

intouch



Leading without Borders

Tim Hockey, EMBA '97, recognizes the value of Ivey's new Cross-Enterprise Leadership™ strategy *Page 16*

Ivey Olympians *Page 24*



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THE IVEY NETWORK

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

INSIDE INTOUCH

WINTER 2006

FEATURES

16 Leadership In September Ivey announced a bold new strategic direction based on the concept of Cross-Enterprise Leadership™. InTouch spoke to Professors Mary Crossan, Steve Foerster and Mark Vandenbosch to get a better understanding of the approach and its impact on Ivey's teaching and research programs. We also talked to Tim Hockey and Pamela Griffith-Jones, two alumni leaders who are passionate about the importance of Cross-Enterprise Leadership in their own companies, and for Ivey.

24 Ivey Rings To celebrate the Turin Games, we profile four alumni who have made their mark on the Olympic movement in Canada, including judo national champion Brad Farrow, who now operates a successful consulting company, and hurdler Jeff Glass, a Bay Street lawyer. Does high-performance sport prepare you for high-performance business leadership? Looks like it.

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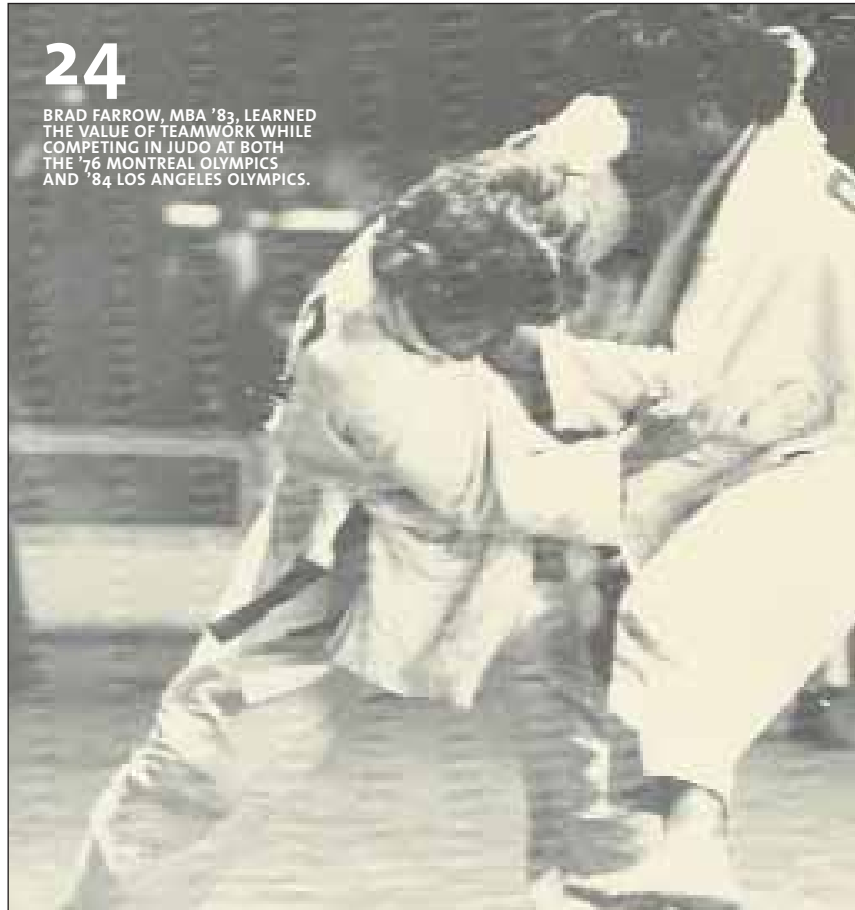
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@intouch is a regular e-newsletter that provides updates on the School between issues of the magazine. See www.ivey.uwo.ca/intouch

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 or over the World Wide Web at www.ivey.uwo.ca/alumni. Copyright 2006 – Richard Ivey School of Business. Reproduction in whole or in part without permission is prohibited.

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BRAD FARROW, MBA '83, LEARNED THE VALUE OF TEAMWORK WHILE COMPETING IN JUDO AT BOTH THE '76 MONTREAL OLYMPICS AND '84 LOS ANGELES OLYMPICS.

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54 Alumni Speak Michael LeBoldus has a new perspective on life since spending two months teaching in Cambodia.



Doing Business

The School in the World

Top rankings

In September the Wall Street Journal released its 2005 MBA school ranking, which placed Ivey sixth worldwide in attracting international recruiters, and first in Canada. A separate analysis of recruiter responses ranked Ivey 9th in the world by recruiters in the financial services industry. No other Canadian school was ranked in this sector.

In October, the Beyond Grey Pinstripes 2005 survey ranked Ivey 14th worldwide, and named Professor Tima Bansal as a runner up for the Grey Pinstripes Faculty Pioneer Award. This specialized ranking profiles schools that incorporate social and environmental issues into the fabric of their MBA programs.

Busy season for Institute for Entrepreneurship

On October 19 the Business Families Centre, launched by the Institute for Entrepreneurship (IFE) in May, hosted a workshop celebrating Family Business

Week in partnership with the Canadian Association of Family Enterprise. Under the leadership of David Simpson, MBA '88, the Centre is focused on enhancing family business management. In Canada, family-owned enterprises produce 45 per cent of GDP, create nearly 70 per cent of new jobs, and employ 50 per cent of the workforce. "The Centre's formation is recognition of the positive and pervasive effect that family enterprises have," says Simpson. "We want to begin a new chapter of discussion, research and support in this area."

The following day, IFE hosted the Entrepreneurial Cognition Conference at Spencer Conference Centre. The conference attracted 35 experts from Ivey and around the world to explore how entrepreneurs make decisions and build the knowledge sets they need to be successful.

On November 24, the First Annual Ivey Alumni Entrepreneurial Gathering was held in Toronto. Bill Di Nardo, HBA '91, founder and former President and CEO of Grocery Gateway Inc., was the keynote speaker. Ivey student Colin McDougall, MBA '06 Candidate, of Thunderball, and Lisa Shepherd, HBA '95, MBA '02, President and CEO of Mezzanine Consulting, also spoke about their businesses. Despite unseasonably wintry weather, the event attracted 35 alumni and students.

The IFE is looking for partners to provide summer internship opportunities for the Certificate in Entrepreneurship. If you or your entrepreneurial company can offer an Ivey student a summer internship, or help in any way, please call Eric Morse or Sarah Buck (519) 661-4221.

Faculty receive alumni supported awards

Thanks to donations from the classes of MBA '79 and HBA '74, the School awards Tenured Faculty Research Merit Awards each year to top professors who have demonstrated exceptional research productivity. This year's honourees are:



- < Paul Beamish
- Tima Bansal
- Mary Crossan
- Niraj Dawar
- Joerg Dietz
- Gerard Seijts

The support of Rosalind Ivey, HBA '82, and Scott Cooper, HBA '82, led to the creation of the Ivey Teaching Innovation Award, which recognizes teaching excellence and innovative curriculum and program contributions. The 2005 honorees are Michael Pearce and Gerard Seijts.

Congratulations to all.

Rudy Giuliani to speak at Ivey

Following on the success of last year's Ivey Builds project, MBA students are planning another major conference for April 21, 2006. This time the theme is crisis leadership, and Rudy Giuliani, Mayor of New York during the 9/11 crisis, will lead a line-up of outstanding speakers.

Ivey Builds 2006 will also include a Global Case Simulation competition. Three-person teams from the world's top ten business schools will be invited to participate in a 12-hour real-time simulation of crisis in a global business.

Luzius Wirth, MBA '06 Candidate, President of Ivey Builds, says the student-run initiative has several goals. "It's a big project that integrates people within the School, and builds the brand outside the School," he says. "At the end of the day, it enriches the Ivey experience, and is proof of the quality and spirit of Ivey's student body."

The Ivey Builds team is seeking sponsors to support both the conference and case competition. Alumni are also welcome to attend the conference: tickets are available through www.iveybuilds.com. See ad on page 13 for more details.

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FROM LEFT TO RIGHT: MALIA GOSSET, CAFE; DAVID SIMPSON, MBA '88, EXECUTIVE DIRECTOR, BUSINESS FAMILIES CENTRE, IVEY BUSINESS SCHOOL; MARK CATOR, CARDINAL MEATS; LYNNE CRAM, ELLIS DON CONSTRUCTION; RICHARD COSTLEY-WHITE, EMBA '04, THE BLACKBURN GROUP; LUANNA MCGOWAN, PRICEWATERHOUSECOOPERS; DAVID BENTALL, NEXT STEP ADVISORS, KEYNOTE SPEAKER AT EVENT; MIKE THOMPSON, FORMERLY RICHARDSON FOODS



PHOTO: (BOTTOM) MATTHEW CLARKE

Business leaders, students explore competitiveness challenge

Leading Canadian thinkers from business, academia, and government came together in November for a Roundtable hosted by Ivey's Lawrence National Centre for Policy and Management. The conference focused on the challenges Canada faces in a changing and increasingly competitive global environment, particularly from emerging economic powers such as China and India.

The event was held over two days at the TSX Broadcast & Conference Centre in the heart of Toronto's financial district. The Lawrence Distinguished Lecture in Policy and Management was launched with an address by Michael Sabia, Presi-

dent & CEO of Bell Canada Enterprises. Mr. Sabia talked about the need for Canada to develop a new public policy consensus around national priorities.

The Roundtable included Jack Mintz, President & CEO of the C.D. Howe Institute, Dominic D'Alessandro, President and CEO of Manulife Financial; W. Edmund Clark, President and CEO of TD Bank Financial Group; and Jeffrey M. Lipton, President and CEO of NOVA Chemicals. The Roundtable focused on issues of productivity under the theme *Meeting the Competitiveness Challenge: Surviving and Winning in a Transforming Global Economy*.

About 50 business leaders and 60 Ivey HBA and MBA students attended the event. "I was very proud of our students,

whose questions were knowledgeable and visionary," says Dianne Cunningham, Director of the Lawrence Centre. "The Centre offers one more way for the School

HBA's HOST THE WORLD

From March 15 to 18, 2006, Ivey will be hosting the 17th Annual ScotiaBank International Case Competition. The largest international undergraduate case competition in North America, the Competition will welcome 12 teams from prominent undergraduate business schools around the world.

Don't miss the opportunity to watch the business leaders of tomorrow in action today. For more information please visit <http://groups.ivey.uwo.ca/sicc2006>



DISCUSSING COMPETITIVENESS: (L-R) DR. JACK MINTZ, JEFFREY M. LIPTON, TOM D'AQUINO (STANDING), W. EDMUND CLARK, DOMINIC D'ALESSANDRO.

to provide students with a relevant and focused environment to advance their education." The event served as a national forum for more than 50 business, government and academic leaders to discuss sound public policy aimed at building a more competitive Canada.

The Lawrence Centre is planning a spring conference on energy policy, with a focus on alternate fuels such as hydrogen.

For more information, contact Dianne Cunningham at dcunningham@ivey.uwo.ca

Ivey women among Canada's most powerful

The Ivey Business School is well represented among Canada's top women. The 3rd annual Canada's Most Powerful Women: Top 100 awards counted seven Ivey women among its honorees, including Dean Carol Stephenson. The prestigious event was held at Toronto's Westin Harbour Castle Hotel in November, with more than 600 executives and future leaders in attendance, including 50 Ivey students.

