

# INTOUCH

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## WORLD CHANGERS

Alumni like Mark Shuper, HBA '92, are finding innovative ways to build a brighter future

*Also in this issue*  
**THE CHANGING ROLE OF THE CIO**  
*and*  
**THE CLASS OF 2014**



WESTERN UNIVERSITY • CANADA

# Intouch Features

## **WORLD CHANGERS** | *Page 12*

Despite the inducements of well-paid private sector jobs, many Ivey grads are choosing to use their skills and creativity in the non-profit world. And in true Ivey fashion, they're finding innovative ways to make a difference.

## **GLOBAL PERSPECTIVE: THE CLASS OF 2014** | *Page 18*

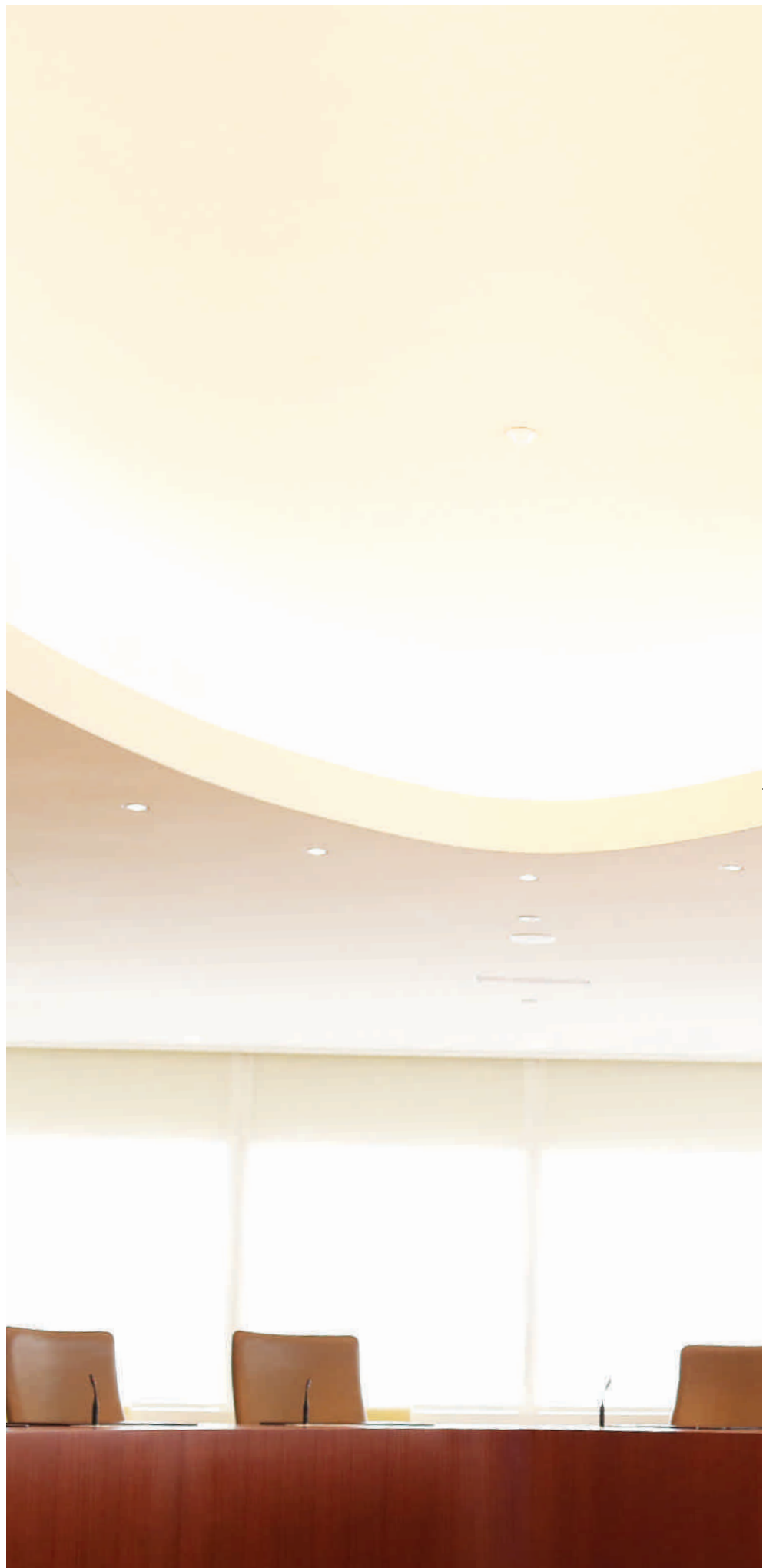
Along with everything else they learn at Ivey, recent graduates get extensive international experience. They're ready to take on the world.

## **FROM MAINFRAME TO BOARDROOM: THE CHANGING ROLE OF THE CIO** | *Page 24*

CIOs used to be people with arcane technical knowledge and pocket protectors. Now they're helping other senior leaders set direction and create value. And the role continues to evolve.

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Russ Bruch, HBA '85, EMBA '10, Senior VP and CIO at Ontario Teachers' Pension Plan, believes the role of his team is to "be partners in helping the business be the best it can be."







## Intouch Departments

### **LEFT TURN** | *Page 10*

The unique art of Tracey Lawko, MBA '83, glows with the colours and textures of nature—a reflection of her idyllic studio on the Niagara escarpment.

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Mark Vandenbosch, HBA '84, and Rob Klassen, MBA '89, are taking their hot seats as Associate Deans responsible for programs, faculty development and research. Both are Ivey to the core, and both have ambitious plans for their portfolios.

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What's happening around the School and around the world.

### **PASSIONS** | *Page 9*

Tanya Moryoussef, HBA '12, is a huge fan of the popular CBC radio series on marketing, "Under the Influence." When she approached the show's creator Terry O'Reilly with a plea to get involved, he took her on as a research analyst. Now she's helping to shape the shows and getting the urge to go on air herself.

### **GIVING TO IVEY** | *Page 30*

The visionary alumni who helped fund the creation of the Ian O. Ihnatowycz Institute for Leadership are themselves exemplars of the critical role of character in leadership.

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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.

# Dean's Message



History and business have collided.

The fall of the Berlin Wall in 1989 and the subsequent opening of Communist countries, combined with policy liberalization in China, India, Africa and Latin America, have reshaped the global economy over the last 25 years. Business leaders who once focused on squeezing out gains in domestic markets have had to shift their focus to global opportunities for growth. As the global economy opened up, most large firms have seen international sales and investment commitments grow much faster than those in domestic markets.

But operating in international markets carries costs as well as benefits. When an organization starts operating across national borders, new tools and frameworks are required. Accounting and finance functions must deal with multiple currencies and tax regimes. Marketing and HR functions must cope with cultural, language, and regulatory differences.

So, while the benefits of globalization are potentially high, the costs and risks are as well.

Global firms are looking to business schools for guidance on how best to seize global opportunities, and how to manage costs and risks. And all firms are looking to recruit people who have this global perspective.

The phrase often used to define this new breed of student is “global cosmopolitan” and it ably describes the students you’ll meet in this issue.

Ivey is in the fortunate position of having a very strong international business group, which includes some of the top business scholars in the world. Among them are:

- Professor Paul Beamish, a Tier 1 Canada Research Chair in International Management and the Donald L. Triggs Chair in International Business,
- Shi-Fen Chen, a thought leader on business issues in China,
- Jean-Louis Schaan, a renowned educator and leading thinker on strategic alliances and project management, and
- Andreas Schotter, who is Academic Director of Ivey’s CEMS Masters in Management program and a well-known scholar on developing global leadership capabilities.

Ivey complements its strength in research with real-world execution. In 1988, we were the first Western business school to open a campus in greater China. We also have an extensive suite of international experiences for our students—the LEADER Project, international study trips, and case teaching opportunities for students in Africa.

