

Intouch



Celebrating Vision and Generosity

Fraser Latta, HBA '76, is one of many Ivey alumni who are stepping up for the next generation of business leaders.

INTOUCH FEATURES


14 **Stepping Up**

Ivey has launched its largest-ever fundraising campaign to fuel the School's bold strategy. A total investment of \$200 million will create an iconic new building, increase student awards, help attract top faculty, and enhance research capability. It's truly a renaissance.

24 **Animal Instincts**

What is the strange bond between humans and their companion animals? Can we really share thoughts and feelings with other species? And why do we bother with demanding and expensive pets? Six Ivey alumni reveal their true animal nature.





“I got Chewy as a rescue dog from the Toronto Humane Society. He was the first dog who was mine, not a family pet. I adore him more than I ever thought possible.”

Sal Sloan, HBA '03



INTOUCH DEPARTMENTS

09 **Left Turn**

It's the dream life for most people. John Hethrington, MBA '61, rents out his luxury villa in Puerto Vallarta most of the year, earning a tidy profit in the process. And for several weeks he and his wife drink in the magnificent surroundings themselves.

"We have a great product, and it's a happy time for the people who come to relax or celebrate a special event. We like the idea of being hotel owners—if it's good enough for Conrad, it's good enough for us!"

03 | **Dean's Message**
Fuelling the School's strategy.

04 | **Coffee with Professors**
Oana Branzei and Stewart Thornhill
Life as an academic couple takes patience, but it's working out beautifully for Branzei and Thornhill.

06 | **Editor's Note**

10 | **Passions**
Almost one-third of kids in Quebec don't make it through high school by the time they're 20. Not good enough, says Jacques Ménard, MBA '70, and he's doing something to change it.

30 | **Ivey Alumni Association**
Healy on Global Ivey Day, and visits with Jay Switzer, MBA '83, Frank Spano, HBA '04, and Alexa Nick, MBA '95.

Also, meet the recipients of this year's Ivey Distinguished Service Award and see what you enjoyed or missed at Homecoming 2010.

38 | **Ivey Class Notes**
Who's on first, and who's stealing home—get all the scoop here.

48 | **Case Study**
What would you do if your new eco-friendly clothing line turned out to be not as friendly as you thought?



Intouch on the Web
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Intouch

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Cover Photo: Nation Wong

Dean's Message

As I visit alumni to talk about the Ivey Campaign for Leadership, I am sometimes asked why the School needs a capital campaign now.

The answer is simple: we established a strategy in 2005 based on growth with quality. Growth, given Ivey's reputation, is easy—it's the "with quality" bit that requires investment. We have to ensure that we have the top faculty members, student awards, and infrastructure to deliver our teaching programs and expand our research, while maintaining the Ivey legacy of excellence.

As you will read in this issue of Intouch, Ivey's strategy and the opportunity to support it are resonating with our alumni and friends. Despite a severe economic downturn in recent years, we have raised more than \$155 million and are on track to exceed our \$200 million goal for investment in Ivey.

There are two reasons for the exceptional success of the Campaign to date. First, business and government leaders know that for our country to remain competitive in a global marketplace, we must develop a new generation of leaders—women and men who have the skills, capabilities and above all, the character to lead with success. Ivey is recognized as Canada's leadership school.

The second factor is more personal. As I crisscross the globe, I meet many alumni who attribute their business success to the intense and engaging Ivey learning experience and the people they met at the School. They embrace the opportunity to give back with vision and generosity.

What will the completion of the Campaign for Leadership mean to Ivey? That, too, is simple. It will ensure that Ivey continues to be a highly competitive, high quality business school—the undisputed leader in Canada and among the best in the world.

The magnificent new building rising on Western's campus is a symbol of everything Ivey is and aspires to be—a community of excellence that starts within its four walls and extends around the world.

If you have not already done so, ask yourself if the Ivey experience made a difference in your life. If so, we need you to step up for the next generation.

Carol Stephenson, O.C., Dean
Lawrence G. Tapp Chair in Leadership



PHOTOGRAPHER: BRIAN HILLIER



Coffee With Professors Oana Branzei and Stewart Thornhill

Is there an Ivey prof, current or retired, who you'd like to have coffee with? Send your suggestions to intouch@ivey.uwo.ca

Oana Branzei, who grew up in communist Romania, holds a degree in international relations from her home country, an MBA from the University of Nebraska, and a PhD from the University of British Columbia. It was at UBC that she met her husband, Stewart Thornhill. Thornhill came of age in a small town in New Brunswick and tried out careers in radio news and mechanical engineering before deciding to become a university professor. He holds a BSc in engineering, and an MBA and PhD from UBC. He's Executive Director of Ivey's Pierre L. Morrissette Institute for Entrepreneurship. Branzei is a strategy professor with a special interest in the pro-social functions of business.

How did you end up doing what you're doing?

Thornhill: After working for five years as a manufacturing engineer in a tire plant, I was ready for a change. I had started a little venture and made all the mistakes that engineers tend to make when they start a business with no business training! While doing my MBA I got a job teaching tutorials for undergraduate finance

students, and that gave me the teaching bug.

Branzei: When I started university in Romania, business was a very new and exciting topic. I was fortunate to be one of seven people in the country chosen for the first student exchanges to the U.S. At the University of Nebraska, everything about business was different—I had no experience of marketing or brands or finance or accounting. My professors were fascinated by my ability to transition between the two worlds. It soon became clear to me that if I wanted my work to have relevance and impact, business was the way to go.

What is your approach to teaching?

Branzei: I want the classroom to be an adventure, an experience that engages the whole person. I want to inspire my students to figure out what they would really love to do, and to imagine the possibility of making a better world for others.

Thornhill: Like Oana, I encourage my students to step away from the traditional MBA analytical mindset and imagine a different world. As an entrepreneur, you



PHOTOGRAPH BY NATI WONG

can't analyze a market that doesn't exist. Entrepreneurship takes imagination, creativity and intuition.

Oana, did your early experiences in Romania shape your research interests?

Branzei: In a sense, yes. Romania had no market, no exchange, no supply and demand as we teach it to our students. I had to imagine business—to create and believe in an ideal vision of business. Now when I teach social innovation and social enterprise, I draw on that vision of what business could be.

Stewart, what are your hopes for the Pierre L. Morrisette Institute for Entrepreneurship?

Thornhill: I want us to become the gold standard for entrepreneurship education and research in Canada. If you're a student looking for a great grounding in entrepreneurship or a policy maker who wants to know how to make life easier for entrepreneurs, Ivey will be the place to go.

How did you meet?

Thornhill: We met at UBC, but I was on my way out and Oana on the way in. It's a small world of management academics in Canada, so our paths continued to cross. Eventually we found ourselves in the same place at the same time. I invited her for a ride on my motorbike, and the rest is history.

Branzei: Many of our academic friends were advocating for us to get together! Although our backgrounds are very different, both our mothers are math teachers. Having educators on both sides of the family means that they have an appreciation for the work—teaching and research are more a calling than a 9-to-5 job.

What are the pros and cons of being an academic couple?

Thornhill: It takes patience. We spent the first four years of our marriage in different cities.

Branzei: We share a lot of the same friends and interests. We probably talk about work too much, but we do understand the ups and downs of academic life.

www.ivey.uwo.ca/Faculty/Oana_Branzei.htm

www.ivey.uwo.ca/Faculty/Stewart_Thornhill.html

A Note From The Editor

You'll notice that there's a new picture accompanying this column. In the spirit of our Animal Instincts feature, I wanted to introduce you to Turco.

Turco is a black lab/husky mix, named by my kids to honour Marty Turco, an NHL goalie. Despite his macho name, he's quite timid and very affectionate. He enjoys running on the beach and in the park, and generally takes me along. Turco is a very important member of our family. He reminds us that life is fun and exercise is good. He brings laughter into our home and teaches us to live in the moment. In the way that only a beloved pet can, he keeps us balanced.

In this issue of Intouch, you'll read about several Ivey alumni who share a close bond with their animal companions. For us it's another fun way of celebrating the diversity of the alumni network, and a reminder that even the most driven business graduates need to get in touch with their animal side occasionally!

Elsewhere in this issue you'll read about the Campaign for Leadership, the largest ever fundraising campaign in the history of the Ivey Business School. The Dean's Message creates a wonderful context for the stories that follow.

As you'll learn, the campaign is about much more than the new building, although that is the most tangible expression of Ivey's bold vision. Our commitment to growth with quality also calls for investment in student awards, outstanding faculty, and rigorous research.

I hope you will be inspired, as I am, by the generosity of those who have already stepped up. It's an honour to meet people who care passionately about Ivey, see the future clearly, and are prepared to invest in it.



Kelly Cole
Intouch Editor in Chief
kellycole@ivey.uwo.ca



PHOTOGRAPHER: NATION WONG

Readers Write



Kelly, keep up the good work with Intouch. A smorgasbord of feedback:

- Ever since the case study began being included, the magazine is much more valuable... Intouch serves as the only lifelong learning 'program' that I have time for.
- Seeing the building in construction and Mr. Hariri's commentary motivates me to write a cheque, more so than any letter from Advancement!...
- My message to the School is that there is not enough content—guests, cases, research etc.—from one of Canada's largest industries—oil and gas.
- The photograph of downtown Calgary on pages 28 & 29 is embarrassingly out of date!

