

Intouch



"THIS IS A BUSINESS THAT IS
MEANINGFUL
TO A LOT OF PEOPLE."

MEET MICHAEL COPELAND, MBA '99, AND FIVE OTHER
IVEY ALUMNI WHO LEAD THE PASSIONATE BUSINESS OF SPORTS



PAGE 10

"I DIDN'T FORESEE THE CASH FLOW PROBLEM, BUT
WHEN IT HAPPENED, I HAD THE FINANCIAL SKILLS TO
FIGURE OUT WHAT TO DO AND HOW TO DO IT."

—TARA LONGO, HBA '04

STAND AND DELIVER

IVEY'S "HIDDEN JEWEL"
—THE HBA PROGRAM

PAGE 18

GAME FACE

THE PASSIONATE BUSINESS
OF SPORT MANAGEMENT

"WHEN PEOPLE COME TO A GOLF COURSE
THEY'RE USUALLY IN A PRETTY GOOD MOOD."

—BRIAN MOORE, HBA '73, DIRECTOR OF GOLF OPERATIONS,
THE NIAGARA PARKS COMMISSION



03 | DEAN'S MESSAGE

04 | COFFEE WITH PROFESSOR ERIC MORSE

This guy is having way too much fun putting Ivey on the entrepreneurship education map. In just five years, he's stirred up a lot of activity, including Ivey's innovative Quantum Shift program for Canada's top entrepreneurs.

06 | IVEY BUZZ

The sound of Ivey at work.

08 | LEFT TURN

Sarah Morgenstern used to help companies find their niche. Now she helps mothers find the perfect stroller.

26 | GIVING TO IVEY

Opening Doors — TD Financial Group helps Ivey move closer to gender balance in the MBA program.

29 | IVEY ALUMNI ASSOCIATION

Kevin O'Brien muses on the ubiquitous Ivey network, PhD students get together, Brian Phillips gives it everything he's got, and HBAs party downtown.

34 | IVEY CLASS NOTES

Ivey grads share their news. Are you in here?

43 | IVEY LIVES REMEMBERED

Richard Chenoweth was "a man like any other man, only more so."

44 | CASE STUDY

Thought your case study days were over? Think again. Ray Rutherford needs your help figuring out what to do when a key employee quits.

PAGE 07

PASSIONS

INVESTMENT BANKER

MICHAEL PHAIR TOUCHES THE SKY AS OFTEN AS HE CAN



INTOUCH ON THE WEB

www.ivey.uwo.ca/alumni/intouch/magazine

DEAN'S MESSAGE

A MESSAGE FROM THE EDITOR IN CHIEF

Welcome to the new Intouch Magazine. Intouch is the primary communication vehicle between the School and its alumni and friends, and among alumni. Published three times a year, the magazine is guided by an Editorial Board composed of alumni, faculty and staff. Intouch has been recognized among the best alumni magazines in the world by the Council for the Advancement and Support of Education.

It is nearly a decade since the last redesign of the magazine. More than a year ago, we recognized that it was time for an update. We turned to our Ivey Alumni Association, using our Alumni Board, focus groups and other research to understand their preferences. The Editorial Board then made recommendations on content and style, and editorial and design consultants created a new vision for the magazine. You're holding the result.

I hope you'll find the magazine lively, engaging and fresh – an entertaining read filled with fellow alumni you'd like to meet. My thanks to the entire Intouch team, and especially our wonderful Editorial Board. I'd love to hear what you think.

Please send your comments to Rachel Condie, production co-ordinator
rcondie@ivey.uwo.ca.

INTOUCH, FALL '07

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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 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 web at www.ivey.uwo.ca/alumni. Copyright 2007

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Cover Photo: Nation Wong

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A strategy that gathers dust on a shelf isn't really a strategy at all. That's what we teach at Ivey, and it's also what we practice.

Cross-Enterprise Leadership™ certainly didn't sit on the shelf. We announced the School's new strategy in September 2005, and by May 2006 we were welcoming the first class of the 12-month MBA. That's fast. But it was also thorough and thoughtful. Similarly, we executed brilliantly on our strategy for growing the HBA program while maintaining its quality.

Recently a group of leading business deans visited Ivey as part of the re-accreditation of the MBA program. They told us that they had never before seen a school where the strategy was so clearly understood and wholeheartedly embraced. There's no question this is the right direction for Ivey, and for the business community we serve.

Developing and implementing Ivey's new strategy was the highlight of my first term as Dean. Recently I accepted a second five-year term. Why? Because I love working with students and watching them grow. I also enjoy the daily stimulation of working closely with Ivey's amazing faculty, staff and alumni. In fact, I have discovered that being Dean of the Ivey Business School is one of the most varied, unpredictable and intellectually challenging jobs imaginable.

There are exciting times ahead. The new strategy has created a sense of momentum at the School. I look forward to leading our ambitious new capital campaign to successful completion. I'm also excited about Ivey's aggressive growth plans. I see the School becoming the place leaders turn to for creative solutions to major business issues. And I'm hoping to see a beautiful new building take shape on the London campus.

Ivey alumni are an integral part of everything that Ivey is today and can be in the future. We have another five years together. I look forward to working with you to keep Ivey great.

Carol Stephenson, Dean

Lawrence G. Tapp Chair in Leadership

"THE HIGHLIGHT OF MY FIRST TERM AS DEAN?
THE DEVELOPMENT OF A BOLD NEW STRATEGY —
CROSS-ENTERPRISE LEADERSHIP."



PHOTOGRAPHER: NATION WONG

COFFEE WITH

PROFESSOR ERIC MORSE "PEOPLE HAVE ALWAYS LEARNED ENTREPRENEURSHIP THROUGH THE SCHOOL OF HARD KNOCKS, AND THAT'S NOT GOING TO CHANGE. WE DO BELIEVE WE CAN SHORTEN THAT CURRICULUM AND SOFTEN SOME OF THE KNOCKS."



AN ENGINEER BY TRAINING, MORSE WORKED WITH ANDERSEN CONSULTING AND LOS ALAMOS NATIONAL LABORATORY BEFORE TURNING TO ACADEMIA.

Morse arrived at Ivey in 2002 with the task of "raising the Ivey brand through entrepreneurship." Oh, and one more thing – he was expected to raise his own operating funds. Today the Pierre L. Morrissette Institute for Entrepreneurship offers a complete suite of degree and executive teaching programs and is home to the Driving Growth through Entrepreneurship and Innovation Leadership Centre and the Business Families Centre. It also makes a significant financial contribution to the School.

CAN YOU TEACH STUDENTS TO BE ENTREPRENEURS?

You can't prepare business students to be successful entrepreneurs the day they graduate, any more than you can train medical students to be good doctors the day they graduate. It takes practice and mentorship. We put as much of that into the program as possible. For example, in the very first class we teach, we divide the students into groups of five, give each group \$5 and send them out to create a business and make as much money as they can in two weeks.

HOW MANY STUDENTS IN THE ENTREPRENEURSHIP STREAM ACTUALLY BECOME ENTREPRENEURS?

About one-third go out and launch right away. Another third plan on starting at some point, but want to get a grounding in an industry first. And one-third will probably never be entrepreneurs but want to understand the process of innovation and how to bring ideas to market.



WHY DID YOU CREATE QUANTUM SHIFT?

To help high growth companies across Canada get to the next level. It's hard for entrepreneurs because they often don't really have anyone to talk to. Putting 40 of Canada's top entrepreneurs together in one classroom is pretty cathartic. These people bond very quickly – they share stories, they share solutions.

WHAT ROLE HAVE IVEY ALUMNI PLAYED IN THE INSTITUTE?

Ivey has a great history of producing terrific entrepreneurs, and we continue to build on that. The Entrepreneurship Council – which is mostly Ivey alumni – has been instrumental in everything from curriculum design to outreach activities. Many other graduates have contributed their time and expertise too. One of the things that impressed me when I got to Ivey was the passion that Ivey alumni have for the School and their willingness to get involved and work toward bettering the School.

YOU'VE BEEN AN ENTREPRENEUR YOURSELF. WILL YOU EVER GO BACK TO THAT LIFE?

Funny, that's the question my students ask me more than anything else. I probably will at some point, but right now I'm enjoying what I'm doing. My biggest challenge is balance within my academic career – this is so much fun I could spend all my time doing it.

- 🌐 www.ivey.uwo.ca/entrepreneurship
- 🌐 www.ivey.uwo.ca/faculty/Eric_Morse.html
- 🌐 www.quantumshift.ca

PHOTOGRAPHER: NATION WONG

“This has been a great experience for me.”