My own background includes stints as a consultant for Global 50 organizations, a private equity investor in Poland, and as Director of the Michigan Ross School’s global initiative. This experience resonates with Ivey’s approach—strength in both academic and practical research, deep engagement with organizations and a commitment to educating the next generation of global leaders. I’ve learned that success in global markets, and particularly emerging economies, depends on rigorous training combined with practical knowledge. I’ve witnessed numerous firms blow up because they didn’t understand how functional frameworks and “tools” change when you cross a national border.

I am pleased with the international topics we are addressing at Ivey. My challenge is to ensure the School continues to build on these strengths, solidifies its reputation as a globally elite destination and continues to produce high-quality students.

## ROBERT (BOB) KENNEDY

Dean, Ivey Business School  
Lawrence G. Tapp Chair in Leadership

**INTOUCH ON THE WEB**  
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Cover Photo: DM Chung, Hong Kong



# Duet

A conversation with two Ivey professors whose relationship reflects the School's unique collaborative and collegial environment.

## Rob Klassen and Mark Vandebosch step into School leadership roles

### How did your research interests develop?

Vandebosch: Marketing has two source disciplines—economics and psychology. I started very much on the economics side, working on game theory and related topics. But over time, through teaching executive education here at Ivey, I came across situations that didn't necessarily fit the game theory model. Now I spend a lot of time doing research looking at competitive-oriented activities. My research is based on taking real-world problems and studying them from an academic perspective.

Klassen: With an undergraduate degree in engineering, operations management was a natural move. When environmental issues began to hit the radar in the 1980s, it made sense to me to bring together the ideas behind engineering, process management and product design with public policy issues. At the time any environmental research in business schools was on the regulatory side. Now of course that's all changed and there's a big focus on sustainability. I would love to say I saw it coming, but I was just fortunate to be looking at these issues as they emerged.

### You've both taken on significant administrative responsibilities. Why?

Vandebosch: I've reached a stage in my career where I feel I could have a positive impact on the School. Ivey is bigger than any one person,

and I believe it's my responsibility to leave it better for the next crowd.

Klassen: For me, the emphasis for the past 20 years has been on research driven by my own personal agenda. This is an opportunity to take on a new challenge, work toward a different set of goals, and contribute to the School as a whole.

### What are the major challenges in your new administrative areas?

Klassen: Continuing to grow a high-quality faculty. We have outstanding people, and we want to reinforce and support what they're doing. Especially with pre-tenure faculty members—and we have a large number of them—we need to provide strong systems to help them build their research careers and teaching capabilities.

Vandebosch: Business education is a global industry and there is no other industry in the world where the largest player has less than two percent market share. The business education market is incredibly fragmented, with many different programs and platforms. A lot of sub-markets are becoming mature. To compete we have to differentiate ourselves while balancing the needs of multiple stakeholders, including potential candidates, current students, and recruiters. It won't be easy.

Klassen: Ivey set some important directions with our new strategy in 2005, and that gave us a platform

on which to compete. But the market continues to change, and we have to adjust accordingly.

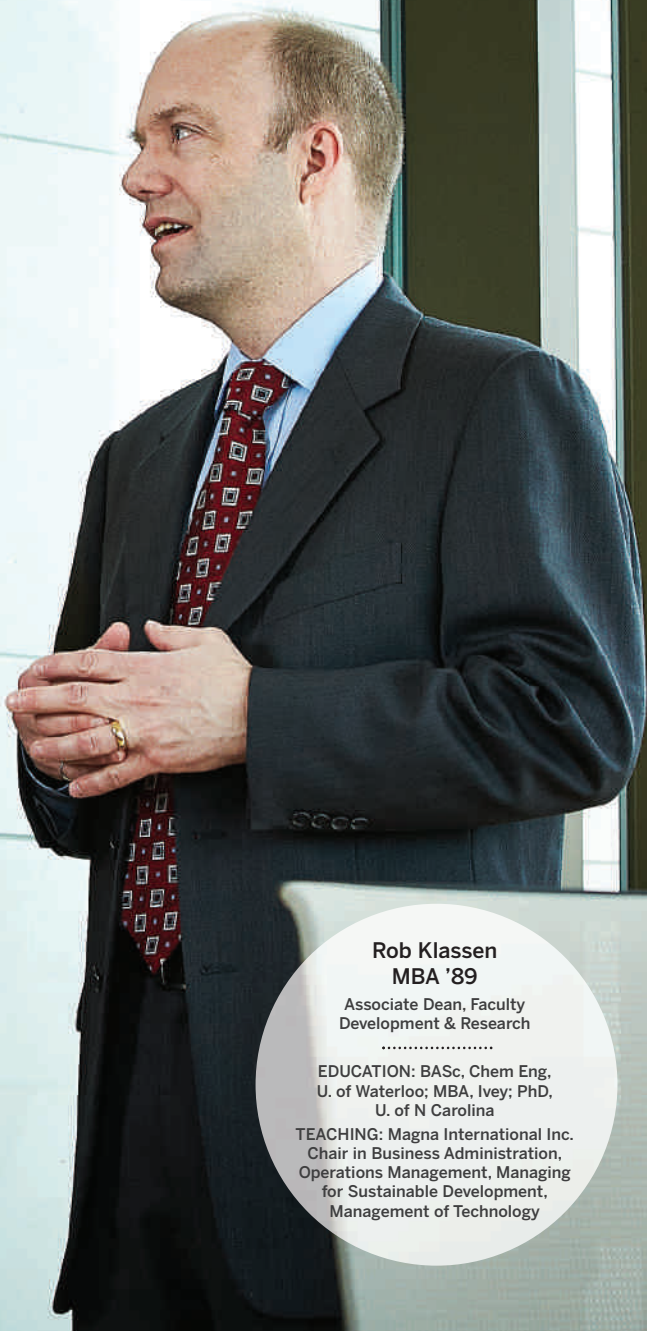
### What is your vision for the impact you will have in these positions?

Vandebosch: When I was HBA director, we started the process of growing the program, and some alumni were concerned that we were changing it. I told them that the HBA is dramatically different from when they went to school—and also exactly the same. In other words, there was renewal in what we were offering and how we were offering it, but at the same time we kept the core ideas, values and process constant. If I achieve my goals, a lot will be different in five years, but the core of the School will still be the same.

Klassen: I would extend that to faculty. What we value in our faculty members is what we have valued for many years—a strong research reputation, contributions to the body of academic and managerial knowledge, and a capacity to work effectively with our students wherever they are in their development. But the way faculty members do it is changing rapidly. We need to support them in the change process.

Vandebosch: I always ask alumni one question—where did you sit on the first day of class? Virtually everyone can go and point out the seat. To me that symbolizes the impact that Ivey can and does have, and that won't change.





**Mark Vandebosch**  
**HBA '84**  
Associate Dean, Programs  
.....  
EDUCATION: HBA, Ivey; PhD, UBC  
TEACHING: Kraft Professorship in Marketing, Marketing Management, Competition and Competitor Analysis, Ivey Field Project

**Rob Klassen**  
**MBA '89**  
Associate Dean, Faculty Development & Research  
.....  
EDUCATION: BSc, Chem Eng, U. of Waterloo; MBA, Ivey; PhD, U. of N Carolina  
TEACHING: Magna International Inc. Chair in Business Administration, Operations Management, Managing for Sustainable Development, Management of Technology

# Editor's Note



PHOTOGRAPHER: NATION WONG

Imagine this. An elegant yacht moving quietly across the water of Hong Kong's magnificent Victoria Harbour. The skyline of skyscrapers twinkling on the horizon, with the mountains draped behind. Dinner on the beautiful and tranquil Lamma Island. Spectacular!

This was just one of the unique experiences during my recent trip to China. It was my second time in Hong Kong, and my first visit to Shanghai and Beijing. It was a whirlwind.

I attended Hong Kong Convocation, participated in an Ivey Ring Tradition Ceremony, launched the Partnership Program to the current EMBA class, attended an EMBA graduating class dinner, hosted a breakfast with the Hong Kong Chapter executive, hosted a lunch with Class Liaisons, had several individual meetings, attended a dinner hosted by honorary degree recipient Cecilia Lau, and hosted alumni events with the Dean in each city (with a total of 115 attendees). Whew!