Ajmer Atwal, MBA '07

I graduated with an HBA in 1951. Although I am going to be 83 next month I still enjoy the articles and pictures in Intouch magazine. I was thrilled last week to get a call from my granddaughter Michelle Rigato that she has been accepted to the third year program at Ivey. So that means she will graduate in 2012, exactly 61 years after her grandfather. I am so proud of her.

Armand Anthony Belluz, HBA '51

I read the summer issue of Intouch with interest, busily reaching for highlighter or pen to mark a point or make a note... I was interested that the Dean mentioned power in her message. When I became the first woman principal of a Grades 9 to 13 school in Toronto, I was dismayed and disturbed by the number of times someone commented on the "power" I now had. I think they were all men. I didn't see it that way at all. I recognized that I had more clout, although whether I kept or increased it depended on how I handled things...

The MBA lectures that meant the most to me were about communication, so little understood generally. I was very impressed by what I read about Kathleen Slaughter. I was also glad to see the 'tip of the hat' to listening, which is a very underused, often unrecognized talent...

It was a privilege to read so many interviews with successful leaders and get their slant on what is required of leadership.

We can learn so much by reading obits of people who made a difference. Every Faculty of Education should impress upon their students a quote from the Sandy Hurst obit, to the effect that students don't care what you know until they know that you care.

H. Marie Smibert, HBA '40

[Ms. Smibert also pointed out that the new Ivey Business Review is not Canada's first student business journal. The Quarterly Review of Commerce was launched at Western in 1937!]

Intouch wants to hear from you.

Send us your thoughts on the articles in this issue of Intouch, or any other ideas you'd like to share with fellow Ivey alumni. Tell us how we can improve the magazine. Let us know what's on your mind. Please send your letters and e-mails to: kellycole@ivey.uwo.ca

Ivey Buzz



RICHARD BELL

Peter Munk honoured at Business Leader Dinner

Canadian entrepreneur and philanthropist Peter Munk received this year's Ivey Business Leader Award at a gala dinner on October 20, joining a pantheon of previous honourees.

Munk, whose family escaped from Hungary in 1944, founded Barrick Gold Corporation and Horsham Corporation, which became Trizec Properties. He also helped create TriGranit Development Corporation, one of the leading property developers in Central Europe. His generous support led to the creation of the Munk Centre for International Studies at the University of Toronto, the Peter Munk Cardiac Centre, and the Centre for Research, Innovation and Technology at Technion University in Israel.

Munk was introduced by The Right Honourable Brian Mulroney.

"Peter, you epitomize the meaning of leadership and the Ivey values of character, integrity and generosity," said Dinner Co-Chair Tim Hockey, EMBA '97, President and CEO of TD Canada Trust, in presenting the award. "Your life and career are an inspiration for the next generation of business leaders."

The Business Leader event, organized annually by IAA/Toronto and now in its 20th year, achieved a new level of success, raising more than \$366,000 for scholarships and faculty support at Ivey.

"Strong and courageous leadership can improve the competitiveness of Canadian companies and the resiliency of our economy"

Professor Gerard Seijts



A leader in leadership

Ivey reinforced its position as Canada's leadership school through several initiatives this fall.

On September 21, the Ian O. Ihnatowycz Institute for Leadership was launched, with a gift of \$3.5 million from Ian Ihnatowycz, MBA '82 and Dr. Marta Witer. A portion of the gift was matched by The University of Western Ontario to create a \$5 million fund.

The Institute's mandate is "to secure Ivey's position as one of the top ten leadership institutes on a global basis." It will bring together research, teaching and outreach to demonstrate Ivey's commitment to and excellence in leadership.

"The quality of leadership helps determine the quantity of success," Ihnatowycz said in making the announcement. "Ivey has always attracted talented students with strong leadership aspirations. I believe it is important that their skills as leaders be nurtured and developed, so they're prepared for the evolving demands and challenges that await them."

Leadership on Trial: A Manifesto for Leadership Development and

Cross-Enterprise Leadership: Business Leadership for the Twenty-First Century can be purchased at

www.ivey.uwo.ca/research/leadership/research/books-and-reports.htm

The launch event was also marked by the publication of *Leadership on Trial: A Manifesto for Leadership Development*. The hard-hitting report, written by Ivey professors Mary Crossan, MBA '85, PhD '91, Jeffrey Gandz and Gerard Seijts, explores the nature of business leadership in the aftermath of the recent financial crisis.

Leadership on Trial is based on discussions with more than 300 senior leaders in Canada, the U.S., the U.K., Europe and Asia, to determine how leadership failed during the crisis and what can be learned. The report identified five areas where action is needed, including more emphasis on values, ethics and character development in leadership development.

"There's an old adage that says we should never waste a good crisis," said Dean Carol Stephenson. "The last worldwide recession forced us to examine the gap between what we know and feel about good leadership, and what took place."

The Report's authors also edited *Cross-Enterprise Leadership: Business Leadership for the Twenty-First Century*, published by Wiley in September. The book explores how complex business issues can be integrated, how leaders can use influence, rather than power, effectively, how they can create and maintain partnerships and resolve conflicts, and how they can develop the capacity to make and implement decisions in an environment filled with uncertainty and ambiguity.

"Most managers operate like the traditional orchestra, waiting to do their written part," says Crossan. "But there is no tidy score for business today. Cross-enterprise leadership enables today's leaders to be more like a jazz band, improvising and building on one another."

Ivey in the News

"There are a lot of people who want to save money. Especially during a recession... It's a fantastic way to get people to come into a store without spending a lot on advertising. This is a foot traffic creation tool... Word of mouth is the most powerful tool there is."

Professor Raymond Pirouz on advertising service Kooon.ca and its American competitor Groupon Inc., Ottawa Citizen, September 18

"Leaders who may be very good at managing human resources or managing financial resources are much less confident and maybe feel less competent to manage technological resources."

Professor Derrick Neufeld on why information systems fail, National Post, May 4

"While there are no foolproof guarantees that people will act ethically, pledges and oaths remind them to aim for the highest professional standards. The oaths serve as a reminder for business school graduates to act with integrity, prudence and transparency."

Dean Carol Stephenson on PaGalGuY.com, Indian MBA website, May 31

"Marketers are always looking for ways to cut through the clutter and this is one way. This medium generates a type of cool for consumers who can see the message."

Professor Matt Thomson on new computer-coded Calvin Klein ads, Postmedia News, July 23

Ivey Buzz



"One of the benefits of creating value is the opportunity to give back."

Pierre Morrissette, MBA '72

Morrissette receives honorary degree

Pierre Morrissette, MBA '72, chairman, CEO and founder of Pelmorex Media Inc., parent company of The Weather Network, received an honorary Doctor of Laws from Western at MBA Convocation on August 27. After serving as President of Telemedia Ventures and Canadian Satellite Communications, Morrissette purchased The Weather Network and MétéoMedia in 1999. Under his direction, the company has made weather broadcasting into a highly successful national business enterprise. Morrissette is a strong supporter of Ivey's Institute for Entrepreneurship and currently serves as co-Chair of the Campaign for Leadership.

"I wanted to do graffiti clean-up because I felt it would expose students to parts of London that they don't get to see otherwise—the parts that need our help most. Their efforts did not go unnoticed. Many individuals from the community approached the students to thank them."

Tamar Tepper, MBA '10

Students clean up

In July, 70 Ivey MBA students helped remove graffiti from buildings in downtown London, contributing to "Graffiti Go," a graffiti-removal program launched by Neighbourhood Watch London. The initiative was part of the annual student-led volunteer project, Community Day of Action, organized by Ivey Connects. Ivey Connects is also responsible for student pro bono consulting projects and other volunteer activities.

For more buzz, visit www.ivey.uwo.ca/inside

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"Thank you very much for your good news and sound decision to help us in providing good education to our management students. We will process the registration and use your cases urgently."

Shimels Zewdie, Dean

Faculty of Business and Economics, Jimma University, Ethiopia

Cases for developing countries

In July, Ivey announced that it would make its business cases available at no charge to 39 countries with per capita GDP of less than \$2,000 per year. The countries include Zimbabwe with an estimated per capita GDP of \$200, Rwanda, with a GDP of \$1,000, and Cambodia, with a GDP of \$1,900.

"This is definitely a good initiative," said Elie Chrysostome, Associate Professor at the State University of New York College at Plattsburgh. "Exposure to Ivey cases will give students a good grounding in business, it will help improve the quality of management in companies, and it is also good for the economy in those countries." He is originally from Benin, one of the countries that will benefit.

Ivey is the largest producer of Asian case studies in the world. There are more than 7,000 cases in the Ivey library and 200 are added each year.

Ivey in the News

"Environmentalists will see we've dealt with the water issues (around the oil sands) as best as we possibly can. In the next couple of years, they're not going to get leverage off what we (in Alberta) are doing. But if the NGOs, the Greenpeaces of the world, had not done their job, we would not have the passion I now see in some CEOs in Calgary to solve the problem."

Kim Sturgess, MBA '84,
CEO of Alberta WaterSmart, in The Globe and Mail in July

"If consumers face a row of goods all of which claim to be certified but by different parties, they are not going to spend the time figuring out the bona fides of each... Unless they can trust that the certifying body is indeed an independent third party, they are just going to move on to the cheapest brand."

Professor June Cotte on fair trade economics, Montreal Gazette, August 19

"We taught them about thought processes and skills so they could start questioning themselves, and in the process they could build some business knowledge that they could apply to their country."

Melanie Thomas, HBA '11, candidate
on her experience teaching in Moldova as part of the LEADER Project in May

Left Turn



After a long career in marketing and executive recruiting, John Hethrington, MBA '61, with his wife Carol (nee Hunter) now own and operate a luxury five-bedroom villa in Puerto Vallarta, Mexico. Viva la vida glamorosa!