Carol Stephenson was named in the category of "Champions." Barbara Stymiest, HBA '78, Sylvia Chrominska, HBA '75, Lisa Colnett, MBA '81, and Elizabeth Delbianco, EMBA '97, were named in the "Corporate Executives" category, Madeleine Paquin, HBA '84, in the "Entrepreneurs" category, and faculty member Dr. Kellie Leitch in the "Professionals" category. Barbara Stymiest, RBC Financial Group's Chief Operating Officer, delivered the keynote address.

Canada's Most Powerful Women: Top 100 is an initiative of the Women's Executive Network (WXN), founded by Pamela Jeffery, HBA '84, MBA '88. WXN is the country's leading organization dedicated to the advancement and recognition of executive minded women in the workplace.

POWERFUL CANADIAN WOMEN (L TO R) DIANNE CUNNINGHAM, DIRECTOR, LAWRENCE NATIONAL CENTRE FOR POLICY AND MANAGEMENT, DEAN CAROL STEPHENSON, MONICA TANG, HBA '06 CANDIDATE, BECKY FAVELYUKIS, HBA '06 CANDIDATE, AND ALISON KONRAD, PROFESSOR OF ORGANIZATIONAL BEHAVIOR, CORUS ENTERTAINMENT CHAIR IN WOMEN IN MANAGEMENT.



BUSINESS LEADER AWARD 2005

by Terri Garton

On November 15, over 400 senior business leaders gathered in Toronto to honour Peter Godsoe, former Chairman and CEO of Scotiabank, with the 2005 Ivey Business Leader Award.

The event, co-chaired by Barbara Wilkes, HBA '74, MBA '76, President BoardSafe Inc., and Gilles Ouellette, HBA '69, MBA '70, President and Chief Executive Officer, Private Client Group, BMO Financial Group and Deputy Chair, BMO Nesbitt Burns, was a resounding success and raised over \$150,000. Funds from this event support the Toronto Ivey Alumni Association Faculty Fellowship in Leadership received by Professor Fernando Olivera, and two Ivey Alumni Association International Student Awards, currently supporting Aditya Sundaram, MBA 2007 Candidate and Yanchun Zhu, MBA 2006 Candidate.

Peter Godsoe joined The Bank of Nova

Scotia in 1966 as a teller trainee. He served in Toronto, Montreal and New York, rising through various positions in international, corporate and investment banking to become Vice Chairman of the Board in 1982. He was named President and Chief Operating Officer in 1992, Chief Executive Officer in 1993 and Chairman in 1995 until his retirement in December 2003.

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

Mr. Godsoe is the Chairman of Sobeys Inc. and Fairmont Hotels & Resorts Inc. He is a director of Barrick Gold Corporation, Ingersoll-Rand Company Limited, Lonmin PLC, Onex Corporation, Rogers



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1. 2005 BUSINESS LEADER AWARD RECIPIENT - PETER GODSOE, FORMER CHAIRMAN AND CEO SCOTIABANK 2. DEAN CAROL STEPHENSON 3. PRESENTING PETER GODSOE WITH AWARD - GILLES OUELLETTE, HBA '69, MBA '70 AND BARBARA WILKES, HBA '74, MBA '76 4. SIDNEY ROBINSON, RICHARD W. IVEY, HBA '72, LARRY WYNANT, MBA '72, DEAN CAROL STEPHENSON 5. CHEQUE PRESENTATION TO DEAN CAROL STEPHENSON BY CO-CHAIRS GILLES OUELLETTE, HBA '69, MBA '70 AND BARBARA WILKES, HBA '74, MBA '76



4.

Communications Inc. and Templeton Emerging Markets Investment Trust PLC. In addition, he is a Vice Chairman of the Atlantic Institute for Market Research and a director of a number of non-profit organizations including the Canadian Council of Christians & Jews and Mount Sinai Hospital.

On behalf of the Canadian business community and the Richard Ivey School

of Business, the Ivey Alumni Association/Toronto salutes the dedication, creativity, vision and community spirit that have made Peter Godsoe the respected businessman that he is today.

Created in 1991 by the Ivey Alumni Association/Toronto, the Ivey Business Leader Award honours an individual or organization that has made a significant contribution to the advancement of busi-

ness leadership in Canada, and reflects the world-class ideals of the Ivey Business School. Appreciation goes to all of the sponsors who made this event a success as well as the Ivey faculty and staff, and Toronto volunteers who supported this wonderful event! For a complete list of previous recipients of the Business Leader Award please go to www.ivey.ca/alumni/businessleader.htm



5.

Ivey Business Leader

A W A R D

Thank you!

Thank you to the following companies, owned by Ivey alumni, who donated gifts to the inaugural Ivey Alumni Business Leader Dinner Silent Auction

- Abbott Research & Consulting
- Acrobat Research Ltd.
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- Andante Concierge Service
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- Broadplay
- Constructive Media Inc.
- Crowne Holt & Associates
- Green Acres Day Camp Inc.
- Harry Rosen Inc.
- International Club Network

- Jeffrey Allan & Associates Inc.
- Legacy Systems International Inc.
- Liaison College of Culinary Arts
- Sleep Country Canada
- Smedmor & Associates
- Spin Master Ltd.
- Turco-Persian Rug Co. Ltd.
- Wojcinski & Associates Ltd.
- International Club Network
- Ivey Builds – MBA Association,
- Richard Ivey School of Business



Alumni in Action

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

Powered by the Ivey Network: A conversation with Patrick Crowley, HBA '74, Chair Ivey Alumni Association



InTouch: The IAA recently launched a new strategy. What was its genesis? Crowley: It started with the establishment of a vision for the Association, under the leadership of Kevin Yousie. The vision is “to be recognized as one of the most strongly connected, active and successful business school alumni associations in the world within the next five years.” Establishing the vision was an important step – it clarified our directions and provided focus. When I became Chair, it was clear the next step was to develop a strategy to deliver on the vision.

InTouch: How did you go about developing the strategy? Crowley: The Executive Committee of the Board had several meetings, including a weekend retreat at the Wettlaufer Centre, and we developed a framework. Then in May the whole Board spent a full meeting developing, finalizing and confirming the document.

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InTouch: The first pillar of the strategy is “Fostering Alumni Community Connectivity.” What is the thinking behind that? Crowley: As an association, our role is to foster the growth of high quality relationships that will strengthen the Ivey alumni network, and be a key strategic point of difference in the crowded business school marketplace. We already have a unique network that no other business school in Canada has, and that positions us well to attract top students. We are doing a good job through initiatives like our chapter

events, Homecoming, and InTouch magazine. Now we’re looking for new opportunities to add value, such as the Ivey Alumni Business Directory (see article on page 10), web-based solutions to facilitate alumni-to-alumni communication, and strengthening the class liaison program.

InTouch: What’s behind the second pillar, “Establishing Clear Expectations of Alumni?” Crowley: The concept here is that being a member of the Ivey alumni network is an honour and a privilege, but also a responsibility that comes with certain obligations – for example, to recruit at the school, to make personal connections among fellow alumni, to make financial contributions, and to serve as ambassadors and grassroots advocates. We want to introduce students to these expectations from the time they enter the School, and continue to reinforce the message (see article next page).

InTouch: And what about the third pillar, “Representing the Voice of the Alumni?” Crowley: We want to ensure that the Board’s efforts are representative of the perspectives of the broader alumni group, and that our focus stays on high-leverage alumni opportunities. We want to be the authoritative voice of the alumni within the School, expressing their opinions on the School’s direction.

InTouch: At Homecoming you introduced a new icon and tagline, “Powered by the Ivey Network.” Why? Crowley: It’s important for the Ivey network to have an identity, and to be recognized as one of the most important benefits that the School offers as a result of its long history in management education. I liken it to the Musketeers – it’s ‘one for all, all for one!’ The Ivey network is an important differentiator for the School, and the icon is designed to reinforce that message.

InTouch: How will you know you are achieving your vision? Crowley: Each of our task forces and committees is establishing quantitative measures of success. We are also committed to surveying all our alumni every two years to get feedback on what’s working and what isn’t, then realigning activities in response to the feedback.

InTouch: What can alumni do to support the new strategy? Crowley: Get involved. We have 18,000 alumni – just think of the opportunities if all of them became active-ly involved!

YOU ASKED: WE ANSWERED

A sample of the frequently asked questions about Ivey’s new strategy by alumni

Q: What will happen to the MBA Direct program?

A: We realize the MBA Direct program is an important feature for HBA students. A task force has been established, and we are currently investigating options for how this might fit with the new MBA program. We would like to remind all HBA graduates that the current MBA Direct program has one more entrance in September 2006. For more information, please contact the MBA Program Services department.

Q: How will the MBA Association operate with two MBA entry points each academic year?

A: Student life outside the classroom is a critical part of both the HBA and MBA experience. We need to ensure it remains a highlight of the learning experience at Ivey. The MBAA is working with the School and has visited a number of schools in Europe who have one-year programs to see how they maintain a strong culture of student experience.

Q: How do alumni promote a 12-month MBA program when they haven’t experienced it?

A: The MBA program has gone through many changes over the years; however, the foundation of the Ivey MBA learning experience remains the same – it is based on outstanding faculty, challenging peers, an interactive learning experience and a close-knit community. The new MBA program will preserve and strengthen critical elements such as learning teams, 48-hour reports and the Client Field Project (policy projects) that alumni so highly value and fondly remember.

Great Expectations

The Expectations Task Force clarifies how alumni can strengthen the Ivey network



“We become members of the alumni community from the moment we enter the School as students and it behooves us

to cultivate this network throughout our careers. The more we as alumni are connected to the School and fly the Ivey flag, the greater the alumni network asset becomes – for alumni and for Ivey.”

That’s a small part of what Mark Longo, EMBA ’01 (photo above), Chair of the Expectations Task Force, said to incoming MBA students during an Orientation Week event last September. Longo and his colleagues on the Task Force were charged with bringing to life one of the pillars of the new Ivey Alumni Association strategy – “Fostering a Culture of Alumni Commitment.”

The Task Force members developed a succinct one-page statement of “Expecta-

tions for Ivey Alumni” that clarifies the roles graduates can play within the School and the Alumni Association. “People are searching for ways to stay connected to Ivey,” says Longo, “but they want to know how to get involved and what is an appropriate level of contribution. These guidelines will fill in some of the blanks.”

The four Expectations are:

- Uphold Ivey Principles
- Think Ivey First
- Be an Ivey Ambassador
- Give Back

The first pillar is captured, Longo says, in the highly successful Ivey Ring. “Think Ivey First” refers to the idea that Ivey alumni should consider doing business with one another or the School whenever possible. Being an Ivey ambassador means promoting the School with social and business contacts, recruiting promising students, and referring people to Ivey Executive Development and other programs.

Obviously the “Give Back” pillar can refer to financial contributions, but Longo says it goes far beyond writing a cheque. “We want

to make it clear that from the Alumni Association’s perspective, there are many contributions you can make, such as recommending case studies, or taking a leadership role or attending chapter events, that don’t involve a financial commitment,” he says.

