


# Intouch

"NOTHING REPLACES  
**FACE TO  
FACE**"

Cory Spencer, HBA '85, and four other Ivey alumni prove that videoconferencing and email haven't replaced business travel.





"I think balance is a matter  
of seeing a bigger picture."

10

Laurie Campbell, MBA '89

## JUGGLING ACT 10

After years of talk, work-life balance is still a challenge for many people

## LEAVING ON A JET PLANE 18

Despite technological advances, business travel still has value

# INTOUCH DEPARTMENTS

## PASSIONS 08

Brian Heald, MBA '85,  
likes to feel the wind  
lift his sails

"Sailing teaches you great  
respect for our planet and the  
magnitude of forces at play."



# DEAN'S MESSAGE

## 03 | DEAN'S MESSAGE

04 | **COFFEE WITH PROFESSOR GREG ZARIC**  
Management Science may sound dry, but when Zaric applies its techniques to health care, the results rock!

06 | **IVEY BUZZ**  
The sound of Ivey at work.

07 | **LEFT TURN**  
Dan Vickery, EMBA '02, Pharmaceutical industry executive to Broadway producer.

26 | **GIVING TO IVEY**  
MBA '87 reconnects in a big way, and Paul Hill, MBA '69 links his Alma Mater to his hometown

29 | **IVEY ALUMNI ASSOCIATION**  
Introducing "Ask Kevin," Calgary women cut loose, the Voice of Alumni is heard, and Edwin Lee, MBA '04, lives the Expectations.

34 | **IVEY CLASS NOTES**  
Ivey grads share their news. Are you in here?

44 | **IVEY LIVES REMEMBERED**  
Farewell to three past Ivey professors.

46 | **CASE STUDY**  
Your worst nightmare – a sexual harassment charge against a valued employee.



## INTOUCH ON THE WEB

[www.ivey.uwo.ca/alumni/intouch/magazine](http://www.ivey.uwo.ca/alumni/intouch/magazine)

## INTOUCH

Editor in Chief: Kelly Cole  
Editorial Board: Bob Beaugard, MBA '62; Kelly Cole; Terri Garton; Mark Healy, MBA '05; Michael Needham, MBA '68; Maura Paré, EMBA '04; Rob Way; Jeff Weiss, HBA '86, MBA '91

Editor: Pat Morden, Morden Communications  
Design and Art Direction: Greg Salmela, Aegis (Toronto)  
Contributing Writers: Pat Morden; Max Morden; Kevin O'Brien, HBA '93; Glenn Yonemitsu, MBA '89  
Production Co-ordinator: Rachel Condie  
Research: Sarah McCarthy

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

Intouch welcomes input from all alumni for letters to the editor, articles or ideas on themes. Please send all address changes to Advancement, Richard Ivey School of Business, The University of Western Ontario, London, ON, Canada N6A 3K7, via e-mail to [alumni@ivey.uwo.ca](mailto:alumni@ivey.uwo.ca) or over the web at [www.ivey.uwo.ca/alumni](http://www.ivey.uwo.ca/alumni).  
Copyright 2008 — Richard Ivey School of Business. Reproduction in whole or in part without permission is prohibited.

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

Cover Photo: Nation Wong

When Beryl Ivey was receiving the Ivey Distinguished Service Award in 2003, she commented: "Dick and I simply see ourselves as good alumni. Giving to the University and Ivey comes naturally to us because of the important role they have played in our lives."

I re-read those words shortly after Beryl's death on Christmas Day 2007, and thought about what her involvement has meant to the School. The Ivey family and the Richard Ivey Foundation have contributed more than \$40 million in total to The University of Western Ontario. Their unprecedented gift of \$11 million in 1995 fueled the School's expansion into Asia and helped catapult it into the top echelons of business schools worldwide. As recently as last August, they capped a lifetime of support with another extraordinary gift to the School of \$6 million.

But Beryl's legacy goes far beyond a dollar amount, just as her philanthropy went beyond writing big cheques. She was an extraordinary woman – a trailblazer and a model for us all. She brought a natural business sense, clear vision and an uncompromising commitment to excellence to the philanthropy practiced by her family. She expected a lot from the causes they supported, and as a result, Ivey gifts had a transformative effect, not only at the School but in many other non-profit organizations.

It seems so appropriate that the Ivey family's most recent gift included a \$500,000 bequest from Beryl to support initiatives in corporate social responsibility at the School. She was a prime mover behind our "Ivey Connects" program, which helps students develop the habit of giving back to the community. Her life stands as a model of social responsibility.

Beryl understood what philanthropy means to the Ivey Business School. She knew that the support of "good alumni" is essential if we are to maintain our leadership position in management education. She knew, too, that the Ivey experience has played an important role in the lives of many graduates (including her husband Dick, and two of her four children, Richard W. and Roz). This understanding is her legacy. Now it's up to us to keep the spirit of generous, visionary and yes, demanding philanthropy alive at Ivey.

*Carol Stephenson, Dean  
Lawrence G. Tapp Chair in Leadership*

"Her life stands as a model of social responsibility."



PHOTOGRAPHER: NATION WONG





**Greg Zaric grew up in Mississauga and studied Actuarial Science at Western. He completed his Masters in Management Science at the University of Waterloo, and his PhD in Industrial Engineering at Stanford. Today he holds a prestigious Canada Research Chair in Health Care Management Science, as well as the MBA '82 Faculty Fellowship, and is an award-winning teacher.**

**Why were you interested in applying management science to health care?**

Health care is the biggest and fastest growing sector in most developed economies. Even small policy decisions can have an enormous impact on the resources of a country. There are a lot of complicated problems in health care and it seems as if many decisions are made without good analysis. Management science can add real value.

**Are the findings of Management Science well accepted in health care?**

In some places more than others. When I was a grad student, I did research that showed that methadone clinics are a very cost-effective intervention for injection drug users. At the same time, Rudolph Giuliani, who was then the mayor of New York, was calling for all meth clinics to be closed. Management Science can't comment on the morality of an issue, but it can help to re-focus the debate.

**In one of your recent studies you looked at the cost effectiveness of mass spectrometry screening in newborns. What's next?**

Cost effectiveness analysis is a stream of research that continues to interest me. I'll be looking at new medical interventions and technologies, and also at the impact of policy proposals. I'm also intrigued by the field of risk-sharing agreements between health insurance providers and pharmaceutical companies.

# COFFEE WITH PROFESSOR GREG ZARIC

“To help students get over their math-phobia, I focus on the intuitive aspect of each problem. And everything is anchored in a real issue, so they see the benefit.”

## **What does it mean to be named to a Canada Research Chair?**

Two things: It's an honor to be recognized, and it's also a little bit of pressure.

## **What do you like about teaching at Ivey?**

It's very interactive and fast-paced. You have to be on your toes all the time. It's also very practical. I often have students say, “I wish I'd known that in my last job.”