PROFITING FROM NON-PROFITS

Thanks to the generosity of London Life Insurance, a group of Ivey students spent the summer working at non-profit agencies across London. The students worked at Youth Opportunities Unlimited, Childreach, Pillar Nonprofit Network, and Craigwood Youth Services. Christy Zhou, a first-year HBA student, developed a marketing plan for Childreach to promote fee-based courses for parents and young children and enhance the organization’s visibility in the community. “This has been a great experience for me,” says Zhou. “I’ve gained valuable insight into the pressures faced by the non-profit sector.”

“Their passion and enthusiasm was infectious.”

LEADER LIVES

Ivey’s renowned student-driven teaching program in Eastern Europe, LEADER, continues to thrive, with 25 students traveling to seven sites with developing and transitioning economies to work with local entrepreneurs. Jenny Hui, a recent graduate of the MBA program, worked in Moldova for two weeks. “The business plans ranged in quality and scope,” says Hui of the hopeful entrepreneurs in her group. “The best plan was developed by two sisters who had previously started a business together. They understood the risks and opportunities, target markets and had a clear go-to-market strategy. Their passion and enthusiasm was infectious.”



“HIS GENIUS WAS ALWAYS TREATING THE SCHOOL AS A FAMILY BUSINESS”

C.B. ‘BUD’ JOHNSTON LIBRARY OPENED

C.B. ‘Bud’ Johnston was a colorful and much-loved Ivey professor and senior leader. On Homecoming weekend, the School’s recently renovated library was re-opened and named to honour Johnston. The new library will house a Virtual Portal giving Ivey students, faculty and alumni 24-hour access to the latest business information and opens up much-needed space for new study rooms. A total of \$1.8 million has been donated to Ivey in Johnston’s honour, including \$1 million from Ralph M. Barford, LLD ’87, to establish two MBA and five PhD scholarships.

“Bud epitomized our School’s dedication to practical education and to societal contribution,” said friend and colleague Professor Michael Pearce. “Bud lived life full, infecting all of us with his boundless enthusiasm. He gave of himself selflessly to enrich others and will never be forgotten by those who were fortunate to know him.”

ABOVE FROM LEFT TO RIGHT: GERALD KNOWLTON, HBA ’55; MARY JANET KNOWLTON; CAROL JOHNSTON; DAVID JOHNSTON, MBA ’86; AND DEAN CAROL STEPHENSON

LIVE BY YOUR PRINCIPLES

“An MBA doesn’t give you integrity. You can’t declare it yourself. It’s how other people see you. If you make the wrong move, you can lose it, and it’s often tested in tough situations.”

CAROL WILDING, CEO OF TORONTO BOARD OF TRADE, SPEAKING TO MBA STUDENTS AT IVEY.

For More Buzz:
www.ivey.uwo.ca/inside



PASSIONS

FOLLOW YOUR BLISS

“When selecting a career, keep three things in mind. First, do what you really love to do. Second, do what you’re really good at. Third, do it with people you love to be with, both internally in the organization and externally.”

DONALD K. JOHNSON, MBA '63, WHILE RECEIVING AN HONORARY DEGREE FROM THE UNIVERSITY OF WESTERN ONTARIO

“Students are learning the nuances and complexities of managing within Canada’s unique health care system.”

HEALTHY DEVELOPMENT

Healthcare all-stars Senator Michael Kirby and Dr. Alan Hudson were on hand for the official launch of Ivey’s new Health Sector MBA in Toronto in May. “The Canadian health sector requires leaders who possess a unique combination of scientific, managerial and entrepreneurial skills,” said Dr. Kellie Leitch, co-Director of the Stream and Chief, Division of Paediatric Surgery at The University of Western Ontario. “In the Health Sector Stream students are learning the nuances and complexities of managing within Canada’s unique healthcare system, so they can help shape and manage it well into the future.”

PHOTOGRAPHER: DAVID BRABYN

Former investment banker touches the sky as often as he can

MICHAEL PHAIR, MBA '74

“I’ve been a frustrated pilot all my life. When I was 15 or so, my father owned part of a small regional carrier in Canada. He told me to trot along and get my pilot’s licence, so I started. Then he had a falling out with his partners and sold out, and that was the end of that. Flying three or four days a week for business throughout my career always made me yearn to get back to it.

“When I stepped down from Bear Stearns in 2003, I went off to South Africa to get my pilot’s licence. Now I’m working on my instrument rating in France. It’s probably the toughest task I’ve ever set myself, but it will be worth it to avoid the endless queues in airports around Europe.

“There’s a huge thrill to flying. The worst thing about aviation is that when the weather’s good for flying, it’s also good for golf. Unfortunately, one of the two has to suffer.”

Michael Phair flies in Europe and divides his time between London, Paris, Switzerland and Uruguay.

www.ivey.uwo.ca/intouch/phair

LEFT TURN

From management consultant to CEO of SavvyMom Media

SARAH MORGENSTERN
MBA '93

“Marketers are all trying to reach moms because they control so much of the typical household budget. But it’s getting harder – moms don’t watch TV during the day or read Women’s Day magazine like they used to. But they do form groups and share tips with one another. My partner Minnow (Hamilton) and I were always the go-to people in our group of friends.

“We saw a need in the market and knew we could fill it. The more research we did, the more the business case came together. Eventually I just couldn’t resist it any more. One day I was in New York on business and I sat down in my hotel room and wrote a SavvyMom article. It just came to me. That was the turning point.

“Two years later, SavvyMom.ca has 20,000 readers, our revenues are growing significantly, and we’re known as the definitive source of information for Canadian moms.”

www.savvymom.ca

“IN THIS BUSY WORLD, IT’S EASY FOR PEOPLE TO FORGET WHAT GOT THEM TO WHERE THEY ARE.”

YONEMITSU REFLECTS

After 10 years at the helm of Ivey’s Advancement operation, Glenn Yonemitsu, MBA ’89, recently returned to his first love – management consulting. During his decade at the School, Yonemitsu played a key role in the creation of the Ivey Alumni Association Board, launched the Ivey Ring Tradition Ceremony, made Intouch into an award-winning magazine, co-created the Quantum Shift program, and made many other contributions both within and beyond his own department. Before he left, he spoke to Intouch.

“Ivey is on the right path. It did not stand still. It made some hard decisions to move forward toward fulfilling the needs of leaders and organizations for the future.

“With the Ivey network, you only get out of it what you put into it. I’ve seen some tremendous examples of people who have leveraged the network. Sometimes I wonder why others don’t see the potential of this asset.

“At the end of the day, it’s not the reputation of the School – it’s the reputation of the alumni. To me, that’s the real power.

“I’ve been fortunate to be at the centre of the network, and it’s been a blast. But now it’s time to go back into the business world – and hopefully be a prime example of how you can leverage the Ivey network!”

www.nextstrategicadvisors.com



“Encourage family members, but make sure they earn their way.”

CHOCOLATE PATRIARCH

“Claude and Robert stand as an example to us all”

LAMOUREUX AND BERTRAM HONOURED

Claude Lamoureux, President and CEO, Ontario Teachers’ Pension Plan, and Robert Bertram, Executive Vice President, Investments at Teachers’, received the Ivey Business Leader Award at a gala dinner on October 3. The Plan, which invests and administers the pensions of 271,000 current and retired teachers in Ontario, experienced exceptional growth under the leadership of the two men. Said Dean Carol Stephenson: “In a time when the need for integrity and strong leadership is more important than ever, Claude and Robert stand as an example to us all.” The event also serves as a major fundraiser for the Ivey Business School, and this year a record \$280,000 was raised in support of HBA and MBA student awards, and a faculty fellowship.

ABOVE FROM LEFT TO RIGHT: MARY WHITTLE, EMBA ’98, DINNER CO-CHAIR; CLAUDE LAMOUREUX; ARKADI KUHLMANN, HBA ’71, MBA ’72; DEAN CAROL STEPHENSON; ROBERT BERTRAM; GILLES OUELLETTE, HBA ’69, MBA ’70, DINNER CO-CHAIR.

David Ganong, MBA ’70, president of Ganong Chocolates, was the keynote speaker at a conference organized by the Ivey Business Families Centre to celebrate Family Business Day on October 23. The fourth annual event was held in partnership with the Canadian Association of Family Enterprise.

