

# INTOUCH

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## A NEW DEAN TAKES THE HELM

Bob Kennedy brings an impressive pedigree, a warm manner, and a strong commitment to knowledge creation

*Also in this issue*  
**ALUMNI IN  
GOVERNMENT  
and  
LIFE AFTER  
WORK**

# Intouch Features

## **INTRODUCING DEAN ROBERT KENNEDY** | *Page 12*

He takes the helm at a high point in Ivey's history, bringing with him an impressive array of experience and expertise. So what has our new Dean learned in his first 100 days on the job, and where will he take things next?

## **GOING PUBLIC** | *Page 16*

Some people see it as going over to the Dark Side, but many alumni have put their Ivey experience to work in government at the municipal, provincial or national level. They embrace the challenge and complexity, and value the opportunity to have an impact.

## **REDEFINING RETIREMENT** | *Page 22*

A lot of Ivey grads are uncomfortable with the "R" word. After spending their careers working and playing hard, they are tackling the next chapter with gusto.











## Intouch Departments

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Ivey alumni have helped build a high-growth division at Bombardier Aerospace.

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Do you play the slots? Are you a slave to loyalty cards? Can't resist a sale announced by email? June Cotte and Miranda Goode are intrigued by what makes consumers tick (and buy).

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Cabbage Boy is the super hero featured in Steven London's new book. Prepare to be grossed out and keep your kids chuckling.

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Ross Clouston's two sons established a scholarship to honour his achievements and spirit. More than a dozen Ivey students have used it as a launching pad to success.

### **YOUR IVEY NETWORK** | *Page 33*

Who's doing what, where and with whom? This section, which includes your very own Class Notes, is dedicated to accelerating and amplifying the benefits of the Ivey network and connecting you to one another.



# Editor's Note



PHOTOGRAPHER: NATION WONG

WELCOME TO THE SPRING 2014 EDITION OF INTOUCH! THIS IS MY FIRST TIME IN THE editor's chair, and I'm excited to be leading the development of the magazine on an interim basis.

In January, Kelly Cole, Ivey's Executive Director of Advancement, left us to become Vice President External at Western University. Kelly is a powerful leader with a special talent for developing strong teams. Her legacy is a group of committed Advancement staff members, and an equally passionate group of alumni volunteers, all focused on sustaining Ivey's place as Canada's premier business school and building value in the Ivey network.

I am proud to have been part of Ivey for 16 years, and a member of the alumni relations team for more than 15. I've been on the Intouch Editorial Board for many years. The Ivey graduates I work with energize and inspire me, day in and day out, so the magazine is a natural extension.

I'm the first to admit that I don't know a great deal about running a magazine! But I know the editorial board will keep me on the right track. Its members lend us their expertise, experience, and perspective, helping us to deliver a magazine that builds connection and pride.

In this issue, you'll find a feature about Ivey alumni who have made careers in the public sector and another about alumni who have stepped away from full-time employment and are channeling their energy in new directions. You'll also have the opportunity to meet Dean Bob Kennedy in an in-depth interview.

Many of you may also get a chance to meet Bob in person. He is in the midst of a six-month "road trip" that will take him across Canada and around the world to connect with alumni. Bob was well aware of the uniqueness of the Ivey community before he joined the School, and is enjoying the warm Ivey welcome wherever he goes. If you get a chance to attend a road show event, please do—I know you'll be very impressed by our new Dean and his innovative ideas.

## TERRI GARTON

Acting Editor-in-Chief  
Director, Alumni Relations

**INTOUCH ON THE WEB**  
[www.ivey.ca/alumni/intouch/magazine](http://www.ivey.ca/alumni/intouch/magazine)

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Cover Photo: Nation Wong



PHOTOGRAPHER: NATION WONG



## June Cotte and Miranda Goode are interested in why consumers do what they do

**What were some of the important early influences on your life?**

Cotte: Attending basketball camp at the University of Manitoba. Nobody in my family had gone to university, but being exposed to university from a young age, I got it in my head that it was the next step after high school.

Goode: My Grade 12 biology teacher, who fuelled my passion for science, and my marketing professor in undergrad who helped me appreciate what a career as an academic would be like.

**Why did you focus your research on consumer behaviour?**

Goode: As a biology student I started off doing a lot of research in the bio-control of livestock pests. But I soon realized that it was more interesting to study people than bugs!

Cotte: I was working at Union Gas when I discovered that I enjoyed research but didn't like supervising staff. I started out to do a PhD in international marketing strategy, and found that, for me, strategy was not as rich a field as studying the behaviour of individual consumers.

**What are your key contributions to the field of consumer behaviour?**

Cotte: Gambling behaviour has been an interest of mine for many years. Another area is temporal perception—how people understand time and how that influences

their behaviour. For example, we have shown that people's perception of time influences their behaviour in loyalty programs.

Goode: I hope my most significant contribution is still to come, but I'm proud that my research on the subtle effects of exposure to money on behaviour has inspired so many other researchers to investigate this area.

**What is the project you are working on together?**

Goode: In our everyday lives we're bombarded with "consumer cues"—opportunities and encouragements to buy. Our research is about what effect this constant barrage has on how we think, feel and behave, how people manage these cues, and what happens when the effects spill over into other contexts.

Cotte: We're interested, for example, in what happens in health care when people act like consumers rather than patients, or in education, when they act as consumers rather than students.

**How does your research help marketers?**

Cotte: I always joke that I'm the anti-marketing professor, because much of my work focuses on educating consumers to be thoughtful in their behaviours! But of course, most of the work can be flipped.

Goode: Our work also helps

develop thoughtful marketers who are concerned about consumer welfare and connect with consumers as people.

**What do you enjoy about teaching at Ivey?**

Cotte: I love case teaching. It's difficult to learn initially but incredibly rewarding. It's fun because every time you go into a class with a case, you get a different interaction.

Goode: The freedom to develop my own courses, including one in consumer insights. Teaching at Ivey allows me to bridge research and practice in the classroom.

**What do you hope students take away from your interactions with them?**

Cotte: That marketing is an investment, not an expense, and that you need to be able to prove its worth.

Goode: That consumers are people, not statistics or generic descriptions.

**What have you learned from each other?**

Cotte: Having been trained in a different tradition, I've learned a lot from Miranda's scientific rigour.

Goode: June has had a tremendous impact on me as a research collaborator, colleague and friend. She has pushed me to really think through the more practical applications of my research and to appreciate the value of different research paradigms.







**Miranda Goode**

EDUCATION: BSc biology, BMgt, PhD  
EXPERIENCE: Teaching at UBC,  
consulting  
TEACHING: David G. Burgoyne Faculty  
Fellow, marketing management,  
consumer insights

**June Cotte**

EDUCATION: BBA, MBA, PhD  
EXPERIENCE: Worked in marketing  
with Union Gas, teaching at Darla  
Moore School of Business at the  
University of South Carolina  
TEACHING: Director of Ivey's  
PhD Program, R.A. Barford Professor  
in Marketing, marketing management,  
sales management, research  
methods



# Ivey Buzz

What's happening around the School and around the world

## Character and Leadership— Learning by doing

**"The biggest takeaway is that it's not a one-man show. You have to use everyone around you and make sure that everyone is pitching in to achieve the goal."**

That's Evan Ferguson, HBA '14 Candidate, talking about his experience during an innovative new course, *"Leadership under Fire: Developing Character,"* offered in August 2015. Modeled after the Canadian Forces' Basic Officer Training Course, most of the course was conducted at Canadian Forces Base Borden and taught by military veterans. After some introductory classroom sessions, students participated in a series of challenges—building a shelter, transporting a colleague on a stretcher, conducting a reconnaissance mission—in small teams.

"The point of the course," says course director Professor Gerard Seijts, "was to get people out of their comfort zones and really stress test them. They experienced mild fatigue, hunger and irritation, in an effort to get a better understanding of how they would function in stressful, difficult situations." Seijts says the exercises were especially challenging as the weather alternated between extreme heat and heavy rain. In addition to the Canadian Forces facilitators, business leaders also

spoke about their perspectives on leadership.

Yuri Chemodanov, HBA '14 Candidate, says the course emphasized for him "the importance of trusting the ranks above you and gaining the trust of your subordinates." Fellow HBA '14 Candidate Taylor Aplas adds: "It was really cool to see the contrast between a military perspective and a business perspective. There are definitely some similarities and also some differences."

Leadership and character were also the focus of the inaugural HBA Leadership Conference in January. It featured presentations by retired General Rick Hillier, former Chief of Defence Staff for the Canadian Forces, and Arlene Dickinson, entrepreneur and star of CBC TV's *Dragons' Den*. The day also provided opportunities for students to observe the 11 dimensions of character in action through the movie *Invictus*, and to practice candour in the workplace by role-playing with a professional actor.

"There is a big difference between candour that is mean-spirited and that which is trying

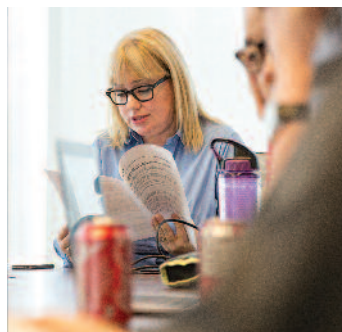
to help someone," said Dickinson in her presentation. She advised students to, "Talk to people from a place of respect and understanding of what they are going through. Candour doesn't have to be harsh or hurtful. It needs to be direct, plain and simple."

**Leadership Under Fire:**  
Developing Character course  
■ [go.ivey.ca/leadership-under-fire](http://go.ivey.ca/leadership-under-fire)

**Meet and follow two students as they experience the HBA Leadership Conference in January:**  
■ [go.ivey.ca/hba-leadership-2014](http://go.ivey.ca/hba-leadership-2014)



PHOTOGRAPHER: JOE DAPORTE



PHOTOGRAPHER: BOTH IMAGES TO LEFT: GABRIEL BAKOS, IVEY COMMUNICATIONS

*Top: MBA students at Canadian Forces Base Borden for a new leadership course modeled after the Basic Officer Training Course. Students were put through a series of challenges geared to build strengths in both leading and following roles.*

*Bottom: As part of the HBA Leadership Conference, Anne Coughlan (left), an actor from Supporting Roles, helped students practice candour at work. Arlene Dickinson (right) of CBC's *Dragons' Den* spoke to Ivey HBA students.*

**"The energy and oil production industry is poised to grow, but it needs to have a few things—public acceptance, a market, and to be seen as environmentally and socially responsible. There are a lot of business opportunities, but there is also the big question of how we are going to settle this."**

—Greg Stringham, Vice President of Oilsands and Markets at the Canadian Association of Petroleum Producers, speaking as part of a panel organized by the student Ivey Energy and Resources Club and the Ivey Energy Policy and Management Centre on October 1





**"Your time as a leader is your scarcest resource, and how are you going to apply it against the most compelling issues that you have to deal with?"**

—Professor Mary Crossan, MBA '85, PhD '91,  
commenting on the leadership style of Toronto Mayor Rob Ford,  
Financial Post, November 11

## Doing well (at Ivey) by doing good

"They did some excellent research, provided us with a great starting point, and we are looking forward to moving ahead with this project and implementing their recommendations. As always, it is of tremendous assistance to have brilliant young eyes look at the ideas that non-profit organizations have and they give us the confidence to move ahead."

That's Nancy McQuillan, CEO of the London Employment Help Centre (LEHC), commenting on the work of a team of HBA students who contributed their time to help develop a new social enterprise for LEHC, offering social media training to small and medium-sized businesses.

The project was part of the annual Ivey Connects Community Consulting Project. Teams of students also lent their creativity, enthusiasm and energy to the Canadian Cancer Society, Nokee Kwe, WOTCH Community Mental Health Services, and other local organizations. The teams and their non-profit clients presented their projects on November 22.

HBA students expressed their

sense of social responsibility in another way—by turning the Grand Hall purple on October 10.

Hundreds of HBA1 students donned purple outfits to mark World Mental Health Awareness Day. The event was inspired by Jasmin Kassan, HBA '15 Candidate, who had an opportunity to meet Carol Todd at a conference earlier in the year. Todd is the mother of Amanda Todd, the teen who suffered from bullying and depression and died by suicide in late 2012. Says Kassan: "After meeting [Todd], I realized that mental health is so pertinent to universities especially, so I wanted to do what I could to get the word out. I believe this really impacted HBA1s."



COURTESY OF THE PRIME MINISTER'S OFFICE



PHOTOGRAPHER: GABRIEL FANDOS, IVEY COMMUNICATIONS

**"In 2006, in spite of the fact that Canada is one of the most open trading countries in the world, we only had free trade agreements with five countries... In a world where trade is not just about trading bananas for cars, it's about global value chains, there was a risk that Canada would become marginalized in terms of the global supply change and world trading system. We've signed trade deals with nine countries since we came to power, and now this one with the European Union. The problem isn't completely fixed but the chances of Canada getting marginalized are severely diminished."**

—Prime Minister Stephen Harper, in conversation with Dean Bob Kennedy, EMBA and MBA students, faculty and guests at Toronto's Design Exchange on November 8. See the interview at [go.ivey.ca/kennedy-harper](http://go.ivey.ca/kennedy-harper)



PHOTOGRAPHER: JUSTINE LEE

Nancy McQuillan (left), CEO of the London Employment Help Centre, and Nagham Ghonaim, HBA '15 Candidate, working together on the Ivey Connects Community Consulting Project.

**"Non-union forms of employee representation are all nice and good as long as they don't have conflict. The minute they have a conflict that can't be resolved through this mechanism, they need something else."**

—Professor Ann Frost, commenting on unrest among WestJet pilots in the Financial Post, November 29





"In a downturn, a lot of organizations aren't hiring, so if you hire the talent that's available, just by the law of averages, it's better talent. Like the grad@Loblaw program, you have to have a plan in place to help those people become really familiar with your organization. If you just hire and don't have that plan in place, they will leave you quickly when the economy turns around."

—Professor Glenn Rowe in The Globe and Mail, November 26

## Ivey Publishing's best-selling cases

Each year, Ivey Publishing recognizes the authors of its best-selling cases. Here's the most recent top ten list:

1 / Starbucks	10,097 Units
Mary M. Crossan; Ariff Kachra	
2 / ECCO A/S— <i>Global Value Chain Management</i>	5,858 Units
Bo Bernhard Nielsen; Torben Pedersen; Jacob Pyndt	
3 / Genicon: <i>A Surgical Strike into Emerging Markets</i>	4,726 Units
Allen H. Kupetz; Adam P. Tindall; Gary Haberland	
4 / FIJI Water and Corporate Social Responsibility— <i>Green Makeover or Greenwashing?</i>	4,336 Units
James McMaster; Jan Nowak	
5 / Eli Lilly in India: <i>Rethinking the Joint Venture Strategy</i>	4,024 Units
Charles Dhanaraj; Paul W. Beamish; Nikhil Celly	
6 / Pillsbury Cookie Challenge	4,017 Units
Allison Johnson; Natalie Mauro	
7 / Ellen Moore (A): <i>Living and Working in Korea</i>	3,902 Units
Henry W. Lane; Chantell Nicholls; Gail Ellement	
8 / Mattel and the Toy Recalls (A)	3,717 Units
Hari Bapuji; Paul W. Beamish	
9 / Trouble Brews at Starbucks	3,628 Units
Lauranne Buchanan; Carolyn J. Simmons	
10 / IMAX: <i>Larger Than Life</i>	3,558 Units
Anil Nair	

## Honours and Awards

### Professor Caroline Flammer

received the 2015 Moskowitz Prize for Socially Responsible Investing from the Center for Responsible Business at UC Berkeley's Haas School of Business. The award recognizes her work in demonstrating that labour productivity and sales growth improve in companies that pass CSR-related shareholder proposals by a small margin of votes.

**Professor Niraj Dawar's** new book, *TILT*, was selected by Forbes Magazine as number four on the "13 Recommended Readings For Creative Leaders To Close Out 2013."

**Professor Alison Konrad** and **Yang Yang**, a post-doctoral fellow at The Wharton School, University of Pennsylvania, were awarded the 2013



Professor Niraj Dawar

Rosabeth Moss Kanter Award for Excellence in Work-Family Research. Konrad was recognized for an article in the Journal of Organizational Behaviour, "Is using work-life interface benefits a career-limiting move?"

**Ivey alumnae and a current student were named on the 2013 Canada's Most Powerful Women: Top 100 list presented by the Women's Executive Network:**

Corporate Executive Award—

**Anne Marie O'Donovan, HBA '82**, Executive VP & Chief Administration Officer, Scotia Capital Incorporated

Entrepreneurs Award—

**Kelsey Ramsden, MBA '04**, Owner, SparkPlay and President, Belvedere Place Development

Future Leaders Award—

**Jennifer Christie, EMBA '14 Candidate**, Territory Manager, John Deere

Public Sector Leader Award—

**Leslee Thompson, EMBA '98**, President & Chief Executive Officer, Kingston General Hospital

Trailblazers and Trend-setters Award—

**Stacey Allaster, EMBA '00**, Chairman & Chief Executive Officer, Women's Tennis Association Tour, and **Heather Payne, HBA '09**, Founder, Ladies Learning Code & HackerYou

WXN Hall of Fame—

**Christine Magee, HBA '82**, President, Sleep Country Canada

"I believe stock markets are likely to become increasingly volatile, given a slowdown in productivity growth, increases in taxes and declines in government spending, as well as the likely reappearance of inflation in years to come. In my opinion, to make money in this environment, a portfolio manager has to be an active, disciplined and patient stock picker."

—Professor George Athanassakos in The Globe and Mail, November 28





**"We take the business of running an airline seriously, but we don't take ourselves seriously!"**

—Robert Bartrem, vice-president of Communications and Community Relations at WestJet, speaking to HBA1 students at Ivey on October 23

## Ivey students explore the challenges of fashion

**"Do one thing really, really well."**

That advice from Larry Rosen, LLB/MBA '82, CEO of Harry Rosen Inc., was one of the pearls of wisdom Ivey students heard at the first-ever



Larry Rosen, LLB/MBA '82, addresses conference audience

Ivey Fashion & Retail Conference in November 2015. Also presenting was Spencer Low, MBA '05, Director, Category Management, with Holt Renfrew. The theme of the conference, which included keynote addresses and workshop sessions, was "Ethics in Fashion and Retail." Students promoted the event by maintaining a social presence, writing a fashion blog, and compiling a look-book.

Several other alumni returned to Ivey for the conference serving as panelists during the workshop sessions: Suzie Chemel and Jennifer Ger, both HBA '02, Co-Owners, Foxy Originals; Jessica Gale, HBA '08, Consultant, Accenture; Jeffery Sehl, HBA '15, Commercial Management Trainee, Consumer Products, L'Oréal; and Brooke Wilton, HBA '06, Buyer, TJX Canada.



PHOTOGRAPHER: BOB HANES | GABRIEL HANES, RET COMMUNICATIONS

## Exploring leadership in the aboriginal context

**"Idle No More is a complex movement. It's a popular phenomenon. It's outside the framework of The Indian Act. It's outside the traditional power of the reserve system. It goes beyond traditional leadership, both in the non-indigenous and the indigenous population."**

That's part of what the Honourable Bob Rae, former interim leader of the Liberal Party of Canada, said to HBA students at Ivey on December 10.