Made an interesting career "left turn?" Tell us about it! intouch@ivey.uwo.ca

In 1978 a colleague invited us to visit him at his villa in Puerto Vallarta. It was wonderful. The next summer I couldn't take time off, so Carol took the boys to PV for a month. She found a little casita above the beach and we bought it. It turned out that the guy who owned the property next door was planning a condo project and our place was to be the lobby! So we sold it to him for three times what we paid, and bought a property down the coast.

We started building in May 1980. By Christmas the contractor had spent all the money and the house was only 60% complete. Carol flew down in January

to run the project and the house was complete by the spring. That's why it's called Casa Carole!

It's a classic Mexican hacienda-style villa, right on the beach. Each bedroom is on a different level and has its own bath and balcony. There's a large infinity pool, beautiful gardens, and access to a secluded sandy beach. The villa is fully staffed with a cook, houseman and maid.

At first we rented 4 or 9 nights, or whatever we could get through travel agents. But when we added up all the unrented "widows" we realized we were missing a lot of revenue. Now our rates are lower

than other luxury villas, but we insist on Saturday to Saturday bookings. We worked hard on the website: now the Internet generates 80% of our business.

The income is almost better than a pension, and we enjoy the marketing, selling and working with guests. It's also fun to re-decorate and improve the villa. We have a great product, and it's a happy time for the people who come to relax or celebrate a special event.

We like the idea of being hotel owners—if it's good enough for Conrad, it's good enough for us!

www.casacarole.com



Keeping Kids in School: Jacques Ménard, MBA '70, believes that education is the key to Canada's future

Tell us about your passions! Email intouch@ivey.uwo.ca

In 2004 I chaired a provincial commission on health-care, and I began to realize that the state of the health-care system is really an echo of the health of society as a whole. Unless we want our country to turn into one big hospital, we have to address the root causes. And there is no more important lever for economic and personal health and development than education.

In Quebec, almost one-third of kids don't make it through high school by the time they're 20. That's a social tragedy, and also an economic one. A single cohort of dropouts is estimated to cost the Quebec economy \$1.8 billion.

In 2008 I pulled together a taskforce of citizens to look at this issue, based on the age-old African saying that it takes a village to raise a child. With the generous help of McKinsey, we produced a report, *Knowledge is Power*. I knew that not everybody would get through the report, so I decided to write a small book that you could read in the bathtub. More than 20,000 copies of *Beyond the Numbers: A Matter of the Heart* have been distributed since it was published.

It takes time to solve big issues like this one, but there are positive signs. For example, a student

at Concordia created Youth Fusion, a not-for-profit that matches university students with groups of high school students in inner city schools. In some schools, absenteeism has dropped by more than 35%. That's real social innovation.

We can't solve problems the way we did in my generation or my parents' generation. We can't just throw money at problems. We all have a role to play in contributing to the public agenda. It comes down to one fundamental question—what do we really care about?

Ivey Buzz

“Case teaching allows academia to be relevant.”

Professor Ariff Kachra, PhD '01, Director of India Development

Cases for India

To help build a stock of business cases focused on Indian businesses, the Indian School of Business recently hosted its first India-wide case writing competition with support from Ivey. Professors Paul Beamish, HBA '76, PhD '85, Ariff Kachra and David Sharp were among the judges. To encourage participation, ISB offered two-hour info sessions in New Delhi, Mumbai, and Bangalore in May and June, led by Kachra. When asked how to win the competition, he replied, “Take a best seller and replace it!”

“Our activity levels are falling while our caloric intakes are rising.”

Professor David Spurling, Agri-Food Innovation and Regulation Chair

Food for thought

In August, Ivey released a new report calling for a Canadian Food Strategy that addresses the health of Canadians and the health opportunities for the agri-food industry. “Increasing incidence of chronic disease and skyrocketing health care costs threaten to overwhelm provincial budgets,” says David Spurling, Chair of Agri-Food Innovation and Regulation, arguing that policy, industry and social strategies could help to stem the tide.

The report grew out of a policy workshop held earlier this year that brought together policy-makers from health and agriculture, researchers, industry leaders and students. Among the recommendations: Canadians should shift their thinking beyond single nutrients to overall diets; consumers should be given good information to make healthy food decisions; healthy food should be more accessible; and health and business strategies should be linked.

www.ivey.uwo.ca/agri-food

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“While there are systemic challenges limiting the efficiency and effectiveness of our health care system, the potential for improvement is enormous.”

Dr. Anne Snowdon, adjunct faculty member
Ivey Centre for Health Innovation and Leadership

Breaking down barriers to health care innovation

A recent white paper issued by Ivey Centre for Health Innovation and Leadership says the sustainability of health care in Canada is directly tied to its ability to adopt and integrate innovations. The paper includes three key recommendations:

- Grow the innovation leadership capacity through education, skills development and team building across the system. Every health institution should make someone responsible for innovation.
- Build momentum for innovation by starting with small projects first—“learn early and fail cheap.”
- Create a culture across the health system that focuses on developing and adopting ideas and innovations, not just creating new knowledge.

Based on the results of its inaugural Global Health Innovation Conference in 2009, the Centre has identified four key areas of focus:

- Financial drivers to innovation and sustainability
- Health leadership and building a culture of innovation
- Medical devices innovation
- Health information technology innovation and adoption

This year’s conference will be held in late November.

To learn more, visit www.ivey.uwo.ca/ichil

Ivey in the News

“The curriculum gives the students an opportunity to speak up on their own. They are taught how to really think about business in depth and this will better prepare them for launching into their careers.”

Daneen Krinke, MBA '10, on her experience teaching as part of Ivey’s China Teaching Project in May

“I judge the success of a class if at the end of the day two things happen: I see the light go on and learning is taking place in an environment where both myself and the students are having a lot of fun.”

Professor Steve Foerster on being a business educator, Financial Post, September 7

“There is now little ammunition, both politically and economically, for monetary and fiscal policies to save the day if the financial rescue packages and increased liquidity of the past couple of years do not produce the necessary multipliers to get the economy going.”

Professor George Athanassakos on the stability of economics following the recession, The Globe and Mail, July 19

Building the Future

How the new building will support leading-edge technology

Check out progress on construction at www.ivey.uwo.ca/newbuilding



PHOTOGRAPHER: NATION WONG

Peter Scheyen, Ivey's Chief Technology Officer, holds a BSc and MSc in computer science from The University of Western Ontario. Before joining Ivey in September 2009, he served as Vice President, Engineering at Comcast.

In the early stages of design Ivey faculty members worked with the architect to explain what was needed for Ivey's way of teaching. Similarly, IT has been involved in planning the technology infrastructure. People take it for granted that you push this button and the image appears, but a lot goes on behind the scenes. The miles of cables behind the walls all had to be

planned before the concrete was poured.

I hear a lot of schools talking about how they can use technology to remove the professor from the classroom. That's not the Ivey pedagogy. Business is a human endeavour, leadership is a human endeavour. We want technology to enhance the teaching experience—to extend conversations outside the classroom, to improve collaboration for people who can't be in the same room, to enable more use of multimedia and webcasting, to do more of what we already do so well.

Our classrooms will be fully HD and digital. They will have multiple screens and projectors, so that professors can integrate

Creating Knowledge

Ivey has always focused on rigorous research rooted in real-world problems with important implications for managers. Here's a sampler of some of the new knowledge created at Ivey in recent months. To learn more, visit www.ivey.uwo.ca/alumni/intouch/research

Bad rap for oil?



Okay, everybody loves to hate BP, but is big oil really as evil as it's painted? Yes and no, is the answer according to a study of 98 oil and gas firms completed at Ivey. Turns out most serious operational controversies are down to the largest non-state-owned producers in the world. But other energy companies are making improvements.

Glass ceilings and mid-level bottlenecks

You can't burst through the glass ceiling if you're stuck in a mid-level bottleneck. That's one finding from Professor Alison Konrad's research on race and gender discrimination in the workplace. And visible minority men also face significant challenges in moving ahead.

Green for green

A study by Professor Rob Klassen shows that companies with good environmental management see significant financial returns. Investments in pollution control and prevention are neutral, Klassen found. "The strong evidence across different industries," he says, "is that investing in training, monitoring and auditing made a big difference."

Get the swing right first

That's the advice of Professor Gerard Seitjs when it comes to the way companies develop their employees and make change. He recommends that managers set learning goals rather than performance goals when individuals are working on complex tasks. It's like learning to play golf—you focus on the basics before you start counting strokes.

Taking the long view

The Alberta oil sands are not an obvious place to look for lessons on sustainability, but Professor Tima Bansal and PhD student Natalie Slawinski recently did just that. They explored how companies balance short-term and long-term goals with a focus on climate change. Among their recommendations: managers should embrace uncertainty, accept short-term pain for long-term gain, adopt a strong vision, and take time to understand the issues.

The business of health

With health care in Canada accounting for 12% of GDP, it's big business. Professor Murray Bryant says that's why health leaders can learn from their business counterparts. "In my view, the current growth in health care spending isn't sustainable, and therefore we have to make sure that we find business practices that can aid the delivery of care."