Ganong is the fourth generation to head the 134-year-old New Brunswick chocolate business. He talked about the role of family businesses in growing the national economy and warding off the “hollowing out” of Canadian business. “Head offices here are critical to the economic development of Canada,” he said. He also said that family-run businesses are able to respond faster to market changes while investing for the long term, and have a deep commitment to their staff and communities.

www.ivey.uwo.ca/alumni/businessleader



IVEY PROFESSORS AND GRADUATE STUDENTS ARE AT THE LEADING EDGE OF MANAGEMENT RESEARCH, CONSISTENTLY PRODUCING FASCINATING FINDINGS THAT HAVE REAL VALUE TO MANAGERS EVERYWHERE. HERE ARE THREE RECENT RESEARCH PROJECTS.

Don’t blame the Chinese

Recently there have been several major toy recalls caused by excessive lead levels in the paint. In a timely study, Ivey professor Paul Beamish and co-author Hari Bapuji at the University of Manitoba showed that design flaws lead to more recalls than manufacturing flaws in China. The work generated significant international attention, with stories in more than 200 media outlets including the New York Times and the Washington Post.

Cleaning up after yourself

Companies spend a lot of time thinking about how to get products to consumers. But what about going the other direction? The reverse supply chain is what happens to a product when the consumer is finished with it. Some companies recondition or re-use old products, and others recycle or manage waste. Of course, lots of stuff still ends up in the dump. With increased environmental awareness everywhere, Professor Rob Klassen’s research on the reverse supply chain is au courant.

www.ivey.uwo.ca/intouch/klassen

Brand buddies

When Shih-Fen Chen was a boy, his mother would sometimes ask his father to do something for the children. When his father complained that he was too busy, Chen’s mother would say, “Do what you wish, but remember that the children bear your name.” Chen uses this story to illustrate how branding rights should be allocated between two firms – say, IBM and Acer – who work together to deliver a product to consumers. The brand on the final product, says Chen, should be the company that is best able to control the quality of the product. Why? Read on...

www.ivey.uwo.ca/intouch/chen



STAND AND DELIVER

IVEY HBA GRADUATES ARE READY
AND WILLING TO MAKE THINGS HAPPEN

TARA LONGO, HBA '04, AND HER PARTNER MARIO FIORUCCI OPENED THE HEALTHY BUTCHER.

PHOTOGRAPHER: NATION WONG



lesley stowe's
raincoast crisps
handmade with organic ingredients
and natural flavors at our BC farms

lesley stowe's
raincoast crisps
handmade with organic ingredients
and natural flavors at our BC farms

lesley stowe's
raincoast crisps
handmade with organic ingredients
and natural flavors at our BC farms

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and natural flavors at our BC farms

SWISSMAR
SWISSGRATER

SWISSMAR
SWISSGRATER

OZITEC
DIAMOND FINGERS™ KNIFE
The great OZ technology that keeps your blades
just a few swipes. Perfect for restaurants.

Coppes de Grotte
This Cow's Milk, Swiss
Cheese is made in caves in
the Swiss Alps for 22
months.
Delicious flavors of raw milk
with fully pasteurized texture,
complemented by the
fresh tastes of mountain
goats and alpine herbs.

by
MONFORTE
DAIRY
- Vigoreno - a wine soaked

“You don’t get too many investment bankers and lawyers leaving their cushy jobs to go out and open a shop. It’s like a backwards step, right?”

Wrong. Tara Longo, HBA ’04, a former investment banker, and her partner Mario Fiorucci, a lawyer, actually took a big step forward when they opened The Healthy Butcher in Toronto in early 2005. Today the store, which sells high quality organic meat and prepared foods, is thriving, and a second location is about to open.

Longo’s Ivey training has come in handy many times. About 18 months after opening the store, she noticed that although sales were going well, the business was desperately short of cash. She used her Ivey HBA-honed analytical skills to nail the problem – a ten per cent increase in beef prices several months before. Forgetting that the increase applied to the whole animal, bones and all, she had assumed they could absorb it. “The HBA gives you the power to really think things through. I didn’t foresee the cash flow problem, but when it happened, I had the financial skills to figure out what to do and how to do it.”

Longo is one of a crop of new-millennium HBA graduates who are keeping alive a proud tradition. Sure,

Ivey’s undergraduate program has changed and grown over the years, but it’s still turning out talented young business leaders with the broad-based skills, knowledge and confidence to make things happen. Equipped with their natural ability and Ivey toolkits, they find success in a wide range of fields, from management consulting and chartered accountancy to investment banking and entrepreneurship.

When the School developed its new strategy two years ago, the HBA program was identified as a “hidden jewel” – a great program that had the potential to expand. There are five sections this fall and there will be six in 2009. To ensure that quality remains high, the program has enhanced its marketing efforts. The first step was to develop a clear and coherent picture of what makes the program unique – something that has become known as the “Ivey Distinction.” There are four elements: outstanding students, the integrated, section-based Ivey learning environment, immersion in more than 400 real world business cases, and exceptional career management services.

Although the HBA program begins after second year, the real marketing is done at the high school level. Students with high grades and demonstrated leadership potential are offered conditional admission to the program, provided they maintain their marks and extracurricular activities during the first two years of university. These days, at least half the class comes in this way. The quality remains very high, says past Program Director Mark Vandenbosch, “By every measure we have, we’re getting as good or better students now as we’ve ever had.”

The program has also identified five key take-aways for HBA students – the abilities to make decisions, communicate persuasively, maximize team potential, manage volume, and ‘stand and deliver.’ “What makes an HBA different from any other commerce grad,” says Director of HBA Recruiting Stephanie Brooks, HBA ’93, “is the emphasis on these essential leadership skills. We don’t teach a class on making decisions: students are immersed in business cases and become part of a process that develops those”

“DON’T WORRY, I WON’T BE BUILDING BRIDGES – THAT DEFINITELY WASN’T IN MY IVEY TRAINING!”

After several years in public accounting with Ernst & Young, Erica Willick, HBA ’04, recently took a new job as assistant controller in an engineering consulting firm. “When I left Ivey to get my CA I knew I wouldn’t be in public accounting for the rest of my career.

Getting a professional designation seemed like the perfect complement to my HBA, but I had a really strong desire to do all the things that we learned in school in a real situation. My new job gives me more opportunity to be involved with general management and strategy.”

“LEARNING AT IVEY IS LIKE WORKING FOR A COUPLE OF YEARS.”

Anton Vidgen, HBA ’06, who served as VP Communications in the HBA Association, is now working with Oliver Wyman (formerly Mercer Management Consulting) in New York – and loving every minute of it. “When I started working it took me a few months to get used to the lifestyle. Nothing I’d ever experienced in school was as rigorous and bone-crunching. But now I don’t see myself anywhere else – no other job, no other company. The goal for a consultant is arriving at a good solution for your client – whether you base that on something you thought through during a case discussion or something you actually experienced with a previous client, the distinction is minimal.” www.oliverwyman.com



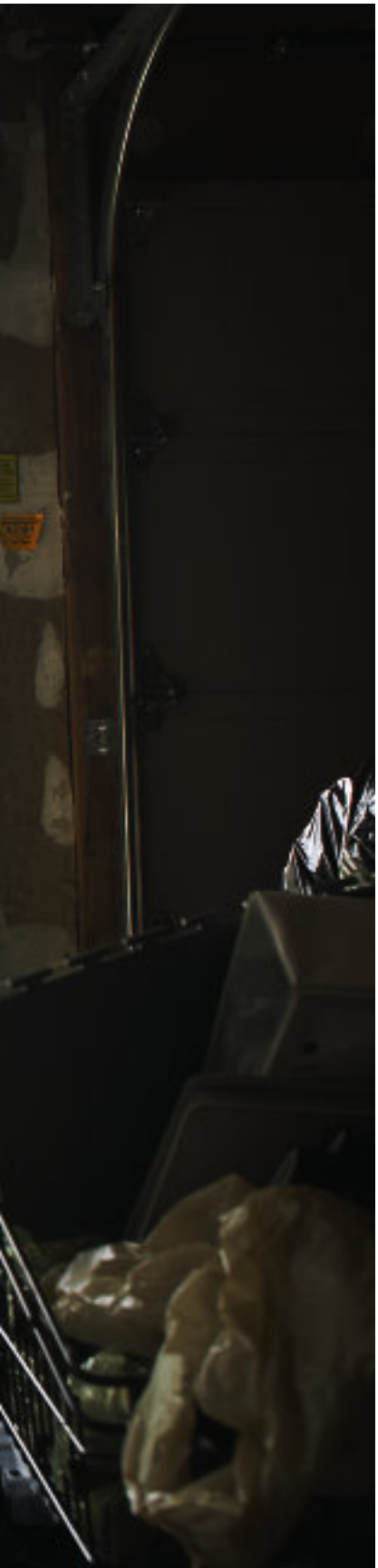
"OUR HOLISTIC BUSINESS MODEL MEANS WE WORK COLLABORATIVELY ON EVERY PROJECT, LEVERAGING OUR RELATIONSHIPS WITH ARTISTS, DESIGNERS AND MANUFACTURERS AROUND THE GLOBE."

