

Richard Ivey School of Business
The University of Western Ontario

IVEY

intouch

Building Dreams

Jared Bettridge and Beth Shumka
were members of the Ivey Builds
team, a student project that
created a tangible legacy *Page 24*

Mentors Matter Page 28

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

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SUMMER 2005

FEATURES

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28 Contact Sport Mentors can make a critical difference in any career – offering encouragement, support, advice and the right connections. Meet four Ivey grads who found perfect mentors – a fellow alumnus, a business leader and family friend, and an Ivey professor – and get some tips on being a great mentor and mentee.

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the pages of Canadian Business magazine. And when you meet Denis Shackel and Michael Sider, it's no surprise – they're dedicated teachers who love connecting with their students.

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LARISSA CHAIKOWSKY, MBA '04 AND
STEPHEN DIOTTE, MBA '96 – A MENTOR
RELATIONSHIP THAT BENEFITS BOTH.



Doing Business

The School in the World

Mezzanine Business Consulting launched from Ivey Business Consulting Group

For three decades the Ivey Business Consulting Group (formerly Western Business Consulting) provided Ivey students with consulting and entrepreneurial experience during the summer. But in recent years, the withdrawal of government funding and higher costs of education made IBCG increasingly difficult to sustain. Thanks to dedicated alumni, IBCG has found new life as Mezzanine Business Consulting.

Lisa Shepherd, MBA '02, an IBCG summer student who loved the experience, saw an opportunity to put the organization on a solid footing. With the consent of the School, she hired full-time staff, and opened a Toronto office. With the launch of Mezzanine Business Consult-

ing Inc. on February 1, the firm now becomes Canada's first tactical consultancy. Mezzanine targets managers in large and mid-sized companies who need some help with their business plans, without trying to reinvent their companies. "We help Canadian businesses get better at what they already do well," says Shepherd. "We're like an MBA SWAT team – we come in and quickly do what needs to be done, and out we go."

Mark Healy, MBA '05, Mezzanine's Principal - Director of Operations, hopes that Mezzanine will do for consulting what WestJet has done for the airline industry. "We want to run a really low cost operation, attract high-end talent, and deliver high quality, rapid service to our customers," he says. "We're trying to help the people who really need consultants – middle managers who are overworked and under-resourced."

Mezzanine now has five full-time



MEZZANINE BUSINESS CONSULTING TEAM

staff and three students. It will maintain IBCG's close relationship with Ivey, and include Ivey faculty members on its Advisory Board. "We have a great resource for helping Ivey alumni take their team or their company to the next level," says Shepherd. "We can really help them achieve their goals."

For more information, see www.mezzanineconsulting.com

Pre-business students contribute to tsunami relief

Last December René Frey, HBA '03, had a close call. A Business 020 instructor, Frey was visiting the island of Phi Phi Don in Thailand when the tsunami struck. He and his brother Kevin were able to race to higher ground just ahead of the surge, but his younger brother Dave was trapped in his bungalow and forced to dive under three metres of water to find a way out.

On his return to Ivey, Frey and fellow instructors Ian Da Silva, Jenni Dennison, Julie Harvey, and Niki Healey coordinated a tsunami relief effort among Business 020 students. Together they contributed more than \$4,000 to the Canadian Red Cross.

Frey, still haunted by the devastation left behind by the tsunami, was overwhelmed by the students' response. "I think it's great that our students have been so generous," he says. "These students, who don't have full-time jobs, have given as much as \$200 to the fund."

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Ivey wins case writing competition



Gilbert Chow, Hong Kong General Manager of Northwest Airlines, celebrates with Ivey Associate Dean (Asia) Kathleen Slaughter after Ivey was declared the over-

all winner of the 2004 Asia Pacific Case Writing Competition for the case, The Pizza Public Company Limited- Thailand, authored by Slaughter with Professor Michael R. Pearce and Elizabeth O'Neil. The competition was chaired by Chow.

School places third in MBA Rugby World Championships

Ivey's men's rugby team shows its winning form on the way to a best-ever third place finish at the 25th annual championships, held at Duke University. Ivey's women's team also placed third in the tournament. Co-captain Rob Skringer, MBA '05, commented: "Overall, this was an amazing accomplishment for a school the size of Ivey. It was incredible how much heart the teams displayed."





MATT HALL, MBA '05, COMPETITION CO-CHAIR, RYAN ZURRER, HBA '06, ERIC MORSE, EXECUTIVE DIRECTOR OF THE INSTITUTE FOR ENTREPRENEURSHIP AND JR SHAW PROFESSOR IN ENTREPRENEURSHIP AND FAMILY-OWNED BUSINESS, AND ANDRE MOUSSEAU, MBA '05

IBK Capital Ivey Business Plan Competition draws MBAs from across Canada

The 7th annual IBK Capital Ivey Business Plan Competition was won by MBA students from Simon Fraser University for their start-up company JARN. The team received \$25,000 for their winning business plan and will go on to represent Canada at the Global Moot Corp. competition at the University of Texas.

The competition, designed to promote entrepreneurship within Canadian business schools, is organized by Ivey MBA students. Competitors submit new-venture business plans for judging. JARN is a company focused on developing storage equipment to better enable organizations to manage data.

"This competition offers students the opportunity to compete with international entrepreneurial talents and to network with business students from around the country," says Matt Hall, MBA '05 and Co-Chairman, IBK Capital Ivey Business Plan Competition. "In addition, it offers current business leaders the chance to be involved in shaping some of Canada's future business leaders."

The IBK Capital Ivey Business Plan Competition is generously supported by IBK Capital, Business Development Bank of Canada, Covington Capital, Growthworks VC, Celtic House, Research in Motion, Brightspark, Prime Restaurants, and Ventures West.

HBA STUDENT CHOSEN AS RHODES SCHOLAR

Joelle Faulkner, BESC/HBA '06 candidate, is one of only 11 students from across Canada who is heading to Oxford next year to study as a Rhodes Scholar.

Faulkner is enrolled in the joint HBA and engineering program at Ivey, and is also taking courses at Western Law. She plans to study law at Oxford, with the eventual goal of pursuing a career in the commercialization of scientific research.

In addition to her demanding academic program, Joelle owns and runs Compost King, a soil supply company, and volunteers her time at the University and in the communi-

ty. "I'm lucky, I can handle a number of things at once – and I have a lot of friends who help me," she says. "I think everyone has potential but you can only succeed if you try. I just try more."

Dean Carol Stephenson believes that Faulkner is an exemplar of what the School stands for. "Joelle represents the type of character, integrity and overall caring for others that makes the Ivey mission come alive. It would not surprise me to pick up the newspaper in the future and read that she has just become Canada's Prime Minister!"



CENTRE FOR VALUE INVESTING LAUNCHED

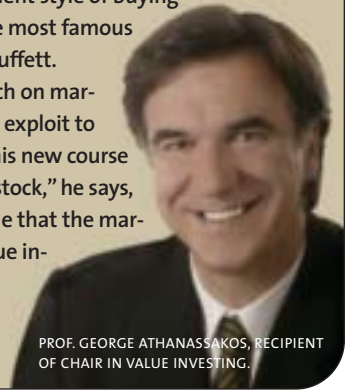
With the generous support of Fairfax Financial Holdings Limited, the Ivey Business School recently created the Centre for Value Investing and the Ben Graham Chair in Value Investing.

Professor George Athanassakos, the recipient of the Chair and Director of the Centre, developed and taught the first value investing course at Ivey from January to March 2005. The inauguration of the Centre was celebrated with public lectures by distinguished value investor practitioners. The first speech was delivered on March 7 by Mr. Irving Kahn, one of the last remaining associates of Ben Graham, the founder of value investing. Mason Hawkins, the founder of South-eastern Asset Management, Peter Cundill from Peter Cundill & Associates Ltd., and Mark Holowesko from Templeton Capital Advisers Ltd. also lectured at the Centre

"The creation of the Ben Graham Chair in Value Investing is in memory of the dean of value investing and will help educate the next generation of value investors in Canada," said Prem Watsa, MBA '74, Chairman, Fairfax Financial Holdings Limited.

Value investing is the investment style of buying under-valued stocks. Perhaps the most famous Ben Graham disciple is Warren Buffett.

Athanassakos focuses his research on market anomalies that investors can exploit to their advantage. "The heart of this new course is to find the intrinsic value of a stock," he says, "which is the true economic value that the markets will eventually move to. Value investors will invest in a stock only when the stock's market price is well below its intrinsic value."



PROF. GEORGE ATHANASSAKOS, RECIPIENT OF CHAIR IN VALUE INVESTING.

Business Families Foundation hosts conference at Ivey

In December, Philippe and Nan-b de Gaspé Beaubien, co-founders of the Business Families Foundation in Montreal, led a conference, Governance for Business Families, that brought together academics, practitioners and professionals who deal with family businesses.

Founded in 1993, the Foundation is an international non-profit organization that assists business families in the issues they face, by developing stimulating educational programs based on innovative research.

Professor John A. Davis of the Harvard Business School, co-author of *Generation to Generation: Life Cycles of the Family Business*, was the keynote speaker. Professor Eric Morse, Executive Director, Institute for Entrepreneurship, JR Shaw Professor in Entrepreneurship and Family-Owned Business, and Dave Simpson, MBA '88, have been nurturing Ivey's entry into this important field. *Watch for more news shortly.*

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Lawrence Centre promotes new student opportunities

Ivey has an exciting new course starting in September, thanks to the efforts of the Lawrence National Centre for Policy and Management Advisory Council. International Business Strategy and Public Policy, taught by David Conklin, James D. Fleck Professor in International Business, will focus on the interaction between management decisions and public policies. Already it's receiving a lot of attention from HBA and MBA students. "I'm very excited," says Centre Director Dianne Cunningham. "We're giving students what they want and need."