Top: The Honourable Bob Rae  
Above: Tanya Kappo

He and Tanya Kappo, a citizen of the Sturgeon Lake Cree Nation who was involved in the Idle No More movement, spoke to students who had just completed a case study on the communications and social media strategies of Idle No More.

"Don't ever take it for granted that things have to be organized in a certain way," said Kappo. "There are different ways of doing things and it doesn't necessarily mean that one is right and one is wrong. I think as long as you keep that in mind, the conversation that we start, as difficult as it will be—and it will be difficult—(is one where) we can make progress."

## Ivey home to innovative entrepreneurship program

Ivey's International Centre for Health Innovation is home base for Rise London, the latest node in the Rise Asset Development organization. Rise is committed to improving the lives of people who have difficulty finding jobs due to mental health or addiction challenges by providing micro-financing and mentorship to help them start their own businesses. "Meaningful employment is an important pillar in a person's well-being and identity," says Dr. Anne Snowden, Chair of the Centre.

**"This program improves the lives of people with mental health issues and addictions by empowering them to become successful entrepreneurs."**

The program was developed in Toronto in 2009, and has now expanded to Ottawa and London. The model for London was designed and developed by Rise Asset Management and the Ivey Business School, with advice from a group of senior leaders from several London-based agencies, to meet local needs.



**"It's easy to chase the job trail, but you need to take the time to honestly consider what you want from your career. It's important to have a vision and reflect on that vision, because the choices you make now will open or close those doors for you."**

—Nora Aufreiter, HBA '81, Partner and Leader, McKinsey & Company Toronto, speaking at the Ivey Leaders Forum, organized by HBA students, on November 7



# Passions

Mild-mannered corporate counsel by day, Steven London, EMBA '09, writes side-splitting children's books by night.

TELL US ABOUT YOUR PASSION! E-MAIL INTOUCH@IVEY.CA

AS A LAWYER I'VE WORKED IN LAW FIRMS AND as general counsel, and have held senior roles in the investment industry. I had wanted to get my MBA back in the mid '90s, so when the opportunity to pursue it later in my career came up, I jumped at the chance. The Ivey EMBA was intense, and when the program was over, I found a huge gap of time had opened up in my late-night schedule.

I've always been creative, but as a lawyer there aren't many opportunities where you can really exercise that part of your brain. I'm a very hands-on, goofy dad. I even make Muppets with my kids. Bedtime reading with my kids has always been a favourite part of my day, and one day it struck me—I could write a children's book. *The Inconceivable Adventures of Cabbage Boy* is a fictionalized amalgam of memories from my childhood (my mom's cabbage rolls were inspirational). The power that Ralph, the hero of the story, acquires—super flatulence—is something that I think many kids have thought about at some time. At least I did!

I connected with an artist who is about my age and who read the same superhero comics books that I did growing up. He's done work for Marvel, and that was exactly the imagery I wanted for this book. It's meant to reflect how a nine-year-old would see himself as a superhero.

I'm marketing the book through social media and my website. It's a unique story—if someone doesn't think that super flatulence is hilarious, they're not going to be interested. But I wrote it knowing what a kid like me would want to read. These days, children often gravitate to computer games and handheld devices. Books have to be interesting in order to catch a kid's attention.

I've written the second book of the series and have six stories mapped out. I would love for this to become something really successful. My youngest (he's president of my fan club) wants to know when he'll be able to buy *Cabbage Boy* action figures, and honestly I see this as the next great 3D movie franchise. You have to think big—I learned that at Ivey.

[cabbageboy.com](http://cabbageboy.com)

Right: Steven London spends some quality time reading *Cabbage Boy* with his seven-year-old son.





# Thought Leadership

Through rigorous research, Ivey faculty members are pushing back the frontiers of knowledge and producing actionable insights into business leadership.

## How leaders learn

Wayne Gretzky was arguably the best hockey player of all time. After he left the Edmonton Oilers, he never won another Stanley Cup. Yet the Oilers, without Gretzky, did.

Professor Gerard Seijts includes this story in his new book *Good Leaders Learn: Lessons from Lifetimes of Leadership*. The story was told to him by George Cope, HBA '84, President and CEO of BCE and Bell Canada. The lesson for leaders, said Cope, is that no individual is ever greater than the team.

This is just one of many lessons that Seijts gathered from personal interviews of some 50 outstanding leaders. He notes that nearly all the leaders he interviewed talked about one significant person in their lives who saw something unique about their leadership potential. "That one person showed a keen interest and demonstrated a confidence that allowed the leader to step up and consider the role of leadership," says Seijts.



Professor Gerard Seijts

## Peer pressure helps environment

Firms in a changing regulatory environment often respond to policies set in other jurisdictions.

Assistant Professor Adam Fremeth, HBA '00, recently looked at the U.S. electric energy sector. He wanted to know why some electric utilities were active in renewable energy when they didn't need to be.

It turns out that the utilities were responding to policies that their competitors face. "A firm does not sit idly by while its peers learn new technologies that might leave it at a competitive advantage," he says. "In the electric energy sector we show that this competitive pressure creates an impetus for a firm to act strategically and increase its own renewable energy even if it's not required to do so."



## Innovation in China

Research by Professor Christopher Williams shows that firms in China are innovating in a big way. From a number of studies he finds that:

- Foreign ownership and participation in business groups help drive innovation in indigenous Chinese firms
- Diversity—going to a broad range of countries and companies—encourages creativity and innovation
- There is a growing capability in Chinese managers to transform foreign knowledge into innovative outcomes

## Getting ahead in the flexible workplace

Many employees believe that taking advantage of work-life flexibility options will limit their careers. But Professor Alison Konrad has good news. She and co-author Yang Yang found that those who use work-life flexibility options are more likely to be promoted. "A lot of research shows that people who take advantage of work-life options are more committed to the employer, feel more appreciated, work harder, and perform better," Konrad says.

Konrad believes that if there is any negative perception when the request is made, it goes away quickly. "Our theory is that over a period of several months or a year, when a manager sees that the employee continues to be reliable,

produces quality work, is less stressed out and a better decision maker, that negative perception goes away."

The study found, however, that single parents who used flexibility benefits were not as likely to be promoted. Konrad feels that it's possible that single parents don't seek promotion in the same way as parents with partners, which may account for this finding.

Konrad says her study is good news for employers, too. "My study tells managers that you will be pleasantly surprised by how positive the outcome is when you give someone a work-life flexibility option."

## Acting in the face of fear

Does fear of failure stop someone from starting a new venture? Not necessarily. Professor Rob Mitchell and his co-authors found that entrepreneurs react to different fears in different ways. In some cases, the fear of failure actually leads entrepreneurs to act on opportunities.

"We can't get rid of fear of failure among potential entrepreneurs," says Mitchell, "but we can help give them hope by giving them experiences and teaching them to increase their self-knowledge."

## The Take-Aways

No individual (not even Wayne Gretzky) is greater than the team.

Taking advantage of work-life flexibility options can boost your career.

Competition helps keep energy companies moving forward.

Diversity breeds creativity and innovation.

Fear of failure can motivate entrepreneurs.





# A CONVERSATION WITH THE DEAN

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Dean Robert (Bob) Kennedy joined Ivey from the Ross School of Business at the University of Michigan in October 2013. His background includes degrees from Stanford University, the Sloan School of Management at MIT, and Harvard University, and extensive real-world experience in international management. Four months after taking the helm at Ivey, Kennedy sat down with Thomas Watson, Editor of the *Ivey Business Journal*, to talk about his new life and his vision for Ivey. →







**Welcome to London. Have you settled in after the move from Michigan?**

I'm still getting my home organized. My furniture just arrived. I've been living like a college kid with just a lawn chair and television in my living room.

**You have had a successful career as a consultant, venture capitalist and academic. Why Ivey?**

The simple answer is that Ivey is an impressive school and its positioning matches the way I have managed my career. I have moved back and forth between academia and the business sector throughout my career. So while I was very happy at Michigan, I was excited when I heard the Ivey position was open. Carol Stephenson and her team anticipated changes in the education market prior to the financial crisis. They grew and reorganized the HBA program, they restructured the MBA program, and those are both working very well. So while the business education sector is in transition, Ivey is in very good shape with strong programs and an incredible network of alums and recruiters. Ivey needed someone to help take it to even greater heights. That fit with my career goals and skill set, so I jumped at the opportunity.

**You are an expert on emerging markets and globalization. Can you tell us a bit about your book?**

Sure. It's a practitioner-focused book based on my research. Traditionally, globalization has occurred in resources and manufacturing. But it started to have a significant impact on services in the '80s and the impact has since accelerated. My book is about understanding what it means for managers in the developed world and what it means for opportunities in the developing world—firms that export these services.

**You note offshoring is a game companies have to play or they risk competing like Polish soldiers fighting the Germans on horseback. What about universities?**

Technology is clearly having a disruptive effect in certain segments of the education market, but Ivey is very well positioned. Our case method learning revolves around debate, which is incredibly hard to replicate online.

People go through an experience at Ivey that really sets them up to be successful in business. After they graduate, they become part of the Ivey network. Our alums are very successful; they come here to mentor and recruit; they do deals together, and start businesses together. That can't be replicated online.

**Are business school rankings a concern?**

Well, because alumni and potential applicants care about rankings, I care about them. It is important to understand rankings are complex and often misleading. A lot of what makes Ivey a really good business school isn't measured by the rankings such as the *Financial Times* (FT).

I know I could make a few changes right now that would significantly improve our rank in FT. If we admitted students directly out of undergrad with minimal work experience, it would positively affect the highly-weighted FT score for percentage increase in earnings. I could offer tenure to faculty more interested in publishing purely academic research, as it is narrowly defined by rankings, as opposed to those who pursue thought leadership in a variety of forms—from academic journals, to cases, to books and practitioner articles—and are also great teachers. Our rankings would soar if I did those things because the pre-Ivey salary for many students would be \$0 and we would publish more articles in the 40 academic journals used in rankings. Both these actions would also dramatically change our School—and not for the better.

We focus on dimensions within the ranking that align with our strategy, which centre on student and recruiter satisfaction. Pursuing rankings is a short-term solution with long-term consequences.

We do well on rankings that emphasize student and recruiter satisfaction. *BusinessWeek*, another influential ranking, has consistently placed Ivey in the top 20 schools globally. I think that's pretty good.

**Where will you focus your energy?**

To be a successful elite business school, you need strong programs, a strong community of alumni and recruiters and strong knowledge creation. Ivey has already restructured its programs, and we are blessed with

an engaged community, not to mention a beautiful new building. So with my academic background, my focus will be on the third leg of the stool. I think we can really build up Ivey's already strong reputation for thought leadership by promoting our institutes and centres. Anyone interested in sustainability or entrepreneurship or leadership or doing business in Asia should be coming to Ivey for insights because we are doing the cutting-edge work in those areas.

**Are you still doing research and teaching?**

I'd like to continue with research and teach at least the occasional session. I taught a class of HBAs as part of a recent Leadership Conference. It was fun for me, and they seem to have survived. But being a dean is a 24/7 job, so we will wait and see how often it happens.



“I think we can really build up Ivey’s already strong reputation for thought leadership by promoting our institutes and centres. Anyone interested in sustainability or entrepreneurship or leadership or doing business in Asia should be coming to Ivey for insights because we are doing the cutting-edge work in those areas.”



**You have a PhD in Business Economics from Harvard, a Masters in Management from MIT, undergraduate degrees in political science and economics. Were you always interested in these areas?**

Well, when I was little I wanted to be an astronaut. By high school I was fascinated to learn about markets and the role of political power and regulation. But because I was really good in math and science, I figured I would be an engineer. More exposure to economics and political science as an undergrad changed that. I was really attracted to those disciplines and ended up getting degrees in both.

**Can you describe a typical Saturday night?**

I typically attend a sporting event, or watch one on television, or go to a nice restaurant with friends. I like good food, good wine and good conversation.

**What are you passionate about beyond business?**

As I mentioned, I like sports a lot. I am an avid golfer. I scuba dive at least once a year. I follow politics pretty closely, but have no desire to participate. I am a certified pilot on single-engine planes, but I don’t fly that much. Flying was just on a bucket list I made after finishing business school.

**What big ticket item remains on your bucket list?**

I always said I wanted to buy or rent a motorbike, probably a Harley, and just drive around like money manager Jim Rogers who wrote the book *Investment Biker*. He goes to different countries; he meets people; and writes about the economy. I get a kick out of thinking about doing something like that in Mongolia or Central America. ■





Art Zuidema, EMBA '05, is in the hot seat at the City of London, and he's thriving on the challenge.

# GOING PUBLIC

“It’s like being president of a \$90-million company —I report to a board of directors, I have a number of business units reporting to me, and I have to wear many hats all at the same time. At the end of the day I can look back and see that I made a difference in the lives of the people I work for.”

—Duncan Campbell, MBA ’84, Chief Administrative Officer, City of Westmount

Many people assume that the public and private sectors are two unbridgeable solitudes, and that business graduates generally head straight for the private sector. But Duncan Campbell is one of a surprising number of Ivey graduates who have chosen differently, pursuing challenging and deeply satisfying careers in government. While the financial rewards may not be as rich,

many alumni find meaning in serving their fellow citizens.

*Intouch* magazine talked to seven alumni who are working or have worked in the public sector, to find out why they enjoy what they do and what the potential is for bringing business and government into closer partnership. →



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## DUNCAN CAMPBELL MBA '84

*Experience:* Canadian National Railway, Town of Mount-Royal (TMR)  
*Current title:* CAO, Westmount, QC

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### What are the challenges of working in the public sector?

There's an immediacy about municipal government—if Council decides to change a bylaw, you hear about it right away! Everything is very public. There are always some people who don't like what you do, no matter what you do. And in municipal government, it's as much about the process as the product: you get to the end result, but the end result is often a compromise.

### How did your Ivey training contribute to your public sector career?

It's like I'm doing a dozen case studies a day! Ivey helped me juggle a number of things at once and withstand considerable stress. The dreaded participation aspect gave me the confidence to handle any situation that comes along.

### Can and should the private and public sectors be working more closely together?

Sure, we already do a lot of contracting out to the private sector as a way of keeping the tax bill down. But some people say the city should be run like a business, and that doesn't work. There are lessons to be learned from both sides.

### What advice would you offer to upcoming Ivey graduates about working in the public sector?

We really need good people in this business. There is so much to be done here, and there's a lot of room for innovation and creativity.



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## CHRISTOPHER LAU, MBA '09

*Experience:* business owner, CIBC, Standard Chartered Bank  
*Current title:* Senior Advisor, Information, Communications and Technology, Ontario Ministry of Economic Development and Innovation

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### What do you like best about working in the public sector?

I like that I get to work on some pretty cool files with really smart people. My role is to work with industry to encourage jobs, investments and innovation to thrive in Ontario. That's an important issue not just for Ontario but for governments competing for jobs around the world.

### How did your Ivey training contribute to your public sector career?

Ivey taught me to think like a leader, and believe that leaders have a critical responsibility

to shape the organizations they work at.

### Can and should the private and public sectors be working more closely together?

Absolutely. Partnerships between governments, academia and industry can be part of a company's long-term competitive advantage and why they continue to invest in jobs and innovation in Ontario. I think of the movie *Gladiator*, when Russell Crowe told his fellow gladiators, "Whatever comes out of those gates, we've got a better chance of survival if we work together."

### What advice would you offer to upcoming Ivey graduates about working in the public sector?

The public service is a very different beast organizationally from what they're used to. It's easy to become cynical. You really have to believe in yourself and take pride in the work you're doing.



#### Cool files >

Christopher Lau and his colleagues work to promote Ontario as a competitive advantage for businesses. He believes in the power of private-public partnerships.





## KEN ALBRIGHT MBA '88

*Experience:* Financial advisor, entrepreneur, consultant, policy expert  
*Most recent title:* Director, Ontario Ministry of Economic Development, Trade and Employment (now developing a new business)

### What do you like best about working in the public sector?

Governments tackle big problems. I've had the opportunity to manage through some complex issues, develop policies, and see industries emerge as a result.

### What are the challenges of working in the public sector?

There can be frustrations—you want to do things, it's logical to do things, and yet you have to wait, sometimes for years. You need to consult with dozens of people.

### Can and should the private and public sectors be working more closely together?

As government budgets have shrunk, the private sector has already taken on a lot of the services that governments provided in the past. There are still two solitudes, though. There has been some work to remove red tape over the past several years, but my sense is that the private sector is frustrated with the government. They see how things happen in other parts of the world where they do business, and they ask, "why aren't we doing it that way here?"

### What advice would you offer to upcoming Ivey graduates about working in the public sector?

Don't look at the specific title but rather at what challenges you might face. Look for a good mentor. In the early stages of your career, you might benefit from working on the political side. You get a sense of how everything fits together and you'll be less frustrated with the pace. →

## SUSAN JELLETT, HBA '79

*Experience:* Canada Revenue Agency, Government Services Canada, Comptroller General  
*Current title:* Senior Policy Analyst, Office of the Comptroller General, Treasury Board of Canada Secretariat, Canada

### Why did you choose to work in the public sector?

When I was 15 I went on a school trip to Ottawa. I came home and told my parents I was going to move to Ottawa when I graduated from university.

### What do you like best about it?

In 35 years I've never stopped learning!

### What don't you like?

The generalizations about the bureaucracy. I think we all work quite hard. People don't realize the challenges we face, the energy that is created, and the dynamism of the environment. They also don't realize that the policies we work within are designed to deal with the complexities of the organization.

### Can and should the private and public sectors be working more closely together?

Yes, it happens all the time and it can be very successful because we all have expertise in different areas. It works best when both parties accept the rewards and risks, and when they recognize what each other brings to the table.

### What advice would you offer to upcoming Ivey graduates about working in the public sector?

Never stop learning. Be willing to volunteer for committees and projects. You can't be part of government if you don't like rules. At the same time, there is flexibility and all kinds of change.



### Lifelong learning >

Susan Jellett decided to work as a public servant in Ottawa when she was a teenager, and she's never looked back.



#### **Making change happen >**

Trained as a lawyer, Art Zuidema considers public service both a responsibility and a privilege.

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### **ART ZUIDEMA EMBA '05**

*Experience:* Private practice lawyer, City of Hamilton legal department  
*Current title:* City Manager, City of London (Ontario)

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#### **What do you like best about working in the public sector?**

I work with a very diverse and interesting group of talented people and have the opportunity to help them be successful in what they do. I'm in the unique position—it's both a responsibility and a privilege—to be able to make change and move the ball down the field. Every day is different. I hear exciting stories, and I get to connect the dots.

#### **How did your Ivey training contribute to your public sector career?**

Ivey taught me how to navigate complex relationships, and collaborate to achieve common goals. The School also helped me develop the business skills I needed to speak the language of business. I now feel comfortable in any boardroom, private or public.

#### **Can and should the private and public sectors be working more closely together?**

Yes! When you bring the two sectors together, you combine the strengths—the public sector's dedication to the needs of its citizens, and the cost and performance acumen of the private sector.

#### **What advice would you offer to upcoming Ivey graduates about working in the public sector?**

Public service work is challenging, rewarding and meaningful. If you're interested in getting your feet wet before jumping in, think about getting involved in some community organizations.



