

Richard Ivey School of Business  
The University of Western Ontario

IVEY

# intouch



## Leadership in Action

Ivey Grads, John Schumacher, MBA '84  
and Sylvia Chrominska, HBA '75 practise  
cross - enterprise leadership in their roles  
at Scotiabank Page 18

## Staking a Claim

Ivey creates a new campus in downtown  
Toronto Page 28



POWERED BY  
THE IVEY NETWORK

A magazine for alumni and friends of the Richard Ivey School of Business/Summer 2006

IFC - Ivey Trading Co.pdf

# INSIDE INTOUCH

SUMMER 2006



## FEATURES

**14 Ten Minute Guide to Cross-Enterprise Leadership** A quick update on the impact on HBA, MBA and EMBA programs.

**18 Cross-Enterprise Leadership in Action** Ivey Grads Sylvia Chrominska and John Schumacher see the big picture in their senior roles at Scotiabank.

**22 Class of 2006** Six Ivey Grads give their views on the Ivey experience.

## DEPARTMENTS

**4 Doing Business** Competitions, research, lectures, awards, conferences and more.

**8 Alumni in Action** Alumni help create a new course; task force rejuvenates Class Liaison role.

**p. 28**

IVEY ESTABLISHES DOWNTOWN TORONTO CAMPUS IN FORMER TSX BUILDING

**26 Profile** Mary Heisz teaches accounting, and makes it fun!

**28 Development** With help from its supporters, the School establishes a campus in downtown Toronto.

**30 Notes from Near and Far** Check in on your former classmates – there's been lots going on!

**45 Ivey Lives Remembered** Lisa Matthews Schatz.

**46 Alumni Speak** Ken Mark encourages managers to look beyond the facts and figures.

Editor in Chief Glenn Yonemitsu, MBA '89

Editorial Board Bob Beauregard, MBA '62, alumnus; Terri Garton, Alumni Relations; 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

Design Karin Culliton

Production Co-ordinators Don Park, Rachel Condie

Contributing Writers Pat Morden, Max Morden, Ken Mark, HBA '98, Terri Garton

Research Erin Jacobi

*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 2006 – Richard Ivey School of Business. Reproduction in whole or in part without permission is prohibited.

Cover Photo DW Dorken

Advertising Sales Krista McFadden, Ivey Advancement (519) 661-9101



## Doing Business

The School in the World

### Sharp named 2006 Ivey Business Leader

Isadore Sharp, the founder, Chairman and CEO of Four Seasons Hotels Inc., will receive the 2006 Ivey Business Leader Award at a black tie dinner in Toronto on September 21. Sharp founded Four Seasons Hotels in 1960. Today the company portfolio includes 70 hotels in 31 countries, with more than 20 properties in development. Four Seasons is the No. 1 luxury hotel chain in the world. Mr. Sharp is also active in furthering cancer research and supporting the arts in Canada.



sons is the No. 1 luxury hotel chain in the world. Mr. Sharp is also active in furthering cancer research and supporting the arts in Canada.

### IVEY STUDENTS WIN CA\$H

Three Ivey students came first in this year's edition of the Battle for CA\$H, an annual competition held by the Canadian Institute of Chartered Accountants for university students considering a career in accounting. The winning team members were Burzin Contractor and Max Sykes, both first year HBA students, and current AEO student, Vishwath Kumar. To win, the team took part in a friendly competition, stressing the use of skills such as teamwork, leadership, organizational ability and time management.

### Women actively recruited for MBA program

A special session held in Toronto on January 30 was designed to encourage more young women to consider an MBA. The event included a panel discussion with Dean Stephenson, Professor Tima Bansal, Ivey Career Management staff, and several alumnae and current students, followed by an informal networking session.

### Cross-Enterprise challenge launched

In early March, Ivey HBA students had an opportunity to strut their entrepreneurial stuff in front of a volunteer panel of executives, many of them alumni. Each student team presented a three-minute pitch, with the top three teams presenting a 15-minute pitch. Among the experts: Lisa Colnett, HBA '81, John Adamson, MBA '70, Mark Healy, MBA '04, Sunil Godse, MBA '04, Hans Jonckheere MBA '74, Allan Marshall, MBA '82, and Jim Hall, HBA '71.

### Scotiabank International Case Competition attracts teams from around the world

Ivey played host to students from 11 different countries, including the Czech Republic, the Netherlands, Mexico, Singapore, Thailand and Hong Kong, from March 15 to March 18. After three days of intense preparation and friendly competition, three teams were selected as finalists, and the team from the Otto Beisheim Graduate School of Management in Germany emerged victorious. The University of Otago, New Zealand, successfully defended its title as Spirit Cup champions.

THE WINNING TEAM FROM OTTO BEISHEIM GRADUATE SCHOOL OF MANAGEMENT IN GERMANY.



## What's on our minds: A round-up of relevant management research at Ivey

### Do stock options foster risk-taking?

Stock options are supposed to encourage managers to take risks and keep the firm growing. But as options go up in value, the incentive effect changes. Professor Neil Brisley has designed an approach that he calls "progressive performance vesting." The greater the appreciation in price, the more options can be exercised, so managers continue to have a reason to take risks.

### Are senior leaders a source of competitive advantage?

When a professional sports team is under-performing, action is swift and terrible: the GM is fired. Professor Glenn Rowe tracked variables such as previous year's performance, player turnover and number of all-stars to identify GMs who are sources of competitive advantage. When he factored in post-season play, Rowe found that a GM's competitive advantage was an accurate predictor of how a team did in the playoffs.

**What happens when the supply chain fails?** Today's businesses rely on a complex web of supply chain relationships, and occasionally something goes wrong. Professor Kevin Hendricks found that when the supply chains of publicly traded firms broke down, the impact was felt on share price for at least three years. On the day of announcement alone, shares dropped an average of 7.2 per cent.

To read more about these and other important research projects, check out [www.ivey.ca/Publications/impact](http://www.ivey.ca/Publications/impact)

## Great response from other alumni with Olympic connections!

In the last issue of InTouch, we listed all alumni we knew of with an affiliation to the Olympic Games. You came to us with additional names that we missed – thank you!

- May Allison, HBA '87 – 1996 Atlanta Games – Athletics (Marathon)
- Karen Fonteyne, MBA '98 – 1996 Atlanta Games – Synchronized Swimming
- Alan Thomson, MBA '00 – 1984 Los Angeles Games – Canoe/Kayak
- Gary Trevisiol, HBA '82 – 1984 Los Angeles Games – Cycling (Track)

## Ed Clark delivers first Ivey lecture



In an address marked by self-deprecating humour, thoughtfulness and insight, Ed Clark kicked off the Richard G. Ivey Speaker Series on March 22.

Clark, who is President and CEO of TD Bank Financial Group, underlined the importance of developing a simple strategy. "Don't let the complexity of the business cause you to have complex strategies," he said. "If strategies are to be implemented, they must be able to be communicated." He also recommended planning strategy based on where you want to go, rather than where you are, building on your organization's "edge," understanding that "execution always trumps strategy," and finding the right balance between sticking to your strategy and allowing for creative thinking and adaptation.

Clark also dealt with the importance of value systems, pointing out that "culture is what people do when no one is looking." He emphasized the leadership values of making an impact, building for the future, working in teams, practicing good judgment, demonstrating integrity and maintaining transparency.

The annual Ivey Speaker Series honours Richard G. Ivey, the man for whom the School is named, and a leading lawyer, businessperson and philanthropist. Ivey served as first Chair of the School's Advisory Committee, and played a key role in establishing the School as the first national school of business. Both his son, Richard M. Ivey, HBA '47, and his grandchildren, Richard W., HBA '72, and Rosamond, HBA '82, are graduates of the School and generous supporters.

## HBA student leads Western Students' Council

Fab Dolan, HBA 2007 Candidate, received just under 50 per cent of the student vote to become the 2006-2007 President of the UWO University Students' Council.

"I've been involved with the USC for the last three years and it's a very diverse orga-



FAB DOLAN, HBA 2007 CANDIDATE, BECOMES PRESIDENT OF THE UWO UNIVERSITY STUDENTS COUNCIL

nization," said Dolan during his successful campaign. "There's something for everyone, from student affairs to charity to policy development. It's a fast-paced environment for board members and a lot of fun!"

## Guess who's coming

A selection of top speakers at Ivey, January to April 2006

- Former MP David Kilgour and Department of External Affairs whistleblower Joanna Gualtieri
- Margareta Mahlstedt, Brand Communication Manager, MINI Canada
- Charles Brandes, founder of Brandes Investment Partners and #382 on Forbes list of The World's Richest People
- Pierre Rivard, MBA '83 CEO of Hydrogenics, a hydrogen power company
- Tal Bevan, Former President of Worldcom Canada, and Norm King, head of BoardMatch
- Philip MacKinnon, Canadian Ambassador to Egypt
- Bob Young, former CEO of Red Hat, entrepreneur, and owner of the Hamilton Tiger Cats
- Michael McCain, HBA '79 CEO of Maple Leaf Foods

To find out what else is happening at Ivey, check out the School's event blog, [www.ivey.ca/connection](http://www.ivey.ca/connection).

## Quantum Shift™ 2006 Participants Join Growing Network Body

Founders, Presidents, CEOs – different titles, but similar mandates as 37 leaders of successful Canadian private companies came together on May 7th to participate in Quantum Shift™ 2006. Co-founded by KPMG Enterprise and Ivey and sponsored by the Globe and Mail and the Toronto Stock Exchange, Quantum Shift is an intense and exclusive week-long leadership development program for select entrepreneurs. Utilizing the School's renowned case study method, the Ivey Quantum Shift faculty members were able to draw on the life experiences of this outstanding group to create a dynamic forum that challenged the participants to capitalize on their personal and business growth opportunities.