The Lawrence Centre has a mandate to be a strong advocate for sound policy that will ensure a powerful future for Canada. "The whole focus is to bridge the gaps between business, government, academia, and labour," says Cunningham. "It's about getting people to work together."

The Advisory Council met face to face for the first time on February 7. With students, faculty, and guests in attendance, Former Deputy Minister of Finance Kevin Lynch, now Executive Director for the Canadian, Irish and Caribbean con-

stituency at the International Monetary Fund, delivered a keynote address on improving business and government relations to produce sound policy. This was followed by a panel consisting of board members Kevin Chan, Privy Council Office; Edward Clarke, CEO TD Canada Trust; Blake Goldring, President and CEO AGF; Jim Dinning, Chairman, Western Financial Group; and Geoffrey Simpson, Globe and Mail national affairs columnist.

The next meeting of the Advisory Council will be held on November 3 and 4 at the Toronto Stock Exchange. The theme will be government and business in the 21st century, with a focus on Canadian American relations. Students, faculty, and alumni are invited.

The Lawrence Centre also helped HBA students organize the first annual joint conference with the University of Michigan's Ross School of Business. The theme of the conference, held at Ivey from March 10 to 12, was "Business Sustainability." Despite a snowstorm, nearly 40 students from the Ross School attended. The conference featured Jack Mintz, President and Chief Executive Officer of the CD Howe Institute.

PROFESSOR JOHN A. DAVIS, HARVARD BUSINESS SCHOOL



(FROM L-R): DIANNE CUNNINGHAM, DIRECTOR, LAWRENCE NATIONAL CENTRE FOR POLICY AND MANAGEMENT; DR. JACK MINTZ, PRESIDENT AND CEO, C. D. HOWE INSTITUTE; DR. PAUL DAVENPORT, PRESIDENT, UWU; SHALOO SAVLA, FORMER STUDENTS' ASSOCIATION PRESIDENT, HBA '06 CANDIDATE; DR. MARK VANDENBOSCH, HBA '84, HBA PROGRAM DIRECTOR AND MAGNA INTERNATIONAL INC. CHAIR IN BUSINESS ADMINISTRATION.



Alumniboard



A MESSAGE FROM PATRICK CROWLEY, HBA '74, CHAIR, IVEY ALUMNI ASSOCIATION

The Ivey Alumni Association is fortunate to have more than 18,000 people of enormous talent and diversity to draw upon for our Board of Directors. I'm very pleased to introduce our 16 new members of the

Board, who will sit for a term of 3 years. I wish to welcome them to the Board and thank them for their willingness to work on behalf of the alumni and the School.

It has been a very busy and creative time for the Association. We are working closely with the School on a number of new initiatives. The Ivey Ring Ceremony has been well received by alumni. Just recently, 300 grads were involved in the ceremony in Toronto, a huge success that we're hoping to replicate around the world.

Over the past few years we have established a clear vision for the Association, and are now developing a strategy, conducting focus groups, and examining best practices in other world-class institutions. Our success depends on

your help to let us know how best we can serve your needs. We are also here to pass on your input to the School, to ensure that it continues to provide a business education of the highest quality. We would love to hear from you.

In addition to welcoming the new Board members, I want to express a deep debt of gratitude to those stepping down. These men and women have made a very significant commitment and contribution to the School. It's been a joy working with you, and I know you will continue to play an important role in the future of Ivey.

To contact the Ivey Alumni Association Board of Directors, please email alumni@ivey.uwo.ca or visit www.ivey.ca/alumni/directors.htm for more information.



A CONVERSATION WITH LESLIE STEPHENSON, VEMBA '98, CHAIR, CAREER INITIATIVES COMMITTEE, IVEY ALUMNI BOARD

Why were you interested in getting involved with the Ivey Alumni Board? I had such a positive experience at Ivey – it was a privilege to attend the School. Recently at Earl Orser's funeral, I was reminded of his three pieces of advice: "Hug your mother; don't get stuck in a rut; and put something back in the cookie jar." This is my way of putting something back in the cookie jar!

What are the goals of the Career Initiative Committee? We're developing programs to support our alumni in career transitions throughout their lifecycle. The first group we looked at is those in the first two years after graduation. Our Alumni Partnership program is doing a good job of helping this group. What we're beginning to realize is that there's an opportunity with the second group – those from two to 15 or 20 years into their careers. There are good

on-line resources through e-Zone, but we'd like to develop something more personal and interactive. We'd also like to get the third group involved – those who achieved success and are perhaps looking toward retirement.

What is the Committee working on? We've done a lot of best practices work – looking at what works for other schools, as well as sharing our successes with them.

One of our major new projects is a mentoring program for the mid-career group. We'd like to get people who have achieved success to be mentors to people making mid-career transitions. We'd also like to develop a manual laying out clear expectations for mentors and mentees, and link mentoring to coaching by putting together a recommended list of alumni who are certified coaches. There's no shortage of great ideas!

Why is this work important? I'm not sure Ivey grads know where to turn when they're ready to make a career transition. They should be thinking about their business school – after all, many of them made major transitions coming out of the Ivey program. Ivey is trying to define what makes it different from other business schools – for me, it's the amazing network of people.

New IAA Board members since November '04

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Ivey's Advisory Boards

Ivey is fortunate to have the strong support and wise counsel of many exceptional business leaders. We are proud to list the members of just a few of the boards which help propel the School forward. In future issues, we will share the names of other committees helping Ivey.

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Pierre L. Morrissette, President and Chief Executive Officer, Pelmorex Inc. (parent company of The Weather Network and MétéoMédia)

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IVEY

Richard Ivey School of Business
The University of Western Ontario



Alumni News & Events

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

New York sponsored by Torys

The New York Chapter of the Ivey Alumni Association has developed a unique relationship with Torys LLP. Torys has become the official sponsor of the Chapter's 2005 events, providing financial support in return for an opportunity to raise the firm's profile with an important audience of business leaders.

Torys is an international business law firm with offices in Toronto and New York. The firm approached Hussain Ali-Khan, co-president of the New York Chapter, about sponsoring a single event, and Khan saw an opportunity to increase value for both partners. "I thought that if Torys developed a broader and deeper exposure to Ivey alumni, it would be much better for them," he explains. "And of course, it would be very valuable for us too."

The Chapter will have a total of four events in 2005. The April get-together was an opportunity to meet Dean Carol Stephenson and get an update on the School. A summer "Meet and Greet" will provide new arrivals and interns with an opportunity to

network with more established alumni. Ali-Khan says the "Back to School" event planned for the fall will be the premier event of the year. "We're planning to use a case study to recreate the Ivey experience, but in a more lighthearted fashion." The final event is still in the planning stages, but could be a speaker series or holiday celebration. Torys' support will be highlighted at each event.

Sandy Feldman, Torys' partner and coordinator of the New York office corporate law group, is delighted with the new relationship. "We have 75 lawyers in our New York office practicing U.S. law," he says. "Supporting Ivey's New York alumni program fits nicely with our own strategy of working with businesses in Canada and the U.S. We are looking forward to supporting the program this year and meeting the New York alumni."

Ali-Kahn says the partnership with Torys is an interesting new model for other Ivey chapters to consider. "This could be an important alternative way of funding your Chapter activities," he says. While he looks forward to continuing the relationship with Torys, he says the chapter would also be open to other companies interested in sponsorship opportunities.

Shanghai greets the New Year

By Charlene Ge, MBA '01

On January 29, 2005, Ivey Alumni in Shanghai successfully held their Third Annual Chinese New Year dinner party, and the first since the Shanghai Alumni Chapter was formally established last year.

The party was held at Mint Club, a famous western pub in

uptown Shanghai, and consisted of a cocktail reception, a Western-Chinese mixed buffet, and a fun and competitive gift exchange. The party was full of joy and well received by the guests.

President of the Shanghai Chapter, Mark Brown, MBA '95, delivered a presentation on activities that the Chapter hosted in 2004 and introduced the newly established Ivey Shanghai Chapter Website: www.ivey.com.cn. The party had a great turnout: 58 alumni and their partners showed up, about two-thirds of the total alumni base in Shanghai. Among them were distinguished guests Canadian General Consul of Shanghai, Mr. Robert Mackenzie, HBA '71, MBA '73, and his wife Sandi; and the Associate Dean of Ivey's Hong Kong campus, Professor Kathleen Slaughter. Both of them gave warm and encouraging speeches and expressed their intention to provide continuous support to the Chapter.

Quite a way to welcome in the Year of the Rooster!

A special thanks to alums Alex Hu, Sophie Shen and Victoria Wu, all MBA '04s; their effort helped make this party a great success.

IVEY ALUMS GREET THE YEAR OF THE ROOSTER (L TO R) CHARLENE GE, MBA '01, VICTORIA WU, MBA '04, RICHARD HAN, MBA '04, WALTER GUO, MBA '00, EDWARD ZHANG, MBA '04, ALEX HU, MBA '04, LEWIS LIU, MBA '04, HELEN BAO, MBA '04, AND SOPHIE SHEN, MBA '04



UPCOMING EVENTS

JULY TBD IAA/New York
Mid-Summer Social
AUGUST 21 IAA/British
Columbia The Season
Opener/A Boat Cruise

SEPTEMBER TBD IAA/
New York Fall Case
Study/Speaker Event
SEPTEMBER 18 IAA/British
Columbia BC Leading

Companies Event
SEPTEMBER 30 IAA/
London, ON London
Golf Tournament

SEPTEMBER/OCTOBER TBD
IAA/Toronto Business Leader
of the Year Dinner
SEPTEMBER 30-OCTOBER 2
London, ON Homecoming 2005
DECEMBER TBD IAA/New York
Christmas Social



Toronto Ring Ceremony

On January 27, the Imperial Ballroom of the Fairmont Royal York Hotel in Toronto was filled to capacity with more than 250 Ivey alumni participating in the Ivey Pledge and receiving their Ivey Rings. John Tory, Leader of the Ontario PC party, spoke at the networking event held immediately after the Ceremony.