## **What do you do when you're not working?**

I spend a lot of time chauffeuring my daughter, who is three, to dance, gymnastics and swimming lessons. I also watch professional wrestling, which some people say is a metaphor for life!

 [www.ivey.uwo.ca/faculty/Greg\\_Zaric.html](http://www.ivey.uwo.ca/faculty/Greg_Zaric.html)

# IVEY BUZZ

The Sound of Ivey At Work

## Claude Lamoureux honored with scholarship fund

Claude Lamoureux, legendary head of the Ontario Teachers' Pension Plan and outspoken advocate for good corporate governance, recently retired.

To honor his many contributions, colleagues and friends contributed over \$1 million to establish the Claude Lamoureux Student Scholarships at Ivey. With matching grants from the government, the fund at Foundation Western will hold \$3 million.

"Claude is an outstanding role model for the values we strive to instill in each and every student," said Dean Carol Stephenson. "He has a passion for excellence, sound judgment, integrity and vision, all supported by a tremendous spirit of generosity."

For More Buzz:  
[www.ivey.uwo.ca/inside](http://www.ivey.uwo.ca/inside)



"This is the biggest cheque I've ever had. It's going to really help Saxx drive our business forward."

## Ivey grad wins Viewer's Choice Award

Trent Kitsch, MBA '07, didn't score a deal when he appeared on the popular CBC series, *Dragon's Den*, but he received \$50,000 as the Viewers' Choice winner. Kitsch, a former professional baseball player, is the creator of Saxx Performance underwear. He went on the show looking for \$250,000 for a 10% share, an offer he admits wasn't realistic, and turned down an offer of \$100,000 for 25%. Saxx was also a finalist in the 2007 IBK Capital Ivey Business Plan Competition.

 [www.saxxperformance.com](http://www.saxxperformance.com)

"It's a very exciting time. There's a lot of momentum at the School and alumni are very positive about the direction we're going."

## Building Engagement: Kelly Cole becomes ED Advancement

After nearly three years at Ivey and more than 15 as a professional fundraiser, Kelly Cole was named Executive Director, Ivey Advancement, in August. Cole looks forward to enhancing alumni engagement with the School. "The feeling of pride, connectedness and commitment that Ivey grads have is amazing," she says. "It's very rewarding to get such a positive response from alums." She is excited about the future and looking forward to playing her part in helping to achieve Ivey's ambitious strategy. "It's a wonderful time to be a member of the Ivey community." When she's not working, Cole and her husband tag along with their two children, who are involved in hockey, soccer, theatre, and music.

“

"Canada's strength lies in its people, their respect for the rule of law and human rights, their willingness to innovate, their entrepreneurship and their values, which define Canadians at home and abroad."

Kevin Lynch, Clerk of the Privy Council and Secretary to the Cabinet, speaking at the Ivey Leaders Forum in November. The Forum, a student-driven event, is designed to inspire, excite and motivate first-year HBA students as they think about their future career directions.

"There are many parallels between poker and trading. To be successful at poker, you have to manage risk, exercise self-discipline and use judgment to make consistently profitable decisions with limited information. Of course, luck also plays a part, and that's true in trading too."

Andrew Liang, HBA '03, MBA '08 candidate, who placed 26th and finished in the money at the 2008 World Series of Poker MBA Poker Championship held in Las Vegas.



# LEFT TURN



## From pharma to Broadway

DAN VICKERY, EMBA '02

“Although I’ve never quit a pharma job, I’ve experienced six successive terminations as a result of mergers and acquisitions. Between jobs I tended to have some time on my hands. That’s how I got involved with two films that went to Sundance. It’s relatively easy to make a film. You put all the pieces together, shoot it in 20 to 30 days, edit it and sell it. With theatre you have to put bums in seats every day for the whole run.

“With Xanadu we knew we had a good show but there was still a lot of trepidation. On Broadway, shows open and

close in two weeks or even less. Olivia Newton John came to the opening and got up on stage and hugged the actors. The critics’ job is to be critical and they hadn’t been very nice to a lot of shows this year. We didn’t expect rave reviews, so they were a wonderful surprise.

“No doubt about it – Xanadu is a hit. Whoopi Goldberg is always telling people to go see it. On the blogs, they’re talking about who will get which Tonys. Now we’re looking at a London production and a North American tour.”

# PASSIONS

A photograph of a man, Brian Heald, smiling and looking towards the camera. He is on a boat, with the mast and rigging visible. The background shows a sunset over the water, with a warm, golden glow. The man is wearing a white, textured shirt. The overall mood is peaceful and joyful.

## Feeling the wind lift his sails

BRIAN HEALD, MBA '85

“What makes me passionate about sailing is the sense of adventure, the opportunity to explore the world’s ports, the personal challenge of meeting Mother Nature head on in her playground and surviving the challenges she might throw your way. If you don’t already have it, sailing teaches you great respect for our planet and the magnitude of forces at play.

“La Finestra,’ our Hylas 46, is equipped to cover long distances offshore, or simply island hop between the shelter of various ports throughout the Caribbean. La Finestra is Italian for

‘the window,’ and she was named by the original owners, who told us that there is a window in one’s life when you can pursue this lifestyle. To me, she’s also a window on one’s life and the world around us.

“The other thing that makes me passionate about sailing is the camaraderie – really getting to know people, overcoming adversity together. When you’re at sea there is no pretension, no place to hide from yourself or others. You find out what you’re really made of.”

“Don Johnson opened the door to a new perception on charitable giving. He’s redefined what charity means in our society.”—Paul Martin

## Don Johnson named Nation Builder for 2007

Don Johnson, MBA ’63, was named Nation Builder 2007 by The Globe & Mail for his work in changing Canada’s tax laws to encourage donations of securities.

Johnson’s odyssey started in 1994, when his wife, Anna McCowan Johnson, a ballet teacher, convinced him to chair the National Ballet’s campaign for its new home.

He began advocating at the highest levels for a reduction in the capital gains tax charged on gifts of securities. Paul Martin took the first step, cutting the tax by half in 1997, and Jim Flaherty finished the job in 2006. Thanks to the changes, gifts of securities have totaled \$3-billion in the past decade.

“My hope is these gifts help Canadian institutions go from good to great,” Johnson told The Globe & Mail. “We’re competing against the U.S. and the rest of the world, and these gifts will build the endowments and the institutions that will attract the very best people in medicine, in education, in the arts.”

## Ella Bids Adieu



Since 1980 Ella Strong has played a variety of key roles at Ivey, including manager of the PhD, MBA and HBA programs. As the student body became more diverse, she focused her attention on international projects, helping to recruit students from around the world, launch the International Orientation program, and grow the student exchange program. Along the way she supported and befriended hundreds of students. Now retired, Strong and her husband will become “RV volunteers,” traveling across North America to offer help to non-profit organizations. She is also Chair of Kids Alive International. “As I retire from Ivey, I want to extend to every Ivey graduate since 1980 a sincere thank-you for allowing me to share in a small part of your Ivey experience. When you succeed, we succeed!”