Curiouser and curiouser



Professor Craig Dunbar is an expert on Initial Public Offerings, important events in the life of a company and in the lives of many investors. Dunbar says IPOs are "curious" investments because they are invariably under-priced. Dunbar is also interested in what happens when an IPO fails.

video easily. The meeting and breakout rooms will have video displays, so students can plug in their laptops and put their work up on a screen. (Oh, and there'll be whiteboards too.) Use of technology in the current building is focused on the teaching side. In the new building, it will also be there on the learning side.

Our goal is to deliver the current pedagogy but ensure that it works more seamlessly. With technology, as with architectural design, little things can make a big difference. We want to find the little things we can do to provide an even better learning experience.

The Campaign for Leadership will result in a \$200 million investment in Ivey. Already, more than \$155 million has been committed.

Stepping Up

Close your eyes and imagine an historian 50 years from now, sitting down to record the evolution of the Ivey Business School. Chances are, she would see 2010 as a pivotal moment in the School's history.

"In September of that year," she might write (if people still write in 2060!), "the School celebrated the official launch of the Ivey Campaign for Leadership—an outward sign of Ivey's renewed commitment to leadership in business education. With strong support from Ivey alumni, the School invested more than \$200 million to expand its research and teaching activities, and to create the iconic building that is now considered a masterpiece of early 21st century architecture. The Campaign

was a remarkable achievement and its impact went far to re-assert Ivey's place as the premier business school in Canada and one of the top schools in the world."

The historian might go on to describe research triumphs, name famous alumni, and chronicle international expansion.

Of course, it's impossible to know exactly what the world will look like 50 years from now. But the women and men involved in Ivey's Campaign for Leadership believe passionately that the School is on its way to a long and brilliant future. "Ivey will continue to forge a cutting-edge global reputation," says Ivey Advisory Board Chair Arkadi Kuhlmann, HBA '71, MBA '72. "There's

no reason why it couldn't be one of the top ten business schools in the world."

The Campaign, which has already raised more than \$155 million in tough economic times, grew out of what Kuhlmann calls a renaissance at the School. New leadership, a renewed faculty cohort, and a growing body of outstanding students all pointed the way to the future. At the same time, the School faced an ever more competitive market for business education. "When I went to the School in 1984, it was the only place in Canada where top students applied," says Joe Shlesinger, MBA '86. "That's changed. Ivey was smart to stick to what it did well—the case method and the intensive class experience—but now



WHAT'S IN A NAME: Richard W. Ivey, HBA '72, son and grandson of two key players in the School's history, is committed to seeing Ivey thrive.



it's time to take a major step forward."

Shlesinger is co-chairing the campaign with Kuhlmann and Pierre Morrisette, MBA '72. In 2007, Morrisette made a generous contribution to establish the Pierre L. Morrisette Institute for Entrepreneurship at Ivey. "I would like to think that Ivey is becoming the go-to place for entrepreneurship education in Canada," says Morrisette. "It's an area where Ivey is and can continue to be a leader. And when you consider that 60% of the economy is driven by entrepreneurship, that's a significant contribution to Canada's prosperity."

The three co-Chairs head a powerful Campaign Cabinet (see ad

on inside back cover) that includes business leaders from across Canada and around the world. Sylvia Chrominska, HBA '75, Group Head, Global Human Resources and Communications, Scotiabank, is one of those who is contributing her energy and networks. "Given the intellectual capital that Ivey produces, I think it's important that it be housed in a state-of-the-art building," she says. "Clearly, the way students learn today is very different from the way we learned 35 years ago."

The new building, designed by renowned architect Siamak Hariri, replaces a facility that dates from the 1950s. Funding is coming from three

sources—government (both federal and provincial), The University of Western Ontario, and private donations. Already under construction, the first phase of the building will be complete by March 2011.

The building is just one part of a much larger vision. "Ivey needs to get back to being the clear leader," Shlesinger says. "That means a whole package—building, faculty recruitment, research, and student awards." The Campaign will support the creation of chairs and professorships, create additional student awards for HBA, MBA and PhD students, and fund more ground-breaking research in the School's research centres.

ING DIRECT, for example, chose to create a Chair in Finance with its gift to the Campaign. "Money is the way to fuel the economy," says Kuhlmann. "We have to find new ways to think about raising and managing money. At ING we want to encourage the exploration of fundamental questions and new ideas." Scotiabank, on the other hand, made a donation to create the high-value Scotiabank Leadership Awards. "Sometimes great students end up choosing another school because they can't afford Ivey," says Chrominska, who has personally funded a scholarship for women in the MBA program. "Student awards help the School attract the very best."



CELEBRATING EXCELLENCE: On September 21, donors and special guests gathered in Toronto to mark the public launch of the Campaign for Leadership. **THIS PAGE (CLOCKWISE FROM TOP LEFT):** Campaign co-Chairs Pierre Morrissette, MBA '72 and Joe Shlesinger, MBA '86; Scholarship recipient Beth Cole, MBA '10; Campaign Cabinet member Gilles Lamoureux, MBA '66; and Dean Carol Stephenson **OPPOSITE:** Campaign co-Chair Arkadi Kuhlmann, HBA '71, MBA '72

The Richard M. Ivey Family, long-time supporters of the School, contributed in several ways. The Ivey Challenge Fund supports the School's endowment fund and encourages other donors to do the same. "Unrestricted endowment is often the most valuable funding an institution has," says Richard W. Ivey, HBA '72, son and grandson of two key players in Ivey's history. "The leaders can determine what the highest priorities are and use the money for those purposes." The Campaign for Leadership will increase Ivey's endowment fund by \$50 million.

The Ivey Family has championed environmental causes

for more than 35 years. Richard's father, Dick, made a major gift to the campaign to ensure that the new building achieves gold certification under the Leadership in Energy and Environmental Design (LEED) program. "One tends to want to stand behind an outstanding institution that bears your name," says Richard. "The School operates in a very competitive environment: we want to ensure that it continues to aspire to excellence in everything it does."

These are just a few examples of the gifts already received by the Campaign. At the launch in September, the School celebrated more than 120 donors who had provided gifts of

\$100,000 or more, including 20 gifts at \$1 million or more. (Some are profiled in this issue of Intouch, starting on page 18. Others will be profiled in coming issues.)

Shlesinger isn't surprised that the Campaign is off to such a fast start. "This is about setting our sights high," he says. "Alumni understand and get excited about that. They see the School's vision as something that has lasting value for the whole country, so they're stepping up."

He and many other alumni are also driven by a sense of gratitude for the Ivey experience. "For me the School's impact on my life and career was just incredible. I'd like others

to have a similarly life-changing experience." Chrominska agrees. "Ivey was pivotal in my learning and my career success, so I feel an obligation to ensure the School continues to lead. At the same time, I find it personally very satisfying to see young people succeed."

Kuhlmann says alumni commitment is what has driven the Campaign to this point and what will see it to completion. "Alumni believe that Ivey is a winner and can compete on the world stage. And alumni are the catalysts that will make it all happen."

Philanthropy Defined

Donors to the Campaign for Leadership talk about their reasons for supporting Ivey.

Among other definitions, the Oxford Dictionary defines philanthropy as “practical benevolence.” What a wonderful concept! Not impractical benevolence—essentially an unthinking response to an emotional appeal—but a thoughtful, strategic approach that ensures gifts of time and money are invested wisely and ROI is maximized.

Practical benevolence is what the Ivey Campaign for Leadership is all about. It’s about building on a tradition of excellence and striving toward a vision of the future. The women and men who have made significant contributions to the Campaign are powerful business people who understand what it takes to succeed in a competitive market, and what it means to give back. They are unique and fascinating individuals, with a diverse array of business experiences. What they all share is a commitment to the Ivey Business School.

Fraser Latta, HBA ’76, President, Jenal Investments Inc.

Fraser Latta spent his high school years in Venezuela, where his father worked for Firestone. After Ivey he joined the international division of TD Bank, and then moved into investment banking. In 1989 he joined Cott Corporation. During his tenure as Chief Operating

Officer the company grew to be the fourth largest soft drink company in the world, with operations in more than 60 countries. In 2002 Latta established his own investment company. He served as a member of the New Building Task Force, and he and his wife Heather contributed \$500,000 to the Campaign for Leadership to support the new Ivey building.

What were the most important things you learned at Ivey?

“More than anything else, a disciplined, rigorous way of approaching problems, opportunities and issues. I also developed a broad understanding of the basics of various business disciplines. The case method makes it much easier to learn and remember than reading a textbook or being lectured to!”

What are your proudest professional achievements?

“I joined Cott when it was a very small company, basically bankrupt. We grew it to be a real Canadian success story, taking it from a small regional bottler to a very large international company. Cott went from a \$10 million market cap to a \$3 billion market cap in just four years. It was an exciting time.”

Why did you give to the Campaign for Leadership?

“I reconnected with Ivey when my two daughters attended the HBA program. It made me realize that if I was applying now, I probably wouldn’t get in!

I could see that the existing building was too small and didn’t have the technology infrastructure to deliver the very best product to

students. I got involved with the New Building Task Force, which was tasked with defining a vision for the building that would deliver the Ivey experience and then finding an architect to turn it into a bricks-and-mortar reality.

Ivey had a positive impact on my life, and a positive impact on my daughters’ lives. We believe in giving back. We benefited from the generosity of previous generations, which made it possible for us to have the Ivey experience, and we’re repaying the favour to future generations.”

What are your hopes for the future of Ivey?

“I see the School as a world leader

in business education. The building will help to attract the brightest students and professors, and help Ivey retain its preeminent position as a leading global business school.”