(L TO R) BRUCE SHIRRIFF, HBA '74, MBA '77; PATRICK CROWLEY, HBA '74, DEAN CAROL STEPHENSON, JUSTIN ANIBALLI, MBA '99, RICHARD AYUEN, MBA '02, MICHELLE CROWLEY, HBA '03, AND SANDY ANDREOU, HBA '03.

Toronto HBA Alumni come together in support of the victims of the tsunami

By Asheefa Sarangi, HBA '01

Part of Ivey's mission is to develop business leaders who contribute to the societies in which they operate. On January 29, HBA graduates clearly displayed their deep sense of community when 275 graduates from '01-'04 and their friends gathered at Acquadisiac Restaurant and Lounge in downtown Toronto in order to raise money in support of the Tsunami Relief Fund.

Partygoers were asked to wear an "All-Black" outfit and make a donation of \$10 at the door. Despite a few minor hiccups along the way, the event turned out to be a huge success and a donation of \$2,200 was made to the Red Cross following the event.

With the dance floor packed and appetizers circulating, everyone seemed to be handling the long line-ups at the bar quite well. Jeffrey Armstrong, HBA '01, was in attendance and described the night as a, "flashback of a post-exam night at the

Ceeps. Job changes and engagements aside, nobody seems to have changed a bit. Or maybe that's the way things always seem from behind the glass of a few vodka sodas with old friends. Definitely looking forward to the next party." Steve McCann, HBA '04, concurred, adding that he "hadn't seen a dance floor that jammed at 3AM since first year at the Rid-out ... it's good to see that even after grad, Ivey still knows how to have a good time."

Event co-ordinators Vuyiswa McWabeni, HBA '01, Mike Lazarovits, HBA '01, Asheefa Sarangi, HBA '01, Daniel Belchers, HBA '02, Rosy Perabtan, HBA '03, and Candace Carson, HBA '04, had been working on putting together a reunion in late 2004 and when they spoke with their peers about what kind of reunion they would most enjoy, the overwhelming response was a night out on the town, with the proceeds going to charity.

"Everything else just seemed to fall into place," said Sarangi, "We were all deeply moved by the plight of the victims of the tsunami and so it seemed natural to hold the event in January in support of this cause. We were extremely pleased by the large turnout, which in itself is a testament to the tight bond that Ivey graduates have both to one another and to the community."

This event could not have taken place without the hard work and commitment of the seven people mentioned above. Responsible for pulling together all of the logistics, it all seemed easy when faced with the daunting task of running the coat check! Many thanks to the committee and all of the following people: Poonam Brar, sister of Neelam Brar, HBA '01, Katherine Forse, HBA '01, Sara Tahvildari, and Dave Brebner, HBA '02, for volunteering their time and making the "All Black Affair" such a success.



FRASER STARK, HBA '01, BENJI SHOMAIR, HBA '01, AND ALY RAMTUELLE ENJOY EVENT

"ALL BLACK AFFAIR" PARTYGOERS JAM ACQUADISIAC



A Grape Success



Rob Attwell, MBA '99, BC Alumni Chapter President, presents a gift to Brian Phillips, MBA '75 in recognition of Brian's contributions to the Ivey Alumni Association. The presentation took place at the IAA/BC chapter Annual Wine Extravaganza and Silent auction on February 24, at the Law Courts Inn, Vancouver. More than 75 Ivey alumni and friends attended the event, which featured wines from Blasted Church Vineyards.

Sparkling Evening



BARBARA KOVACS, MBA '83 AND PAUL HEYDON, HBA '90, MBA '99

On April 5, more than 80 alumni and friends joined Dean Carol Stephenson for a champagne reception at the Tiffany's Royal Exchange in London, England. The event was hosted by Barbara Kovacs, MBA '83, a member of the Ivey European Advisory Board and Vice President and Managing Director, Tiffany & Co. Attendees were invited to drop their business cards for a draw for a Tiffany's diamond necklace.



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A CONVERSATION WITH

DEAN CAROL STEPHENSON

IT'S BEEN TWO YEARS SINCE CAROL STEPHENSON BECAME DEAN OF THE IVEY BUSINESS SCHOOL – TWO YEARS FILLED WITH IMPORTANT INITIATIVES AND SIGNIFICANT ACHIEVEMENTS. RECENTLY, INTOUCH SPOKE TO THE DEAN ABOUT HER FIRST 24 MONTHS IN THE JOB AND HER PLANS FOR THE FUTURE.

Q. What were the highlights of your first two years at Ivey?

A. One highlight for me was cutting the ribbon for the Ivey Builds Habitat for Humanity house (see page 24). That moment symbolized all the work our students have led in the area of social responsibility, from food bank drives to tsunami relief funds. Community involvement is an important part of our mission as a School, and it's exciting to see it embraced by our students.

Another highlight for me was the introduction of "First Class to First Class," a program designed to give prospective MBA students a taste of the Ivey classroom experience. It's an innovative way to demonstrate what we do and how we do it – to show the quality of the Ivey experience.

On a broader scale, it's been a real highlight to discover the strength of Ivey's alumni support. I knew we had a

good alumni network, but I didn't realize its depth and commitment. I've enjoyed meeting and working with alumni around the world.

Q. What is the fuel that makes this School run?

A. Passion – the passion of students, alumni, staff and faculty – is a big part of the mix here. The other key ingredient is ideas – intellectual stimulation, innovation and knowledge creation. Mixed together, it's a pretty combustible mixture!

Q. The MBA marketplace has become even more competitive in the last couple of years. Why is it happening and how is Ivey faring?

A. It's the classic economic situation – the number of MBA programs offered globally has grown exponentially, yet the number of students seeking the

degree has declined, in part due to demographics. So it's a matter of over-supply and under-demand, and that creates intense competition.

The number of MBA students at Ivey has declined as a result, but I think competition generally is a good thing. It makes you think about what you're doing and how you can improve. Our recruitment process, for example, has improved enormously from the days when we went through a pile of blue folders and decided who we wouldn't accept. We're telling our story much better.

It's worth noting that we have the opposite situation in the HBA program – we have many more students competing for a small number of spots, in part because of the "double cohort" that resulted from the elimination of Grade 13. The demand has been so intense with highly qualified candidates that we added a new section last year.



IVEY IN CHINA: A CONVERSATION WITH KATHLEEN SLAUGHTER, ASSOCIATE DEAN ASIA

Q. What do you think of business school rankings? Are they useful? Is Ivey holding its own?

A. Rankings are a fact of life, whether you believe in them or not. Rankings reflect things that can be counted – like the number of faculty members with PhDs, or the average starting salary of graduates. They capture quantity, but they don't always capture quality. What drives quality at Ivey is the classroom experience – I'd love to get some of the people who publish rankings into our classrooms to see what really goes on.

Rankings are very complex, and each publication uses a different set of criteria and weightings. One ranking, for example, may weight average GMAT score heavily, but we have to ask ourselves, is that a good predictor for success at Ivey? Because of differences in methodology, some schools see a big difference in standing from one ranking to another.

Having said all that, Ivey participated in three rankings this year. BusinessWeek and the Wall Street Journal both rated us the top school in Canada for a two year MBA program, while the Financial Times ranked us 34th in the world. BusinessWeek also rated Ivey's Executive Education programs number one in Canada.

Q. What impact do rankings have on the School's direction?

A: Rankings can be a learning tool – a way of identifying areas for improvement. But they are only one input among many. We can't base our strategy on rankings, any more than a political party can base its vision for the country on polls. We look for many different strategy inputs – the business community, our alumni, our students, the Canadian economy, the global business environment. All of these are important ingredients as we build a coherent and effective strategy.

Q. It's been eight years since Ivey opened a campus in Hong Kong and many other North American schools now have operations there. What does the increased competition mean for Ivey?

It has also been two years since Kathleen Slaughter took up her position at Ivey Asia. While she was visiting Canada in May, InTouch had a chance to catch up with her.

Q. How is Ivey Hong Kong doing?

A. We're in a very strong position – the School is highly regarded in the Hong Kong business community. Our Executive MBA program is very robust. We have 16 top companies that are part of our executive development group, including Cathay Pacific, Manulife, China Light and Power, HSBC, Mattel, Hutchison Port Holdings and Citibank. In fact, we've almost doubled the amount of executive education we've been doing in the past two years. There's a good

symbiotic relationship between the EMBA program and our executive development and we have capitalized on that relationship to double our executive education; this expansion helps to popularize the Ivey brand in Asia.

Since our programs run on weekends, we're attracting students from Shanghai, Beijing, Seoul, Ho Chi Minh City and even Macao. It's a really eclectic and diverse group of students and this mix has enriched the quality of the classes in Hong Kong.

We're in the midst of renovations to create a new 44-seat classroom and four new study rooms, and that's going to really help with scheduling. The new facilities will be ready for our EMBA intake in August.