The trip was part of Dean Bob Kennedy's "roadshow" to meet Ivey alumni where they live and work. Since January, the Dean has attended ten alumni events. The tour ended in Calgary and Toronto in June. Bob has now connected with more than 450 alumni on the road, and met more than 110 individually. In each encounter, he quickly formed a bond with our graduates, and got a vivid sense of their commitment to Ivey. They in turn responded with enthusiasm to his vision for the School.

For me, the trip was a reminder of the strength of the Ivey network. Everywhere we went, I was struck by the powerful sense of connection that our alumni have with Ivey and one another.

As you'll read in this issue, Ivey is truly an international school, both in terms of the experiences it offers students and where they end up working. As the School continues its journey, the level of alumni engagement—in China and in the other 100 countries in the world where Ivey graduates are active—will be a vital component in its success. The momentum is building. There are exciting times ahead.

## TERRI GARTON

Acting Editor-in-Chief  
Director, Alumni Relations

There are many ways to follow us including on Twitter via @iveyalumni or search for Ivey Alumni on Facebook or LinkedIn. For a complete list visit [go.ivey.ca/social](http://go.ivey.ca/social)



# Ivey Buzz

What's happening around the School and around the world

## Raising the profile of value investing

The Ben Graham Centre for Value Investing held a series of events in the spring, including the 2014 Value Investing Conference (pictured below) and the inaugural Stock Picking Competition.

The Stock Picking Competition on April 7 pitted MBA students from around the world against one another, for the opportunity to win cash prizes and free attendance at the Centre's conference on April 8 and the Fairfax Financial Holdings Ltd. Annual General Meeting on April 9.

Three Ivey students, Omid Ameri, Catherine Yi, and Matt Vines, took the top prize.

The conference, the largest of its kind in Canada, explored the principles and practices of value investing in the global context.

Also on April 8, Professor George Athanassakos's article, "Value Investing: Why aren't there more like Warren Buffet and Prem Watsa," was published in the *Globe and Mail*.

In late May the Centre held an academic symposium on "Intelligent Investing," designed to encourage and support academic research in areas related to value investing.

For more, visit: [www.bengrahaminvesting.ca/Resources/videos.htm](http://www.bengrahaminvesting.ca/Resources/videos.htm)



**"It's virtually impossible to pick the exact bottom, but in general, I'd rather get in a little later and pay a bit more for higher quality data points."**

—Wilbur L. Ross, Jr., CEO of Ross & Co. LLC, who invested in the Bank of Ireland during the Irish banking crisis



**"Never ignore the fundamentals. Have a clear strategy and solid orientation to value investing principles. Transparency is also important."**

—George Chryssikos, CEO of Eurobank Properties



**"Having skin in the game ensures my team's interests are aligned with my clients' interests. If you have five times your salary invested in the fund, you think like the owner of the company."**

—James B. Rosenwald III, Senior Portfolio Manager, Dalton Investments

PHOTOGRAPHER: GABRIEL HANVS



IN THE TORONTO STAR

**"Taxes matter but they're not even close to the only issue that businesses think about when they make an investment."**  
—Associate Professor Rick Robertson, HBA '75, MBA '84, PhD '87, on the claim that lower taxes will encourage investment

## Alumnae receive honorary degrees

Sylvia Chrominska, HBA '75, and Stacey Allaster, EMBA '00, received honorary degrees from Western University at Convocation ceremonies in June.

Chrominska retired in May 2013 as Group Head, Global Human Resources and Communications of Scotiabank. She joined the bank as a credit analyst in 1979, holding progressively more senior positions over the years. She currently serves as Chair of the bank's Jamaica and Trinidad and Tobago operations.

A dedicated volunteer and generous philanthropist, Chrominska's many involvements include the Dean's Advisory Board at Ivey, the Ivey Campaign for Leadership, the Multiple Sclerosis Society of Canada, Women's College Hospital, and the International Women's Forum.

During her 20-plus years in professional women's tennis, Allaster has built the sport from a side show to glamorous men's events, to a major attraction in its own right. A talented player and coach, Allaster began her business

career with Tennis Canada, helping to create a state-of-the-art facility at York University and build the Canadian Open into an international sports and entertainment property. She joined the Women's Tennis Association in 2006 and became Chairman and Chief Executive Officer in 2009. Today, the WTA holds nearly 60 events in 53 countries and awards more than \$118 million in prize money.

**For more, including video of their convocation addresses, visit: [go.ivey.ca/1ld-2014](http://go.ivey.ca/1ld-2014)**

Below: Sylvia Chrominska, HBA '75 (top), and Stacey Allaster, EMBA '00



PHOTOGRAPHER: PAUL WAYNE WESTERN NEWS

## Ivey in Huffington Post

Ivey now has a column in [Huffingtonpost.ca](http://Huffingtonpost.ca), the iconic U.S. based news aggregator and blog. In a recent post, Bill Furlong, MBA '87, Executive-in-Residence at Ivey and former Vice Chair at TD

Securities, explored the belief that nice guys finish last. Not necessarily, said Furlong. "When it comes to achieving success, keep in mind that how good you are plays a much more important role than how nice you are."

**To read more, visit [www.huffingtonpost.ca/ivey-business-school/](http://www.huffingtonpost.ca/ivey-business-school/)**



PHOTOGRAPHER: GABRIEL BRANGS

## Paul Martin drops by

Former Prime Minister Paul Martin visited Ivey on April 11, participating in the 10th Annual Business Family Day Celebration and speaking to students about leadership.

Before entering politics, Martin worked at Power Corporation, one of Canada's leading family firms, and owned Canada Steamship Lines. After retiring from politics, he returned to the business, where his two sons had assumed leadership positions. "I did not receive the overwhelming joy from my sons that I thought I was going to receive," said Martin wryly, adding that at some point in a family business, the founder must hand over the reins to the next

generation. Martin said that family businesses have an upper hand when it comes to being sustainable enterprises because "these businesses are smaller and smarter."

Later in the day, Martin shared some thoughts on leadership.

Among his insights: "The thing I learned more than anything else—leadership is listening."

"As CEO you've got the last word, so you don't have the first word, or the middle word. In fact you should shut up until everyone has spoken."

"An intelligent person with common sense can ask good questions about anything."

IN THE FINANCIAL POST

**"In many industries today, upstream activities—such as sourcing, production and logistics—are being commoditized or outsourced, while downstream activities aimed at reducing customers' costs and risks are emerging as the drivers of value creation."**

—Professor Niraj Dawar

IN THE GLOBE AND MAIL

**“These key dimensions of Mr. Mandela’s character: transcendence, drive, courage, accountability, temperance, integrity, collaboration, humanity, humility, justice, coupled with the judgment to balance and integrate them, are those that we should value and use to assess and develop those who might seek our support for future leadership roles.”**

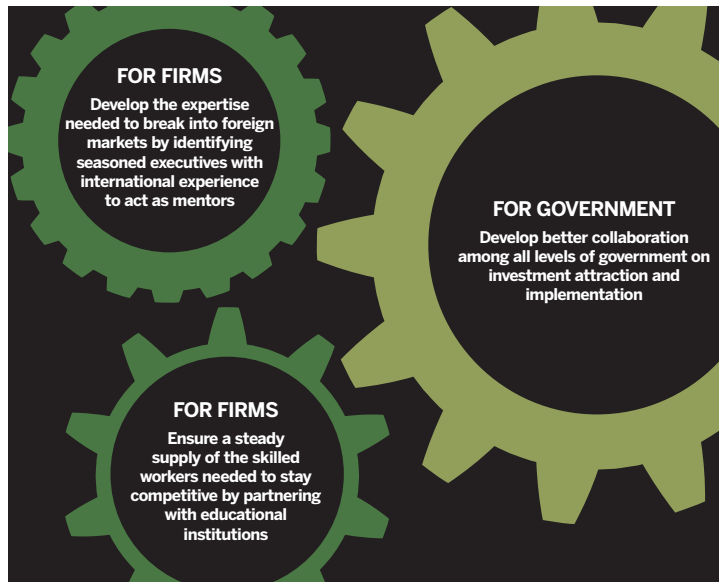
—Professors Mary Crossan, MBA ’85, PhD ’91, Gerard Seijts and Jeffrey Gandz

# Conference tackles future of manufacturing

Ontario’s once strong manufacturing sector is still struggling to meet the challenge of sustained international competition. Real manufacturing output declined by 11% over the past decade, while the economy grew by 21% overall. Ivey’s Lawrence National Centre for Policy and Management is addressing the challenge head on with the Future of Canadian Manufacturing project. The first phase of the project was based on studying firms that have

continued to grow in the highly competitive business environment. Research findings were reviewed at a conference in November 2015 that brought together representatives from government, academia and the private sector. The strength of Ivey’s response was reflected in the Ontario government’s commitment of \$5 million over 10 years to support the Centre in establishing the Trillium Advanced Manufacturing Network.