The students Longo spoke to in September were enthusiastic about the Expectations, and the 40-member Alumni Association Board of Directors approved the document unanimously. From now on, students will be introduced to the concept at the time of their acceptance at Ivey, and the message will be reinforced throughout their time at the School.

Expectations are an important way to strengthen and enhance the Ivey brand, Longo says. “The more we communicate these expectations and our alumni live them, the more we will increase our competitive advantage over other schools through the Ivey network.

To find out more, check out the alumni website at www.ivey.uwo.ca/alumni, or contact Terri Garton at tgarton@ivey.ca or 519-661-3729.

Think Ivey First

The Ivey Alumni Business Directory helps grads do business with one another

When Richard W. Ivey, HBA '72, needed some consulting work done, he called on fellow Ivey graduate Kevin Yousie, HBA '77, MBA '80. "It just made sense," says Ivey. "I knew we would have a similar approach and values. And of course Kevin did a tremendous job. Why would I go anywhere else when I have access to the School's network?"

Stories like this are repeated dozens of times every business day across Canada and around the world. The Ivey network is recognized as one of the School's most powerful and valuable assets. Now Paul Smith, HBA '75, a member of the Ivey Alumni Association's Board of Directors Traditions Committee, is championing a project that will make the network work even better.

The Ivey Alumni Business Directory is an online database of Ivey alumni, avail-

able only to alumni and searchable by industry, city, province/state and country. Smith believes it's time for alumni to realize its full potential. "We all want to do business," he says. "What we're saying is, 'Let's call on our Ivey family members first.'"

For graduates looking to purchase goods or services, the Directory is a source of potential suppliers. For graduates, it's a source of potential customers, clients and employers. Not

every alumni contact will result in a deal but Smith believes it's a good place to start. "We're saying it's okay to approach people from Ivey for business activities," says Smith. "The 'Ivey First' ethos is something we're going to instill as a tradition in the community."

It's important, Smith recognizes, that the Directory is used in a "proper and professional way." Ivey professors and »



POWERED BY
THE IVEY NETWORK

Ivey Alumni Business Directory Redux

- A professional networking tool exclusive to Ivey graduates
- Based on the "Think Ivey First" philosophy
- Not a sales club
- Students trained to use it in a "proper and professional manner"
- Builds the Ivey brand
- Point of differentiation with other business schools
- Demonstrates the power of the Ivey network

senior alumni will help train students in its use. The Committee will also communicate with existing alumni about the best ways to use the Directory.

There are plans to create a printed reference book available to graduates who prefer to do their research the old-fashioned way.

This project, like others born out of the new Alumni Association strategy, helps to strengthen the Ivey brand and attract outstanding students to the School. "This is a big point of differentiation," says Smith. "When somebody gets into Ivey, they automatically become part of the powerful Ivey network. Nobody else can say that."

Dean Carol Stephenson agrees. "No other Canadian business school has a network like ours," she says. "It's a 'secret weapon' that Ivey graduates carry with them for the rest of their careers. And now it will be more accessible than ever."

Alumni in the News

- Michael Copeland, MBA '99, was named Chief Operating Officer of the Canadian Football League in January 2006. Copeland moves to the CFL from Molson, where he was director of marketing for the company's national value brand portfolio.
- Barbara Stymiest, HBA '78, was named to the international list of the "50 Most Powerful Women in Business" by Fortune Magazine. After five years as CEO of the Toronto Stock Exchange, Stymiest became Chief Operating Officer of RBC Financial Group in January 2005.
- David Ganong, MBA '70, was named a Member of the Order of Canada in June 2005. His citation described him as a "creative and visionary businessman" and a "model of integrity and accountability in Canadian business."
- John Francis, HBA '86, and his father Bill Francis recently sold the family firm, Trader Media, publisher of the Auto Trader weeklies in Ontario, to Yellow Pages Income Fund for \$436 million. John will continue to lead the business as a Yellow Pages executive.

Hong Kong Alumni Build School in China



The EMBA '04 class at Ivey's Hong Kong campus raised HK\$174,000 to build a primary school in a remote area of China, and in November 2005, representatives of the class visited the new school.

The project, led by Benson Pau, MBA '04, included a charity dinner in December 2003, and the "One Million Steps Charity Hike" in June 2004. "It was tough to manage our study, work and family plus the charity events," says Pau. "But with the passion of our classmates and the collective effort of the whole class, we made it!"

The School, named Mangdu Village Ivey Alumni Association Sowers Hope School, was built between January and September 2005. Six representatives of the class -- Pau, Charity Au, Jody Cheung, Edwin Luk, Professor Kathleen Slaughter, Executive Director of Ivey Asia, and her husband Ron Slaughter -- faced challenging traveling conditions to visit the school in November. There were about 180 students in the school, including 76 who live in because their homes are too far away to walk every day.

Says Pau: "We were all so thrilled and moved to see the results of our charity initiative and the kids who will benefit from it."

PHOTO: (BACK ROW - L - R) DEXTER YOUNG (SOWERS ACTION), JODIE CHEUNG, HK EMBA '04, MR. LI (YUNGDE OFFICIAL), EDWIN LUK, HK EMBA '04, MR. DUNG (YONGKANG EDUCATION DEPARTMENT), CHARITY AU, HK EMBA '04, BENSON PAU, HK EMBA '04; (MIDDLE ROW - L - R) MR. YANG (HEADMASTER OF SCHOOL), MR. WU (YUNGDE OFFICIAL), PROF. KATHLEEN SLAUGHTER (IVEY-ASIA ASSOCIATE DEAN), RONALD SLAUGHTER, MR. XUE (LINCANG OFFICIAL), MR. OU (YUNGDE OFFICIAL); (FRONT ROW) PRIMARY STUDENTS OF "MANGDU VILLAGE IVEY ALUMNI ASSOCIATION SOWERS HOPE SCHOOL"

Ivey and Google Team Up – An Evening at the Googleplex!

The IAA/Silicon Valley Chapter in Northern California was proud to have brought the Ivey alumni a very special event in October! On October 11th, Brent Remail, MBA '93, Ivey Chapter President and Sukhinder Singh Cassidy, HBA '92, Vice-President at Google, hosted the Chapter at the famous Googleplex in Mountain View, California. Sukhinder gave everyone an insider's view of the world's fastest growing and most talked about company, Google, speaking about the history of the company, the competitive landscape and Google's future 'highways to growth'. Thank you to everyone who came out and made this night a huge success!



PHOTOS: (TOP) MARC PAVLOPOULOS, MBA '05 AND GUEST SCOTT SLINKER. (LEFT) VIPUL REDEY, MBA '98 AND GURINDER PARHAR, MBA '92. (ABOVE) SUKHINDER SINGH CASSIDY, HBA '92, VICE PRESIDENT, ASIA PACIFIC & LATIN AMERICA OPERATIONS, GOOGLE, INC.

HOMECOMING 2005



1. BOB MCCLELLAND, HBA '55 RECEIVES A LIVE DEMONSTRATION OF THE SCHOOL'S WIRELESS NETWORK BY IVEY STUDENTS IN THE INTERNET CAFÉ 2. LARRY WYNANT, MBA '72, ASSOCIATE DEAN, AND MICHAEL ZANDRI, MBA '75 IN THE "WHO WANTS TO BE AN IVEY MILLIONAIRE" SEGMENT OF THE "EVENT IN THE TENT." 3. MBA '00 ALUMNI CHEER FOR THEIR CLASS IN THE "EVENT IN THE TENT." 4. BOB CROCKFORD, HBA '70, JOHN HUMPHREY, HBA '60, JOHN A. CRAIG, HBA '70 & TIM MARLATT, HBA '70, CATCH UP DURING THE SCHOOL TOURS 5. BARBARA LINDENBACH AND BRIAN FOSTER, HBA '75 SHARE A LAUGH IN THE SCHOOL'S INTERNET CAFÉ 6. DOUG SPEERS, MBA '70 IS THE 2005 IVEY DISTINGUISHED SERVICE AWARD RECIPIENT. PRESENTING THE AWARD IS IAA CHAIR PATRICK CROWLEY, HBA '74 AND DEAN STEPHENSON





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7. DEAN CAROL STEPHENSON PRESENTS CHRIS GRAHAM, MBA '80 OF VICTORIA, BC HIS IVEY 25-YEAR PIN. CHRIS IS CELEBRATING HIS REUNION WITH HIS DAUGHTER **8.** MBA '80 CLASSMATES, GARY LINDSAY OF GRAND BEND, ONTARIO, BILL CARRUTHERS OF WILLIAMS LAKE, BC, MILLER MACEWEN OF VIDALIA, GEORGIA, AND ROGER PUTTOCK OF MILTON, ONTARIO – HAPPY TO REUNITE AT THE RETRO REVIVAL DINNER AND DANCE **9.** MBA '95 CLASSMATES AT THE RETRO REVIVAL DINNER AND DANCE CELEBRATION, LONDON CONVENTION CENTRE **10.** IAA CHAIR, PATRICK CROWLEY, HBA '74 AND DEAN STEPHENSON PRESENT THE IVEY ALUMNI FACULTY SERVICE AWARD TO PROFESSOR JEFFREY GANDZ **11.** THOSE CELEBRATING MORE THAN 50 YEARS SINCE GRADUATION JOIN DEAN STEPHENSON FOR A SPECIAL GOLDEN ALUMNI LUNCH AT SPENCER CONFERENCE CENTRE **12.** REUNION CLASSES OF 2005 PRESENT THE DEAN WITH A CHEQUE FOR \$1.3MILLION! SPECIAL THANKS GO OUT TO ALL CLASS ORGANIZERS WHO MADE THIS GIFT AND EVENT POSSIBLE.