Q. Why is it important for Ivey to be in Hong Kong?

A. It's simple – there's a high probability that most young business people starting today will come to China at some point. They need to understand the business culture.

I taught at Tsinghua University in 1991. At that time there were places foreigners didn't or couldn't go; there was very little signage in English, very few good hotels, and no shopping malls. Now it's a totally different place – downtown Beijing resembles downtown Toronto or New York. Cartier, and Ferragamo are there, and the department stores stock Estee Lauder, Lancome, and most other recognizable brands. The Chinese have adopted many Western styles but the business environment is decidedly Chinese, not Western. We would be doing a disservice to our students if we didn't make them aware of this growing cultural diversity.

Our presence in Hong Kong creates opportunities for Canadian Ivey students. Our faculty members teach in Hong Kong, then return to Ivey Canada, with new enriched perspectives and experiences.

Asia is important to Ivey, but of course we can't focus on Asia exclusively. There are opportunities in many other parts of the world.

Q. What lies ahead for Ivey Asia?

A. Our core strength in Hong Kong is in executive education – that's where we will continue to expand, particularly into China. Hong Kong is often referred to as the gateway to China – and Ivey needs to be there.

In April we offered our first executive development program in Beijing. We also did our first-ever recruiting sessions in Beijing, Shanghai and Shenzhen. One of our challenges moving forward is to recruit and retain more Mandarin-speaking faculty members.

Many are predicting that China will be the next world superpower and Ivey needs to grow with China in order to keep its world-class reputation. We've got a lot to learn from China but there's also a lot we can add in China.

A. We are still the only North American school with our own permanent campus in Hong Kong, and the number one producer of Asian business cases. The fact that we were in early and built a strong brand has set the stage for us to do great things.

China will remain a key component in our strategy. Economic forecasters say it will be the top economy in the world between 2030 and 2050, so business leaders must understand the country and its business culture.

changes. We face strong competition, the global economy is in flux, and corporations are in an increasingly intense war for leadership talent. To respond, we're taking a comprehensive look at our strategy – it's time to pause, take stock and confirm our future.

Q. Who will be involved in developing the strategy?

A. It will be a very inclusive process. We're starting with a small group of faculty and staff, co-led by the associate deans and myself. Once we've

“We face strong competition
...we're taking a comprehensive
look at our strategy.”

Q. A lot of business schools are now offering distance and web-based programs. How does Ivey compare in the use of technology?

A. Ivey has always been a technology leader – we were one of the first business schools anywhere to provide wireless Internet access, and laptops have long been standard fare. When it comes to distance education, however, we believe that nothing can replace the classroom dynamic – discussions, debate, and interaction among bright and interested people. It's in our classrooms that students develop exceptional communication and leadership skills. I think this will always remain at the heart of the Ivey experience.

Q. Is the Ivey brand strong on a worldwide basis?

A. I believe it is much stronger than it was when it was first launched six years ago. No matter where I go or what country I'm in, I always seem to run into business people who know and respect Ivey. Of course, there's always room to make our brand even stronger.

Q. Any big initiatives on the horizon?

A. As a School, we have to be ready to change, because the world around us

identified some options, we'll also seek feedback from other faculty, students, staff, the advisory boards, alumni and other stakeholders.

Q. Are there any general strategic directions that you'd like to see pursued?

A. My priorities are the same as they were when I joined Ivey two years ago: attracting the best students and faculty; building our reputation; and ensuring we have a sustainable, multi-year financial base.

Q. What role can alumni play in the School?

A. Alumni have a huge impact – probably greater than you realize. First of all, you are our brand – our best ambassadors and the living proof of our success. You can help by supporting our student recruitment efforts, mentoring and hiring graduating students, participating in alumni and School activities and committees, providing case leads, providing much needed financial support, and above all, by talking about your wonderful Ivey experience. I have found that our alumni are grateful for what they gained from their time at the School, and want to give back. That will always be an important factor in our success.

CLASS OF 2005

INTOUCH PUT THE SAME THREE QUESTIONS TO REPRESENTATIVES OF THE HBA, MBA, AND EXECUTIVE MBA CLASSES. ALTHOUGH THEIR ANSWERS ARE DIFFERENT, IT'S CLEAR THEY HAVE ONE THING IN COMMON – THE TWO YEARS AT IVEY CHANGED THEIR LIVES

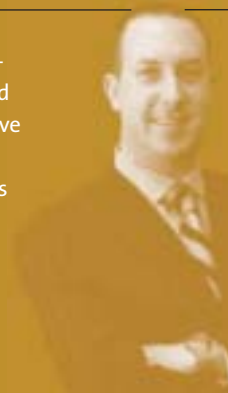


Mark Healy, MBA '05

- Graduate of Queen's University in chemical engineering
- Five years working in process and manufacturing industries (mostly biotech)
- Leadership roles include Vice President of MBA Association, Project Manager for Ivey Builds, and spearheading a Business Professionalism Program that involved writing cases and teaching MBAs
- Now Principal - Director of Operations for Mezzanine Business Consulting (formerly Ivey Business Consulting Group)

What did you enjoy most about your experience at Ivey

I've really enjoyed student leadership. At Ivey, we're not constrained by rules. If we can think it, and have the initiative to muster the resources, we can do it. Ivey Builds is a great example of that.



How has Ivey changed the way you think?

First of all, I figured out that a small town kid with no business experience could compete with some of the best people in Canada. I take a holistic approach to business. Some people say that business is about numbers, and others say it's about people. I look at the whole picture – everything is important.

In your view, what are the most important qualities of leadership in business?

As a leader, you have to lead from the front. If you want a hard driving yet respectful, open and honest culture, then you do that by setting the example. Leaders must act with a sense of urgency. If you don't do it quickly, someone else will. A leader must also be a teacher. Going to Ivey is a privilege, and with it comes the responsibility to pass on what we learn to those who don't have this opportunity.



Shaloo Savla, BHSc/HBA '06

- HBAA President
- Leadership roles include: Orientation, Residence Council, Faculty Association, UWO Indian Association, and Ivey Alumni Association
- Now with Boston Consulting Group for the summer. Next year will complete third year of concurrent BHSc/HBA program, and take part in an Ivey exchange program in Prague
- Plans to join consulting firm after graduation, and eventually do post-graduate work

It's the people that make the program so special. There is such a great diversity of backgrounds here – cultural, geographic, and professional. The faculty and staff are outstanding, and do everything possible to make sure you succeed. I hope to stay in touch with both students and faculty for a long, long time.

Ivey is more than just a business program – it's also about professional development, individual growth, and building confidence. The School has made me more optimistic about facing tough decisions. When I see a problem I know there are multiple approaches, and that there's a solution out there.

The most important skill is learning to listen. The ability to listen is not just a matter of hearing what people say, but also acting upon their feelings. A second skill is being able to make the best of the team situation. Ivey prepares us well for team environments, helping us learn what drives people and makes them special, and then transforming that knowledge into team success.



Pansy Ho, HK EMBA '05

- Grew up in Hong Kong
- BS in Business Administration, Berkeley's HASS School of Business
- Worked for Scotiabank for seven years in Vancouver
- Now manager with HSBC's Premier Banking Centre in Hong Kong

I really enjoyed learning with classmates from different backgrounds. There were 14 different nationalities in our class. I loved the case method. I have trouble remembering what's in a textbook, but not a case. I also met my future husband, Peter Chan, during the program, and we were married in December '04.

I've always been in banking, so I had a narrow perspective. Now I will look at different aspects of the business, such as marketing, operations, finance, and take more of a general management perspective. My approach is more well rounded now, and I have a better picture of how a business runs.

Good business leaders understand the business environment and the economy. They also have strong analytical decision-making abilities, as well as excellent interpersonal and communication skills.



Louise Schuurmans, HBA '05

- Leadership roles include: co-president of AEO Club, Orientation, Ivey Information Team co-ordinator, pro bono consulting, community volunteer, volleyball coach
- Worked part-time in the Ivey Advancement Department
- Now with Ernst & Young preparing for CA



Heather Davis, MBA '05

- Won a bronze medal at the Sydney Olympics as a member of the women's eights rowing team
- BSc. from UBC, then worked with CIBC in Vancouver for three years
- Leadership roles include community rep at Ivey and mock interview coach
- Spent May in Russia as part of LEADER, now working as an associate of the MBA rotational program within CIBC retail markets

The very best thing about Ivey is the friends I made there. The students are committed, fun, and very good at what they do. The faculty are very open, and do everything they can to make sure the learning is great. I also love the case method. It's helped me gain a lot of knowledge about different companies and industries.



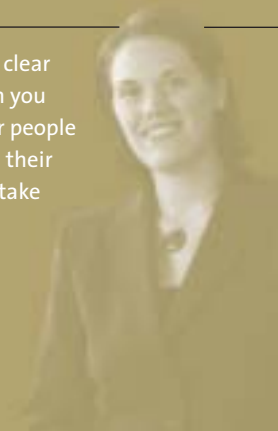
There's a sense of community within Ivey that I never really thought possible. Over the two years we have matured, become more confident, and are surer of where we want to go. I loved the amazing debates we had in class, and I've made good friends.

Ivey has opened my eyes to the opportunities that are available. It's given me insight into different cultural, political and business environments around the world. It's also taught me the importance of relationships, and the value of keeping your word and following through.

I attack problems in a new way. The case method builds upon my background in science and finance. It forces me to look at a problem as a whole, and to see how all the issues interact. Now when I do the numbers I don't just accept them as they are but ask myself: "Is this a reasonable conclusion?"