## Lawrence National Centre for Policy and Management recommendations:



# Welcoming new program faculty directors

Professor David Wood, HBA ’97, MBA ’12, will be the new MBA Faculty Director beginning January 1, 2015. Wood recently received the David G. Burgoyne Teaching Award for his impact on the HBA program. He is also Faculty Director of the Ivey Field Project.

Professor Andreas Schotter, EMBA ’04, PhD ’09, became the MSc Faculty Director in July. Schotter has served as Faculty Director of the joint EMBA program between Ivey and the Chinese University of Politics

and Law. His research focuses on international business and global strategy topics. He was selected by the Wall Street Journal as one of the top 10 business professors in the U.S. in 2010 and 2011.

Professor Matt Thomson, EMBA ’12, took on the role of PhD Faculty Director. Thomson has been the PhD co-ordinator in Marketing since joining Ivey in 2008, and has taught nearly all Ivey’s current PhD students in his annual Research Methods seminar.

Below (left to right): Program faculty directors David Wood (incoming MBA), Andreas Schotter (MSc), Matt Thomson (PhD)



# Good news in food manufacturing

Canada’s food manufacturing industry is going through a reorganization to stay competitive and be a strong player on the world stage, according to a report released in March by Professor David Sparling and Sydney LeGrow, HBA ’14. The report showed that while there have

been many food plant closures between 2006 and 2014, the industry overall did not experience a net decline in employment. The report generated considerable interest, with coverage in the Globe and Mail and other major media outlets.

IN THE CANADIAN PRESS

**“Start with the person. What’s important to them, what are their goals, how do we help them get to those goals and mobilize the knowledge we have to help them make really good decisions?”**  
—Anne Snowdon, Chair, International Centre for Health Innovation at Ivey, gives her prescription for health care

# Passions

Tanya Moryoussef, HBA '12, is “Under the Influence” of marketing guru Terry O’Reilly

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

I STARTED MY UNDERGRAD STUDYING ACTUARIAL science and when I went to Ivey, I was thinking about a related field, like finance. But in my first year of university I discovered Terry O’Reilly’s show about marketing on CBC radio “Under the Influence,” and I was instantly hooked.

I love the way Terry thinks so critically about the marketing we are exposed to, and then tells stories in such a captivating way. Because of Terry’s show I started taking marketing courses and fell in love with the whole field.

I attended the Ivey HBA Leaders Forum during my third year and the CEO of Loyalty One, Bryan Parson, talked about how his company marries data and creativity. I knew it would be a perfect fit for my analytical mind and desire to have a creative outlet. Afterwards I walked right up to him and said, “I want to work for you.” I did an internship at Loyalty One and then was hired back after graduation.

After listening to Terry’s show for years and reading all his books, I finally sent him an email in January 2013. I said, “I don’t care how but somehow I need to be involved in the show.” He happened to be hiring for a research analyst at the time, and he offered me the position.

Terry is a guru—he’s knowledgeable, incredibly creative and very charismatic. For every episode he comes up with a thesis about a marketing topic—something he’s setting out to prove to his listeners. My job is to go out and find articles and stories that help Terry support his argument. I also love to help him think about topics for the show and craft storylines. He is very open to my ideas and really makes me feel I’m a valuable contributor.

With a full-time job as well, it’s very time-consuming. But when you love something, you make time for it. Being on air is my secret dream. I love to share my thoughts and opinions on topics, and it would be wonderful to have an outlet for that!

*Tanya Moryoussef with Terry O’Reilly (background) during a recording session at Pirate Toronto’s studio where CBC’s “Under the Influence” is produced.*

PHOTOGRAPHER: NATION YONG



# Left Turn

Tracey Lawko, MBA '85, traded a career as a consultant for life as a full-time textile artist. Her densely-stitched landscapes and richly-textured still life art are prized by collectors.

MADE AN INTERESTING CAREER "LEFT TURN?" TELL US ABOUT IT! E-MAIL INTOUCH@IVEY.CA

I STARTED EMBROIDERING WHEN I WAS NINE, and I have been involved in textiles and art ever since. In high school my teachers encouraged me to pursue art but I decided the more traditional route was the sensible thing to do.

I went to Ivey because I was very interested in international business. After graduating, I worked with Export Development Corporation and CIBC. Eventually I moved into creativity and change management, started my own consultancy, and designed and taught a class at Ivey called "Creativity in Business." Over time I realized that all this focus on other peoples' creativity wasn't allowing me time to focus on my own.

I love textile art because it's very tactile. I can create a richness and depth with fabric and thread that I couldn't achieve otherwise. My approach is very detailed and painterly. I do an initial sketch, and cut out pieces of fabric for the major shapes and apply them to the fabric background. Then I start stitching, layering 30 to 50 colours of thread one on top of the other. It's the equivalent of painting with a single hair brush. One piece can take several weeks or months to complete.

I divide my time between my home office in Toronto, where I look after the business, and my studio on the Niagara escarpment. The studio has a huge design wall and big windows that look out over wonderful views.

My landscape art is what I see. In Canada we take for granted the beauty we have around us, and forget to take the time to appreciate it. Creating these pieces is a way of slowing down and really looking at what is there. Underlying much of my work is the sense of change—seasonal changes, or the changes wrought by human influence.

For my still life art I focus on individual plans around my studio. I use the same basic techniques of stitching but the objects are structured and dimensional. A strawberry, for example, is stitched and stuffed and then applied.

While my Ivey training has obviously been helpful in practical terms, I believe the most important thing I gained was confidence. Whether in the corporate world then or the art world now, I know I can go into an unknown situation and figure my way through it. That's what the creative process is.

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



# Thought Leadership

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

## Investing in entrepreneurship

Entrepreneurial cognition, the economics of entrepreneurship, the geography of entrepreneurship, the growth of entrepreneurial ventures—these are some of the topic areas that reflect the breadth of entrepreneurship research going on at Ivey.

Entrepreneurship at Ivey flows along two parallel streams of activity. The Pierre L. Morrissette Institute for Entrepreneurship engages in entrepreneurship outreach, training, and promotion. Its work is both practical and applied—from giving students the skills to launch new businesses to helping entrepreneurs take their organizations to the next level. The Institute is active locally, regionally, and nationally, providing entrepreneurs with the tools and resources to thrive.

The Entrepreneurship Cross-Enterprise Leadership Centre, led by Professor Simon Parker, consists of five core members of the entrepreneurship area group and other professors who are interested in entrepreneurship. The Centre does academic research over a broad range of entrepreneurial topics, with an emphasis on breadth rather than a specialized focus. Currently the entrepreneurship group is expanding at Ivey, expecting to double over the next year.

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

Right: Simon Parker, Director, Entrepreneurship Cross-Enterprise Leadership Centre



## Babson College Entrepreneurship Research Conference

The Ivey Business School welcomed the 2014 Babson College Entrepreneurship Research Conference (BCERC) in June, the first time in 26 years the prestigious conference has been to Canada.