Jeff Orr, HBA ’81, President and CEO, Power Financial Corporation

Orr spent the summer between third and fourth year working at Richardson Greenshields, and decided investment banking was his future. He spent 20 years with Nesbitt Thompson and BMO Nesbitt Burns, ultimately serving as Chairman and CEO. He joined Investors Group in 2001, and took on his current position in 2005. Power Financial Corporation, Great-West Life, London Life & Canada Life have jointly pledged \$1.3 million to

PHOTOGRAPHER: NATION WONG





POP KING: Fraser Latta, HBA '76, made Cott into an international success. Now he's helping to build a new home for Ivey.

the Campaign for Leadership, to support the building and Ivey's highest priorities.

What were the most important things you learned at Ivey?

"Ivey teaches you how to think, how to tackle and solve problems. It teaches you that you can't do everything on your own—that if you don't work in teams, you're going to hit the wall. It gives you a taste of the intensity of business life. People come out of Ivey with more confidence than those in a more academic school."

What are your proudest career achievements?

"I've been fortunate to work with fantastic companies throughout my

career. I get great satisfaction from looking back and seeing where a business was five years earlier and how it has grown and become stronger in that time. The other thrill for me is to watch people step up to the next level in their careers, and prosper."

Why did you give to the Campaign for Leadership?

"As a corporate citizen and as an individual, it's important to give back. Our group believes that education is a critical part of the future of our country. We are very interested in supporting great educational institutions that are focused on business and other skills."

Beyond your work and Ivey, what are your passions?

"I have many interests, starting with my family and my community. For example, I just served as Chair of Centraide (the United Way) campaign in Montreal and I was involved with United Way for many years in Toronto."

What are your hopes for the future of Ivey?

"Ivey is one of a very small number of institutions in Canada that can aspire to be competitive on a global basis. Canada needs some beacons—institutions that stand out, that people take pride in and want to be part of. There's a momentum that

comes from being in a leadership position. Ivey can aspire to leadership, and that excites me."

Brian Heald, MBA '85, Managing Director, CIBC World Markets

Regina native Brian Heald did an undergraduate degree in geological engineering and an MSc in geotechnical engineering. Graduating into a recession in the early 1990s, he decided to pursue his interest in finance and economics at Ivey. After graduation, he joined Gulf Canada in corporate planning and finance, and then moved to Nesbitt Thompson and later HSBC. In 2000, Heald joined CIBC World Markets. Heald made a gift of \$250,000, which was matched by the Ivey Family Challenge to create the \$500,000 Brian D. Heald Endowment at Ivey.



What were the most important things you learned at Ivey?

“Ivey opened my eyes to the range of opportunities in business. In my world you have to have strong core skills in finance and economics, and Ivey has a very high standard in that regard. But in addition, what you get at Ivey that I don’t think you necessarily get at every other business school is the strategic thinking, management and leadership component. It’s a combination of great faculty, the case study approach, and the experience level of the students.

What do you enjoy about your job?

“Investment banking is a dynamic, fast-moving business. It changes every day as market conditions change. It’s very competitive, and always challenging. I enjoy getting out with clients, understanding their businesses and finding ways to add value.”

Why did you give to the Campaign for Leadership?

“I support all three universities I attended. As time goes on, I’ve understood the real value of my education and how important it was to my career. I see the Campaign for Leadership as an opportunity to give back, to help those who are coming behind me, to help universities in an era when funding is much more challenging than it was in my day.”

“I’ve chosen to create an endowment. The funds will be permanently invested and the earned income will be used for the School’s

highest priorities. I feel that the leadership of the School knows where the needs are and must have some flexibility to respond.”

Beyond your work and Ivey, what are your passions?

“My family, sailing, hockey, politics. It’s easy to be critical of our politicians and our political process, yet if you don’t make the effort to participate in the process and help bring about change, it doesn’t improve.”

What are your hopes for the future of Ivey?

“The world is a smaller place all the time. We are fortunate in Canada to have the kind of expertise and excellence that Ivey has always maintained. I’d like to see Ivey continue to broaden its reputation and reach globally.”

**Simon Cua, EMBA ’05 (Hong Kong),
Managing Director,
Linkz Industries Limited**

Simon Cua’s business career followed the trajectory of the Chinese economy since the introduction of the Open Door policy in the early 1980s. Linkz is a company that manufactures networking wire and cable in south China and exports it worldwide. Cua has been part of the company for more than 25 years. He gave \$100,000 to the Campaign for Leadership to support the new Ivey building.

What were the most important things you gained from Ivey?

“After many, many years in operations and management, I needed to recharge myself, to do some thinking outside the box. I’ve always tried to gather

ideas from people within my industry, but it was helpful to share experiences with people from other industries. The program exposed me to different classmates from different countries and I saw how they view China.”

“The case study method is a whole different ballgame from traditional study. I learned from the case studies, and I also learned a lot from the different perspectives of my classmates. In fact, I have hired several of my classmates!”

Why did you give to the Campaign for Leadership?

“I remember the current building from when we were there many years ago

during our London residency. Ivey staff member Cathy Vitkauskas explained to me that with new technologies and methodologies, Ivey needs a new building to facilitate teaching.

“I believe it’s very important for Hong Kong alumni to give back, even though we’re thousands of miles away. This new building will be a Mecca, not only for Canadian alumni but for alumni anywhere in the world. Although Hong Kong is far away, once you get those alums together, they’re a very strong force!”

What are your hopes for the future of Ivey?

“The world is flat. As business becomes



THE WORLD IS FLAT: Simon Cua, EMBA '05, supports Ivey's international ambitions and its home base

increasingly global, I'd like to see the School spend more resources in Asia, because a lot of industries in Asia could benefit from what Ivey offers. And they could reciprocate too. There are still lots of executives here who need to learn more about business."

John Schumacher, MBA '84,
CEO, East Coast Fund Management Inc.
Schumacher completed a degree in law at the University of Toronto before enrolling at Ivey for his MBA. After Ivey, he became a foreign exchange trader at TD Bank. He gradually took on more senior roles, rising to Vice-Chairman TD Securities, and then heading Citibank Canada's Canadian trading operations. He joined Scotiabank in 1997, serving as

co-CEO of Scotia Capital until 2008 when he left to start East Coast. Schumacher made a major unrestricted gift to the Campaign for Leadership.

What were the most important things you learned at Ivey?

"I learned a lot about working hard, being reliable, and doing things on time. I came out with a new level of confidence—I didn't know what I was going to do but I knew Ivey had prepared me to solve problems, and manage situations and people. The process of defining the problem, choosing decision criteria, developing alternatives, and making a decision—that never goes away. And of

course, I learned the importance of working in teams."

What are your proudest career achievements?

"I'm proud of what we've achieved at East Coast after 18 months. We have an offering memorandum, some high net worth money, and we're trading and operating. I'm in charge of trading, and I'm also in charge of ordering the pencils and post-its!"

Why did you give to the Campaign for Leadership?

"At the bank I started being involved when Ivey came on fundraising calls. It got me thinking about how central

my Ivey education was to a lot of things that happened in my life. I realized I should start doing something for the School.

"I made my gift unrestricted because I'm not a micro-manager. I don't pretend to know what the needs are around the School, but Carol does. The most important thing was to give something back to the School, not to make it a tribute to myself."

Aside from your work and Ivey, what are your passions?

"My family and the cause of attachment disorder, which has touched my family. Attachment disorder refers to problems that occur when children



don't get enough care and attention in the early years of life. We think there are a lot of people out there who may have this issue. We started up the Attachment Association of Canada and funded it through our family foundation, to educate people about the disorder and train therapists."

What are your hopes for the future of Ivey?

"I would like to see the School continue to think outside the box and be innovative. And I hope that Ivey will continue to attract the best and the brightest, regardless of financial status. High quality higher education shouldn't be the province of rich kids only."

David Kassie, MBA '79, Group Chairman, Canaccord Genuity
Susan Harris, MBA '82, CEO, Executive Coaching Associates
 David Kassie grew up in Montreal, and completed a BComm at McGill before enrolling at Ivey. He worked with Wood Gundy and CIBC World Markets, where he served as Chairman and CEO. He was a founding partner, Chairman and CEO of Genuity Capital Markets, a start-up investment bank that was purchased by Cannacord in 2010. Susan Harris completed a Masters in Social Work and practiced as a social worker before doing her MBA. She went on to a career in business, ultimately serving as vice president with MDS Diagnostic Services, and then established her own coaching business. David and Susan contributed \$500,000 to support Ivey's Toronto campus.

What were the most important things you learned at Ivey?

David: "That there are no right answers, just better answers. Ultimately, it's

about getting as much information as possible and then having to make real-time decisions and judgements. That and the relationships I developed at Ivey are the most outstanding aspects of my time at the school."

Susan: "For me Ivey was about being able to integrate into a world that was very unfamiliar to me. I was a social worker with a bunch of engineers and commerce guys, so I learned a lot about adaptation and flexibility."

What are your proudest career achievements?

David: "During my last seven or eight years at CIBC World Markets we grew the business substantially, became the market leader, and had some outstanding financial results. Genuity was a start-up. We built a reasonably good franchise with a high-end cachet, and created a lot of value for the partners in a five-year period."

Susan: "Over the past 14 years I've worked with close to 200 individuals in 50 organizations, and I feel I've left a positive impact on their working and emotional lives. It doesn't sound monumental, but for me knowing that I've touched people's lives and helped them to be more productive is very satisfying."

Why did you give to the Campaign for Leadership?

David: "As a member of the Ivey Advisory Board, I'm very aware of what the School is trying to accomplish. And I have always appreciated the education I received, and the

opportunity it provided me from a career perspective. I wanted to give something back."