Tim Gudewill, HBA '04, met his current business partners through his first job with a boutique investment bank in Vancouver. The more he understood about their business, the more interested he was and eventually he bought in. Farm Boy Fine Arts provides unique photographic art for the walls of high-end hotels, like W Hotels, Hyatt and Four Seasons. www.farmboyfinearts.com

“IT’S ROUGH AT THE BEGINNING AND WE GOT SOME GREAT LESSONS AND GREAT EXPERIENCE AS A RESULT.”

Aaron Cash and his two partners, Parag Shah and Frank Spano, did an exchange in the final semester of their HBA '04 program. Through a family connection, they had an opportunity to get involved in the garage organizer business, and Garage Living was born. They started in a basement, and now have an 8,000 square foot showroom and warehouse, 10 full-time staff and a fleet of trucks. Below: The irony of it— Aaron reviews his own parents' garage, yet to benefit from their son's expertise. www.garageliving.ca





PHOTOGRAPHER: NATION WONG

skills day after day. You can't teach that in a lecture."

Aaron Cash, HBA '04, is using those leadership skills every day. He launched Garage Living with two fellow HBAs immediately after graduating from Ivey. "The great thing about the program is that it gives you a wide range of skills. It's not an accounting school, or a marketing school, or a finance school. The HBA program gives you a great tool box where you have all the different hats you wear as a general manager."

Erica Willick, HBA '04, agrees. After Ivey, Willick earned her CA and spent several years in public accounting. "An accountant is a trusted business advisor," she says, "and that means more than knowing the tax act and accounting rules. HBAs are able to understand a business quickly, identify issues that may not be in any textbook, and give value-added comments."

Although the HBA program has been regularly updated and is again undergoing a curriculum review, the case method remains at its heart. "We deliver high engagement, high involvement learning," says Professor Rod White, who with his colleague Darren Meister leads the Program. "The skill of the instructor is in fostering the give-and-take and getting different ideas out. At Ivey you're never an observer: you're always a participant."

Graduates would recognize many other traditional strengths of the Program, including the infamous 48-hour reports, top speakers, case competitions, the Ivey Client Field Project (now called the Ivey Consulting Project), learning teams, and sections. The emphasis on working in teams has been very valuable, says Tim Gudewill, HBA '04, a partner in Farm Boy Fine Arts. "At Ivey I learned that I don't have to be best at everything. I have a basic understanding of all facets of business, and am able to put together a team of individuals who are the best in their field and empower them to build something that they couldn't build alone."

Among innovative new elements in the program: integrative activities such as a two-day Leadership Forum, combined degrees with engineering, law, health sciences and other disciplines, and a Certificate in Entrepreneurship that includes a New Venture project. The emphasis on entrepreneurial skills is important because many HBA graduates start companies soon after leaving Ivey. Kristyn Eisenschmid, HBA '03, for example, opened Speedy Sushi while still completing her MBA Direct. "The HBA gave me the skills to evaluate a potential business idea and see if it was something worth pursuing," she says. "It also gave me the confidence to go through with the idea."


For Anton Vidgen, HBA '06, the HBA's combination of team work and relentless case studies was ideal preparation for his career as a management consultant. "In the HBA you're constantly being presented with problems. You have to extract the salient facts, apply your intuition, and synthesize a logical recommendation that ultimately creates value. I'm now seeing some of the problems in my practice that we dealt with in cases at Ivey!" Shaloo Savla, HBA '06, agrees, adding that being a consultant is a lot like being an Ivey student. "I have the opportunity to work in a variety of industries tackling the important strategic issues my clients are facing, and to work alongside people I love spending time with."

What does the future hold for the HBA program? More growth, sustained quality, a constantly renewed curriculum, and innovative teaching methods, says Darren Meister. But ultimately the goals of the program remain what they have always been. "We want our alumni to have opportunities," he says. "We want them to have the confidence to deal with a changing world, and to do it with personal integrity. We want them to be able to look back at the end of their careers and be proud of what they achieved and how they achieved it." ❖

"I DEFINITELY WOULDN'T BE THE PERSON I AM TODAY WITHOUT THE HBA EXPERIENCE."

Shaloo Savla, HBA '06, completed a combined program in health sciences and business. He served as HBA Association President, helping to develop a conference on sustainable development with the University of Michigan. After spending his final semester on exchange in Prague he joined Boston Consulting Group. "I've always said that the HBA program isn't just a business program – it's really a program about personal growth and development. It brought out the best in me."  www.bcg.com

"I WAS DOING MY MBA AT THE SAME TIME AS STARTING UP THE STORE. I WAS PREGNANT TOO. I ALSO RUN A KID'S STICKER COMPANY."

For Kristyn Eisenschmid, HBA '03, MBA '07, an HBA exchange to Australia led to an opportunity to live Down Under and manage an Australian-style sushi restaurant. Back in Canada, she decided the concept had legs and got funding from a government small business funding program. She opened her first shop in London in April 2007. "It's going crazy. Demand has already exceeded what I projected. Only financing is holding me back. I want to expand rapidly and eventually have hundreds of stores in North America."  www.speedysushi.com

INTOUCH FEATURE STORY
STAND AND DELIVER



"WE LOVE FOOD. WE WANTED TO EAT ORGANIC MEAT. WE WERE BORDERLINE VEGETARIANS FOR A YEAR AND A HALF BECAUSE WE COULDN'T FIND MEAT WE WANTED TO EAT. WE SAW THAT AS A BUSINESS OPPORTUNITY."

Always a food fanatic, Tara Longo, HBA '04, (below, second from right) worked as an investment banker on Bay Street for two years before opening The Healthy Butcher with her (business and life) partner Mario Fiorucci in March 2005. "When I was trying to figure out if I wanted to stay in investment banking I looked at the people ahead of me – the VPs and Managing Directors – and tried to picture myself in their shoes. I couldn't. I didn't want to be doing what they were doing." www.thehealthybutcher.com



"I LIKE THE FACT THAT THIS IS A BUSINESS THAT IS MEANINGFUL TO A LOT OF PEOPLE. WE'RE IN THE NEWS. PEOPLE ARE FOLLOWING WHAT WE'RE DOING, AND THEY HAVE OPINIONS ABOUT IT."

— MICHAEL COPELAND, MBA '99, CHIEF OPERATING OFFICER FOR THE CANADIAN FOOTBALL LEAGUE

GAME FACE

THE PASSIONATE BUSINESS OF SPORT MANAGEMENT



Michael Copeland is Chief Operating Officer for the Canadian Football League. He knows that sport management is a business like any other, demanding rigour and focus.

But he's also an avid fan who knows it provides a unique and entertaining work environment. "When you're doing business at a football game, it's not too tough to get motivated," he says.

The passion that Copeland feels for his work is shared by other Ivey alumni in the sport industry. Stacey Allaster, President of the Sony Ericsson WTA Tour, the international women's professional tennis tour, won a tennis scholarship when she was 12. She went on to become a competitive player and teaching professional. But she knew that her future as a player was limited. "When you're less than five feet tall, you soon realize you're not likely to end up standing at centre court as Canadian champion," she says. "But I can tell you, when I stood there as tournament director and awarded the first

trophy to Serena Williams, it was a moment in time. Tennis is in my blood."

