

Richard Ivey School of Business  
The University of Western Ontario

IVEY

# intouch



## A Revolution in Business Education

Dean Carol Stephenson and Arkadi Kuhlmann,  
HBA '71, MBA '72, announce the launch of  
Cross-Enterprise Leadership *Page 12*

A magazine for alumni and friends of the Richard Ivey School of Business/Fall 2005



IVEY  
INTRODUCES

CROSS-ENTERPRISE LEADERSHIP™

# A REVOLUTION IN BUSINESS EDUCATION

Program subject to approval by the Ontario Council of Graduate Studies.

Business and business schools today face unprecedented challenges.

The new corporate realities, such as transferring production lines to China, building an international brand, or changing the culture of an organization, do not fall into the traditional business school silos such as Marketing or Finance.

Top recruiters, business leaders and our own alumni have told us a new kind of business education is needed – where traditional business functions are managed from an enterprise-wide perspective. Other schools may recognize the need to integrate functional disciplines, yet they still structure curriculum around core competencies. At Ivey, however, we realize that nothing short of a revolution will do.

## THE CROSS-ENTERPRISE LEADERSHIP™ ADVANTAGE.

That's why Ivey is taking management education to a new level by introducing Cross-Enterprise Leadership™.

Cross-Enterprise Leadership™ is an action-oriented approach that prepares high-performing Ivey graduates to look beyond the walls, org charts and silos and approach issues from a perspective that spans the entire organization. They have an advanced understanding of the ramifications of their decisions and actions across the organization. They know how to capitalize on the opportunities and synergies that result from seeing the big picture.

Ivey graduates thereby become uniquely positioned to not only perform functional tasks but also tackle issues that require this cross-enterprise approach such as growth, innovation and development, globalization, productivity and leveraging human resources.

Cross-Enterprise Leadership™ is a career catalyst, enabling the Ivey grad to make a significant contribution from their first job upwards into senior levels, and reap the accompanying rewards.

## THE REVOLUTION BEGINS AT IVEY.

You cannot teach leadership without practising leadership.

We are literally reinventing this 83-year-old icon of business education and restructuring our School to address the new organization-wide demands that confront conventional thinking.

The Ivey full-time MBA will now be a one-year program held at a newly dedicated location, Spencer Conference Centre, Ivey's premier learning facility located just minutes from the School's main campus in London, Ontario. Two separate enrollments will begin in May and October of 2006. Each is a one-year intense learning experience for high-achievers, concentrated on four learning modules, that will create incredible career opportunities. Maintaining the rigour that is the hallmark of the Ivey educational experience, this one-year format

delivers a comparable number of sessions as our renowned two-year format.

## IMMERSION IN PROBLEMS THAT FACE TODAY'S CORPORATIONS.

Forget about Marketing class at 10 a.m. and Finance at 2 p.m. on Tuesdays and Thursdays. Ivey has done away with narrowly focused classes.

Instead, imagine students spending an entire morning dissecting, resolving and, ultimately, acting on a problem that spans multiple disciplines. Where they consider the impact of their decisions across divisions, markets, geographies and suppliers. Where they work with teams of faculty while building the key fundamental skills required in I-Banking, Consulting, and Marketing careers to name a few.

## DESIGNED FOR THOSE WHO WILL MAKE A DIFFERENCE.

This MBA program is not intended for everyone. We're looking for those with previous management experience, a demonstrated track record of achievement, and the passion to succeed. Cross-Enterprise Leadership™ is designed for the next generation of CEOs and corporate drivers.

Cross-Enterprise Leadership™. No other business school in the world has it. For a real-world approach to delivering the next generation of leaders, come to Ivey.

FOR MORE INFORMATION GO TO [WWW.IVEY.CA](http://WWW.IVEY.CA)

*Leading Action*

Richard Ivey School of Business  
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**IVEY**

# INSIDE INTOUCH

FALL 2005

## FEATURES

### 12 Changing the Face of Business Education

It's not enough any more to manage marketing, finance or operations well: to meet the challenges of today's marketplace, companies need leaders who can think, act and lead across the entire organization. That's why Ivey is embarking on major changes to its teaching and research programs. Dean Carol Stephenson spoke to InTouch about what's happening and why.

### 16 The Tough Get Going

Exxon-Valdez. Tylenol. 9/11. Walkerton. Katrina. Rwanda. HMCS Chicoutimi. Crises come in all sizes and shapes, and have only one thing in common: they demand exceptional leadership. Ivey professors Gerard Seijts and Niraj Dawar have explored the field of crisis management, and grads like Vice-Admiral Bruce MacLean, Bill Aziz, and Enedely Escobar-King have been on the frontlines, leading with wisdom and expertise.

**24 Personal Passions** Sure, Ivey grads bring enormous passion and energy to bear on their careers and businesses. But most of us also have other interests that give meaning to our lives and bring out the best in us. Motorcycles, painting, poetry, railroads and horses – three Ivey alums share their personal passions.

**30 Free Wheeling** An engineer, MBA “drop out,” teacher, innovator and high-tech marketing wizard, Professor Terry Deutscher finds tranquility and adventure on two wheels.

## DEPARTMENTS

**4 Doing Business** An innovative program that delivers the Ivey learning experience to potential students across Canada and much more.

### 6 Alumni News and Events

Check out our Alumni in the News section, and catch up on Chapter activities around the globe.

**7 VolunteerFile** When he was at Ivey, Jim White couldn't decide whether to be a journalist or a businessperson. Now he's a leading lawyer and political candidate.

**32 Development** Reunion giving has become a proud Homecoming tradition, and an important support for the School.

**34 Notes from Near and Far** Who's doing what in your class and among Ivey's 18,000 other graduates.

### 51 Ivey Lives Remembered

Ben Anders (1925-2004) played a significant role in the development of the School.

### 52 Alumni Speak

Gary Comerford fell in love with the intensity of India and helped re-establish Sun Life in the booming subcontinent.

**Editor in Chief** Glenn Yonemitsu, MBA '89

**Editorial Board** Bob Beauregard, MBA '62, alumnus; Stephanie Brooks, HBA '93, Executive Development; Pamela Griffith-Jones, HBA '87, MBA '90, IAA Board of Directors; Sandy Hurst, retired Faculty member; Michael Needham, MBA '68, Advisory Board; Rob Way, Marketing and Communications; David Weiner, MBA '85, alumnus; Glenn Yonemitsu, MBA '89, Advancement

**Managing Editor** Pat Morden

**Design** Karin Culliton

**Production Co-ordinators** Don Park, Rachel Condie

**Contributing Writers** Pat Morden, Max Morden,

Gary Comerford, MBA '75

**Research** Sarah McCarthy

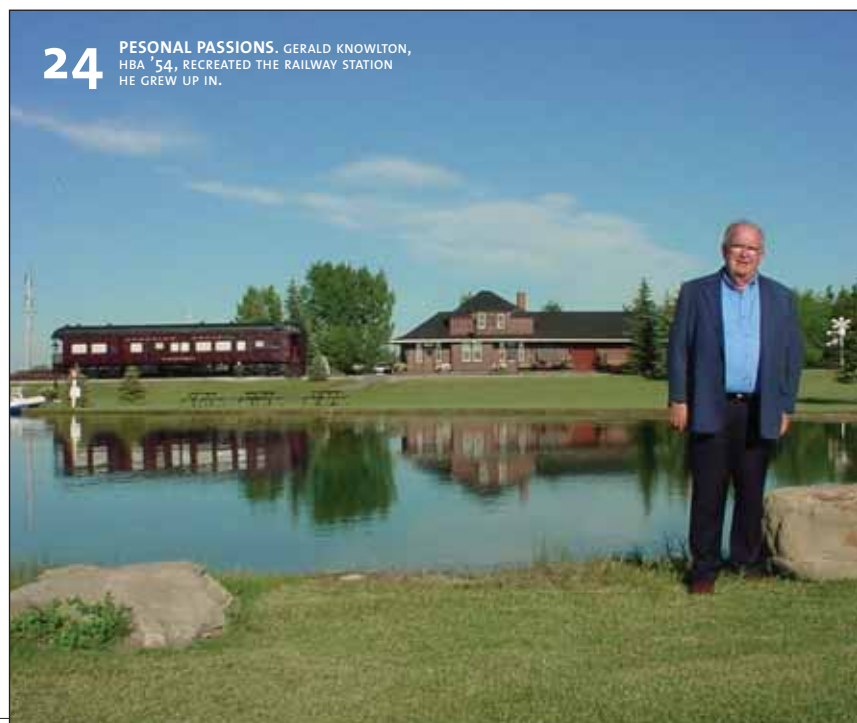
*intouch* is published by the Department of Advancement at the Richard Ivey School of Business, The University of Western Ontario, London, Ontario, Canada, N6A 3K7

@*intouch* is a regular e-newsletter that provides updates on the School between issues of the magazine. See [www.ivey.uwo.ca/intouch](http://www.ivey.uwo.ca/intouch)

*intouch* welcomes input from all alumni for letters to the editor, articles or ideas on themes. Please send all address changes to Advancement, Richard Ivey School of Business, The University of Western Ontario, London, ON, Canada N6A 3K7, via e-mail to [alumni@ivey.uwo.ca](mailto:alumni@ivey.uwo.ca) or over the World Wide Web at [www.ivey.uwo.ca/alumni](http://www.ivey.uwo.ca/alumni). Copyright 2005 – Richard Ivey School of Business. Reproduction in whole or in part without permission is prohibited.

**Cover Photo** Brian Hillier

**Advertising Sales** Rachel Condie, Ivey Advancement (519) 661-4101



24

**PERSONAL PASSIONS.** GERALD KNOWLTON, HBA '54, RECREATED THE RAILWAY STATION HE GREW UP IN.



# Doing Business

The School in the World

## Top entrepreneurs meet at Ivey

“The program was a profoundly enriching and energizing experience – probably the best week I have ever spent in a business learning context.”

Matthew Hannon, HBA '74, MBA '78, Chairman and CEO of Delhi-Solac Inc., is describing Quantum Shift, an invitation-only leadership development program



held in May at Ivey's Spencer Conference Centre in London. Hannon was one of five Ivey grads selected for the program, which was launched last year by KPMG Enterprise and the Ivey Business School. The program brought together 40 top entrepreneurs from across the country for an intense five-day learning experience. The participants, mostly CEOs of mid-market firms, were nominated by KPMG and selected by Ivey's Institute of Entrepreneurship.

The program was an opportunity for the country's leading entrepreneurs to share ideas, network, and take their skills

QUANTUM SHIFT FELLOWS EVE-LYNE BIRON, PRESIDENT AND CEO, LABORATOIRE MÉDICAL BIRON INC. AND MICHAEL MCMULLEN, MBA '78, PRESIDENT AND CEO, WAREHOUSE ONE - THE JEAN STORE.

to the next level. “This was undoubtedly the best educational experience of my life,” says Peter Dalton, President, Daltco Electric & Supply Ltd. “The entire week was exciting, motivating, and I feel better prepared to run my company as a result.”

Plans are underway for the 2006 Quantum Shift program. For more information see [www.quantumshift.ca](http://www.quantumshift.ca)

## BMO gift announced

In May, BMO Financial Group announced a gift of \$1.5 million to the University of Western Ontario and the Richard Ivey School of Business.

Some of the money will be used to establish the BMO Financial Group Ontario Graduate Scholarships for Master's and doctoral students across the University. A \$300,000 contribution to Ivey will support a PhD scholarship and a faculty Fellowship, and support updates to the C.B. “Bud” Johnston Memorial Library.

“Ivey has a long and supportive partnership with BMO,” said Dean Carol Stephenson. “This gift will ensure that Ivey continues to produce relevant business knowledge for practicing managers and future leaders who will continue to shape the way business is done in Canada and around the world.”

## Shanghai Chapter hosts case competition

Teams from five universities in Shanghai competed in the first ever Ivey China Case Competition, hosted by the Ivey

Shanghai Alumni Chapter and Ivey Asia in May.

The five teams analyzed a case about the Canadian furniture company Palliser, and the team from the Shanghai Institute of Foreign Trade (SIFT) emerged victorious. The grand prize was a trip to Hong Kong, including a visit to Ivey's campus. Professor Xi Hongmei, the faculty member who led the team, later wrote, “We were very much impressed by the MBA class. Professor David Sharp conducted the class in a marvelous way. Our HK trip was both informative and entertaining.”

## Ivey experience hits the road

There's nothing quite like the experience of an Ivey classroom – the lively give-and-take among bright students, orchestrated by a skillful and knowledgeable professor. It is one of Ivey's strongest competitive advantages, yet not all prospective students can get to the School to sit in on a class. That's why the School decided to give prospective students across Canada a taste of the Ivey classroom experience through the innovative First Class on the Road program.

Through the program, Ivey professors staged typical case classes in Vancouver, Calgary, Montreal, Ottawa and Toronto. Half the class (approximately 12 students) were Ivey alumni volunteers, the other half were prospective MBA students.

Leslie Stephenson, EMBA '98, was one of the alumni volunteers in Toronto. She



(L TO R) BRIAN DUNN, MBA '81, VICE PRESIDENT AND BRANCH MANAGER, BMO NESBITT BURNS, PAUL DAVENPORT, WESTERN'S PRESIDENT, AND SHANE BUTCHER, VICE PRESIDENT, LONDON DISTRICT, BMO BANK OF MONTREAL

## KUDOS

**Professor Randy Kudar** recently joined a prestigious group – the Ivey Professors Emeriti. The rank is conferred on valued faculty members who have retired from fulltime teaching and research. Kudar holds a degree in engineering from the Royal Military College of Canada, and an MBA and PhD from Ivey, and is a Certified Management Accountant. He has participated in management development programs in Kenya, Botswana, Saudi Arabia, Brazil, China and Slovenia.

**Professor Alison Konrad** received a Women of Western Award, presented by the University Students' Council to recognize women who play a leadership role at the University and have a significant impact on the lives of students. Konrad holds a PhD from Claremont Graduate University and until joining Ivey in 2003, was Professor of Human Resource Management at Temple University.