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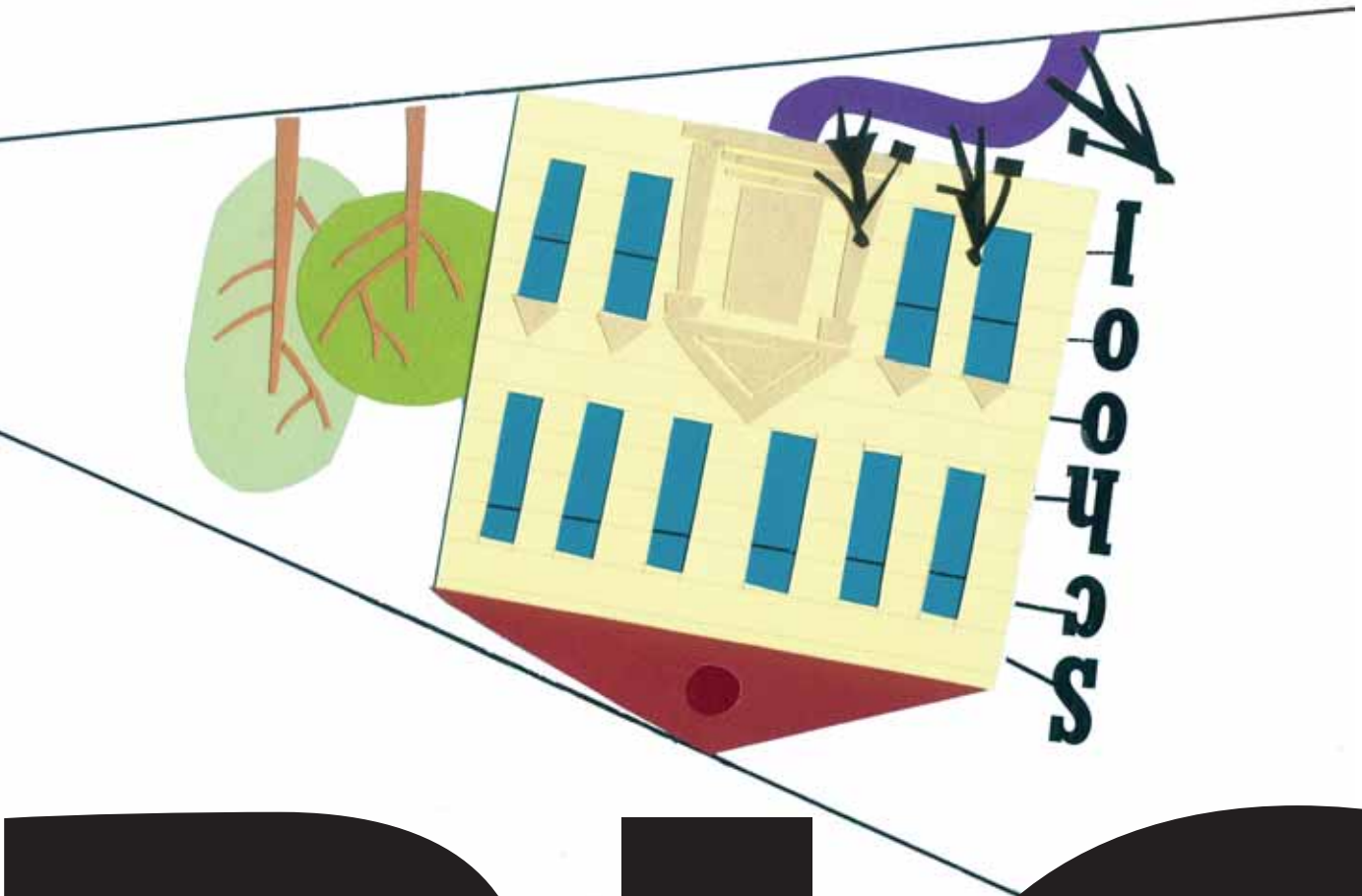
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**IVEY'S NEW STRATEGY,
FOUNDED ON THE PRINCIPLE OF
CROSS-ENTERPRISE LEADERSHIP™,
TURNS THE OLD IDEA OF A
BUSINESS SCHOOL ON ITS HEAD.**

THE NEW G



BIG

FOREST AND TREES

IVEY'S CROSS-ENTERPRISE LEADERSHIP™ APPROACH WILL REVOLUTIONIZE BUSINESS EDUCATION, AND THE WAY ORGANIZATIONS WORK

In a complex, rapidly changing and increasingly global business world, leaders must be able to see the big picture, understand how strategy affects every part of the organization, and know how to make things happen. Whether it's a major acquisition, the introduction of a new business model, or a move into a new market, it's essential to see both the forest and the trees.

That's the simple but powerful concept behind Ivey's new strategic direction, dubbed Cross-Enterprise Leadership. Announced in September 2005, Cross-Enterprise Leadership has been referred to as 'a revolution in business education.' "The new strategy builds on



**PROF. MARY
CROSSAN**

“This approach has depth. The more you work with it, the more you appreciate the depth.”

our traditional strengths,” says Professor Mary Crossan, MBA '85, PhD '91. “But to take it the step further requires a new orientation – you have to do things very differently.”

Managing in a Complex Global Marketplace

The Cross-Enterprise Leadership approach means breaking out of functional “silos” like marketing, operations and finance, and understanding, acting and leading without borders. “For over a century business education has been functionally based,” says Professor Steve Foerster, HBA '81, Director of the MBA program. “At best, some programs have had some kind of capstone course to integrate the different functions, when in fact the business world is all about dealing with issues. Cross-Enterprise Leadership turns business education on its side, starting with the issues, which cut across all the disciplines.” Adds Mark Vandenbosch, HBA '84, Director of the HBA program: “This is consistent with the approach we've always had of doing things with a decision focus – it's taking the same sort of thinking to a different level.”

The strategy was developed in response to changes in the competitive environment for business schools. A diverse task force of School faculty and staff worked with consultants from McKinsey and Company to analyze the changing landscape and collect input from key stakeholders, then did some hard thinking about future directions. “It was a group for which

there were no sacred cows,” says Crossan. “There were very diverse points of view, yet I was constantly amazed at how well the group worked together.”



PROF. STEVE FOERSTER

“Cross-Enterprise Leadership turns business education on its side, starting with the issues, which cut across all disciplines.”

Kicking the Tires

Crossan admits she was skeptical about Cross-Enterprise Leadership at first and “kicked the tires pretty hard.” A strong strategy, she says, is one that is in demand and provides a sustainable competitive advantage that can't be easily replicated by competitors. “I was quite delighted, and continue to be more delighted as time goes on,” she says. “This approach has depth. The more you work with it, the more you appreciate the depth.”

With Cross-Enterprise Leadership, Ivey will relinquish its traditional function-based approach to teaching and research, and organize itself around business issues or challenges. For example, within the new MBA program one key focus will be on mergers and acquisitions. Working with several faculty members, students will explore the formation of a new company through a merger of operations in a number of countries. Rather than dealing with the financial aspects of merger in Finance class, and the human resources challenges in Organizational Behaviour, students will deal with the full complexity of the issue as it is experienced

by business leaders. "Issues and opportunities don't come in functional boxes," says Crossan. "Yet we've been training people in functional capabilities, and as a result firms have had to deal with issues from a functional perspective. Now we'll be creating an inventory of people with the capacity for Cross-Enterprise Leadership."

Re-shaping the MBA

This new perspective will colour every program the School offers, but the immediate impact will be felt in the MBA. Ivey's flagship program will move from 20 months with a four-month break to 12 months, with intakes in May and October. An intense class schedule will allow the new program to include 93% of the contact time in the current program. The MBA will be delivered at Spencer Conference Centre, currently used as



PROF. MARK VANDENBOSCH

“Our goal is to create the best undergraduate program in the world.”

Ivey's executive education centre. Says Foerster: "It's a wonderful learning environment."

The curriculum will be organized around four modules: Developing your leadership competencies; Developing business skills and executing strategies; Competing successfully in a global environment; and Excelling through cross-enterprise leadership. It will be delivered by a core of 17 dedicated fac-

ulty members, supplemented by others teaching elective courses. A cross-enterprise field project will give students the opportunity to work on real-world business issues. Based around the case pedagogy, the MBA program will feature a number of proprietary cross-enterprise cases that will not be available for sale to other institutions.

The new program seems to be striking a chord with prospective students. "Sign-ins" at Ivey displays at major MBA fairs are up considerably from last year, and there's also been a substantial increase in online requests for information and class visitor opportunities.

The World's Best Undergraduate Program

Vandenbosch says Cross-Enterprise Leadership principles will also be infused into the HBA program, although the emphasis will remain on developing basic business skills. "We'll be teaching cross-enterprise," he says. "The most important thing we give our students is what I call business life skills - the capacity to analyze unstructured data, identify problems and develop solutions, make and defend decisions, work in a team, and get a lot of work done in a short time. That will always be what makes our students stand out from others."

In response to demand, the program will grow, becoming more geographically diverse while continuing to attract high quality students. "Our goal," says Vandenbosch, "is to create the best undergraduate business program in the world." Cross-Enterprise Leadership will also become an integral part of the School's Executive MBA and Executive Development programs.

Research with Impact

Research, too, will change dramatically to align with the new strategy. Four new centres will focus on cross-enterprise issues: Building Sustainable Value; Engaging Emerging Markets; Driving Growth through Entrepreneurship and Innovation; and Leading Cross-Enterprise. Crossan, who heads up the Leading Cross-Enterprise Centre, says each centre will have its own structure and approach, but all four will enhance and leverage existing research, bring diverse perspectives to bear on key issues, and look for ways to increase the impact of research on business practice. For example, in her Centre there is talk of creating a web application that embodies Ivey research on organizational learning and knowledge management, and making it available to companies struggling with these key issues.

So far, the response to Cross-Enterprise Leadership from the School's alumni has been enthusiastic. "When I hear senior management talk about the issues in their organizations, their issues are not just about strategy - they're fundamentally about execution," says Tim McDonald, HBA '81, MBA '88, President of A.T. Kearney Limited (Toronto). "Cross-Enterprise Leadership is directly related to being able to make things happen in organizations. That's the beauty of it."

Arkadi Kuhlmann, HBA '71, MBA '72, President and CEO of ING Direct USA and Chair of the Ivey Advisory Board, puts it succinctly. "This is the kind of business leadership capability that's been missing," he says. "With the introduction of Cross-Enterprise Leadership, Ivey graduates will be able to solve issues that challenge the entire organization."

CROSS-ENTERPRISE LEADERSHIP TEAM

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Director Driving Growth through Entrepreneurship and Innovation Centre Prof. Eric Morse

Director Leading Cross Enterprise Prof. Mary Crossan, MBA '85, PhD '91

FLIGHT OF THE BUMBLE BEE

PAMELA GRIFFITH-JONES, HBA '87, MBA '90,
BELIEVES CROSS-ENTERPRISE LEADERSHIP IS
ESSENTIAL TO THE FUTURE OF CANADIAN TIRE



Years ago, veteran Canadian retailer Canadian Tire had a long-running marketing campaign based on the tagline, “More than just tires.”

Unlike most marketing hyperbole, the phrase was probably an understatement. Canadian Tire is a store that defies categorization, with a range of merchandise from door handles, hockey equipment and plumbing fixtures to coffee makers, canoes and patio furniture. For Pamela Griffith-Jones, it’s the perfect environment to pursue her passion for general management in complex organizations.

Griffith-Jones decided on a career in business after reading Peter Newman’s book, *The Canadian Establishment*, when she was in Grade Nine. “I was fascinated by the workings of business,” she says. “I started reading Forbes magazine, and watching the stock market. I guess I wasn’t a normal high school student!”

After two years of general university studies, she says Ivey was like “finally arriving.” She loved the real-world focus and intensity of the learning experience, and formed lasting friendships with her fellow students. The HBA program confirmed her love of business, and introduced her to the “work hard, play hard” approach. Above all, her Ivey experience confirmed her belief in the importance of being focused. “Having goals and setting plans around them got me to Ivey, and it’s certainly been with me through the years.”

After graduation, Griffith-Jones took advantage of her dual citizenship – her father was born in the U.K. – to work as a consultant in England for two years. On her return, she completed the MBA Direct program, graduating into the tough job market of the early 90s. Her goal was to work in strategy for a large company, but when the right job didn’t materialize, she went back to consulting. Two years later, in 1993, she joined Canadian Tire.

It was an inauspicious time to be part of the company, considered under threat with

Walmart, Home Depot and other U.S.-based “big box” stores entering the Canadian marketplace. Griffith-Jones saw the challenges but was undeterred. “I’m not sure what it was, but I had a gut level instinct that Canadian Tire was about to become something very different,” she says. “I had a sense that I could do something here.”