All participants are now enrolled in the "Fellows of Quantum Shift" alumni network. If you are interested in being nominated for Quantum Shift 2007, visit [www.quantumshift.ca](http://www.quantumshift.ca).

ERIC MORIN, PRESIDENT- EASTERN CANADA GRAFIKOM (LEFT) AND STEPHEN COOK, MANAGING PARTNER, COLUMBIA PACKAGING INC., SHARE THEIR VIEWS DURING AN ANIMATED QUANTUM SHIFT DISCUSSION.



# IVEY BUILDS 2006

## THE NATIONAL CONFERENCE ON CRISIS LEADERSHIP



“If you prepare for everything you can anticipate, you will be ready for the unanticipated.”

Those wise words from a mentor came back to Rudy Giuliani when as Mayor of New York he faced the events of September 11, 2001. Giuliani included “relentless preparation” as one of six key principles of crisis leadership when he spoke at Ivey Builds 2006, the National Conference on Crisis Leadership, a remarkable student-run event that took place on April 21.

Planning for the Conference started a year earlier, shortly after the first Ivey Builds conference and Habitat for Humanity house build were completed. More than 50 student volunteers worked together to pull off the impressive event, which attracted 500 participants for the daytime sessions, and more than 1,000 for Giuliani’s early evening presentation.

In addition to Giuliani, the Conference featured an array of top speakers, including Nigel Fisher, CEO of UNICEF Canada, Dr. Colin D’Cunha, Ontario’s Chief Medical Officer of Health during the SARS crisis, and CBC

Television news anchor Peter Mansbridge.

Luzius Wirth, President of Ivey Builds 2006, was one of those looking relieved and happy by late afternoon on the day of the Conference. He says the experience taught him many things, including the importance of putting the right person in the right job and the challenge of leading volunteers. “Everyone showed an impressive dedication to the job,” he said, “considering that they were motivated by a pure commitment to a higher cause.” For

Colin McDougall, President of the MBA Association, the conference achieved its goal of connecting students, faculty, alumni and the community in a single event. “It was everything I had hoped and more,” he said. He is delighted that next year’s student leadership team is committed to continuing the Ivey Builds tradition.

“The universal truth we have learned,” said Dean Stephenson in her wrap-up of the day, “is that it’s not the crisis itself that defines the future of an organization or an individual, but the actions we take in its wake. Whether the crisis we face is natural, political, financial, or environmental, it could have tragic long-term consequences, or it could provide the opportunity for renewal, growth and positive change.”

**“Courage is not about being fearless: it’s about managing your fear.”**—RUDY GIULIANI, FORMER MAYOR OF NEW YORK CITY

**“In a crisis, all of your leadership skills are judged by a few short moments of time.”**—PETER MANSBRIDGE, CBC TV ANCHOR

**“If you wait for a crisis to begin to lead, it’s too late.”**—ROGER SCOTT, CEO MORGAN STANLEY (QUOTED BY CAROL STEPHENSON)

IVEY BUILDS TEAM POSES WITH RUDY GIULIANI, DEAN CAROL STEPHENSON AND UWO PRESIDENT, PAUL DAVENPORT



P7 - CROSS ENTERPRISE.PDF



## Alumni in Action

Through the Ivey Alumni Association, grads benefit from the Power of the Ivey Network

### Alumni help students hit the ground running

A group of Ivey alumni are helping to jumpstart a new capstone course for second-year MBA students, "Preparing for Leadership: Hit the Ground Running." Twenty-five grads returned to the School on February 3 for a day of industry panel discussions, designed to provide students with an in-depth, real world perspective, framed by Ivey's mission statement.

The alumni, who came from as far as Denver, New Brunswick and Calgary, were divided into eight panels focusing on different industries. Lisa Wiens, MBA '06, was one of the eight student hosts who met the panel members when they arrived at the

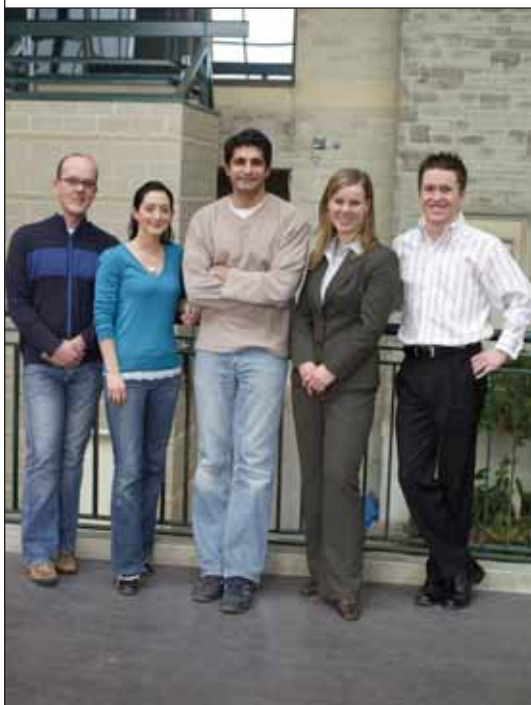
School, took them on a tour, and facilitated the discussions. "They were very senior people, but also very approachable and down to earth," she says. "We were able to ask very basic questions about what it's going to be like day to day in the industry."

The panelists helped students confirm whether they were pursuing the right industry, says Natalie Edwards, MBA '06, who hosted the real estate panel. "They were able to identify issues they had in their careers, and any stumbling blocks that we might run across as we're embarking on our own." Sal Ali, MBA '06, the host for marketing, said globalization emerged as an important theme for his panel. "All of them told us that we had to think globally. They also focused on managing your career and managing your personal health and family."

Much of the interest came from the fact that the panelists were Ivey grads, who had all started from the same place. "They all said they wouldn't be who or where they are had they not strategically leveraged the relationships they built here at Ivey and worked off each other's strengths," says Kenric Tyghe, MBA '06, the student host for the financial services industry. "They also seemed very appreciative of an opportunity to engage with us, and interact in terms of what are the next generation of leaders thinking."

The final step was for the students to reflect on the experience from the day's discussions, and then bring their thoughts and ideas back to the classroom for presentation and further discussion. Bas Van Berkel, MBA '06, the host of the entrepreneurship panel, received a lot of interesting feedback. "Everybody was very enthusiastic," he says. "This kind of course really adds value to our experience. Moments like these – when alumni come back and we get to connect with them – are great moments."

IVEY ALUMNI LEAN BACK AFTER 'HITTING THE GROUND RUNNING'. (L-R) BAS VAN BERKEL, MBA '06, NATALIE EDWARDS, MBA '06, SAL ALI, MBA '06, LISA WIENS, MBA '06 AND KENRIC TYGHE, MBA '06.



### 'HIT THE GROUND RUNNING' INDUSTRY PANELISTS

Don Bailey, HBA '84, President, Triton Investments Inc.

Aubrey Baillie, HBA '67, Executive Chairman, Newport Partners Inc

Andrew Barnicke, HBA '83, Senior Vice President, JJ Barnicke Limited

Rob Bracey, HBA '80, President, Quartet Service Incorporated

Brian Crombie, HBA '82, Senior Vice President & CFO, Biovail Corporation

Darin Deschamps, HBA '87, Managing Director, National Bank Financial

Michael Evans, MBA '75, President, Atlas Development Corporation

Tim Fowler, MBA '95, Vice President, Pepsi-QTG Canada

David Ganong, MBA '70, President & CEO, Ganong Bros Limited

Tim Hodgson, MBA '88, President, Goldman Sachs Canada

Jim Hunter, MBA '76, Chairman & CEO, NexGen Financial Limited Partnership

Richard Knowles, HBA '73, President & CEO, Sceptre Investment Counsel

Al Magrath, HBA '71, MBA '72, Former Director, Marketing, 3M Canada Company

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

Tim McGuire, HBA '83, Director, McKinsey & Company

Pierre Morrissette, MBA '72, President & CEO, Pelmorex Inc.

Kevin O'Brien, HBA '93, Partner, Secor Consulting

Wade Oosterman, MBA '86, Former EVP & Chief Marketing Officer, TELUS

Gilles Ouellette, HBA '69, MBA '70, President & CEO, BMO Private Client Group And Deputy Chairman, BMO Nesbitt Burns Inc.

Russ Robertson, HBA '69, Vice Chairman, Deloitte & Touche Consulting

Larry Rosen, LLB, MBA '81, Chairman & CEO, Harry Rosen Inc.

Paul Smith, HBA '75, President, Smith Company Commercial Real Estate Services

Jason Thacker, HBA '02, Business Manager, Procter & Gamble Incorporated

Dave Werezak, MBA '93, Vice President, Enterprise Business Unit, Research in Motion



# A stronger link in the chain

## The Class Liaison Taskforce recognizes the importance of this key role

Nadine Gilchrist, HBA '84, MBA '88, has helped plan reunions for her Ivey classmates. "I really enjoyed my HBA years," she explains, "so I saw it as a fun opportunity to connect with my classmates again."

Gilchrist is now a member of the Ivey Alumni Association Board of Directors, and Chair of the Class Liaison Taskforce. The mandate of the taskforce is to rejuvenate Ivey's powerful Class Liaison network and explore new ways to enhance communication among classmates and with the School.