**Richard W. Ivey, HBA '72**, grandson of Richard G. Ivey who the School was named after, was recently appointed a Member of the Order of Canada. Ivey, a strong and active supporter of the School, is Chairman of Ivest Corporation.

**Professors Christine Wiedman and Bob White** were awarded the Ivey MBAA Lawrence G. Tapp Excellence in Teaching Award in 2005. The award, determined by the votes of the graduating class, honours dedication to students, ability to inspire students to push their limits, and passion and energy in teaching.



**Terri Garton** (right), Senior Associate Director Alumni Relations, and **Sharon Irwin-Foulon** (left), Director, Ivey Career Management were the recipients

of special awards presented by the MBA Association to recognize exceptional contributions to student life by Ivey staff.

was impressed by the senior alumni who attended the class and the cocktail party that followed. "You could see some of the students changing their impressions of Ivey very, very quickly," she says. "The School did everything it could to put its best foot forward, and that's exactly what the applicants saw. They felt important."

Scott Walker, MBA '01, Director, MBA Program Services, is delighted with the success of the program, which attracted more than 200 prospective students in the MBA, EMBA and Executive Development programs. "It was a great way to get the Ivey name out and to share the experience," he says. "We had several applicants sign up specifically because of this program. And it was clear that alumni enjoyed it too."

In addition to the "On the Road" program, Ivey also offers "First Class to your First Class." Students in southern Ontario who want to attend a class at the School are treated to a first class train ticket or provided with a gas card. Applicants elsewhere in North America can apply for a \$600 travel grant, and international students are eligible for a \$1,200 grant. "We believe it's critical for prospective students to sit in on a class," says Walker. "Choosing a business school is a very important decision and we want to help applicants get it right."

### Howard Award celebrates personal growth

A gift from Thomas P. Howard, MBA '72, President of HowLyn Equities and Vice President of A.T. Kearney Inc., has established a special MBA award to recognize a student who has been changed by the



Ivey educational experience.

Students, faculty and staff are welcome to make nominations for the new award, which is awarded to an MBA 1 student who underwent a "personal transformation" and contributed to School life. According to the terms of the award: "This student is admired by his or her peers and faculty alike and is considered one of the most outstanding students of the class."

The first recipient of the award, Lisa Wiens, was announced in September at the Welcome Back reception for MBA2s. According to fellow student Andrew Niskier, Wiens was unsure of herself at the beginning of first year, but ". . . developed into a skilled leader and communicator." She served as sports representative for her section, played on the School's competitive Ultimate Frisbee team, participated in LEADER, and was a member of several other clubs. "Lisa's greatest gift," wrote Niskier, "is the infectious spirit she infuses into Ivey's hallways."

LISA WIENS, MBA '06 CANDIDATE, ACCEPTS THE FIRST THOMAS P. HOWARD MBA AWARD FROM DEAN CAROL STEPHENSON AT THE WELCOME BACK RECEPTION FOR MBA2S IN SEPTEMBER.

### Mezzanine hits Hot 50

Mezzanine Business Consulting, formerly Ivey Business Consulting Group, was named one of Canada's top emerging growth companies for 2005 in September. The "Profit Hot 50," published by Profit Magazine, recognizes Canada's fastest growing companies established in the last five years. Revenues for the company, which was featured in the summer edition of InTouch, grew by 260 per cent between 2002 and 2004.

"When you're growing quickly, it's difficult to find good people fast," says Lisa Shepherd, HBA '95, MBA '02, President and CEO of Mezzanine. "But we're lucky – we've got the Ivey talent." Shepherd says the award is "a very sweet reward for a lot of hard work" and will help build credibility and awareness.



## Alumni News & Events

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

### A conversation with Terri Garton, Senior Associate Director, Alumni Relations

Most Ivey alums need no introduction to Terri Garton. She has been part of the Alumni Relations team for more than four years and was recently appointed its leader. Terri grew up living all over Eastern Canada and Ontario, and received her BA from Mount Saint Vincent University in Halifax. She worked with IBM and Wellington Insurance before joining Ivey in the area of faculty development in 1997. InTouch spoke to Terri about her goals for the alumni portfolio.

**What do you enjoy about working in**



**alumni relations?** The people – the alumni as a whole, the Board of the Ivey Alumni Association, the students, and my colleagues at Ivey. I really enjoy getting to know so many different people, and being part of our team environment is energizing.

**What is the role of alumni relations?** Our role is to bring programs to our graduates that make it worthwhile for them to leverage the Ivey network. It's the opportunity to get to know more people, to offer or receive mentoring, to renew old friendships, to connect with students, and to give back. Alumni Relations is the hub, providing the tools and services to help maximize the benefits of being a member of the Ivey network.

**What would you like to accomplish in alumni relations?** I'd like to see the strength of our 18,000-strong alumni network better recognized, so students, grads and business leaders realize how powerful it is. It's what sets Ivey apart from all other business schools in Canada. Right now I'm working with the Ivey Alumni Association Board to define what programs and services we should be offering to maximize the value of being an Ivey graduate.

I believe we will be most successful if we identify a few key programs, formalize them, and effectively market them to our alumni. We currently offer a lot of good programs, but often alumni don't realize the role that Alumni Relations plays.

**How can Ivey alums support these goals?** In so many ways – by volunteering to be involved in the Ivey Alumni Partnership Program, or to be a mentor to fellow alumni, coming back to the School and engaging with the students, getting involved in the Alumni Association Board, organizing class reunions, attending Chapter events, and of course, by contributing financially. The more we engage alumni, the deeper our relationship becomes – and in the long term that's very important to Ivey.

## News & Events

### Alumni in the news

Jeffrey Orr, HBA '81, was appointed President & CEO of Power Financial in May. Power Financial holdings include insurance giant Great West Lifeco Inc., and major mutual fund player IGM Financial Inc., formerly Investors Group. Orr will work closely with Robert Gratton, the previous CEO, who will become Chairman of the Board.

Christine Magee, HBA '82, and Stephen Gunn, MBA '81, co-founders of Sleep Country Canada, were inducted into the Canadian Retail Hall of Fame in June. Sleep Country Canada is the top mattress retailer in Canada, operating 101 stores in eight regional markets across the country. This year, it celebrated more than 10 years in business, the opening of its 100th store, and most recently, the millionth mattress sold.



Three Ivey grads were part of a major shuffle in the executive team at Scotiabank in June. Bob Brooks, MBA '68, Senior Executive Vice-President, Scotiabank, assumes an expanded role managing Scotiabank Group's treasury and investment operations on a global basis in addition to his responsibility for systems and operational support. Luc Vanneste, EMBA '99, previously Executive Vice-President & Chief Auditor, assumes the role of Executive Vice-President and Chief Financial Officer. Anne Marie O'Donovan, HBA '82, moves from Deputy Chief Auditor to Senior Vice-President & Chief Auditor.

Brothers Adam Waterous, HBA '84, and Jeffrey Waterous, HBA '77, recently sold their company, Waterous & Co., to Scotiabank Capital, the investment banking arm of the Bank of Nova Scotia. Waterous grew in 16 years into the world's largest oil and gas firm specializing in asset divestiture and acquisitions. Since 2002, it had

completed transactions worth more than US\$15-billion and provided advice to 24 of the 30 largest oil companies in the world. Adam Waterous will become President and Chairman of Scotia Waterous.

Tim Hodgson, MBA '88, was appointed managing partner of Goldman Sachs Canada in June, with a mandate to rebuild and expand the franchise. Hodgson has worked with the company in its Silicon Valley, London, Hong Kong and New York offices.

## Distinguished speaker series in Hong Kong

As part of their Distinguished Speaker Series 2005, UWO Alumni Association Hong Kong and the Hong Kong Chapter of the Ivey Alumni Association jointly hosted an event featuring Mr. Roy Tan Hardy, BA '84, Vice President of Marketing and Sales for Hong Kong Disneyland, who gave a presentation on "Marketing the Magic of Hong Kong Disneyland."

About 50 alums representing both

UWO and Ivey gathered at the Hong Kong Convention and Exhibition Centre for the event. Mr. Tan Hardy shared with the audience the strategies and thinking behind the marketing of the new theme park. The presentation was very enlightening and gave the audience great insights into the planning and execution of this enormous project. There was also a very engaging question and answer session afterwards.

(L TO R) ROSS CHAN, EMBA '03, PRESIDENT, IVEY ALUMNI ASSOCIATION - HONG KONG CHAPTER, ROY TAN HARDY, EDWIN HUI, HBA '03, PRESIDENT, UWO ALUMNI ASSOCIATION, HONG KONG



## IVEY BUILDS 2006: CRISIS LEADERSHIP

In April 2006, Ivey Builds will organize two major events: a conference on Crisis Leadership attended by world-renowned speakers, and a case competition which will simulate a crisis situation in business.

The aim of Ivey Builds is to put the mission statement of Ivey into action and provide students an opportunity to learn by doing. Last year, the focus was to "contribute to the society within which we operate" by building a house. This year's focus is on "developing leaders." Alumni are invited to come back to London on April 21 to attend the conference. Detailed information will be announced in the next issue of InTouch. Contact information: Luzius Wirth, MBA '06 Candidate, lwirth.mb2006@ivey.ca

White, Jim HBA '74, MBA '75

## Volunteerfile

A REGULAR FEATURE INTRODUCING ALUMNI VOLUNTEERS

"I just can't keep a job, that's all!"

That's how Jim White summarizes his fascinating and diverse career. White attended Western for journalism, but moved to Ivey after his second year. "I really loved it," he recalls. "It was just like finding a home – a great program and great people to be involved with." He paid for his university education by officiating at football games, an interest he maintained for 25 years.

He started his PhD in corporate finance at Ivey, then moved to Halifax where he taught at St. Mary's University and wrote a column for the daily newspaper while completing his LLB at Dalhousie. After a stint with a large Halifax law firm, he moved to St. John as associate editor of an Irving-owned newspaper, then to Irving head office as senior legal officer. After a time with MacLean Hunter in western Canada, he returned to Halifax and established a law firm. White ran for parliament in 1993 and for the leadership of the Nova Scotia Conservative Party in 1995. He is currently seeking the provincial nomination for his Halifax riding.

White has been involved with alumni activities for many years and was a prime mover behind the establishment of an Atlantic Canada chapter in 2004. "Good management is criti-

cal to both government and business," he explains, "so I appreciate the general management viewpoint that Ivey brings to Atlantic Canada." White also believes his region can benefit from the international Ivey network in developing new economic opportunities.

White is working to develop a nucleus of alumni activity in both Nova Scotia and New Brunswick, and has several events in the works, including a visit from the Dean, an Ivey Ring Ceremony, and some informal events. He also enjoys getting together with former classmates on a regular basis. "It's almost like recapturing your youth. At one time we used to talk about the worlds we were going to conquer – now we talk about how our cholesterol is!"

White believes his fellow alumni should be involved in alumni activities, not only to benefit from the powerful Ivey network. "So much can be accomplished when people who have a common experience work together for the betterment of society," he says. "Ivey people tend to be doers, rather than talkers, so we can get things done."



# Alumni News & Events

## Southern California celebrates surfer style

The Southern California IAA Chapter hosted an event at Duke's Huntington Beach restaurant. Duke's is named for Duke Kahamoku, the father of modern day surfing. Duke invented board surfing in front of the original Duke's Canoe Club in Waikiki and presided over the first national surf contest on the beach in front of the Huntington Beach restaurant in 1965. The competition continues to be held there every summer.

Eleven Ivey alumni including three spouses enjoyed tasty appetizers and good company at the casual event, which was hosted by Bruce Fagen, MBA '00 and Don Anderson, MBA '70, IAA Southern California Chapter President.

SEATED LEFT SIDE OF TABLE, (FRONT TO BACK) TOM HUGH, MBA '97, JOHN MARSHALL, MBA '97, TINNA PETURSSON (JOHN MARSHALL'S WIFE); STANDING LEFT SIDE OF TABLE (FRONT TO BACK) FARZIN AFSHAR, MBA '01, BOB LEE, MBA '77; SEATED RIGHT SIDE OF TABLE, (FRONT TO BACK) BRUCE FAGEN, MBA '00, DEBBIE LOOK AND MANFRED LOOK, MBA '77, LEN KEILLER, MBA '74; STANDING RIGHT SIDE OF TABLE DON ANDERSON, MBA '70



## IAA/London presents Ouellette

On April 6th, the Ivey Alumni Association London Chapter presented Gilles



(LEFT TO RIGHT) STEVE HUNTER, HBA '99, BRIAN DUNN, MBA '81, PROFESSOR CRAIG DUNBAR, GILLES OUELLETTE, HBA '69, MBA '70

Lawrence National Centre for Policy and Management at the Business School. In addition to many other involvements, Mr. Ouellette is a member of the Ivey Advisory Board.

## Classes create memorial awards

Two Ivey classes have created special student awards in honour of beloved classmates.

The Class of HBA '69, MBA '70, President and CEO, Private Client Group, and Deputy Chair, BMO Nesbitt Burns BMO Financial Group. Mr. Ouellette presented to a group of more than 125 Ivey alumni and students on "The Opportunities in a North America Without Borders" in the Atrium of the

The Class of HBA '94 established the McCleary Memorial Award, named for Bill McCleary, who passed away in 2002. The award will go to an HBA student selected by his or her classmates as being "a sociable, friendly, positive, hard-working person who is a pleasure to be around."

The Class of MBA '02 will honour Wail El Awad, who died in 2004. The award will go to a full-time international student selected by his or her classmates to embody El Awad's "spirit of optimism, generosity and friendship."

## Ivey Ring Tradition at the Great Hall



Patrick Crowley, HBA '74, Chair of the Ivey Alumni Association, congratulates David Arnaud, MBA '05 at the MBA Ring Ceremony, held March 31



Kara Kennedy (left), Sid Misra, Heather Davis, and Stephanie Taylor, all MBA '05, celebrate their achievement



Farah Alani, HBA '05, and Dean Stephenson at the HBA Ring Ceremony on April 25.