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### **CHRIS CARSON, MBA '11**

*Experience:* Staff member for MPPs and Ministers  
*Current title:* Chief of Staff to Deb Matthews, Minister of Health and Long-Term Care, Ontario

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#### **What do you like best about working in the public sector?**

I have a vantage point where I can see all the various components of the health system, help to set a vision for the system, and then see how it all comes together. Having the opportunity to work with impressive, inspired and accomplished leaders—both in government and throughout the system—is fabulous.

#### **What are the challenges?**

We end up having to assume accountability for things over which we don't always have full control. It's a large, complex system, and a lot of things can happen. Change doesn't always happen as quickly as you'd like, because there are many players between us and the patients. And because we're in

a political environment, there are always going to be people who are against whatever we do.

#### **Can and should the private and public sectors be working more closely together?**

We are part of a government that believes very strongly in protecting the public medicare system but there is still an important role for the private sector. I think the private sector can also learn from the public sector, especially around managing complexity and being accountable and transparent.

#### **What advice would you offer to upcoming Ivey graduates about working in the public sector?**

If you're looking for an opportunity to have an impact, the public sector and political sphere offer immense opportunities.





## SUSAN HARPER MBA '83

*Experience:* Trade commissioner, ambassador, policy analyst  
*Current title:* Director General and Senior Arctic Official, Department of Foreign Affairs, Trade and Development, Canada

### Why did you choose to work in the public sector?

I was interested in international work and in 1983 there weren't many Canadian companies with Canadians abroad. I was offered a job as a trade commissioner and I felt it offered a combination of international exposure and a business orientation.

### What do you like best about it?

I have always liked the idea of public service, of making a contribution to the whole—those were the values I grew up with. I like the complexity of my work, the service orientation, and the focus on deliverables.

### What are the challenges?

When you're in government,



you're always making trade-offs between accountability and efficiency. No one likes "bureaucracy" but on the other hand, we have to be held accountable and take the time to consult with all stakeholders.

### How did your Ivey training contribute to your public sector career?

The case method is very practical and focused on decision-making. That's what I learned at Ivey and I apply it every day.

### How can the private and public sectors work more closely together?

It helps to create opportunities for open, practical discussions between business and government. My experience is that both sides come out of these discussions with a better idea of how they can work together effectively.

### What advice would you offer to upcoming Ivey graduates about working in the public sector?

I feel that I have the best of both worlds, but everyone has to think about what's important to them and match that to the characteristics of the job. ■

## Lawrence National Centre for Policy and Management

Established in 2002 with a generous gift from Canadian businessperson Jack Lawrence, HBA '56, the Lawrence Centre aims to bridge the gap between business strategy and government policy by focusing on issues where the two overlap.

**"For economies to succeed in the face of fierce global competition, governments and business have to be collaborators."**

—PAUL BOOTHE, DIRECTOR, LAWRENCE NATIONAL CENTRE FOR POLICY AND MANAGEMENT



The Centre is currently leading a major research project, "The Future of Canadian Manufacturing,"

studying leading Canadian firms in Canada and around the world. It also produces a series of policy briefs that summarize recent policy-relevant work by Ivey researchers.

A new course in the HBA program introduces students to senior leaders in the public service, so that they develop an understanding of the complexity and constraints of the public sector. The Centre is also developing executive education programs for senior public servants.



The 2013 Thomas d'Aquino Lecture was delivered by Mark Carney, former Governor of the Bank of Canada.

The Lawrence Centre continues to play a major role in bringing business and government together to discuss shared issues. In May 2013, for example, the Centre collaborated with the C.D. Howe Institute and others to present a public forum on foreign investment review.

[www.ivey.ca/lawrencecentre](http://www.ivey.ca/lawrencecentre)



“It’s a great feeling to be  
able to give back.”

—Gary West, HBA '68





# REDEFINING RETIREMENT

Trekking through the Sahara on a camel. Training as a wine expert. Giving thousands of hours as a volunteer. Finding peace at a wilderness cabin. Writing a thriller. Hosting six-star cruises. These are just a few of the activities that are keeping Ivey alumni busy and happy after they have left full-time work. As the so-called “Silver Tsunami” washes ashore, Ivey retirees aren’t putting their feet up and looking forward to an afternoon nap. Instead, they’re exploring new interests, pursuing adventure, and discovering new dimensions of themselves.

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They are energetic, high-powered business leaders throughout their careers. So what do Ivey graduates do when they leave full-time work? *Intouch* checks in with six of them.

Maybe we should drop the “R” word altogether. Gary West, HBA ’68, prefers the term “the second half.” West had a long and successful career, most of it spent with the Royal Bank. He had his eye on early retirement and achieved his goal, leaving paid employment at 55 and settling in London, Ontario. He says his early departure with a reduced pension was a great trade-off.

West is a deeply committed community volunteer. He serves on the Ivey Alumni Association Board of Directors, assists at many Ring Tradition Ceremonies, and is currently working with the Governance and Recognition committee to study how the Ceremony might be improved. He also serves on the Western Alumni Association Board, Western’s Senate, and the Foundation Western Board. He is a long-time member of the United Way London & Middlesex Board and has served on the boards of VON London Middlesex and his condo corporation. →

“Determine what makes you  
happy and do more of it.”

—Barbara Fraser, HBA '71





“I got to the point where too many things were running my life and I wanted to control it for a change.”—Michael Porter, HBA '68

West says he has never felt happier in his life. “It’s a great feeling to be able to give back,” he says. “There’s a real sense of connecting with people and being involved.” West and his wife Shirley have linked calendars on their smartphones to help them organize their busy schedules. He estimates that he puts in 600 to 700 volunteer hours each year.

Michael Porter, also HBA '68, had no plans to retire early. In fact, he was sure he would never retire. He started his career in advertising but eventually became a fast food franchisee. He owned three McDonalds, two Pizza Huts and a KFC franchise over the course of his career. “I was the kind of guy who was very hands-on, very busy, and able to get a lot accomplished. I thought that they’d carry me out! But then I got to the point where too many things were running my life and I wanted to control it for a change.”

Since selling his franchises in 2007, he’s been dividing his time between three homes. He and his wife bought a small cottage in Killarney on Georgian Bay and then added two sleeping cabins, bought the property next door, and renovated the cabin on that property. “I’m probably most at peace up there,” he says. “There’s nobody running my life, but there’s always something to do and it’s very beautiful.” Porter’s mother-in-law, who is 87, lives on her own in Florida so he

and his wife visit regularly to support her. They also bought and renovated a condo there. A Collingwood home gives him a chance to ski in the winter, and it’s where his 105-year-old grandmother lives in a nursing home.

Porter says he and his wife found the adjustment to retirement surprisingly smooth. “We don’t need a lot of structure: we’re quite happy to wake up in the morning and say, ‘What are we going to do today?’ It was easy for us because we were on the same page and happy to spend more time together.” Porter, who is Class Liaison for HBA '68, organizes his class reunions every five years, and is looking forward to the next one, which will mark 50 years since graduation.

Bob Bulloch is another member of the HBA class of '68. He started his career as a teacher, moved to Xerox and then bought a McDonalds franchise. Eventually he owned four, which he sold in 2006. But he was definitely not ready for a rocking chair. “I’m a hyper kind of person and I can’t sit still for long,” he says.

He now organizes and hosts exclusive high-end cruise holidays. Building on the offerings of six-star cruise companies like Seabourn and Crystal, Bulloch carefully researches the destinations, and then plans unique land excursions and luxury stays before and after the cruises. “The people who

come with me love to travel and are very successful,” he says. “They want something exotic and they want it all done for them.” For a recent river cruise in France, for example, he organized a visit to a private farm where bulls are raised for bull-fighting.

Bulloch and his son, a real estate agent, have developed a new business renovating small houses into luxury condo alternatives. The first property was a rundown “crack house” that had been subdivided into three apartments but was ideally located in the heart of the resort town of Huntsville, Ontario. They gutted the 850-square-foot building and then rebuilt it with luxury finishes and high impact, low-maintenance landscaping. The next project, an old boathouse on the lake, has also been transformed, and a garage with a two-bedroom apartment has been added to accommodate guests.

For David Walker, MBA '58, retirement means staying fit and pursuing adventure. Walker works out and runs or swims every day. A long-time climber, he summited his last peak in 1995 but continues to hike, ski and trek on horseback through the mountains. Three years ago, he rode a camel through the Sahara, camping under the stars. He has gone skydiving several times and plans to do it again in celebration of his 80th birthday. “It’s not difficult,” he says. “All you do is lean forward when they open the hatch!” →

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29

The percentage of the Canadian population that is part of the baby boom generation, which began reaching 65 in 2012

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2008

The year most Canadian provinces eliminated mandatory retirement

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42

The percentage of retirees who say they didn’t leave their jobs voluntarily

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“In the end, it’s all  
about keeping busy  
and having fun.

—Bob Bulloch, HBA '68





“Find something you love to do, and be careful to leave it that way.”  
—Ray Verdon, MBA ’70



When he’s not on an adventure, Walker gives his time to Out of the Cold, a hot meal program for Toronto’s homeless. Walker’s role is to raise money to support the program. His approach is simple and effective. “I send out letters and then I follow up. You just have to ask.”

Ray Verdon, MBA ’70, formerly CEO of Nabisco Canada and President of Nabisco Biscuit USA, left corporate life at 55. He spent his “second career” serving on corporate boards such as Chase Manhattan Bank and MRS Trust, and doing speaking engagements. Then, four years ago he started his third career as an author.

Verdon’s first book, *Not Exactly a War Hero*, explores a forgotten corner of history—Canada’s conscription crisis during World War II. He focuses on “zombies,” men who were forced to serve as reservists and were reviled because they didn’t go to the fighting fields of Europe. His hero, a French Canadian, hides out in the Gatineau Hills, working with other zombies and developing a snowmobile and primitive ATV to avoid capture. The book features an aging “Huck Finn” character, Mac Gleason, who tries to unravel the mystery of the zombies.

“The writing was heaven,” says Verdon, who estimates he spent about 1,400 hours on the project over three years. “The publishing was purgatory, and trying to get it sold is hell!” Still, he has two more mysteries in mind for

Mac Gleason to solve.

Barbara Fraser, HBA ’71, concluded an enviable corporate career at the age of 57. A C-level executive with Procter & Gamble, Citi, and American Express, she spent the last third of her career based in New York City, where she held several global roles and traveled extensively. After “retirement,” Fraser joined several corporate boards, an involvement she continues to enjoy. “It keeps me active in the business world and I feel that I’m able to contribute at a high level,” she says. “Being on a board also allows me to develop ongoing relationships with the business, the management and the other board members—and those relationships are important to me.”

But what really drives Fraser’s after-work activities is her lifelong passion for learning. Fraser studied Italian to a high level, in part to enhance her frequent holidays in Italy. She and her husband have been interested in wine for many years and almost any trip they take involves exploring vineyards. In 2007 she completed the intermediate level of a sommelier education program, which included study and exams in viticulture and wine tasting. A film buff extraordinaire, she has watched and reviewed more than 1,000 movies for Netflix. Along the way, Fraser spent more than 20 years as a member of the Ivey Advisory Board, chairing several high-profile task forces for the School.

Fraser has a simple recipe for retirement: “Determine what makes you happy and do more of it!” It may take time to figure out what you enjoy most, she says, but once you do, make a conscious decision to pursue your interests. Gary West says careful financial planning is a must, but sees retirement as a golden opportunity. “You can continue doing the same things, making more and more money, or you can decide to change things,” he says. “We decided that money wasn’t the end goal, and chose to make a difference.”

Verdon warns against making your second or third career into work. “If the writing was painful, I wouldn’t do it,” he says. “Find something you love to do, and be careful to leave it that way.” Walker advises staying in good physical shape. “Your head only works as well as the rest of your body.”

Porter says people leaving full-time employment should be aware that retirement isn’t as structured as working life. “Either be happy with the lack of structure or replace it with something else,” he says. For Bulloch, retirement has provided an opportunity to try new business ventures without financial pressure. “I’ve got a niche with the cruises and a niche with the tiny houses, and they’re both things I enjoy doing,” he says. “In the end, it’s all about keeping busy and having fun.” ■

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53

The percentage of retirees who said they were financially ready on the first day of retirement

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14.6

The number of years a 50-year-old worker with a post-secondary degree could expect to work in 2009, up from just 12 years in 1998

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# Giving to Ivey

“Once I knew I had the scholarship, I had a sense of responsibility that I needed to take full advantage of the opportunity.”

—Vinay Chopra, MBA '08

## FLYING HIGH

Ross Clouston always drove hard for success, and his sons were inspired to do the same. For more than 15 years, the Ross N. Clouston MBA Award has fostered drive and achievement in exceptional MBA students.

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In World War II, Ross Clouston worked in radar but longed to become a fighter pilot. Eventually he convinced the powers-that-be to send him back to Canada for flight training. One day during training, he was attempting a landing when a crosswind caught his plane and flipped it over. Clouston escaped with his life, but the plane was destroyed and his career as a pilot was over.

“That failure motivated and drove my father throughout his career,” says Bob Clouston, MBA '72. “He passed that drive on to me and my brother.” In turn, Bob and Brendan Clouston, MBA '79, have fostered drive and achievement in exceptional Ivey students by creating the Ross N. Clouston MBA Award in 1998.

After the War, Ross Clouston attended McGill University, where he was first in his class in chemistry and won a full scholarship to Harvard Business School. He returned to Canada and joined the family business, which he built into Bluewater Seafood, a major force in the Canadian market. He sold the company to Gorton's, a large U.S. company, in 1965 and served as president of Gorton's from 1968 to 1986. He was the only person to serve as president of both the National Fisheries Council of Canada and its U.S. equivalent, and was knighted by the King of Norway.

Ross ensured that his sons also benefited from an exceptional business education. Says Brendan: “He always used to say that you need judgement, →





“The big thing is that  
you feel recognized.  
You know that  
the School thinks  
you’re valuable and  
that you have the  
potential to make  
a difference.”

—Smita Yadav, MBA '06

“We went through the Ivey experience and we benefited enormously. We have the ability to help others coming along behind us, and that’s the right thing to do.”

—Brendan Clouston, MBA ’79

“We’re so pleased to know that our father’s drive for success will not end with my brother and me.” —Bob Clouston, MBA ’72

experience, training and luck to succeed, and he could help us with two of those.” Brendan worked as a management consultant and at the Bank of Boston before joining U.S. cable company Tele-Communications Incorporated. Today he lives in Europe where he has been involved in the mobile industry. Bob’s career began with General Foods in Toronto following which he worked for Warner-Lambert, Leaf Confections, and Sargento Foods in the United States. Since he retired he has written several well-received novels.

In addition to honouring their father’s legacy, Brendan says the scholarship was created to help develop young talent and support Ivey in recruiting top students and building its international reputation. “We went through the Ivey experience and we benefited enormously,” he says. “We have the ability to help others coming along behind us, and that’s the right thing to do.”

Konstantin Markov, MBA ’05, is one of the 14 Ivey students who have received the scholarship since it was established. Markov was working as a management consultant in his native Russia when he applied to Ivey. Coming from a developing economy, he was grateful for the generous financial support. But he says the scholarship also had a powerful motivational effect. “When you see that your achievements from your home country are recognized, you feel more confident,” he says. “You can really relax and perform better in school.” Markov went on to become an executive in the Russian mobile industry. Today he is director of the Moscow region for Mobile Telesystems (MTS).

Three years later, it was the turn of Smita Yadav, MBA ’06, to receive the scholarship. Yadav, who was working with an IT consulting company in India, applied and was accepted to several top U.S. schools, in addition to Ivey. But when she received news of the scholarship, her decision was easy.

Like Markov, she says the impact went far beyond dollars and cents. “The big thing is that you feel recognized. You know that the School thinks you’re valuable and that you have the potential to make a difference.” Yadav joined RBC when she

graduated and is currently Manager of Performance Management and Enterprise with RBC Financial Group. She has shared her Ivey experience with current students at her undergraduate school, the prestigious India Institute of Technology.

Vinay Chopra, MBA ’08, received the scholarship in 2008. Chopra has an undergraduate degree in Commerce from the University of Toronto. He did some consulting and spent several years working in his mother’s small business before deciding to do an MBA. “I had always wanted to go to Ivey,” he says. “Once I knew I had the scholarship, I had a sense of responsibility that I needed to take full advantage of the opportunity.”

A few months after completing his degree, Chopra launched Mobiroo, a business selling gift cards for mobile applications. Mobiroo has now pivoted to a subscription-based business model, and will be active in 15 countries by mid-2014.

For Andrew Sanden, MBA ’12, the Clouston scholarship came at a critical time. He and his wife both wanted to do MBAs and were in the process of selecting a program when they found they were expecting their first child. The scholarship allowed them to carry on with their plans, with Sanden completing his degree in 2012 and his wife the following year.

After Ivey, Sanden stayed home to care for his infant son while his wife finished her degree. They moved back to their native Calgary in mid-2013, and Sanden is now working with Innovate Calgary, a non-profit business incubator. “The scholarship enabled us to pick our careers without having to worry about paying back our loans quickly,” he says.

So what would Ross Clouston, who died in 2008, think of the young business leaders who have received the scholarship given in his name? Chances are, he would be very proud. “In terms of finding and supporting talented young people, the scholarship has been very successful,” says Brendan. Bob adds, “We’re so pleased to know that our father’s drive for success will not end with my brother and me.” ■





We shared  
the experience.

We share the  
network.

We share the  
pride.

Let's celebrate  
our own... again!

# Global Ivey Day

November 13, 2014

# PwC CANADA IS STEPPING UP FOR THE NEXT GENERATION

PwC and Ivey have worked together for many years. The firm has supported student scholarships at the School and contributed to many student activities. It looks to Ivey for some of its most promising recruits—people like Sarah Shin, HBA '10. "At Ivey I learned that you have to be very resourceful and adaptive, keep people motivated, and always have fun with whatever you're doing. That's served me well in the projects I'm working on at PwC."

To honour years of working together, PwC made a generous contribution to the Ivey Campaign for Leadership. Two breakout rooms in the new Richard Ivey Building—used regularly by students like Alex Marks, HBA '14 Candidate—proudly bear the firm's name. Shin expects the relationship will continue to grow. "Ivey graduates thrive at our firm," she says. "It's a similar culture, and they are well prepared, not just academically but with the communication and people skills that are so important in a client-facing industry."