Class Liaisons are "the finger on the pulse" of their class, Gilchrist says.

"They know what everybody is doing and make the social connection to encourage people to come to Homecoming. We want to strengthen their role and give them tools to make it easier to connect with their classmates."

Gilchrist's committee will be reaching out to existing Liaisons, to confirm that they're still interested in being involved and offer them support in planning their next reunion. The committee is also looking at changing the Liaison job description. "The current job description says it's a 'life sentence'!" Gilchrist laughs. "We'd like to turn it into a five-year renewable term."

*"Ivey was a very positive experience for me. I got involved with the alumni association as soon as I graduated, and when our first reunion came around, I helped organize it. Now we're getting ready for our 10-year reunion. Being a Class Liaison is not a burden, and it helps out – I'm happy to do it."*

-Sandy Whittall, MBA '96, Integrated Vice President, St. Joseph's Health Care London

There are some 143 Class Liaisons representing 135 classes. Many classes have more than one Liaison, each representing specific sections within the class. Gilchrist wants to ensure that every class has a Liaison, starting with those who are due for a reunion in 2006.

Why is it important to have a strong Class Liaison network? Gilchrist says it's all about a sense of connection. "The better you're connected to your classmates, the more aware you are of the benefits of attending Ivey. With a Class Liaison, you've got a connection to these people, and the School, and the School has a conduit to provide information to its alumni."

*"After our 35th reunion in 1990, two of our best organizers passed away. When the time came for our 40th, I just carried on doing what we have always done. For our 45th, we had more than 70 people. This year I'm working with a committee of 10 to plan our 50th. We all enjoyed the camaraderie when we were students, and we still do."*

-Eugene Farley, HBA '56

### WHAT DOES A CLASS LIAISON DO?

- Promote participation in five-year reunions
- Spearhead class volunteer recruitment
- Help plan Homecoming events
- Act as a conduit for two-way communication between the class and the School
- Encourage classmates to submit information to InTouch
- Help locate "lost" classmates
- Organize class communication through e-mails, newsletters or on-line class community
- Educate classmates about programs and services offered by the School and the Ivey Alumni Association



EUGENE FARLEY, HBA '56 ( RIGHT ) JOINS IN THE HUMOUR AT HOMECOMING.

# The Ideal Alumni Role Model



10 Mark Healy graduated from Queen's University in chemical engineering and spent five years working in industry before beginning his MBA. At Ivey, he was Vice President of the MBA Association and Project Manager for Ivey Builds. He is now a Principal with Mezzanine Business Consulting, a thriving business based on the Ivey Business Consulting Group.

**What did Ivey mean to you?** It was life changing. I knew I wanted to do business, but I just didn't know how to get at it. When I got into Ivey, I knew it would be my jumping-off point – and it has been. I soaked up every minute of the experience when I was at Ivey, and really got a lot out of it.

**Why are you involved in the School as an alumni?** There are three reasons. I believe passionately in the orientation and values of the School. I know I was privileged to be able to attend Ivey, and that not everyone gets the same opportunity. I want to be sure I give back to the School, and take what I have learned out into the community. Finally, from a pragmatic perspective I'm invested in the brand,

and I want to see it succeed.

**Why are the four Expectations important?** When I saw the list, I thought it was bang on – exactly what Ivey grads should be doing. The School is a community. Alumni have a really important role in promoting and helping Ivey succeed. When you sign up as a student, you're making a lifelong commitment.

Here's how Mark has lived the Ivey expectations since graduating a year ago:

## GIVING BACK

- Organized an alumni event for consultants in his class
- Participates in Toronto chapter events, including social events, speakers and golf tournament
- Identified a case writing opportunity for Ivey
- Mentors two Ivey HBA students
- Supports the School financially
- Provided advice to this year's Ivey Builds team

## THINK IVEY FIRST

- Developed a "talent scouting" process for hiring at Mezzanine that involves identifying promising Ivey students by seeing them in action
- When starting a new consulting project often calls Ivey grads to partner or to get industry background information

## BE AN IVEY AMBASSADOR

- Maintains a strong affiliation with Ivey, promoting the connection actively on Mezzanine's website, business cards, etc.
- Helps recruit MBA students by calling those who have been made an offer and are hesitating about their final decision

## UPHOLD IVEY PRINCIPLES

- Spends time training and coaching around professionalism with young talent at Mezzanine
- Participates in Ivey Ring Ceremony
- Lives Ivey principles in his business every day

## PROTECTION OF PRIVACY NOTICE

At the Richard Ivey School of Business at The University of Western Ontario, we are committed to protecting your personal information. We collect your information under the authority of The University of Western Ontario Act, 1982, as amended to administer our alumni relations programs and fundraising campaigns. The information we collect is used to keep our alumni, donors and friends informed about our programs and services, and to ask for your financial support. At any time, you have the right to request that your personal information cease to be used for alumni programs and services and/or for

fundraising purposes. For more information, or to make a request about the kinds of contact you would like to receive, please contact Ivey's Alumni Relations Department at email: [alumni@ivey.uwo.ca](mailto:alumni@ivey.uwo.ca) phone: (519) 661-4158 fax: (519) 661-4171.

For the complete protection of privacy notice please see The University of Western Ontario website: [www.alumni.uwo.ca/privacy.htm](http://www.alumni.uwo.ca/privacy.htm)

P11 - CLASS LIAISONS.PDF



## Alumni Contacts

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

#### BRITISH COLUMBIA

Rob Attwell, MBA '99  
President, TRG Mobilearth Inc.  
Ph: 604-760-2842  
rattwell.mba1999@ivey.ca  
www.iveynetwork.ca/bc

#### IVEY ALUMNI ASSOCIATION / BC CHAPTER

BC hotline (Linda Metcalfe)  
Ph: 604-290-0880

#### CALGARY, AB

Sean Naylen MBA '04  
Associate, CIBC World Markets  
Ph: 403-260-8630  
snaylen.mba2004@ivey.ca  
www.iveynetwork.ca/calgary

#### NORTHERN CALIFORNIA

Brent Remai, MBA '93  
Strategic Planning Manager  
Hewlett-Packard (Canada) Ltd.  
Ph: 408-447-4359  
bremai.mba1993@ivey.ca  
www.iveynetwork.ca/northerncalifornia

#### SOUTHERN CALIFORNIA

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

#### HONG KONG

Ross Chan, MBA '03  
Senior Marketing Manager  
Philips Electronics Hong Kong Ltd.  
Ph: 852-2489-3084  
Fax: 852-2424-9212  
rchan.mba2003@ivey.ca  
www.ivey.com.hk/alumni/  
alumni\_events.html

#### LONDON, U.K.

Ann Parkin, MBA '01  
44-2073-700-776  
aparkin.mba2001@ivey.ca  
www.iveynetwork.ca/londonuk

#### LONDON, ON

Ann Lagrandeur, MBA '02  
Ph: 519-773-3617  
alagrandeur.mba2002@ivey.ca  
www.iveynetwork.ca/london

#### 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 Capital Markets  
Ph: 514-428-0888  
Fax: 514-428-2930  
rquesnel.mba2000@ivey.ca  
www.iveynetwork.ca/montreal

#### 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.iveynetwork.ca/newyork

#### 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.iveynetwork.ca/ottawa

#### SHANGHAI, CHINA

Mark Brown, MBA '95  
CFO & General Manager  
Red8 Studios  
Ph: 86-21-6380-4282  
Fax: 1-781-634-5566  
mbrown.mba1995@ivey.ca  
www.ivey.com.cn

#### SINGAPORE

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

#### 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

#### Gail Rodwell-Simon, MBA '96

Group Planning Manager  
Hudson's Bay Company  
Ph: 905-792-5347  
grodwell-simon.mba1996@ivey.ca

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

296 Jarvis Street, Unit 7  
Toronto, ON M5B 2C5  
Ph: 416-979-2046 Fax: 416-968-6818  
torontoalumni@ivey.ca  
www.iveynetwork.ca/toronto

### 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  
86-13-5011-15551  
lzhou.mba2004@ivey.ca

#### BERMUDA

Aly Lalani, MBA '82  
441-278-2075  
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

**CHICAGO, IL**

Robert Levine, HBA '99, MBA '05  
312-595-1425  
rlevine.mba1975@ivey.ca

**COLORADO**

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

**EGYPT**

Hany Bishr, MBA '04  
202-519-4002  
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  
65-6320-8573  
gkrishnamurthy.mba1986@ivey.ca

**JAPAN**

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

**KENYA**

Saheel Shah, HBA '04  
254-20-691-2019  
sshah.hba2004@ivey.ca

**KOREA**

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

**MALAYSIA**

'G.K.' Krishnamurthy, MBA '86  
65-6320-8573  
gkrishnamurthy.mba1986@ivey.ca

Sameer Raina, MBA '03

63-920-909-2161  
sraina.mba2003@ivey.ca

**MIAMI, FL**

Juan Deshon, HBA '99  
305-238-3984  
jdeshon.hba1999@ivey.ca

**MISSOURI**

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

**MOSCOW, RUSSIA**

Paul Burton, MBA '79  
44-2073-386-595  
pburton.mba1979@ivey.ca

**THE NETHERLANDS**

Brenda Fischer-Campbell, MBA '82  
31-0-343-539-301  
bfischer-campbell.mba1982@ivey.ca

**NEVADA**

Maria Gudelis, HBA '89, MBA '94  
702-568-9910  
mgudelis.hba1989@ivey.ca

**NEW ORLEANS, LA**

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

**NIAGARA REGION, ON**

Bill De Wolf, HBA '71, MBA '95  
905-937-1552  
wdewolf.mba1995@ivey.ca

**PAKISTAN**

Shamail Siddiqi, HBA '99, MBA '05  
92-21-569-8191  
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 Rapiere, MBA '78  
758-457-7777  
drapiere.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  
868-686-8261  
jchung.mba1998@ivey.ca

**UKRAINE**

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

**UNITED ARAB EMIRATES**

Alykhan Alidina, HBA '01  
32-495-225212  
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



THINK. ACT. LEAD.