It's golf that's in Brian Moore's blood. The Director of Golf Operations for the Niagara Parks Commission, Moore started golfing at 12 and eventually qualified as a pro. Although he plays less now than he ever has, the magic is still alive. "When I have a bad day, I just go and look out at the golf course, and it seems to calm me down." Mark Guy, a former Junior and Western Mustang hockey player who is now an NHL player's agent, puts up with a grueling travel schedule and long days for the love of the game. Jonathon Longworth helps his clients take advantage of the sponsorship advantages of the 2010 Vancouver Olympics. He considers his job a "once-in-a-career opportunity" to combine his love of sports and marketing. >

**"I'M PRETTY MUCH ON
CALL 24 HOURS A DAY,
365 DAYS A YEAR."**

Mark Guy, HBA '96, NHL Player's agent, Newport Sports Management, "Under the new Collective Bargaining Agreement (CBA), we're dealing with a different and evolving marketplace. From a player's perspective the new CBA has worked fairly well. The game is growing and we've had a very active summer with contract signing. Younger players coming off their first NHL contracts are now signing multi-million dollar contracts for five or six years, as opposed to the smaller two - or three-year deals we experienced under the old CBA. The NHL off season, typically starting in May for most, is a very busy time for negotiating contracts. After that we're preparing our younger players for the Entry Draft and training camp. When the hockey season starts we're traveling all over the world to meet with clients and scout new opportunities."

www.nhl.com
www.thehockeyagency.com

**"CANADA IS SLIPPING. WE
NEED TO GIVE TOURISM THE
PRIORITY IT DESERVES."**

Judd Buchanan, MBA '55, President, Silver Star Club Resort Ltd., "Two things have helped us in the ski industry. Number one is the development of the shaped or parabolic ski which makes turning a lot easier. It has prolonged the skiing life of a lot of older folks in their 50s or 60s who were thinking of giving it up. The other thing is the advent of the snowboard, which has brought in a younger demographic. We need to put more resources into our tourist industry, and sports is a big part of that. Many countries are realizing that tourism is a great industry to get into because it doesn't have to be capital-intensive. As the former Chairman of the Canadian Tourism Commission, I'm concerned that the Commission has been getting less government funding in recent years."

www.skisilverstar.com
en.wikipedia.org/wiki/Judd_Buchanan

"I AM A 'MADE-IN-CANADA' GLOBAL LEADER. I AM A CANADIAN WHO HAS BEEN CHOSEN TO LEAD A GLOBAL ORGANIZATION. MY IVEY MBA REALLY PROVIDED ME WITH A SOLID FOUNDATION TO DO THAT."

Stacey Allaster, EMBA '00, President, Sony Ericsson WTA Tour, "Our new strategic plan is a massive accomplishment. We've been able to streamline our calendar from 26 premier events to 20. Our young ladies are unbelievable athletes, but we have been asking them to do too much. With a reduced calendar and almost \$400 million in new stadiums being built in places like Madrid and Beijing, we can really showcase women's tennis on big stages, advance gender equality, and deliver to our fans on a more consistent basis. To see a great women's tennis match is inspiring. When you see tennis live, there is nothing like it. Casual fans really turn on to our sport when we just get them to sit down and watch." www.sonyericssonwtatour.com





“WHEN PEOPLE COME TO A GOLF COURSE THEY’RE USUALLY IN A PRETTY GOOD MOOD. WE WORK VERY HARD AT MAKING OUR CLIENTS HAPPY SO THEY COME BACK THE NEXT YEAR.”

Brian Moore, HBA '78, Director of Golf Operations, Niagara Parks Commission, home of Legends on the Niagara, “We are a government agency that is run like a private business. We don’t receive public funding at all but we are allowed to conduct business on the lands of the Parks Commission, and use the profits to maintain the parks. Most of our revenue comes from golf. At the same time we are not necessarily in competition with the private sector, so we have to be careful with our pricing to reflect market conditions. We do work very closely with the private sector to market Niagara as a golf destination.”

www.niagaraparksgolf.com/legends



PHOTOGRAPHER: NATION WONG

Yet sport management is indeed a business, and a complex one at that. Behind the glitz of the CFL, the NHL and the WTA are the same breadth of challenges that face any general manager. Moore is dealing with the impact of a strong Canadian dollar and slow border crossings on his largely American clientele. Guy lived through a lock-out that shut down hockey and his company's revenue for a year. Judd Buchanan, President of Silver Star Resort in British Columbia, has seen a huge growth in competing resorts. Copeland is walking through the complexities of the first year of a salary cap in the CFL and recently helped negotiate a new broadcasting deal. Allaster led a major overhaul of the WTA tournament schedule and is opening up new markets in China, Russia and India.

The School's general management approach is ideal preparation for such diverse businesses. "Ivey helped me become a cross-

enterprise leader," says Allaster.

"Without question it enhanced my strategic and financial decision-making skills and provided real tangible learning that I was able to put to use immediately." Mark Guy agrees. "Ivey gave me the ability to respond quickly in high pressure situations. It honed my analytical and presentation skills, which really come through in the negotiation process." Adds Michael Copeland: "I don't think I could do properly what I'm doing now without the Ivey experience."

When Canadian athletes paraded into the stadium in Athens for the opening ceremonies of the 2004 Summer Games, many of them were talking to family members on cell phones provided by Bell Canada. For Longworth, it was a moment that brought together the passion of sport with the power of business. "We helped Bell reach their customers and deliver their brand in a powerful way that their competitors couldn't replicate." ◀

"I WAS ADVISED EARLY IN MY CAREER NOT TO GET INVOLVED IN SPORT MANAGEMENT JUST BECAUSE I'M A FAN."

"That might be good advice, but Canadian football is such a terrific and entertaining game that I love to be part of it," says Michael Copeland, MBA '99, Chief Operations Officer of the Canadian Football League, "Everyone is intrigued by the potential of the CFL. It seems like it's been right on the cusp for the last couple of decades, but not quite able to get there. I am in charge of structuring and implementing the first real salary cap in the league's history. This is an incredibly significant step forward for the league in terms of our business model. We now have a very stable and financially solid league, with terrific owners. That allows us to look into the future to realize the opportunities that are there. I'm optimistic: the potential is limitless."

www.cfl.ca

"THE OLYMPICS IS UNLIKE ANY OTHER MARKETING EVENT. YOU DON'T GET TO DO IT AGAIN NEXT YEAR, SO YOU HAVE TO MAKE THE MOST OF THE OPPORTUNITY."

Jonathan Longworth, HBA '95, Managing Partner, Altius Sport Marketing, "[The Olympics] is a big investment, but at the end of the day it's just a tool, and you have to figure out how to use that tool to align with your business objective. Firms must remain focused on what their business is, and their business is not the Olympics. We help them focus on how the Olympics will help them do better business. "Olympic sports marketing combines two brands: the Olympics and the brand of your firm. The challenge is to find a unique environment or interaction to reach your consumer. The Olympics can create a great opportunity to do that because you are speaking to your customers through something they are already interested in."

www.cossette.com

THE POWER OF THE IVEY
NETWORK OPENS DOORS TO
BOARDROOMS, TO PEOPLE...



AND TO NATIONS.

IVEY

Richard Ivey School of Business
The University of Western Ontario

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



POWERED BY
THE IVEY NETWORK



MEET AT IVEY

The Ivey learning experience — it's active, involving and has the power to change the way you think. If that's what you want for your corporate meetings, consider Spencer Leadership Centre. We offer 24 meeting rooms, including three Ivey-style amphitheatres, 125 comfortable guest rooms, wireless internet, exceptional service and an extraordinary culinary experience. It's the perfect environment for meetings that work.

Plan your next corporate meeting at the Spencer Leadership Centre. Call us at 519-675-5487. Don't forget to ask about our preferred rates for Ivey alumni.

If your next meeting is in Toronto, consider the Ivey ING Leadership Centre, a high quality conference facility at the Exchange Tower in the heart of Canada's financial district.

OPENING DOORS

TD Bank Financial Group makes a gift aimed at improving the gender imbalance in the MBA program

“A lot of companies are undertaking initiatives to recruit more women, but gender inequality in the corporate world starts even before women enter it.”

Kristen Sam, MBA '08, is President of the Ivey Women in Management Club. She notes that while half of those who write the Graduate Management Aptitude Test (GMAT) are women, barely 30% of MBA classes are. “The issue of gender imbalance in business and in academia seems to go hand-in-hand,” she says. “It should be a priority to ensure that both men and women are provided with the same level of development opportunities.”

Dean Carol Stephenson couldn't agree more. In fact, she's made it a personal mission to increase the percentage of women in Ivey's MBA classes, and ultimately in the board rooms and executive suites of Canadian corporations.

At a time when gender balance is a given in most academic disciplines, it remains a challenge for graduate management programs. For years the number was stalled at 25%. It has now risen to 30% in most schools, and Ivey

achieved 35% last year. “We were thrilled with that achievement,” says Stephenson, “but at the same time, we recognize that more needs to be done.”