The BCERC attracted over 500 of the world's leading academics and doctoral researchers, and showcased the most recent research in entrepreneurship.

"This is the world's longest-running annual international entrepreneurship conference, and it gave us a great opportunity to

showcase who we are and what we do at Ivey," says Simon Parker, Director, Entrepreneurship Cross-Enterprise Centre.

The BCERC was hosted by the Pierre Morrissette Institute for Entrepreneurship and the Entrepreneurship Cross-Enterprise Leadership Centre. "Having the event here at Ivey shows that we take entrepreneurship seriously, that we want to contribute to showcasing research, and that we are willing to invest to make it happen," says Parker.

## Entrepreneurship training not just for novices

Simon Parker studies the economics of entrepreneurship: why people select into entrepreneurship and how they perform. In one stream of his research he focuses on serial entrepreneurs—people who start several businesses.

It's commonly believed that entrepreneurs get better at what they do as they start and sell more businesses. But that's not necessarily the case, says Parker. In one of his studies Parker looked at 200 American serial entrepreneurs over a period of some 25 years. He found that serial entrepreneurs do appear to gain some learning benefits that

help them in their next venture. But that effect dies away quite quickly. "The idea that serial entrepreneurs enjoy ever growing performance trajectories—that they get better and better and bigger and bigger—just isn't borne out by the data," he says.

This research underscores the importance of learning from both success and failure. "It's also important for practitioners who counsel and train entrepreneurs, to support not just people entering for the first time, but also those who are onto their next businesses," says Parker.

## Location, location, location

Assistant Professor Larry Plummer recently joined the entrepreneurship group at Ivey from the University of Oklahoma. Plummer focuses his research on the geography of entrepreneurship—why companies start where they do and how those decisions affect how they perform.

Plummer says that the decision of where to locate is a very important one. Yet there's little evidence to suggest that entrepreneurs give much thought to it.

In a recent study Plummer looked at more than 1,000 high tech startups in Oklahoma. He found that the further away they were from a metropolitan area, the lower their chances of receiving venture capital funding. In the study he looked at the kinds of things entrepreneurs can do to make their companies look like a "downtown company" when they're not. One way, he found, is to get endorsements from organizations that venture capitalists are likely to listen to.

Plummer is looking forward to working and doing research with Canadian entrepreneurs. "My long-term goal is to create a set of principles that will help any entrepreneur in any industry to pick a good location."



# World Changers

Ivey grads find innovative ways  
to make a difference



Devon Krainer, HBA '12, organizing the annual SIX Summer School event in Vancouver, BC

“Ivey has given me the gift of a wonderful education. I feel good knowing that I’m using my decision-making capabilities, financial acumen, and communication skills to address serious social and ecological challenges.”

That’s Devon Krainer, HBA ’12, who works at Social Innovation Generation (SIG—sigeneration.ca), a Toronto-based non-profit. Krainer is one of many socially aware Ivey alumni who see business as a positive force in the world. Going beyond philanthropy and volunteer leadership, they build careers in the non-profit sector, and even launch innovative non-profit and social enterprises. Like Krainer, they are committed to using the skills they acquired at Ivey to make a better world.

“At one time the emphasis in business was all on your duty to the shareholder,” says Professor Nicole Haggerty, HBA ’89, PhD ’04. “That hasn’t gone away, but I think business people are more balanced today.” She credits early experiences with volunteerism and the small world created by technology with making many students and alumni more aware of global issues. “Their sense of justice and humanity is being activated early and they look for ways to construct business arrangements that account for it.”

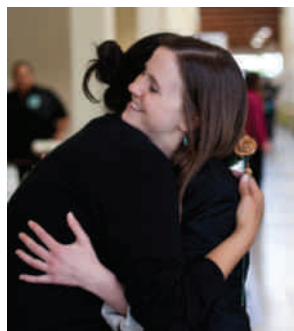
That’s certainly true of Krainer. She was first introduced to the concept of social innovation—new ideas that solve social challenges—by Professors Oana Branzei and Michael Valenti. After graduating she spent six months working in rural Ethiopia with Mennonite Economic Development Associates, helping develop local financial services in micro-finance and agricultural lending. Back in Canada she joined SIG, a partnership dedicated to fostering a culture of continuous social innovation. Her work includes organizing an international conference, a regional conference and regional events promoting social innovation. “At SIG we work to mobilize knowledge, and to connect people to work together for social change. We know we’re not going to get anywhere if we don’t work with one another.”



PHOTOGRAPH BY BETT BEAULÉ

#### Continuous Social Innovation

In late May Devon Krainer organized the annual SIX Summer School event in Vancouver. SIX brings together leading social innovation thinkers and practitioners from around the world to explore key issues in the field. Also in Vancouver in late May: Social Innovation Week, a set of gatherings aimed at connecting local and global social innovators.







### Sprouting

Mark Shuper visits a Sprouts Foundation after-school program, designed to improve language skills and employability for low-income students in Hong Kong. After launching the charitable organization, Shuper left his job with Morgan Stanley to lead it on a full-time basis.



**“I see a charity as something akin to a venture private equity investment. You should be in the business of eventually getting out of the business.”**—Mark Shuper, HBA '92

Although his path has been very different, Mark Shuper, HBA '92, agrees that partnership is the key to finding innovative solutions to social problems. Shuper joined Morgan Stanley after graduation and moved with the company to Hong Kong, where he eventually ran the global telecommunications research group. Eventually he and his wife, Winnie Kwan, began to look around for a way to make a difference in their community, and the Sprouts Foundation was born ([www.sproutsfoundation.org](http://www.sproutsfoundation.org)). They formed a partnership with Po Leung Kuk, one of Hong Kong's oldest non-profit organizations, and the Foreign Correspondents Club of Hong Kong Charity Committee, and in 2011, opened an after-school English program in a low-income district in the New Territories. The initial program was almost entirely funded by Shuper and Kwan, although other people have now stepped forward to support new activities.

Shuper left his job to devote himself full-time to Sprouts Foundation programs, which aim to improve the life and employment skills of the poor children who participate. “I see a charity as something akin to a venture private equity investment,” he says. “You should be in the business of eventually getting out of the business.” As Sprouts programs grow and spread to Burma and mainland China, he hopes that governments will eventually take on the role of providing the programs. →



PHOTOGRAPHER: DAN CHUNG, HONG KONG

Like Shuper, Alison Holder, HBA '99, started her post-Ivey career on a fairly conventional path—in her case, a job with consulting firm Accenture. Then she spent a sabbatical year working with a local non-governmental organization (NGO) in Mumbai, India as part of an international internship program. “That changed things for me,” she says. “From that point, I followed a path within international development, but my Ivey background helped me to carve out a niche in issues related to the private sector.”

Holder moved with Accenture to London, England and completed a Masters in International Development at the London School of Economics. She joined an NGO, Enablis, working with entrepreneurs in Africa, and subsequently, Save the Children ([www.savethechildren.org](http://www.savethechildren.org)). She is now Head of Government and Rights, responsible for advocacy, lobbying, research and policy development in support of children’s rights. “I would like to see a future world where the differences for children depending on where you’re born are less stark, and opportunities are more equitable,” she says.

Children are also the focus for Jade Lai, HBA '12. Lai discovered a passion for international development when she participated in a service learning trip to Honduras at Ivey. After graduating she volunteered with an NGO teaching in Africa’s largest slum. There she made a discovery: adolescent girls were dropping out of school because they couldn’t afford to buy sanitary napkins. “It’s something we take for granted here,” she says. “I never saw how it could impact education.”