# TEN MINUTE GUIDE TO CROSS-ENTERPRISE LEADERSHIP IN THE CLASSROOM

In the last two issues of In Touch, we introduced the School's new strategy, Cross-Enterprise Leadership, and talked in broad terms about the philosophy and its impact on Ivey. As the first cohort of the new MBA program settles in to Spencer Leadership Centre, we explore in more detail how the new strategy is changing teaching and learning.

## 8 things to know about the new MBA

- 1 Module-based format built around Cross-Enterprise Leadership
- 2 Cases taught in four-hour blocks
- 3 Builds on traditional case teaching with the addition of real time and Cross-Enterprise Leadership cases
- 4 Maintains traditional emphasis on pragmatic, interactive learning with team-based focus
- 5 No more classes that only focus on the functional – every concept is applied within a broader business issue
- 6 Located at Spencer Leadership Centre (below)
- 7 Two intakes – late May and late October – of 65 students each
- 8 Tuition: \$56,000 for Canadian citizens



"The core of Cross-Enterprise Leadership is the concept that we're teaching from a more holistic perspective of real world business issues – not segmenting functional learning in traditional silos like other business schools. Historically, the cases we've used usually involved multiple business functions anyway, so it's easy for us to take that one step further, and teach from the perspective of overall business impact" –Phil Hunt, MBA '86, Executive Director MBA Program

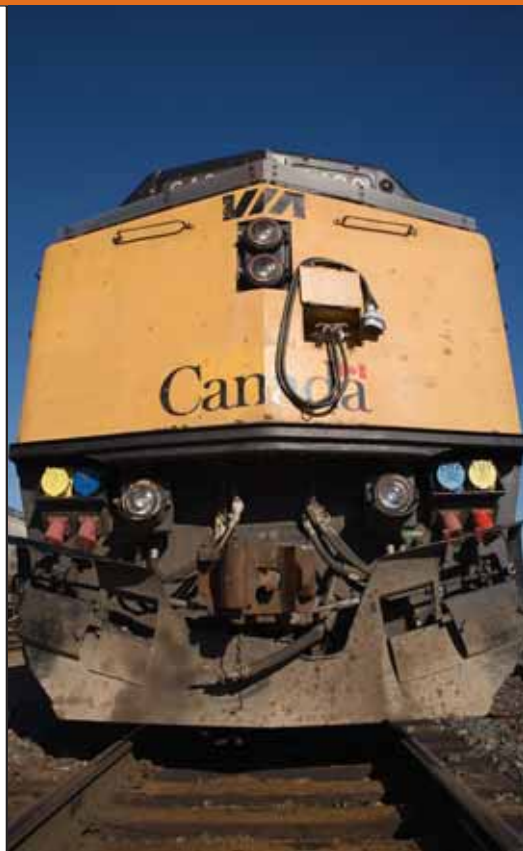
## Big Questions

Will the MBA Direct program still be offered to HBA grads who want an Ivey MBA experience?  
Plans are being finalized on a new Accelerated Program for HBA grads.

Will the combined LLB/MBA program still be offered?  
Yes

Will LEADER and the China Teaching Project continue?  
Yes

How will the extracurricular experience change?  
Ivey is proud of its first class comprehensive student experience. The MBA Association is committed to keeping this vibrant and has benchmarked with other leading one-year programs.



## First Class all the Way

Ivey has introduced an innovative new program that gives prospective students a real taste of the unique Ivey classroom experience. Those in southern Ontario receive a first class train ticket to London, where they spend a full day attending classes, meeting with students and professors, and learning more about Ivey's career management services. Those who are not within easy reach of the School can attend "First Class on the Road," a simulated case discussion with an Ivey faculty member and local Ivey alumni. Is it working? Nearly 70 per cent of the class that entered in May 2006 attended a First Class or First Class on the Road session.

PHOTOS: (HUNT) IVEY A/V (WALKER) BRIAN HILLIER; (VIA) PAUL MAYNE (WESTERN NEWS)



## Cream of the Crop – Ivey MBA Candidates

- Each qualified MBA candidate is interviewed at least twice
- Relevant experience, career aspirations, business and societal achievements are considered
- Career management is fully integrated into the admission process
- ◀ More than one-third of the class is female.



## NO SHORTCUTS

Although the Ivey MBA is moving from a 16-month (over two years) to a 12-month format, the number of contact and interactive learning hours will be 93 per cent of the existing two-year program. How? By scheduling classes on Fridays, eliminating the four-month internship, and making other scheduling adjustments.

It's worth noting that the total number of contact hours for Ivey's 12-month program is higher than for many competing two-year programs.



"Cross-Enterprise Leadership is not just an add-on, course or elective – it is the entire Program. As an MBA student, you will approach every case, every problem, every opportunity from the Cross-Enterprise Leadership perspective."

–Scott Walker, MBA '01, Director MBA Admissions

## EMBA BY THE NUMBERS

**1292** Total Number of Ivey EMBA graduates to date

**50** Number of participants in each class

**75** Percentage of Ivey EMBA participants who live in the GTA

**96** Number of Ivey EMBA participants in the GTA at the moment

**100** Percentage of Ivey EMBA alumni who would recommend the Program to others (based on exit surveys)

**536** Total numbers of interactive learning hours in Ivey EMBA

"The HBA program is better than ever— the type of experiences available to students, the simulations, the case competitions and other special events, and the access to alumni and executives. I am so impressed by the way the program has kept pace with the realities of today's business challenges and students' career aspirations, but kept the core values that make the experience unique."

Stephanie Brooks,  
HBA '93, Director  
HBA Recruiting



"No other undergraduate program offers the total program experience that the Ivey HBA offers. Most other programs are a collection of courses. With dynamic scheduling and the range of activities we offer, Ivey's HBA is much more than collection of courses – it's a fully integrated program that allows us to introduce material when it makes sense pedagogically." -Professor Deb Compeau, HBA '87, PhD '92, Director HBA Student Relations



## 6 things to know about the new EMBA

**1** Beginning in 2007, the Ivey Executive MBA Program will be delivered at the Ivey Executive Centre at the Exchange Tower in the heart of Toronto's financial district. >

**2** The program is 17 months in length with classes conducted over three consecutive terms. There is a break from classes during July and August to allow for more personal and family time during the program.

**3** Participants begin each five-month term with a week-long residential session.

**4** Regular classes take place at the Ivey Executive Centre four consecutive full days each month (Thursday – Sunday).

**5** Two class intakes per year: February and September.

**6** The EMBA was the catalyst for many of the Cross-Enterprise Leadership ideas and principles that are being adopted across Ivey's programs. The Executive MBA curriculum is now being further enhanced with a variety of participant-centered features.



"The Ivey Executive MBA has more market share in the GTA than Rotman or Schulich combined. It is a fantastic, life changing program that helps high-potential managers achieve their dreams. Our program experience is rigorous, practical, and engaging – just the way our participants say they want it" -Michael Pearce, HBA '68, DBA '76, Director, Executive MBA program





## THE IVEY HBA: QUALITY AND QUANTITY

Plans call for Ivey's famous undergraduate program to grow to seven sections by 2011. Can we do it while maintaining the quality of the program? No question. Here are three reasons why:

### 1. Even with the planned growth, Ivey's program will remain relatively small

- Current HBA enrolment is 300 per year
- Wharton BCom enrolment is 500 per year
- McGill BCom enrolment is 650 per year
- U of T BCom and BBA enrolment is more than 1,000 per year

### 2. There is still lots of potential to attract top students

- 50,000 student applications for business schools are received each year in Ontario alone
- The number of applications in 2004 to Ivey's Academic Excellence Opportunity (AEO), a special pre-admission for high school students with exceptional academic performance, increased by 37 per cent
- We can grow by reaching outside Ontario. Currently, Ivey's HBA draws 77 per cent of its students from Ontario. By comparison, McGill's BComm draws only 37 per cent of its students from Quebec

### 3. Ivey is developing new recruitment strategies to attract the best and the brightest from further afield

- Increasing the number and geographic reach of high school information sessions
- Launching a high school case competition
- Redesigning the HBA website and brochure
- Enhancing and expanding the class visitor program
- Offering "conversion events" for students who have received an AEO offer
- Launching an Ivey AEO workshop series
- Maintaining contact with students who received AEO offers but chose another university
- Focusing on select out-of-province and international regions for student recruitment

## 8 things you need to know about the future HBA

**1** The Section format, with a core group of 70 students who learn together every day during HBAI, will be maintained

**2** The number of Sections will increase to seven by 2011, provided quality applicants are available

**3** The Academic Excellence Opportunity will continue to build the quality of our cohort

**4** The case study method will remain at the core of the program

**5** Cross-enterprise components will introduce HBA students to 'big picture' thinking

**6** 48-hour reports, dynamic timetabling and learning teams will remain important parts of the Ivey HBA experience

**7** The program will continue to be taught by top full-time faculty with a commitment to teaching excellence

**8** As the program grows, more on-campus recruiters will be attracted to Ivey



"Our strategy for the HBA program is simple: to offer the world's best undergraduate business program, and to grow its size. I'm confident we can do both." -Mark Vandebosch, HBA '84, Faculty Director HBA



Scotiabank

**IVEY GRADS SYLVIA CHROMINSKA AND  
JOHN SCHUMACHER SEE THE BIG PICTURE  
IN THEIR SENIOR ROLES AT SCOTIABANK**

# CROSS- ENTERPRISE LEADERSHIP IN ACTION

Last December, Scotiabank announced that it was buying 80 per cent of Banco Wiese Sudameris (BWS) in Peru. A team drawn from across the company, with expertise in public and regulatory affairs, technology, human resources, investor relations, and many other areas, worked together to execute the deal and integrate the new acquisition.