Leaders need to be charismatic, energetic, friendly, and approachable if they want people to follow them and work hard for them. They also need to have credibility and integrity so people will trust them. They must clearly set their expectations for people so they know where the bar is, and then raise the bar to motivate them to achieve more. They also need to be flexible, because people won't always be able to meet their expectations.

To be a great leader you need to have a clear vision that you strongly believe in. Then you need to have the ability to inspire other people to believe in your vision and adopt it as their own. You also must have integrity, and take responsibility for your decisions.



CLASSES OF 2005



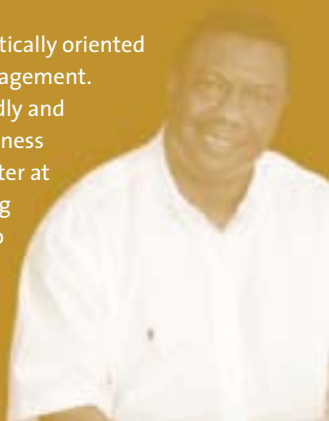
Fitzroy Richardson, EMBA '05

- Bachelor in Management Studies and Masters in Accounting
- 15 years spent in the energy industry
- Controller and Chief Administrator, Overseas Operation, Sherritt International Corporation
- CPA, member of American Institute of Certified Public Accountants

I've found it fascinating to observe the different perspectives during case discussions. It was very interesting how my classmates would look at business cases and define the problems completely differently to the way I was looking at it. It was also interesting to see how the varied background and experience of the class influenced the way solutions were arrived at and implemented.

What did you enjoy most about your experience at Ivey

I tended to be more tactically oriented in my approach to management. Now, I think more broadly and strategically about business problems. I am also better at setting priorities, deciding what is important to do now, and when to stop analyzing and planning and just make a decision.



How has Ivey changed the way you think?

Leaders need to be able to think strategically and tactically at the same time. Leaders must articulate the organization's vision or mission – what I call “its reason for being”. I think that leaders need to be firm but compassionate – firm to establish fairness and consistency, and compassionate so they can understand the different needs and behaviours of the followers.

In your view, what are the most important qualities of leadership in business?



(THIS PAGE) BETH SHUMKA AND JARED BETTRIDGE IN FRONT OF IVEY BUILDS PROJECT IN LONDON; (OPPOSITE) IVEY BUILDS STUDENTS, LED BY PRAKASH DAVID (FAR LEFT) AND MARK HEALY, (CENTRE BACK, WITH SUNGLASSES), GATHER WITH DEAN CAROL STEPHENSON BEHIND GRATEFUL NEW HOMEOWNER THERESA SCHARIO AND HER TWO DAUGHTERS.

BUILDING DREAMS



AN AMBITIOUS STUDENT-LED PROJECT GAVE IVEY STUDENTS A HANDS-ON EXPERIENCE OF COMMUNITY SERVICE

One year ago, newly-elected MBA Association President Prakash David, MBA '05, approached Dean Carol Stephenson about an idea for a project.

Stephenson, used to typical student initiatives, wasn't prepared for the ambition of David's vision: he proposed that Ivey students raise more than \$120,000, build a house for Habitat for Humanity, and hold a national conference on corporate social responsibility. The build and

conference would take place in April. "Isn't that when you're writing exams?" she asked. David replied firmly: "No student should be at Ivey if they can't study and do at least five hours of community service at the same time."

With those words, Ivey Builds was born, giving tangible, bricks-and-mortar expression to the School's commitment to community service. Ivey became the first business school in North

America to design, fund and build an entire Habitat house, and Ivey Builds became the first project in the School's history to involve every department and stakeholder group, and virtually every Ivey student. "We really wanted to do something that brought together all our students, something charitable that we could all work on," says David.

One of the biggest challenges faced by the Ivey Builds team was raising \$60,000 toward the cost of the build, and \$60,000 to fund the conference. Led by Beth Shumka, students approached several major corporations for sponsorship, and held a variety of special events and activities. TD Bank Financial Group soon became lead sponsor with a contribution of \$50,000. "For us, this brings together two important initiatives – our national sponsorship of Habitat for Humanity, and our longstanding relationship with the Ivey Business School," says Tim Hockey, EMBA '97, Co-chair of Personal Banking, TD Bank Financial Group. "The commitment of the School, its students and its faculty, shown through the passion and unfailing dedication that went into this project, is truly inspiring."

Student involvement didn't end with fundraising: architect Bayne Anderson, MBA '06 Candidate, and fellow MBA students designed the house, modifying a standard Habitat design to make it fully accessible for homeowner Theresa Schario, who is confined to a wheelchair. The final design includes an open lift just inside the front door, an accessible



(TOP) CROWDS FROM IVEY AND SPONSORS GATHERED TO ADMIRE THE NEW HOME; (RIGHT) RALPH NADER, IN TOWN FOR THE IVEY BUILDS CONFERENCE, PRESENTS KEY TO NEW HOME TO THERESA SCHARIO; (LEFT) PRAKASH DAVID, MBA '05 ADDRESSES GUESTS, STUDENTS AND MEDIA AT IVEY BUILDS HOME DEDICATION.

kitchen, and a main floor master bedroom with roll-in shower. Schario and her two teenage daughters were thrilled to be selected for the new house. "This will allow my girls to be less caretakers and more kids," says Schario. Schario will hold a mortgage with payments geared to income, and she and her daughters have committed to 500 hours of service with Habitat.

After months of preparation and fundraising, the build kicked off on April 1. The cool sunny spring morning rang with the sound of hammers and laughter as 25 Ivey students and several other volunteers started work on the house. Construction expertise was not a requirement, says Mark Healy, MBA '05, Ivey Builds Project Manager. "One

student was joking that he couldn't figure out what he was doing wrong until he realized he was hitting the wrong end of the nail!" In all, nearly 250 Ivey people participated over the next two and a half weeks.

The icing on the Ivey Builds cake came just days before the build was completed, when Prakash David and Mark Healy were awarded the 2005 International Student Leadership Award by the Graduate Business Foundation. Ivey is the only school to have received the Award twice.

On April 21, the nearly complete house was dedicated and presented to Schario. Consumer activist and former U.S. Presidential candidate Ralph Nader cut the ceremonial ribbon. "Business schools usually study markets and don't often engage in community activities," said Nader at the event. "But you can't run a society just on markets – you have to have community solutions to community problems."

The following day, Nader headlined the Ivey Builds conference, a sold-out event with 500 participants. In Nader's address, he took large multinationals to task for the "corporate crime wave," and ended by reflecting on the role Ivey students can play in making the cor-

porate world more responsive to social issues. The conference also included Avi Friedman, a leading advocate for affordable and sustainable housing, Stephen Lewis, a former politician and diplomat, and the UN Special Envoy for HIV/AIDS in Africa, and other experts from across North America.

Richard W. Ivey, HBA '72, introduced the conference, representing the third generation of Ivey family members actively involved at the School. "We need fresh recognition by corporate leaders that, if we are to be allowed to play a key role in the ongoing development of our societies, we have to pay more attention to society as a whole," he said. "It gives me great pleasure to see that students at Ivey, our future leaders, have not only asked for corporate social responsibility to be on the agenda, but have actually led the effort."

Jared Bettridge, MBA '05, a member of the Ivey Builds team, says the project will change forever the way he and his fellow students approach volunteerism, philanthropy and social responsibility in their future careers. "Giving back, you realize that life is not all about work," he says. "You realize that you can really make a difference."

IVEY

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The Ivey Business School is recognized as Canada's premier international business school and Canada's leading producer of new knowledge through research in management and business practices.

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CONTACT SPORT

**BEING A MENTOR TAKES TIME,
ENERGY AND COMMITMENT, BUT
THE RESULTS CAN BE SPECTACULAR**

What is a mentor? Someone who knows the ropes and is willing to share experience and knowledge. Someone who can pick up the phone and call the right person at the right time. Someone who cares enough to provide brutally honest feedback, and who wants you to succeed almost as much as you do.

Mentors have played a key role in the careers of many Ivey graduates. In fact,

the School has its own alumni-student mentorship program (check out www.ivey.ca/alumni/AlumniPartnership.htm). But often, mentor-mentee relationships develop spontaneously. In this issue of *InTouch*, meet three mentors who have had a dramatic impact on the career paths of their mentees, and learn about the benefits of mentorship from both sides of the equation.





HOW TO BE A GOOD MENTOR

ADVICE FROM STEVE DIOTTE,
DAVID GRAHAM AND MURRAY BRYANT

- Mentoring is a big responsibility – think carefully before taking it on and be prepared to keep it up
- Go into the mentoring relationship prepared to learn something from it
- Be a mentor because you want to – because you care about the development of the person you’re mentoring.
- Be encouraging but critical, and never patronizing
- Be prepared to put time into your mentor role, both in formal and informal settings
- Be available, even at short notice
- Set clear expectations of what your mentee can expect from you
- Don’t project your own experiences and goals on your mentee; take time to evaluate your mentee and understand what he or she is good at and interested in
- Be honest

HOW TO BE A GOOD MENTEE

ADVICE FROM LARISSA CHAIKOWSKY,
GRACE BUGG, SUSAN DALLHOFF,
AND OLIVER MCGINLEY REYNAL

- Respect the differences you have with your mentor and learn from them
- Respect your mentor’s time – think through your questions before you pick up the phone
- Pick a mentor who fits with your goals
- Encourage input and accept criticism
- Be honest
- Be prepared to listen, even if you don’t like what you hear
- Be open to your mentor’s advice, and prepared to act on it
- Say thank-you in whatever way you can
- Ultimately, make your own choices on your own terms – nobody else walks in your shoes



work well together and Diotte, now a partner, became an influential and inspirational mentor to Chaikowsky.