**Sarah Shin, HBA '10**  
Senior Associate,  
Audit and Assurance Group  
PwC Canada

**Alex Marks, HBA '14 Candidate**  
Co-President,  
HBA Marketing Club



To find out how your company can partner with the Ivey Business School contact  
Abbey Baran, Associate Director, Corporate Relations at (519) 661 2179 or email [abaran@ivey.ca](mailto:abaran@ivey.ca)





# Your Ivey Network



**Welcome to**  
**GlobalIveyDay**

**Global Ivey Day 2013**  
Celebrating an international network

page **38**



**Emerging Leader Awards**  
Starting strong

page **37**

**Alumni Student Collaboration**  
Ivey Business Review

page **41**



**Working Together**  
SmartParts™ at Bombardier

page **46**

**The Gift of Time**  
Alumni Partnership Program

page **48**

## Ivey Class Notes

Tell us where you are, what you're doing, who you care about, and how you're staying in touch with your Ivey friends. Celebrate your achievements, activities and interests. Let us know about the latest matches and hatches—these are your pages. Submit your note and photos to: [ivey.ca/alumni/classnotes](http://ivey.ca/alumni/classnotes) or email [alumni@ivey.ca](mailto:alumni@ivey.ca)

### 1946

CLASS LIAISON  
Bob Blake, HBA '46  
519-884-8078

### 1950

CLASS LIAISON  
Willard Ellis, DBA '50, MBA '51  
[WELLIS.MBA1951@ivey.ca](mailto:WELLIS.MBA1951@ivey.ca)

### 1951

CLASS LIAISONS  
Dick Carr, DBA '51, MBA '52  
313-886-1565  
[DCarr.MBA1952@ivey.ca](mailto:DCarr.MBA1952@ivey.ca)  
Willard Ellis, DBA '50, MBA '51  
[WELLIS.MBA1951@ivey.ca](mailto:WELLIS.MBA1951@ivey.ca)

**Marg Bennett, HBA '51**, writes, "I was pleased to read the note from **Bill Hull** in the last issue of *Intouch*. I just want to tell you that when I looked at my photo of the 2011 Reunion, I noted that three of the nine people (some of

whom are staff) are graduates of Walkerville Collegiate in Windsor! They are **Bill Hull**, **Don Copland** and **me**. I think that is a good display of brains and longevity of WCI people! I am retired from an interesting 38-year job in the government of Canada... hope I run into Bill's son sometime. Like Bill, I am busy with volunteer work and doing cryptograms when I do have a spare minute or two. Having to write long research reports at Business School gave me the experience needed for my job in the government."

### 1952

CLASS LIAISONS  
Ted Barber, HBA '52  
[TBarber.HBA1952@ivey.ca](mailto:TBarber.HBA1952@ivey.ca)  
Dick Carr, DBA '51, MBA '52  
[DCarr.MBA1952@ivey.ca](mailto:DCarr.MBA1952@ivey.ca)  
313-886-1565

Next Page →

Class Liaisons are alumni volunteers who act as the central point of contact between the School and their classmates with the goal of keeping their class connected, especially in preparation for class reunions. To become a Class Liaison, please contact Jennifer Wyant at [jwyant@ivey.ca](mailto:jwyant@ivey.ca)

Class Agents are alumni who are committed to the development of the Business School through annual fund support and personally reach out to their classmates to encourage financial support and participation. To become a Class Agent, please contact Holly Gati at [hgati@ivey.ca](mailto:hgati@ivey.ca)

Missing in Action! We need your help. We've lost track of some of our grads. Please refer to the list of names under your graduating year. If you know where any of these individuals are, please contact Rita Nicholson at 519-661-4165 or [micholson@ivey.ca](mailto:micholson@ivey.ca). Please note: "Missing" lists are as of January 15, 2014.



# Your Ivey Network

**A Message from Anthony Ostler, MBA '97  
Chair, Ivey Alumni Association Board of Directors**

The past year was a big one for Ivey, with the completion of the Campaign for Leadership, the opening of the new building and the arrival of Dean Bob Kennedy. Now that the hoopla is dying down a bit, it may be a good time to re-visit a core question: why does it make sense for you to be engaged with Ivey and the Ivey Alumni Association?

I was raised to believe that from those to whom much is given, much is expected. We all benefited from being Ivey students. We had the opportunity to be part of a community that nurtured and supported us, rounded out our skills, and launched us into the world ready to make an impact. Getting involved is a way to pay that forward.

One easy way to do that is through the Ivey Alumni Partnership Program. You'll read more about how it works and the impact it has on page 48. On page 41, you'll read about how Ivey alumni are supporting the Ivey Business Review, an important student initiative. And there are many other ways to give back.

But there are also some very practical reasons for engaging with Ivey. The Ivey network is a powerful career management tool, a great way to find like-minded business partners, colleagues, clients and suppliers, and a source of advice and friendship. Ivey alumni are strategic, collaborative and solution-oriented. That common approach is a great platform from which to launch. On page 46, you'll read about five Ivey alumni who are making a big impact at Bombardier, in part because of their shared Ivey experience.

Why not make 2014 the year you engage with Ivey in a meaningful way? Explore the website, talk to fellow alumni, or contact me—I think you'll find there are many ways you can benefit from and provide benefit to Ivey.

It's always good to see someone who has been an important part of the Ivey family go from strength to strength. Kelly Cole, Ivey's Executive Director of Advancement for the past decade, recently stepped down to become Vice President External at Western University. Kelly is a remarkable leader who has played a pivotal role in the development of the Ivey Alumni Association, providing support, investment and advice. We thank her for everything she has done to make the IAA the robust organization it is today.

Continued From Page 33

## 1953

CLASS LIAISON

Donald Moffatt, HBA '53  
DMoffatt.HBA1953@ivey.ca

## 1954

CLASS LIAISON

Bill Braithwaite, HBA '54  
WBraithwaite.HBA1954@ivey.ca

## 1955

CLASS LIAISON

Bob McClelland, HBA '55  
BMCClelland.HBA1955@ivey.ca

**Charlie Bouskill, DBA '55, MBA '56,**  
See Note under **Keith Ham, MBA '56**

**Bob McLaughlin, DBA '55, MBA '56,**  
See Note under **Keith Ham, MBA '56**

**Fred Panchuk, DBA '55, MBA '56,**  
See Note under **Keith Ham, MBA '56**

## 1956

CLASS LIAISONS

Robert G. Taylor, HBA '56  
RTaylor.HBA1956@ivey.ca  
Keith Ham, MBA '56  
KHam.MBA1956@ivey.ca

**Hugh John Cook, HBA '56,**  
has been awarded an Alumni Award of Merit 2013 – Community Service Award from Western University.

**MBA '56 class update submitted  
by Class Liaison Keith Ham:**

"This is my second report since I replaced **George Suart** as Class Liaison. I hope by the following *Intouch* magazine, I will have made contact with all living MBA '56 graduates. There are about five graduates of MBA '56 that I have not been able to locate. Renewed efforts will be made in the next couple of months, and I should then be able to give a complete report on the status of the MBAs. **Charlie Bouskill**, also **DBA '55**, is now retired, having provided and managed industrial engineering services throughout his career – 27 years with then Canada's leading retailer, *Eaton's* – 12 years with *Inter City Gas/Centra Gas* – 18.5 years with the Association of Professional Engineers & Geoscientists of the Province of Manitoba (APEGM). He has been actively involved with APEGM, having been a member since 1954, and devoted over 130 committee years of service on various committees. He was the first recipient of the Association's Outstanding Service Award (1971), was president in 1976, was made an Honorary Life Member in 1997, and was one of the first group of engineers to be honoured as a Fellow of Engineers Canada (FEC). Charlie and his wife of 58 years, Barbara, have four sons, all contributing to the economy,

and have been amateur genealogical sleuths for 20 years. They have visited the UK several times, partially for this purpose, managing to trace the Bouskill family back to about 1500. One of the highlights of their many travels was a Baltic cruise with their whole family, 18 in all, including grandchildren. Charlie is presently vacationing for six weeks in the Baja Peninsula. **Bruce Campbell** (who is retired and living in Westmount, Quebec) and I visited **Al McMillan** for lunch in Saint-Jean, Quebec. Al is retired from Banque National (Levesque Beaubien). His wife Solange died two years ago after over 50 years of marriage. He has three children, Robert, John and Ann. **Fred Panchuk**, also **DBA '55**, is living in Deep River, Ontario, having been retired from Atomic Energy for over 25 years. It was reported recently by Stewart Ellis that his father, **David "Waldo" Ellis** passed on in London, Ontario in November 2013. I spoke with **Bob McLaughlin**, also **DBA '55**, at some length. He is retired in Toronto and is in good spirits. I am hoping to get notes from him for the next edition. Through **Charlie Bouskill**, I finally located **Bill Saunders**. He has been living for many years in Houston, Texas, and is in good health. He has promised to send notes to me which will appear in the next edition. I had a very pleasant conversation with **Kenneth Lindsay**. He is happily retired in London, Ontario and is in good spirits. **Wilmer Collett** wrote me a note, "Hi Keith, I joined the Foreign Service as a trade commissioner in 1956. Ended that career as High Commissioner to Nigeria and Sierra Leone (1985-88) following serving as Consul General in Chicago (1974-79) and Munich (1982-85) and in between as Deputy Head of Mission at Rome (1971-74) and Bonn (1979-82) with previous appointments scattered around Bombay, Cairo, Wellington, Vienna, Moscow, and Ottawa. My last two years with the Foreign Service (1988-90) were as regional executive director for Science and Technology in Alberta (Edmonton). Following retirement from the Foreign Service, I joined the UN Agency FAO (Food and Agriculture Organization) in Rome and went abroad as FAO Representative in Somalia (Mogadishu 1990-92), then to Iran (Tehran 1992-94) followed by Rwanda (Kigali 1994-95) – a most enlightening experience indeed. I married Anne Johns (from Kent, England) in Wellington, N.Z. in 1961. We have a daughter, Michele, a son, David, and two grandchildren. We retired fully in 1995, firstly to our property in Italy and subsequently to Ottawa." Regards, Keith"



**Robert (Bob) Taylor, HBA '56**, writes, "For the 50th reunion of the HBA class of 1956, I prepared a "Personal Profile" manual of each of our 77 graduates. The 2-page profiles included colour photos and career, family, and academic histories. I used this information and updates to report on all of our HBA '56 graduates over a span of my last six reports in *Intouch* magazine. 31 of our graduates have died. Two others are "missing". Only three of the remaining 44 graduates have contacted me in the last year, which, I assume, means most are enjoying retirement and most are in relatively good health. I will send out a survey and report my findings in my next report. Many HBA '56 graduates spend their winters in Florida. Even though it feels cold today, it will be much warmer than in Canada. On a personal note, my wife Marian and I celebrated our 84th birthdays on January 27. She was born in Saskatchewan on the same day I was born in Stratford, Ontario. Best wishes to all. Bob Taylor"

## 1957

### CLASS LIAISON

Al Herrington, HBA '57  
AHerrington.HBA1957@ivey.ca

## 1958

### CLASS LIAISONS

Ross Archibald, HBA '58  
RArchibald.HBA1958@ivey.ca  
Bruce Pearson, MBA '58  
BPearson.MBA1958@ivey.ca  
David Walker, MBA '58  
DWalker.MBA1958@ivey.ca

**Robert Lane, MBA '58**, has joined Ideal Advisor Software Inc.'s Advisory Board as chairman.

## 1959

### CLASS LIAISONS

Peter Armstrong, HBA '59  
PArmstrong.HBA1959@ivey.ca  
Gordon Bales, MBA '59  
GBales.MBA1959@ivey.ca

## 1960

### CLASS LIAISONS

John Humphrey, HBA '60, MBA '61  
JHumphrey.HBA1960@ivey.ca  
John Liphardt, HBA '60  
JLiphardt.HBA1960@ivey.ca  
Ron McCullough, MBA '60  
RMcCullough.MBA1960@ivey.ca

## 1961

### CLASS LIAISON

Peter Arnold, HBA '61  
PArnold.HBA1961@ivey.ca

**Don Wood, HBA '61**, writes, "Enjoying retirement in the tropics at St. Vincent and the Grenadines."

## 1962

### CLASS LIAISONS

Rick Thorpe, HBA '62  
RThorpe.HBA1962@ivey.ca  
Marty Farnsworth, MBA '62  
MFarnsworth.MBA1962@ivey.ca

## 1963

### CLASS LIAISON

Tom McCarthy, HBA '63  
TMcCarthy.HBA1963@ivey.ca

## 1964

### CLASS LIAISON

Jim Van Slyck, HBA '64  
JVanSlyck.HBA1964@ivey.ca

### MISSING

DBA - John Legros, Ronald Peiluck  
HBA - Ted Anderson, Wayne Jordan, Paul Richmond, Warren Scheifele, Tom Wilson  
MBA - Max Bayer, Mel Foster, Ted Higgins, Graham Ross, Gary Sharpe



**Ed Prévost, MBA '64**, has recently been elected Mayor of Hudson, Quebec with nearly 77% of the vote.

## 1965

### MISSING

DBA - Victor Levin, Donald Liteplo, Woody Macke, Robert Smith  
HBA - Walter Barclay, James Davies, Alan Dickie, Grant Evans, Claire Johnston, Chris Lehman, Donald McLroy, Robin Woods  
MBA - John Annesley, Paul Beaudoin, George Bedard, Guy Bernier, Paul Buckland, Malcolm Clegg, Don Dobie, William Filotas, Sandy Holmes, Charles Honeyman, David Johnston, David Jordan, Henry Kennedy, Sajid Khan, Norman Lange, Charles Laughton, Paul Normandeau, Gordon Petersen, Thomas Rogers, Warren Scheifele, Donald Smith, Robert Steen, John Stollery, Hiro Uehara, Terrence Varcoe

## 1966

### MISSING

DBA - Hugh Gorham, Terrence Heineman, Peter O'Donoghue, Simon Roach, Hugo Sonnenburg  
HBA - Christopher Seymour, Larry Squire, Lutz Streitel  
MBA - Brian Beatty, Kenneth Brown, Edward Daughney, Don Driscoll, John Garven, David Gildart, Greg Gooch, Frank Hazel, John Holland, John Langley, Fraser Lindsay, Harry Littler, George Lyons, Brian Nice, Andrew Nicol, Etienne Prache, Les Van Hemert, Fred Wiseman

## 1967

### CLASS LIAISONS

Jeff Chaplin, HBA '67  
JChaplin.HBA1967@ivey.ca  
Rod Jack, MBA '67  
RJJack.MBA1967@ivey.ca

### MISSING

DBA - Douglas Lowry, Eggert Peterson, Bob Phillips, Bruce Waters  
DIP - Joseph Brideau, Jean Caron  
HBA - Richard Blair, Fred Bradley, Robert Duggan, Jack Flynn, Donald McEachern, Alex McLeod, Maurice Pigeon, Wayne Roswell, Donald Tulloch  
MBA - Donald Biglow, Dennis Bishop, David Borch, John Dale, Peter Downing, Mike Fuller, Terrence Heineman, Donald Henderson, Ernest Kepper, David Ker, Bruce Killen, Alan McKay, Kenneth Nicholls, Denis Parker, William Porter, Ellwood Sawby, Gunter Scheible, Dale Sharpe, Daniel Stewart, David Toole, David Whiting, Michael Wiley, Gordon Williams

## 1968

### CLASS LIAISONS

Michael Porter, HBA '68  
MPorter.HBA1968@ivey.ca  
John Mills, MBA '68  
JMills.MBA1968@ivey.ca  
Michael Needham, MBA '68  
MNeedham.MBA1968@ivey.ca

### MISSING

DIP - Stephen Haas  
HBA - Owen Hackett, Tim King, Scott McDiarmid, Barbara Strand, Peter Taylor  
MBA - Donald Davidson, Ron Dixon, John Doran, Frederick John Harris, Jim Plaxton, James Rowland, Brian Schumacher, Balraj Sharma, Richard Taylor, John Williams, Ronald Ziola

## 1969

### MISSING

DBA - David Walker, Martin Wenger  
HBA - Jack Bowman, Peter Bush, Peter Clark, James Coles, James Lasby, Douglas Macaulay, Peter McMullen, Laurence Mogg, Terry Noble, John Schofield, David Shaw, George Wagner  
MBA - Jim Alexander, Russ Anderson, David Armstrong, Hart Borrowman, Donald Bunbury, Richard Burri, Kirk Chisnall, Larry Cohen, Lionel Collins, Wayne Currie, James Davies, Chris Davis, Henry Derksen, David Eastman, James

Farrell, Thomas Handley, Philip Holton, Michael Livingston, Norman Lord, Peter McLachlan, Harry Moore, David Moore, Norman Moyer, Garfield Pynn, John Reid, Hugo Sonnenburg, Ron Stevens, Roger Strickland, Don Sturgess, Kenneth Tomlinson, Keith Turner, Walter Yeates

## 1970

### CLASS AGENT

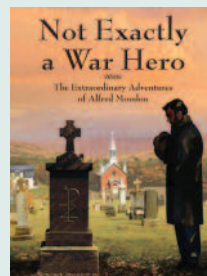
Rob Richards, MBA '70  
RRichards.MBA1970@ivey.ca

### CLASS LIAISONS

Keith Harfield, HBA '70  
KHarfield.HBA1970@ivey.ca  
Jim Skelton, MBA '70  
JSkelton.MBA1970@ivey.ca

### MISSING

DBA - Paul Benoit  
DIP - Malcolm Rogers  
HBA - Larry Phillips, Michael Piper, Steven Piper, Philip Wilson  
MBA - Peter Adeland, Allen Archibald, Donald Bortoluzzi, Leslie Brown, Lorne Clark, William Doherty, Bob Dolan, Gregor Duncan, Thomas Fisher, Robert Fraser, Bob Griffin, Gary Halpin, Douglas Haslam, John Keeling, Ray Kilroy, David Kittredge, Victor Koszarny, Gordon Lewis, Thomas Love, Daniel MacMullin, Neil Parker, Noel Prat-Carrabin, Rob Ritchie, Eric Schibler, Malcolm Slack



**Ray Verdon, MBA '70**, has published a historical fiction novel *Not Exactly a War Hero* dealing with events during WWII in Canada. [Editor's Note: See article on page 27 for more information.]

## 1971

### CLASS LIAISON

Peter Oakes, MBA '71  
POakes.MBA1971@ivey.ca

### MISSING

DBA - Fred Collins, Allister MacKenzie  
HBA - Douglas Bedard, Douglas Brown, Hume Cronyn, Bill Estabrooks, Michael Heffernan, Alan Little, Robert MacIver, Anthony Magee, John McDermott, Ronald Olsen, Jean-Pierre Pilon, Paul Reekie, George Slightham, Steven W-Brown  
MBA - Olatunji Belo, Robert Boyd, John Chartrand, James Clift, Anthony Cook, Bob Cummings, David De Young, Roger Dupuis, William Fraser, Alain Germain, Wilfred Gladstone, William Gregory, Stephen Haas, Alan Hamilton, Barry

Harper, Gary Hedges, Richard Howard, Stewart Kennedy, Patrick Mayne, Albert Packer, Frank Pasquill, George Phemister, Paul Rathgeber, Edward Singer, Jeff Snider, Colin Stark, John Warren, David Weir, Mel Werner, David Westbrook, Michael Yu

**Barbara Fraser, HBA '71**, has been named director of Economical Insurance's board of directors.

**Edward (Ted) Gordon, HBA '71**, has been appointed to the board of directors of the Business Development Bank of Canada. The Business Development Bank helps create and develop Canadian businesses through financing, venture capital and consulting services with a focus on small and medium-sized enterprises (SMEs). It has a nationwide team helping more than 28,000 businesses reach their full potential.

