ivey?

You really have to approach your business career as a lifelong learning event. There's a huge amount of research and thinking that goes on in the field of management, and it's important to be exposed to that new knowledge on an ongoing basis.

Any advice for someone considering an Executive MBA at Ivey?

Ask yourself if you feel a compelling interest in learning. If you're going into the program because you're not sure what to do next, or because you're being pressured by an employer, it may not be the right decision. If you want to explore the academic side of business and improve your skill set, then it probably is.



THE BENSON FILE

BORN Hong Kong
BEFORE IVEY Started work at 17; launched own trading business in 1980 with capital of \$HK40,000; currently Wings Trading (HK) Limited has 70 employees and exports to 40 countries in the Middle East, Europe, South America and North America; in 1998, founded a charitable organization to support children with cancer and their families; has two daughters, both at university in U.K.
AT IVEY Helped organize a charity dinner in 2003 and a charity hike in 2004, in support of "Sowers Action," a non-profit organization focused on providing education for poor children in China
NEXT STEP Use his new knowledge to grow his company

HONG KONG EXECUTIVE ^{MBA '04} Benson Pau

What inspired you to start a charitable organization?

My son Brian was diagnosed with leukemia when he was three. Over the next seven years, my wife and I did our best to manage a difficult situation in a positive way. Even though he was in and out of hospital, we had a lot of good memories and joyful times with him. When he passed away in 1998, we started an organization to support other childhood cancer patients and their families.

Why did you want to do an Executive MBA?

By the late 90s, the business had grown to a size that I felt I needed more knowledge and skills to support my people and keep the company growing. I also had some highly educated people working for me, and I saw a need to upgrade myself so that we could speak the same language and work well together.

What did you enjoy about the Ivey program?

The quality of the faculty members. The case study method, which helps you to apply what you are learning. The multinational mix and diversified experience of the class. The projects based in my own company, which were all very useful. And the charitable activities we did as a class – two special events that raised HK\$150,000 to help Sowers Action build a school in rural China, and strengthened the bond of the Ivey community in Hong Kong.

What's next for your company?

We are preparing a new charitable program for young cancer survivors. We know that many children drop out of school or study very slowly because of their sickness, so when they start work at 17 or 18 they have problems. We want to offer two internship places in our company, to help them prepare themselves to work in the real world. If we are successful, we hope that many other corporations will get involved too.

On the business side, my target is to

grow the company to at least twice the size. In the longer term, perhaps 10 years from now, I hope I can split my time equally between business and non-profit organizations.

What are the most important things you gained from the EMBA?

That if you want to do difficult things well, you must really enjoy them. Persistence is also important. From a business perspective, I learned a lot in the organizational behavior area. I realized that as an entrepreneur, you can't do everything. You have to have a plan to develop your people and grow your company.

Your advice to someone considering the program?

The EMBA not only advanced my own learning, it also affected others in my company. Seeing how I applied my learning to solve problems within the company really aroused their interest to acquire further education. I felt it created a good model and a learning atmosphere.



Ivey Lives Remembered

Harrison McCain, 1927-2004

Harrison McCain, C.C., O.N.B., co-founder and Founding Chairman of McCain Foods Limited died on March 18, 2004, in Boston. He directed the growth of McCain Foods for 48 years, as it grew from a small French fry processing operation in Florenceville, New Brunswick, to the world's largest producer of French fries and a \$6.4 billion a year international frozen food company. During his career, Mr. McCain sat on many boards of directors, including the Bank of

Nova Scotia, Petro-Canada, the Izaak Walton Killam Children's Hospital, and Junior Achievement of Canada. He won many honours, including the Canadian Business Statesman Award, Financial Post Chief Executive of the Year, and Canada's inaugural Entrepreneur of the Year Lifetime Achievement Award. He was named a Companion of the Order of Canada in 1992. In 2001, he and his brother Wallace were co-recipients of the Ivey Business School Business Leader Award.

The following is an extract from the eulogy delivered by former Premier of New Brunswick Frank McKenna.

Harrison McCain was a globalist before the word was even invented. He knew that he had to buy and process French fries where people grew them, and he had to sell them where people ate them.

He also knew that the location of a head office really does matter. He ferociously resisted any suggestion that the head office should be moved to

Toronto or even further afield. In fact, Harrison did just the reverse. He piled everything he could into New Brunswick...

Harrison McCain was the quintessential Canadian business leader. He was committed to fiscally prudent but compassionate and generous public policy – provincially and nationally. He loved this country, he loved its history, he loved its values, he loved its diversity...