Diotte has a Masters in Industrial Relations and spent 12 years working as a labour relations specialist. He came to Ivey for his MBA when he was 33, looking for a career change. "I had a graduate degree with a business focus, so I thought 'how hard can this be?'" he says. "The answer was, 'Very!'" Still, he says doing his MBA at Ivey was the best decision he ever made, giving him the broad management skills he needed to move into consulting.

After stints with KPMG and Watson & Wyatt, Diotte joined the Ottawa practice of Deloitte in January 1999. Nine months later, Chaikowsky joined the firm after completing her Bachelor of International Business (BIB) at Carleton University. The innovative program requires students to learn a new language and spend a year abroad studying business in that language while completing an undergraduate degree in commerce.

Chaikowsky began working with Diotte almost immediately. "I'd been on the job maybe a week and all of a sudden this person comes flying into the room and says, 'I need you to write a letter pronto,'" she remembers. "I did the letter and handed it to him in the middle of a big team meeting. He promptly handed it back, covered in red ink, and I thought, 'oh boy, I'm in trouble now!'"

In fact, she was at the beginning of a relationship that has influenced her career and educational choices, and continues to be an important part of her professional life. Diotte and partner Ian Cullwick, MBA '89, encouraged her to complete her Certified Management Consultant designation and then pushed her to apply for the Ivey MBA program.

Chaikowsky didn't think she would get in, but Diotte assured her she would be successful. Although the firm had a plan to financially support consultants completing further education, he encouraged her to experience the Ivey program with no strings attached. Says Diotte: "I told her that with the number of opportunities she'd have coming out of Ivey, she

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A STRONG CONNECTION

LARISSA CHAIKOWSKY, MBA '04 AND
STEPHEN DIOTTE, MBA '96

Larissa Chaikowsky, MBA '04, admits that her first year and a half with Deloitte Inc. wasn't an easy ride.

She was adjusting to the challenges of being a consultant, and working with a manager who was dynamic and full of ideas but less orga-

nized and structured than she was used to. "We had completely different working styles," she admits.

But Chaikowsky and the Senior Manager Stephen Diotte, MBA '96, had respect for one another and felt a strong connection. Eventually, they learned to



DAVID GRAHAM (R) WITH
OLIVER MCGINLEY REYNAL,
PAULA REYNAL, AND BABY DAVID.

GOING THE DISTANCE

OLIVER MCGINLEY REYNAL, MBA '03,
AND DAVID GRAHAM

Oliver McGinley Reynal, MBA '03, can't remember his first meeting with mentor David Graham. That's because Oliver was a baby at the time. A friendship between his mother and Graham, a successful Toronto-based businessperson, grew into a lifelong connection between the two men.

McGinley Reynal's mother moved to Argentina and remarried when he was still quite young. He was raised in South America, attended high school in Aspen, Colorado, and completed his undergraduate studies at St. John's College in

Santa Fe. When he graduated, he went to work in the ski industry, eventually becoming general manager of a major ski resort project in Argentina.

Meanwhile, Graham, a Harvard MBA who founded a Canadian cable empire and now lives in the U.K., encouraged him to consider an MBA. Says McGinley Reynal: "When you're in your 20s, you tend to think you're right about more things than you are. I put up a lot of resistance to the idea of going back to business school but David kept coming back to it. The mes-

sage was – "Look at me, I have business school to thank for who I am."

As the South American economy slowed in the late 90s, McGinley Reynal decided the time was right, and began to look at the alternatives. Graham encouraged him to consider Ivey. "My strategy," says Graham, "was that he go to the best school he could get into." Adds McGinley Reynal: "As a Canadian, David would like to see more talented people stay in Canada."

But Graham did more than give advice: he visited the School with McGinley Reynal, meeting with professors and attending classes. "He wanted the opportunity to share the experience with me," says McGinley Reynal, "so that he could talk through the pros and cons of the program." McGinley Reynal was impressed by what he saw at Ivey, applied and was accepted. Graham later became a member of Ivey's European Advisory Board.

McGinley Reynal quickly learned to

CONTINUED ON PAGE 33 >>



GRACE BUGG, SUSAN DALLHOFF AND MENTOR, PROFESSOR MURRAY BRYANT

TWO-WAY STREET

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SUSAN DALLHOFF, EMBA '02, GRACE BUGG, EMBA '02, AND PROFESSOR MURRAY BRYANT

Susan Dallhoff, EMBA '02, and Grace Bugg, EMBA '02, didn't know each other when they entered the Ivey Executive MBA program in Mississauga, and they had very different career goals.

Dallhoff, who spent 15 years working in the capital markets, was planning a move from Bay Street to her own business. Bugg, with 20 years experience in the high-tech industry, wanted to broaden her skills so that she could step confidently into execu-

tive leadership roles in her industry.

Today, with the help of Professor Murray Bryant, they are partners in a successful governance consulting business.

During their second year in the program, the two women participated in a one-week exchange program in Mexico. While there, they started talking and a business idea was born. The concept had its roots in an EMBA project Dallhoff did with Casey House Foundation, where she served as a board member. "I looked

at their structure, their policies and processes, and designed a very collaborative process for working with the Board to assess their strengths and weaknesses, and come up with solutions," she explains. "Because the process was so collaborative, it received a very high level of buy-in, and the Executive Director of the Foundation said he thought there was a great need for this kind of service."

Bugg and Dallhoff turned to Professor Murray Bryant, who taught them Managerial Accounting and Controls, to help develop and refine their concept. "Murray is one of those profs who really gets you thinking," explains Dallhoff. "He was always very available and very interested in everything his students were doing." For his part, Bryant says he had developed "a sort of chemistry" with the two students and was impressed by their willingness to take risks and pursue their entrepreneurial dreams.

CONTINUED ON PAGE 33 >>

>> DALLHOFF/BUGG/BRYANT CONTINUED FROM PAGE 32

His advice proved influential from the start, says Bugg. "He helped us a lot with the thought process of developing our strategy, gave us ideas for how to market ourselves, and was very good at critiquing our materials and offering suggestions." One of his suggestions was that the two collaborate on a teaching case for Ivey. The case focused on the Toronto Symphony, with former premier and then TSO board chair Bob Rae as the protagonist.

When Bugg and Dallhoff graduated from Ivey, they launched Strategic Leverage Partners Inc., a boutique management consulting firm specializing in board effectiveness. One of their first steps was to recruit an advisory board, and they invited Bryant to take part. He agreed, and recently signed on for another two-year stint. "Murray's always available to kick ideas around with," says Dallhoff. "He's come up with some excellent ideas we've run with. If he doesn't hear from us, we hear from him!" Adds Bugg: "He's been very generous with his time, which we know is quite limited."

One of his most important messages to the new entrepreneurs was the importance of focus. Early on, before the partners had landed their first major client, Bryant sensed that they were beginning to feel some pressure. "I told them, 'Nothing has changed. Maybe it's taking longer than you originally expected, but if you give this away now, you lose your focus.'"

Currently, Bugg and Dallhoff are working on a study of non-profit board governance in Canada, aimed at identifying best practices, in partnership with the Centre for Voluntary Sector Research and Development. Bryant played a key role in developing the research concept and providing contacts.

Mentorship is a two-way street, says Bryant. "My involvement has given me a much better idea of the issues around board governance – and Ivey also got a very good case out of the relationship." But he also sees his advisory role as part of his job as an Ivey professor. "As Professor Dave Burgoyne used to say, 'students don't care what you know unless they know that you care.' The mentoring role is part of that caring."

>> CHAIKOWSKY/DIOTTE CONTINUED FROM PAGE 30

wouldn't want to be encumbered by an obligation to come back here. But I also promised her that there'd be a job waiting for her, if she wanted it."

In the end, she did. After working for CIBC between first and second year, and going through the job application mill, Chaikowsky found herself drawn back to Deloitte. Diotte had moved to Toronto in the meantime and was rapidly building a busy practice, expanding from three to more than 40 people in just two years. He offered her a manager position, instead of the usual senior consultant spot. "He's always been a mentor," says Chaikowsky, "but when I saw that he was willing to go that extra mile for me, it really began to shine through what a great mentor he was."

>> MCGINLEY REYNAL/GRAHAM CONTINUED FROM PAGE 31

appreciate Graham's guidance. "Spending two years in an environment so filled with intellectual capacity, and having been able to succeed in that environment, really builds your confidence," he says. "I am eternally grateful to Ivey for the education I received, and to David for pushing me in that direction."

Still, McGinley Reynal graduated into a tough job market, without a clear idea of his next step. Graham helped him find a consulting position with a small telephone company in Vermont. While there, a classmate drew his attention to a job advertised on the Ivey website. He pursued it, becoming Chief Operating Officer of Stone Tile International Inc, a Toronto-based company that imports and distributes exotic tiles from around the world. Under his guidance, the company has grown by more than 40 per cent, with businesses in Toronto and Calgary, and a new enterprise opening in Vancouver this summer. Graham is delighted with the move, which he believes suits McGinley Reynal's entrepreneurial bent and will position him well for future endeavours.

Although McGinley Reynal found this job by himself, he says Graham

Diotte says he has benefited from his relationship with Chaikowsky. "I've learned a lot about myself and my management style, and I've made adjustments." But the real benefit, he says, is the great personal satisfaction he takes in bringing out the best in Chaikowsky and other young staff members. "I am very proud of what Larissa has accomplished, and the others whose careers I've influenced. It's one of the things I enjoy most about this job."