# POWERING UP THE IVEY NETWORK

Recently, Patrick Crowley, HBA '74, Senior Vice President and CFO, ATI Technologies and Chair of the Ivey Alumni Association (IAA) Board of Directors, was dealing with an issue related to commercial real estate. It wasn't an area he was familiar with, so he called up a fellow Ivey alumnus and picked his brain.

For Crowley, that's one of the most important advantages of being an Ivey graduate – easy access to a powerful network of talented people who have shared the Ivey experience. “My stockbroker is a former classmate,” says Crowley. “I work with consultants who attended the School and I deal with a bank where a large number of senior people are Ivey grads.”

The Ivey network has long been one of the most valued assets of the School. With 18,000 alumni in 75 countries, many of whom are leaders in top corporations, the network is a significant resource for grads and a powerful draw for students. Made up of individuals who have participated in the life-changing Ivey experience and gone on to stellar careers in corporate and entrepreneurial life, it is, says Crowley, “greater than the sum of its parts.” The IAA Board recently launched a visual identity to celebrate and harness its power.

IAA Director Paul Smith, HBA '75, President of Smith Company Commercial Real Estate Services, is a strong believer in the power of the Ivey network. “It's a group of people who have gone through an extensive program and

share a common bond with the School and each other,” he says. “It's a very significant point of distinction between ourselves and all the other schools. Why buy goods or services from a complete stranger, rather than from someone who has shared the Ivey experience?”

The power and prestige of the Ivey network flows from its size and the success of its members. “I'm at King and Bay, the heart of Toronto's Financial District,” says current Ivey Advisory Board member and past IAA director, Tim Hockey, EMBA '97, Co-Chair, TD

Canada Trust. “The companies within a three-block radius of where I'm sitting – really a good nine-iron shot – all have Ivey grads at the most senior levels. And we all share this incredible connection.”

“Powered by the Ivey Network” will be a visible symbol of the influence and success of alumni, and their value to one another. “No other school has this extraordinary advantage,” says Ivey Dean Carol Stephenson. “Everywhere you go, Ivey alumni are making an impact. ‘Powered by the Ivey Network’ puts a name and an identity to what we are already a part of. It's very exciting.”

It also represents the deep personal bond that Ivey alumni share – a bond born at Ivey and sustained in many cases over a lifetime. “Most of my class still gets together every year,” says Hockey. “We take time out of our busy schedules to spend time with each other. After 10 years, we're still a tight-knit group. That's the power of the Ivey network.”



POWERED BY  
THE IVEY NETWORK



## Alumni Contacts

For general information, please contact Terri Garton, Senior Associate Director, Alumni Relations  
519-661-3729  
tgarton@ivey.uwo.ca  
www.ivey.uwo.ca/alumni

### Chapters

Alumni Chapters develop meaningful programs and activities that provide opportunities for alumni in their area to network with one another and to stay in touch with the School.

#### ATLANTIC CANADA

Jim White, HBA '74, MBA '75  
Senior Partner, How Lawrence White Bowes  
Ph: 902-798-5997  
Fax: 902-798-8925  
jwhite.mba1975@ivey.ca  
www.ivey.uwo.ca/alumni/atlantic\_ canada.htm

#### BRITISH COLUMBIA

Rob Attwell, MBA '99  
Consultant, Associated Press  
Ph: 604-736-2460  
rattwell.mba1999@ivey.ca  
www.iveybc.com

#### IVEY ALUMNI ASSOCIATION/ BC CHAPTER

BC hotline (Linda Metcalfe)  
Ph: 604-290-0880  
iveybc@ivey.ca

#### CALGARY, AB

Terri Garton  
Senior Associate Director,  
Alumni Relations  
Richard Ivey School of Business  
Ph: 519-661-3729  
Fax: 519-661-4171  
tgarton@ivey.ca

#### NORTHERN CALIFORNIA

Brent Remai, MBA '93  
Strategy and Planning Manager  
Hewlett-Packard Company  
Ph: 408-447-4359  
bremai.mba1993@ivey.ca  
www.ivey.uwo.ca/alumni/ncalifornia.htm

#### SOUTHERN CALIFORNIA

Don Anderson, MBA '70  
Managing Director, Harvard Capital Co.  
Ph: 805-969-9339  
Fax: 805-969-9374  
danderson.mba1970@ivey.ca  
www.ivey.uwo.ca/alumni/scalifornia.htm

#### HONG KONG

Ross Chan, MBA '03  
Senior Marketing Manager  
Philips Electronics Hong Kong Ltd.  
Ph: 852-2424-9219  
Fax: 852-9310-8588  
rchan.mba2003@ivey.ca  
www.ivey.com.hk/alumni/  
alumni\_events

#### LONDON, U.K.

Paul Heydon, HBA '90, MBA '99  
Managing Director, Unity Capital  
Ph: 7740-983-047  
pheydon.mba1999@ivey.ca  
www.ivey.uwo.ca/alumni/londonuk.htm

#### LONDON, ON

Fred Gallina, MBA '04  
President, FTC Solutions  
Ph: 519-870-1006  
fgallina.mba2004@ivey.ca  
www.ivey.uwo.ca/alumni/londonon.htm

#### IVEY ALUMNI ASSOCIATION LONDON ONTARIO CHAPTER

PO Box 1461, Stn. B,  
London, ON N6A 5M2

#### MONTREAL, PQ

Richard Quesnel, MBA '00  
Investment Advisor, Private Client Division  
BMO Nesbitt Burns  
Ph: 514-428-0888 F  
ax: 514-428-2930  
rquesnel.mba2000@ivey.ca  
www.ivey.uwo.ca/alumni/  
montreal.htm

#### NEW YORK, NY

Hussain Ali-Khan, MBA '91  
Vice-President, Real Estate Development  
The New York Times Company  
Ph: 212-556-4539  
Fax: 212-556-3998  
sali-khan.mba1991@ivey.ca

#### René Krist, MBA '93

Managing Partner  
FullSpectrum Leadership LLC  
Ph: 716-745-7390  
Fax: 716-745-7413  
rkrist.mba1993@ivey.ca  
www.ivey.uwo.ca/alumni/newyork.htm

#### OTTAWA, ON

Ken Alger, MBA '00  
District VP, Retail Distribution  
TD Bank Financial Group  
Ph: 613-831-1136  
Fax: 613-831-1137  
kalger.mba2000@ivey.ca  
www.ivey.uwo.ca/alumni/ottawa.htm

#### SHANGHAI, CHINA

Mark Brown, MBA '95  
Managing Partner, BBA Consulting  
Ph: 86 21 136 717-22252  
mbrown.mba1995@ivey.ca  
www.ivey.uwo.ca/alumni/shanghai.htm

#### SINGAPORE

Chet Choon Woon, MBA '94  
Business Development, Akroo  
Ph: 65-6273-6968  
cwoon.mba1994@ivey.ca  
www.ivey.uwo.ca/alumni/singapore.htm

#### TORONTO, ON

Dave DeNoble, HBA '99  
Leasing Agent  
Smith Company Commercial Real Estate  
Ph: 416-366-7741  
Fax: 416-366-9800  
ddenoble.hba1999@ivey.ca

#### Peter Caven, MBA '75

President  
Peter Caven Executive Search Inc.  
Ph: 416-960-0028  
Fax: 416-968-6818  
wcaven.mba1975@ivey.ca

#### IVEY ALUMNI ASSOCIATION TORONTO, ON CHAPTER OFFICE

365 Bloor Street East, Suite 1807  
Toronto, ON M4W 3L4  
Ph: 416-968-0207  
Fax: 416-968-6818  
torontoalumni@ivey.ca  
www.ivey.uwo.ca/alumni/toronto.htm

### Ambassador Program

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

#### AFRICA

Mavis MacCarthy, MBA '96  
233-21-505300  
mmacCarthy.mba1996@ivey.ca

#### ARIZONA

Paul Hawkins, MBA '94  
480-892-7602  
phawkins.mba1994@ivey.ca

#### ATLANTA, GA

Bill Robertson, MBA '66  
404-303-8676  
wrobertson.mba1966@ivey.ca

#### AUSTRALIA

Donna Bozowsky, MBA '91  
61-2-9818-7678  
dbozowsky.mba1991@ivey.ca

#### BAHAMAS

Alec Wright, MBA '72  
242-327-7701  
awright.mba1972@ivey.ca

#### BEIJING, CHINA

Linda Zhou, MBA '04  
86-1013-5011-15551  
lzhou.mba2004@ivey.ca

#### BERMUDA

Aly Lalani, MBA '82  
441-293-5718  
alalani.mba1982@ivey.ca

**BOSTON, MA**

Andrew Fortier, HBA '99  
617-497-2267  
afortier.hba1999@ivey.ca

Jennifer von Briesen, MBA '94  
508-561-0852  
jvonbriesen.mba1994@ivey.ca

**BRAZIL**

Carlos Barbosa, MBA '73  
55-11-5579-8805  
cbarbosa.mba1973@ivey.ca

**BUFFALO, NY**

René Krist, MBA '93  
716-745-7390  
rkrist.mba1993@ivey.ca

**COLORADO**

Ronald Singh, MBA '75  
719-576-7064  
rsingh.mba1975@ivey.ca

**EGYPT**

Hany Bishr, MBA '04  
hbishr.mba2004@ivey.ca

**FRANCE**

Richard Laville, MBA '85  
33-1-64-76-31-29  
rlaville.mba1985.ivey.ca

**GERMANY**

Steven Otto, HBA '92  
49-30-4403-1622  
sotto.hba1992@ivey.ca

**GOLD COAST, FL**

Gregory Korneluk, HBA '75  
561-997-5528  
gkorneluk.hba1975@ivey.ca

**HUNGARY**

Bela Gerlei, MBA '01  
36-30-439-6373  
bgerlei.mba2001@ivey.ca

**INDIA**

'G.K.' Krishnamurthy, MBA '86  
603-2095-4599  
gkrishnamurthy.mba1986@ivey.ca

**JAPAN**

Gage Tanabe, MBA '02  
gtanabe.mba2002@ivey.ca

**KENYA**

Saheel Shah, HBA '04  
sshah.hba2004@ivey.ca

**KOREA**

Daniel (Hyung Seok) Lee, MBA '03  
822-599-9258  
dlee.mba2003@ivey.ca

**MALAYSIA**

'G.K.' Krishnamurthy, MBA '86  
603-2095-4599  
gkrishnamurthy.mba1986@ivey.ca

**MIAMI, FL**

Sameer Raina, MBA '03  
63-920-909-2161  
sraina.mba2003@ivey.ca

**MISSOURI**

Dennis Ayden, MBA '65  
314-361-5084  
dayden.mba1965@ivey.ca

**MOSCOW, RUSSIA**

Paul Burton, MBA '79  
7-095-787-1111  
pburton.mba1979@ivey.ca

**THE NETHERLANDS**

Brenda Fischer-Campbell, MBA '82  
011-31-30-693-0134  
bfischer-campbell.mba1982@ivey.ca

**NEVADA**

Maria Gudelis, HBA '89, MBA '94  
mgudelis.hba1989@ivey.ca

**NEW ORLEANS, LA**

Liz Yager, HBA '85  
504-894-9710  
eyager.hba1985@ivey.ca

**NIAGARA REGION, ON**

Bill De Wolf, EMBA '95  
905-937-1552  
wdewolf.mba1995@ivey.ca

**PAKISTAN**

Shamail Siddiqi, MBA '05  
ssiddiqi.mba2005@ivey.ca

**THE PHILIPPINES**

Sameer Raina, MBA '03  
63-920-909-2161  
sraina.mba2003@ivey.ca

**PITTSBURGH, PA**

Anoop Sinha, EMBA '01  
412-854-3814  
asinha.mba2001@ivey.ca

**PRAGUE, CZECH REPUBLIC AND SLOVAKIA**

Paul Boucek, HBA '81  
420-220-921-562  
pboucek.hba1981@ivey.ca

**REPUBLIC OF YEMEN**

Neil McCormick, HBA '79  
nmccormick.hba1979@ivey.ca

**SEATTLE, WA**

Markus Foerster, MBA '98  
206-954-8060  
mfoerster.mba1998@ivey.ca

**SOUTH CAROLINA**

Tove Rasmussen, MBA '92  
843-335-6377  
trasmussen.mba1992@ivey.ca

**SPAIN**

Mike Lazarovits, HBA '01  
mlazarovits.hba2001@ivey.ca

**ST. LUCIA**

Douglas Rapier, MBA '78  
758-457-7777  
drapier.mba1978@ivey.ca

**SUDBURY, ON**

Colleen Gordon-Boyce, MBA '91  
705-523-0782  
cgordon.mba1991@ivey.ca

**SWEDEN**

Petra Randen, HBA '00  
46-8-672-7913  
pborg.hba2000@ivey.ca

**TAIWAN**

Nick Teo, MBA '96  
88-622-734-7523  
nteo.mba1996@ivey.ca

**TRINIDAD**

Jeffrey Chung, MBA '98  
868-657-7135  
jchung.mba1998@ivey.ca

**UKRAINE**

Geoff Pollock, MBA '02  
380-44-490-2075  
gpollock.mba2002@ivey.ca

**UNITED ARAB EMIRATES**

Alykhan Alidina, HBA '01  
971-50-499-2134  
aalidina.hba2001@ivey.ca

**VICTORIA, BC**

Chris Graham, MBA '80  
250-472-4675  
cgraham.mba1980@ivey.ca

**NORTHERN VIRGINIA**

Marc and Lena Trudeau, MBA '00  
703-461-0357  
ltrudeau.mba2000@ivey.ca  
mtrudeau.mba2000@ivey.ca

**WASHINGTON, DC**

Marcelo Lessa, MBA '94  
301-229-4596  
mlessa.mba1994@ivey.ca

**WHISTLER, BC**

Randy Jang, MBA '77  
604-671-1833  
rjang.mba1977@ivey.ca

**WINDSOR, ON AND**

**DETROIT, MI REGION**  
Sebastian De Meel, MBA '01  
519-735-5057 248-761-8465  
sdemeel.mba2001@ivey.ca

**YELLOWKNIFE, NWT**

Larry Adamson, HBA '70  
867-873-4156  
ladamson.hba1970@ivey.ca

# CROSS- ENTERPRISE LEADERSHIP

## DEAN CAROL STEPHENSON TALKS ABOUT THE SCHOOL'S NEW STRATEGY

On September 15, Dean Carol Stephenson publicly unveiled a bold new strategy for the Ivey Business School built around the concept of Cross-Enterprise Leadership. InTouch spoke to the Dean about the reasons behind this move, and what it will mean to the School and its alumni.