“It was an enormously complex process,” says Sylvia Chrominska, HBA ’75, Executive Vice President, Human Resources, Scotiabank. “There were a lot of moving parts, and a lot of stakeholders to consider. No one area could do something like this alone.” For Chrominska, it’s a perfect example of the importance of Cross-Enterprise Leadership in action.

With branches and offices in some 50 countries, and 51,000 employees, Scotiabank is one of North America’s largest financial institutions. A long-time supporter of the School, the Bank is enthusiastic about Ivey’s new Cross-Enterprise Leadership strategy. “Our focus is on developing leaders who understand the ramifications their decisions will have across the entire organization,” says CEO Richard Waugh. “That means using lateral moves across the company to broaden experience and promote collaboration.”

#### FROM CREDIT TO HR

Chrominska is a case in point. The Stratford native chose Ivey’s HBA program because it gave her an opportunity to spend the first two years of university pursuing a wide range of interests. Once in the program, she enjoyed the gritty reality of case studies, and says they prepared her for the tough decisions that are part of day-to-day business life. “As difficult as the cases were, I liked them because they were broad, complicated and had a reality to them,” she says. “The approach was practical and operational, not theoretical. We had to solve real world problems, and the solutions had to be do-able.”

After a stint with the Federal Business Development Bank, Chrominska joined Scotiabank in 1979. Starting in corporate credit, she moved to increasingly senior roles over her first 15 years with the Bank. “It was very exciting and interesting,” she says. “Corporate banking was growing



*“I don’t think you get selected to go to the next level unless you have demonstrated an ability to see outside your silo. You have to be able to lift yourself above your immediate assignment – the job that 99 per cent of your annual review will be based on – and do things that will benefit other groups in other areas.” -John Schumacher*

and expanding.” Then 11 years ago, she was asked to move to Human Resources, to be groomed to succeed the retiring Vice President. It was, she admits, “not an obvious move,” yet her business focus and strong analytical skills, combined with a belief in the importance of strategic thinking and relationship building, suited the role well.

At the time, HR was seen primarily

as an administrative function and a cost centre. Under Chrominska’s leadership, it has become an important part of the Bank’s overall strategy and a key ‘value-added.’ Her portfolio has since expanded to include public, corporate and government affairs, corporate social responsibility and strategy development. Among many innovations during her tenure is the introduc-

tion of a balanced scorecard that moves measurement beyond the financial metrics traditionally used in financial institutions.

#### THINKING ABOUT THE WHOLE BANK

Her colleague and fellow Ivey grad John Schumacher, MBA '84, came to practice cross-enterprise leadership by a different route – by gradually expanding and building on his highly specialized role as a securities trader.

Schumacher completed an undergraduate law degree, but soon found he wasn't suited to the office-bound world of legal practice. He admits the Ivey MBA was "a very big adjustment," but soon learned to thrive on the challenge. "I was exposed to a lot of different ideas," he says. "Ivey taught me a discipline, a framework for being a successful employee and having a successful career. I wouldn't be where I am today without Ivey."

After Ivey, Schumacher became a foreign exchange trader at TD Bank, where he was immediately hooked on the atmosphere of the trading room. "It's like working in a big schoolyard," he says. "It's totally open, very social, very interactive. There are no politics, and you get a daily report card."

Much as he enjoyed the buzz of the

*"At Scotiabank we believe the quality of our leadership is a source of competitive advantage. In today's globalized economy, we need leaders who are looking beyond traditional line silos and approaching issues from an organization-wide perspective."*

-Richard Waugh

trading room, from the outset he also maintained a broader perspective on the bank's business. "I've always thought about the whole bank, not just my operation," he says, "and that's essential if you want to be trusted with making bigger decisions at a higher level." Schumacher gradually took on broader, more senior roles, rising to Vice-Chairman TD Securities, then heading Citibank Canada's Canadian trading operations. He joined Scotiabank in 1997, and is now co-CEO of Scotia Capital, working closely with his co-CEO Steve McDonald, MBA '83.

Because the Bank's trading operation touches every aspect of the organization, Schumacher says he must be prepared to lead across divisional boundaries. For example, Scotia Capital works closely with other Divisions to market products such as foreign exchange and derivatives. "We have joint ventures with our international division, the commercial bank and the retail bank to deliver our products to their clients. Making that happen re-

quires an ability to work in partnership and build teams."

#### RESPONDING TO MULTIPLE STAKEHOLDERS

Chrominska says that cross-enterprise leadership is a critical skill in today's business environment. "Business challenges don't come in one dimension," she says. "At Scotiabank, we operate many businesses across many geographies, and there are lots of complexities and challenges that can rarely be solved by a single functional area." In addition to integrating traditional functional areas, she believes that corporate social responsibility is also part of the cross-enterprise perspective that will drive future business growth. "Businesses have to get better at meeting the demands of their many diverse stakeholders, and because of that you need multiple points of view at the table. You need people to ask, 'What about the environmental concerns?' and 'What about employee concerns?'"

Both Schumacher and Chrominska believe that a cross-enterprise perspective is important for new recruits, freshly minted by business schools. "It's definitely something we're looking for," says Chrominska. "When people come to the table with the ability to think broadly about the organization, it makes it that much easier to get the job done." Schumacher adds that while functional skills are still essential, recent graduates must also have the ability to work in cross-disciplinary teams.

CEO Richard Waugh is also passionate about the importance of Cross-Enterprise Leadership skills. "Understanding how each part of the organization contributes to the whole helps make students better leaders, and will help them to better collaborate with their colleagues," he says. "Companies like ours are looking for grads who can recognize the impact of economic trends and market issues across the organization, and turn those challenges into opportunities."

*"In HR, you can't come to a problem thinking you are going to fix it yourself. You have to look at the problem, know that there are a lot of moving parts, and work collaboratively to find a solution."*

-Sylvia Chrominska

PHOTOS: DW DORKEN



# CLASSES OF 2006

**BRIGHT, CONFIDENT, ARTICULATE, FOCUSED – ONCE AGAIN IVEY HAS TURNED OUT A CROP OF OUTSTANDING NEW GRADUATES WHO TAKE THEIR PLACE IN THE IVEY ALUMNI NETWORK. MEET SIX OF THE BEST**



**Johanne Brossard, EMBA '06**

A “blueberry” from the Lac St. Jean region of Quebec, Brossard has worked in the financial services industry for nearly 25 years. She joined ING Bank in 1996 as employee number 006, and helped launch ING Direct Canada. In 1999, she moved to France to assist with the launch of ING Direct there. In 2003 she was offered the position of President and CEO of ING Bank of Canada. “It’s challenging,” she says, “yet extremely rewarding.”

**What did you like best about the Ivey experience?**

The people first, and the content second. I met some fantastic people, and enjoyed the interaction of working as a team – looking at the goal, thinking about our strategy and moving forward. I also met some terrific faculty members. I’ve been able to take some of what I learned in the classroom right back to work with me. What I’ve learned will be very valuable as I look at building a solid strategy and realigning the bank’s organization.

**Now that you’ve completed the Ivey program, how do you see things differently?**

I’ve learned that I don’t have to do everything – that you are only as good as the team you are working with. The program has helped me to take a step back and be more objective about the organization, instead of jumping in feet first and trying to change everything. I understand better that a good strategy is 80 per cent preparation and 20 per cent execution.

**How do you think your experience at Ivey will help you achieve your career goals?**

I have the right tools to move to my next posting, wherever that may be. The program has also helped me to define what type of leader I want to be and to develop strong leadership skills.

**What do you see as the biggest challenges facing business today?**

Globalization is a big issue, but I also see a changing role for managers. Today, a manager’s role has to be more encompassing. We used to work very much in silos but now the approach must be more cross-functional. For ING Direct, the challenge is to continually challenge complacency – we must leverage our successes and keep sourcing the next innovations.

**What is the one thing you most want to accomplish in your career?**

Whether it’s as a banker doing something for my customers, or if my next career is as a teacher or a carpenter, I want to be able to give something back.



**Srijan Agrawal, Law '04, HBA '06**



**Lisa Wiens, MBA '06**

Born in India, Agrawal immigrated to Canada when he was 13. As a student in law and business, he worked with Professor Rich McLaren, an expert in sports law, and attended the Torino Olympic Games with the Court of Arbitration for Sport. He worked with the Western Business Law Clinic and was a member of the winning team in last year's Monitor Case competition. He has joined the firm of Davies Ward Phillips and Vineberg.

A Vancouver native, Wiens graduated from Carleton University and then joined Pollara Strategic Opinion & Marketing Research in Toronto. At Ivey Wiens taught on the LEADER project, served as sport rep for her section, played for Ivey's women's rugby and ultimate Frisbee teams, and was involved with the MBA Buddy Program, the Management Consulting Club, and the Wine Tasting Club. She now works in the Toronto office of Boston Consulting Group.