## 1972

### CLASS LIAISON

John Purkiss, HBA '72, MBA '77  
JPurkiss.MBA1977@ivey.ca

### MISSING

HBA - Mike Allen, David Edwards, Stewart Guthrie, Donald Kerr, Ross MacKinnon, Glenn Morrow, Jeremy Tringham, Neil Vail, Hans Vander Gugten, Lawrence Webber  
MBA - Gary Alpaugh, Jacques Beaulieu, John Booth, John Colbert, Peter Cowern, James Cross, Martin Dennis, Richard Finley, Bernard Grybowski, Keith Hazeldine, Iain Henderson, James Henry, John Ireland, Soon Kek, Jacques Lemay, Helmut Loewen, Martin Lynch, Ted Powell, Franco Protti, David Roche, Harry Rumble, Laurie Sadler, Ubald Schiltz-Mainville, Brian Shannon, Robert Stothart, Robert Unger, Bernard Vallee, Leonard Zackon

## 1973

### CLASS LIAISONS

Gerard Murphy, HBA '73  
GMurphy.HBA1973@ivey.ca  
Trevor Holness, MBA '73  
THolness.MBA1973@ivey.ca

### MISSING

DIP - Edward Zaluski  
HBA - Jose Alonso, Peter Arnold, Wayne Bird, Paul Charlton, Bruce Galloway, William Hatch, John Lee, Robert McVey, Jim Pattillo, John Pennachetti, Rick Roberts, David Robertson, Thomas Walsh, Harold Wotten, Rose Yang, John Zavitz  
MBA - Dilip Balse, John Curtis, Andrew Deszynski, Rick Dunlap, Tony Farrugia, Albert Gadbois, Robert Henderson, David Hughes, Bob Hughes, Frederick Janzen, Derek Johnson, Maurice Kreitzer, Earl Lande, Pierre Lemyre, Kenneth Lewis, Jean Plamondon, Hubert Porteu De La Morandiere, Andre Primeau, Surujrattan Rambachan, Frank Russell, David Salie, John Sarris, Diptendu Sen, Richard Summers, Richard Thompson, Garry Wright

Continues On Page 36 ➔

# Share your news with fellow alumni

Submit your notes and photos for the next issue:

Online: [ivey.ca/alumni/classnotes](http://ivey.ca/alumni/classnotes)

Email: [alumni@ivey.ca](mailto:alumni@ivey.ca)

Mail: Intouch Class Notes  
Advancement Department  
Ivey Business School  
1255 Western Road  
London, ON N6G 0N1

Please note all submissions may be edited for content and length. All original photos will be returned by request.



Continued From Page 35

**John Bowey, MBA '73**, has joined Economical Insurance's board of directors as vice-chair.

## 1974

### CLASS AGENTS

Matt Hannon, HBA '74, MBA '78  
[MHannon.MBA1978@ivey.ca](mailto:MHannon.MBA1978@ivey.ca)  
Hugh MacDiarmid, HBA '74  
[HMacDiarmid.HBA1974@ivey.ca](mailto:HMacDiarmid.HBA1974@ivey.ca)

### CLASS LIAISONS

Patrick Crowley, HBA '74  
[PCrowley.HBA1974@ivey.ca](mailto:PCrowley.HBA1974@ivey.ca)  
Lee Sienna, HBA '74  
[LSienna.HBA1974@ivey.ca](mailto:LSienna.HBA1974@ivey.ca)  
Dan Amadori, MBA '74  
[DAmadori.MBA1974@ivey.ca](mailto:DAmadori.MBA1974@ivey.ca)

### MISSING

DBA - Charles Box, Kiyonori Watai  
HBA - Lee Cairncross, Thomas Cunningham, Merritt Goddard, David Hatfield, Juliet Khoury, Linda Larsen, Bill Lewis, Robert Miller, Brad Sanson, Manfred Schier, John Shaw, Robert Spano  
MBA - William Andrews, Pierre Baril, Jacques Berube, Terry Breckenridge, Robert Eagle, Orly Friesen, Edward Gough, Jerry Harder, Andrew Harmon, Jack Hasen, Zenon Husarewycz, Peter Jenkins, Pierre Lefebvre, Glenn MacQueen, Peter Martin, Maurice Minvielle, Donald Mok, Andre Nadeau, Ted Renner, Pierre Ross, Frank Sbrocchi, Harland So, Stephen Starke, Tony Webb, Stephen Yaffe

## 1975

### CLASS AGENT

Tony Horak, MBA '75  
[AHorak.MBA1975@ivey.ca](mailto:AHorak.MBA1975@ivey.ca)

### CLASS LIAISONS

Ted Dzialowski, HBA '75  
[TDzialowski.HBA1975@ivey.ca](mailto:TDzialowski.HBA1975@ivey.ca)  
Paul Smith, HBA '75  
[PSmith.HBA1975@ivey.ca](mailto:PSmith.HBA1975@ivey.ca)  
Tony Whitaker, MBA '75  
[TWhitaker.MBA1975@ivey.ca](mailto:TWhitaker.MBA1975@ivey.ca)

### MISSING

DBA - Don Bennet, Paul Lo  
HBA - Winans Bishop, Brian Brennehan, Peter Britton, Douglas Dixon, Brian Dodson, Laurie Leslie, Craig Marchant, Robert Mislán, Paul Osbaldeston, James Rose, David Russell, Robert Seaman, Stanley Smith, Paul Snyder, Christine Strachan, Gregory Wallace, Robert Wilson  
MBA - James Barkey, Wayne Bird, Malcolm Brown, Robert Burgess, Hugh Courtenay, Art Doorduyn, Paul Douglas, Andre Godbout, Ramesh Gupta, Albert Hensen, David Holmes, David Howe, George Kenda, Eirdley Low, Stephen Martin, Frederick Martin, John McLean, Kevin O'Brien, Gary Opolsky, Brian Peters, Gary Porter, Raghavendra Prabhakar, Nick Saltiel, Ila Stevens, Dennis Wallace, Peter Watkins, Nicholas Westeinde

## 1976

### CLASS LIAISONS

Craig Kennedy, HBA '76  
[CKennedy.HBA1976@ivey.ca](mailto:CKennedy.HBA1976@ivey.ca)  
Pat McKay, HBA '76  
[PMcKay.HBA1976@ivey.ca](mailto:PMcKay.HBA1976@ivey.ca)  
Janet Whitney, HBA '76  
[janet@whitneyworks.ca](mailto:janet@whitneyworks.ca)  
Elaine Frost, MBA '76  
[EFrost.MBA1976@ivey.ca](mailto:EFrost.MBA1976@ivey.ca)

### MISSING

DBA - Linda Binet  
HBA - Susan Barclay, William Bruyey, Derek Chin, Raymond Chong Kwok Wai, James Currie, Marg Dalman, Michael Fedy, James Gamble, Lorne Gelleny, Bruce Irving, Colin James, Richard Jeffrey, Yin May Or, Demetrios Petrides, Michael Renison, Linda Saarinen, Richard Serbinski, Jane Sorensen, Fiona Spencer, Bob Williams, Don Wilson  
MBA - David Barker, Sonny Bedayse, John Benjamin, John Carmichael, Katherine Chan, Rene Choquette, Charles Chung, Helene Desruisseaux, David Dickson, Gregory Gaskin, Frank Green, Marty Humphrey, Kiroku Kato, Bill Kime, Jim Leask, John Leeds, Doug Leeies, James Martelon, Laurie McDonald, Lothar Mensch, Laszlo Ori, Jack Radford, Will Redd, Michael Robbins, Jean-Francois Robert, Margarita Sanchez, Frank Siu, Robert Smart, Peter Sochan, Lynda Steen, Bobby Tang, Michael Walzak, Stanley Wong, Michael Yaffe

## 1977

### CLASS LIAISON

Lise Casgrain, MBA '77  
[LCasgrain.MBA1977@ivey.ca](mailto:LCasgrain.MBA1977@ivey.ca)

### MISSING

HBA - Caralee Finley, Paul Hardy, Douglas Humfries, Peter Hutner, George Kaigas, Linda Lee, Eric Lo, James Lockwood, Laurel McLaughlin, Steven McManus, Richard Odorico, Mark Stevens, Jeffrey Waterous  
MBA - Peter Bell, Ronald Bird, Duncan Brown, Claude Chabot, Dean Chapman, Robert Cooke, Emile Franco, Doug Gillies, John Irvine, Trevor Johnson, Richard Kropp, Hans Krueger, Art Mooney, Rod Munn, Peter Norman, Bruce Smyth, Nazir Walji, Edward Wang

**Craig Dynes, HBA '77**, has been appointed to chief financial officer at Dealer.com

## 1978

### CLASS LIAISON

David Cox, MBA '78  
[DCox.MBA1978@ivey.ca](mailto:DCox.MBA1978@ivey.ca)

### MISSING

DBA - William Griffith, Alfonz Koncan  
HBA - Julia Bradshaw, Alexander Chan, Cathy Cronin, Rick Durst, David Martin, Edward Mealing, Lance Newman, Brian Poole, Errol Ritchie, Ajaya Sachdeva, Karen Serbinski

MBA - Douglas Andrews, Anthony Au, Margaret Bukta, Ted Burgoin, Joseph Clarke, Charlie Clarke, Steven Corotis, Alan Fenton, John Fowler, Ted Handford, Douglas Harrington, Firoz Jessa, Carlton Joseph, Robert Joyce, Stanley Kamzol, David Laycock, Wayne Lunt, John McLellan, William Nugent, Graham Palmer, Pat Pender, Michael Ramage, Bill Roberts, Paul Sobon, Robert Stiles, David Veall, Winnie Wong

**Richard Nesbitt, HBA '78**, has been appointed to the board of directors at SickKids Foundation.

## 1979

### CLASS AGENT

Cameron Turner, MBA '79  
[CTurner.MBA1979@ivey.ca](mailto:CTurner.MBA1979@ivey.ca)

### CLASS LIAISON

Tim Godfrey, MBA '79  
[TGodfrey.MBA1979@ivey.ca](mailto:TGodfrey.MBA1979@ivey.ca)

### MISSING

DBA - Sol Candel  
HBA - Lawrence Bontje, Brenda Burghardt, Christopher Campbell, Carlo Choi, Craig Corser, Sylvia Dolson, Rene Gulliver, Fedde Huften, David Jackson, Neil McCormick, Kathleen McLaughlin, Eugen Mee, Alex Murray, Ted Siebers, Toivo Taimla, Mahmoud Talaat, Rick Wilson  
MBA - John Aitkens, Barbara Armstrong, Clair Batty, Michael Chung, Jerry Cooper, Len Drew, John Duncan, Wolfgang Harm, Jeffrey Herman, Gerry Hughes, Valerie Lebel, Gillian Loeb, Charles Mankowski, Bill Payne, Eric Ruismaki, John Shaw, Bernard Tang, John Thornton, George Tucker, Steve Tudor, Donald Webster

**John Nyholt, HBA '79, MBA '83**, has been appointed to the board of directors of Mad Catz Interactive Inc.

## 1980

### CLASS LIAISONS

Arlene Laclure, HBA '80  
[APalango.HBA1980@ivey.ca](mailto:APalango.HBA1980@ivey.ca)  
Maxine MacLure, MBA '80  
[MMacLure.MBA1980@ivey.ca](mailto:MMacLure.MBA1980@ivey.ca)

### MISSING

DBA - Susan Hendrickson  
HBA - Lester Chan, Elizabeth Chang-Azterbaum, Lorraine Dunn, Hilary Goldring, Katherine Hope, Greg Hurst, Bill O'Kruk, Anthony Reitz, Daniel Shear, Murray Snelgrove, Daniel Yang  
MBA - Doug Alexander, Bernard Beaudoin, David Bird, Gilles Bourque, Fraser Brown, Victoria Cameron, Terence Daly, David De Leon Moore, Andre Drupsteen, Yves Dufresne, Helene Dufresne, David Ferguson, Nancy Feyerer, Jim Feyerer, Michael Fitzpatrick, Avanith Gui, Colin Jack, Jim McDonald, Nancy McInerney-Lacombe, Patrick Michaud, David Munro, Ben O'Neill, Barbara Quinn, Ian Rankin, Thomas Sones, Thomas Underwood



**Gary Baxter, HBA '80**, has been awarded the Queen's Diamond Jubilee Medal for service to the community.



**Doug Bradley, MBA '80**, resigned as president of the Canadian Bioenergy Association on March 31, 2013. In five years at the helm Doug grew association revenues 700% and led 12 trade missions to Finland, Sweden, Austria, and Italy, and financing missions to Beijing, London, Seoul, and Singapore. Doug is now pursuing consulting interests, in particular the development of a 150 million euro Bio-trade Equity Fund that will invest in biomass densification facilities and supply chains worldwide to enable long-distance competitive delivery of biomass to world markets.

**Barry Cohen, MBA '80**, writes, "I have been promoted to VP Sales and Marketing for Channell Assist, based in Toronto. Channell Assist is a software firm with a loyalty platform for B2B companies using indirect sales channels."

## 1981

### CLASS LIAISONS

Keith Stone, HBA '81  
KStone.HBA1981@ivey.ca  
David Browne, MBA '81  
DBrowne.MBA1981@ivey.ca

### MISSING

HBA - Brian Armstrong, Jo-Anne Chang, Darcia Joseph, Ming Wah Kam, Julia Klein, John Lempen, John Menear, Mike Rowland, Kerry Watson, Jennifer Westaway  
MBA - Gerald Barron, Patrick Bartlett, Gerald Burns, Perry Cameron, Jerry Hajek, Richard Hardy, Linda Lauber, Brian Longmore, Paul Montgomery, Robert Parslow, Glen Paskiw, Edward Pitula, Keith Pritchard, Darryl Slychuk, Murray Smith, Mark Stephen, David Storrer, Karen Thomas, Ed Traynor, Hank Van Wynsberghe, Miguel Viyella, Susanne Waelter, Saire White, Ralph Williams

**Michael Lam, MBA '81**, has been elected to Fellowship (FCA) by the Institute of Chartered Accountants of B.C.



**Alex Tye, MBA '81**, writes, "I retired this year after 15 years as a shareholder and VP Lending at CareVest Capital Inc., a private real estate lending and investment company based in Calgary. A great ride with an industry leader, but it's time to look to future adventures, whatever they may be. Special thanks to my wife Catherine for her love and support!"

**Eric Johnson, HBA '81**, writes, "Our dear friend **Kevin McGraw** (nickname Quick Draw) passed away on September 21, 2013 after battling three different types of cancer over the past 9 years. Kevin's best friend Glenn Savory (nickname Moose) summed it up by saying, 'As you guys know there was no better guy than Quick Draw.' Quick Draw always wanted everyone to have fun and to always remember to make happy memories as life goes on."

## 1982

### CLASS LIAISONS

Mary Heisz, HBA '82, MBA '02  
MAHeisz.HBA1982@ivey.ca  
Michael Thompson, MBA '82  
MThompson.MBA1982@ivey.ca

### MISSING

HBA - Luella Barath, Anthony Ching, Malcolm Collings, Lana Doxtator, Brad Kirkland, Amy Kowalski, Catherine Lancaster, Annie Leung, Jeanne Milne, Glenn Petersen, Terry Simpson, Gary Trevisiol  
MBA - Stephen Au, Patrick Begoray, Gary Brown, Ambrose Chan, Deborah D'Arcy, Alan Davis, Denys Dupras, Judith Goodwin-Rosenberg, Alan Hahn, Gary Hanson, Richard Harland, Bill Hurtig, David Jackson, Harinder Jadwani, Sow Yuen Leong, Deborah Louie, Richard Rogacki, Mike Rowland, Sandy Rudolph, Beverley Sadler, David Safarian, Cliff Skrypnik, Michael Tenenbaum, Donna Turcott, Moira Waxer

**Ian Ihnatowycz, MBA '82**, has been appointed to the board of directors of Trimel Pharmaceuticals.

**Christine Magee, HBA '82**, was named on the distinguished 2013 Canada's Most Powerful Women: Top 100 list presented by the Women's Executive Network (WXN) and was inducted into the WXN Hall of Fame. Since 1997, 25 members of the Ivey community have been named on the Most Powerful

Women list, including multiple award winner Christine Magee.

**Anne Marie O'Donovan, HBA '82**, has been named on the illustrious 2013 Canada's Most Powerful Women: Top 100 list presented by the Women's Executive Network (WXN). She was honoured with the Corporate Executive Award. Since its inception in 1997, WXN has honoured 728 of Canada's most powerful women.

## 1983

### CLASS LIAISONS

Mark Verdun, HBA '83  
MVerdun.HBA1983@ivey.ca  
Gary Svoboda, MBA '83  
GSvoboda.MBA1983@ivey.ca

### MISSING

HBA - John Bell, John Chamberlain, Dorothy De Young, Robin Goldenberg, Richard Goldthorpe, David Johnston, Jacqueline Kerby, Henry Pagotto, Celeste Scimmi, Janet Sidorchuk  
MBA - Paul Bergman, Jean Brown, Ross Cochran, Terry Hopper, Greg Hurst, Joe Injeikian, Amin Kassam, Douglas Kilgour, Dennis Kwok, Robert Lindsay, Cary McWhinnie, Matthew Morrison, Bill O'Kruk, Radley Ritch

**John Nyholt, HBA '79, MBA '83**, See Note under 1979

**Lennox Parkins, MBA '83**, writes, "It's with great sadness that I have to report that **Minnie Sakhuja, MBA '83**, passed away at age 53, on November 21 from Parkinson's disease in London, England. I just spoke to her father in UK. I know she was suffering from this illness for the past few years. I spoke to her a few times during her illness. Minnie was a very smart young lady who was part of our business policy team that did the policy case on Air Jamaica as part of our MBA finals. We will miss her dearly."

## 1984

### CLASS LIAISONS

Gordon Townley, HBA '84  
GTownley.HBA1984@ivey.ca  
Ed McHugh, MBA '84  
EMcHugh.MBA1984@ivey.ca

### MISSING

HBA - Anita Auerback, Michael De Maio, Stephen Jay, Kevin Keating, Lance Lugsdin, Dennis Pellarin, Linda Smith, Perry Toms, Marjorie Wilcox  
MBA - Paul Beranek, Peter Brain, Jim Coss, Corey Dalton, Stephen Ferenczy, Paul Filiatrault, Brian Harvey, Keith Hibbert, Mike Kirkwood, Danny Lam, Andre Laquerre, Ronald McLean, Michael Miller, Andrew Stewart, John Stroud, Ernest Wong

During Global Ivey Day the Ivey Alumni Association saluted recent graduates and students who are already making their mark in business and on the communities in which they operate. The 2013 recipients were:

### Community Advancement

**Mariam Hashmi, HBA '05, MBA '08**

Hashmi is a manager in KPMG's Management Consulting practice in Toronto. She serves on the board of the United Way of Peel Region and the board of the Peel Leadership Centre. She is the Chair of the Young Leaders Council and KPMG's Hub Initiative with United Way. Throughout the year Hashmi teaches undergraduate business courses at Nipissing University and Ryerson University.



### Global Impact

**Raymond Tam, EMBA '05**

Tam is Project Director with Mineralogy Phy Ltd., an Australian group that owns one of the world's largest iron ore deposits. He is also Director of Asia Operations for Blue Star Line, an organization that has undertaken to build a replica of the Titanic. Tam has worked with JPMorgan, Citibank and HSBC and is a CFA, an FRM charter-holder, a Certified Accountant and member of the Hong Kong Institute of Certified Public Accountants.