***InTouch: What exactly is Cross-Enterprise Leadership and how does it differ from other approaches?***

Dean Stephenson: Cross-Enterprise Leadership is the ability to think, act and lead in the context of the whole organization. It's about being able to adapt to new forces in the marketplace and embrace the opportunities and challenges of a global marketplace.

After discussions with business leaders, alumni and recruiters, we realized that business education has not changed in the way it has been taught, since 1881, when business education was first conceived.

Our focus on Cross-Enterprise Leadership™ is a clean break from the traditional approach to management education that uses functional disciplines (finance, accounting, marketing, strategy, etc.) as its foundation, and layers on courses on

integration, simulations and field projects to encourage students to manage and lead in a cross-enterprise fashion.

The Ivey approach turns traditional curriculum inside out. We begin with the premise that the principal task of leaders is to tackle cross-enterprise business issues such as growth, innovation, productivity, globalization and internationalization. We then design the learning experience to generate graduates who have the ability to think with a cross-enterprise perspective, to act on business challenges on this basis, and to lead organizations that operate at a cross-enterprise level.

For example, when a company is considering expanding globally – say into China – the impact is felt throughout the organization, from finance and accounting to marketing and human resources. Today's leaders must have the breadth and capacity to see that big picture all the time.

If managing in functional silos doesn't work any more, then teaching that way doesn't either. Business schools have always talked about "integration" and "cross-functional teams," but continued to teach in little boxes called "marketing," "accounting" and "operations."

Rather than expecting each individual functional course to address the breadth of considerations involved in the above example of expanding into China, Ivey has taken the next step and starts with the business issue first.

We believe Cross-Enterprise Leadership™ will provide future leaders with the skills to continuously adapt to the societal forces swirling around them such as globalization, competition and technology. It envisions a generation of executives who, even as they find themselves in functional roles, will have the breadth and capacity to always see the bigger picture and to lead initiatives that enhance the whole enterprise.

***InTouch: Why now?***

Dean Stephenson: The business world and its needs have changed. In addition, from our research, we expect that profound societal and demographic changes will continue to alter the needs of businesses and the skills/capabilities of graduates into the future.

As a leading school, we have to lead change and address the needs of business, and prospective students, so they can contribute and serve as leaders into the future.



ARKADI KUHLMANN, HBA '71, MBA '72,  
WITH DEAN CAROL STEPHENSON IN THE WILLOW  
ROOM, SPENCER CONFERENCE CENTRE, THE  
NEW LOCATION OF THE IVEY MBA PROGRAM.

We believe that our new strategy will make Ivey more responsive to the needs of business and society. It will also solidify our position as the pre-eminent business school in Canada and one of the best in the world.

***InTouch: What were the inputs that went into developing the new strategy?***

Dean Stephenson: We talked to a lot of people – recruiters, corporate leaders, prospective students, alumni, faculty and staff. Actually we didn't talk – we listened. With the help of a leading strategy consulting firm, we listened to every stakeholder group we could identify. We also benchmarked with other leading schools and reviewed a wealth of information on what opportunities exist to improve the educational experience and skills/capabilities of students.

Then we started with a clean sheet – it was a real no-holds-barred, nothing-sacred approach. I mean, business education is essentially unchanged from when it was first taught in the late 1800s. We've taken a whole new look at how future leaders should be educated.

***InTouch: Why is Ivey the right place to do Cross-Enterprise Leadership?***

Dean Stephenson: The answer goes back to our history, which is rooted in the case study method. Because cases are based on real-world business situations, they don't usually fit into neat boxes and often require a cross-enterprise approach. We not only use cases: Ivey is also one of the world's largest producers of business cases. Our traditional focus on general management is also a precursor to CEL. This is the natural next step for Ivey, and in my view, for business education as a whole.

***InTouch: What do you hope this will do for Ivey?***

Dean Stephenson: It's a new beginning. It will confirm our position as a leader in management education. It will bring us in sync with what businesses are looking for, and strengthen our already strong links with the business community. It will focus our entire organization on a core strategy, giving us momentum to move forward.



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For more information, visit [www.ivey.ca/xel](http://www.ivey.ca/xel). Send your feedback to [strategy@ivey.ca](mailto:strategy@ivey.ca)

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***InTouch: Specifically, how will it affect the School's teaching programs?***

Dean Stephenson: It will change everything we do. You've probably already heard that we're moving to a one-year MBA – a program that will maintain the rigour and intensity that are hallmarks of all Ivey programs.

Our new MBA program will maintain a comparable number of learning ses-

sions as the current program. We'll move to a modular format structured around cross-enterprise issues. And students will benefit by returning to the work-force sooner, thereby reducing their opportunity cost.

Our HBA is already among the best undergraduate business programs in the world. We're going to renew our focus on the HBA, integrate the CEL ap-

proach, and recruit aggressively from across Canada and around the world, with a goal of increasing the enrolment substantially. Cross-Enterprise Leadership will also become the guiding force in Ivey's Executive MBA and Executive Development programs.

***InTouch: What about the faculty and the research agenda? Do they change?***

Dean Stephenson: Absolutely – we plan to focus our resources and efforts to create “impact.” Our research will be focused in four centres – Building Sustainable Value, Engaging Emerging Markets, Driving Growth through Entrepreneurship and Innovation, and Leading Cross-Enterprise. Faculty members will belong to these research centres. Rather than focusing on traditional area groups like finance, accounting and organizational behavior, we will be aligning around business issues.

***InTouch: What does the new strategy mean to alumni?***

Dean Stephenson: We've already heard a lot from alumni and I think it's safe to

say there's a lot of excitement. It shows that the School is responding to the needs of business and working to keep the reputation of the School high. Our move shows that we're not afraid to take risks and try new things – that we, like all successful organizations, are driven by innovation. And after all, it was alumni and the leading corporations they represent that provided us with the guidance to develop this program, based on the challenges they're facing.

The fact is, what's good for Ivey is good for our graduates. Our reputation and that of the alumni are intertwined. I'm very confident that Cross-Enterprise Leadership will do great things for the School, and that can only enhance the value of an Ivey degree.

***InTouch: How will the new strategy strengthen the Ivey brand internationally?***

Dean Stephenson: There are a lot of MBA schools out there, and no one school has more than one per cent of the market. Why? Because business schools are not differentiated. They all

approach business education in a similar fashion. With Cross-Enterprise Leadership, we're stepping out. The phrase Cross-Enterprise Leadership will come into common usage, and that will obviously strengthen our brand.

***InTouch: What's the reaction been so far?***

Dean Stephenson: Very positive. Our alumni and other external stakeholders are charged up – they're telling us that we're moving in the right direction. As an example, Arkadi Kuhlmann, HBA '71, MBA '72, the CEO of ING Direct in the USA and the Chair of our Advisory Board says, “This is the kind of business leadership capability that's been missing,” and, “It is truly a revolutionary approach to business education.”

No group is more excited about Cross-Enterprise Leadership than our faculty. They understand that our mandate compels us to test new ideas and challenge traditions.

You can feel the momentum building. The next few months and years will be quite a ride!

# Celebrate leadership

## Ivey Business Leader Award

Created in 1991 by the Ivey Alumni Association / Toronto, the Ivey Business Leader Award honours an individual or organization that has made a significant contribution to the advancement of business in Canada, and reflects the world-class ideals of the Richard Ivey School of Business. Ivey Business Leader Award winners have demonstrated leadership in both business and their communities.



**Peter Godsoe**, former chairman and CEO of Scotiabank, will be honoured as the 2005 recipient of the Ivey Business Leader Award at a black tie dinner in Toronto on November 15, 2005.

“We are proud to honour Peter with this award in recognition of his track record of success. His commitment to business in Canada and to his community is inspiring,” said Carol Stephenson, Dean of the Ivey Business School.

Mr. Godsoe led the bank as it grew from being the smallest of the Big Five banks in Canada to the number two position. The bank currently has more than \$300 billion in assets. Under his leadership, the bank grew both domestically and internationally and benefited from his sharp intellect and exceptional strategic and managerial skills.

### Ivey Business Leader Award Dinner

DATE: TUESDAY NOVEMBER 15, 2005

LOCATION: TORONTO MARRIOTT DOWNTOWN EATON CENTRE

TIME: 6:00 – 9:30 P.M.

Dinner Co-Chairs: *Barbara Wilkes, HBA '74, MBA '76, President, BoardSafe Inc.*  
*Gilles Ouellette, HBA '69, MBA '70, President and CEO, Private Client Group, BMO Financial Group and Deputy Chair, BMO Nesbitt Burns*

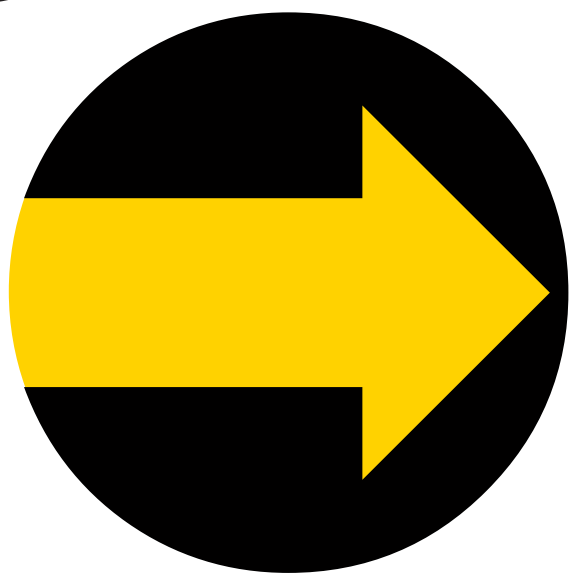
Sponsorship Opportunities or Table purchases:

Contact: Jay Brown, HBA '79, Jay.Brown@organizationalResults.com or 416-999-5839


Promote your business to Dinner guests – participate in our first “Ivey Alumni Business Silent Auction.”

Contact: Palla Bera, HBA '01, pbera.hba2001@ivey.ca (Minimum value of goods or services of \$500)

**THE  
TOUGH  
GET  
GOING**







IT'S HARD ENOUGH TO  
MANAGE AN ORGANIZATION  
SUCCESSFULLY AT THE BEST  
OF TIMES, BUT A CRISIS IS  
THE WORST OF TIMES.  
THAT'S WHEN LEADERSHIP,  
EXPERIENCE AND VISION  
REALLY MAKE A DIFFERENCE –  
SAVING FACE, PROFITS,  
AND SOMETIMES LIVES.  
PROFESSORS GERARD SEIJTS  
AND NIRAJ DAWAR HAVE  
EXPLORED THE UNIQUE  
CHALLENGES OF MANAGING  
IN A CRISIS, AND ALUMS  
BILL AZIZ, ENEDELSY  
ESCOBAR-KING AND BRUCE  
MACLEAN HAVE FACED  
THEIR SHARE OF THEM.

# THINKING THE UNTHINKABLE

CRISIS MANAGEMENT FORCES PEOPLE TO IMAGINE THE WORST, AND THEN PLAN FOR IT



PROFESSOR GERARD SEIJTS

The Walkerton tragedy, which resulted in seven deaths and 2300 people sick, was unprecedented in Canada. But without McQuigge's quick action, the toll might have been even greater. "As a leader you have to be decisive," says Professor Gerard Seijts, who has written a case about Walkerton and has a keen interest in crisis management. "McQuigge had a gut feeling it was the water, but no data to prove it because people were lying to him. He made the right call, but it was very courageous."

Business leaders often have to make critical business decisions without enough data. But in a crisis there is the added element of unforeseeability. Honest people do not expect others to do dishonest things, or deliberately cause harm. Despite what we read or see in the media, we don't expect the unexpected to happen to us.

This was one of the stark lessons of September 11, says Seijts. "Crisis management has always been important, but 9/11 was a wake-up call to take it really seriously. It's not a question of 'if' but rather 'when' an organization will be hit with a crisis."

Despite greater awareness, it's estimated that less than one out of four Fortune 500 companies is prepared for a crisis. It's impossible, of course, to anticipate every possible crisis, but it is important for companies to think broadly about the kind of problems they might incur, from product failure to terrorism.

Thinking about the unimaginable can be a good way to test systems and uncover weaknesses. Some large companies use "internal assassins", employees who have in-depth knowledge of the company, to come up with worst-case scenarios. "Companies need to have people who pick up the signals that anticipate larger problems," says Seijts. "Every organization should be scanning the environment, looking at its own processes, to

**O**n the Saturday afternoon of the 2000 Victoria Day weekend, Dr. Murray McQuigge got a call at his cottage. McQuigge, the Medical Officer of Health for Grey-Bruce, Ontario, was told that a number of people in the Walkerton area had developed bloody diarrhea.

McQuigge returned to Walkerton that night. The next day more people

reported ill, and soon E. Coli was confirmed in one of the stool samples. Although he suspected contaminated water as a possible source of the problem, McQuigge was assured by the Walkerton PUC that the water was fine. Still, he had a bad feeling that Walkerton was on the verge of a very serious outbreak. Knowing he was taking a big risk, he issued a boil water advisory.

## CRISIS LEADERSHIP

Sooner or later, business leaders will encounter the unexpected. Professor Gerard Seijts, in an article for the Ivey Business Journal, set out six behaviours that describe strong crisis leaders.