When I started out in HBA I, we participated in a team-building exercise. We went to an outdoor Y camp and were given obstacles to overcome as a team. The theme was learning to trust, respect and co-operate with your team to come up with a solution. That notion has been reinforced through several Ivey courses. The firm I'm going into prides itself on solving problems through teamwork, so the Ivey experience sets me up very well.

Ivey gave me an opportunity to re-evaluate my own strengths and weaknesses, to take a step back and explore other areas that I might enjoy. I realized that there are lots of things that I'm great at that I'd never considered before. Perhaps the most important thing for me, though, were the friendships I made – the relationships I forged through working closely on teams, in clubs and just spending a lot of time at the school.

In the business world you sometimes think that you have to compromise your values to get ahead. Ivey rejects that approach. My experience at the School has taught me to be true to myself and to ethical business practices, and not to allow anything to cloud my judgement.

I'm able to analyze situations better, anticipate problems and ask the right questions. The program has also given me phenomenal confidence in myself – I know that if I put my mind to something and am willing to work hard, there are lots of things I can accomplish. Never having seen a financial statement before I came to Ivey, the learning curve was really steep – I've learned that you sometimes have to be willing to look failure in the eye, to experience success in the end.

A key notion at the firm where I will be working is that clients don't come to you looking for legal solutions – they come looking for business solutions. Having a business background, I can give solid legal advice that is geared toward a business solution.

I would never have been able to get this job without the degree. I think the Ivey network will be an asset, in terms of emotional support and business connections. Ivey has also given me a much greater ability to adapt to whatever situation comes my way.

The biggest hurdle for a business is how to obtain, train and retain knowledge workers in the new economy. I don't think there's a culture of loyalty in North American firms, and the transition from one firm to another is very fluid. You can spend a lot of time and money training someone to understand your firm's vision, but if you don't offer challenge or the right lifestyle choices, you may see that investment walk away to another firm.

The biggest challenge I see is lack of trust – among investors, among management, among employees. Regulators have put rules in place to try to deal with this problem, but trust fundamentally gets back to people in relationships. I think the entire business community has to find creative ways to rebuild that trust.

Whenever you think of a particular field, a select list of names pop into your mind. I want to be in a position that whatever field I choose in business law, my name is one of those that pops up. It's an ambitious goal, but one worth striving toward.

For me, accomplishments aren't important if I don't enjoy the journey. So the most important thing for me is to continue to be excited and challenged by my work, and feel that I'm contributing to the organization and the people around me.



**Dylan Powell, MBA '06**

A Philosophy graduate and former National Sales Manager for Outward Bound Canada, Powell taught school in Taiwan for three years and spent a year studying Mandarin. At Ivey, he participated in the China Teaching Project, was an Ivey Connects team leader, and joined several clubs. Powell is now an International Media Executive with Media Plus Consulting. Explains Powell: "It's really brand management for countries."

The people. Frankly, that was a surprise – I had envisioned 200 Type-A personalities all competing like crazy. I was happy to find out how easy people were to work with and how well they worked in teams. I made friends that I'll know for the rest of my life.

The changes are subtle but pervasive. At Ivey I focused on entrepreneurship and new venture creation, and now it seems that I see opportunities everywhere. My understanding of the opportunities is a lot deeper, too – I see what needs to happen to turn them into reality.

The MBA provides a high level understanding of all aspects of business – marketing, strategy, finance, operations – all the different components that go into a successful enterprise. As an entrepreneur you need to understand everything – especially in the early stages when you have to do it all yourself!

The program has also given me confidence in my ability to analyze problems and communicate my ideas to others. That confidence will enable me to take steps I would never have taken before.

There are so many other new challenges, in terms of globalization, competitive threats, risk exposures, different logistical and sourcing models, changes in government policy, shifts in public opinion, and so on. Everything is becoming much more fluid, and it's very difficult for companies to build long-term plans and hit targets they set a year earlier.

To build my own business. I would love to found, build and grow a business to either an IPO or to a very large closely-held private company. Education is one of the industries that interests me. It's a growth industry, and something I feel I could dedicate my life to and feel good about at the end of the day. Whatever organization I found will have a non-profit arm.



**Brooke Wilton, HBA '06**

London, Ontario native Wilton spent two summers with the Junior Team Canada Economic Mission, traveling to Japan, Korea, Thailand and Malaysia as a representative for the health care sector. Motivated by her brother who has hemophilia, she is a dedicated volunteer with the Hemophilia Society. At Ivey, Wilton worked part-time in the Advancement Department. After a summer with Research in Motion, she is now working with L'Oreal Group.

The people I met and the classroom experience. You're in a classroom with 70 classmates every day and you get to know them really well. Everybody is from a different part of the country or the world, they've had different work and extracurricular experiences. The classroom experience is always so entertaining and educational.

The real change is in how I go about analyzing problems and looking at business issues. Ivey has taught me to take a general manager's perspective – to look at the bigger picture when analyzing issues.

Ivey has increased my confidence and my competence. More importantly, the School has taught me that it's okay to take risks. I dream bigger than I ever did in the past. I have also realized that I have to stay true to myself and my values, and that it's okay to break away from the mould and do things that I'm passionate about.

The biggest challenge is also the biggest opportunity – globalization. Businesses must find ways to compete effectively in an increasingly globalized marketplace, but make sure that the actions they are taking have a positive impact at home.

I want to find passion in my career. I want to wake up every morning excited to go to my job. At the same time, I want to be able to find balance between a career I love, my family, and my involvement in the community.





**Keith Ma, HK EMBA '06**

A graduate of the University of Hong Kong, Ma has worked with HSBC, Coca-Cola, and most recently with Lee Kum Kee (International). Ma chose Ivey for its high quality, international flavour and non-traditional approach to teaching. He recently joined Honeywell Turbo Technologies in Shanghai. Ma is married with an infant daughter. "There are a lot of new things happening – it's exciting but a bit exhausting."

I enjoyed the case learning, which put me in the shoes of many different decision-makers and helped broaden my perspective and scope of thinking. I was also deeply impressed by the quality of the delivery of professors from Ivey – they were superb.

In the program you learn hard skills like marketing and finance, and but you are also exposed to softer topics, such as career management and managing change. Those courses were a really good opportunity for me to think about my life orientation and what I really want to do.

The most important things I took away were the integrative approach to looking at business problems, and the courage to take up a challenging task and stretch myself. It's those more general aspects that will prepare me for the next stage – not now, and not tomorrow, but perhaps in a few years.

Recruiting the right people for the right job, motivating them for personal and business performance, and retaining them to grow along with your business.

I want to be my own boss. I don't have any concrete plans yet, but opportunities will come along and I'll grab one of them!

What did you like best about the Ivey experience?

Now that you've completed the Ivey program, how do you see things differently?

How do you think your experience at Ivey will help you achieve your career goals?

What do you see as the biggest challenges facing business today?

What is the one thing you most want to accomplish in your career?

# CLASSES OF 2006



## Profile

# Because?

Professor Mary Heisz challenges and energizes her students

When Mary Heisz HBA '82, MBA '02, listens to the students in her HBA section introducing themselves on the first day of class, she is impressed by their experience of business. "I'd never get into the School now," she laughs. "My extensive business background consisted of working as a Biway sales clerk!" But that didn't prevent her from completing an HBA and MBA at Ivey, achieving Chartered Accountant designation, and becoming one of the School's top teachers.

Heisz grew up as Mary Gillet in Leamington, Ontario, famous as the "Tomato Capital" of Canada. Her first jobs were picking tomatoes and making tomato baskets, followed by stints at Biway and a shoe store. She followed an older brother to the University of Western Ontario and enrolled in Honours Mathematics. She soon found she wasn't a math scholar and applied to Ivey.

In her first year at the School, her future husband, Mark Heisz, sat four seats away from her, and thanks to the machinations of a mutual friend, ended up in the same learning team. "I should have known better because I saw his personality right from the very beginning," she says. "But here I am anyway and we're still happily married after 23 years!"

Graduating from Ivey in 1982, Heisz wasn't sure what she wanted to do, but knew she had a talent for numbers, and an orderly and logical mind. She joined the accounting firm of Ernst & Young in the London office and rose quickly, becoming one of its youngest ever managers. After her first child was born, Heisz found the work of a public accountant left little time for family life and decided to work part-time. "In those days, part-time in the ac-

counting business meant they paid you half your salary, but you were at their beck and call all the time," she says wryly.

When her second daughter was born with health problems, she stepped away from her career. After a year at home, she took up a teaching position with the Administrative and Commercial Studies program at Western. She had two more children while working at Western. In 2000, Rick Robertson, HBA '75, MBA '84, PhD '87, then Director of Ivey's HBA program, asked her to teach a section at Ivey. "It was a life changing experience," says Heisz. "Ivey is simply the best place to teach. You have outstanding students in front of you, and they challenge you to keep learning yourself."

Heisz is an inspiring and challenging instructor. She received the Bank of Nova Scotia, UWO Alumni Association and University Students' Council Award of Excellence in Undergraduate Teaching in 2001, and the David G. Burgoyne Award

ready to support and advise students. One of her nominators for the Burgoyne award was a student who had recently lost her mother. "I was her comfortable person," says Heisz. "When she was having a tough day, I was the person she came to."