Strong can be reached at [ellastrong1@gmail.com](mailto:ellastrong1@gmail.com)

## CREATING KNOWLEDGE Ivey professors and graduate students are at the leading edge of management research, consistently producing fascinating findings that have real value to managers everywhere. [www.ivey.uwo.ca/research](http://www.ivey.uwo.ca/research)

### Buying Good

In a recent study, Ivey researchers showed that consumers are willing to pay more for ethically-produced goods such as fair trade coffee, and expect to pay less for unethically-produced goods. And here’s the rub: the expectation to pay less for unethically produced goods is far greater than the willingness to pay more for ethically produced goods. Is your company missing an opportunity? Read on...

[www.ivey.uwo.ca/alumni/intouch/ethical](http://www.ivey.uwo.ca/alumni/intouch/ethical)

### Working Smart

Ivey MBA students tend to focus on performance. After all, good grades lead to good job opportunities. But Gerard Seijts thinks they might do better if they put more emphasis on the process of learning. Seijts believes that most of us pay too much attention to performance goals, and not enough to “learning goals” – acquiring the knowledge, skills and strategies to work smart. Are you setting the right goals for long-term success? Read on...

[www.ivey.uwo.ca/alumni/intouch/seijts](http://www.ivey.uwo.ca/alumni/intouch/seijts)

### Where in the World?

Investing in foreign countries can be risky, but also be very profitable. Guy Holburn has been looking at how multinationals decide which countries to invest in. In one study, he found that 20% of private power firms were forced to renegotiate with host governments within the first 10 years. How can your company avoid potholes on the road to the world? Read on...

[www.ivey.uwo.ca/alumni/intouch/holburn](http://www.ivey.uwo.ca/alumni/intouch/holburn)



“A good teacher creates analogies that make it easier for non-technical thinkers to understand how a system works: for example, by comparing a hard drive to a filing cabinet, and directories to the drawers of the cabinet.”

Professor Deborah Compeau, quoted in The New York Times, December 18, 2007

“Know that the future is uncertain. No-one will be able to outperform every year. As long as in the long run you outperform by a significant amount, you come out ahead.”

Professor George Athanassakos, quoted in the Toronto Star, January 17, 2008

“Never invest on the basis of what you think will happen unless you know what could happen. In other words, markets don’t always behave the way we would like them to behave.”

Professor Steve Foerster, quoted in the National Post, December 18, 2007

IMARK

# JUGGLING ACT

After years of talk, work-life balance is still a challenge for many people

THE ELEVATOR WILL HAVE TO WAIT: JUDITH ADAMS, MBA '86, JUGGLING A CALL FROM HOME



PHOTOGRAPHER: NATION WONG

## “I’m a fund manager by day and chauffeur by night.”

Judith Adams, MBA '86, is Vice President and Managing Director with AIM Trimark Investments. She is also the mother of two daughters, 7 and 11. Her husband is a corporate partner with a large law firm. Life, she admits, is a constant struggle to balance her two worlds. It's especially challenging when she's planning one of her regular travel weeks. "It's chaotic," she says. "I have to get all my work ready for the trip, plus I have to get the family logistics organized – who's going to pick up whom, where and when, every day." She adds with a laugh: "If there's a birthday party thrown in, that completely messes up the schedule!"

Adams is just one of many senior businesspeople struggling with an everyday challenge usually referred to as "work-life balance," or perhaps more accurately, "work-life conflict." After years of study, talk and policy-making, there is strong evidence the problem is getting worse, not better. Ivey professor Chris Higgins and his research partner Professor Linda Duxbury of the Sprott School of

Business at Carleton University, have been exploring this issue for years. They found that between 1991 and 2001, the percentage of people working more than 50 hours a week grew from 11% to 26%, and the percentage who perceived "high levels of role overload" climbed from 27% to 58%. More than one in four Canadians reported that their work responsibilities interfere with their ability to fulfill home responsibilities.

So what is the seemingly unattainable ideal of "work-life balance"? Higgins says it's in the eye of the beholder. "You and I could have the same number of work, family and personal hours, and you could be very happy with the situation, and I could be very unhappy." For Adams, balance means different things at different times. "Sometimes work takes a higher priority due to certain pressures and needs, and other times it swings the other way. Over the course of time, it all balances out reasonably well."

Adam Lorant and Jessica Hotz, both MBA '92, have three children,

including five-year-old twins. Lorant created and sold a company, Octigabay, while Jessica operated a flexible, at-home business and looked after the kids. Then two years ago, he took over at home so that Hotz could open Kokopelli, a family-friendly coffee shop in the Dunbar district of Vancouver. At first she worked seven days a week from 4 a.m. until 9 p.m. "I only saw the kids when they came into the café," she says. Now things are settling down for Hotz and Lorant is ramping up for his next entrepreneurial adventure. Life is busy, but by alternating their careers, they're able to manage.

Patrick Meneley, MBA '90, Head of Investment Banking at TD Securities and father of five children ranging in age from three to 14, also believes that balance comes with time. "There's a period when you just have to invest an incredible amount of time and effort in your career," he says. "As you move up in your career you have the ability to be really fulfilled in more than one area of your life, and that should be an

“Some organizations assume that recent graduates consider it a badge of honor to work around the clock. That’s the attitude we had when we graduated from business school. The next generation doesn’t see it that way – they want balance and quality of life. It’s up to the organizations to adjust.”

Susan Harris, MBA '82  
Executive Coaching Associates

“You have to bring intensity and passion to whatever you are doing. When you come to the office, work very intensely. Be disciplined about taking time out for another interest – something that you can be just as committed to as work. And understand that balance comes by degrees.”

Patrick Meneley, MBA '90, Head of Investment Banking,  
TD Securities [www.tdsecurities.com](http://www.tdsecurities.com)

PHOTOGRAPHER: LYLE STAFFORD





“If you are in a relationship and both people are heading down the entrepreneurship path, the only way to achieve some level of balance is to take turns.”

Jessica Hotz, MBA '92, Co-Owner, Kokopelli Cafe [www.kokopellicafe.ca](http://www.kokopellicafe.ca)

**“To make it work with your spouse you need a tremendous amount of patience, communication and consideration for what it’s like to be in the other’s shoes. Spending more time with the family while Jessica was starting her business gave me a whole new perspective on what she went through!”**

Adam Lorant, MBA '92, Co-Owner, Kokopelli Cafe





“I don’t think there is a perfect solution. You have to find out what fits for you and your family. There are different needs at different times, and you have to have a very supportive spouse and employer.”

Judith Adams, MBA '86, Vice President and Managing Director  
AIM Trimark Investments [www.aimtrimark.com](http://www.aimtrimark.com)



PHOTOGRAPHER: LYLE STAFFORD

absolute goal and aspiration.” These days Meneley gets up at 5 a.m., goes to the gym for a workout and then returns home to make breakfast for the kids before leaving for the office. He and his wife often socialize with colleagues and clients, mixing business and pleasure seamlessly.