### Use foresight: anticipate the worst

Although leaders can't be prepared for all possible crises, they need to have a general idea how they are going to respond in a rare, perhaps catastrophic event. Says Robert Scott, president and COO of Morgan Stanley, "If you wait for a crisis to begin to lead, it's too late."

### Be decisive

Many leaders wear rose-coloured glasses for too long. Dealing with the inescapable truth often requires leaders to confront the facts head-on and make tough decisions.

### Be an exceptional communicator

Crisis leaders have to be very clear and focused on the message when they are communicating. They must be honest with people, telling them what they are going to do, and why they are doing it.

### Be visible

The crisis leader must be among the first on the scene and lead from the front, giving directions and solace.

### Connect with the people

Having great people skills is critical. A leader has to be able to get along with people as easily on the shop floor as in the boardroom.

### Be prepared to take risks

Crisis situations are fraught with uncertainty, yet quick decisions are often required. A leader in a crisis situation needs the courage to make the best possible decision on all available facts, coupled with a solid professional background and instinct.

pick up things that might happen." Although some crises can be avoided, it's inevitable that something will happen that no-one has ever imagined.

"Once you've thought about these issues, you have to come up with a game plan," says Seijts. The plan will identify the members of the crisis management team, describe their respective roles, and appoint a spokesperson. It will set out procedures for how to stay ahead of the developing story, and how to deal with the media, employees and other stakeholders. The plan is not something that sits on the shelf; it should be updated often. Some companies have ongoing crisis management teams that review the plan yearly and run simulations to identify strengths and weaknesses. Seijts recommends media training for those on the team.

Even with a plan and people in place, a crisis always comes as a shock. "When the call wakes you up at 3:00 in the morning, you have to be ready to lead," says Seijts. "That means being proactive. If you're reactive you've already lost the battle."

When the Exxon Valdez oil tanker ran aground in 1989, spilling 250,000 barrels of oil off the coast of Alaska, CEO Lawrence Rawl waited seven days before making a statement to the media. When he did, he made an already bad situation worse by trivializing the damage and making it apparent that he had little knowledge of what Exxon was actually doing to solve the crisis. The Exxon Valdez incident is a classic example of how poor communication can make a bad situation worse. To this day, Exxon is still associated in the minds of some consumers with environmental catastrophe.

This association, or perception by consumers, is often referred to as a company's brand. Many companies work very hard at building their brand, and see it as one of their most valuable assets. Professor Niraj Dawar is an expert in brand equity and brand management. In one stream of his research he studies how brand equity can be pre-

served during times of product harm crisis. His studies clearly show that a company with a strong brand has a much better chance at weathering a storm.

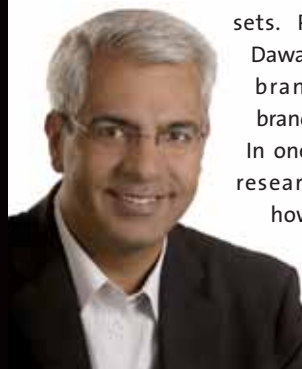
The way a firm manages a crisis is significant, says Dawar, but that alone does not account for how consumers react. "A lot depends on how consumers interpret the company's response. And that interpretation depends on the firm's prior reputation."

Although the importance of reputation is well recognized in many business contexts, Dawar's research is unique in underlining the extent of its importance in a product harm crisis. "Our research shows that two firms can be perceived differently during a crisis, even though they respond in exactly the same way. That difference is entirely due to their prior reputations and relationships with customers."

When Ford forced a recall of 14 million Firestone tires, Firestone pinned the blame on the Ford Explorer vehicles. The subsequent finger pointing was a good example of how not to manage a product harm crisis. On balance, though, Ford seemed to get the benefit of the doubt. "Although both companies were blaming the other, Ford had a better relationship with its customers than Firestone," says Dawar. "The perception was that Firestone was clutching at straws as they were going through the crisis, whereas Ford was able to capitalize on favourable perceptions by consumers."

The Tylenol recall of 1982 is still the "gold standard" of how to react to a product harm crisis management, says Dawar. When seven people died from capsules laced with cyanide, Johnson and Johnson immediately ordered a massive recall, and came out with new tamper-proof bottles. In making this decision, the company cited its Credo, written in 1943, which defined the focus of the company as its customers.

"In a product harm crisis the attention of the world is on you," says Dawar. "You can use that to your advantage by doing everything possible to overcome the problems and show that you place the consumers first. If you come out with flying colours, like Tylenol, then the crisis can be turned into an opportunity."



PROFESSOR NIRAJ DAWAR

# THE TURNAROUND GUY

BILL AZIZ, HBA '79, THRIVES ON THE HIGH-PRESSURE WORLD OF TURNAROUND MANAGEMENT



who I continue to seek guidance from.” After graduation, he joined the accounting firm Clarkson Gordon and earned his CA designation.

Aziz admits that he didn’t really fit the mould of public accounting, and when, after nearly a decade, he told his managing partner he was leaving to take up a job with a small privately owned company, there was no surprise. “He said, ‘you have an entrepreneurial itch that needs to be scratched. You’ll regret it if you don’t try.’”

Aziz tried and succeeded, with one company after another. After Agnew he moved to Interlink Freight Systems, owned in large part by its own union. The challenge, he says, was to restore to profitability a company run by a group of unionized employees whose objective was “to see how many members they could employ for how long.” He acted decisively to restructure, divest non-core business operations and negotiate revisions to the collective bargaining agreement. The next challenges were White Rose Crafts and Nursery Sales and the Bi-Way Division of Dylex – both comeback stories under his watch.

Recently Aziz worked with Atlas Cold Storage, which ran afoul of the Ontario Securities Commission for overstating its financial results. It was, he says, “a real case study in how things can go awry and the significant amount of change required to make them right.” During his short tenure at Atlas, he worked with three different Boards of Directors, ultimately getting the company back on its feet and performing well. Now he’s attempting the same miracle with SR Telecom.

Many companies get into tough situations because their leaders aren’t realistic about what’s happening, Aziz says. “Too many CEOs are in denial or are wearing rose-coloured glasses, so they don’t do

20

**B**ill Aziz clearly remembers the first business crisis he faced.

It was December 1991 and he had just been hired as CEO of Agnew Footwear, a large Canadian retailer with annual revenues of more than \$150 million. The company was in trouble, and his job was to reverse \$40 million in losses. Within two weeks of taking over the corner office, the Royal Bank threatened to pull its financing and send the company into bankruptcy. On Christmas Eve, Aziz found himself locked in testy negotiations with the bank’s lawyer. “And he didn’t seem to be in any hurry to get home!”

Ultimately he persuaded the bank to wait it out, and over the next several years succeeded in turning the company around. It was the beginning of a career as a white knight rescuing companies in distress – a career that has given him a unique perspective on managing through crisis.

Aziz grew up in London, Ontario, the son of a chartered accountant, and attended his hometown business school. “I had a great time at Ivey,” he says, “and I learned a lot too. I had a group of classmates that were and continue to be influential in my thinking, and professors

CONTINUED ON PAGE 23 

# AT THE HELM

AS COMMANDER OF THE CANADIAN NAVY VICE-ADMIRAL BRUCE MACLEAN, MBA '78, MUST ALWAYS BE READY TO RESPOND TO MILITARY AND POLITICAL CRISES



**W**hen HMCS Chicoutimi, the submarine that caught fire in the north Atlantic last October, limped into harbour at Faslane, Scotland, Vice-Admiral Bruce MacLean was there to shake hands with the relieved but grieving sailors. The Chicoutimi incident, which resulted in the death of 32-year-old Chris Saunders, was just one of many crises – both military and political – that MacLean has faced during a long career with the Canadian armed forces.

MacLean grew up in Dartmouth, Nova Scotia, under the influence of a grandfather who served in both the First and Second World Wars. An army cadet as a teenager, he joined the Canadian Forces as a good way to subsidize

his undergraduate degree at Dalhousie University. After four years as a naval officer, MacLean made the unusual choice of leaving the navy and enrolling in Ivey's MBA program.

At first his fellow students were as puzzled by his decision as his senior officers, but they quickly learned that he had the edge when it came to some of the more technical aspects of the program. "Many of the techniques used in management science had their origins in the military during the Second World War," says MacLean. His officer training also prepared him well for Ivey's decision-making framework, which in turn, reinforced much of what he had learned in the military. When he completed the program, the

urge to command a ship or submarine was as strong as it had ever been, so he returned to the navy.

Over the next 20 years, MacLean achieved his dream, commanding the submarine HMCS Okanagan and the supply ship HMCS Provider. "The greatest reward as a sailor is to command at sea," he says. "It's the pinnacle of your career -- anything else you do is challenging and interesting, but not as rewarding as actually being in command of a crew."

Along the way, he also completed a two-year exchange with the Australian Submarine Squadron, a stint at National Defence Headquarters in Ottawa, and a year as Chief of Staff to the Commander of Maritime Forces Pacific. He returned to Ottawa in 1995, and was seconded to the Privy Council Office. He assumed command of Maritime Forces Atlantic in 2000, and between 2002 and 2004 served as Canadian military representative to NATO in Brussels. In 2004 he assumed command of the navy.

Many people would consider taking a submarine under the water a crisis in itself, but MacLean says it's all in a day's work for a naval commander. It was during his time with the Privy Council Office that he faced his first crises at a more strategic level – the Red River floods in 1997 and the 1998 ice storm in eastern Ontario and Quebec. The ice storm was unique, he says, in that it only became clear several days later that a national crisis was in progress. "Being able to recognize a crisis and define the problems, then manage them quickly and forcefully, can be quite a trick." He also experienced at first hand the preparations for NATO-led actions in Kosovo and East Timor, and helped handle the fallout from the inquiry into the behavior of Canadian soldiers in Somalia.

# REACHING OUT AROUND THE WORLD



**ENEDELSY ESCOBAR-KING, MBA '75, HAS SPENT HER CAREER WORKING WITH UNICEF TO SUPPORT INTERNATIONAL DEVELOPMENT AND RESPOND TO CRISES WHEN THEY OCCUR**

cobar-King is currently helping to develop a “Commodity Assessment” program that will determine the accessibility and availability of a basket of essential commodities like vaccines, medicines, rehydration salts, books and textbooks in developing countries around the world. The program will help host countries build capacity so that they are better prepared when a crisis occurs.

In the last decade alone, more than two million children have died as a direct result of armed conflict, and more than six million have been permanently disabled or seriously injured as a direct result of armed conflict. An estimated 20 million children have been forced to flee their homes, and more than 13 million have been orphaned by HIV/AIDS. In many of these international crises, UNICEF is providing assistance.

When a crisis strikes, says Escobar-King, UNICEF must switch from a long-term development perspective into emergency mode. “Suddenly things are short-term and decisions have to be made on the spot. It’s an entirely different situation with different requirements and different people involved.” To meet the challenge, the organization has developed manuals and a set of core corpo-

“I still have vivid images of people walking for miles and miles to cross the border – people who had been traumatized by the experience of the genocide. There were thousands and thousands of children, some of them with no parents, walking alone.”

Enevelsy Escobar-King was working for UNICEF in Tanzania when the Rwanda genocide took place. Many of the refugees flooded into neighbouring Tanzania, where huge refugee camps were set up. It was perhaps the most searing of the many international crises that Escobar-King has experienced during a career with the international development organization.

Panamanian-born Escobar-King finished her high school education in England and moved to Canada for university. After completing a degree in chemistry at Western, she chose to do her MBA at Ivey – unusual preparation for someone who was committed to working in international development. “Generally people who went into the

MBA in those days were very business oriented,” she says. “That was fine with me, because they challenged my principles and beliefs. I stopped looking at economic development as a charity and began to see it in a more business-like perspective.” She benefited from the School’s emphasis on structured problem solving and critical thinking skills, while learning to be focused and concise by surviving 48-hour reports.

After a year with the Bank of Nova Scotia, she worked in Bolivia for two years as a volunteer with CUSO, a Canadian-based international development organization. The project was funded by the Canadian government and assisted by UNICEF. When it was over, she joined UNICEF as a staff member. Over the next 25 years Escobar-King worked in a variety of roles, from administration and finance, to programming and personnel, in countries throughout Latin America and the Caribbean, and in Tanzania, Denmark and New York.

Always an innovator and builder, Es-

rate commitments – interventions that UNICEF is committed to doing in emergency situations, including vaccination and preventive health care, infant and child feeding, registration of orphaned and unaccompanied children, and resumption of primary education. The organization has also developed long-term agreements with suppliers of emergency requirements, stockpiled some essential supplies, and put together a rapid response team that can be dispatched to trouble spots.

Esobar works in the Division of UNICEF that helped deliver supplies to get girls back to school in war-torn Afghanistan in 2002. “The previous regime had torn away much of the educational system,” she says. “There was a need to expand the educational system in general, and to make sure that girls had an equal opportunity to go to school.” In a few short months, UNICEF supplied materials to build schools, trained teachers, and provided educational kits and books.

When leading in a crisis, Escobar-King says it’s essential to stay calm. “We deal with many people who have been traumatized by their experiences, whether it’s armed conflict or a natural disaster. So it’s crucial to maintain one’s tranquility, and provide a settling down influence.”

The ability to focus on the issues at hand, identify priorities and potential risks, and act on them is vital. It’s also important to locate the resources available locally and build alliances with other organizations and individuals who want to help. This was especially valuable in the aftermath of the tsunami in late 2004, when an alliance of UN agencies, private sector companies and non-governmental organizations worked together in a coordinated way to achieve an immediate response.

Although the challenges can be overwhelming when a crisis strikes in a developing country, Escobar-King says the rewards of her work are immense. “There’s nothing better than having implemented a program and knowing that children are well taken care of – that there is water in the community, schools are running, and a health centre is functioning. I’m very proud to be part of that process.” ■

 AZIZ CONTINUED FROM PAGE 20

things early enough.” The secret, he believes, is focusing on execution and staying real about results.