Chaikowsky says having a mentor can make a big difference in any career. "You can do a lot of things on your own, but you can do it with a lot more finesse if you have someone to guide you along the way. Do I think I would be the same person or the same consultant I am today without having worked with Steve? I'd have to say no."

has been an important influence at every stage of his life. "David has always tried to help me do what's best for me," he says. "Sometimes we tend to make decisions for subjective reasons, but having somebody who truly cares about you and gives objective, 100 per cent genuine feedback is invaluable."

For Graham's part, it has been deeply rewarding to watch McGinley Reynal make his way through life. "I'm very proud of Oliver – he's done very well and his life hasn't always been easy. He's a highly principled young man, and that's unusual. We understand each other, and we're honest with one another, and in the long term, you do better that way."

McGinley Reynal has found a very concrete way to express his gratitude for Graham's support: he is helping to mentor a new generation of Ivey graduates. For the past two years, he has worked with an Ivey Client Field Project team at Stone Tile. He is also a participant in the Ivey Partnership program, through which alumni offer to electronically mentor graduating students. "I think we all need to have a mentor – everyone should look for the opportunity."

Profile

HOT PROFS



DENIS SHACKEL (LEFT)
AND MICHAEL SIDER

**DENIS SHACKEL
AND MICHAEL SIDER
ARE GAINING
A NATIONAL
REPUTATION FOR
EXCELLENCE
IN TEACHING**

For Ivey profs Denis Shackel and Michael Sider, there's no greater reward than a thumbs-up from their students. That's why they were pleased to see their names in a recent issue of *Canadian Business*, as part of a feature entitled "Best in Class." The story recognized top MBA professors from across the country, put forward by their students.

Shackel and Sider are both recent recruits to Ivey, and specialize in management communications. Although they teach separate courses, in many ways they work as a team. Sider, the younger of the two, describes Shackel as a "mentor." Says Shackel: "We have a wonderful, supportive, true team spirit that I have not previously experienced in any other academic setting."

Before he came to Ivey, Shackel taught psychology for 29 years at Uni-

versity of Toronto, where he was named Professor of the Year in 2000. Seven years ago he was involved in a tragedy that changed his life. He and his brother-in-law set out on a spring day to climb New Zealand's Mount Ruapehu, an ascent they had made before. His brother-in-law, an experienced climber, lost his footing as they approached the summit and fell to his death. Stranded for the night in a T-shirt and shorts with temperatures plunging to minus 30 degrees, Shackel managed to stay alive using a technique that he calls 'five seconds at time.' He believes that this technique, and other practices that saved his life, can help people become successful business leaders. "It's a miracle that I'm alive," he says. "This fuels my sense of purpose and mission in life

I discovered talents and potential that were truly breathtaking."

His students appreciated this lesson, too. One student wrote: "This class tests us like no other and we'll be sure to remember the impact you had on us for eternity." Another wrote: "This class has been a trigger for me – one of the few in my life when I realized that I can reach much higher than I thought I could."

Shackel believes that students need to feel that they're in a safe environment before they can push themselves to their limits. "I absolutely abhor the use of sarcasm. I encourage people to risk and to explore new ideas, and say things that they may normally keep to themselves, because they know I won't zap them."

test between traditional corporate values and progressive activism. "There's a great deal of pressure on business to be more socially responsible," he says. "My focus is how do we make communication between business and activists work, so that business can accomplish its objectives and the activists can be heard?"

Sider enjoys being around very bright young people, and likes to create high-energy classrooms that challenge pre-conceived notions. His goal is to create a lasting passion for learning. Recently he received a note from a former student who had heard him lecture eight years ago on the internationally acclaimed artist Christo. She had just flown to New York City to see The Gates, the public art project for Central Park created by Christo and Jeanne-Claude. "It's probably too much to say your lecture changed my life," she wrote, "but the passion I felt for The Gates when I went to see it had a large part to do with the passion you inspired in the course."

Shackel and Sider have much in common, and bring their interests into the classroom. Both take a faith-based approach to their work. Shackel's experience on Mount Ruapehu has left him with a profound sense of spiritual calling. Sider's father is a respected theologian, and his sister an Anglican minister. They both are exceptional musicians and athletes. Sider often sings in class, and starts many of his sessions with a taped song. A competitive tennis player, he sometimes brings a couple of tennis racquets into class and bats the ball around. Shackel is an accomplished pianist, clarinet teacher, has run in seven marathons, and is about to build his third house – this time in Grand Bend.

They also share a deep sense of privilege in teaching Ivey students. "Teaching at Ivey has been one of the highlights of my professional career," says Shackel. "I have so much learning from these students. It touches me deeply." Adds Sider: "I love the energy and enthusiasm that's created in the classroom. The students often say it's my enthusiasm, but it's really theirs."

"We have a wonderful, supportive, true team spirit that I have not previously experienced in any other academic setting."

– to unlock the talents of others."

Shackel is an experienced teacher, but he learned something new in his Advanced Presentation course last term. In one of his first sessions, he broke the class into small groups for individual presentations. When they came back into the class, he asked the groups for feedback. He was told that one of the students, a woman from Africa, had made a powerful presentation to her group about AIDS. When he asked her to do it before the whole class, she refused. "In all my years of teaching I would have backed off and respected her choice," says Shackel, "but something stirred in me that said 'don't let this woman get away.'"

After firm but gentle coaxing the young woman reluctantly agreed. "We all were spellbound, and some in tears," says Shackel. "The lesson for me was when you push hard, you can get phenomenal results. After that session I continued to push harder than I have in the past, and in doing so

Using his background in educational psychology, Shackel observes each student carefully to determine his or her learning style – auditory, visual, or kinesthetic. He videotapes every session, so he can better assess each student's contribution, and look for ways in which he can improve.

Sider comes to Ivey as an English scholar with an entrepreneurial bent. He paid for much of his schooling with the earnings from a painting company he started as a teenager. As a PhD student at Western, he became fascinated with Keats, and later wrote a book about his poetry. After a fellowship at the University of Pennsylvania, he was invited back to Western to recreate its Effective Writing Program. Using innovative management skills and powerful teaching, Sider grew the program dramatically, making it a campus success story.

The transition from English literature to management communications fits with Sider's practical side. In his research he looks at the emerging con-

Development

Trading Space

UBS is partnering with Ivey to develop a unique equities trading simulation

UBS Canada, an investment banking firm, is part of a huge international organization with assets of more than \$1.6 trillion under management, and a presence in more than 50 countries. Yet, despite a 50-year history in Canada, it's not a familiar brand to many of us. "We need to get better known in Canada," says CEO Jim Estey.

One of Estey's tactics for building a higher profile and attracting bright young minds to the company is an innovative partnership with Ivey. As a member of Ivey's Corporate Investors' Program, UBS will be providing financial and academic support to the School, while raising awareness with students, faculty and alumni.

The Corporate Investors' Program is

based on the recognition that the future of business and business education are inextricably linked. Successful companies need new blood to fuel their growth: the School needs financial support to maintain excellence and frontline input to ensure its curriculum reflects current business realities. "Each relationship is unique," says Andrea McGuigan, Ivey's Associate Director of Corporate Development. "We work with companies to identify an investment opportunity in the School that aligns with their goals, the School's goals, and the students' goals."

UBS is interested in making contact with Ivey students early enough to have some impact on their careers and first job choices. "We want to get a look at the students earlier," says Estey. "I find that by the time I get there, no matter how early I go, some of the best have already been picked up."

The ideal opportunity for UBS, it turns out, also meets a need in Professor Bob White's Capital Markets course. The bank is collaborating with White to develop an equity trading simulation, and offer it to Ivey students as an annual competition. UBS has pledged a generous contribution of \$250,000 over five years.

Rick Meslin, MBA '99, Executive Director of Institutional Equity Sales at UBS, is leading the charge. "We want the simula-

tion to be as exciting and engrossing as our business is on a day-to-day basis," he says, "but without being completely overwhelming to someone who is new to it." The framework of the game is in place, and a student will spend the summer developing various real-world scenarios to be played out. If the simulation works well, Meslin envisions using it to educate UBS clients, as well as Ivey students.

For the simulation, students will be divided into groups of four people, each representing the trading desk of one dealer. Starting with a specified amount of money, the groups will begin responding to news, taking and placing orders, and watching the stock market move. "The game will test their ability to manage several things at one time, to make decisions immediately, and to keep track of a book of business," says Meslin. "There's no right or wrong on a minute by minute basis, but there will be an element of adrenaline that really reflects what a trading floor feels like. It's all about getting people to work together, see the big picture, and have some fun." Each section of the MBA program will run the game over a one or two-day period, with the most successful teams facing off in a final round.

A game of this complexity is unique in Canada, Meslin believes. In addition to

CORPORATE INVESTORS' PROGRAM

Since its earliest days, Ivey has counted on the interest and support of leading corporations. The Ivey Corporate Investors' Program formalizes these relationships, building a strong link between excellence in business and in business education. As members of the Program, companies become part of an inner circle, playing a pivotal role in shaping the future of the School and the learning experience of its students.

Financial support from the Corporate Investors' Program helps the School attract outstanding students and faculty, produce leading-edge research, and offer unique learning and networking activities for students and alumni. In return, corporations have enhanced access to Ivey students, faculty and alumni, special recognition opportunities, and the services of a dedicated School liaison person. Each relationship is unique, developed to align with the goals and interests of the company.