### Corporate Development

**Matthew Logue, HBA '05**

Logue is Vice President of Strategy and a Partner at S&E Sponsorship Group, one of Canada's leading sponsorship agencies. He is active in industry organizations and a frequent contributor to media outlets. Logue is a volunteer at Toronto's Hassle Free Clinic, Canada's largest sexual health clinic.



### Student Leadership

**Rich Hilsden, MBA '14 Candidate**

Hilsden is a physician and an officer in the Canadian Forces. He was deployed to Afghanistan as a trauma team leader in 2010 and has since completed a residency in general surgery at Western. A long-time student leader, he served as Chief Resident and is currently a section representative and active participant in several initiatives in the MBA program.



### Entrepreneurship

**Erik Mikkelsen, HBA '06 & Robert Cherun, HBA '04**

Mikkelsen (left) and Cherun founded Auxo Management LP, a Toronto-based private investment firm. They also co-run UCIT Online Security, a high-tech surveillance company with 125+ employees, and 5 offices across Canada, that was purchased by Auxo in 2011.





## Global Ivey Day 2013

Bigger and better than ever, Global Ivey Day engaged Ivey alumni from New York City to Delhi, and from Yellowknife to Shanghai. Thousands of Ivey alumni and students came together to celebrate the essence of the Ivey experience and to strengthen the Ivey network. To see more photos, go to [www.iveyday.ca](http://www.iveyday.ca)



YELLOWKNIFE



HONG KONG



SAN DIEGO



WINNIPEG



BEIJING



LONDON, ON



LONDON, ON



TORONTO



NEW YORK



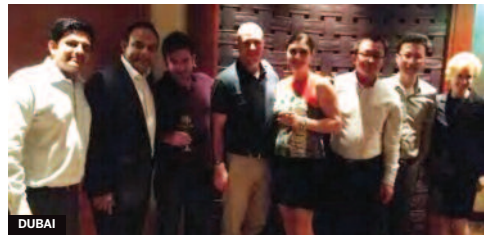
SHANGHAI



BERLIN



BOSTON



DUBAI



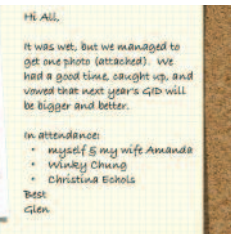
LONDON, UK



CALGARY



SYDNEY



SINGAPORE



TORONTO





TORONTO



LOS ANGELES



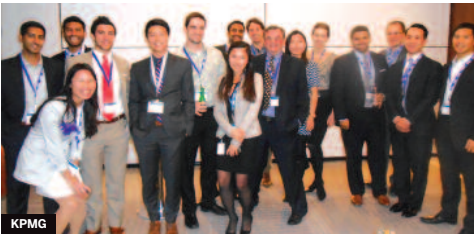
TORONTO



YUKON



WARSAW



KPMG



INDIA



HONG KONG



LONDON, ON



ROGERS



HALIFAX



EDMONTON



HONG KONG



LONDON, ON



TORONTO



TORONTO



PHILIPPINES



HONG KONG



LONDON, UK



TAIPEI



OTTAWA



SCOTIABANK



**David Large, MBA '84, PhD '93**, writes, "Having never been able to escape academia, I'm on a two-year leave from the Telfer School of Management, serving as dean of the Sandermoen School of Business, Canada's most innovative purveyor of fully-online MBA and EMBA programs. While we're enthusiastic about our unique specialty tracks such as Social Enterprise Leadership and OHS Leadership, the really exciting news is how the landscape of online education is evolving at lightning speed. Aside from professional pursuits, Karen and I still have three of our four kids at home, drive a minivan, have a mortgage, and all thoughts of retirement have long since evaporated. Every day I repeat 'It's not the destination, it's the journey....'. Hope to see many of you in September!"

**Madeleine Paquin, HBA '84**, has been named one of Canada's Top Female Entrepreneurs for 2013 by *PROFIT/Chatelaine W100*.

## 1985

### CLASS LIAISON

Juliet Atha, HBA '85, MBA '91  
J.Atha.MBA1991@ivey.ca

### MISSING

HBA - Lawrence Ager, Jan Fleisje, Alan Maslen, Gary Richards, Daniel Sharkey, Terry Thompson, Danny Yu  
LLB/MBA - James Grant

MBA - William Anderson, Robert Atkinson, Martha Boyle, Ruth Dantzer, Balteano Duffus, Diane Eagleson, Ashley Elliott, Ritchie Fairbairn, Ronald Feniak, Lawrence Ferguson, John Forester, Ethel Frankel, Linda Furney, John Furney, Alaric Gair, Heather Gilman, Roy Houghton, Richard Huot, Mark Hyatt, Mike Kennedy, Sharon Lane, Brian Lee, Greg Maslak, James McCormack, Lynn McDonald, Charles McDonald, Chris McEwan, James McKinnell, Betty Ng, Jane Patterson, Brian Piening, Christopher Wallace



**Bruce Lamb, HBA '85**, and his horse, Gamble, won the Preliminary Division in the Ontario Horse Trials Association (OHTA) in 2013. Gamble was also named Top Thoroughbred for the Preliminary Division, and Bruce was named Top Veteran (aka Top Geezer) at the OHTA Awards Banquet in November. They

are moving up to Intermediate Division for 2014, which is as high as they can go in Ontario. **Jenny Lamb, HBA '85**, set a personal best with a time of 1:42:17 in the Road2Hope Half Marathon in November. She was 10th out of 144 runners in her age category. Bruce and Jenny's younger daughter, **Tori Lamb, HBA '14 Candidate**, will be graduating from the HBA program in the spring and has accepted a job at Bell Canada.

## 1986

### CLASS LIAISON

David Southen, MBA '86  
DSouthen.MBA1986@ivey.ca

### MISSING

HBA - Barbara Abbott, Lynda Addison, Barb Bjarnason, Kevin Buck, Mike Davis, Sara Goldstein, Leah Halpenny, Steven Hanson, Ian Henry, Terri Lacroix, Patricia Lalonde, Andrew Marek, Martha McKenzie, Sharon McLennon, Iain Morrell, Craig Mull, Jeffrey Smith, Laura Vlad, Daniel Wilson

MBA - Jane Allen, William Anderson, Gary Bedell, George Brandon, Bradley Cameron, Sau Chan, Graeme Coxon, Dave Davenport, Michel Farache, Terry Ford, Chantal Girard, David Gunn, Genevieve Hay, Howard Herzog, George Leroux, Ian MacFadyen, Brian Maguire, Raymond McPherson, Douglas Nowers, Michael Pearce, William Stewart, Anita Stewart, Paul Sullivan, Colin Sutherland, Ronald Tolnai, Peter Woods

## 1987

### CLASS AGENTS

Darin Deschamps, HBA '87  
DDeschamps.HBA1987@ivey.ca  
Al Sellery, HBA '87  
ASellery.HBA1987@ivey.ca

### MISSING

HBA - Craig Cluett, David Dawson, Donald Grant, Michael Haines, Karen Jones, Kevin Long, Christopher Mark, Robert Nishikawa, John O'Connell, Jennifer Pearson, Christopher Peterson, Angie Robertson, Ivan Tavares  
MBA - Carlo Berardi, Sylvia Brown, Winnie Chew, Robert Hobbs, Katherine Karmally, Edward Lam, Leslie MacIntosh, Margaret MacMillan, Dan Macoosh, Daniel Malinski, John Martin, Craig McKay, Ross McLeod, Paul Moase, Richard Pinnell, Tom Poole, Stephen Pyne, Don Rae, Stephen Samson, Marg Sanderson, Rob Virkutis

**Horst Hueniken, MBA '87**, has been appointed to chairman of Urban Barns Foods Inc.

## 1988

### CLASS LIAISON

Greg Glista, HBA '88  
GGlista.HBA1988@ivey.ca

### MISSING

HBA - Janice Branson, Chuck Dickson, John Elliott, Stuart Hansen, Brad Kipp, David Nesbitt, Robert Schuster, Bruce Smith, Daniel Webster

MBA - Jay Allan, Joseph Beaupre, Richard Goldthorpe, Catherine Henderson, Brian Hurd, Mo Kwok, Tony Lee, David Longdon, Jane Osoko, Robert Parnell, Gordon Paterson, Doug Rourke, Tom Skrzypinski, David Smith, Glen Tugman, Michael Waud, Jun Zhao

**George Low, MBA '88**, has been selected to serve as the next dean of Radford University's College of Business and Economics. George will begin his tenure at Radford University on July 1, 2014.

**Erik Sande, MBA '88**, has been appointed to president of Medavie EMS.

## 1989

### CLASS AGENTS

Laurie Campbell, MBA '89  
LCampbell.MBA1989@ivey.ca  
Michael Pun, HBA '89  
MPun.HBA1989@ivey.ca

### CLASS LIAISONS

Glen Farrow, HBA '89, MBA '93  
GFarrow.HBA1989@ivey.ca  
Glenn Yonemitsu, MBA '89  
GYonemitsu.MBA1989@ivey.ca

### MISSING

DBA - Ben Gomberg  
HBA - Kimberley Daniels, Richard Dowsett, Suzanne Grimble, Steve Hayes, Elizabeth Kan, Elly Leff, Lara MacGregor, Tena Michel  
MBA - Michael Auyeung, Ming Chang, Keith Ede, Cameron Hall, Eddy Lee, Jixiang Li, Glenn Petersen, Kevin Royce, Robin Westin, Robert Wilson

**Robert Ford, HBA '89**, writes, "I recently moved from national law firm Gowling Lafleur Henderson LLP to join Ottawa law firm Kelly Santini LLP. Note: sharing the same name as the mayor of Toronto has made for a full email box in 2013. P.S. We are not related."



**James Gardner, HBA '89**, writes, "Continuing an annual fall tradition, some of the gentlemen of the HBA '89 class gathered yet again in a sunny locale for golfing, dining, and socializing. We're spotted here in Phoenix, AZ at a Coyotes vs. Senators game... won by Phoenix in a dramatic shootout!" From left to right: **James Gardner, Jim Foote, also MBA '95, Kevin Rosen, Randy Price, Mark Hoogeteven, also MBA '96, Michael Hunter**



**David Kohar, HBA '89**, writes, "I reside in Seattle, WA with my fiancée and I have two awesome boys who are going to be 14 and 12 this year. I am a partner in a technology consulting firm called Zero2Ten and I am currently spending a lot of time in Toronto! I can't believe it has been 25 years since we were all together at Western. Looking forward to catching up with you all in the fall! P.S. The photo was taken while on vacation in Hawaii last year."



**Glenn Yonemitsu, Jeff Schieck, John Toomey and Steve Shevoley, all MBA '89**, got together for a few Rickard's after a round of golf.

## 1990

### CLASS AGENTS

Tim Watson, HBA '90  
TWatson.HBA1990@ivey.ca  
Michael A. R. Wilson, HBA '90  
MAWilson.HBA1990@ivey.ca

### CLASS LIAISONS

Penny Fabbro, MBA '90  
PFabbro.MBA1990@ivey.ca  
Lois Nahimey, MBA '90  
LNahimey.MBA1990@ivey.ca

### MISSING

HBA - Michael Crane, Raj Dilawri, Mui Ngho Eng, Grant Foy, Donna Gardner, Avery Goldman, Darrin Jamieson, Nico Lorenzutti, Dave McDiarmid, Shawn Moriarty, John Phillipson, Marlis Sawicki, Clifford Villeneuve  
LLB/MBA - Doug Bell  
MBA - Roland Babineau, John Bailey, Nancy Bolton, David Butcher, Gordon Carriere, Ka-Cheong Chow, Mike Davis, Steve Hackney, Roger Hendry, Cathy Huyck, Peter Karrys, Gary Leskun, Jack Lotzkar, Alvin Lui, Allan McLeod, Chris Mitchell, Jim Pratt, Cleo Prellwitz, Mohamed Sankoh, Michael Scott, Yves Sicard, Leith Tessy, Kelvin Wong

## 1991

### CLASS LIAISONS

Kevin Condon, HBA '91 (Sec 1)  
KCondon.HBA1991@ivey.ca  
Mike Commisso, HBA '91 (Sec 2)  
MCommisso.HBA1991@ivey.ca  
Sandy Whittall, MBA '91  
SWhittall.MBA1991@ivey.ca

### MISSING

HBA - Renato Barbon, Michelle Butler-Palhetas, Bob Cabral, Trevor Clark, Brad Gerster, Lara Kaufman, Benita Loftus, Trevor Michael, Colin Mulligan, Cindi Noble, Erica Vero  
MBA - Ed Bennett, Karen Blake-Carnevale, Mary Cenedese, Vincent Chow, Rob Davidson, Wayne Delorme, Alan Forrester, Catherine Forrester, Peter Glass, Heather Graham, Scott Hellofs, Elmar Klapstein, Mary MacNaughton, Chi Mak, Katherine O'Gara, Bob Petryk, Mark Ram, Sharon Rose, Bryan Schultz, Fred Speeken, Matt Stuart, Martin Sutherland, Shuk Yeung

**Doug Melville, LLB/MBA '91**, writes, "2013 was a busy year: reappointed to another term as Ombudsman and CEO at OBSI (Ombudsman for Banking Services and Investments), completed the ICD.D designation, joined the board of the Rouge Valley Health System, spent 20th anniversary in Tibet exploring the Everest Base Camp and Mount Kailash, and worked with counterparts in China and Malaysia on financial consumer protection and dispute resolution frameworks."

**Colleen Mooney, MBA '91**, has been appointed to executive director of the Ottawa Boys and Girls Club.

**Patrick Olney, HBA '91**, has been appointed to chief operating officer of TRW Automotive.

**Mark Ram, MBA '91**, has been appointed to the board of directors of The Guarantee Company of North America.

**Norm Yustin, HBA '91**, has been appointed to executive director of consumer and retail at Russell Reynolds Associates.

## 1992

### CLASS LIAISONS

Judy Riege, HBA '92  
JLlriott.HBA1992@ivey.ca  
Patricia Meehan, MBA '92  
PMeehan.MBA1992@ivey.ca

### MISSING

HBA - Peter Bates, Ben Chong, Harold La, Dave Lee, Ross Metcalfe, James Millership, Michael Mills, Douglas Moser, Mark Thompson, Joanna Topp, Alex Weiner  
LLB/MBA - Jacqueline Clements, Bruce Latimer



MBA - Tim Beard, Paul Brennan, Trevor Conway, Elias Dajer, Kathleen Doney, Lynn Francis, Pascale Isabelle Godin, Mei Han, Rajnish Jain, John Jeffries, Richard Korzeniewski, Edward Lau, Anita Lefebvre, Katherine Lo, John McLean, Don McPherson, Victor Ng, Mark Schultz, Keith Sharman, Joseph Stefanov, Rene Vandelay, Douglas Vivic, George Wang, Ping Wang, Peter Woo, Lisa Yeung

## 1993

### CLASS AGENTS

Sarah Morgenstern, MBA '93  
SMorgenstern.MBA1993@ivey.ca  
Kevin O'Brien, HBA '93  
KOBrien.HBA1993@ivey.ca

### CLASS LIAISONS

Lois Tullo, EMBA '93  
LTullo.MBA1993@ivey.ca  
Andrew Fletcher, HBA '93, MBA '99  
AFletcher.MBA1999@ivey.ca  
Gordon Sandford, HBA '93, MBA '99  
GSandford.MBA1999@ivey.ca  
Laurel Deplaedt, MBA '93  
LDeplaedt.MBA1993@ivey.ca

### MISSING

EMBA - Ronald Hansen, Dermot Murphy, Susan Smith

HBA - Andrew Applebaum, Julia Evans, Mike Jovanovic, Tim Kasta, Douglas Swenerton, Caroline Sykes

MBA - Robert Alexander, David Atkinson, Stephen Boone, Eytan Broder, June Cheng, Chuck Dickison, Michael Dinias, Christopher Halsall, Ted Holland, Paul Johnston, Robert Leahy, Bernie Leblanc, Jorge Lobet, Diana Tsui, Faye Wright, Lolita Yew

### Wayne Kozun, MBA '93,

has been appointed to senior vice-president of fixed income and alternative investments at Ontario Teachers' Pension Plan.

## 1994

### CLASS AGENT

Sergei Tchertvernykh, MBA '94  
STchertvernykh.MBA1994@ivey.ca

### CLASS LIAISON

Andrea Poptsis, HBA '94  
APoptsis.HBA1994@ivey.ca

### MISSING

EMBA - John Gallagher, Sandra Houvardas, Nazir Lalani, Leslie Penney, Michael Pun, Leon Shapiro

HBA - Jeffrey Clapp, Jonathan Craig, Mitchell Faigan, Gregory Frazer, Greg McClement, Grant McEwen, Alexander Robinson, Dianne Roczen, Le Tran, Paul Urquhart

MBA - Siriporn Anutsothi, Chris Butt, Walker Chau, Philip Cook, James Fisher, Michael Godfrey, Cheryl Heath, Terry Holt, Lisa McGibbon, John McRae, Hongyi Ou, Michael Pang, Harold Peters, Ravi Sandhu, Quinn Stavitzky, Alfred Tulinus, Ken Yandeau, David Zeng

### Nicholas Nikolakakis, MBA '94,

has been appointed to vice-president and chief financial officer at Rubicon Minerals Corp.



(left to right) Brittany Girling, Mario Campea, Will Meneray, HBA '11, Morgan Moskalyk, Eric Fong, Michael Zawalsky, Colin Lernell, Hannah Baker, Josh D'Souza, Nik Lubczynski, Nick Zeeb, Daniel Rozhko, Cristina Osorio, Mike Delplavignano, Matthew Ball, HBA '10



The IBR Editorial Board connects with alumni mentors in January. Left: Will Meneray, HBA '11 (centre) working with Robby O'Brien, HBA '15 Candidate (right). Centre: Matthew Ball, HBA '10, (left) at the whiteboard with Ryan DeCaire, HBA '14 Candidate. Right: Michael Zawalsky, HBA '14 Candidate

# Ivey Business Review Gives Alumni New Ways to Engage

"IBR gave me an opportunity to put to work a lot of the knowledge and methodologies I learned in the classroom, to challenge my understanding of multiple industries, and to practice leadership."

Michael Zawalsky, HBA '14 Candidate, is the publisher of Ivey Business Review (IBR), a student-run publication launched in 2009. IBR's mission is to provide a forum for Ivey students—tomorrow's business leaders—"to develop, voice and discuss their thoughts on today's business strategies, threats and opportunities."

Zawalsky got involved with IBR in his first year at Ivey, when he and his roommate wrote an article on the liquefied natural gas industry. "We were constantly trading opinions on the future of the industry," he says. "We quickly decided that there was no better outlet for our thinking than IBR." He eventually moved on from writing to serving on the editorial board and managing the magazine's operations.

Matthew Ball, HBA '10, co-founded IBR while he was a student and now works with Accenture Strategy. "IBR builds many of the analytical and problem-solving skills that I need daily as a management consultant," he says. "But being on the leadership team was even more beneficial—it taught me the importance of focusing the vision, the role of

momentum in realizing that vision, and the power of an effective organizational model."