Once a company has slipped into crisis mode, Aziz’ first task is to decide if it has a future. “If it still has a place in the market, then it generally can be resuscitated.” The next steps are to determine what went wrong, inventory the financial and human capital, get a handle on cash flow, and begin to take corrective action.

Restructuring a failing company is an intense commitment during which Aziz often works 18-hour days, seven days a week. “The learning curve is pretty much vertical,” he says. “Fortunately, I can devour large amounts of reading in a short time and retain a lot of it.” In the roller-coaster world of turn-around management, his abilities to withstand stress, make tough decisions, and think strategically are essential.

But perhaps his greatest strength is his talent for connecting with people. “You’ve got to get along with people on the shop floor as easily as those in the boardroom,” he says. Although turn-around champions are most often known for their slash and burn techniques, Aziz says the most satisfying aspect of his job is identifying people in organizations who had previously gone unnoticed, and helping them fulfill their potential.

Aziz coined the phrase “foxhole management” to capture an important aspect of crisis management. “It’s about knowing where all the places are that you can run to as you retreat,” he explains. “As part of your turnaround strategy you never want to box yourself into a corner, because that limits your options.” Why make a career cleaning up other people’s messes? Aziz says it’s invigorating to start fresh with an organization, see tangible rewards in a short time, then move on to the next challenge. He admits that it’s tough on his wife of 25 years, Debbie, but they have learned to adapt. He always takes time off between assignments to relax and recharge.

Ultimately, he says, turnaround management is about making things better. “There’s a real adrenaline rush that comes from fixing things in a high pressure environment.” ■

 VICE-ADMIRAL MACLEAN CONTINUED FROM PAGE 21

While commander of the naval forces in Halifax, he and his team watched as the second plane slammed into the World Trade Centre in September 2001, triggering a worldwide crisis. “As soon as that second plane hit we knew that something was very wrong and began working on the various alternatives in which we might be asked to participate.” In early October Prime Minister Chrétien announced that Canada would participate in an international action in Afghanistan. Within 10 days, 60 per cent of the sailors under MacLean’s command were on their way to the Arabian Sea. “It wasn’t so much a crisis,” he says, “as a situation with a lot of intensity – a situation that could have been a crisis if we hadn’t been able to get there.”

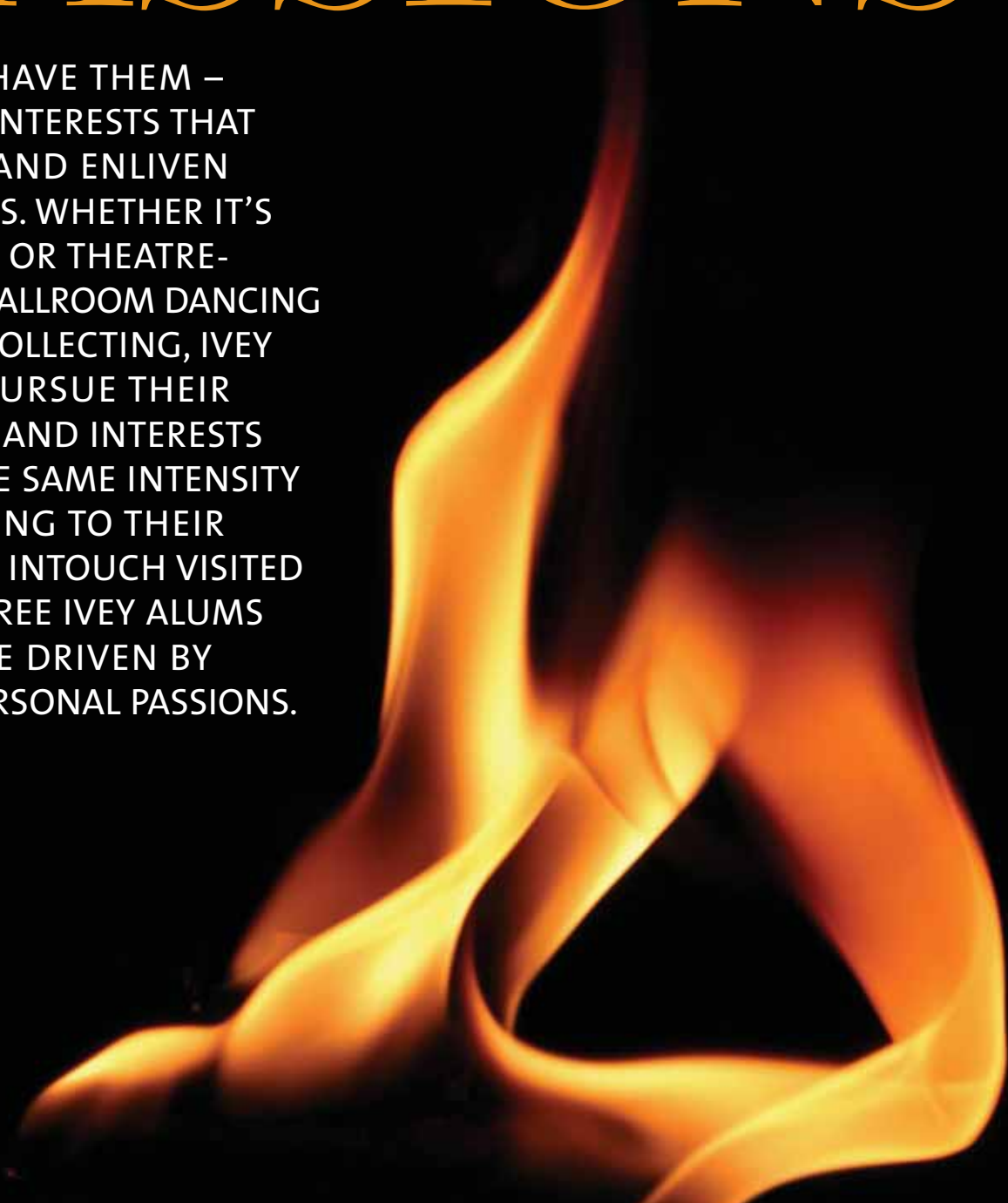
In the military, crisis planning is critical. Teams are assigned to look at potential crisis scenarios and develop contingency plans that outline actions during the first few hours and days. When a crisis actually happens, MacLean says leaders must be able to manage the short-term tactical issues while keeping an eye on the longer-term strategic significance of the events. They must be skilled at problem identification, so that they focus on the right issues and mobilize their organizations quickly. In the armed forces, a “Battle Watch” team is formed, with members focused on crisis response on a 24/7 basis. It’s critical, MacLean says, to nurture and protect team members so they don’t burn out in the intensity of the moment.

Leaders must also know where and when to lead in a crisis. “Choosing the moment when you’re going to make a statement or show leadership is very, very important,” MacLean says. Although a measured response is sometimes called for, MacLean tells his staff that, “I reserve the right to over-react.”

Managing a crisis doesn’t always mean hitting a home run, MacLean says. “The aim with most crises is to get through them in a responsible, frank and truthful way, and to show that your organization has done everything it reasonably could to respond.” ■

# PERSONAL PASSIONS

WE ALL HAVE THEM – SPECIAL INTERESTS THAT ENRICH AND ENLIVEN OUR LIVES. WHETHER IT'S SURFING OR THEATRE-GOING, BALLROOM DANCING OR ART COLLECTING, IVEY GRADS PURSUE THEIR HOBBIES AND INTERESTS WITH THE SAME INTENSITY THEY BRING TO THEIR CAREERS. INTOUCH VISITED WITH THREE IVEY ALUMS WHO ARE DRIVEN BY THEIR PERSONAL PASSIONS.





# RENAISSANCE MAN

ARKADI KUHLMANN'S HBA '71, MBA '72, PASSION FOR LIFE EMBRACES POETRY, PAINTING, THE CANADIAN NORTH, AND MORE

When ING DIRECT partnered with Harley owners to stage a fundraising ride for children's charities in San Francisco, CEO Arkadi Kuhlmann led the way. It was no publicity stunt – Kuhlmann has been a motorbike en-

thusiast since he was a student at Ivey. It's just one of the many personal passions of a corporate iconoclast. "It amazes me how far people go in their lives with no hobbies, no interests, no understanding of literature and the

arts," he says. "For me, true success is being a Renaissance person."

Kuhlmann earned his HBA at Ivey in 1971 and his MBA the following year. After teaching at the School for a couple of years, he joined the Canadian Bankers' Association, then moved to the Royal Bank, where he held several executive positions. Next stop was the Presidency of Deak International, a foreign exchange company. In 1996 he joined ING, a Dutch bank, as President and CEO of ING DIRECT, an innovative Internet-based bank, in Canada. In 2000 he led the charge into the U.S. market. ING DIRECT has developed a name for its simple but effective business model and cheeky marketing. It is now the fourth largest thrift bank in the U.S., with 3 million customers and more than \$35 billion in deposits.

When Kuhlmann was studying at Ivey, his girlfriend lived in Toronto. He couldn't afford a car, so he made the commute in all weathers on a motorcycle. "I love the freedom of a bike – the idea of riding with the sun and wind in your hair," he says. "One thing about a motorcycle is that you can't take much baggage – it's a great metaphor for life!" Today he owns a 2000 Harley Deuce, but says his wife worries about him driving it.

Growing up, Kuhlmann and his family often went camping in Ontario's cottage country, and he spent 15 years at Camp Kitchikewana, a summer camp on an island in Georgian Bay. "I learned to swim and fish up there, and the rocks and trees and landscape made a big impression on me." Although his job has taken him around the world and he now lives in the U.S., he has never forgotten his experiences of Canadian wilderness. In 1996, he bought Sunset Island, a few minutes by boat from his old summer camp,



# BACKTRACKING

GERALD KNOWLTON, HBA '54, GREW UP IN A RAILWAY STATION ON THE CANADIAN PRAIRIES. NOW HE HAS RECREATED THAT LOST TIME



A visit to Champion Park is a journey on a time machine to an era when Canada was held together by its mighty railways, and the station was the heart of every prairie town.

The Park, which includes several beautifully restored buildings, 1100 feet of rails, rolling stock and a locomotive, is the personal passion of Gerald Knowlton. He created it to honour his father, F. D. (Ted) Knowlton, stationmaster at Standard, Alberta from 1920 to 1962.

When he was growing up, Knowlton and his family lived on the second floor of the station. As a boy he earned pocket money by delivering parcels that arrived by train, and telegrams received at the telegraph office in the station. "It was sad to receive telegrams of death during the War," he remembers. "My father never let me deliver those – he always did it himself." When trains came through they rattled the pictures on the walls in the small house. When wheat was being harvested in the fall, trains

ran during the night, a great excitement for a young boy.

Knowlton heard about Ivey from a visitor at a Standard church meeting when he was 12, and determined that he would one day attend the School. The experience was everything he had hoped and more. Not keen to join a big company after graduation in 1955, he took the advice of Dean Jack Wettlaufer, and spent more than a year traveling overseas, visiting 19 countries and 138 companies. On his way to Vancouver to look for a job, he re-discovered booming Calgary and took a job in commercial real estate. "I always knew that I could sell, and I also knew that the larger the product, the larger the commission." In 1962, he established Knowlton Realty, which grew into an international concern. He sold the company in 1996 and now operates an investment business.

Twenty-five years ago, Knowlton decided to rescue and restore an old CPR station like the one he grew up in. The

Standard station had long since disappeared, but the station in Champion, Alberta, built to the same plan, was available for sale. In 1980 it was moved by flat bed truck 80 miles to a piece of land south of Calgary purchased for the purpose. Once there, it was meticulously restored to resemble the Knowlton home, complete with the old clock that kept time for the entire community and a working telegraph office.

The rest of Champion Park evolved from this beginning. "Once you have the station in place, you feel kind of silly without having some tracks in front of it," says Knowlton. "And when you have tracks, it's natural to want some rolling stock." One thing led to another and another, and soon there was a section house (home to the section foreman), ice house, bunk house, flagstop, inspector's hut, tool sheds, and several railway cars. Knowlton's favorite in the whole collection is the magnificent Saskatchewan, an executive car meticulously restored to its former glory. The park itself is beautifully landscaped, with a lake, waterfall, majestic trees and bright gardens.

Champion Park has been the site of a number of private events over the years. In 1983, the Golden Spike Party, the first of a series of Stampede parties, was held to honour Buck Crump, former CEO of the CPR. With more than 1,000 guests looking on, Crump drove in the last spike of the Park railway, noting, "Your track may not be as long as ours, but it is every bit as wide!" In 1986, family and friends gathered to celebrate the 90th birthday of Knowlton's father Ted, in whose honour the park was created. Today, the big parties are less frequent, but some 1,500 people visit the Park each year.

Knowlton's fascination with railways shows no sign of abating. He and his

# RIDING HIGH

TOM BAILEY, MBA '62, RODE STOCKS TO EXTRAORDINARY HEIGHTS. NOW HE'S HOPING TO DO THE SAME WITH CUTTING HORSES



When Tom Bailey was CEO of Janus Capital Corp., he bought a horse ranch near Aspen, Colorado. He had never ridden in his life, but he wanted the property for its great fly fishing. He let the former owner stay on with his horses, but when he died, Bailey had to decide what to do with the ranch. A friend suggested to him that he use it to raise “cutting horses.” Bailey’s reply was: “What’s that?”

The idea came at a timely moment for Bailey, who was retiring from Janus and wondering what to do next. He had a number of options, such as starting a hedge fund or teaching at a business school. But the more he looked into cutting horses, the more the idea intrigued him. “They’re magnificent animals – highly intelligent, very athletic, both graceful and powerful. I thought this

would be a real stretch for me, so I decided to do it.”

Bailey grew up in a horseless environment in Leamington, Ontario, a town between London and Windsor. When he showed an interest in business, his father, who worked for Heinz, encouraged him to attend Ivey. “I loved the case method, and learning in teams,” says Bailey. “The most interesting thing to me was how many different solutions there were to a particular problem. One professor who both fascinated and petrified me was Jim Taylor. From him I learned a lot about budget control and accounting.”