It turned out to be a good instinct. Griffith-Jones has thrived in the highly competitive and rapidly changing environment. After five years in the strategy area, she moved into general management, initially in the automotive area, then in sports and outdoor recreation. Most recently she assumed the role as Vice President of Leisure. The division, responsible for about \$2 billion in sales, includes sports, outdoor recreation, lawn and garden, backyard living, seasonal décor and toys.

Griffith-Jones says the competitiveness of the early 90s remains, intensified by the blurring of lines within the retail industry. “There was a time when Loblaws was just food, and Home Depot was just home improvement products. Now everybody is in everybody

else’s backyard. It forces you to get really clear about what you want to be good at.”

That’s tough in a company that she compares to a bumblebee. “If you look at the design of a bee, in theory it shouldn’t be able to fly. If you look at Canadian Tire – with the mix of businesses and the complexities of the dealer network – you’d say it shouldn’t fly either.” In this environment, the company has recognized Cross-Enterprise Leadership as a critical need.

“Complex businesses rarely have single dimensional challenges,” says Griffith-Jones. “To execute effectively, they have to think right through from marketing to finance to supply chain to people. There isn’t just one button you push.” She admits that Canadian Tire hasn’t fully implemented a cross-enterprise approach, but the company has realized that in a hotly competitive marketplace seeing the “big picture” could be very powerful, and not seeing it could be a serious disadvantage. General managers instinctively think cross-functionally, she says, but it’s a mindset that must be applied at all levels.

In addition to realizing synergies within the Canadian Tire retail operation, Griffith-Jones says there are benefits to working collaboratively with other business units, such as Mark’s Work Wearhouse, the gas bar business, and the financial services group. “There’s an opportunity to leverage one another and operate as an integrated business, but to do that effectively, you have to break down the walls between the business units.”

It was once unusual to find an MBA choosing a career in the retail industry, but that has changed along with the industry, says Griffith-Jones. “Retail is a hot spot now, and Canadian Tire is a good place to be. There aren’t too many firms in Canada doing \$8 billion in sales that have the autonomy to make their own decisions.”

For her, it’s an opportunity to do what she likes best, “managing big complex situations” and leading a capable and committed team. “I have a fun job,” she says. “What could be more fun than dealing with barbecues, hockey equipment and plants all on the same day!”

CROSS-ENTER- PRISE CAREER

TIM HOCKEY, EMBA '97, HAS MULTI-FACETED BUSINESS EXPERIENCE THAT MAKES HIM A BELIEVER IN IVEY'S NEW STRATEGIC DIRECTION



There are many ways to develop the perspective of a cross-enterprise leader. In Tim Hockey's case, it came by holding 20 different jobs during his 22 years at TD Canada Trust. Today, Hockey's broad perspective serves him well as Group Head of Personal Banking and Co-chair of the company.

Hockey started with Canada Trust when he was a student at Carleton University. He was enrolled in Public Administration, but quickly decided that he was more interested in the private sector and crammed in as many business courses as possible. In his second year of university, at the ripe old age of 20, he started a small consulting business selling investment advice to brokers. In fact, he had just landed his first major client when he was interviewed for a job at Canada Trust. "I was feeling quite proud of myself and probably over-confident," he says. "The person interviewing me hated me!" Fortunately, the branch assistant manager sat in on the interview and convinced the interviewer to take a chance on him. Later he became good friends with both the interviewer and the manager.

Hockey joined Canada Trust's management training program. Over the next two decades, he found himself working in a wide range of functional areas, from customer service and marketing, to finance and lending. "What I have loved about banking is the variety and range of opportunities," he says. "The constants have been great people to work with, a really strong and healthy corporate culture, and the chance to learn and to get great things done."

In 1995, as a newly-minted Assistant Vice President, Hockey decided to enrol in Ivey's Executive MBA program, attracted by the case method and the School's reputation for turning out exceptional general managers. To his delight, he found himself "in a room with 55 other Type A's," thriving on the lively discourse with bright and accomplished fellow students.

He admits, however, that it was tough combining school with full-time work and a family. Now a strong proponent of balancing work and life, Hockey finds that his wife Lana (a Western grad) and two sons, now 11 and 13, keep him on track.

Two years after he graduated from the Ivey program, Canada Trust was purchased by Toronto-Dominion Bank, and it looked as if Hockey's career in banking might slow down. Fortunately, TD took a unique approach to the acquisition, seeing it not only as an opportunity to gain a strong retail brand, but also to bring new blood into the executive team. Hockey found himself busier than ever, helping to lead "the most successful merger in Canadian history." He points proudly to the financial results: just prior to the merger, Canada Trust's profits were about \$330 million, and six years later, TD Canada Trust made \$1.7 billion.

In his current role, Hockey is responsible for all personal banking, including 1,000-plus branches, 30,000 employees,

Internet and phone banking services, mortgage, lending, credit card, bank account and term deposit businesses, and all the back office functions that support them. His major focus is creating a truly customer-focused organization. "Canadians don't generally like their banks much," he says wryly. "We think that TD Canada Trust has an opportunity to carve out a better service experience, and that's something Canadians want." He recognizes that there are no easy fixes, and although service levels are at record highs, they are not where he would like them. "Having great hours is one small step," he says, "but there is much more to be done. It takes time – this is a marathon, not a sprint."

Hockey, a member of Ivey's Advisory Board, is a strong supporter of the School's new Cross-Enterprise Leadership approach to business education. He attributes his division's success – growth of 15% per year – to the highly integrated nature of the organization. "It's assumed that people at my level have cross-enter-

prise skills, just to get the job done," he says. "But getting more junior people thinking more broadly about business success helps them develop faster."

Hockey uses the example of a recent initiative to illustrate his point. In early December, the bank distributed Apple iPods to 45,000 employees, to thank them for an exceptional year. To ensure the success of this apparently simple project, the manager in charge had to interact with virtually every department in the bank and several outside organizations, including Apple itself. "It's a great example of why you want more people lower in the organization thinking broadly and realizing that you have to pull all the pieces together," he says. "It's not just when you're doing mergers and acquisitions and mega-deals."

Cross-Enterprise Leadership has the potential to strengthen Canada's competitiveness, Hockey says. "If people get this experience earlier in their careers, we will simply grow better leaders – and Canada needs better leaders."

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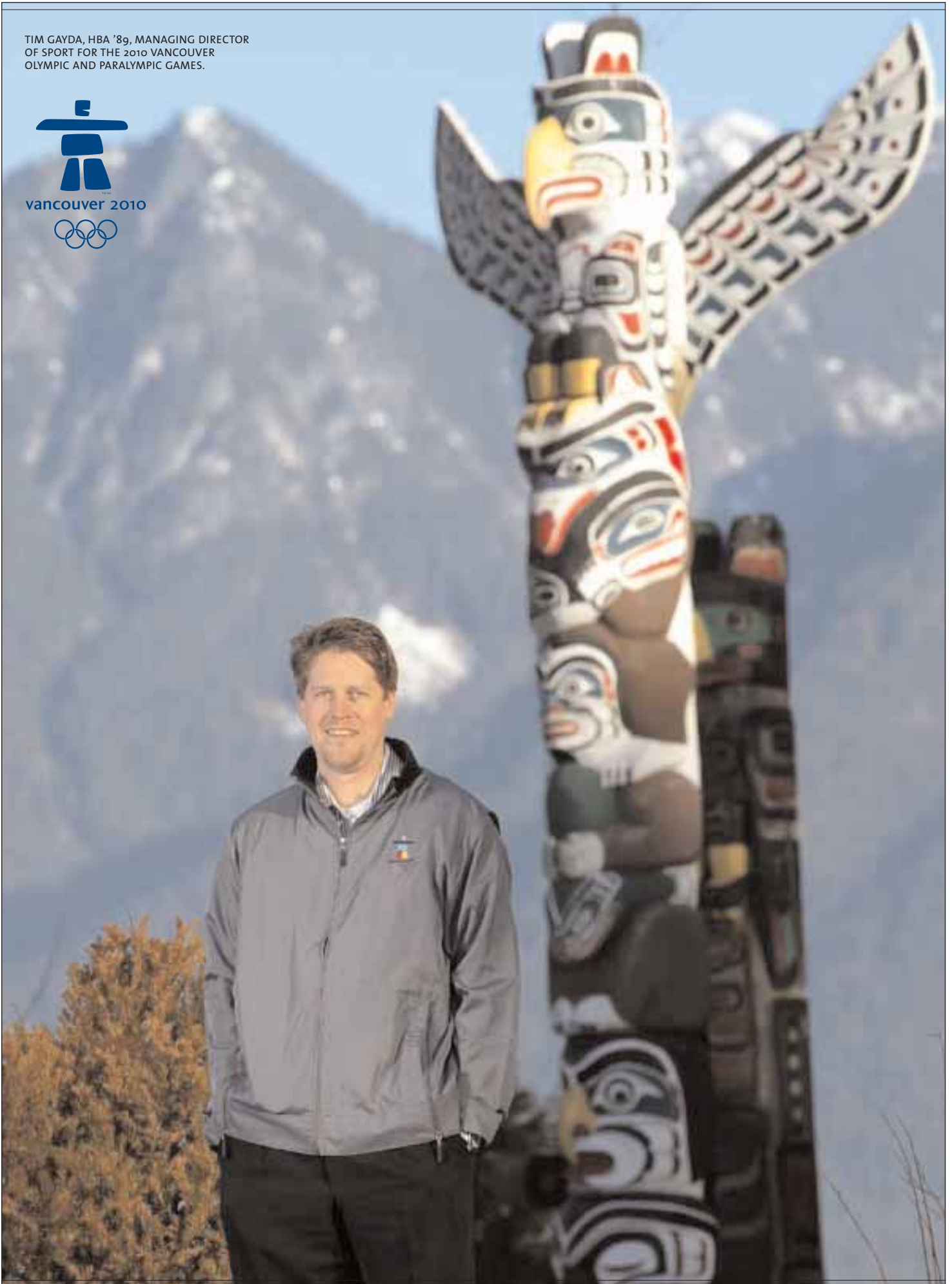
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TIM GAYDA, HBA '89, MANAGING DIRECTOR
OF SPORT FOR THE 2010 VANCOUVER
OLYMPIC AND PARALYMPIC GAMES.



REACHING FOR THE COLOURED RINGS

AS THE TURIN WINTER GAMES COME TO AN END, CANADIANS ARE LOOKING FORWARD TO HOSTING THE WORLD AT THE NEXT GAMES IN VANCOUVER 2010. IVEY HAS A STRONG OLYMPIC TRADITION, WITH MANY HIGH-PERFORMANCE ATHLETES AMONG OUR ALUMNI. IVEY GRADS ARE ALSO PLAYING KEY ROLES IN THE 2010 GAMES AND THE CANADIAN OLYMPIC MOVEMENT.

CLEARING THE HURDLES

THE HIGHLIGHT OF HBA '89 ALUMNUS JEFF GLASS'S ATHLETIC CAREER CAME IN THE LOS ANGELES OLYMPICS

Crouched at the start of the semi-final of the 110-metre hurdles at the 1984 Los Angeles Olympics, Jeff Glass knew he wasn't expected to be among the first four runners to cross the finish line. But he also knew what the other runners were capable of, who would be running for fourth spot, and what he had to do to get there. At the end of the race, he dived headlong for the finish line, qualifying for the final by one one-hundredth of a second. "I was fairly certain I wasn't diving to steal fifth place," he says.