Laurie Campbell, MBA '89, Managing Director of Debt Capital Markets for Banc of America Securities, achieved her own version of balance when she walked away from a successful career with Goldman Sachs in New York to travel the world. After two years of adventuring across five continents, she’s back in the investment banking business, but with a new attitude. “I want to do a good job for the firm, the team, the clients, and myself, but having achieved a certain level within the company it’s not all about the next promotion any more,” she says. “I think balance is a matter of seeing a bigger picture.”

Susan Harris, MBA '82, a

mother of two, also turned her back on corporate life, leaving a job as VP of MDS Diagnostic Services. Unlike Campbell, she has never gone back. Instead, she has operated a one-on-one coaching service for high-potential executives, Executive Coaching Associates, for the past 11 years.

“Balance for me is about being able to pursue the things that I never allowed myself to pursue in a corporate environment,” she says. “I was heavily compartmentalized, with work and family and nothing in between.”

Harris felt that her organization simply didn’t accommodate work-life balance, but she believes that some companies are now getting it right. “You have to find an organization that really buys in,” she says, warning that many companies have family-friendly policies but not the culture to support them. Higgins’s research reveals the same thing, and points to the importance of having a supportive manager.

But Higgins doesn’t have much

faith in companies or government solving work-life conflict. “As Churchill once said, ‘We have found the enemy: it is us.’ Organizations will always make it easy for us to work. It’s up to individuals to ‘just say no.’ The cost is that you may not be quite as successful as the person who says ‘yes’.” Harris agrees. “When you’re at the lower levels of an organization, you’re going to have to temper your ambition to achieve balance.” Campbell puts it more bluntly. “If you go into investment banking you have to be willing to put your personal life to the side for a while. On the other hand, it pays well so it gives women a lot of financial freedom.”

In the meantime, Adams continues to juggle priorities and succeeds in keeping most of the balls in the air. There’s one that keeps hitting the ground, however. “I’ve been trying to buy a raincoat for five years! By the time I get the kids’ stuff all bought and organized, I don’t have the energy. Maybe next spring ...”

## How to Juggle

Tips on achieving work-life balance from Ivey alumni

- 01 Be clear about what the expectations are in your job, company and industry.
- 02 Know yourself and your own goals and limitations.
- 03 Be prepared to ‘pay your dues’ early in your career, or trim your ambitions.
- 04 Look for a manager who really “gets” work-life balance and offers flexibility.
- 05 Get help. Judith Adams has a nanny during the day and a babysitter in the evening.
- 06 Adapt as your career and family needs change. The best arrangement for toddlers may not work for teenagers.
- 07 Share family responsibilities with your partner, and be respectful of his or her career demands.
- 08 Set aside some time that is always for family.
- 09 Be choosy about how you spend your leisure time and who you spend it with.

**“If you’re looking for balance, you probably shouldn’t go into investment banking. To be competitive with the person sitting at the next desk, you have to put in a certain amount of hours. When business picks up, you have to be willing to work harder and longer.”**

Laurie Campbell, MBA '89, Managing Director of Debt Capital Markets  
Banc of America Securities [www.bankofamerica.com](http://www.bankofamerica.com)





Despite technological advances,  
business travel still has value

# LEAVING ON A JET PLANE



**Cory Spencer, HBA '85, Deputy Head of Institutional Securities, Morgan Stanley, does a lot of work in Asia. Despite the exhausting travel involved, he conducts as much of it as he can face-to-face. "The person in Asia wants to know that I took the trouble to get on a plane and go see them," he says. "It's an expression of commitment to the relationship."**

Despite improvements in technologies like e-mail, video-conferencing and web-conferencing, many senior executives agree with Spencer and continue to travel extensively. Tim Hodgson, MBA '88, CEO of Goldman Sachs Canada, travels two to three days a week throughout North America. "When you're trying to build a long-term relationship with someone, it doesn't happen over the phone or computer," he says. "You need to see if an eyebrow is raised. You need to know if they're actually talking to you or reading their e-mail!"

Ann Watson, MBA '87, Principal with Paul Capital Partners, also accepts travel as a part of her business life,

even though she has infant twins at home. She visits Europe three or four times a year, pops back and forth between her offices in Toronto and New York, and visits institutions and private equity funds in the U.S. and Canada. She travels for two reasons – externally to develop business and monitor investments, and internally to connect with employees and agents who work in other locations. "It helps people remember they are all on the same team," she says. "With e-mail and phone calls, you miss a lot of the personal flavor." On a recent trip to Europe, she and a group of agents took a cruise on the Amsterdam canals and then had dinner in a restaurant selected by the local agent.

Susan Campbell, HBA '87, has worked for WorldVision Canada, a Christian relief, development and advocacy organization, for the past two decades and is currently Strategic Marketing Advisor for the organization. For her, business travel is an occasional but important part of the job. Over the years she has traveled to Africa, Asia or Latin America, to meet with colleagues from around the world and discuss ways to bridge the gap between sponsors and sponsored children. "Before I decide to travel I look at the different options and determine if face-to-face will be most effective," she says. "I know that when I'm away I'll be missing out on things at home and that other work will be piling up. But at least

"I was flying in from New York to Toronto in August 2005. When we landed they told us we'd have to park and wait for the electrical storm to pass because it wasn't safe for the ground crew. We sat there for four hours, and I was starting to wonder why I do this. Then we watched as Air France Flight 358 came in, went off the end of the runway and burst into flames. I thought to myself, maybe life isn't so bad after all."

Tim Hodgson, MBA '88  
CEO, Goldman Sachs Canada  
[www.goldmansachs.com](http://www.goldmansachs.com)

"I was traveling with some colleagues in Africa and we stayed overnight in one of the villages. For dinner, we were offered roasted caterpillar as a delicacy. Fortunately, I had braces at the time, and my colleagues quickly explained that the dish wouldn't be good for my teeth!"

Susan Campbell, HBA '87, Strategic  
Marketing Advisor, WorldVision Canada  
[www.worldvision.ca](http://www.worldvision.ca)

PHOTOGRAPHER: NATION WONG



“Eight years ago I was on a flight to San Francisco with a connection in Dallas. There were lightning storms throughout the Dallas area. Our plane was re-routed at first and it was 2 a.m. when we finally arrived in Dallas. No flights were going out until morning and all the hotel rooms were booked. I was lucky to find a customer service rep who said he knew where there was a cot. I spent the night sleeping on a cot in one of the departure lounges.”

Ann Watson, MBA '87, Principal with Paul Capital Partners [www.paulcapital.com](http://www.paulcapital.com)



“We were at a board meeting of a company in Calgary and the meeting went too late to catch a commercial flight. The company gave us their jet to take us back to New York. When we landed at their hangar in New Jersey it was 4 a.m. and everything was closed. We didn’t know where we were. We kept talking to car services that were trying to find us, but we couldn’t give them directions, other than to describe the look of the buildings!”