There are many theories about why women don't go into MBA programs in the same numbers as men. Most agree that the high cost of graduate business education is a key factor. It's one that will be mitigated at Ivey, thanks to a \$1 million donation from TD Bank Financial Group to create the TD Bank Financial Group Women in Management MBA Awards. The donation was matched by the provincial government, creating a \$2 million endowment. The awards will cover up to 50% of the MBA tuition fee for women who have demonstrated academic achievement, community involvement and financial need.

“I really don't know why graduate business remains a bastion of male dominance,” says Tim Hockey, EMBA '97, Group Head of Personal Banking and Co-Chair of TD Canada Trust. “Whatever the reason, it's wrong. Sometimes you have to put your shoulder to the wheel to correct this kind of imbalance.” Hockey says ensuring women have equal access to the highest quality business education

is not just the right thing to do: it's also good business. “If you're only drawing from half the talent pool, you're at a disadvantage. Organizations that figure this out early have a real advantage.”

Hockey's colleague, Teri Currie, EMBA '98, Executive Vice President, Human Resources, is also deeply committed to diversity and gender balance. “For TD, diversity is a business reality and a business need,” she says. “There's definitely a parallel to Ivey. To produce the leaders of the future, the School needs the broadest possible representation in its classes.” Currie says the bank was particularly impressed by Ivey's higher-than-average participation rate for women. “We want to have an impact, so we went to a place where they are already making a difference.”

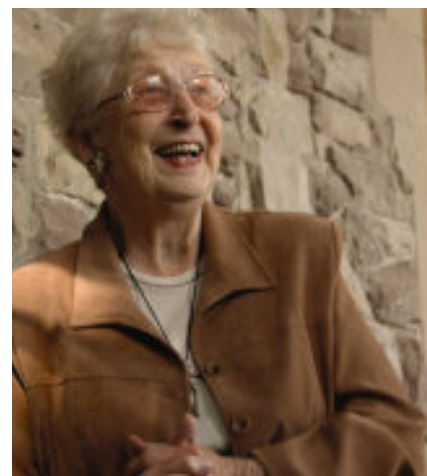
Sam recognizes that the new scholarships won't change things overnight, but she sees this contribution as an important step. “If you eliminate one barrier, it's a really good starting point. This is all about opening more doors.” ←

www.ivey.uwo.ca/intouch/tdgift
www.td.com



PIONEERS

Gwen Anders and Jane Hardman were the first two women to complete graduate work at Ivey





"THE AVERAGE FULL-TIME WORKING WOMAN IN CANADA EARNS ONLY 71% OF WHAT HER MALE COUNTERPART EARNS. WE NEED TO GET MORE WOMEN INTO THE MBA PROGRAM, AND THESE SCHOLARSHIPS ARE A STEP IN THE RIGHT DIRECTION."

Alex Yazdani, MBA '07 (above), then co-president of the Women in Management Club, acknowledging the TD Bank Financial Group gift on behalf of Ivey students. Left, Teri Currie, EMBA '98, Executive Vice President, Human Resources, and Tim Hockey, EMBA '97, Group Head of Personal Banking and Co-Chair of TD Canada Trust.

When you ask Gwen Anders what her graduate degree in business gave her, she grins and replies: "A husband." Gwen attended Western for her undergraduate degree, planning to complete the program in business and secretarial science. She didn't enjoy typing, so ended up as the sole woman in the HBA class of '47. She was one of the first women to graduate in the program, following such pioneers as Della Neil and Marion Kaiser.

With encouragement from department

head Walter Thompson, Gwen went on to become the first woman to complete a graduate degree in the department. The only other graduate student at the time, Ben Anders, scooped up a Zeller's scholarship, but Thompson arranged for Gwen to receive one from Dominion Stores. Her research focused on the role of the cashier in grocery stores.

She and Ben married when they graduated. Most companies weren't interested in hiring a married woman, and Gwen and Ben

soon started their family. "I sometimes look back and wonder what would have happened if I had gone on in business," she says. "Women now don't realize how different it is. They may not have equal opportunity, but they certainly aren't discriminated against the way we were."

A year after Gwen's graduation, the official Masters in Business Administration program was created. For many years, it remained a men's club, but in 1958 Jane Hardman became

the first woman graduate of the program.

Hardman, the daughter of two doctors, completed an undergraduate degree at McGill before joining the MBA program. Jane went on to work for several years with Burns Brothers before becoming seriously ill. She died in 1972 at the age of 47. "She enjoyed the program immensely," remembers her brother, Bill Hardman, HBA '58. "She found it very interesting and all the fellows seemed to take good care of her."

IVEY ALUMNI SERVICES AND BENEFITS

All Ivey alumni are lifelong members of the School's global network. Here are a few of the services and special offers available to you.

Online Services

Alumni Portal

www.ivey.uwo.ca/alumni/portal

On line services available to all Ivey degree graduates, to help you stay connected with the School and fellow alumni. Services include:

- Alumni Directory
- Business Directory
- Network lists
- Chapter information
- Contact information update tool
- Career Management (see below)
- Lifelong Email Address Forwarding (LEAF) service

More services will be added to the portal in the coming months, so check back often.

Career Management

www.ivey.uwo.ca/alumni/resources and click "Career Services"

A web-based recruitment service for alumni, including:

- CareerLeader, a career assessment tool
- CareerTool, company and industry research, etc.
- Global Workplace, a global network for international jobs
- Connecting with Ivey Alumni and Students

Homecoming

www.ivey.uwo.ca/homecoming

A weekend of special events and activities held at Ivey in London in late September/early October. It's an opportunity to catch up with classmates and find out what the School is doing. Classes gather for special reunion celebrations every five years after graduation.

Ivey Alumni Association Chapters

www.iveynetwork.ca

Networking and professional development opportunities in cities around the world.

Ivey Alumni Partnership Program

www.ivey.uwo.ca/alumni/partnership.htm

An opportunity to share your advice and expertise with current Ivey students.

Ivey Trading Company

iveytrading.ivey.uwo.ca

Wear the Mark! Purchase sweatshirts, golf shirts, desk accessories and more adorned with the distinctive Ivey logo.

Knowledge Resources

Executive Education

www.ivey.uwo.ca/executive

Ivey alumni receive a 10% discount on any one-week or shorter open enrolment program offered in London and Toronto. Custom programs can be designed to meet your company's needs.

Ivey Publishing

cases.ivey.uwo.ca/cases

Order Ivey cases online.

Ivey Business Journal

www.iveybusinessjournal.com

View all current and past articles of Ivey Business Journal online.

Information Service

www.lib.uwo.ca/business

Access to one of the most comprehensive business libraries in Canada. The C.B. 'Bud' Johnston Library includes a wealth of proprietary search engines for personal searches. Many business information requests can be fulfilled within 24 hours.

Research

www.ivey.uwo.ca/research

Access to the latest applied management research by Ivey faculty members.

Pierre L. Morrissette Institute for Entrepreneurship

www.ivey.uwo.ca/entrepreneurship

Learning opportunities for entrepreneurs and family business owners.

Meeting Facilities and Accommodation

Spencer Leadership Centre

spencerleadershipcentre.dolce.com

Executive accommodation and excellent facilities for meetings, executive development, conferences and retreats, located near Ivey in London, Canada.

ING Leadership Centre Toronto

ingleadershipcentre.dolce.com

A great location for meetings, conferences and events in downtown Toronto, with two tiered classrooms, nine breakout rooms and a reception area for 100.

Dear Ivey Grad,

It's amazing how often I run into "the network". My company is in the process of opening a New York office. One of our employees is thinking of transferring and has been e-mailing friends and family in the area. One of her contacts, it turns out, is an Ivey grad. He went to the trouble of scanning my column in the last issue of Intouch and sent it to her with a note making the link back to Ivey.

That's typical of my experiences over the last several months. Through my role with the IAA Board, I've connected with Ivey grads from many "vintages" in a variety of contexts. I have come to understand better than ever the power of the Ivey network.

For example, I had the pleasure of attending four recent Ivey Ring Tradition ceremonies, one each with HBAs, MBAs, EMBA's and other alumni. These are solemn and meaningful occasions that reflect a commitment to the values of the School and the alumni community. As we continue this new tradition, it will become yet another lodestone experience.

In my travels, I have also met several Ivey alums who truly set the benchmark for living the four alumni Expectations.