Glass grew up in London, Ontario, where his early interest in sport was nurtured by the success of Western's athletic teams. He got involved in track and field simply because it was the best program in his high school, coached by legendary sports figures Jane Peckham and Don Young. He was also drawn by a sport where the stopwatch was the final word. "Track is brutally honest," he says. "You're 'mark to market' every practice, every race."

An all-round athlete, Glass was on both the national track and volleyball teams by the time he was in Grade 12. When he injured his shoulder the next year, the choice of which sport to pursue became easy.

The importance of good coaching was one of the big lessons that Glass took from his early days in track and field. "When you're young and you see excellence, you learn it doesn't happen by accident," he says. "If you really want to achieve anything you need to seek out the best coaching. It was that same theory that drew me to the Ivey Business School."

When Glass was accepted by Ivey, he was training heavily for the Los Angeles Olympics, and the School agreed to defer his first year. At Los Angeles he exceeded his goal of running in the semi-finals, and there was no disappointment in finishing eighth. "It's important to understand



what you can and can't do," he says. "You're going to be a lot happier and more successful in life and in business if you accept that some things aren't possible." Placing fourth in the same race was his friend and teammate Mark McKoy, who won Olympic gold for Canada eight years later in Barcelona.

Glass hoped to take another shot at the Olympics, but an injury shortly before the '88 Games ended his chances. In the meantime, he pursued a law degree at Western, then finished his HBA in 1989. Although Glass went on to practice law, he still stays in touch with many of his Ivey classmates. "The whole case method lives or dies by the quality of the people in the class," he says. "We were lucky -- we really had a special group of people. We became very close. In fact, I act for a number of them today."

Glass practices with Blake, Cassels & Graydon LLP, where he is a senior partner in the Securities Group in its Toronto office, specializing in corporate finance and mergers and acquisitions. Recognized as one of Canada's leading corpo-

rate finance lawyers, he has advised on a number of high profile domestic and international transactions, and is a contributing editor of *Federated Press' Corporate Governance Journal*. Glass enjoys running his practice like a business. "Many people would be surprised to know that even in the largest firms in the country, the practice of law is very entrepreneurial," he says.

Glass says his business degree was good training for a legal career. "At Ivey I learned that there are different ways to approach every issue, and to anticipate that others will take a different view on the same facts. This discipline improves the type of preparation I do on a day-to-day basis."

With three daughters under the age of five, Glass now confines his sporting activities to golf and tennis. But the lessons he learned from a high performance athletic career have contributed to his professional success. "Successful athletes focus on why things happen," he says. "They try to take something away from every result, to learn from it."

CONTINUED ON PAGE 31 >>

INSIDE THE FIELD OF PLAY

AS MANAGING DIRECTOR OF SPORT FOR THE 2010 VANCOUVER OLYMPIC AND PARALYMPIC GAMES, TIM GAYDA, HBA '89, WANTS TO PROVIDE THE BEST POSSIBLE EXPERIENCE FOR ATHLETES

When Tim Gayda's fellow HBA students were interviewing for corporate jobs and worrying about their next career moves, his head was almost literally in the clouds. Now his obsession with the mountains of western Canada is paying off handsomely.

Gayda fell in love with the Rockies as a teen, when he visited an older brother who was working in Banff. Throughout his university career, he returned to Banff every summer to work. An avid skier, he also took up climbing and mountain biking. "It was my passion," he says. "The mountains were driving me." Instead of the more traditional corporate route, his first job after graduation from Ivey was with a heli-skiing company.

After a five-month hiatus during which he cycled from Beijing to Sri Lanka, Gayda decided in 1991 that it was time for a "real job." "I realized that I loved sport, and it became a question of how I could make a living in it." He moved to Vancouver and began volunteering with companies that managed sporting events. Eventually he landed a job with one of the top companies.

Organizing major events is a lot like running a business, Gayda says. His Ivey training in HR, finance, marketing and other functions, and his ability to integrate across functions, came in handy on a daily basis. "In the event business you have to wear a lot of hats, so it really helps to have a broad base of understanding in all aspects of business."

As an event organizer, he helped put together mass participation running events, World Cup and World Championship skiing events, the NFL American Bowl, and the Grey Cup, both in the city and at Whistler. That positioned him well



for a job with the Vancouver 2010 Bid Committee in 2001, managing the sport venue planning. When the bid was successful, he landed the job of Managing Director of Sport for the 2010 Olympic and Paralympic Games. "For an event guy, it doesn't get any better," he says. "The Games are about as big as you can get."

Gayda's department manages all aspects of sport including ensuring that the "field of play" is world class, and building teams to stage pre-Game test events. In the case of Alpine skiing, that means ensuring that the course is prepped for competition, safety features are in place, timing and scoring equipment is working and some 1,200 volunteers are trained and managed. But Gayda's ultimate goal is broader. "We want to create the best experience for the athletes – ensuring that everything is in place to allow them to compete at their best." To make that happen, the Sport Department works with other 2010 functional areas, educating people about the needs of athletes.

Currently people from Gayda's department are working with the designers and project managers of each sport venue, providing input into design and construction. Another key responsibility is liaising with national and international sport or-

ganizations, including the International Sports Federation, the International Paralympic Committee, and the International Olympic Committee Sport Department. "There are a lot of stakeholders who need to be consulted," says Gayda. "The more we communicate, the better the product we will deliver at the end of the day."

Currently the chief challenge of the job, he says, is dealing with the extraordinary rate of growth. The Vancouver Organizing Committee currently has 150 employees. The staff will double in size every year, until there are 1,500 employees, 3,000 contractors and as many as 30,000 volunteers. "It grows exponentially," says Gayda, "and then right after the Games it gets turned off. There aren't a lot of organizations that work like that."

Gayda admits that the success of Canada's Olympic team will, to some extent, determine the success of the 2010 Games. Although not directly involved, his group provides support to the "Own the Podium 2010" program, designed to help Canada become the #1 medal winner at the Games, and to place in the top three at the 2010 Paralympic Games. Each sport association has identified the resources it needs to

TEAM PLAYER

WORKING WITH OTHERS HELPED BRAD FARROW, MBA '83, SUCCEED IN JUDO AND IN BUSINESS

When Brad Farrow was 15 years old his judo instructor competed for Canada in the 1972 Munich Olympics. As Farrow watched on TV, his mother remembers him saying, "I'm going to the Olympics too." Four years later he did, placing fifth at Montreal.

Farrow grew up in Steveston, a Japanese Canadian fishing village in the southwest corner of Richmond, British Columbia. Judo was a strong local sport in the area, and Farrow took naturally to an activity that combined passion, skill, and hard work. At age 17, Farrow won the Canadian men's championship, a title that he owned for 10 of the next 11 years.

As Canadian champion, Farrow moved to Montreal to train with the national team. He remembers the excitement of competing in the '76 Olympics before a home crowd of 10,000 people. "When they called out my name, a cheer went up," he remembers. "It gave me goose bumps, and I lost some of my concentration in the first matches."

After the Olympics Farrow continued to train heavily in Montreal, and for a time in Japan. He was on the Olympic Team that boycotted the games in 1980, and placed sixth in the Los Angeles Olympics in 1984.

While in Montreal he completed a Bachelor of Science degree from Concordia University, and began teaching. When a friend suggested he think about doing an MBA, he didn't know what it was. After investigating, he was attracted by the generalist nature of the program, and chose Ivey because of its reputation.

Although his rigorous training regime prevented him from getting deeply involved in School activities, Farrow enjoyed the students and professors. He still keeps in touch, and recently did a case with John Heywood-Farmer about his company, RLG International.

After completing his MBA, Farrow spent



two years with Nomura Securities, a Japanese company that specialized in international finance. He then got a call from Ivey's career management department to see if he was interested in a small 10-person firm in Vancouver that was looking for some people to help them grow.

The company, RLG International Inc., is a management consulting firm that specializes in performance coaching. It now has more than 100 consultants involved in projects all over the world. In each job, an RLG project manager works on the client's site alongside the frontline employees. "We help them tweak the things they do every day," says Farrow, who is a managing partner and owner. "Sometimes marginal changes have huge impact on results." In the early 90s Farrow saw an opportunity for the firm in offshore drilling and production in Scotland. He moved to Aberdeen in 1995 with his wife and two children, then seven and 10. He spent six wonderful years growing the business and exploring Europe, before returning to Calgary.

RLG serves many industries, including mining, oil and gas, nuclear power, and aerospace. Farrow's generalist training at Ivey prepared him well for the challenges of performance coaching in a broad range of settings. "At Ivey I learned how to ask the questions," he says. "In our business the solution often comes from

the clients. The quality of the questions we ask is as important that the ideas we come up with."

Farrow continues to coach judo when he can. He also applies the lessons he learned as an elite athlete to his professional career. "The wonderful thing about judo is its message to participate, do the best you can, and not give up," he says. "The lesson for me is that hard work is more important than genius or brilliance."

Like every athlete, Farrow has also learned that no-one is ever at the very top for long. "Being the champion is a really transient position – a single moment in time," he says. "But being great is about consistency and being there all the time. Just as for an athlete, consistent performance time and time again makes for a great company."

Throughout his sporting career, Farrow learned the value of teamwork. It's a value that's at the heart of RLG's philosophy. Although the firm's consultants work individually all over the world, they stay in touch and come together regularly for team building events. "Judo is an individual sport but you can't excel if you don't have a great team – partners you practice and learn with," he says. "It's the same with our company. Judo is a great model for me because it says that for anyone on the team to be a star, he or she has to have a great team to work with."

RAISING THE BAR

A LEADER IN CANADA'S OLYMPIC MOVEMENT, GORDON PETERSON, MBA/LLB '87, IS HELPING OUR ATHLETES REACH GREATER HEIGHTS



In 1980 Gordon Peterson was one of Canada's top divers, with a good chance of making the team for the Moscow Summer Games. When Canada decided to boycott the Games, Peterson felt his Olympic dreams were over. As it turned out, they were just beginning. Through his involvement in the Canadian Olympic Committee and other governing bodies, Peterson has helped build the sport of diving and create an environment that produces world-class athletes.

Peterson grew up in Pointe Claire, a suburb of Montreal known for its aquatic programs. "It was natural to gravitate toward the water," he says. He started out swimming, then moved into diving. He chose Simon Fraser for his undergraduate degree because it was one of the few universities in Canada with a diving program. As a member of the national team, Peterson relished the opportunity to travel to different parts of the world. "Basi-

cally we saw the pool, we saw the airport and we saw the hotel," he says, "but I met people from many different cultures, and that was a great learning experience."

When Peterson enrolled in the joint MBA/LLB program at Western, his intention was to go into business. While doing third-round interviews with an investment bank in New York, he found himself on the wrong subway train late at night, surrounded by intimidating fellow passengers. "I thought to myself, 'I'd hate to raise a family in these circumstances,' and decided right then to stay in

Canada." Having missed much of the Canadian recruitment season, he spent the year articling with a Toronto law firm, and discovered that the law was "much more interesting than I ever thought." He was planning on staying in Toronto, but his wife, Mary Wilik, convinced him to return to London. After several years with a big law firm, he joined forces with Susan Carlyle to form Carlyle Peterson, where he has practiced corporate and securities law since 1995. (Carlyle is a granddaughter of Walter Thompson, former Dean of Ivey.)