Harrison McCain had a rare gift – command presence. An entire room would light up when he entered. He was a dri-

ven man and you could feel the energy pulsating from him. . . He had the most wonderful smile. His whole face would light up and you would smile yourself from the sheer joy of being in the presence of such a charismatic and caring man. Looks, however, could be deceptive. Sometimes he reminded me of a shark – you weren't sure if he was happy to see you or he intended to eat you...

There was something in Harrison's DNA – something in his genetic make-up – that allowed him to overcome every

adversity and disadvantage to become of the world's great entrepreneurs.

The lesson is that failure is not pre-ordained. Large cities and wealthy countries do not have a monopoly on a strong work ethic and entrepreneurial drive. In spite of occasional business reverses and family tragedy, Harrison did not wallow in self-pity.

The message of Harrison McCain is that a strong mind and a resolute heart can overcome any disadvantage – no height is unattainable.

IN MEMORIAM

George Christopher Campbell,
HBA '39

Norwood Featherstone Leach,
HBA '43

Kenneth Richard Bennet Good,
HBA '53

Nick Charles More, HBA '54

Barrie Ray Turner, MBA '58

Grant Alexander Beaver,
HBA '60

J. Raymond Beaulieu,
Exec.Ed. '65

Brian Arthur Kimberley, HBA '66

Ian Stewart Spencer, HBA '67,
MBA '73

Peter Franklin Jeffery, HBA '76,
MBA '82

Howard Douglas Teall, HBA '77,
MBA '84, PhD '87

Kathryn P. Markoff, Exec.Ed. '93

Brent McKay Bailey, MBA '94

Jimmy Abouchakra, MBA '03



Alumni Speak

Working on Common Ground

By Eli Singer, HBA '01

In August 2002 I was a fresh victim of the DotCom bust. My first job after graduation had lasted a mere 16 months, and I found myself once more re-examining my interests and motivations before looking for a new job. That was when I received a call from Alex Lowy, one of the past owners of my old firm. He wanted to meet over coffee.

After catching up, Alex presented me with a stack of papers strewn with hand-drawn boxes and outlined for me the idea for a new book he had just

started writing – a guide to solving business dilemmas using 2 x 2 matrices. He needed some fresh horsepower to get the project into high gear. Picking up on Alex's passion for the material and serious intentions, I joined up.

Since Alex had co-authored several books, was an experienced consultant, was well-connected, and versed in jazz, I felt this was an opportunity I couldn't pass up. Less than a month later Phil Hood joined the team.

Initially my work was task driven – I had specific research objectives. Within a few months, though, I began engaging in ever-deepening discussions

about content, which over time helped shift our group dynamic towards more peer-based relationships. In addition to learning from Alex and Phil, I found myself challenging their points of view in areas, bringing new ideas to the surface for debate and inclusion in the book.

Throughout history, young people have been brought into professions after apprenticing with leaders. Continuing the tradition, some firms in Silicon Valley rotate MBAs into six-month terms as assistant to the CEO.

At its core mentorship is bi-directional. An executive gets access to the fresh perspectives and insights of a talented, ambitious young person unspoiled by experience. The apprentice benefits from the mentor's experience – receiving feedback on work, guidance, network access and ex-

posure. The young-executive has more opportunities to fly the jet because she's already there.

Mentorship deepens commitment among senior and young executives as both become identified as a team and share stake in each other's success. Establishing a mentor – apprentice relationship is highly personal. The following four steps outline the process:

1. Locate the individual – this should be someone you admire, respect or wish to emulate
2. Deepen your professional relationship – initiate a regular dialogue on

Mentorship deepens commitment among senior and young executives as both become identified as a team and share a stake in each other's success.

- industry or corporate issues, convey your perspective, and listen
3. Share personal goals – get personal, gain confidence, establish trust
4. Mutual commitment – become trusted peers, enjoy freedom of expression and learning outside the normal hierarchy

I consider myself fortunate to have joined forces with business experts who are active mentors, and share similar professional and personal interests with me. We all benefit. While we present as a traditional organization to the marketplace and clients, internally our team style is not based solely on age and experience as we recognize that we each have much to learn from one another. We rely on each other's skills for our company to be successful.

I encourage young and experienced executives alike to search out mentors and apprentices; it keeps work life interesting, challenging, and fulfilling.

Eli Singer is a co-founder and consultant with The Transcend Strategy Group. The recently published The Power of the 2 x 2 Matrix is on several Canadian bestseller lists. Eli lives in Toronto. eli@transcendstrategy.com



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