Cory Spencer, HBA '85, Deputy Head of Institutional Securities, Morgan Stanley  
[www.morganstanley.com](http://www.morganstanley.com)





PHOTOGRAPHER: NATION WONG

I've counted the cost."

Kevin Boeh, PhD '08, spent many years in consulting and investment banking, racking up more than two million frequent flyer points. His recently completed PhD dissertation focused on the costs and impact of geographic separation and the resulting need for business travel. He found that the cash costs of travel – airline tickets, hotel bills and the like – have no significant impact on the bottom line for most businesses. "Non-cash costs" – all the other negatives associated with business travel – have an impact on staffing, governance choices and firm performance.

Fatigue and emotional stress are among those "non-cash costs," Hodgson says. "It's the time and the wear and tear. It's missing your child's

concert or an event your spouse wants you to go to." Travel tends to cut into evenings and weekends, and road warriors often arrive home tired and jetlagged. And then there's the challenge of catching up at the office after a lengthy absence.

Boeh calculates that among his sample of executives who travel regularly, there is a direct productivity loss of 15% a year – and that doesn't include jetlag and other side effects of travel. "I can certainly get more projects launched and calls made when I'm sitting at my desk in Toronto than in an airport somewhere," says Watson. On the other hand, she finds that time away from the office can be mentally refreshing. "It's a chance to think about what's really important," she says. "I get some pretty good ideas on planes."

Spencer leverages relationships that he builds through in-person visits, communicating by telephone or e-mail once the bond is established. For him, traveling is also a way to stay in touch with what's happening in the world. "If you want to get a feel for what's happening in a country, there's no better way than to spend a week on the ground with people who are there full-time."

For Campbell, the most important reason for business travel is deeply human. She once accompanied a group of WorldVision sponsors to Tanzania to meet their sponsored children. "It was wonderful to see these special relationships come alive. The sponsors got totally excited about how their contributions are helping the whole community and changing a child's life forever." ❖

## Tips from the Road Warriors

- 01 Evaluate carefully and choose the trips that really need to be made.
- 02 Plan for things to go wrong.
- 03 Try to fit in some personal enjoyment while you're away, to compensate for the wear and tear.
- 04 Enroll for a Nexus pass, which uses eye scan technology to help you move faster through customs and immigrations between Canada and the U.S.
- 05 Never check your bag.
- 06 Take the first flight in the morning – it's less likely to be delayed.
- 07 Whenever possible, pre-print your boarding pass.
- 08 On long haul flights, eat before you board, use an eye mask and ear plugs, and drink lots of fluids and no alcohol.
- 09 When you arrive in a new time zone, force yourself to adjust immediately to the local time.
- 10 Leave early for the airport. Do conference calls and other work from the airport, rather than waiting to the last minute.

# IVEY

## WORLD CLASS PARTNERS

Our strength lies in our corporate values of excellence, integrity, teamwork and relevance. We share these values with our corporate partners who support us financially as well as with their investments of time and talent.

### OUR CORPORATE INVESTORS

#### PLATINUM



#### GOLD



#### SILVER



#### BRONZE





## AN ADDRESS THAT MEANS BUSINESS

The Ivey ING Leadership Centre is situated in the heart of Canada's Financial District in downtown Toronto at King & York. Located in the prestigious Exchange Tower, Ivey ING Leadership Centre offers exceptional meeting facilities, including two high-tech tiered amphitheatres, nine breakout/boardrooms, a sleek reception area that accommodates 100 people comfortably, and access via the underground PATH from the TTC, Go Transit and VIA Rail.

Relax and leave the details to Dolce International, a global hospitality company that specializes in making meetings matter. If you really mean business, why go anywhere else? Contact us at (416) 861-9600 to inquire about our preferred rates for Ivey Alumni.

Looking to hold a meeting in London? Consider the Ivey Spencer Leadership Centre, with 125 guest rooms and over 14,000sf of meeting space, it's the perfect environment for meetings that work.

# GIVING TO IVEY

“Every time we hit a threshold, we’d say, okay, let’s keep going until we run out of energy.”

Fil Papich, MBA '87

MBA '87 sets the bar high for reunion gifts

## Reconnecting at 20

Fil Papich admits that he didn't have much to do with Ivey between his graduation in 1987 and a couple of years ago. “I am embarrassed to say that I lost touch,” he says. “But when the 20-year bell rang, a few of us woke up and said to one another, ‘The School has given us so much and it’s time for us to give something back.’”

Papich trained as an engineer before Ivey. The MBA helped him refine his “soft skills” and opened the door to a new career in the investment industry. Today, he is a Managing Director with BMO Capital Markets. “I went into banking with the idea of trying it for a year, and 20 years later I still love my job. Ivey gave me the courage to take a risk and it worked out.”

Papich and a small group of other graduates from his class (see sidebar) started talking about what they could do to commemorate their 20-year anniversary. They decided the best way to celebrate was to set a new record for MBA reunion gifts. And that’s exactly what they did, raising just over \$500,000 by Homecoming weekend. Even more remarkable, some 40% of the class contributed, an almost

unheard-of participation rate.

There was no magic to their fundraising technique. It was dogged determination, focus, hard work and a touch of Ivey competitiveness that carried the day, says Papich. “We are all fairly competitive so we put pressure on each other. Everyone is busy so sometimes you had to call a person back six times – and that’s what we did.”

Cam di Prata, Executive Vice-President & Managing Director, National Bank Financial, was one of the MBA '87 classmates who responded with a \$50,000 contribution. “My time at Ivey was nothing short of a resounding success,” he says. “It was a cutting edge program with a challenging environment, great classmates and inspirational teachers. I developed tolerance for dissenting points of view and a problem-solving framework that has stayed with me ever since.”

Like Papich, di Prata hadn't stayed in close contact with the School. The request to support the MBA '87 reunion gift came at a time in his life when he was becoming increasingly concerned about the future of education in Canada. “The breakneck

pace of globalization has increased the risk of our losing many of our bright future leaders to educational institutions in the U.S., Europe and even Asia,” he says. “When I went to Ivey it was recognized as an innovator at the top of its class; it was the benchmark in Canada. I hope our class contribution, and that of others, helps the School to continue building on this important legacy, so that my son will view it as his destination of choice and feel the same sense of pride as we did at the time.”

About half the MBA '87 gift will be expended in the form of scholarships for incoming MBA students. “It was an offer our classmates couldn't refuse,” says Papich. “In the 80s it cost maybe \$3,000 to get an Ivey MBA and now it's \$59,000. Everyone in our class felt good about giving money to support individuals who wouldn't otherwise be able to go to the School.”

The other half is permanently endowed at Foundation Western and will be allowed to grow for five years. The class, buoyed by its initial success, has set a new target for its 25th reunion. “The next round number,” says Papich, “is a million!”