Susan: "We supported the Toronto campus because we saw it as being strategically important to Ivey to have as much profile as possible in Toronto, the largest business centre in Canada. It's a great marketing opportunity for the School, and it makes sense to have executive programs where the majority of executives are."

Apart from your work and Ivey, what are your passions?

Susan: "Our daughters, Caroline and Emily. Caroline is at the University of Pennsylvania and Emily attends

Browne University. I love the arts and I love politics. And my husband, of course!"

David: "I'm also involved with the boards of Sick Kids Hospital and the Toronto International Film Festival. The common theme for me is world-class institutions based in Canada. I think each one of them is as good as any in the world."

William Shurniak, Emeritus member, Ivey Advisory Board, former member Asia Advisory Board, former Executive in Residence

Bill Shurniak grew up in Saskatchewan and started work as a teller at CIBC. He moved through the ranks, eventually



Duet: David Kassie, MBA '79 and Susan Harris, MBA '82, supported Ivey's Toronto campus.

moving to Jamaica as manager of the bank's operations there. In 1974 he was transferred to Hong Kong. In 1984, after returning to head office in Toronto, he was offered a job with the Cheung Kong (Holdings) Limited group of companies in Hong Kong. He retired in 1997 but remains on the boards of several companies.

How did you become connected to Ivey?

"It started years ago when Professor Paul Beamish was a doctoral student. I was asked to meet with him because he needed to talk to somebody with practical experience working overseas. We hit it off right away, and that led to a friendship that has lasted to this day."

You were a strong supporter when Ivey established its Hong Kong campus. Why?

"When Paul told me that the School was considering the possibility of establishing some form of Executive MBA in Hong Kong, I said, 'If you're going to do it, do it properly.' There were a lot of universities coming into Hong Kong from various countries, offering programs on a part-time basis, primarily by correspondence. I'm delighted that Ivey chose to establish a campus in Hong Kong and that the School is doing well, having established an excellent reputation in the region."

What made you successful in international business?

"You know, there are some differences but business is business wherever you work. The biggest challenge is adapting to different customs and cultural differences. I think I had the ability to adapt and adjust, and to enjoy the process."

This is your second major gift to Ivey. Why did you give to the Campaign for Leadership?

"When I retired in 1997, the Dean invited me to go on the Ivey Advisory Board and also to be Executive in Residence. I had a lot of fun working with the students. I felt I wanted to

do something for the School, and I directed my gift to international business because that goes back to what Paul was working on."

What are your passions?

"My art collection and the gallery I built in Assinboia to house it. My family home, where I was born and grew up. And my province—it doesn't matter where I travel, Saskatchewan is always home."

Your advice to an Ivey grad interested in a career in international business?

"Go for it! It broadens your perspective, thinking and experience. Go with an open mind, ready to adapt and face different challenges."



Friends for life: Liz Ross, MBA '84, and her red-footed tortoise Merle. Merle could live to be 50.

Animal Instincts

Why share your life with a tortoise, or any other pet for that matter? Ivey grads tell us their animal companions teach them to relax, to laugh, to get outside, and to see the world through new eyes.



When Intouch first proposed a feature story on alumni and their animal companions, we reached out to Ivey class agents for subject suggestions. We were deluged with wonderful stories. But we also heard from several alumni who thought the whole venture was frivolous.

So why are we doing this story? Because, as renowned animal behavioralist Temple Grandin put it in a recent book, “Animals make us human.” Our humanity is defined in part by how we interact across species lines. We understand more about ourselves when we try to understand the world from the perspective of a cat, dog or horse (or even a tortoise!).

Animals encourage us to laugh and play in ways that are not

generally encouraged in the corporate world. They help us relax. They get us outside and get active. They connect us to the natural world. They give us something to think about other than the next quarterly report. Dostoyevsky put it well: “Love the animals: God has given them the rudiments of thought and joy untroubled.”

Liz Ross, MBA '84, and Merle

Liz Ross is terrified of snakes. Oddly enough, that’s why she ended up with a 10-lb. tortoise. Merle has become a valued member of the family.

Eight years ago, Liz’s children, then 7 and 9, were fascinated by reptiles. She knew she could never live with a snake, so when a client told her about a tortoise who needed

a new home, she thought it might be the answer. “We don’t know how old he is, or even whether he’s a ‘he’,” she admits. “But we did some internet research to figure out what to feed him and how to care for him, and just sort of made it up as we went along.”

Merle is a red-footed tortoise, a native of South America named for the bright red scales on its head and feet. Red-footed tortoises, which can live up to 50 years, eat mostly plants, but also small amounts of meat or carrion. For Merle that means a few pieces of dog kibble or something fresher. “He loves earthworms,” says Ross, “so when I’m gardening he’s always right under my feet. I have to keep pushing him away.”

Merle has the run of Ross’s

backyard and goes with her to the family cottage every summer weekend. He generally stays hidden until somebody comes to sit outside, when he emerges to socialize. “He’s ticklish, I think. I can tickle the lower part of his shell and he wiggles and moves his feet.”

Merle, Ross says, is an amazingly low maintenance and accommodating pet. He has just one vice. “He is very attracted to anything red, so if I have my toenails painted I have to be careful that he doesn’t take a bite out of them!”

Sal Sloan, HBA '03, and Chewy

Sal Sloan, a soccer player and fitness instructor, likes to stay in shape. She also adores her dog,



Stick to it: Sal Sloan, HBA '03, has a new business that combines quality time with your dog and fitness.

a Shepherd-collie rescue named Chewy. When she started doing a “boot camp” exercise program at 5:30 in the morning and then returning home to take Chewy for a walk before work, it occurred to her that it would be great if she and the dog could get fit together.

That was the genesis of Fetching, a new Toronto-based business that offers dog owners and their canine friends a combination of physical fitness and obedience training.

Sloan left her day job in marketing in late 2009 and spent several months holding informal focus groups and developing her business plan. “What I gleaned was that it wasn’t so much the exercise people were looking for—it was quality time

spent with their dogs,” she says. “When you’re busy and you take your dog for a walk, it’s a chore. With Fetching, it’s having fun together.” She partnered with the trainer who had worked with Chewy when he was a puppy, and gradually the program came together.

After a test drive in late winter, Fetching launched formally in early June. Fetching has been featured on several TV shows and in *The Globe and Mail*. The program will continue at two indoor locations during the winter. “Eight out of ten people who try us out come back, which is the most important measure for me,” says Sloan. “Every week we have new people, and they’re starting to spread the word. It takes time to grow a

business, so we’re just being patient and persistent.”

Ervin Wilson, MBA '84, and Brodie

Okay, picture this. A big burly construction worker is working on a high-end project where everything must be perfect, but he’s having a bad day. Instead of cursing or throwing things, he turns to a friend and says, “Brodie, I need a hug.”

Brodie, who happens to be a Golden Retriever, hitches himself up, places his paws on the man’s shoulders, and leans in. Invariably, it does the trick. Tempers cool and frustration fades.

No wonder Brodie is considered the site supervisor at the magnificent house under construction on a site

overlooking Lake Huron in southern Ontario. His owner, Ervin Wilson, is the titular supervisor, but even he admits that Brodie has everything under control. “He makes the rounds on the ATV and says good morning to every person on the site, checks out the roof, which is 68 feet high, climbs all the stairs and ladders, and patrols the beach.”

Brodie arrived at the site as an eight-week old puppy. Now three, he lives the perfect dog life, running seven or eight miles a day, swimming in the lake twice a day eight months of the year, and chasing the wild turkeys and deer that wander by. He is so popular with the workers that several want him to be bred so that they can raise one of his sons or daughters.



Six feet, two brains: Bruce Lamb, HBA '85, and Rapport work as partners to win eventing competitions.

"I've had a few dogs and been around dogs all my life, and Brodie is the best dog I've ever known," says Wilson with quiet pride. "Everybody loves him."

Bruce Lamb, HBA '85, and Rapport

"It's a partnership. When we're out on a course, I'm having a conversation with him. 'Okay, good boy, let's go to the next one, this one's going to be a little tricky, slow up, buddy...' And you can tell that he's listening hard."

That's Bruce Lamb, describing his relationship with his horse Rapport. They met when Rapport was being boarded at Lamb's mother's farm near Lucan, Ontario. When the horse came up for sale, his mother

bought him but found him too much of a handful. "That was seven years ago," says Lamb, "and he's basically become my buddy and good friend."

Lamb has ridden since he was a child. He tried Rapport with polo, but the sound of the thundering hooves made the horse nervous. Instead, they took up eventing, a combination of dressage, stadium show jumping, and cross-country jumping. Rider and horse thrive on the discipline and competition. "It's challenging and it's good fun," says Lamb. "When we get out on a cross-country course, his ears are perked up. He's really engaged and wanting to do well." In fact, Lamb says it's often Rapport who pulls victory out of the jaws of defeat. "He rescues me all the time. When I get

him into a jump and the striding is not quite right, somehow or other he will manage to get over the fence without knocking it down." This year, Rapport and Lamb were second in their eventing division in Ontario.

Rapport is big—almost 17 hands—but gentle. And he's a soothing influence when Lamb gets caught up in business. "If I'm having a bad day, going out with Rapport and wandering the trails for half an hour is exactly what I need to wind down. Riding is my therapy."

Steve Legler, MBA '91, Caedmon, Bosco, Lola, Mika, et al

Steve Legler admits that he's lost count of the animals living under his roof.