**“I would like to see a future world where the differences for children depending on where you’re born are less stark, and opportunities are more equitable.”**

—Alison Holder, HBA '99

She and two fellow volunteers immediately went to work, raising \$1,400 from friends and family back home and buying a supply of sanitary pads. That was the genesis of Wasichana ([www.wasichana-fund.org](http://www.wasichana-fund.org)), the charity that Lai operates while working full-time in PwC’s audit practice in Toronto. In addition to the pads, Wasichana hires local women as program directors to conduct health classes teaching fundamental topics such as sanitation, feminine hygiene, self-esteem and business. Currently serving three schools and over 500 girls, Wasichana’s goal is to expand to 20 schools by the end of the year. By partnering with large charities with a similar focus, Lai hopes to spread the impact even further. “The goal is to have an impact on as many girls as possible,”

she says, “so they can stay in school, graduate and hopefully go on to college.”

Megan Dunlop, HBA '12, is one of several Ivey grads who are helping Lai with marketing and fundraising for Wasichana. Dunlop also participated in the service learning course in Honduras while at Ivey, and found it changed her perspective dramatically. “I remember sitting in an Ivey classroom when I got back, and thinking about the people in the community where I had just volunteered—people who didn’t have access to the basic necessities that we take for granted every day, like running water and electricity. I thought, ‘I can use my Ivey education to really help people and make a difference.’”

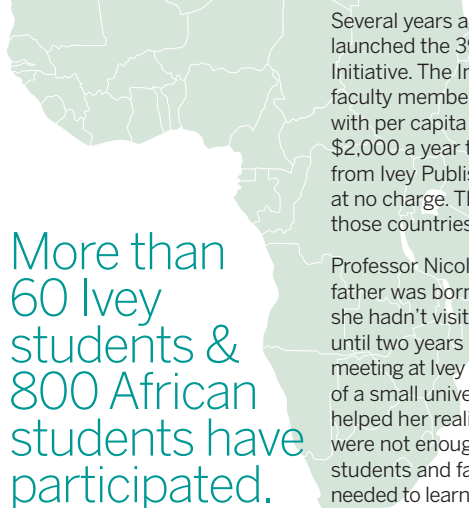
**“I can use my Ivey education to really help people and make a difference.”**—Megan Dunlop, HBA '12

And she did, taking a job with Global Brigades, the organization that organized the service learning trip ([www.globalbrigades.org](http://www.globalbrigades.org)). Global Brigades provides opportunities for thousands of students in North America to volunteer for a week at a time in developing countries, doing everything from installing clean water supplies and building schools to creating medical clinics and a banking system. As an employee she spent 14 months helping to build the Global Brigades micro-finance program in Honduras and create businesses such as local bakeries and agricultural supply shops. Dunlop is back in Canada working at Rogers Communication in marketing, but she remains passionate →

## Thinking about a career in the non-profit or social enterprise sector? Here are some words of wisdom:

- > Step out of your comfort zone. Grab opportunities to travel and work in developing countries. You’ll learn so much more than you can on the Internet!
- > Listen to what you want to do, and follow your passion.
- > Let go of certainty—think about non-traditional career paths.
- > Be prepared to take a risk.
- > Be patient, nothing happens overnight.
- > Be relentlessly curious.
- > Consider spending time refining your business skills and building your reputation in the private sector before making the leap.
- > But don’t leave it too late, until the “golden handcuffs” are on. If the time is right now, just do it! You’ll gain valuable experience.
- > Use your business degree and experience to differentiate yourself in the competitive non-profit employment market.
- > Persevere.

# IVEY IN AFRICA



More than 60 Ivey students & 800 African students have participated.

Several years ago, Ivey launched the 39 Country Initiative. The Initiative enables faculty members in 39 countries with per capita GDP of less than \$2,000 a year to use all cases from Ivey Publishing’s catalogue at no charge. Thirty-two of those countries are in Africa.

Professor Nicole Haggerty’s father was born in Kenya, but she hadn’t visited the continent until two years ago. A chance meeting at Ivey with the president of a small university in Somalia helped her realize the cases were not enough—African students and faculty members needed to learn how to use them.

Two years ago she developed her Service Learning in Africa course, which gives Ivey students the opportunity to teach in several universities in East Africa for three weeks in May. More than 60 Ivey students and 800 African students have participated so far. “My first idea was that Ivey had something unique to offer in Africa,” says Haggerty. “But I quickly saw that our students also need to know what’s going on in those economies.” Africa’s economy is growing faster than the economies of every other continent, and about one-third of its 54 countries have GDP growth of more than 6 percent.

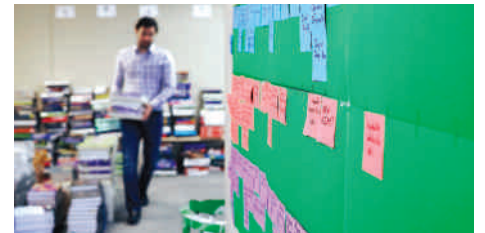


If the books are two or three editions out of date, they're shipped to universities in Africa, where textbooks are scarce and much needed. The saleable books are sold online, and half the net proceeds are directed to Kiva, an international micro-financing website. Eventually Janssen hopes to have a more direct involvement in micro-lending. "Through the research I did in Kenya I learned that the biggest obstacle for entrepreneurs was access to capital," he says. "Just selling five or six textbooks is enough to make a huge impact on someone's life." Janssen and his partners are hoping to expand across Canada in the coming months.

So what are the rewards for turning your back on a traditional business career path and becoming a world changer? Dunlop puts it well. "I remember heading to work every morning in Honduras. I'd look out the window and think, 'This is my job, to work directly with people and help them. That's better than any big salary could ever be.'" ■

#### Booking Micro-loans

Chris Janssen (left) and colleague Tom Hartford (below) put some sweat equity into their enterprise, Textbooks for Change. The organization collects used textbooks, sells some to incoming students, donates some to universities in Africa, and invests a portion of the proceeds in micro-lending through the website Kiva.



PHOTOGRAPHER: NATION WOODS

about international development. "I want to see Global Brigades perfect its holistic model, strengthen its presence in existing communities and countries, and then expand to other countries."

Chris Janssen, HBA '15, also participated in a service learning course at Ivey, teaching at a university in Rwanda for a month and then traveling to Kenya to conduct research on entrepreneurship. But it was his work as Internal Director of Ivey Connects that launched his unique social enterprise. To raise money for the Western Shinerama and the Terry Fox campaign, he had the idea of collecting old textbooks from his friends and then selling them to incoming students. It worked, and Textbooks for Change was born ([www.textbooksforchange.ca](http://www.textbooksforchange.ca)).

The concept is simple. Students can drop off unwanted textbooks in boxes around campus or through club collection drives.



# Global Perspective

## The Class of 2014

Long before it was fashionable, Ivey was committed to preparing students for business leadership in a global marketplace. Today many students have extensive international exposure when they arrive at Ivey. The School provides them with an array of opportunities to experience the world during their studies. The result? Graduates who are sensitive to cultural differences, aware of the opportunities in developed and developing economies, eager to learn more, and committed to doing their part to address global challenges. In other words, ready to take on the world.



ILLUSTRATOR: TONY RODRIGUEZ



My international experiences have increased my communication and decision-making skills in uncertain environments, and given me an appreciation for new ways to solve problems. They've taken me out of my comfort zone to a point where I've had to really assess my values and objectives.

*Kaleigh Killoran, HBA*

- » Served as Executive Director, LEADER Project
- » Worked with LEADER partners in Russia, Haiti, Macedonia, Ukraine, India, Moldova, Ghana, Ethiopia, and Kenya
- » Taught with LEADER in Ghana, Kenya and Ethiopia
- » Attended the 2013 Doha GOALS conference in Qatar
- » Visited a start-up ranch in southern Arizona as part of the Ivey Consulting Project
- » Currently working in the GE Financial Management Program

“For the majority of people in the world, surviving is a full-time job. The opportunities I've pursued are either unavailable or only available through great sacrifice and determination for much of the world. During the past few years, I've become increasingly aware and a little embarrassed by the advantages I've been given and sometimes taken for granted.”

“I believe that entrepreneurship has the potential to bridge the gap between those who do not have access to the basic requirements for development, by mobilizing individual and community talents, skills and assets and fostering community-driven development.”