MBA '87 celebrates on Homecoming Weekend '07. Top: Peter Macaulay and Jeremy Roberts. Bottom: Rob Logan and Barbara (Nowers) Macpherson

### The MBA '87 Reunion Gift Team

John Akkerman  
Mike Belanger  
Dan Coholan  
Horst Hueniken  
Rob Logan  
Marty Loken  
Filip Papich  
Carmen Piche  
Heather Shaw  
Rob Wonnacott



Paul Hill, MBA '69, makes an innovative gift that links his Alma Mater to his hometown business school

## East Meet West

It was a very good year for Paul Hill. In 2007 his beloved Saskatchewan Roughriders won the Grey Cup, and the University of Regina named its business school in his honor.

In early November, Paul Hill and his wife Carol made a gift of \$10 million to the University of Regina and the Ivey Business School. Of that, \$7 million will be invested in the Paul J. Hill School of Business at the U of R, and \$2.5 million will provide scholarships, awards, and visiting professorships to foster a strong partnership between the two schools.

The gift will provide scholarships

for students entering Ivey's HBA program from the Hill School of Business. There will also be two new awards to support doctoral candidates from Regina to attend the Ivey PhD program. Funds will be available to develop business cases with a Western Canada focus, and to support faculty exchanges between the two schools.

"We have a growing business school in Regina," said Hill. "We want to take it from a good business school to an excellent one. A partnership with the Ivey Business School is the path to get there."

Hill started his career in Toronto

in investment banking, returning to Regina in 1976 to become involved in the family business, The Hill Companies. Hill's beautiful Palm Desert home was profiled in the summer 2007 issue of Intouch magazine.

"I'm a strong believer in the case method," said Hill when asked why he chose to promote a link between the two schools. "I think it's far superior to any other teaching method. My Ivey training enhanced my ability to recognize opportunities and take advantage of them and to anticipate developing problems or threats

and take action before they become serious."

In announcing the gift, Dean Carol Stephenson said Ivey will benefit from access to top HBA candidates and the opportunity to develop a deeper knowledge base in Western Canada. "Equally important, this gift creates a great opportunity for members of the two schools to build bridges of understanding and partnership between our two regions."

[www.ivey.uwo.ca/alumni/intouch/hill](http://www.ivey.uwo.ca/alumni/intouch/hill)



## 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](http://www.ivey.uwo.ca/alumni/portal)

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

- Alumni directory
- Business directory
- Networking groups
- 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](http://www.ivey.uwo.ca/alumni/resources) and click "Career Services"

A web-based recruitment service for alumni, including:

- CareerLeader, a career assessment tool
- Global Workplace, a global network for international jobs
- Connecting with Ivey Alumni and Students

#### Homecoming

[www.ivey.uwo.ca/homecoming](http://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](http://www.iveynetwork.ca)

Networking and professional development opportunities in cities around the world.

#### Ivey Alumni Partnership Program

[www.ivey.uwo.ca/alumni/partnership.htm](http://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](http://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](http://www.ivey.uwo.ca/executive)

Ivey alumni receive a 20% 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](http://cases.ivey.uwo.ca/cases)

Order Ivey cases online.

#### Ivey Business Journal

[www.iveybusinessjournal.com](http://www.iveybusinessjournal.com)

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

#### Information Service

[www.lib.uwo.ca/business](http://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](http://www.ivey.uwo.ca/research)

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

#### Pierre L. Morrisette Institute for Entrepreneurship

[www.ivey.uwo.ca/entrepreneurship](http://www.ivey.uwo.ca/entrepreneurship)

Learning opportunities for entrepreneurs and family business owners.

### Meeting Facilities and Accommodation

#### Spencer Leadership Centre

[spencerleadershipcentre.dolce.com](http://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](http://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,

I was recently at a Conference Board of Canada discussion on Canadian companies' leadership in the global market for corporate control. One of the takeaways was the need for ambitious Canadian leaders. More on that another day.

At the Conference Board event, a fellow alumnus recognized me from Intouch and asked, "Who is the IAA anyway? Is that Alumni Relations from the School?" When I was in first grade, Miss Minter taught me that if one person has a question, other people likely do as well. In that spirit, we have launched "Ask Kevin." If you have a question regarding the alumni community or the School, please drop an email to me at [askkevin@ivey.uwo.ca](mailto:askkevin@ivey.uwo.ca). In the meantime, back to the question at hand...

Simply put, there are two groups that coordinate activities to connect and provide value for Ivey alumni. The first, Ivey Alumni Relations, is a dedicated team at Ivey that works tirelessly on our behalf. For most of us, the obvious manifestation of their effort is Ivey's Homecoming activities. This is the tip of the iceberg, however, of the activities led by Kelly Cole and Terri Garton in support of the Ivey alumni community.



The Ivey Alumni Association (IAA) is a group of alumni volunteers (supported, thankfully, by Alumni Relations). The IAA is primarily active through Chapters and the IAA Board.

IAA Chapters are led by a team of alumni working throughout the year to organize Chapter events. Official Chapters exist in 15 cities. The specific activities of these Chapters vary but, in general, they try to provide events that are of interest to alumni to facilitate ongoing growth and community building. You can get information on your local Chapter at [www.iveynetwork.ca](http://www.iveynetwork.ca).

The IAA Board consists of all of the Chapter presidents and a number of other volunteer Board members. In past letters, I have written of our strategic pillars (Establishing and Providing a Return on Expectations, Building Community, and Acting as a Voice of Alumni). In short, the IAA Board's mandate is to increase the tangible value of membership in the alumni community. You can find out more online at [www.ivey.uwo.ca/alumni/iaa](http://www.ivey.uwo.ca/alumni/iaa).

I look forward to your questions and ideas.

Kevin O'Brien, HBA '93  
Chair, Ivey Alumni Association  
Managing 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

#### Members:

Ken Alger, MBA '00  
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  
Erin Chen, HBA '06  
Kevin Clement, HBA '00, MBA '07  
Prakash David, MBA '05  
Leo De Summa, MBA '04  
Marco Di Girolamo, MBA '00  
Dan Farmer, MBA '05  
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, MBA '05  
John Khajadourian, MBA '02  
Bill Kiff, HBA '77  
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  
Mark Staudenmann, MBA '05  
Anton Vidgen, HBA '06  
Jim White, HBA '74, MBA '75  
Chet Choon Woon, MBA '94  
Lisa Zhao, MBA '03  
Linda Zhou, MBA '04

Have a question for Kevin about the alumni community or the School?  
Send an email to [askkevin@ivey.uwo.ca](mailto:askkevin@ivey.uwo.ca).

## ① Community

Fostering connections between alumni to build community

## ② Expectations

Establishing clear expectations of alumni

### Alumnae Gather in Calgary

“This was a very casual event, and very, very friendly.”

It was the first event of its kind, but certainly not the last. On February 4, Ivey Alumni Association Calgary Chapter held its first annual Women Alumnae of Calgary event, a cocktail party with Dean Carol Stephenson. “Everyone commented on how nice it was to have a women’s networking event here,” says organizer Jocelyn Ullett, HBA ’05. “They all said it was a great night.”