As part of the MBA Ring Tradition Ceremony in September, Paul Sabourin and Russ Robertson spoke eloquently about how the Ivey community and Ivey principles have supported them through their careers. At Homecoming, Kevin Yousie and Arkadi Kuhlmann (both HBA and MBA alumni!) were recognized for their many contributions to the School. (To learn more and see pictures of Homecoming, visit www.ivey.uwo.ca/homecoming). On the next page, you'll read about Brian Phillips, a dedicated Ivey alum who has helped build our B.C. Chapter.

The Ivey Alumni Association also recognized Professor Eric Morse at Homecoming. I know I'm not alone in remembering some key professors as a big part of my attachment to Ivey. You'll be pleased to know that Eric has deftly grasped the torch handed down to him by Wettlaufer, Burgoyne, Johnston, Leenders and many others.

For me, the message is clear. Wherever Ivey alumni are in the world or along our career paths, we share a common foundation and unifying spirit. We help each other, act as ambassadors for the School, strive for ethical leadership, and give selflessly. I am proud to be part of the Ivey community. I encourage each one of you to find a way to make our community even stronger and more vibrant.

Regards,

Kevin O'Brien, HBA '93
Chair, Ivey Alumni Association
Partner, SECOR Consulting

Ivey Alumni Association Board of Directors

Executive Committee:

Kevin O'Brien, HBA '93, Chair
David DeNoble, HBA '99
Andrew Fletcher, HBA '93, MBA '99
Mark Healy, MBA '05
Mark Longo, MBA '01
Verne Milot, MBA '76
Shaloo Savla, HBA '06
Bruce Shirreff, HBA '74, MBA '77

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Hussain Ali-Khan, MBA '91
Sabrina Anzini, HBA/LLB '04
Rob Attwell, MBA '99
Mark Brown, MBA '95
Liz Butler, HBA '04
Jasper Chan, MBA '05
Ross Chan, MBA '03
Erin Chen, HBA '06
Kevin Clement, HBA '00, MBA '07
Prakash David, MBA '05
Leo DeSumma, MBA '04
Marco Di Girolamo, MBA '00
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Christopher Hewat, LLB/MBA '85
Stephen Hughes, HBA '84, MBA '88
Alain Huneault, MBA '01
Fraser Johnson, HBA '82, MBA '92, PhD '92
Stephen Kenning, HBA '05
John Khajadourian, MBA '02
Bill Kiff, HBA '77
René Krist, MBA '93
Sabrina Kumar, HBA '06
Miles McDonald, MBA '99
Sean Naylen, MBA '04
Anthony Ostler, MBA '97
Ann Parkin, MBA '01
Brent Remai, MBA '93
Gail Rodwell-Simon, MBA '96
Alan Small, HBA '73, MBA '74
Jim White, HBA '74, MBA '75
Anton Vidgen, HBA '06
Chet Choon Woon, MBA '94

① Community

Fostering connections between alumni to build community

One Year Out

HBA '06 plans a get-together to keep the class close

Terence Jou and Sabrina Kumar, Class Liaisons for HBA '06, were two of the key organizers for an event held in late July 2007. "White Nights, Big City" took place at the WetBar in Toronto.

Jou, Kumar and the other Liaisons and Class Reps in their year promised each other that they would plan an event soon after they graduated. "We saw that other classes were having trouble staying in touch," says Kumar. "As the years go on, they lose more and more classmates along the way. We didn't want that to happen. We wanted to keep the feeling of being a big cohesive group even after we left university."

Remembering the success of semi-formals during their time at Ivey, the group decided to hold a dress-up event in downtown Toronto, where many grads work. Kumar surveyed the class to choose the best possible date, and came up with July 28. For the venue, they chose WetBar, a rooftop

patio at a popular club. "We wanted somewhere that was the right combination of classy and sophisticated yet young and hip," says Kumar.

Kumar and Jou settled on "White Nights, Big City" as a theme for the party. Jou, who works for a Toronto ad agency, was able to tap an art director friend for a cool invitation design with a 70s vibe. The invitation was extended to the HBA classes of '05, '07 and '08, as well as '06.

More than 150 people turned up for a wonderful evening, including several grads from New York. "The two comments we heard most were 'Thank-you very much for doing this,' and 'I can't wait until next year!'" says Kumar.

The group plans to hold another event next summer, possibly a sit-down dinner. Says Jou: "This is a perfect way to keep everyone who is still in Toronto together. It's a nice reminder of where we all came from."



② Expectations

Establishing clear expectations of alumni

What Remains Forever

"If I decide to take on a role in any context, I give it everything I've got. Working with the local chapter of the IAA, I got out of it as much as I put into it."

Brian Phillips, MBA '75, chose Ivey based on its reputation for delivering a high quality, relevant education. The program delivered all that, and a bonus – a group of lifelong friends. Beginning his career with Finning Tractor, Phillips moved into the securities industry in 1981. When he joined Phillips, Hager and North in 1995, the company had \$11 billion under management; today it's the biggest independent in Canada, with \$67 billion under management.

Phillips has worked hard to help put the Ivey Alumni Association B.C. Chapter on a firm footing, and served as President from 2001 to 2005. He was a member of the inaugural board of the Ivey Alumni Association from 1999 to 2004. He is currently Chair of the Board of Junior Achievement of B.C., and an active member of the Vancouver Board of Trade Community Affairs Committee.

Why did you get involved with the Ivey Alumni Association?

It wasn't really a conscious decision that I should do it. I was asked to help with the Whistler Conference held in 1999, and I jumped at the opportunity. We had a good time, the Conference was a big success, and things started rolling from there.

How have you benefited from your involvement?

I've developed a group of good friends in Vancouver and across the country – people I would never have known otherwise. It's natural to gravitate toward those who share your values.

The Ivey Alumni Association shares a mandate with the School to make the alumni network more valuable. To do this, the IAA is focussing on three broad areas:

1. **Uphold Ivey Principles.** Act honourably, ethically and with integrity in all business dealings.
2. **Think Ivey First.** Consider alumni for recruiting, mentoring or as suppliers.
3. **Be an Ivey Ambassador.** Be proud of Ivey, encourage others to consider Ivey.
4. **Give Back.** Financially; by volunteering; by staying connected.

3 Voice of Alumni

Facilitating two-way communications between the School and the alumni community

Building a PhD network

“This is the alumni network I’ll be part of for the rest of my life. I’d like it to be as strong as the alumni networks in other programs. I’m hoping that it will benefit me when I graduate.”

Daina Mazutis, a second year doctoral student, is talking about the more than 170 graduates of the PhD program and nearly 80 students currently enrolled. For many years, graduates of Ivey’s other degree programs have formed strong networks, but until recently students in the PhD program were on their own.

Mazutis and fellow student Cara Maurer are changing that. “My main mandate for this year has been to focus on external relations and strengthening ties with alumni,” says Maurer, who is President of the PhD Association.

Maurer says that in addition to creating a sense of community, a strong PhD network will raise the brand image of Ivey, helping graduates in their academic careers. The network will also help graduates link to one another for collaborative research projects.

The concept got a test drive at the Administrative Sciences Association of Canada (ASAC) annual conference in May, where 20 people turned up for a “meet and greet” in a local restaurant. Then in August the PhD Association hosted a wine and cheese party at the Academy of Management (AOM) conference in Philadelphia. The event, jointly sponsored by Ivey Alumni Relations and the PhD program, attracted some 40 students, graduates and faculty members. “The response was very positive,” says Maurer. “Even people who couldn’t get to the event said they were excited something was happening.”

The next step was to create the recently launched PhD networking website (www.iveynetwork.ca). Meanwhile, get-togethers at academic conferences will continue, and an event at Ivey is also a possibility. “We want this to be an evolving initiative,” says Mazutis. “That’s why we welcome any feedback or suggestions that PhD graduates may have.”



What do you think of the Ivey Expectations?

When you’re building a group of any kind, it’s important to have clear expectations. My kids know what my expectations are, and my business colleagues and I know each other’s expectations. For Ivey, the Expectations help build cohesiveness and define the brand.

What does it mean to you to “Uphold Ivey Principles”?

I subscribed to the principles of excellence, achievement, professionalism and integrity when I attended Ivey. It’s one reason I thought Ivey was such a great school. They are the same values that are articulated within our firm today, and that are used to operate the IAA Chapter in B.C.

What about “Think Ivey First?”

Ivey was my first choice, right from the beginning. Because I hold Ivey in high regard, I want young people – my children and others – to have the same opportunities we were afforded. Those opportunities don’t just happen – somebody makes them happen.