Ball is one of more than 20 alumni who have continued to support the student-run magazine after graduation. He chairs the nine-person IBR Board of Directors. He and other graduates share their editorial expertise and experience, and serve as "institutional memory," providing continuity from year to year. In January, alumni and students met for "Ivey Business Review Day." Alumni mentors made a presentation about "How to Write a Good IBR Article" and individual author meetings were held.

"There's nothing I like more than realizing a vision with a close team of friends," says Ball of his involvement as an alumnus. "We have a common though ever-broadening set of goals for IBR, and a shared passion for journalism in this space." He points out that close to 200 Ivey students have benefited from some experience with the magazine.

Zawalsky says the future of IBR is bright. "As long as passionate, engaged, hard-working people continue to enter the HBA program, it will thrive," he says. "There are a lot of people looking to demonstrate their thought leadership on business issues, and we believe that IBR can provide the platform."

Continues On Page 42 →





# Ivey Grads Know Best

If you know someone thinking of an MBA, Ivey is proud to offer the Leave of Absence Program.

Designed to facilitate candidates in the transition to the MBA and back into the company following the MBA.

➔ For more details about the program and its entry award of \$10,000, visit [www.ivey.ca/mba/LOA](http://www.ivey.ca/mba/LOA)



Continued From Page 41



**Kerry (Anderson) Wiens, HBA '94**, writes, "We celebrated the end of our fourth year in South Africa working with community development NGO, Seed of Hope. We have learned much about asset-based development and are working with the community to match its resources to needs. Last year a community mobilization process was launched by engaging people in facilitated discussions. This year we will be launching entrepreneurship training. We are also happy to be partnering with Canadian Foodgrains Bank on a three year food security project. The days are rewarding and challenging. The photo is of a group of ladies that I work with that started a sewing cooperative called Umtholi which means 'to gain'. They will be attending our entrepreneurship training." [www.theseedofhope.org](http://www.theseedofhope.org)

## 1995

### CLASS LIAISON

Alexa Nick, MBA '95  
[ANick.MBA1995@ivey.ca](mailto:ANick.MBA1995@ivey.ca)

### MISSING

EMBA - Victoria Baird, Lesley Brooks, Denis Duchesne, Nazir Pirani, Peter Poon, Robert Simpson  
HBA - Dustin Chandler, Chen Wai Chu, Brent Donnelly, Sharon Ho, John Hughes, Mike Levi, James MacLeod, James Morgan, James Ringler, Jen Sault, Tim Turvey, Jason Wakeam, Catherine Woode, Laurie Woolley  
MBA - Paul Baxter, Eunice Cheung, Guy Constant, Nigel deGruyther, Kevin Jackman, Brian Kelly, Alex Kotchergruine, Ted Lipson, James Millership, David Nesbitt, John Orr, Serge Pelletier, Stuart Schneiderman, Brad Tabac, Cori Tait, Rich Troll, Peter Wei, Rosita Wong

**Jim Foote, HBA '89, MBA '95**, See Note under **James Gardner, HBA '89**

**Stephen Yuzpe, MBA '95**, has been appointed to president and chief executive officer of Sprott Resources.

## 1996

### CLASS AGENTS

Jonathan Black, MBA '96  
[JGBlack.MBA1996@ivey.ca](mailto:JGBlack.MBA1996@ivey.ca)  
James Vogtle, MBA '96  
[JVogtle.MBA1996@ivey.ca](mailto:JVogtle.MBA1996@ivey.ca)

### CLASS LIAISONS

David Craig, EMBA '96  
[DCraig.MBA1996@ivey.ca](mailto:DCraig.MBA1996@ivey.ca)  
Kate McQuillan, HBA '96  
[KMcQuillan.HBA1996@ivey.ca](mailto:KMcQuillan.HBA1996@ivey.ca)  
Will Meijer, HBA '96  
[WMeijer.HBA1996@ivey.ca](mailto:WMeijer.HBA1996@ivey.ca)  
Sandro Morassutti, HBA '96, MBA '00  
[SMorassutti.HBA1996@ivey.ca](mailto:SMorassutti.HBA1996@ivey.ca)  
Rob Barbara, MBA '96  
[RBarbara.MBA1996@ivey.ca](mailto:RBarbara.MBA1996@ivey.ca)  
Geoff Castle, MBA '96  
[GCastle.MBA1996@ivey.ca](mailto:GCastle.MBA1996@ivey.ca)  
Scott Murray, MBA '96  
[SMurray.MBA1996@ivey.ca](mailto:SMurray.MBA1996@ivey.ca)

### MISSING

EMBA - Dave Holowack, Robin Young, Douglas Young  
HBA - Joe Belan, Anne Buena, Aaron Carr, Ying-Ru Chen, Anthony Da Silva, Don Head, Erica Heasman, Kyle Hunter, Sandra Kersten, Nhat-So Lam, Devin Mackesy, Jeffrey Monforton, Jeff Morris, Leima Pescador, David Tate, Kristian Young  
MBA - Robert Aaron, Grace Chu, Angela Hsi, Kenny Hui, Keshav Kak, Michelle Kromer, Edward Lachmansingh, David Marcus, Deborah Neiles, Tom Parker, John Roxburgh, Jagdeep Sawhney, Darcy Shenfield, Liz Stevens, Suzanne Trotter, Fred Weidner, Tim Zack, Jack Zhang, Nermin Zukic

**Andrew Claerhout, HBA '96**, has been appointed to senior vice-president in the infrastructure group at Ontario Teachers' Pension Plan.



**David Craig, EMBA '96**, is helping PwC expand its consulting capabilities in South America. He's based in Lima, Peru, and will be there for the next few years. It's a very exciting opportunity and not one that the EMBA prepared him well for. If only he had learned Spanish at the same time.

**Mark Hoogeveen, HBA '89, MBA '96**, See Note under **James Gardner, HBA '89**

## 1997

### CLASS AGENTS

Steve Dumanski, MBA '97  
[SDumanski.MBA1997@ivey.ca](mailto:SDumanski.MBA1997@ivey.ca)  
Eliza O'Neil, HBA '97, MBA '03  
[EONeil.MBA2003@ivey.ca](mailto:EONeil.MBA2003@ivey.ca)

### CLASS LIAISONS

Scott Beckett, EMBA '97  
[SBeckett.MBA1997@ivey.ca](mailto:SBeckett.MBA1997@ivey.ca)  
Greg Secko, HBA '97  
[GSecko.HBA1997@ivey.ca](mailto:GSecko.HBA1997@ivey.ca)

Sylvie Thompson, MBA '97  
[SWeeks.MBA1997@ivey.ca](mailto:SWeeks.MBA1997@ivey.ca)  
Janice Taylor, VEMBA '97  
[JTaylor.MBA1997@ivey.ca](mailto:JTaylor.MBA1997@ivey.ca)

### MISSING

EMBA - Eric Adams, James Barker, Laurence Colman, Barry Elliott, David Mitchell, Jonathan Silver  
HBA - Tracy Ackerman, Alex Antoniou, Christopher Cairns, Kristen Caughill, Adele Jatwes, Jon Kay, Melissa McKerracher, Michelle Milos, Bernice Ng, Neera Nundy, Anthony Pauk, Marc Sabine, Justine Wang  
LLB/MBA - Mitchell Schnapp  
MBA - Ewa Borzecka, Barry Davidson, Chris Day, Karen Leung, Bruce Moore, Vanessa Ritter, Darren Roberts

**Sandra Oliver, EMBA '97**, has been named one of Canada's Top Female Entrepreneurs for 2013 by *PROFIT/Chatelaine W100*.

## 1998

### CLASS AGENTS

Aindrea Cramp, HBA '98  
[AWilliams.HBA1998@ivey.ca](mailto:AWilliams.HBA1998@ivey.ca)  
Brian Huen, HBA '98  
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Jerry White, MBA '98  
[JWhite.MBA1998@ivey.ca](mailto:JWhite.MBA1998@ivey.ca)

### CLASS LIAISONS

Arpad Komjathy, HBA '98, MBA '02  
[AKomjathy.HBA1998@ivey.ca](mailto:AKomjathy.HBA1998@ivey.ca)  
Jerry White, MBA '98  
[JWhite.MBA1998@ivey.ca](mailto:JWhite.MBA1998@ivey.ca)



#### MISSING

EMBA - Rosemary Hardy, Douglas Nowlan, Ajay Sinha

HBA - Erin Howell, Frankie Kwong, Jennifer Leech, Vincent Marchak, Michael Pengelly, Mayra Perea, Stephen Ryan, Christopher Sarkar, James Van Brenk, Sean Vandoorselaer, Jennifer Vickers-Kujala, Cecilia Wang, Daniel Wittlin  
MBA - Michael Cameron, Xiaoping Cao, Stephen Kirkpatrick, Heelin Lee, Anthony Tang, David Viljoen, Katherine Wong, Xiaobin Xia

#### Rich Barth, MBA '98,

has been appointed to the board of directors of Tower Resources Ltd.

#### Leslee Thompsen, VEMBA '98,

has been named on the distinguished 2013 Canada's Most Powerful Women: Top 100 list presented by the Women's Executive Network (WXN). She was honoured with the Private Sector Leaders Award. Since its inception in 1997, WXN has honoured 728 of Canada's most powerful women.

## 1999

#### CLASS AGENTS

Tim Grigg, MBA '99  
TGrigg.MBA1999@ivey.ca  
Darren Rough, MBA '99  
DRough.MBA1999@ivey.ca

#### CLASS LIAISONS

Melanie Cooper, HBA '99  
MMcLearon.HBA1999@ivey.ca  
David DeNoble, HBA '99  
DDeNoble.HBA1999@ivey.ca  
Shetli Rastogi, HBA '99  
SRastogi.HBA1999@ivey.ca  
Jacques Blais, VEMBA '99  
JBlais.MBA1999@ivey.ca

#### MISSING

EMBA - Nicole Everest, Judy Harrower, Allan Kutcher, David Leeming, Clive Ingle Rose  
HBA - Daniel Buckman, Martha Carroll, Natalie Childs, Matthew Colby, Craig Endicott, Darrick Geant, Ashley Hain, Steven Hashimoto, Mitul Kotecha, Janet Kwan, Natasha Larabee, Christopher Madsen, William Strangway, Tal Woolley  
MBA - Mandeepak Azad, Jun Chen, John Crawford, Alon Farkas, Nicole Foon, Brian Forkan, Sergei Lapin, Richard Meslin, Renata Miranda, Al Mishra, Jun Shen, Wing Keung To



#### Mark Wolinsky, MBA '99,

writes, "Hello, we are proud to announce that WETSTYLE has won a GOOD Design™ Award for excellence in design for the second consecutive year – this time for our Glacier

Collection. For more information on our products, please visit [www.wetstyle.ca](http://www.wetstyle.ca)"

## 2000

#### CLASS AGENTS

Stefan Bortolussi, HBA '00  
SBortolussi.HBA2000@ivey.ca  
Allan Buitendag, MBA '00  
ABuitendag.MBA2000@ivey.ca  
Davin Li, HBA '00  
DLi.HBA2000@ivey.ca  
Mike Ritchie, HBA '00  
MRitchie.HBA2000@ivey.ca

#### CLASS LIAISONS

Yinnis So, EMBA '00 (Hong Kong)  
YSo.MBA2000@ivey.ca  
Richard Quesnel, VEMBA '00  
RQuesnel.MBA2000@ivey.ca

#### MISSING

EMBA - Paul Collins, David Corriveau, Jennifer Foster, Geof Gray, Doreen Ho, John Kropp, Susan Lin, Murray MacDonald, Jim McDiarmid, Doug Paulson, Susan Thomson, Chin Tsang  
HBA - Michael Albert, Aleya Esmail, Candice Faktor, Robyn Freed, Allison Grover, Sabrina Kaufman, Daniel Kim, Jimmy Kira, Lauren Lavigne, Gillian Simpson, Rhian Thornhill  
MBA - Eugene Bala, Patrick Brady, Christine Hutchins, Wonny Kim, Hu Song, Chan Woo Yoo

#### Stacey Allaster, EMBA '00,

has been named on the distinguished 2013 Canada's Most Powerful Women: Top 100 list presented by the Women's Executive Network (WXN). She was honoured with the Trailblazers and Trendsetters Award. Since its inception in 1997, WXN has honoured 728 of Canada's most powerful women.



#### Michael Barr, HBA '00,

was selected as a recipient of Business London's inaugural Top 20 Under 40 Awards. Over 150 people were nominated and those selected were chosen based on business achievements, growth and development, industry innovation, and community involvement. Michael was honoured to be recognized with great friend and fellow Ivey grad **Mark Malerba, HBA '03**, as shown in photo at the Awards Reception. Michael is pictured on the left, Mark is pictured on the right. Also see Note under **Mark Malerba, HBA '03**

#### Corey Dias, MBA '00,

has been appointed to the board of directors of Scorpion Resources.

#### Duska Kennedy, HBA '00, MBA '05, See Note under Andrew Kennedy, MBA '05

## 2001

#### CLASS AGENTS

Zameer Kassam, HBA '01  
ZKassam.HBA2001@ivey.ca  
Vincent Pang, HBA '01  
VPang.HBA2001@ivey.ca  
Anna Rea, MBA '01  
AREa.MBA2001@ivey.ca

#### CLASS LIAISONS

William Cheng, EMBA '01 (Hong Kong)  
WCheng.MBA2001@ivey.ca  
Paul Cooper, EMBA '01 (Fri/Sat)  
PCooper.MBA2001@ivey.ca  
J.J. Anderson, HBA '01  
JAnderson.HBA2001@ivey.ca  
Mike Lazarovits, HBA '01, MBA '08  
MLazarovits.HBA2001@ivey.ca  
Vuyiswa M'Cwaben, HBA '01  
VMCwaben.HBA2001@ivey.ca  
Craig McKean, MBA '01  
CMcKean.MBA2001@ivey.ca  
Matthew Ng, VEMBA '01  
MNg.MBA2001@ivey.ca

#### MISSING

EMBA - Michael Allen, Darcy Brede, Raymond Dai  
HBA - Neill Brown, Susan Gelin, Anne Mastromattei, Robbie Pecker, Jonathan Peters, Sonya Winters, Tae Yamprayoon  
MBA - Diwakar Dahal, Andrew Fedko, Karen Law, Jiadong Liu, Dinesh Mahtani, Jonathan Mason, Sanjiv Mehra, Song Meng, Jason Newman, Peng Pang, Harold Riley, Sameer Swarup, Michael Trofimov, Inna Vainstock, Irene Wong, Xing Zeng

#### Carrie Yakimovich, HBA '01,

has been appointed to research analyst covering international equities and emerging markets at Jarislowsky Fraser Limited.

## 2002

#### CLASS AGENT

Robyn Hochglaube, MBA '02  
RHochglaube.MBA2002@ivey.ca

#### CLASS LIAISONS

Joseph Ho, EMBA '02 (Hong Kong)  
JHo.MBA2002@ivey.ca  
John Duffy, EMBA '02 (Fri/Sat)  
JDuffy.MBA2002@ivey.ca  
Mary Lou Hukezalie, EMBA '02 (Sun/Mon)  
MHukezalie.MBA2002@ivey.ca  
Jason Thacker, HBA '02  
JThacker.HBA2002@ivey.ca  
Sheldon Chychrun, MBA '02 (Sec 1)  
SCHychrun.MBA2002@ivey.ca  
John Khajadourian, MBA '02 (Sec 2)  
JKhajadourian.MBA2002@ivey.ca  
Paul Skippen, MBA '02 (Sec 2)  
PSkippen.MBA2002@ivey.ca

Tim Coveyduck, MBA '02 (Sec 3)  
TCoveyduck.MBA2002@ivey.ca  
Colin Joudrie, MBA '02 (Sec 4)  
CJoudrie.MBA2002@ivey.ca

#### MISSING

EMBA - Sam Bowles, Bob Cabral, Matthew Chong, Robert Fan, Hasham Gangji, Eileen Lascelles, Lydia Lee, Pierre Theriault, Johnson Yip  
HBA - Arnold Chong, Tania Fernandes, Sylvia Slaughter, Michael Yasskin  
MBA - Alex Antoniou, Tanya Butler, Ying-Ru Chen, Sean He, Benjamin Lin, Chris Loh, Liqun Zhang



#### Michelle Tessaro, EMBA '02,

writes, "EDI Performance Group, the boutique consulting company co-founded in 2007 by **Wayne Einhorn** and **Tyrone Davids**, both **EMBA '02**, is growing. 2014 will see the company go bilingual, opening an office in Montreal as well as their first office in the United States, to service a growing North American client base. EDI is also expanding their strategic capability as I am joining the management team to help build the company's products and services. I have just returned from Hong Kong where I led the Asia Pacific real estate consulting practice of Altus Group (TSX: AIF). While I am glad to be back home in Toronto, I have definitely missed the subtropical winters in Asia this year. For more information on EDI please visit our website: [edi-performance.com](http://edi-performance.com)"

## 2003

#### CLASS AGENT

Raj Aggarwal, MBA '03  
RAggarwal.MBA2003@ivey.ca

#### CLASS LIAISONS

Trevor Levine, EMBA '03 (Fri/Sat)  
TLevine.MBA2003@ivey.ca  
Jody (Bresgi) Mayer, EMBA '03 (Fri/Sat)  
JBresgi.MBA2003@ivey.ca  
Claudio De Vincenzo, EMBA '03 (Sun/Mon)  
CDeVincenzo.MBA2003@ivey.ca  
Kenneth Cheung, EMBA '03 (Hong Kong)  
KCheung.MBA2003@ivey.ca  
Vaidesh Subramanyam, EMBA '03 (TO)  
VSubramanyam.MBA2003@ivey.ca  
Mark Malerba, HBA '03 (Sec 1)  
MMalerba.HBA2003@ivey.ca  
Ross Pryde, HBA '03 (Sec 2)  
RPryde.HBA2003@ivey.ca  
Michael Guenter, HBA '03 (Sec 3)  
MGuenter.HBA2003@ivey.ca  
Spencer Low, MBA '03  
SLow.MBA2003@ivey.ca

#### MISSING

EMBA - Oliver Huang, Diana Lamothe, Stuart Steinberg  
HBA - Natalia Bitton, Gustav Broden, Krysten Cooper, Alex Felton, Tom Frobb, Kevin Kokko, Todd Mandel, Matthew Mason, John Mowat, Peter Olsson, Isabelle Seidl, Allen Spektor  
MBA - Prabal Bhattacharya, Sam Choudhary, Bryce Munro, Mimi Ogunfowora, Richard Song, Eziah Syed, James Van Brenk, Monica Xu, Bill Yue, Christine Zhou

#### Grant Chen, MBA '03,

has been appointed to the board of directors of Majestic Gold Corp.

#### Mark Malerba, HBA '03,

was selected as a recipient of Business London's inaugural Top 20 Under 40 Awards. Over 150 people were nominated and those selected were chosen based on business achievements, growth and development, industry innovation, and community involvement. Mark was honoured to be recognized among such a talented group, including great friend and fellow Ivey grad **Michael Barr, HBA '00**. Also, see Note and photo under **Michael Barr, HBA '00**.

#### Charles Walker, MBA '03,

has been appointed to vice-president at Burgundy Asset Management Ltd.