The event was held at Hotel Arts, a chic new boutique-style hotel in downtown Calgary. It was planned to coincide with a visit from Dean Carol Stephenson and Executive Director of Advancement Kelly Cole. “Having Carol here made all the difference,” says Ullett. “It was a Monday night but people made a special effort to come out and hear her.” The Dean spoke briefly about women in management, the many successful Ivey alumnae in

the West, and the School’s progress in increasing the participation of women in Ivey programs.

The 30 attendees spanned graduating years from 1954 to 2007, and ranged from CEOs to at-home mothers. “Women network differently from men,” says Susan Naylen Sorell, HBA ’95, MBA ’00, who also helped organize the event. “This was a very casual event, and very, very friendly. Everyone chatted with everyone. I’ve had so many e-mails from people who’ve said, ‘I’m ready for next year!’”

The Chapter plans to make a get-together for women graduates one of their three signature events, joining the formal luncheon that was launched last year, and a September get-together for recent graduates and current Ivey students. Ullett expects to be hearing from other chapters who may be interested in duplicating Calgary’s success. “The Dean mentioned that numerous people have asked her about this event. Susan and I were referred to as trailblazers by the Dean.”

### Ivey Pride

“We are all representatives of the Ivey brand. It’s a brand that we are all invested in, so it’s in our best interest to make sure that it remains strong.”

Edwin Lee, MBA ’04, chose Ivey because “in my view it’s the preeminent business school in Canada.” The experience lived up to his expectations, helping him to grow professionally and personally. “I call the Ivey experience an inflection point in my personal growth,” he says. “I had the privilege of befriending some of the most intelligent and interesting people I have ever met.”

For the past three years, Edwin worked as an Internet business strategist with Blast Radius, an interactive marketing agency. Recently he joined Idea Couture, “a next generation digital consultancy that integrates business strategy with customer experience design.” The firm counts two Ivey alums among its founders.

Edwin first got involved with the Alumni Association shortly after graduating, when he noticed a call for volunteers on the bottom of a promotional e-mail. He serves on the IAA Toronto board, maintains the website and is working with a committee to segment the Toronto alumni base. “We want to better understand our alumni base so that we can design events that suit their needs and interests.” He is also the MBA ’04 Class Liaison.

#### How have you benefited from being involved with the Ivey Alumni Association?

I’ve had the opportunity to expand my personal network and forge relationships with grads of all years, not just my own. As well, I’m gaining valuable board experience, which I feel will help me later on in my career.



Susan Naylen Sorell, HBA ’95, MBA ’00  
Dean Carol Stephenson, Jocelyn Ullett, HBA ’05



## 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

## VOA Committee Launches Four Key Initiatives

“Going back to the School and spending time with my peers trying to resolve issues really brings back the whole Ivey experience for me. That’s worth two-fold what I give to the School.”

Verne Milot, MBA '76, is explaining why he enjoys being a member of the Ivey Alumni Association (IAA) Board and is now chairing the Voice of Alumni (VOA) Committee.

Over the past year, the Committee has developed four key initiatives to ensure that the alumni voice is heard. The first is an alumni survey, distributed to every Ivey graduate in spring 2008, to gauge their needs and understand how they relate to the School. With survey data in hand, it will be easier to develop new services and programs that hit the mark.

The second project is a series of polls on current topics. Questions will be posed through Intouch Magazine and the @Intouch newsletter, and the results will be reported back in the same way. “It’s a simple way to engage with a sector of our alumni population,” says Milot. “We’ll see where the Ivey community stands on important issues and spur further discussion.” The Committee is also looking for ways to benefit from the experience, knowledge and commitment of former IAA Board members.

The final initiative has been dubbed “Ask Kevin.” In the pages of Intouch Magazine, IAA President Kevin O’Brien will answer questions submitted by alumni about the Association and the School.

Milot is justifiably proud of his Committee, which includes Stephen Kenning, HBA '05, Sabrina Kumar, HBA '06, Anthony Ostler, MBA '97, and Anton Vidgen, HBA '06. “We’re a hardworking group,” Milot says, “and we’re all enthusiastic.”

What’s next for the Committee? Milot isn’t sure, but the answer may lie in the results of the survey. “I have a feeling that when we look at the data, something is going to jump out at us.”



#### What do you think of the Ivey Expectations?

It’s great that we have laid them out succinctly. It’s critical that we follow these expectations, because we are all representatives of the brand. It’s a brand that we are all invested in, so it’s in our best interest to make sure it remains strong. I also think it’s very helpful for current and prospective students to understand what is expected of them once they join the alumni network. Ivey is not just a degree.

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

Acting with integrity is never a question for me. I hold myself to a very high standard – that’s just the table stakes for business. The Ivey principles represent a touchstone code of conduct for all alumni.

#### What about “Think Ivey First”?

From my perspective, this means giving the strongest consideration to Ivey students, alumni and

businesses in my professional dealings. It’s a natural – the Ivey brand represents a high-water mark for quality. It makes the decision making a lot easier if you start with quality. I’ve contacted Career Management for recruiting needs and I’ve successfully recruited two fellow alumni to one of my former employers.

#### In what way are you an “Ivey Ambassador”?

I’ve informally interviewed several high-potential Ivey MBA applicants when they were deciding between Ivey and another school. Seeing that the experience would be of great benefit, I strongly encouraged them to choose Ivey. I also represented Ivey at the recent MBA Fair in Toronto, where I shared my experiences with prospective students. On a day-to-day level I always make a point to speak highly of the School and my experiences there.

#### What’s your approach to “Give Back”?

I give time and effort through my involvement with the IAA. Being a Class Liaison is a role that I love, and I really put my all into it! With a small team of other Liaisons we’ve published an annual “Where Are We Now” directory of our classmates. Readership is very high and participation has exceeded my expectations even four years after graduation. As well, I host an annual reunion cocktail party for ’04 alumni in Toronto.

#### Any other thoughts?

The relationships we made at Ivey are worth their weight in gold – anything I can do to preserve that is my pleasure.

I’m very proud to be an Ivey alumnus. Living the Expectations is just part of how I show it.

# Homecoming 0008

October  
3-5

[www.ivey.uwo.ca/homecoming](http://www.ivey.uwo.ca/homecoming)



IVEYalumni  
RELATIONS

Ⓛ Powered by the Ivey Network

*License to celebrate*



# 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.

# IVEY LIVES REMEMBERED



John Graham

John Graham, MBA '58, 1930-2007  
Desmond ffolliott, MBA '65, 1934-2007  
Chuck Lemmon, MBA '68, 1925-2007

In November 2007 the Ivey community lost three former faculty members, all graduates of the MBA program.

John Graham completed his MBA in 1958. He spent some time in graduate studies at Harvard University before returning to teach at Ivey until his retirement in 1993. He was a much-loved teacher and a brilliant administrator who served as Assistant Dean to Bud Johnston for many years. John was also a strong volunteer who made important contributions to several boards and helped found the London Regional Children's Museum.