"It's the hamsters I can't keep track of," he laughs. "They're my wife's department. We bought one hamster for my daughter for her birthday on a Saturday, and by Monday we had 10!"

Legler grew up without pets but when he and his wife Julie Hamel, MBA '92, moved into their first house, his father gave them a Golden Retriever puppy, Rufus. As Rufus got older, Bosco, now six, joined the family. When Rufus died, Caedmon, a rescue dog "of unknown age and lineage, but definitely part German Shepherd" was adopted to keep Bosco company.

Around the same time, one of Julie's employees offered her a Chinchilla Persian kitten, Mika. Meanwhile, Legler himself got interested in having an aquarium



PHOTOGRAPHER: ANDREW GALLINI

and became a collector of Cichlids, brightly-coloured fresh water fish originally from Africa. His son Richard also has an aquarium.

Legler was at the local pet store to look at fish when Lola entered his life. Someone had found the tiny kitten, only a few weeks old, and was looking for a family to care for her.

Surprisingly, the dogs and cats, after a settling-in period, get along very well. Legler has a rule that cats are allowed anywhere in the house, but the dogs are only allowed downstairs, so the cats always have a way to escape canine harassment. The real challenge, he admits, is going away for a holiday. Fortunately, the young woman who babysits Legler's children is usually willing to house- and pet-sit.

Why have so many pets? "It's interesting and it makes things more lively. I'm never really alone, even if Julie and the kids are out."

Garnet Pratt Siddall, MBA '95, and Zeus

When Garnet Pratt Siddall moved from New York to Toronto in 2002, she was still feeling the effects of 9/11. Zeus, her chocolate lab puppy, was part of her therapy. "I was having significant issues with Post Traumatic Stress Disorder," she says. "That's not why we got a dog, but it was an unintended benefit. Even on the worst days, he always did something to make me smile."

Siddall grew up with dogs and horses, but never considered a

pet while working as an investment banker in New York City. Over the past year, she has also started riding again, and now has two horses, Gretal, a four-year old, and Cooper, 12.

But Siddall has gone far beyond caring for her own animal companions: as a member of the new board at the Toronto Humane Society, she is reaching out to thousands of abandoned animals.

In November 2009, the Toronto Humane Society was raided by the Ontario Society for the Prevention of Cruelty to Animals. A court order required that the prior board step down and a new board be elected. Siddall was part of the slate elected in May 2010. The shelter re-opened in late June.

"The biggest thing that we as a Board want to accomplish is to give every animal at the shelter the best chance at the best life it can have," she says. That means controlling admissions, using euthanasia only when absolutely necessary, offering education to inexperienced pet owners, and launching an affordable spay and neuter clinic.

Above all, says Pratt Siddall, it's about re-building faith in the organization. "We're going to have to slowly and patiently prove that we are changing things for the better," she says. "This is an incredible challenge for me, and a wonderful way to be involved in something I can get really fired up about."

Alumni Association

A Message from Mark Healy

Wow.

Almost two years ago the IAA came up with the idea of a completely new event designed to engage Ivey alumni around the world.

We knew there were alumni who couldn't make it to Homecoming, didn't live in a chapter city, or couldn't fit in regular alumni chapter events—people who believed in Ivey but weren't actively engaged. We also knew that our committed alumni volunteers wanted to come together around one big project.

Global Ivey Day was born.

We were realistic about what to expect in the first year. It takes a while for new ideas to catch on, right? Wrong. Global Ivey Day was a smash hit, right out of the gate.

There were more than 30 events in 26 cities around the world, including several that don't have IAA chapters. Glittering signature events were held in Toronto, Calgary, Hong Kong and Vancouver. Ivey alumni everywhere participated in a powerful global webcast. More than 1,100 people in Toronto alone participated in activities throughout the day.

But the best part of Global Ivey Day for me? The number of small organic events that popped up all over the globe—from cocktails in Yellowknife to dinner in Dubai—organized by alumni who chose to re-engage with Ivey on their own terms. How cool is that?

The first annual Global Ivey Day isn't over—it's ready to re-live at www.iveyday.ca. Be sure to tell your stories and upload your photos and videos.

And of course the second annual Global Ivey Day, November 3, 2011, is right around the corner. Start planning now.

Mark Healy, MBA '05
Chair, Ivey Alumni Association
Board of Directors

Look who's in your network.

In this issue of Intouch, we continue our series of "Look who's in your network." profiles, designed to showcase the power of the Ivey network in a fresh, compelling and human way. Each of these people—regardless of when they graduated—is in your network!



Jay Switzer, MBA '83,
Former President and CEO CHUM Limited,
advisor and board member to several media companies

How did you end up at Ivey?

My father was a cable TV engineer. He built systems in one small town after another. My mother was a journalist. After university I worked for Maclean Hunter Publishing as a media research analyst for two years. Then I realized that if I didn't improve myself, I'd be in that same cubicle for 40 years.

Best memories?

I loved almost everything about Ivey. I wanted to work hard and I took it very seriously. I can honestly say that I've only been to the Ceeps once in my life! I knew I was with the best and the brightest. You always think you're not quite as capable, so you have to work a little harder.

What did you take away from Ivey?

In my business, you don't brag about having an MBA. You don't put it on your business card or your wall. In media, the business side is

important, but so is the content and creative side. There's no dichotomy, no conflict—good executives have to live in both worlds. The Ivey MBA gave me the quiet strength to do that.

Proudest career achievements?

I'm proud of the fact that I was CEO during the last five years of CHUM's existence. We were able to take it from a well-respected but sleepy company to one of the great media companies in Canada. And we did it by living the principles of collaboration, respect, diversity, creativity and innovation. The best media companies recognize that there is a special obligation that comes with the privilege of being in the living rooms and cars of millions of Canadians. That means you don't just entertain and inform: you do good.

Right now I'm assisting either as a board member or a shareholder in a bouquet of media companies. I have a larger personal interest in a suite of high

definition movie channels that were recently licensed. The challenges in the old part of the media business are balanced by the great opportunities in the new part. It's a thrill to be part of it.

What is success? What is leadership?

For me, success is having your work remembered for the way you treated people and the things you helped to create. Everybody has a different leadership style. My approach is very collaborative. I'm a big believer in choosing the very best people, giving them the resources they need, creating structures to support them, and then getting out of the way and letting great things happen.

What do you do when you're not working?

Some people are into music or golf; I love television. I like nothing more than to go down to the Los Angeles screenings and watch every television show produced in the world. I love screen-based storytelling. It's not work, it's pleasure.



Frank Spano, HBA '04
Founding Partner,
Garage Living and NewAge Products

What did you like best about Ivey?

I liked the fact that Ivey's program wasn't based only on academics. I was pleasantly surprised by the diversity of my peers—intelligent individuals who were passionate, well-rounded and extremely motivated. You feed off that energy—it brings out the best in you and inspires you to work harder.

Most vivid memories?

No matter how many regular cases you do, you always remember the learning (and the pain!) of the 48-hour reports. I remember one time when we had six people with six totally different perspectives on the case. We were at a deadline with six hours to go. Ultimately, we handed in a good paper, and the experience taught me the tenets of being an effective team player.

I spent my last semester in Barcelona and then traveled through Europe. That created lifelong

friendships and learning that I couldn't get in a traditional classroom.

What did you take away from Ivey?

Ivey taught me the importance of building a scalable business plan, using your personal network, and focusing on your niche.

Proudest career achievements?

When I graduated I went to work at a large consumer packaged goods firm, focusing on new product development. To transform a product from an abstract concept to on the shelf at a retailer—that got me excited. With fellow Ivey alums, I took the entrepreneurial route. We started our company from nothing. We've become a growing distribution company servicing major retailers across the US and Canada, and we've renovated thousands of garages in the Toronto area.

What is success? What is leadership?

Success is having the freedom to pursue your passions, and to help others get there with you. Leadership is about vision—dreaming up possibilities and inspiring your team to make those possibilities a reality. Leadership in an entrepreneurial role sometimes takes nerves of steel. You have to be committed to your goals and not waver, no matter what hurdles confront you.

What do you do when you're not working?

I like to mountain bike, play tennis, and get out West in the winter for some snowboarding. I try to learn one new skill each year: last year it was scuba diving, and this year I'm working on my Spanish.

Where will you be in ten years?

When you're excited to get to work on Monday morning, you know you've chosen the right career. I see myself building this business to the next level.

Alexa Nick, MBA '95

Founder, myPractice and Partner, BottomLine Group

How did you end up at Ivey?

When I was 16, I got my first real job as a mail girl at Alcan Aluminum in Montreal. With the clarity of vision only a teenager can have, I figured that I would move quickly from simple mail girl to CEO! With a degree from McGill University I worked at Alcan as a business analyst, and my boss encouraged me to pursue an MBA. Ivey was the *crème de la crème*, so it was an obvious choice.

What did you take away from Ivey?

I learned to approach a business problem from many different angles. The case method was an eye opener for me and the participation requirement forced me out of my shell. And I learned that communication and storytelling are critical in any business process. But at the end of the day, Ivey is about the people. I loved being part of the LEADER Project, and I enjoyed writing cases for the School.

Proudest career achievements?

I started my own business in the toughest possible economic times. I took a big chance and I'm proud that the business continues to evolve and thrive. Starting a business is the hardest and most rewarding thing I've ever done. The business revolves around the idea that the only way to improve your skills is through "deliberate practice"—a discipline proven in the arts and sports, but inconsistently applied in a business context.

What is success?