In 1969 Bailey founded Janus, a mutual fund firm, in Denver, Colorado. For 16 years he served as a portfolio manager, and after Janus expanded in the mid-80s became chief executive officer.

Under his leadership, the company experienced phenomenal growth, becoming one of the most celebrated success stories of the investment world.

“Cutting” is a fast growing equine sport, generating about \$38 US million in winnings annually. A cutting horse is a quarter horse that is specially trained to separate a single calf from the herd, guide it to the centre of the arena, and prevent it from escaping back to the herd. The action, full of drama and excitement, takes place over two and a half minutes, and is scored by judges.

Bailey’s goal is to develop a valuable brood mare herd that produces highly marketable horses. The Iron Rose ranch now has 13 brood mares, which produce about 15 to 18 foals a

CONTINUED ON PAGE 28 >>

and started developing it as a family refuge. Today there are four log homes, two boathouses, a gazebo, and a studio on the property, which sleeps 20 people. "My children are all over North America, so we've never been able to maintain a family home," he explains. "Sunset Island is our emotional home." His youngest children are now learning to swim and fish in the same landscape that touches him so deeply. "I'm going to put a Canadian imprint in their DNA, too. I can't think of a better gift that Canada could give my sons than an appreciation of the beauty of the Canadian north."

Twelve years ago, Kuhlmann was living in Arizona but found himself missing Canada. One day he bought a canvas and some paints and began to paint

the beloved and far-away landscape of the Canadian Shield from memory. Since then he has completed nearly 70 paintings, spending 20 or 30 hours on each one. "It's tremendously rejuvenating for stress, and gets me using a different part of my brain than I use to make money," he says. His paintings have been featured on several magazine covers and he has been approached to sell them, but continues to paint for the joy of it.

Words are another passion for Kuhlmann. He has written poetry for many years, and often makes notes or jots down lines or stanzas when he's traveling. Recently he completed a cycle of 21 poems about important people in his life.

But perhaps his most powerful passion is the one that inspires him to give back, born out of a sense of gratitude

for the people who mentored him early in his career. He serves as Chair of Foster Parents Plan of Canada and a member of the international board, and promotes and supports several children's charities in his role as Chairman of the ING DIRECT Kids Foundation and as the ING DIRECT U.S. ambassador for ING Chances for Children. He also personally mentors several young people. "If you give one child a break," he says, "it can have a positive impact on society for many years."

Kuhlmann's personal passions are the product of an open and questing personality and an insatiable appetite for life lived to the full. "I have an overwhelming feeling that there is so much to enjoy in life, and so little time to do it," he says. "And I've always thought it was better to burn out than to rust out!" ■

year. "We sell some and we train some," he says, "and we're trying to build a significant bloodline in the cutting horse business." His focus is to sell his horses privately, rather than through auctions. "I am trying to target my efforts at the extremely high end of the sport," he says. "I'm looking for the Tiger Woods and the Wayne Gretzkys of the horse business."

Building a bloodline is a challenge, because there are about four years between the conception of a foal and its "coming out" in competition. "Picking some studs is similar to picking small cap stocks on Wall Street," he says. "You want to pick a stud that's not proven, but will be hot three years down the road when the product is on the ground."

Although Bailey came to riding late in his career, he has done so with tremendous enthusiasm and dedication. He competes, and wins money, in the amateur and non-professional classes against riders who are less than half his age. Riding a cutting horse is an acquired skill that takes constant practice, he says. "The reason I do this is not because I expect to get enormous

amounts of revenue. It's to show the crowd the type of horse we are producing, and that helps our marketing efforts." There's another, more personal reason. "It's so much fun. I have a blast out there."


The sport of cutting requires a very special horse that can think for itself. After the rider points the horse towards the calf to be separated from the herd, the rider can no longer use the reins for guidance. "You cannot visibly cue the horse," says Bailey. "However, there are a lot of rapid fire decisions you can help the horse make by using your feet and your seat." What are the most important qualities in a horse? "Smarts and heart – the willingness to go in there and not be beaten by the cow."

Although investments and horses might seem like different worlds, Bailey believes that as businesses they have many things in common. "The principles you learn at Ivey really run across the board," he says. "You require the same business practices, level of ethics, and attention to detail. You've got to produce a good product, market it, and stand behind it."

Bailey believes that whatever you do in life, you need to do it with pas-

sion. It's a lesson that he passed on to his children, Miranda, who is an actress and producer in Hollywood, and Ryan, a composer and musician. "Whether you're an actress or musician, or in the horse business, or running an environmental foundation, you've got to be passionate about it," he says. "You have to live it, feel it, breathe it. You have to want to get up in the morning and go out there and make a difference. It doesn't matter if what you do is not for everybody. Whatever winds your individual motor is the right thing for you." ■

wife travel the world seeking out unique rail travel experiences, including the world's fastest train in Shanghai, and Rovos Rail, a luxury vintage train in South Africa. "A train is a magic lantern," he explains. "By riding on it you get a constant moving picture. Along with the sensation is the knowledge of everything that goes into building and running a railway – riding the rails you have a chance to contemplate and admire that achievement." ■



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## Profile

# FREE WHEELING

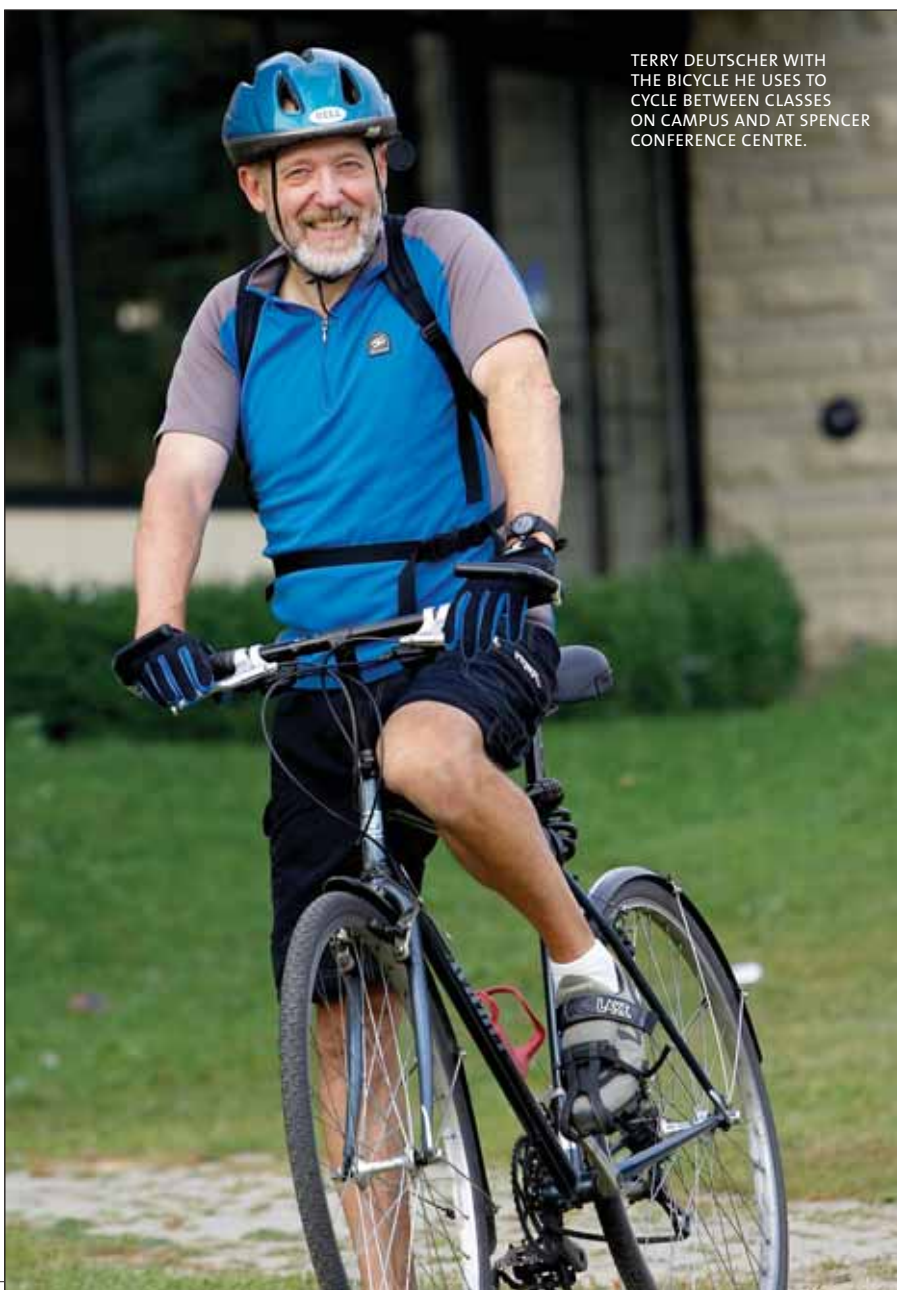
TERRY DEUTSCHER HAS BEEN FINDING NEW OPPORTUNITIES AT IVEY FOR THE PAST 27 YEARS

When you drop into Terry Deutscher's office it's not unusual to see a bicycle tucked into a corner. "I've always made it a rule to live close enough to work to either cycle or walk," he says.

It's a rule that Deutscher hasn't found too hard to keep. Aside from a few interludes, Deutscher has spent most of the past 25 years at Ivey. And when he's managed to take a break from his teaching, research, and leadership roles, it's often been on two wheels.

Deutscher grew up on the Prairies, moving from town to town as his father, a bank manager, was transferred from one branch to another. After graduating from the University of Alberta as a chemical engineer, he took a job with Dupont, where he quickly was drawn into marketing. To make the transition, he knew that he needed a grounding in business, and applied to Ivey.

Deutscher often jokes with his students that he's an MBA dropout. "I utterly loved Ivey, but I also envied the life of the professors," he says. "I liked the way they had one foot in the real world and the other in the university."



TERRY DEUTSCHER WITH THE BICYCLE HE USES TO CYCLE BETWEEN CLASSES ON CAMPUS AND AT SPENCER CONFERENCE CENTRE.

During his first year he decided to become a professor, and moved straight to a PhD program.

At the time most Ivey professors had received their higher education at Harvard. An exception was Nick Fry, MBA '60, who encouraged Deutscher to try Stanford. The eucalyptus trees and sunny skies shown on the Stanford brochure caught the fancy of Deutscher and his wife Barb. At Stanford, he became good friends with Adrian Ryans, who was also doing his doctorate in the field of marketing.

After graduating with his PhD, Deutscher took a job at Ohio State University, and then Cornell. At this point

In his research, Deutscher has focused on the business-to-business side of marketing, with an emphasis on strategic market planning in technology intensive environments. In 2000 he co-authored a book, *Winning Market Leadership*, with Adrian Ryans, Roger More, MBA '70, PhD '74, and Don Barclay. The book, considered a classic in the field, describes a ten-step framework for strategic business planning. "It's not quite a cook book, but it's a pretty good set of guidelines for people to build a strategic marketing plan," Deutscher says. He's now working on a number of business-to-business case studies, and a customized executive education pro-

time. In Ivey's program, the professor taught before a small group of about 10 students in London, and used a bank of monitors to connect simultaneously to each of the remote sites.

Although the Videoconferencing EMBA was eventually discontinued, participants in the program were very enthusiastic about the experience. "We learned that it was possible to deliver the unique Ivey experience in that setting," says Deutscher, "but it was critical to see the entire class, have them see each other, and also have some live people in the room. We also learned that the foundation for this experience is people in the class getting to know and work with each other."

Deutscher and his wife Barb have always had a passion for the out of doors, and together have explored many remote parts of Canada on their bikes. After completing his term with VEMBA, Deutscher took a leave to spend the summer cycling across the country. Although an injury forced Barb to stop at Thunder Bay, he and his daughter Danielle made it all the way from Vancouver to St. John's.

Deutscher is currently on reduced responsibility, and is spending some of his leave in Whistler, B.C., where along with cycling he is learning to play golf. "I'm making a big effort to understand something more about golf," he says. "Boy, is it difficult!

Part of the appeal of Western Canada is being able to see more of his daughter, Danielle, and his son, Darcy. Danielle has an arts degree from UBC, but is going back to study nursing at the University of Calgary. Darcy, also a UBC grad, is a mountaineer, and worked last winter on Mount Cook as part of the New Zealand Search and Rescue team. Since then he's been leading climbing expeditions in Alaska and the Yukon, and fighting mountain forest fires from helicopters in British Columbia.

Looking back on his career, Deutscher says that he never had any doubt Ivey was the right place for him. "I've had a lot of fun with the people I've worked with, and I think we've left the School better for our efforts. It's never been hard to come into work."

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**"The School has been terrific at giving people opportunities, and for me it was always a question of which one to follow."**

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he began to think wistfully of his days at Ivey. He accepted an invitation to visit Ivey for "a chat" with Jack Wettlaufer, HBA '50, MBA '51, and Bud Johnston, HBA '54, MBA '57. Johnston, who was the incoming Dean, invited Deutscher and Barb back for dinner, where he cooked trout, one of his delicacies. "The experience of visiting Ivey again showed me how different the School was in terms of how much the faculty cared about students and cared about each other," says Deutscher.

Deutscher had become a devotee of the case method during his time as a student at Ivey. When he began teaching, he learned the importance of highly motivated students to make the case method work. "We've always had really good students at Ivey," he says. "Everyone in the class has something worthwhile to contribute." The trend toward diversification at Ivey has made the classroom even more dynamic. "There are people in our classes from all over the world. I'm often astounded by the kind of horsepower we have to create a great learning experience. It's been very rewarding for me."

gram *Leading for Innovation*.

During his years at Ivey, Deutscher served as Director of Research from 1981 to 1986, Associate Dean of Human Resources from 1987 to 1992, and Director of EMBA, Videoconferencing (VEMBA) from 1994 to 1999. Between these commitments, he spent a year as a visiting professor at IMD in Switzerland and a year at UBC. "Every half dozen years I make a change and do something that's different," he says. "And every time that has led me to something new and exciting. The School has been terrific at giving people opportunities, and for me it was always a question of picking which to follow."