I hope that with my Ivey graduating class we can become a new generation of business leaders. Equipped with varied global experiences, the power of our professional networks, and the Ivey-instilled strategic mindset, we can create solutions for a better world.

*Brent Anderson, HBA*

- » Completed exchange program at NUS Business School in Singapore
- » Participated in the Hult Prize competition, a social enterprise competition sponsored by the Clinton Global Initiative
- » During high school, studied in Switzerland as part of a French language exchange program
- » Volunteered in Kenya
- » Completed first year of university at the Bader International Study Center in the UK

“The 80 minutes of class time is never enough to understand a case in its entirety. We learn to make confident strategic decisions, but we often overlook the complex intricacies of international business environments. Ivey students need international experiences to apply the strategic tools from class while gaining this practical knowledge only accessed through real-life experience.”

“I believe that businesses targeting the populous ‘bottom of the pyramid’ in emerging markets sometimes struggle to understand the true needs of these consumers and key community stakeholders. Oftentimes, these enterprises fail because the business leaders create a solution before they fully understand the problem. Therefore, this massive population goes underserved and misunderstood. Socially-minded business leaders need to forget pre-conceived Westernized solutions and be able to adapt business models for long-term impact in these troubled markets.”

*Caroline Blake, HBA*

- » Studied in Hong Kong as part of Ivey exchange
- » Worked as intern for Tommy Hilfiger in New York during summer 2013
- » Participated in service trips to Bhutan, Peru, and Nicaragua

“Being immersed in a place like Hong Kong, you realize how small cultural differences can greatly affect business relationships. Gestures like accepting a business card with two hands, or understanding the concept of ‘saving face,’ are things that people from the West would typically miss. Yet observing these cultural norms can go a long way to fostering stronger business relationships.”

“Although globalization has created more of a universal business culture, significant differences do exist. In my opinion, the best way to truly understand these differences is to immerse yourself in as many cultures as possible. Whether this be volunteering for a month in Kenya, or simply watching a documentary on Indonesia, gaining a broader understanding of the world’s cultures is extremely important, not just for business, but for daily interactions.”



I hope that my international experiences will allow me to be more open-minded and that I'll approach the business world with a global perspective.

*Chloé Restivo*, HBA

- » Volunteered internationally and studied at the University of Leeds for one year before Ivey
- » LEADER Project participant
- » Completed Global and Intercultural Engagement Certificate through Western University

“Spending a month in Haiti teaching business fundamentals to aspiring entrepreneurs taught me so much about how businesses can operate in the unpredictable environment of an emerging economy. The experience completely transformed my understanding of what it takes to launch and grow a business, and further fueled my desire to investigate the impact of social enterprises and sustainability in solving the world’s toughest social issues.”

“Through the use of social enterprise and micro financing, entrepreneurs have devised creative, low-cost and simple ways to gradually tackle major issues such as poverty alleviation, illiteracy and gender inequality. It is the responsibility of today’s business grads to search for ways to apply their skills and knowledge to create ventures and processes that make our local and global societies better.”

“For me, sustainability means bringing humanity and compassion to business by acknowledging the impact of our actions on other communities today and on generations in the future.”



“The most effective way to develop cultural intelligence is by living, travelling, volunteering and working internationally. If students can learn to solve day-to-day problems in unfamiliar cultures and languages, they have the capacity to adapt to any challenge in the corporate world.”



*Vaishnavi Ravi*, MBA

- » International student
- » Worked for Google and Goldman Sachs in India
- » President of Ivey Marketing and Sales Club
- » Member of winning team for McKinsey case competition
- » Ivey Social Media Senator

“I remember once discussing a case that was set in India that required the class to understand the workings of the Indian public sector. Fortunately, we had a student in class with an Indian background who gave us an insight into the internal workings of getting insurance from the government. This insight helped us, as managers, to figure out the optimum course of action.”

“A lack of cross-cultural understanding and clear communication can stand in the way of higher efficiency and better resource utilization in the business world. For instance, better communication between medical sectors across borders could help save millions of lives. Even today, populations are suffering and dying from diseases for which there are remedies in other parts of the world.”



“In every team I was part of at Ivey, I was fortunate to be among students from diverse backgrounds from around the world. Each one brought a unique perspective as well as a curious mind. This enabled us to learn about different cultural backgrounds and norms.”



I really like the culture in North America because it encourages people, countries and corporations to share information. The sharing of information is a really good way to help disadvantaged countries develop and grow.

*Hayden Chen*, MBA

- » International student from China
- » International student ambassador for incoming international students
- » Work experience in global logistics in China, India, and Hungary

“I think the biggest challenge facing the world today is war. It’s not possible to develop a country’s economy without having a stable and peaceful environment in which to live and work. The second challenge is poverty. The difference between rich people and poor people is growing.”

“My goal is to help the environment through a career in either supply chain management or marketing. I want to improve the supply chain by allocating resources better and spending less on consumption. On the marketing side, I would like to make people aware of how important it is to save the environment. We keep saying that we care about the environment, but we aren’t doing as much as we could.”

“The international experience is such an important part of Ivey’s education because it exposes students to a diversity of perspectives. Diverse perspectives lead to creative thinking and innovation.”





*Michael Sartor*, PHD

- » JD (Corporate Law, Securities Regulation and Taxation), Osgoode Hall Law School, York University (1995)
- » Also Ivey MBA '04 graduate
- » 2013 AIB/Sheth Doctoral Dissertation Proposal Award winner
- » Research interests include global strategy, foreign direct investment and emerging markets

“Cross-border transactions and investments are pervasive in nearly every industry and business sector in the modern economy. For this reason, international experiences are an important part of an Ivey student’s education.”

“One of the primary challenges facing managers in multinational corporations today is transnational corporate crime, which includes activities such as corruption. In some countries, corruption is such a highly pervasive aspect of commercial activity that it can indiscriminately strip value out of foreign-investing firms. But that’s the beautiful thing about the research being conducted here at Ivey—we are taking steps to advance the understanding of phenomena such as corruption and to identify strategies that managers can implement to help attenuate its adverse effects.”



We had students in my class from 17 different countries and collectively we spoke 25 languages. The economy in Bangladesh, politics in India, growing up in the USSR—these were just a few of the conversations I was fortunate to have had with my classmates.

*Andrew Lee*, MBA

- » Helped organize the South America study trip to Peru, Brazil, and Chile
- » Before the MBA, worked in Lima, Peru for a Canadian energy development company
- » Regional finalist in the Hult Prize competition, a social enterprise competition sponsored by the Clinton Global Initiative

“A particularly memorable experience for me in my study trip to South America was visiting a favela (urban slum) in São Paulo. My initial understanding of favelas was that they were crime-filled neighbourhoods. However, the old practice of excluding

favelas from the cities in which they reside appears to be giving way to efforts to extend basic services to these communities. This is creating tremendous opportunities to transform the favelas from dangerous slums into vibrant communities.”

“Balancing growth with the impacts on the environment is the biggest challenge facing the world today. Over the past several decades, the economic and social progress has been profound. Yet, all of this has taken tremendous resources to achieve. The challenge we face is how we can continue to improve the lives of people across the globe without doing irreparable harm to the environment.”



Complex global business activities can be further complicated by differences in the institutional, economic, political and cultural environments. These differences can generate significant turbulence for foreign-investing firms.



We're going to add two billion more people to the global population by 2050. Whether you talk about food, water, or energy, humanity still lacks long-term, sustainable solutions for how we're going to meet demand. That is a scary thought.

**Rob Freele, MSc**

- » Completed Ivey HBA in 2013
- » Studied at Hong Kong University of Science and Technology
- » Studied at Louvain School of Management in Belgium as part of HBA exchange program
- » Led a team of six HBA instructors to Kenya to teach management cases to local students
- » Completed a 10-week practicum in Southern India
- » Studied in France (HEC) and Hong Kong (HKUST) as part of Ivey MSc exchange programs
- » Served as CEMS Club President at HEC in Paris

“The next 20 to 30 years will be marked by the economic rise of emerging markets and increasing fluidity in human and financial capital across borders. Managers who know several languages and are culturally aware and flexible will be far more able to expand their networks and facilitate business growth. The international experiences are critical to enhancing each of these competencies.”