Since her early days as a CA, Heisz has been active as a volunteer with non-profit agencies. She served for several years on the board of Western Area Youth Services, which provides residential care to troubled youth, and is currently completing a term on the Board of Madame Vanier Children's Services, a treatment centre for children with mental health challenges.

Heisz believes it's essential that business people get involved in not-for-profit governance, especially in small and medium-sized organizations. "With funding cutbacks, these organizations have been forced to think like businesses, making tough resource allocation and even pricing decisions," she says. "They often don't

---

**"When you tell people you teach accounting, the first thing they say is, 'oh my, that must be boring'. I never want a student to feel that way."**

---

for Outstanding Commitment to Student Development in 2003. She was also selected as one of the top 30 educators in Ontario in TVO's Big Ideas Best Lecturers competition.

"When you tell people you teach accounting, the first thing they say is, 'oh my, that must be boring,'" says Heisz. "I never want a student to feel that way. I like to have fun in the classroom." Her courses aren't so much about learning to be an accountant, she explains, as learning how to use accounting information to make good business decisions.

She is famous for following up comments from students by repeating a single word question: "Because?" Says Heisz: "I push at them until they are really forced to think about what they're saying and why it's important. I also move pretty quickly, because that's the way the world works."

Outside the classroom she is always

have those skills on their management team, so they really need them at the board level." There is good potential, she says, to bring best practices from the private sector and apply them creatively in the non-profit environment.

As an academic, she is interested in the management issues faced by community organizations. For example, she'd like to explore the pros and cons of consolidation in the not-for-profit sector. "From a consumer's point of view, you have an opportunity to create 'one-stop shopping,' but on the other hand, you only have one agency advocating for kids, instead of two or three."

One thing is certain: her experience as a volunteer has been personally enriching. "When you hear about what some kids go through, it's a real eye-opener," says the mother of four. "I've learned some good parenting skills through my involvement with these agencies."

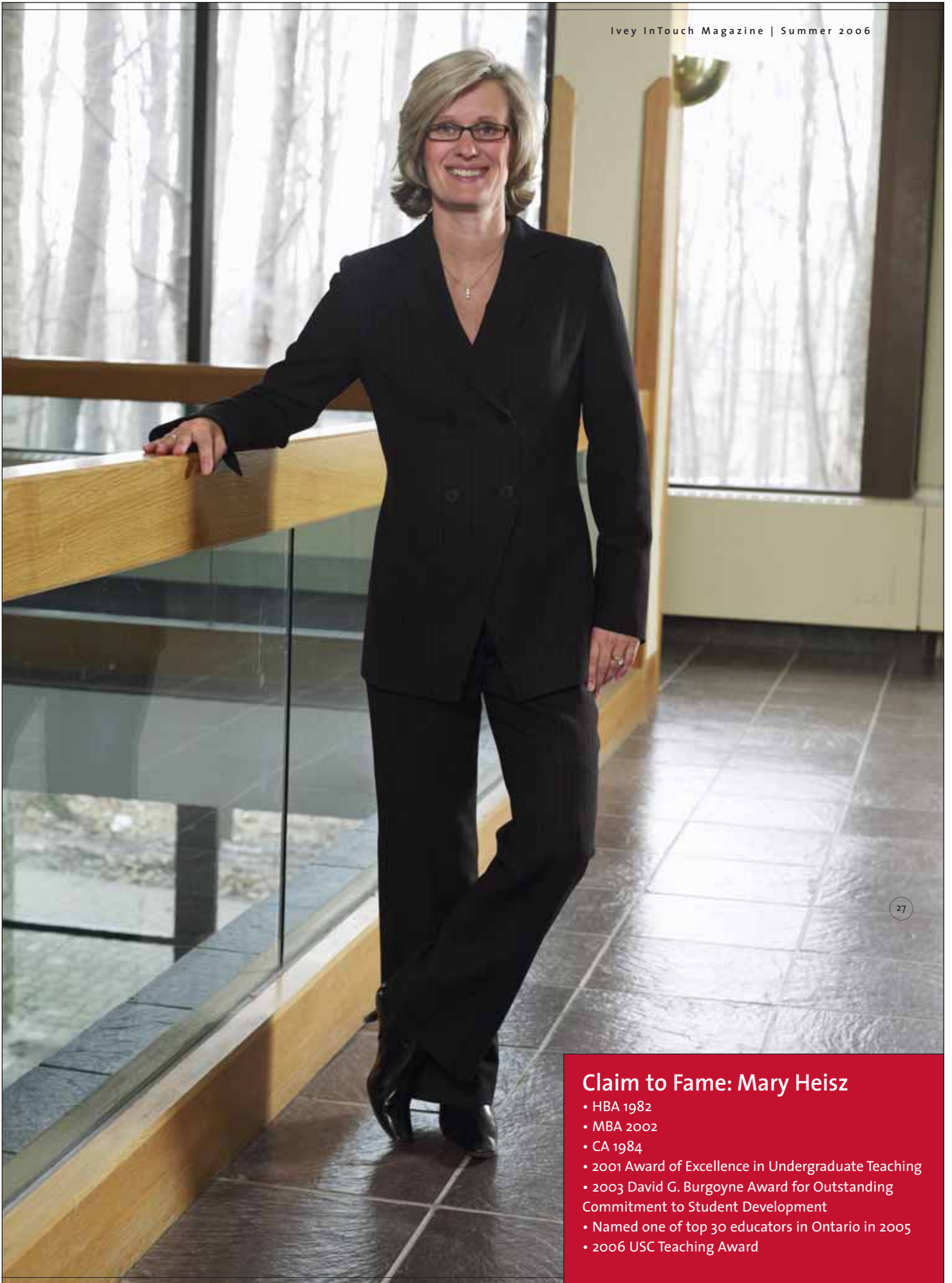


PHOTO: BRIAN HILLIER

### Claim to Fame: Mary Heisz

- HBA 1982
- MBA 2002
- CA 1984
- 2001 Award of Excellence in Undergraduate Teaching
- 2003 David G. Burgoyne Award for Outstanding Commitment to Student Development
- Named one of top 30 educators in Ontario in 2005
- 2006 USC Teaching Award

Development

## Staking a Claim

An Ivey campus in the heart of Toronto's financial district ushers in a new era for the School

Shortly after Carol Stephenson became Dean, Frank Jacobs, MBA '76, told her Ivey needed a higher profile in Toronto. The best way to raise the School's profile, he said, was to establish a physical presence. Last December he was delighted to learn that the School was creating a campus at the Exchange Tower for its Executive MBA and Executive Education programs. A month later, when Associate Dean Larry Wynant, MBA '72, asked Jacobs to chair the fundraising committee for the project, he didn't hesitate. "Having pushed for this idea, I totally believed in it," he says. "I absolutely grabbed the opportunity when it arose."

Jacobs believes that a campus in downtown Toronto will help the School maintain contact with its many local alumni and raise funds

among Canada's top corporations. Already over 6,500 Ivey graduates – almost 40 per cent of all alumni – and 80 per cent of Executive MBA students live in the Greater Toronto Area.

The new campus will also position the School to attract more top students, he believes. Jon Love, HBA '76, Managing Partner KingStreet Capital Partners and a fellow member of the

**"This is a first class location and a first class facility, representing a first class school. The most exciting part is that Ivey will have a significant physical presence in the heart of Toronto for the first time ever. I think this was a very astute decision on the part of the School."** –Frank Jacobs, MBA '76, Chair,

Toronto Campus Fundraising Task Force

### Toronto Campus Fundraising Task Force

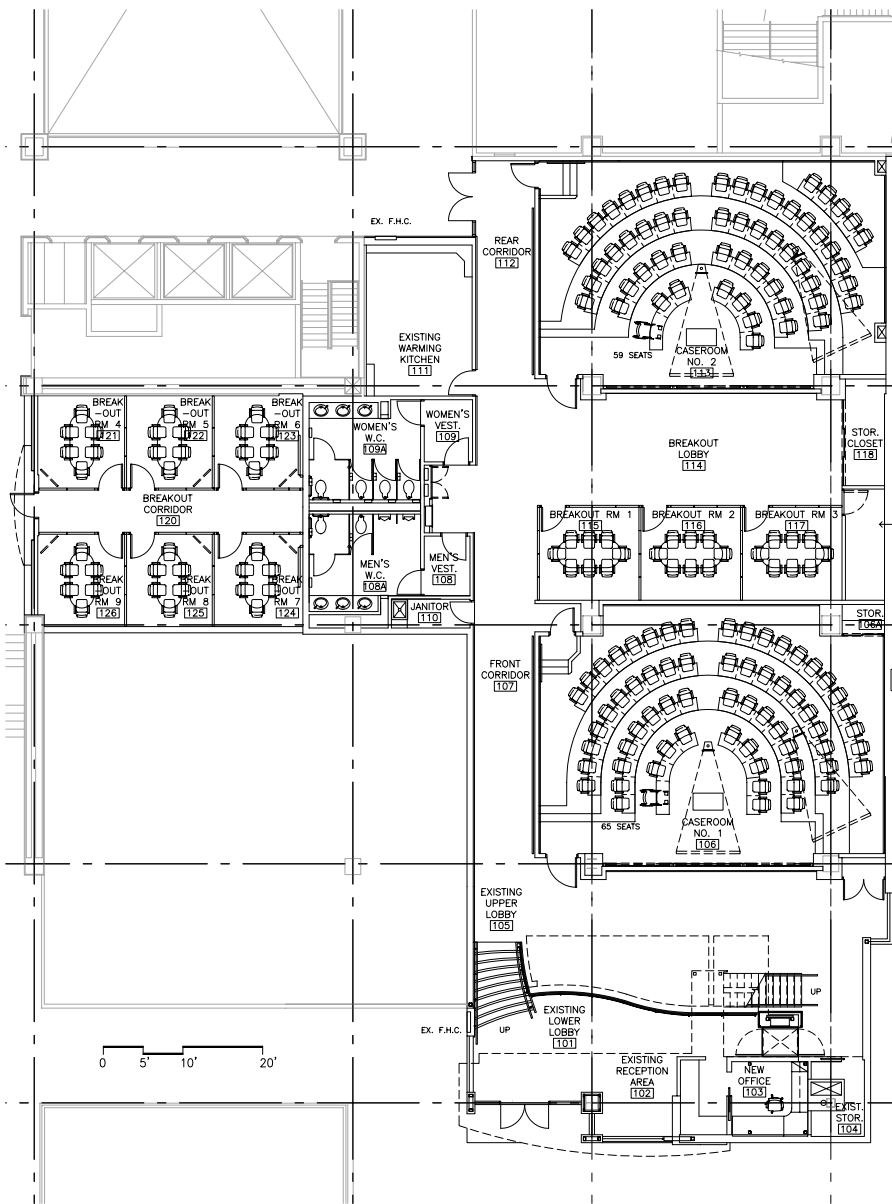
Chair: Frank Jacobs, MBA '76, Managing Director, Flagship Capital Partners Inc.