After the disappointment of the Moscow boycott, Peterson continued to be involved in diving, first as a coach, then as a judge. When Canada's divers gave disappointing performances at the Seoul Olympics in 1988, some people felt that governance problems were to blame. At the request of several national team diving coaches, Peterson agreed to join the Board

of Diving Canada, where he used his facilitation skills to heal some rifts. By the early 90s, he was also involved with the Aquatic Federation of Canada, the umbrella organization for aquatic sports.

In 1992 the Canadian Olympic Committee (COC) changed the requirements to qualify for the Olympics, requiring a "distinct probability" of finishing among the world's top 16. When that new standard disqualified a talented 16-year-old diver, Peterson advocated on her behalf. A subsequent lawsuit resulted in two young divers being named to the Barcelona team. Unfortunately, the lawsuit soured the atmosphere at the Olympic Games and the diving contingent was treated as second-class members of the team. "We were supposed to be supporting these athletes so they could perform to the best of their ability," says Peterson, "and we were actually impeding their ability to perform. That didn't make any sense." The young athlete who sparked the controversy was Anne Montmigny, who went on to win two Olympic medals in 2000.

His involvement with the Montmigny case helped Peterson focus on the role of the COC. The COC's mandate is to provide financial support, services and leadership to the Canadian amateur high performance sport community, and foster athletic excellence. "The role of any governing body is to eliminate the excuses for non-performance," he says. "There's no magic to producing a top athlete – you need talent and you need excellent coaching. But you also have to have equipment, facilities, and competition, and that's where we can help."

Peterson says his dual training at Ivey and in the Faculty of Law has helped him make an impact on high-performance sport in Canada. "Law is very detail oriented," he says. "In business you have to see the big picture. But you also have to implement – and the devil is in the details. The fact that I have both perspectives really helps."

CONTINUED ON PAGE 31 >>

Development

Strategic Giving

The Class of MBA '85 and Colin Hubling, HBA '53, are among many donors who are excited about Ivey's new strategic direction, and prepared to invest in it

Colin Hubling, HBA '53, is enjoying retirement after a long and successful career as a corporate executive. Stephen Lister, MBA '85, is an entrepreneur who co-founded a Toronto-based merchant bank.

What do these men have in common? Two things. They both graduated from the Ivey Business School, and they both believe passionately in the School's mission and its new strategy, based on the principle of Cross-Enterprise Leadership™.

Colin Hubling grew up in London Ontario, and decided in primary school that he would attend what was then the Western Business School. He achieved his goal, spending the last two years of his university career at Goodholme, a mansion that housed the HBA program in the early 50s. "A lot of us had no real insight of any sort into the business world," he remembers. "The program was very challenging and enlightening. By the time we were finished, we felt we had some insight into how things work, and felt quite confident that if we applied those insights and worked hard, we could succeed."

And succeed he did, working with the Ford Motor Company, General Motors, Westinghouse and Canada Post. He spent the last 15 years of his career as president of Hubbell Canada Inc., an electrical manufacturing company.

His diverse career gave Hubling an appreciation for the strong grounding in general management he had received at Ivey. "Right from early in my career I was a generalist," he says. "I had to work with the engineers, the financial people, human resources, marketing, everyone."

When Hubling first heard about Ivey's new Cross-Enterprise Leadership strategy, he was immediately intrigued. "This makes

a lot of sense to me. It strikes a note of pursuing excellence, and that's a word that has gotten lost in our educational system." The more he learned, the better he liked the concept. "It's important to be a generalist," he says, "but you also have to be pretty darn knowledgeable about each of the functional areas of the business, and how each one can either contribute to opportunities or cause problems."

Hubling did more than just agree with the School's direction: he made his support tangible. "It's easy to sit on the sidelines, but if it's something worthwhile, there's some responsibility to support it." He pledged \$100,000 in support of the new strategy.

Like Hubling, Stephen Lister credits Ivey with giving him a good start in his business career. He spent several years as an economist with the federal government before doing his MBA. "Ivey was my ticket into the private sector," he



says. "It helped advance my career at a critical stage."

After graduating from Ivey, Lister worked for several years as a consultant, then launched Startups Inc. to provide financing and consulting to early-stage companies. In 1989 he co-founded Imperial Capital. He has since led or co-led the acquisition of several successful platform companies, and helped them grow rapidly.

Lister, too, is excited about Ivey's new direction. "In the real world, when you solve problems and act on opportuni-

COLIN HUBLING, HBA '53, IS PASSIONATE ABOUT THE SCHOOL'S NEW STRATEGY. (OPPOSITE) STEPHEN LISTER, MBA '85



PHOTO: JASON SELINGER



ties, you deal with all aspects of the organization, usually with teams of people drawn from all functional areas. People who have experience in seeing issues in a broader context are much more effective in leading these teams. Breadth of view is very valuable in yielding better outcomes.”

In preparation for their 20th reunion,

Lister and seven MBA '85 classmates – Andy Chisholm, John Eckert, Gene Genin, Brian Heald, Maurice Hudon, Gene Stefanyshyn and Alexander Taylor – raised money for their class reunion gift. The first step for the committee members was to “lead by example” by making significant gifts themselves. Next, they got on the phone with their classmates, re-connecting them with the School and encouraging them to add their support. Together they raised over \$450,000.

The class of MBA '85 has designated its gift to support the Cross-Enterprise Leadership initiative. Lister says the money may be used to create new cross-enterprise cases, and support coordinated research efforts. “This is very worthwhile,” he says. “The School is undergoing a major strategic change of direction, doing what needs to be done to keep it vibrant, current and at the forefront of management education. It’s a big challenge and it requires resources to make it successful.”

Ultimately, Lister says, support for Ivey is support for the future of Canadian business. “The School turns out a lot of entrepreneurs, as well as executives, and the multiplier for the economy is phenomenal. I’ve been fortunate to be quite successful in my business, so I thought it was important to give back and make sure the next generation has as good or better opportunities to succeed as we did.”

Hubling agrees. He has an even more personal reason for being concerned about Ivey’s future direction. In September, his granddaughter started her first year at Western as part of Ivey’s Academic Excellence Program, which guarantees admission to the HBA program. “She’s the kind of person the School needs – a self-starter who can’t accept anything short of excellence,” he says proudly. “When young people like her get the right kind of coaching and inspiration at Ivey, they are unstoppable.”

>> JEFF GLASS CONTINUED FROM PAGE 26

You really don’t want to show up at an event wondering how you’re going to do. You have to know what you’re going to be able to do on that given day and what the competition is likely to do. This kind of preparation translates well into any career.”

Athletes constantly measure their performance, particularly in sports like track and field. This kind of thinking, too, can help you professionally, says Glass. “Athletes understand that you need to get better at what you do every day. You move forward or you move back. You win or you lose. You learn what it feels like to win, and that it feels a whole lot better than losing.”

>> TIM GAYDA CONTINUED FROM PAGE 27

achieve the goal, and the Vancouver Organizing Committee has raised half the money – \$55 million. The federal government has provided the remaining \$55 million. Gayda says his group will play an important role by providing Canadian athletes with access to the venues and courses – what he calls “home court advantage.”

Gayda believes the 2010 Games are already stimulating more interest in sport in Canada – both from corporate spon-

>> GORD PETERSON CONTINUED FROM PAGE 29

In his COC role, Peterson has been involved in setting performance goals for Canada’s Olympic team. The bar has been set high – the COC wants Canada to be among the top three nations at the 2006 Winter Games, and the top 16 nations at the Summer Olympics in 2008. The long-term vision is to finish first in Vancouver in 2010.

Peterson believes that Canada’s Olympic team has turned a corner, and he is confident that its stretch goals can be achieved. “We’re in a very different position than we were five years ago, with a lot more funding available,” he says. “But success comes in small steps. You’ve got to do the little things well in order to achieve the great things.”

sors and from young people getting into sport. “The biggest challenge,” he says, “is to keep the funding and the excitement from waning when the Games are over.”

Reflecting on his own unconventional career path, Gayda has a word of advice for young graduates thinking about their future plans. “You don’t have to work at the traditional corporations,” he says. “There are many different paths you can take, but you have to find and follow them on your own.”

Ivey Alumni with Olympic Affiliations

- HAROLD BACKER, MBA '90 1984 Los Angeles, 1988 Seoul, 1992 Barcelona Games - Rowing
- PETER BELL, MBA '59 1964 Tokyo Games - Swimming Manager
- STUART BRUCE, HBA '95 1992 Barcelona Games - Sailing
- CHUCK DALTON, BA '50 1952 Helsinki Games - Basketball
- HEATHER DAVIS, MBA '05 2000 Sydney Games - Rowing
- VIC EMERY, HBA '55 1964 Innsbruck Games - Bobsleigh
- BRAD FARROW, MBA '83 1976 Montreal, 1980 Moscow*, 1984 Los Angeles Games - Judo
- RICH FERGUSON, MBA '58 1952 Helsinki Games - Athletics
- TIM GAYDA, HBA '89 2010 Vancouver Games - Director of Sport
- JEFF GLASS, HBA '89 1984 Los Angeles Games - Athletics
- LAMONT “MONTY” GORDON, HBA '55 1964 Innsbruck Games - Bobsleigh
- LINDA JACKSON, HBA '84 1996 Atlanta Games - Cycling
- SHARON LANE, MBA '85 1980 Moscow* Games - Athletics
- DAVID LEIGHTON, PROFESSOR EMERITUS 1988 Calgary Games - Former President and CEO, Olympic Games Organizing Committee
- MURRAY MCCAIG, MBA '99 1992 Barcelona Games - Sailing
- RAY MONNOT, HBA '57 1960 Rome Games - Basketball
- GORDON PETERSON, MBA/LLB '87 Canadian Olympic Committee (COC) member since 1993, represented the sport of Diving on the COC Board since 1998
- BOB PHIBBS, HBA '49 1952 Helsinki Games - Basketball
- BRUCE ROGERS, MBA '82 1976 Montreal Games - Swimming
- LARRY TAPP, FORMER IVEY DEAN Master Official at the 1976 Montreal Games, Former member of the Canadian Olympic Association

*did not compete due to boycott

Every effort was made to ensure the accuracy of this list. If your name was missed, please let us know at intouch@ivey.ca.



Profile

In the Crease

Craig Dunbar's experience as a goalie keeps him focused as Ivey's Associate Dean of Faculty Development and Research

When Craig Dunbar was growing up in North York, Ontario, he happened to be the youngest kid in the neighbourhood, so when a game of ball or pond hockey was on, he was generally put in net. "Somebody had to be volunteered," he says. It turned out he was a talented goalie and became a top hockey player.

Dunbar, who became Associate Dean Faculty Development and Research at Ivey in 2004, is still being volunteered for challenging roles, and performing them with exceptional grace and skill.