One of Deutscher's biggest challenges was as founding Director of VEMBA. The conventional way of teaching through videoconferencing was with the use of one monitor, which gave the professor a view of only one class at a time. With the help of colleague Chris Piper, MBA '69, Deutscher created a unique teaching environment that combined live and virtual classrooms and enabled the professor to see the whole class at the same

Development

## Celebrating in Style

Reunion giving is now a proud Ivey tradition

One of the most magical moments during an Ivey Homecoming weekend comes during the “Event in the Tent” on Saturday morning. Representatives from the reunion classes crowd onto the stage to present the Dean with a huge cheque representing money raised by all the classes to mark their special celebration. It’s a moment that captures the sense of gratitude and connection graduates feel, and the important role they play in keeping Ivey competitive on the

world stage.

Reunion giving started when the MBA Class of '71 decided to make a class gift. The inspiration came when some '71 grads met members of the Class of '96 and learned that they were planning to ask each student for a contribution of \$96. It made sense that 25 years out, the Class of '71 could do better. They certainly did – raising more than \$270,000. When they challenged the next class to outdo them, members of MBA '72 stepped up with a gift of more than \$500,000. A tradition was born.

A meaningful expression of heartfelt commitment, reunion campaigns are also an important source of revenue for Ivey. Since 1996, they have generated more than \$9 million in gifts and pledges.

Lisa Colnett, HBA '81, Senior VP Celestica Inc. and a founding member of the Ivey Entrepreneurship Council, led her 20th class reunion campaign in 2001. When asked to take on the job, she decided it was another great way she could support the School. “I was

happy to do it,” she says. “I think it’s important to keep the quality of business education at Ivey high.”

Colnett pulled together a core of five or six friends from her year, each of whom recruited another classmate to serve on the fundraising committee. Colnett and her husband, Gord Love, got the campaign off to a quick start by making a significant personal donation. “That made a big difference,” she says. “I showed that I was putting my money where my mouth was and then challenged others to join me.”

Committee members got on the phones, asking their classmates to double the gift. Like most reunion campaigns, it was a team effort that built momentum and a healthy spirit of competition as it rolled along. Near the end, one class member stepped forward with a generous gift to take the campaign over the top.

THANKS A MILLION! THE REUNION CLASSES OF 2004 BUILD UPON THE STRONG TRADITION OF REUNION GIVING AT THE SCHOOL







## GRADUATION GIFT

GRADUATING IVEY STUDENTS LEAVE A LEGACY FOR THE CLASSES THAT FOLLOW

“We’ve had a great experience, and we want to protect and build the brand in which we’ve invested so much. We’re very passionate about constantly improving the Ivey experience and keeping the School competitive among world-class MBA programs.”

That’s Lisa Cleary, MBA ’05, explaining why she and her classmates donated \$24,000 to the School this year to mark their graduation. It’s part of a tradition that was reintroduced at Ivey in 2001 and continues to build.

“Ivey is a pretty intense experience,” says Cleary, explaining why her class chose to use the money to buy furniture for the Atrium. “Students spend a lot of time at the School, and we wanted future students to have a comfortable place to get together casually.” There was also some pride involved, she admits. “The Atrium is a beautiful part of the School and it’s where we feature speakers and special guests. We wanted something more in line with the image of Ivey.”

Students were asked to make a \$50 commitment in 2005, and \$100, \$150 and \$200 in the three following years. By September more than 25 per cent of the class had made gifts, and pledges continue to come in.

Past MBA graduating classes have purchased plasma screens for the School, refurbished videoconferencing and mock interview rooms, and supported scholarships. HBA class gifts are directed toward a special HBA student award that recognizes academic excellence and community involvement.

Cathy Vitkauskas, Ivey’s Director of Annual Giving, says that in addition to making a tangible difference at the School, graduating class gifts build ongoing support. “People like Lisa Cleary and Dan Rowe, MBA ’05, are doing a tremendous service for us,” says Vitkauskas, “because they’re helping us educate our newest alumni about the importance of giving back.”

IVEY STUDENTS TAKE A WELL DESERVED BREAK ON NEW FURNITURE PROVIDED BY MBA ’05 GRADS. FROM LEFT TO RIGHT: SHAWN STEWART, NATALIE EDWARDS, LISA WIENS, KELLY CLARK, DAVID SCIENCE AND LAURA EMMERTON – ALL MBA ’06 CANDIDATES.

Fifty percent of the class – more than any previous effort – gave a gift, and a total of \$405,000 was raised. As an extra bonus, the calls helped classmates reconnect and generated interest in the reunion weekend itself, which also attracted more than half the class.

Each reunion class has the opportunity to designate its funds to a specific project. Colnett and her classmates decided to invest the money in scholarships for HBA students. “We had all been through the HBA experience and thoroughly enjoyed it,” she explains. “One of the reasons people gave money was because we told them how much tuition had gone up since we were students. We thought this was a good way to let some deserving and capable students who might not otherwise be able to afford it benefit from the Ivey experience.” The scholarships have been given to eight students to date. The School provides Colnett with a list of award recipients every year, and she has met several of them.

Each class organizes its campaign and directs its gift differently, although all share a sense of commitment, energy and excitement. Classes choose to support faculty recruitment or case writing, name a student study room, or direct their money to the School’s most urgent needs.

Whatever they choose, the funds help Ivey go head-to-head with other top business schools around the world. “Reunion gifts help us compete,” says Dean Carol Stephenson. “They provide us with the resources to lure a brilliant new faculty member, or offer a stellar student a scholarship. They enhance the school experience and build our reputation. It’s just another way our graduates are helping to build the Ivey brand.”



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# Ivey Lives Remembered

## Ben Anders 1925-2004



When Ben Anders arrived at Ivey to do his Masters, there was one other student in the class – Gwen Carlson. At first, their relationship was frosty because Ben had won the scholarship for which Gwen also applied. With time, however, the atmosphere thawed and then warmed. Gwen and Ben were married when they graduated in 1948.

Ben Anders was born in

Nanaimo, British Columbia. After starting university at UBC in 1942, he enlisted in the armed forces, serving as a radio operator in a Sherman tank in England, Holland and Germany. He returned to UBC when the war was over and completed his degree in two years by study-

ing year-round, graduating with his original class of 1947.

At Ivey, Ben played a key role in the development of the School. Under the direction of Western president G. Edward Hall, he and Gwen helped organize a day-long conference attended by leading Canadian businesspeople, including presidents from Labatt's, CP Rail, Imperial Oil, Clarkson Gordon, and London Life Insur-

ance. By the end of a gala dinner at the Hotel London, \$100,000 had been committed to the School. From this auspicious beginning, Ivey went on to launch Canada's first executive education, MBA and PhD programs, and to become a separate faculty with its own building.

After Ivey, Gwen and Ben moved to Vancouver where Ben worked with David Spencer Limited, a local department store later bought by T. Eaton Company. In 1959 he joined Burroughs Business Machines, later Unisys. He and Gwen moved several times across the country, with stops in Victoria, Vancouver, Winnipeg and Toronto, as Ben took on bigger challenges within Burroughs.

Ben and Gwen had three children, Susan, Ben and Paul, and seven grandchildren. In 1988, Ben and Gwen moved to an oceanfront home in Lantzville, outside Nanaimo. In retirement, Ben spent time de-

veloping the garden and working in the local community. Their house became a favorite gathering place for family and friends.

Ben and Gwen traveled extensively, visiting China, Sweden, Denmark, Holland, France, Germany, Italy, the Caribbean, South America, Australia and New Zealand. In 1995 and 2000, the Anders visited Holland to celebrate the 50th and 55th anniversary of liberation. They attended Ivey Homecoming many times, including the 1997 event to mark the 50th anniversary of Gwen's graduation from the HBA program and the 75th birthday of the School.

At the memorial service, son Ben remembered his father as being "really good at shepherding and developing kids, and later on, grandkids. There was a steady, quiet firmness in him that let you know you were loved. Even if his guidance was not heeded, he never seemed to be disappointed with us."

## IN MEMORIAM

Arnold Brewer, HBA '38

Louise Turnbull,  
HBA '41

Franklin Richards,  
HBA '44

George Bowie, HBA '46

Joseph Mullie, MBA '57

Bruce Ward, HBA '58,  
MBA '68

Donald Eadie, HBA '59

Kenneth Kirkpatrick,  
HBA '62

Howard Echenberg, MBA '65

Jon Dobbyn, HBA '66

Bruce Tisdall, DBA '67

John Charlton, HBA '69

Rainer Andersen, MBA '72

Michael Woods, HBA '73

Scott Hall, HBA '75

David Swankie, MBA '80

Alexandra Koerner-Yeo,  
MBA '82

Andrew Baldo, HBA '89,  
MBA '96

Kutluhan Buyukyilmaz,  
MBA '94

Gregory Brine,  
MBA '03



Alumni Speak

## Under an Indian Sun

By Gary Comerford, MBA '75  
Vice-President, International and  
General Manager India, Sun Life  
Assurance Company of Canada

It seems like only yesterday and not December 1996 that I left Canada on my first of 56 trips to India. I still remember that I couldn't get those exotic pictures you associate with India out of my mind. But boy, was I in for a reality check! As soon as my foot touched the ground, I could feel the intensity of the country. All my senses were bombarded at once: sight, sound, smell, hearing, touch. I expect that the intensity of a country like India might put some people off, but I found the vitality totally intoxicating.

I was in India at the behest of Sun Life Financial's senior management team to explore opportunities as part of its ongoing strategy of global expansion. Why India? Most people probably think of Sun Life Financial as a giant Canadian life insurance company. In fact, we have had international operations for well over 100 years.

We first opened an office in India back in 1892, and were India's largest foreign insurer when the insurance industry was nationalized in 1956. We have great roots in India and Sun Life always wanted to return if the opportunity was right.

But the main reason for our renewed interest was the vitality I encountered when I first visited. India's GDP has been growing at about 6 per cent to 8 per cent per year, making it one of the fastest growing economies of this new century. With a population

of over a billion people and a rapidly growing middle class, even at conservative estimates there is enormous potential. Indian consumers are savers and have an annual 20 per cent household savings rate, compared to 2 per cent in Canada. They want modern products to provide better protection for their families and to provide for better retirements. In other words, they want what we all strive for - financial security.

Sun Life Financial was able to attract a world-class local partner, The AV Birla group, and together we have become a major financial force in India. When I first walked off the plane in 1996, the only Sun Life Financial presence was me and my business card. Today Birla Sun Life Insurance is the number two private player in the insurance market with over 10,000 financial advisors and 1300 employees. Birla Sun Life Insurance today generates more new individual life insurance premium than is generated by Sun Life in Canada. Birla Sun Life Asset Management, our mutual fund com-

pany, is also one of the leading mutual fund companies in India with over \$3 billion in assets.

Even with all the headaches of frequent travel, I'm as enthusiastic today as I was nine years ago. There are still many challenges ahead, but if Sun Life Financial wants to remain a world leader in the financial services arena, bold steps like the aggressive expansion into countries like India and China are required. Tomorrow's market for Sun Life Financial will no longer be centered in Canada, but will shift to the new and emerging economies. The skills and discipline learned in the Canadian market have in the past - and will in the future - serve us well as we expand internationally. There is tremendous opportunity for growth in the Asian region, and Sun Life Financial wants to be a leader in capitalizing on that growth.

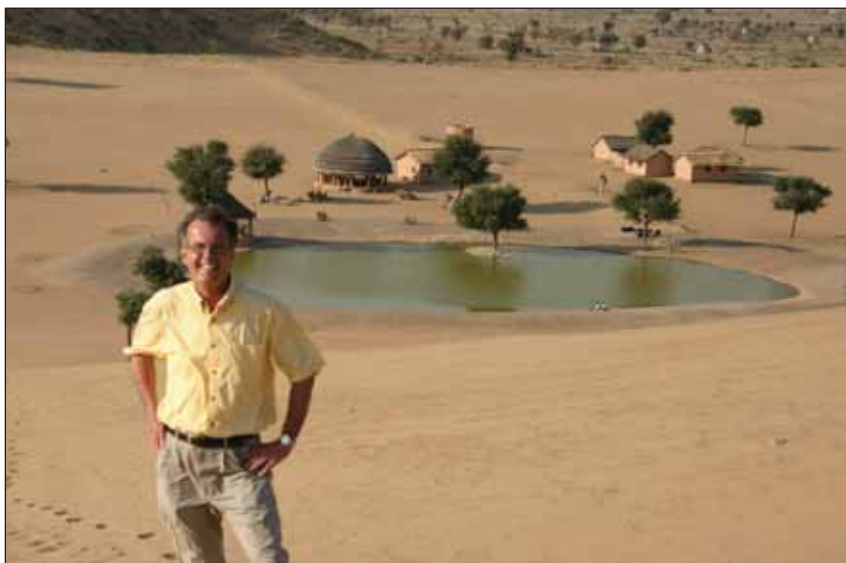
For me, this is a legacy project: India has the potential to continue to grow and progress long after I have retired from the company. Has your company considered the potential of India?

**Gary Comerford, MBA '75 experiences both sides of India. In 56 trips back, he is bullish on one of the fastest growing economies of this new century.**

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“As soon as my foot touched the ground, I could feel the intensity of the country.”

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wear the mark.

Natalie Edwards, MBA '06

Shawn Stewart, MBA '06



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Ivey alumni exercise significant influence on business communities in more than 75 countries around the world. The members of this exclusive network all share an extraordinary experience called Ivey. It's a deep connection that remains long after graduation. In fact, the Ivey network will be with you throughout your life. Part of every success and every major turning point. An unspoken bond that spans ages, organizations and continents. Always seeking new knowledge. Always striving to make a positive contribution to society, the Ivey network is truly a powerful and successful force for all of its members.



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