In what way are you an “Ivey Ambassador”?

If I meet someone who is a fellow grad, I go out of my way to find out more about them. I’ve talked up Ivey with many people who were thinking about where to study. I’ve also invited business associates who are not Ivey grads to Ivey functions. They come away with a very positive impression of the School.

What’s your approach to “Give back”?

I’ve never really thought about what I do as “giving back.” It’s just that if I commit to something, I like to do it well. One of the first things we did in B.C. was develop an event – the gala winery dinner – that would ensure sustainability for the Chapter. That was my brainchild. The dinner raises enough for us to employ an administrator and put together a scholarship for local Ivey students.

One other way I’ve given back – by convincing Rob Attwell to be my successor as President of the Ivey Alumni Association in B.C.! He’s doing a fantastic job.

Final thoughts?

A business education lasts two years and it’s obsolete in five. With Ivey, what remains forever is the association with a lot of great people.

The 5-year Homecoming [^] plan.

2008:

October 3 - October 5

2009:

October 2 - October 4

2010:

October 1 - October 3

2011:

September 30 - October 2

2012:

September 28 - September 30

IVEYalumni
RELATIONS

① Powered by the Ivey Network

HOMECOMING 2007

“Although we’re all a little older, it was neat to see that the more things change, the more they stay the same. The opportunity to re-acquaint with old friends was priceless.” — Anthony Ostler, MBA '97



The tailgate party, the dedication of the C.B. ‘Bud’ Johnston Library, football, parties and so much more – as always, Homecoming was a weekend to remember. For more photos, visit www.ivey.uwo.ca/homecoming



IVEY LIVES REMEMBERED



Richard Hollis Chenoweth, MBA '78, 1952 to 2007 "He was a man like any other man, only more so."

With those famous words from the movie *Casablanca*, Ian Webb, one of Richard Chenoweth's close friends, began his memorial service address. For Richard's wife, Gaylanne Phelan, it was a perfect way to capture Richard's spirit.

"He was pesky!" she says. "I always say I married the personality I would have liked to have had myself. He 'lived large' every step of the way, always with a twinkle in his eye and an irreverent smile on his lips".

Richard began his career in oil and gas exploration, living and working across Canada, in the high Arctic, on an oil rig in the north Atlantic and in East Africa. He became a "citizen of the world" as a youth, and continued to travel extensively throughout his career.

During the Ivey MBA program he met Michael Reid, who became a close lifelong friend. The two shared a house in the second year of the program. (Dressed in suits and ties, they had persuaded a doctor leaving on sabbatical to rent his

beautiful home by the Western gates to two "responsible" MBA students). "Richard had a great zest for life," remembers Michael. "He was always doing things and that made him a dynamic companion. Everyone liked him."

After Ivey, Richard joined Peat Marwick Partners, and then became North American Director of Marketing for Harlequin Enterprises, running offices from Toronto and New York. Richard then moved into the security industry, working for many years as the Executive Vice President of Intercon Security Limited. He oversaw the merger of Pinkerton's Security and Burns International when he served as President and CEO of Securitas Canada. In this role he managed offices in Toronto and Montreal, and reported to Securitas International in Paris, France.

In 2003, Richard was elected by his peers as President of the Association of Professional Security Agencies. Over the next three years, he waged a successful

campaign to modernize and improve security legislation and policy in Canada. He was a leading contributor to APSA's mission of ensuring the highest professional industry standards.

Richard was a strong believer in education. Although he did not have children of his own, he inspired many young followers to persevere with their studies when other life alternatives seemed more tempting. His protégés have become successful entrepreneurs at the top of their fields.

Richard and Gaylanne met in Toronto, where Gaylanne was practicing law. In the early years of their marriage they were active in tennis and skiing. One day Gaylanne noticed that Richard had amended his resume to substitute "cooking" for these other recreational pursuits. This became his passion. His "Sauce Richard" and other "Snowbank Cooking Creations" are fondly remembered by their friends.

Richard was diagnosed with lung

cancer in November 2006. After receiving treatment, he immediately booked two trips, one to his "home away from home," the Coral Beach Club in Bermuda, and the other a two-week cruise in French Polynesia. He continued to "live large" until the very end. He passed away in May 2007.

Among the many tributes received after his death was one from Terry Godier, a co-worker during Richard's time with Wells Fargo Alarm Services:

"Richard was one of the most unique individuals I have ever had the pleasure of knowing. I told people that he was 'quirky.' Those who knew him know all about his sense of humour, generosity and kindness. They also remember his blue sweater vests and grey slacks. They remember his infectious laugh. There will never be another Richard. I have never been as affected by someone's passing as I have by Richard's. He took a piece of my heart with him and I shall always remember him. His spirit will remain with all of us forever." ❧

CASE STUDY

DEALING WITH THE LOSS OF A KEY MEMBER OF THE TEAM

I QUIT!

In this and future issues of Intouch, we will feature a “mini-case” to test your mettle and stimulate your thinking on management issues. You remember the drill – read and analyze the case, develop your ideas, and then discuss them “in class.” To post your comments and read comments from experts and other alumni, visit www.ivey.uwo.ca/alumni/intouch/casestudy.

PHOTOGRAPHER: SUZANNE TUCKER

Ray Rutherford, CEO of Transport Two Inc., couldn't believe his ears. His partner and sales manager Mike Fleming had just stormed out of his office after slapping a letter of resignation on his desk.

Transport Two Inc.

Rutherford had trained as a mechanic. As a young man, he joined Canada Transport Ltd., the largest truck dealership in Canada. Thanks to his natural talent and interest in management, he rose through the ranks, becoming service manager of the Hamilton branch.

In late 1999, Canada Transport was in financial difficulty. Rumors began to swirl about the company selling off individual branches. The Hamilton branch under Rutherford's watchful eye was extremely profitable. Rutherford saw an opportunity.

He discovered that it would cost \$1 million to buy the branch. He pulled together \$400,000 from his personal assets. His bank agreed to a long-term

loan for \$400,000. Mike Fleming, his gregarious sales manager, agreed to put up the remaining \$200,000. The new company, Transport Two Inc., was born in early 2000.

From the start, Transport Two had lots of business. The OEM had excellent market share, with a good number of installed vehicles. This translated into a solid parts and service business. But Rutherford knew that a successful dealership also needed sales.

He had an important asset in Fleming, an extremely successful salesperson.

Fleming “owned” the relationships with his customers, and did business in a very personal way. While Transport Two maintained a customer database, it was not kept up-to-date, and many details were kept in Fleming's head.

From the start of the partnership, Fleming made it clear he didn't want to deal with financial, bureaucratic or personnel issues. He preferred to be everybody's friend. If there were

major corporate decisions, Rutherford consulted with Fleming but it was simply a gesture to keep him in the loop. Transport Two had no formal Board or AGM. Rutherford gave Fleming a copy of the annual financial statements. When bonuses were declared, he simply handed Fleming a cheque. The business went well. Rutherford and Fleming were well compensated. Life was good.

The CRM system

All that changed when Rutherford attended the OEM's 2007 annual dealer meeting. He was delighted to hear about a new Client Relationship Management system (CRM) that the OEM wanted to implement at all dealers. The new system would ensure that Transport Two owned the key contact information about its customers. It would also help the company to implement some new marketing initiatives, such as direct mail and customer satisfaction surveys.

Rutherford visited Fleming as soon as he got back to Hamilton. “We'll be introducing this new CRM system

immediately,” he announced excitedly. “This will make your life a lot easier!”

Instead of sharing his enthusiasm, Fleming flew into a rage. “I'm the sales manager,” he shouted. “I'll decide if and when we need a system. For too many years, I've been a second class citizen around here. Without me, you're nothing.”

Rutherford's dilemma

Rutherford was stunned. He returned to his office and half an hour later Fleming turned up with his resignation.

What does Fleming's resignation mean to Transport Two and Rutherford? Why did it happen? What should Rutherford do now?

Crack the case, share what you think, and read the thoughts of experts and other alumni online at

www.ivey.uwo.ca/alumni/intouch/casestudy

This exclusive Intouch case was created by Glenn Yonemitsu, MBA '89, Partner, NEXT Strategic Advisors.

gyonemitsu.mba1989@ivey.ca



Wear the mark.

Colin Bogar, HBA '05,
MBA '08 Candidate

Kelly Yan,
HBA '09 Candidate

Nathan Cragg,
HBA '09 Candidate



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