The son of an engineer, Dunbar played competitively with the Metro Toronto Hockey League but ended up studying engineering at the University of Toronto. His next step was a Masters in Technology and Policy at the Massachusetts Institute of Technology (MIT). "I grew up as a Bruins and Red Sox fan, so Boston seemed like a great place to go," he says with a grin. While there, he played on the MIT hockey team and worked as a student residence advisor.

Back in Toronto, he spent two years doing public policy consulting before deciding to pursue his PhD at the Simon School at the University of Rochester. In Rochester his focus changed to corporate finance. His thesis focused on the practice in investment banking of compensation through stock options. "In about 20 per cent of cases, firms give investment banks ownership in the firm. It's not a trivial activity, so I wanted to look at why they would choose to do it and when it has a positive impact on the company in the long term."

It was during his PhD program that

Dunbar received some good advice. "One of my advisors told me to go where there are fewer people – where you're more likely to be able to say something novel and unique." He followed the advice, produced some innovative work, and jumpstarted a highly successful research career.

From Rochester he took up a faculty position at the University of Pittsburgh. A big factor, he insists, was that the hockey was good, with Mario Lemieux on the ice for the Penguins. In fact, the small school and warm community proved a supportive environment in which to launch his academic career and start his family.

In 1997, Dunbar was ready for a move. Impressed by Ivey's reputation and strengths in finance, he visited the School and watched Rob Klassen, MBA '89, lead a lively case class. "I was a real student of hairlines at that point," he says. "When I taught, the

One of his key roles is supporting Ivey's large cohort of young professors as they approach the "promotion and tenure" process, by which they become permanent members of the faculty. "It's a very positive process," says Dunbar, "because individuals have an opportunity to reflect on their contributions to the school and the profession, but it's also very labour-intensive."

On the research side, he inherited a strong infrastructure and staff from former Associate Dean Paul Beamish, HBA '76, PhD '85. The fresh challenge will be supervising the birth of four research centres that have emerged from the School's new strategy. "The centres are going to be great vehicles to make our research program stronger, and the impact greater," he says. "It's an exciting time to be thinking about research strategy and support."

After a few years off the ice, Dunbar rediscovered hockey when he arrived

"I've had a very positive experience here and the people I work with are very supportive."

heads were down most of the time and the students weren't engaged. It was exciting coming into an environment where students are very active in the classroom." He credits support from his colleagues with helping him make the adjustment to Ivey's demanding case study method. "At Ivey your success isn't defined by being better than other faculty," he says. "We all help each other to be as strong as possible."

In 2003 he took over as area coordinator for Finance, then served as a member of the Curriculum Review Committee, a major initiative that led to significant changes in the MBA and HBA programs. When he was presented with the opportunity to step into the Associate Dean role, he saw it as a chance to have "some significant impact" on the School.

at Ivey and was invited by Professor Chris Higgins to join a pick-up game. He also plays occasionally with MBA and HBA students, something he describes as "a great way to connect and be yourself."

He says there is a connection between the mindset of a goalie, and that of an Associate Dean. And it's not, he insists, the ability to take tough shots. "I've had a very positive experience here and the people I work with are very supportive – there have been no pucks!" But he says that being a goalie teaches you to let go of mistakes and move on, keeping your focus sharp. "If you let in a goal, you can't let yourself be rattled. Same with a Dean – when something doesn't go quite the way you'd like it to, you have to let it go and continue trying to do the right things by people and for people."



PROFESSOR CRAIG DUNBAR,
ASSOCIATE DEAN FACULTY
DEVELOPMENT AND RESEARCH,
KEEPS HIS HEAD IN THE GAME
ON THE ICE AND AT IVEY.

PHOTO: JASON SELINGER

Ivey Lives Remembered

Harry Yeandle, HBA '32 1907-2004



HARRY YEANDLE (CENTRE) WITH FORMER DIRECTOR OF DEVELOPMENT, ANGELA CHAPMAN AND FORMER IVEY DEAN, LARRY TAPP, AT THE STRATFORD COUNTRY CLUB IN 2002.

When Harry Yeandle began his HBA at the University of Western Ontario in 1930, tuition cost about \$90 per year. Even so, he had to work hard to earn the money. Yeandle, who passed away on October 27, 2004, created a \$500,000 endowment through his will to help future Ivey students meet the much higher cost of education today. "The cost of going to school is enormous now," he said in

2003. "I thought this bursary fund would be the most helpful thing I could do."

Yeandle's class at Ivey had just 15 students, and the university itself was very small. "You got to meet people in all the faculties, even the medical school," he later recalled. "Walter Thompson, Phil Hensel and Lloyd Sipherd were the professors – they were all fine men, but not much older than the students!"

In 1934 he moved to London, England, where he played hockey with a group of Canadian expatriates called the Grosvenor House Canadians. "There was no money in it," he once said, "but it was a lot of fun." The team toured across Europe, and at one point played a game in front of Adolph Hitler. He returned to his hometown of Stratford in 1938, and joined the RCAF during World War II. He served overseas from 1942 to 1945, then spent a year in London helping to reunite "war brides" with their Canadian sweethearts.

Returning to Canada in 1946, he worked first at Jack Hood School Supplies, and later with Mountain, Mitchell law firm in downtown Stratford. He was very active in his community, as a member of St. James Anglican Church, the Stratford Masonic Lodge, the Stratford-on-Avon Shriners Club, and the Mocha Temple, London. He and his siblings were also enthusiastic Stratford Festival fans and

supporters. He belonged to the Stratford Country Club for more than 50 years, only selling his golf clubs when he reached the age of 90.

Yeandle, a generous supporter of the School during his lifetime, once said, "I think all alumni should support the school because it's the number one school in Canada and we want to see it progress and develop." He attended Homecoming in 1997 to celebrate his 65th reunion. Unfortunately he fell during the visit and broke his leg, missing some of the events. In 2003, Dean Larry Tapp visited him at his Stratford home to mark his 70th reunion.

"Mr. Yeandle's gift is an example of wise and thoughtful philanthropy," said Dean Carol Stephenson when the donation was received by the School. "The impact of his life and work will continue in perpetuity, helping Ivey achieve its vision and Ivey students develop to their full potential."

IN MEMORIAM

Walter Biehn, HBA '39

Donald Scott, HBA '49

Harold Williams, DBA '49

Stanley McGill, HBA '50

Frank Senese, HBA '51

Fred Aston, DBA '52

Catherine Kuszmaniuk,
HBA '52

Jack Hern, HBA '52

Martin Meech, DBA '52

Douglas Tomlinson,
HBA '52

William Taylor, HBA '54

Lloyd Raney, HBA '56

John Sullivan,
HBA '59

Jack Dubasz, MBA '60

Bruce Forster,
HBA '60

James Adams, HBA '68

Peter Craig, Exec '69

Walter Haig, MBA '72

John D'Angelo,
MBA '82

Lisa Schatz, MBA '93

Brian Kirkwood,
Exec '97





Alumni Speak

Teaching and Learning in Cambodia

By Michael LeBoldus,
HBA '99, MBA '03

Last fall I had the amazing experience of teaching at a university in Cambodia for two months. I hope my students learned something from me. I know I learned a great deal from the experience.

Cambodia is extremely poor – the average person earns about US\$280 per year. Cambodia's history is marked by violence and genocide. It is estimated that more than two million people in a population of 13 million were killed during the brutal Khmer Rouge regime in the late 1970s. The population is overwhelmingly rural, and the country is virtually untouched by Western culture. Many non-governmental organizations (NGOs) work in Cambodia, providing education and health care. It was through one of these NGOs, the Australian Aid for Cambodia Fund, that I found an opportunity to teach courses in International Management and Organizational Behaviour at the country's only rural university.

Arriving in the country's capital, Phnom Penh, the culture shock was overwhelming. When I moved on to a smaller city, Kampong Cham, where I was to teach, the effect was intensified ten-fold. Although I'd travelled a lot, I'd never spent time in a country where the language, the food, and the culture were so different. The hot, humid weather, punctuated by short, intense bursts of rain, was also new to me. It took me a week to find an Internet café. While time and an open mind helped me adapt to the culture shock, it was the grinding poverty, which I saw around me every day, that I couldn't get used to.

At the university, I taught from 8 a.m. to 5 p.m., seven days a week. A translator worked with me, often adding examples and analogies to make my points under-

standable to a Cambodian audience. Tuition at the university is US \$280 a year, putting it out of reach of most families. Very few students have cars; most depend on motorbikes or bicycles to get from their farms to class each day.

While I was in Cambodia, life was reduced to the basics. I had nothing, and nor did the people around me. Yet they seemed happy – my students and the people I met on the street were respectful, polite, interested and always smiling.

On my last night in Cambodia, I went into a favourite local pizza restaurant in Phnom Penh. The owner, a young Cambodian man, inquired about the cost of airfare to Canada, and I asked him if he was saving

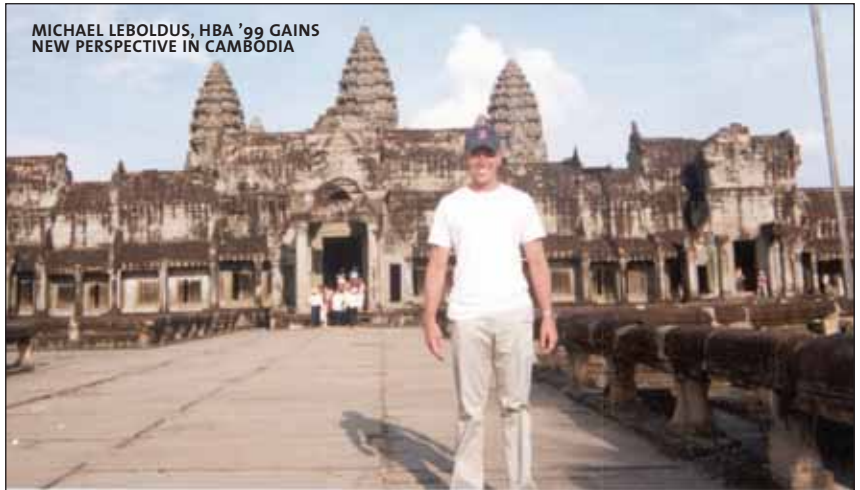
for the choices and opportunities available to Canadians that simply don't exist for my students in Cambodia.

I realized, too, that it is possible to live happily with less, and that the most important things in life are not material. I hope this realization will help me be more flexible about my life choices, and more philosophical about the stresses of everyday life. To me, it's an important lesson, and I'll go back to Cambodia as many times as I need to remember, and to live it.

Michael LeBoldus is a consultant at Deloitte in Toronto. The company was strongly supportive of Michael's desire to work for an NGO in Cambodia.

“I realized that it is possible to live happily with less, and that the most important things in life are not material.”

MICHAEL LEBOLDUS, HBA '99 GAINS
NEW PERSPECTIVE IN CAMBODIA



up for a trip. At first he was puzzled: there are virtually no banks in Cambodia and the concept of saving is unfamiliar. Although successful by the standards of his country, he has only about \$30 left at the end of each month. We realized it would take him more than a decade to save enough money for a trip to Canada. Chances are, he'll never leave Cambodia.

When I got home, I experienced culture shock in reverse. I couldn't help noticing how caught up we are in our material possessions, and in the small inconveniences and disappointments of our privileged lives. I had a new appreciation

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.