I've always said that I want to have an impact. I'm not sure what that looks like, but I know that I want to be able to influence people's thinking and ideas. I would like to be honest with myself in setting those goals and in turn create lasting changes in the way people think and in how they apply that to what they do.

What is leadership?

Leadership is about inspiring action. Good leaders get everybody moving in the direction of their vision. It's very important for a leader to demonstrate integrity and passion.

What do you do when you're not working?

I'm passionate about keeping active and getting outside—"deliberating practicing" my emerging tennis skills! I also spend as much time as I can with my wonderful 8-year old daughter and my twin sister who is a nature nut, visual artist and mountaineer. I'd ski year round if I could!

Where will you be in ten years?

The next ten years will be about building my company and finding balance. A personal goal is to be invited to speak at a TED conference (www.ted.com)!

Celebrating the Spirit of Ivey

Every year the Ivey Alumni Association recognizes exceptional graduates—leaders who live the Ivey values, and look for every opportunity to work with other alumni, promote the School and support it with gifts of time, talent and creativity. At Homecoming 2010, Distinguished Service Awards were presented to Sylvia Chrominska, HBA '75, David Cornhill, MBA '80, and Paul Sabourin MBA '80.

Chrominska, Group Head, Global Human Resources and Communications, was recognized for her contributions as a member of the Ivey Advisory Board, a participant in the Alumni Partnership Program, a speaker at the School, a member of the 35-year class reunion organizing committee, and a vice-chair of the cabinet of the Campaign for Leadership. She established a scholarship fund for women, and is a key connector between Scotiabank and the School.

Cornhill, Chairman and CEO, AltaGas Income Trust, is a strong supporter of Ivey in Calgary. He serves as a member of the Ivey Advisory Board, supports networking sessions and alumni events in Calgary, and speaks at the School and at chapter events. He is also a generous financial supporter.

Sabourin, Chairman and Chief Investment Officer, Polar Securities, has been a member of the Entrepreneurship Council and the Ivey Advisory Board since 2006. He has also served as a class agent, spoken at the School, sat on the Annual Fund Council, and sponsored the Business Leader Dinner.





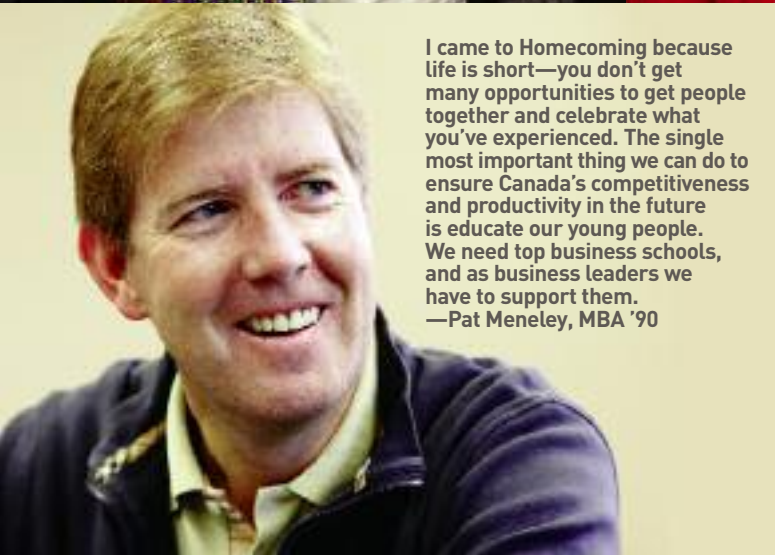
PHOTOGRAPHER: NATIYON WONG

Homecoming 2010

Homecoming is a time to relive the good times, reflect on the value of an Ivey education, and renew old friendships. For the more than 950 alumni and friends who returned to Ivey in October, it was a weekend to remember.



The EMBA gave me the opportunity to see the multi-disciplinary, cross-functional aspects of business and leadership. It broadened my horizons and gave me the confidence to take my career in a whole new direction. My father graduated from Ivey 25 years before me, and now my son is at Western. I want Ivey to continue to be at the forefront of developing tomorrow's leaders.
—Marc Lacoursiere, EMBA '05



I came to Homecoming because life is short—you don't get many opportunities to get people together and celebrate what you've experienced. The single most important thing we can do to ensure Canada's competitiveness and productivity in the future is educate our young people. We need top business schools, and as business leaders we have to support them.
—Pat Meneley, MBA '90





We took a set of practical skills from the HBA, a way of solving problems that's useful in any professional environment. But it was really about being in a class with people who believed that they could change the world. When we got together at Homecoming it was fun to see all the different ways they are changing the world!
 —Laura Entwistle, HBA '90



The most enjoyable part of my Ivey experience was the tremendous bonding that took place in our class. Fifty years later, it was as if we had never been apart! Ivey gave us a disciplined approach to analyzing problems, pulling together the facts, making a decision, and executing it. The purpose of a university education is to help students learn how to learn—and that's what Ivey did for us.
 —John Currie, HBA '60



Looking for Class Notes?

To protect the privacy of our alumni, Class Notes are not available on the public Intouch website.

To view the most current Class Notes, please log in to the Alumni Portal, exclusively for Ivey alumni – www.ivey.uwo.ca/alumniportal

Case Study

This “mini-case” is designed 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

Richard Ivey School of Business
The University of Western Ontario

Defending Reputation HOW TO MANAGE A PUBLIC AFFAIRS CRISIS

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The cell phone rang once, then twice, before Jerome Black was able to answer it. It was 6:45 a.m. and Black was just stepping out of the shower. On the line was his boss, the CEO of The Outdoor Stores. “Did you read the Times this morning?” he asked. “I can’t believe we are being dragged through the mud. I need to see you as soon as you get in. We need a strategy to defend our reputation!”

The Outdoor Stores

Black was the Manager of Communications for The Outdoor Stores, a specialty retailer of products relating to adventure and the outdoors. The Outdoor Stores carried everything from clothing to camping supplies, from travel accessories to sporting goods. The common thread was that everything appealed to those who lived an active and adventurous lifestyle.

The Outdoor Stores had 25 stores, located across Canada, in big box shopping centres, in every major city. Stores had a rustic, outdoors décor, with log timber moldings, fake waterfalls, and the sound of birds and crickets chirping as background music. Since it was established in 1976, The Outdoor Stores had built a loyal following. It was the fashionable place to shop for everyone who spent time outdoors or wanted others to believe they did.

The Outdoor Stores differentiated itself from the competition by building deeper and involved relationships with its customers. Every weekend The Outdoor Stores hosted outdoor activities, offering customers the opportunity to experience a different activity. This kind of initiative attracted a loyal and passionate customer base. The primary customers enjoyed being active and had a heightened awareness about the environment. The store brand said something about them as consumers and citizens.

Wood-based Clothing

Earlier in the year, The Outdoor Stores introduced a new line of clothing made with fabric based on recycled wood. Like bamboo products, the material was attractive, soft and durable. It avoided petrochemical-based synthetic fibres such as nylon, spandex and lycra, so its environmental footprint was less than that of its competitors.

After the spring launch, there was widespread consumer acceptance and sales were brisk. Several articles appeared in the print media as well as on television. The Outdoor Stores were hailed as a leader in the green movement, helping to set standards for other retailers.

The Controversy

This morning in the National Times, a newspaper distributed across the country, the headline story was titled, “Phony Promises.” The article’s premise was that the line of wood-based clothing sold by The Outdoor Stores was not made from recycled fibres, but with fresh-cut timber. The journalist alleged that this clothing actually added to the problem of deforestation. She quoted an environmental expert as saying that, despite appearances, The Outdoor Stores was a typical corporation, profiting from the trust their customers placed in them.

Black dried himself off, ran to the front door, picked up his newspaper and read the article. He didn’t know if the allegations were true. As he read, his mind raced through all of the possible repercussions. He wondered how the loyal customers of The Outdoor Stores must be feeling.

There were so many directions Black could move, but he knew he had to get his thoughts together quickly. What should Black recommend to the CEO as a plan of action?

Go to www.ivey.uwo.ca/alumni/intouch/casestudy to read the expert’s opinion and share your thoughts.

This exclusive Intouch case was written by Glenn Yonemitsu, MBA ’89, CMC, Chief Executive Officer, Canadian Association of Management Consultants and President, NEXT Strategic Advisors. gyonemitsu.mba1989@ivey.ca

IVEY



HILITER

IVEY Campaign for Leadership

STEPPING UP FOR THE NEXT GENERATION

Ivey students Ashley Kennedy and Kalen Trissey

The Campaign for Leadership reaches \$155 million

For more than 85 years, the Richard Ivey School of Business has produced powerful business leaders. Now it stands on the cusp of a new era. We are growing and enhancing our teaching and research, and building an iconic new home. We are re-asserting our place as Canada's premier business school.

On September 21, 2010, we proudly launched the Ivey Campaign for Leadership. The Campaign will result in a \$200 million investment in the Ivey Business School. To date we have raised more than \$155 million, and the momentum is building.

We, the Campaign Co-Chairs, salute and thank the donors and volunteers who have already stepped up, and all those who will step up in the months ahead. Thank you for sharing our vision of creative and courageous leadership for Canada and the global business community.

Arkadi Kuhlmann, HBA '71,
MBA '72, LLD, Chairman & CEO,
ING DIRECT

Pierre Morissette, MBA '72, LLD,
Chairman, CEO and Founder,
Pelmorex Media Inc.

Joe Shlesinger, MBA '86,
Managing Director,
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