Johanne Brossard, EMBA '06 Candidate, President & CEO, ING Bank of Canada

Jon Love, HBA '76, Managing Partner, KingStreet Capital Partners  
Paul Sabourin, MBA '80, Chairman & Chief Investment Officer, Polar Securities Inc.

Eric Tripp, MBA '83, Co-President, Investment Banking Group, BMO Nesbitt Burns Inc.





committee, agrees. “Bringing Ivey’s education programs to the centre of the city will create a very attractive and sophisticated offering to the Toronto business community.” Love, who was CEO of Oxford Properties Group, says the Exchange Tower is a “centre ice” location in the heart of Toronto’s financial district.

The facility, until recently occupied by the Toronto Stock Exchange, already has a handsome reception area and upper mezzanine with limestone walls and flooring, and steamed beechwood and stainless steel finishes – an area that will be ideal for alumni events. Renovations will create two attractive and technologically advanced Ivey-style amphitheatres, each accommodating up to 60 students, and eight breakout rooms. The new campus is targeted to open in January 2007.

The committee is working closely with Ivey staff to raise funds to cover the renovations and leasehold costs for the first five years, and to create an endowment to support the Toronto campus in the long term.

“Ivey’s got strong momentum,” says Love. “The new campus is part of the School’s strategy of growing and changing to meet present and future needs. It reinforces the Ivey brand in the centre of the financial community. It’s a great benefit to Ivey alumni, and something that many will want to support.”

FLOOR PLAN  
RICHARD IVEY SCHOOL OF BUSINESS

ARCHITECT  
G H O R E  
T I L D E  
I R W I N  
& PARTNERS  
100 KING STREET WEST  
TORONTO, ONTARIO  
M5X 1C5  
TEL: 416-593-8888  
WWW.GHORETILDE.COM

## Highlights: Ivey Toronto Campus

8,400 square feet

Two horseshoe-shaped classrooms with tiered seating

Nine breakout rooms for six to eight students

Home to the Executive MBA program

Will also offer a range of executive development programs

A centre for student recruitment and alumni activities

Naming opportunities include campus, classrooms, reception area and breakout rooms

# Ivey Lives Remembered

**Lisa Matthews Schatz, MBA '93, 1963 – 2005**



On the first day of their Ivey MBA program, with all the students seated alphabetically, Lisa Matthews ended up sitting directly in front of Michael Schatz. As it turned out, there

were many threads that wove their lives together: one of her best friends was engaged to one of his best friends and their parents lived a block apart in Toronto. Lisa's father and

Michael's brother Neil were both Ivey graduates.

But all coincidences aside, Michael admits that it was love at first sight. "Lisa was a wonderful person, always compassionate and caring about others," he says. "She had a good sense of humour, loved to laugh and made friends wherever she went. When people first met her, she seemed shy, but when you got to know her, she really opened up." Michael and Lisa were married in 1993.

When they arrived at Ivey, Lisa, a graduate of the University of Toronto, had been working in the benefits consulting business and wanted to improve her career prospects. Michael had a degree in engineering and had been working overseas for several years. Following the MBA program, Michael returned to his engineering company, Hatch, where he took on increasingly senior roles. Lisa worked with Canada Life as a group representative responsi-

ble for sales and account management for major corporations. She was Canada Life's top performer in group sales in 1997, the company's sesquicentennial. "Lisa had an ability to build rapport with senior executives and decision-makers in big corporations, and with staff at all levels," says Michael. "She was a very intelligent person and she understood business, so she could tailor the services to business needs."

When their daughter Sarah was born in 1998, Lisa decided to take a leave of absence from her professional career. "Sarah was Lisa's true focus," says Michael, "and her most important legacy." Lisa loved doing any outdoor activity, particularly with Michael and Sarah. Family was very important to her, and she and Michael spent many happy hours with their extended family and friends.

Lisa became ill in December 2004 and passed away peacefully on October 16, 2005.

## IN MEMORIAM

Pauline Farris, HBA '41

James Cottrill, HBA '46

Fred Webber, DBA '47

William Cook, HBA '49

Ronald Hawkins, HBA '49

Hugh Joyce, HBA '49

Frances Oxley, HBA '49

Bob Pett, HBA '49

Kenneth Thomson, Exec '50

Marks Lee, HBA '51

Robert Diggon, HBA '52

Chum Torno, Exec '52

Raymond Walneck, HBA '54

Frederick Clarke, HBA '55

Victor Rowland, MBA '58

Vic Rogers, MBA '61

Paul Dudgeon, MBA '63

Steve Cowan, HBA '68

Bob Copp, MBA '69

Lessey Sooklal, Exec '74

Gren Norton, MBA '75

Glen Carther, Exec '78

Walter Kunicki, MBA '86

Barb Soave, HBA '87



Alumni Speak

## Immersion Time

By Ken A. Mark

On a regular basis, many executives make significant inter-company decisions, such as negotiating alliances or planning acquisitions, without ever immersing themselves in the other organization's operations. But why should this degree of inquisitiveness – and I'm not just talking about perfunctory meetings in CEO boardrooms – be important? Wouldn't having your analyst look at detailed regulatory filings, hold-

had conducted telephone interviews with their key executives (which I did), you would likely have concluded that these two firms were: a) racing for market leadership b) putting customers first c) valued their employees. Both had roughly the same stated strategy, similar levels of sales and numbers of employees, and were physically located in close proximity to each other.

After spending a few days at each firm, however, the stark contrast between them was in plain sight: Company A was located in a non-descript office park, where employees sat shoulder-to-shoulder at long tables (the whole office was one big room with no dividers). Covering the ground, grey industrial carpet flowed into white, square-tiled Spartan washrooms; hanging from ceilings were bare, standard-issue fluorescent tubes, casting light on whitewashed walls. There was an eerie hum of keyboard clicks mixing with low-level chatter. At designated hours, catered meals were served, buffet-style,

employees, or why I perceived both management teams to be unaware of their strategic blindspots (for example, one founder bristled at my suggestion I compare his firm's performance against a group of staid, old-school entities.) I don't have any space left to let you in on which of the two was more successful, in the final analysis.

But the point I'm trying to make is this: there may be value to be gained in going beyond the facts and figures, in immersing oneself in the complex, ambiguous world that your counterparts inhabit. Will walking a mile in their shoes now save you from a marathon's worth of scrambling later?

---

**“The threat of misaligned objectives and mismatched culture, to cite just two hidden shoals, is real.”**

---

ing power lunches with counterparts, and scrutinizing the latest Wall Street analyst reports, suffice? Won't taking days to delve into the other party's organization be too time consuming, considering the highly, highly-competitive, globalized, Crackberry'd world we live in?

But, as any news report of a failed merger or unrealized synergies can attest, the threat of misaligned objectives and mismatched culture, to cite just two hidden shoals, is real. This is because, more often than not, massaged descriptions are simply too vague, rendering them unable to convey nuances evident at the ground level. Let me describe two firms I visited in the United States, who are competing in the same space. If you had looked at their website materials, downloaded articles and reports, and

with employees serving themselves with plastic utensils and Styrofoam vessels. Company B, on the other hand, was housed in an airy office located on prime real estate, facing a manicured downtown park. Internet dotcom-inspired, their décor featured cool shades of blue, windows letting in lots of natural light, requisite (but pricey) ergonomic chairs, free café lattes, a selection of fresh fruit, all infused by a high-energy, laugh-out-loud work culture. Company-logo'd paraphernalia littered the place. Within walking distance was a playground consisting of the best restaurants and bars in the city.

And these are only some differences I observed in the respective work environments: I've not yet touched on the rest of their profiles, including differences between their stated and latent goals, the unvarnished views of their



*Ken A. Mark, HBA '98, is Managing Director of The Martello Group, a consultancy. The Martello Group provides casewriting services for Ivey, one of its key clients. Mark can be reached at [kmark@ivey.ca](mailto:kmark@ivey.ca), or [kmark@martellogroup.com](mailto:kmark@martellogroup.com)*

**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](mailto:alumni@ivey.uwo.ca).

IBC - homecoming.pdf



OBC - Powered by Ivey.pdf