## 2004

#### CLASS AGENTS

Candice Carson, HBA '04  
CCarson.HBA2004@ivey.ca  
Jenni Denniston, HBA '04  
JDenniston.HBA2004@ivey.ca  
David French, HBA '04  
DFrench.HBA2004@ivey.ca

#### CLASS LIAISONS

Christopher Emery, EMBA '04 (Fri/Sat)  
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Lynette Hines, EMBA '04 (Sun/Mon)  
LHines.MBA2004@ivey.ca  
Danielle Soucie, EMBA '04 (TO)  
DSoucie.MBA2004@ivey.ca  
Diana (Chan) Cheung, HBA '04  
DChan.HBA2004@ivey.ca  
Edwin Lee, MBA '04 (Sec 1)  
ELee.MBA2004@ivey.ca  
Percy D'Souza, MBA '04 (Sec 2)  
PDSouza.MBA2004@ivey.ca  
Farah Hosein, MBA '04 (Sec 3)  
FHosein.MBA2004@ivey.ca  
Jeff Wood, MBA '04 (Sec 3)  
JWood.MBA2004@ivey.ca  
Vanessa Aiello, MBA '04 (Sec 4)  
VAiello.MBA2004@ivey.ca  
Sara McCormick, HBA '00, MBA '04 (Direct)  
SMcCormick.MBA2004@ivey.ca

#### MISSING

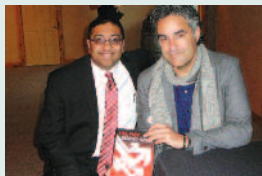
EMBA - Roger Hale, Jeff Jackett  
HBA - Sara Donaldshen, Mike Pinelli, Stacey Wintraub  
LLB/MBA - Anouska Harris

Continues On Page 44 ➡

MBA - Wei Chen, JB Hanley, Tommy Huang, Tracey Liu, Shannon Rowe, Kyle Smith, Alvin Tan, Jo Wang, Mike Zhu



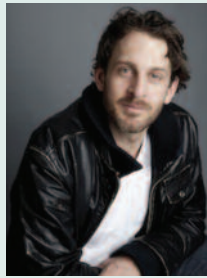
**Tony Caldarone, MBA '04**, writes, "I'm excited to announce the acquisition of The Cove Motel and Restaurant in Auld's Cove, Nova Scotia, just outside Cape Breton Island. If you're vacationing in the Maritimes, drop in for a visit (especially if you love seafood!)."



**Sunil Godse, MBA '04**, writes, "After a successful book launch on November 14, 2013 with over 500 attendees and an endorsement by CBC Dragon, Bruce Croxon, sales of my book, *Fail Fast. Succeed Faster*, have been going very strong with over 1,000 sold to date, and major local media coverage. I have already started a book tour, visiting several universities and conferences and have a radio interview under my belt. I hope the Ivey alumni help me get to 5,000 book sales, making the book a Canadian best-seller! The book can be purchased at [www.failfastsucceedfaster.com](http://www.failfastsucceedfaster.com)"

**Peter Gregg, EMBA '04**, has been appointed to the board of directors of the Electrical Safety Authority.

**Marcel Guay, MBA '04**, writes, "In December 2013, I decided to leave the aerospace industry (Bombardier) and take on a new challenge in the automotive industry (Nissan Canada) as the leader of the Canadian Strategic Planning process. My wife (Liz), three daughters (Charlotte, Julia and Natalie) and I moved to Oakville, Ontario to pursue this next chapter of my career. Cars have always been a passion of mine, so I decided to fuel that passion by working with a growing automotive brand in Canada - Nissan."



**Alf Kaech, MBA '04**, writes, "As I noted in the last issue, I am doing Salesforce.com architecture and implementation consulting and loving it! Most of my clients are on the west coast in the SF Bay area. I have my own consultancy and subcontract myself out to several firms who service primarily SMEs. I love the pace. I love helping companies solve their complex and unique business "puzzles" with the Salesforce.com platform. My wife and I are moving to Boulder, CO in March and looking to stay put for a while. Looking forward to that as well. Life is good."



**Andre Kosteck, MBA '04**, writes, "Lesia and I are proud to announce the birth of our baby daughter Alexa Vera Kosteck (our first), who made a surprise appearance 6 weeks early on July 31, 2013. Life has been a whirlwind of amazing experiences ever since. I'm currently working as a manager, Management Consulting - Strategy and Operations (Lean Six Sigma Transformation) with KPMG."



**Alex Kovatchev, MBA '04**, writes, "Jen and I welcomed Gwyneth MacLennan-Kovatchev to our family on October 18, 2013. Gwyn's older brother, Nico, has adjusted well and is a great big brother. In other news, we're living in the Junction in Toronto and I just finished my 6th year at Telus."

**Kelsey Ramsden, MBA '04**, has been named Canada's Top Female Entrepreneur for 2013 by *PROFIT/Chatelaine W100* for the second straight year. Kelsey was also named on the distinguished 2013 Canada's Most Powerful Women: Top 100 list presented by the Women's Executive Network (WEN). She was honoured with the Entrepreneurs Award. Since its inception in 1997, WEN has honoured 728 of Canada's most powerful women.

## 2005

### CLASS AGENTS

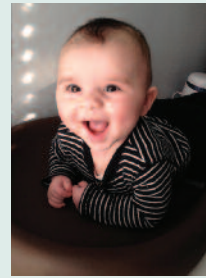
Steve Kenning, HBA '05  
SKenning.HBA2005@ivey.ca  
Lisa (Cleary) Reid, MBA '05  
LCleary.MBA2005@ivey.ca  
Dan Rowe, MBA '05  
DRowe.MBA2005@ivey.ca

### CLASS LIAISONS

Jennifer Chong, EMBA '05 (Continental)  
JChong.MBA2005@ivey.ca  
Michelle Lekkerkerker, EMBA '05 (Continental)  
MLEkkerkerker.MBA2005@ivey.ca  
Peter Chan, EMBA '05 (Hong Kong)  
PChan.MBA2005@ivey.ca  
Erich Isopp, HBA '05 (Sec 1)  
EIsopp.HBA2005@ivey.ca  
Sarah Tilley, HBA '05 (Sec 2)  
STilley.HBA2005@ivey.ca  
Libby Fowler, HBA '05 (Sec 3)  
LFowler.HBA2005@ivey.ca  
Louise Poole, HBA '05 (Sec 3)  
LSchuermans.HBA2005@ivey.ca  
Mike Yue, HBA '05 (Sec 3)  
MYue.HBA2005@ivey.ca  
Tineke Keesmaat, MBA '05 (Sec 1)  
TKeesmaat.MBA2005@ivey.ca  
Juan Angeles, MBA '05 (Sec 2)  
JAngeles.MBA2005@ivey.ca  
Prakash David, MBA '05 (Sec 2)  
PDavid.MBA2005@ivey.ca  
Dan Rowe, MBA '05 (Sec 2)  
DRowe.MBA2005@ivey.ca  
George Choi, MBA '05 (Sec 3)  
GChoi.MBA2005@ivey.ca  
Lisa (Cleary) Reid, MBA '05 (Sec 3)  
LCleary.MBA2005@ivey.ca  
Mike McKenna, MBA '05 (Sec 4)  
MMcKenna.MBA2005@ivey.ca

### MISSING

EMBA - Pauline Lau, Chris Swartz,  
HBA - Kevin Butler, Nicolas Fermin Cota,  
Mark Letchumanan  
MBA - JS Hyun, Avid Lemus, Frank Li,  
Igor Starodoubtsev, Donald Tang,  
Anish Vergis



**Jason Heayn, MBA '05**, writes, "Andrea (Venner) Heayn and I are pleased, even if a bit slow, to announce the arrival of Benjamin Orval Giovanni Heayn on August 13, 2013. Our first child, Ben arrived healthy, happy, and enormous at 10 lbs, 12 oz and 22.5" long. He also inherited his father's enormous noggin (and hopefully his mother's brains)."



**Andrew Kennedy, MBA '05**, writes, "Duska Kennedy, HBA '00, MBA '05, and I are thrilled to announce the arrival of Everett Kennedy who was born on November 26. Older brothers Anderson and Hudson are happy to have another boy in the household."

## 2006

### CLASS AGENTS

Clare Aker, MBA '06  
CAker.MBA2006@ivey.ca  
Adam Bortolussi, HBA '06  
ABortolussi.HBA2006@ivey.ca

### CLASS LIAISONS

Vicky Wan, EMBA '06 (Hong Kong)  
VWan.MBA2006@ivey.ca  
Sabrina Kumar, HBA '06 (Sec 1)  
SKumar.HBA2006@ivey.ca  
Brian Polsinello, HBA '06 (Sec 2)  
BPolsinello.HBA2006@ivey.ca  
Terence Jou, HBA '06 (Sec 3)  
TJou.HBA2006@ivey.ca  
Erin Chen, HBA '06 (Sec 4)  
EChen.HBA2006@ivey.ca  
Paula Heddle, MBA '06 (Sec 1)  
PSchutz.MBA2006@ivey.ca  
Colin McDougall, MBA '06 (Sec 2)  
CMcDougall.MBA2006@ivey.ca  
Luzius Wirth, MBA '06 (Sec 2)  
LWirth.MBA2006@ivey.ca  
Kenric Tyghe, MBA '06 (Sec 3)  
KTyghe.MBA2006@ivey.ca

Brian Kobus, HBA '00, MBA '06 (Direct)  
BKobus.MBA2006@ivey.ca  
Dorothy Tam, MBA '06 (Hong Kong)  
DTam.MBA2006@ivey.uwo.ca

### MISSING

EMBA - Shirley Lee

HBA - Lisa Draper, Carli Hetland,  
Tawfik Karmali, Enes Kula, Jonathan Liak, Will Lovatt, Jane Ma, David Sollazzo  
MBA - Azim Amarshi, Helga Knecht,  
Erum Naz, Jia Tang



**Lisa (Wiens) Dymond, MBA '06**, writes, "Warning: the scale efficiencies we learned about during our MBA do not apply to children! Brian and I are pleased to announce the arrival of our third child, Mitchell John Wiens Dymond, born smoothly on October 30, weighing in at 8 lbs, 2 oz. Mitch has fit into our family nicely, and is much loved by big sister Izzy (4) and big brother Miles (2). I am on maternity leave from BCG and am enjoying this special time at home."

## 2007

### CLASS LIAISONS

Betty Tsoi, EMBA '07 (Hong Kong)  
BTsoi.MBA2007@ivey.ca  
Ryan Rodrigues, EMBA '07 (Winter)  
RRodrigues.MBA2007@ivey.ca  
Shazia Banduk, HBA '07 (Sec 1)  
SBanduk.HBA2007@ivey.ca  
Brendan Howard, HBA '07 (Sec 2)  
BHoward.HBA2007@ivey.ca  
Michael Bodsworth, HBA '07 (Sec 3)  
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MISSING  
EMBA - Albert Kim  
HBA - LeeAnne Dyck, Kyle Kim,  
Erik Tautkus, Hedda Ulfssdotter,  
Gift Yanyongkasemsuk  
MBA - Darius Azimi, Leo Gao, Weiqun Huang, Ellen Li, Michael Li, Sheryl Qian,  
Judy Ren, Rebecca Sun, Sean Xiao,  
Ann Zhang



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To learn more about corporate partnership opportunities at Ivey, contact  
Abbey Baran, Associate Director, Corporate Relations at (519) 661 2179 or email [abaran@ivey.ca](mailto:abaran@ivey.ca)



## 2008

### CLASS AGENTS

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### MISSING

EMBA - Jeffery Huang, Salman Pathan  
HBA - Alex Chen, Katie Cotten, Vincent Hui, Holleh Javidan, Raymond Tung, Antonio Wang  
MBA - Tony Gao, David Gu, Michael Shen

**Ian Fleming, MBA '08,** has been appointed to the board of directors of Athabasca Nuclear Corporation as an independent director.

## 2009

### CLASS AGENTS

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MBA - Allen Spektor

## 2010

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### MISSING

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HBA - Georgia Brown, Stefan Miovcic, Amanda Schlemm  
MBA - Mashahed Almotawa

Working  
Together

# Reaching for the Stars







**Anita Saulite, EMBA '10**, has written a book, *The Savvy Money Gal: 6 Savvy Money Strategies for Successful Women*. It helps women to become savvy money gals, learning new life-changing skills and embracing a fresh approach to managing their money. It teaches them how to create the lifestyle they want and reach their life goals sooner. The book is available at Chapters and Amazon.

**Craig Swinwood, EMBA '10**, has been appointed to publisher and chief executive officer of Harlequin Enterprises Ltd.

## 2011

### CLASS AGENTS

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### MISSING

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HBA - Adam Burns, Lindsay Meredith,  
Toshiro Sembo  
MBA - Yujie Li  
MSc - John Diogenous

## 2012

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HBA - Jordan Douglas, Lorian Leong,  
Selina Zhang  
MBA - Allyson Tighe, Lily Xu



**Michael Lim, EMBA '12**, writes, "The class (partially) of Ivey Hong Kong EMBA 2012 met up for a BBQ with their spouses and young Ivey candidates recently."

## 2013

### CLASS LIAISONS

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*"We complement each other and bring different skills to the team."*

—Bill Molloy, EMBA '09

Left to right:  
Dennis Li, HBA '11  
Peter McIntosh, HBA '10  
Bill Molloy, EMBA '09  
Sam Griffiths, MBA '07  
and Eric Tang, MBA '08

## Five Ivey alumni have contributed to the growth of a key program at Bombardier Aerospace

What does it take to build an effective business team? In the case of the Smart Parts™ program team at Bombardier, it's the contribution of five past and present team members who leveraged their unique Ivey learning experience.

Bill Molloy, EMBA '09, Sam Griffiths, MBA '07, Eric Tang, MBA '08, Peter McIntosh, HBA '10, and Dennis Li, HBA '11 have all been part of the Smart Parts™ program for Bombardier's Q400\* aircraft. Launched in 2008, the Smart Parts™ program helps airlines manage their operational and component maintenance costs. The team partners with individual airlines to tailor a program that meets their needs. Among the airlines currently on the program are India's SpiceJet, Eurolot of Poland, Luxembourg's Luxair and Jazz Aviation of Canada. "Our customers see the value in working with the aircraft manufacturer," says Molloy, Director of CSeries Customer Care, Bombardier Aerospace. "They value the fact that we put as much focus on our aftermarket services as we do in delivering a world-class aircraft."



The Smart Parts™ program has grown exponentially, doubling the size of its fleet under management last year. The team members believe their common background contributes to that success. "We complement each other and bring different skills to the team," says Molloy. "Our work involves a lot of strategic planning, analytical modeling and decision-making, which is part of the program at Ivey." The team also leverages resources across Bombardier Aerospace, a reflection of Ivey's focus on cross-functional leadership.

The Smart Parts™ program team expects growth in the business and commercial aircraft programs in 2014, and is gearing up to offer the same program for Bombardier's CSeries\* aircraft.

\*Trademarks of Bombardier Inc. or its subsidiaries.



Ella Berlyand, MBA '13, and Michael Kennedy, MBA '05

## The Gift of Time

Continued From Page 47

### PhD

MISSING

Azimah Ainuddin, Paul Bergman, Brian Duggan, Charles Kirudja, Jimming Lin, Sing Chee Ling, Chantell Nicholls, Marie-Solange Perret

**David Large, MBA '84, PhD '93,**  
See Note under 1984

**Karen MacMillan, PhD '14,** successfully defended her thesis entitled "Leaders, Followers, and the Space Between: A Three Dimensional View of Leader Attention and Decision-Making" on December 17, 2013. Karen continues her work as a post-doctoral fellow at Ivey.

**Esther Maier, PhD '14,** successfully defended her thesis entitled "Coordinating over time: The micro-processes of integrating creativity and control in a dramatic television production" on December 31, 2013. Esther accepted a position as assistant professor in Accounting at Wilfrid Laurier University.

**Ryan Raffety, PhD '14,** successfully defended his thesis entitled "Co-Ownership & Environmental Performance" on December 20, 2013. Ryan accepted a position as an instructor at Simmons School of Management, Simmons College.

### In Memoriam

James O'Driscoll, HBA '49

Jack Paterson, DBA '49

Peter Catlos, DBA '51, MBA '52

Bob Purdom, HBA '51

David Poore, HBA '54

Lillian Chepelsky, HBA '55

David Ellis, DBA '55, MBA '56

Peter Lusztig, MBA '55

Frederick Davediuk, MBA '57

Fraser Macdonald, HBA '57

Edward Kemp, MBA '58

Galer Robinson, MBA '59

Michael Hearn, HBA '61

John Savage, HBA '61

Hugh Moncrieff, MBA '63

Ross Bennett, HBA '72

Fedor Frastacky, MBA '76

Kevin McGraw, HBA '81

Minnie Sakhuja, MBA '83

Richard Sovereign, HBA '84

Kerry McLellan, MBA '85, PhD '93

Sheena Bethell, MBA '92

## Partnering for Success: Michael Kennedy goes above and beyond helping Ivey students find their place

"I originally did it to give back to Ivey. But I soon found that helping people at the start of their careers was very rewarding. After all, we spend about a third of our lifetimes at work—if I can play a small part in helping someone to find a role that makes them happy, it's great."

That's Michael Kennedy, MBA '05, a strategy consultant who has worked with SECOR and Bain, talking about his experience with the Ivey Alumni Partnership Program. The program connects current students and Ivey alumni via email, so that students can gain from the knowledge, experience and insights of the alumni during their job searches. More than 1,800 Ivey graduates all over the world volunteer as alumni partners, connecting with hundreds of Ivey students in all degree programs. The students undergo training to participate in the program.

Ella Berlyand, MBA '13, saw the Ivey Alumni Partnership Program as a wonderful opportunity. "The strength and reputation of the Ivey network is one of the primary reasons I chose to do my MBA at Ivey," she says. "The Program offered a great way to build my Ivey network and get an insider view into some of the companies I was targeting." She selected Kennedy as her alumni partner because of his experience with several consulting companies. "He was able to give me a meaningful perspective

not only on the industry but also on the different firms within consulting."

Kennedy goes far beyond the requirements of the program to support his student partners. He emailed back and forth with Berlyand, helping her perfect her résumé and cover letter. Then when she had interviews scheduled, they used Skype to practice case interview techniques. Kennedy is a very experienced recruiter who has conducted scores of case interviews. Berlyand says Kennedy never "sugar-coated" his comments on her performance and gave her a realistic idea of the challenges she would face. They stayed in touch even after she had graduated and started a job with A.T. Kearney.

Kennedy encourages other alumni to get involved in the Alumni Partnership Program. "It doesn't take any special expertise or a lot of time," he says. "The students really benefit from the fact that you're in the industry and know how it works on a daily basis. It's rewarding to have a positive impact on someone's life."

Berlyand is now partnering with two Ivey HBA students. "The Program and Michael's support helped me achieve important personal and business goals. I only hope I can bring half as much value to my partners."

[www.ivey.ca/alumni/get-involved/alumni-partnerships.htm](http://www.ivey.ca/alumni/get-involved/alumni-partnerships.htm)





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# homecoming



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LEFT: Amy Childs, HBA '09, wears zip-neck pullover by Stormtech  
RIGHT: Bill Hennessey, HBA '06, wears zip-neck pullover by Sunice  
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