Among the companies who, like UBS, are part of the Ivey Corporate Investors' Program:

- Scotiabank, which supported the development of the

Spencer Conference Centre, has funded several student scholarships, and now sponsors the Scotiabank International Case Competition

- ING Bank, which supports student scholarships and a faculty fellowship
- Corus Entertainment, which among several contributions, funded a \$2 million Chair in Women in Management
- Great West Life and London Life Insurance, which have supported scholarships, professorships and case writing
- Telus, which sponsors a number of alumni activities
- IBK Capital, which sponsors the IBK Capital Business Plan Competition
- Boston Consulting Group, which sponsors the BCG Internal Case Competition
- Merck, Bayer, Eli Lilly, Biovail and GlaxoSmithKline, among the many corporate supporters of Ivey's innovative Biotech Stream
- Canadian Tire, which donated its corporate archives to Ivey
- Maple Leaf Foods, which supports student scholarships and sponsored a room at Spencer Conference Centre

For more information on Ivey's Corporate Investors' Program, please contact Andrea McGuigan at (519) 661-4100.

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providing Ivey students with a lively, hands-on learning experience, it will give UBS an opportunity to assess their skills and talents under pressure. In fact, the technology will allow both UBS representatives, who will be present during the operation of the game, and Professor White to monitor and coach the teams throughout the game.

Just as important, it will give Ivey students who may not have considered a career in investment banking an opportunity to discover their hidden talents. "The game lets people see for themselves if they have the abilities needed for this business, and gives them a confidence boost to apply for a job with UBS," says Meslin.

The partnership with UBS is an excellent example of how companies can contribute to the education of Ivey students, says Dean Carol Stephenson. "We encourage and welcome strategic partnerships with the business community," she says. "It enriches learning for our students, and sharpens the real-world focus of our curriculum. A perfect partnership is one where each partner benefits equally."

ONLINE ALUMNI DIRECTORY

Network with other Ivey Alumni using the Directory in eZone

The Alumni Directory in eZone can help you find Ivey Alums, who graduated in a specific year, with specific job titles, job function, companies, industries, cities, provinces and countries. Network with other Ivey Alums – it is simple to access and use:

- Log-in to eZone at www.ivey.ca/ezone
- If you forgot your username and password, e-mail alum@ivey.uwo.ca to request it
- Click on "Directory" on the left hand side of the eZone welcome page
- Select "Find an Alum"
- Enter your search criteria, which includes degree, year, title, occupation, company, city, province and/or country
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Ivey Lives Remembered

Earl Orser, LLD '91 1928-2004

“The business world is changing, and therefore we as a management school must change. Whether it’s globalization or intensified competition or technology, there are new and different demands on management. To remain relevant, Ivey must not just keep up, but anticipate the demands managers will face in the future.”

Earl Orser spoke these insightful words in 1997 as the \$75-million Ivey Campaign was gathering steam. His leadership

leading to a much stronger, more diverse and active Board that has since played a key role in the School’s development.

But Ivey cannot claim Orser exclusively: he was an exceptional business leader, volunteer and philanthropist who touched many organizations and individual lives during his lifetime.

Born in Toronto, Orser completed his Bachelor of Commerce at the University of Toronto and qualified as a chartered accountant in 1953. By the mid-

60s, he was looking for new challenges, and went to work in industry. After stints with Anthes Imperial, Molson’s and Air Canada, he joined the T. Eaton Co. becoming president and CEO in 1975, and famously presided over the demise of the Eaton catalogue.

When he parted company with the Eaton family, he was hired as a consultant by Brascan. In 1980 he became executive vice-president and CEO of London Life, then the largest insurance company in Canada. He became president in 1980 and chairman of the board on his retirement in 1989. “That was the pinnacle of his career, where he brought all his experience together,” said his daughter Barbara, a business professor at Carleton University. He also took an active role with the Canadian Life & Health Insurance Association, serving as its chair.

During his tenure, London Life grew from \$4-billion in assets to \$16-billion. “I always thought of

him as the consummate manager,” said Jim Etherington, who worked as a vice-president with Orser. “He never argued against an idea from anybody. He came to the table with lots of ideas himself, but he was almost intuitive in encouraging the ideas of others at the same time.”

Orser was also an energetic volunteer, lending his skills to the London Economic Development Corporation, The University of Western Ontario, and Ivey, among many organizations. He received an honorary degree from Western in 1991, and the Ivey Distinguished Service Award in 1997. “He was grounded in a strong set of values and they never wavered,” said Dean Carol Stephenson. “Earl was Earl. He was solid. He knew what he believed and he stuck to it no matter what he was doing.”

Orser and his wife Marion had four daughters. He died of cancer at home in London, Ontario on December 26, 2004, at the age of 76.

IN MEMORIAM

Harry Ritz Yeandle, HBA '32

Walter Dearness Tamblyn,
HBA '34

Johnny Downs HBA '44

John Hewetson Cooper,
HBA '45

William Howard Yeates,
HBA '48

Harry Gallinger, DBA '50

Wilfred Beaudry, HBA '53

William L. C. Sturgeon,
HBA '55

James Thomas Hill,
HBA '56

James Alexander Wylie,
HBA '59

Kenneth Charles Roulston,
MBA '62

Thomas Evald Torokvei,
HBA '66

John Harold Anderson,
HBA '67

Frank A. Vita, Exec '70

Robert Michael Fagen,
MBA '73

Wayne Robert Munday,
HBA '75

Darwin Eugene Hayward,
HBA '79

Gail Douglas-Becks,
MBA '83

Gregory Wallace Affolder,
MBA '94

Neil Patrick Ryan,
MBA '00

Andrew Lash, MBA '03



Alumni Speak

Discovering the leader within

By Milan Moravec, MBA '63

Faced with increasing competitive pressure and the growing demands of anxious shareholders, companies are struggling to sharpen their strategic evaluations and organizational effectiveness. Traditional managerial skills by themselves cannot produce decisions that lead to future success. What's needed is leadership, and many companies are working to find it, develop it and nurture it.

What's the difference between a leader and a manager? Managers initiate, administer, and maintain; leaders originate, innovate and take risks. The good manager keeps an eye on the bottom line and knows the cost of everything; the good leader keeps an eye on the future and knows the value of everything. The manager asks 'how?' and 'when?' The leader challenges tradition, asking 'why?' A successful leader, in short, is more like a high-velocity entrepreneur than a classic good soldier.

Usually organizations look to senior management for leadership. But leaders can be anywhere, and savvy companies are finding ways to seek them out and clear a path for them.

If you want to be an effective leader today, what do you actually do? How do you twist your way out of the plastic wrap of sameness and begin executing strategic plans? Here are some suggestions, based on what I've observed in organizations that are finding lead-

ership within reach at all levels:

- Plunge in and start. Don't wait for approval or divine guidance – you will never have all the answers.
- Throw out the org chart. It's a graveyard that represents your history, not your promise. Teams, not hierarchy, enable agile responses to complex business challenges.
- If you make a mistake, admit it, recover quickly, fix it if you

- (yours and others) resulting from the transition journey.
- Keep the momentum going. Build employee and customer loyalty through relationships and delivering on promises made.

When organizations have access to the same customers and suppliers, the difference in performance is realized through their leadership. And when cultivated systematically and deliberately, leader-

“Managers initiate, administer, and maintain; leaders originate, innovate and take risks.”

can, learn from it, and try something else. Above all, don't waste time and energy finding someone to blame.

- Abandon mindless routines, organizational dogma and once-successful strategies that have become blinders. Risks need to be taken to achieve the new vision.
- Look for solutions you haven't tried before – preferably simpler ones, since time is of the essence.
- With the aid of individuals and teams from all levels and functions, identify basic 'anchors' and desired outcomes that will guide subsequent decisions.
- Make sure everyone is committed to the outcomes. Don't allow laggards to hold the process back – it is often easier to let them go. The greatest source of cynicism is the perception of difference between talk and actions.
- Tell the truth about the organization's health and needs.
- Stay flexible, keep learning and know how to balance your own needs with those of the gyrating business.
- Learn how to handle emotions

ship is within reach, and can grow, in all aspects of the organization.



Milan Moravec, MBA '63, is CEO of Moravec and Associates in Walnut Creek, California. This article is excerpted from a longer piece by Mr. Moravec. To read the whole article, visit www.ivey.ca/intouch

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

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HOMECOMING 2005

FRIDAY

Executive Development Offering – Leadership and Change

8:30 am – 4:30 pm Ivey's Executive Development has designed a program specifically for reunion classes focusing on Leadership and Change

Golf Anyone?

12 pm – 6 pm The Ivey Alumni Association/London Chapter invites you and your classmates to tee off your reunion with a round of golf

Class Welcome Receptions

7 pm – 12 am Get the weekend off to a great start and get reacquainted with old chums from your class

SATURDAY

Breakfast Tours

9 am – 11 am Have an Ivey student show you what's new as you re-visit your old stomping grounds – breakfast included

Event in the Tent!

11 am – 1 pm Cheer for your year during the multimedia presentation, share some memorable moments and meet Dean Carol Stephenson. Enjoy a complimentary buffet lunch

Ivey Ring Tradition

2 pm – 3 pm Take the Ivey Pledge to practice ethical business and receive your Ivey Ring

Go Mustangs!

2 pm – 4 pm Cheer on the Western Mustangs as they play the York Lions in the TD Waterhouse stadium

Celebrate A Night of Retro Revival

6 pm Sit with your class and see your faculty at the London Convention Centre for a funky evening complete with a cocktail party, hors d'oeuvres, complimentary photos, delicious cuisine, dancing, and live entertainment you'll never forget!

SUNDAY

Farewell Brunches

Enjoy a proper sendoff at your farewell class brunch

Stay tuned for more information or contact

Terri Garton at
tgarton@ivey.uwo.ca or
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