"Whenever there was a problem, John got it solved," says friend and former colleague Ross Archibald, HBA '58. "He had an incredible ability to connect with

people at all levels." Adds Associate Dean Larry Wynant, MBA '72: "John was a mentor to many of us in the finance group and he will be long remembered as a man who was quick to smile and provide words of encouragement and support." Sharon Neupert, John's former administrative assistant, created a unique tribute to John in which she wrote, "You were my walking Who's Who and Encyclopedia – there is not one grad that you forgot, when they graduated, who they graduated with, and what they were doing now... I am thankful that through the tears I picture you with that beautiful white hair, those eyes and the most magnificent smile, for that I will carry in my heart forever." Professor Emeritus Mike Leenders, MBA '59, created a

poem for John's memorial service, finishing with these lines: "Thanks for all you've done with so much grace/ Your memory lives on in London place."

Desmond ffolliott qualified as a Chartered Accountant in South Africa, immigrated to Canada and graduated with his MBA in 1965. After teaching in the pre-business program, he did graduate work at Harvard University and then joined the Ivey faculty. He went on to teach in the newly established Administrative and Commercial Studies program at Western, and at the University of Windsor. He also developed a successful program to help prepare students for the CA Uniform Final Examinations. Says Wynant, "Those of us who knew Desmond would say he was truly one

of Ivey's 'characters.'"

Professor Chuck Lemmon earned his MBA in 1968, serving as President of the MBA Association. After working in the investment community he returned to the School, where he taught for many years in the pre-business program and with the introductory business course in the Faculty of Engineering Science. After retiring in 1991 he helped launch a small business centre in St. Thomas. Ross Archibald describes Chuck as "a good soldier who worked hard at his job and imparted a lot of wisdom about business to a lot of students." Say Wynant: "Chuck will be remembered by many of us for his humor, enthusiasm and willingness to take on whatever was asked of him by the School and his colleagues."

# Ivey Grads Know Best

**What better way to give back to Ivey than to recruit talent for your own alumni network?**

Our Alumni are the best resource for recognizing high caliber MBA candidates from Canada and abroad.

If you know someone who has the talent and drive to excel at Ivey, please call Niki Healey at 519-661-3419.

Richard Ivey School of Business  
The University of Western Ontario

**IVEY**

MBA Program  
Office

IS 

THE BADGE ON THE GRILL TELLS YOU IT'S A LEXUS.  
THE BULGE ON THE HOOD TELLS YOU  
IT'S UNLIKE ANY LEXUS YOU'VE EVER SEEN.

Introducing a Lexus supercar the likes of which the world has never witnessed: the IS F. 416-hp V8 engine, 19" "BBS"® forged-aluminum samurai sword wheels, massive Brembo® brakes, and the world's first 8-speed sport direct shift. Visit Lexus of London and be the first to experience a moment of unadulterated adrenaline.



 **LEXUS**  
THE PURSUIT OF PERFECTION.

**LEXUS OF LONDON**

1065 Wharncliffe Road South

(519) 680-1900

lexuslondon.ca

# CASE STUDY

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](http://www.ivey.uwo.ca/alumni/intouch/casestudy).

## HE DID WHAT?

Discovering a poisoned workplace

Phil Boudreau was floored. He had just hung up the phone and was heading to a meeting with the Vice President of Human Resources, Janice Lee. He had just been advised by Lee that his most profitable and fastest growing branch had been hit with a sexual harassment complaint.

### Sky Financial Services

Sky Financial Services was a successful wealth management firm that sold life, health, and disability insurances, investment products and benefit administration to individuals and corporate clients. Sky had 25 offices across Ontario. It was organized into four divisions, with a Vice President leading each region and a General Manager running each office. As Sky was a sales-driven operation, all of the executives had first made their mark in sales. In total, Sky Financial employed more than 500 people, including head office staff.

Sky Financial prided itself on being a professional and progressively managed firm. It regularly received

accolades in the various rankings, such as the Fastest Growing Companies and the Best Managed Companies competitions. While it was a private firm, Sky encouraged employee ownership. More than 70 individuals owned shares, with controlling interest held by the executive team.

### Phil Boudreau

Boudreau started at Sky ten years ago after working for a bank-owned investment firm. He was now in his early 40s. After building an impressive portfolio which brought financial stability, Boudreau made a significant decision. He needed a change and he wanted to use the leadership skills he acquired during his MBA. Six years into his tenure at Sky he asked to be considered for management and three years ago was appointed as a General Manager. Recently he had been promoted to Regional Vice President, overseeing six of Sky's offices in Toronto East. Boudreau was proud of the company's reputation and was honored that he was asked to lead one of Sky's best performing regions.

### The Markham Office

The Markham office was the company's top producing branch. For the past five years, it recorded the highest growth, year over year. The General Manager was Keith Austin, 45, and he had 50 staff. Austin was a type A personality, and was known as a hard-driving sales manager who encouraged and motivated his team to reach higher and higher targets.

### The Complaint

Yesterday, Janice Lee received a phone call from an assistant in the Markham office, Tara Jones. Jones requested a leave of absence due to stress. When questioned, she revealed that Austin had made suggestive comments to her and they had been increasing over time. As a junior employee, she didn't want to “rock the boat” but needed some time to deal with it.

Lee immediately visited Jones and while at the office, she discovered that the IT Coordinator had found inappropriate web-sites in the history records of Austin's

computer. Driving back to head office, Lee called Boudreau and asked for a meeting.

### Walking into the Boardroom

Boudreau was caught off guard by the call. He had mixed feelings — Markham was his best office but he had no interest in having a “poisoned workplace”. It was important that he handle this situation properly, as he wanted to show that the company's faith in him was well founded.

His mind was racing as he walked towards the boardroom. What approach should he take and what should he say in the meeting?

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](http://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](mailto:gyonemitsu.mba1989@ivey.ca)



Wear the mark.

Annie Zhu,  
HBA '09 Candidate

Tim Wannels,  
HBA '09 Candidate

Miriam Rybalov, HBA '05,  
MBA '08 Candidate



1-877-BUY-IVEY  
or browse online at  
<http://iveytrading.ivey.uwo.ca>

Introducing the new Alumni Portal

# Open the Door to the Ivey Community

Wherever you are in the world, you can re-ignite old friendships, find your classmates, share insights with professors, meet other Ivey grads doing business in your town, and connect to useful resources and interesting information about the School.

It's simple – just complete your profile at [www.ivey.uwo.ca/alumniportal](http://www.ivey.uwo.ca/alumniportal). Once you're on, you'll be able to update your contact information, add to your bio, post news and upload photos anytime you want. And you'll be able to see what your fellow alumni around the world are up to.

**Get connected today!**



[www.ivey.uwo.ca/alumniportal](http://www.ivey.uwo.ca/alumniportal)

**IVEY**alumni  
RELATIONS

Ⓜ Powered by the Ivey Network