“Having studied internationally at the Louvain School of Management, HEC, and HKUST, I have an even greater sense of pride in the strength of an Ivey education. I now appreciate just how broad and flexible Ivey’s programs are, and how high the caliber of students and staff are relative to other top institutions around the world.”

**Alexandra Blum, EMBA (Canada)**

- » Vice President, Public Relations, Fairmont Hotels & Resorts
- » Travels worldwide for Fairmont
- » Participated in EMBA international trip to India
- » Born in UK

“While I have been fortunate enough to travel internationally through my profession, travelling to India with my Ivey peers gave me a different perspective on global markets. It provided me with an academic scope instead of my typical professional lens, and I was able to evaluate situations in a collaborative environment using new and learned approaches.”

“There are several challenges in the world today: privacy, security, and the impact of global economics. We need to be mindful of the openness of information and the frequency with which it can be misinterpreted and challenged. We need to be aware of potential security risks, situations and challenges that could impact the business community. We are all connected globally and there are inherent risks if governments and business leaders don’t plan with global perspectives in mind.”

“Strategic thinking has been at the forefront of my learnings throughout my Executive MBA and I believe that it has opened my mind to a broader set of factors and implications that need to be addressed when developing global business strategies.”



“Today, the world is much smaller and the business community is truly a global marketplace. Regardless of the industry, field, or area of expertise, most executives deal with different cultures and different approaches to business on a daily basis.”





“

To understand international business you need to experience it where it happens. It's important to understand global business from a professional and personal perspective and we are fortunate to do this in a safe environment through our international trip.

*Jacob Pinto*, EMBA (Canada)

- » Also Ivey HBA '07
- » Participated in EMBA international trip to China
- » Director, Corporate Development, at BMO
- » Previously worked as an investment banker in New York and Atlanta

“Our class had a large number of people with international backgrounds, and there's a lot of group work in the program. This provides the opportunity to learn about many cultures across the world. Our cases are heavily internationally based too, and our third term had an international focus that enabled us to learn about international markets and products, and to travel to Beijing, Shanghai and Hong Kong, where I was able to conduct business on an international stage.”

“A major challenge facing the world today is lack of innovation. Knowledge is becoming more and more specialized, so it's hard to understand and modify all the components of a product. We are seeing smaller changes in our world due to our narrow creative process.”

*Christina Lopez*, EMBA (Hong Kong)

- » Born in California, raised in Guam
- » Hired by DFS after graduating high school in 1993
- » Global Merchandising Manager for Fragrances, DFS Hong Kong
- » Participated in EMBA international trip to Silicon Valley

“The huge challenge we face today is the war on talent. It is equally if not more important to invest in people as it is to invest in capital, IT, etc. Today, we are information-rich, but time-poor. Sometimes relationships take a backseat to getting things done. The speed at which we move

is overwhelming. You don't have to have a HR background to realize that this is something that, professionally, we have to be concerned about.”

“Living internationally was great, because it gave my kids an excellent education and exposed them to different activities and cultures. I want to bring some of the advantages of international living to the small community of Guam. I would like to create a learning centre to help the youth prepare for college and give them experiences to be more rounded culturally. I am also looking to start a fellowship program. This is how I see myself giving back to the community.” ■



“

Discussing the cases allowed us to look at the world from different perspectives and gain knowledge about issues we had no previous experience with. It can take a person decades to get that international experience on their own, but Ivey enables you to learn all that through cases.

# From Mainframe to Boardroom

The  
Changing  
Role of  
the Chief  
Information  
Officer →





Russ Bruch, HBA '85, EMBA '10, Senior VP & Chief Information Officer, at Ontario Teachers' Pension Plan (OTTP)

When Russ Bruch, HBA '85, EMBA '10, was in second year of university heading for Ivey's HBA program, he wanted to take an advanced computer science course. The department head told him it was only for students enrolled in computer science degree programs, but Bruch pushed, and got in. "It was a tough course," he remembers, "but I learned a great deal."

One of the things he learned is that he wasn't really interested in being a developer or system architect. "For me, it was always about using technology to solve a business problem, enable a strategy, and align with business goals." Bruch's approach was remarkably prescient. In the intervening 30 years, technology has moved from being



a mysterious art to an integral part of every business. In the process, the role of the technology leader has changed, and continues to evolve.

Bruch joined IBM after graduation, and then moved to Ontario Teachers' Pension Plan (OTTP) just as it became an independent organization. In the early days he helped develop a system for pension administration, and later moved to the investment side. Today he is Senior VP and Chief Information Officer. In his view, the CIO must be a "good partner" to every other part of the business. "My team helps Teachers' serve members better, manage risk better, and earn better returns on investments. We are partners in helping the business be the best it can be."

For me, it was always about using technology to solve a business problem, enable a strategy, and align with business goals.



—Russ Bruch, HBA '85, EMBA '10, Senior VP and Chief Information Officer, OTTP



Russ Bruch (right) and members of his team.

PHOTOGRAPHER: MICHELLE SUI

As IT systems become more and more pervasive and ingrained within the business, they are becoming much more complex to manage, upgrade and replace.

—Doug Thomas, HBA '80, Vice-President Information and Technology Services and Chief Information Officer, IESO

PHOTOGRAPHER: NATION WONG



Unlike Bruch, Doug Thomas, HBA '80, had little exposure to technology early in his career. From Ivey he moved into public accounting, and then worked with ICI Canada (CIL) in finance for more than a decade. He joined the Independent Electricity System Operator (IESO) of Ontario in 1998, again in a finance role. In 2015 he became Director of IT and he is now Vice-President Information and Technology Services, and Chief Information Officer.

Thomas's unusual path to the CIO chair is a reflection of the changing role, he says.



“As CIO you need to be an equal member of the broader management team,” he says. Thomas admits that he had a steep learning curve at first, especially around issues of hardware and infrastructure. But he says CIOs don't have to be techies. “At the end of the day you just have to learn to ask the right questions.”

Ian Banks, EMBA '99, also came to the CIO role by a circuitous route. He spent the first half of his career in operations management. After representing operations on a major IT project, he began to get more involved on the technology side. But he was still surprised when the CEO of his company asked him to take the lead in IT. Banks has moved in and out of CIO roles for the past 15 years, and is currently Chief Information Officer at Metrie (formerly Sauder Industries). Although his background is not technology, he says he has learned enough “to be dangerous.”

“What I like about the CIO role is that unlike other executive roles, there's no formula for what you can or should do with the technology portfolio,” Banks says. “That makes it critically important to have a good handle on the business.” Metrie has recently undergone a re-branding exercise and Banks says he and his team are helping the company engage end consumers, such as home owners, architects, designers and builders. →



It took a university career counsellor to put Joe Drouin, EMBA '06, on his path to a career in technology. It was while he was an unfocused undergraduate at the University of Memphis that a counsellor tested him and told him he should be a systems analyst. I had no idea what that meant, but the more I dug into it, the more I liked the idea of the intersection between business and computer technology.”

**“I started to realize that I’m really passionate about what technology can do for a business—how we can drive and accelerate change, enable innovation and add value.”**

—Joe Drouin, EMBA '06

Drouin took a job with tech giant EDS and then moved to Perot Systems. Eventually he joined TRW Automotive, an auto parts company, becoming CIO in 2002. Ready for a change from the auto industry, he joined recruitment firm Kelly Systems, and then moved to real estate developer PulteGroup in 2015. Drouin has written code, connected networks and run servers, and he admits those abilities gave him credibility when he started moving up the ladder. But like his fellow CIOs, his approach became much more strategic. “I started to realize that I’m really passionate about what technology can do for a business—how we can drive and accelerate change, enable innovation and add value.” Like Banks, Drouin is helping his company become more consumer-oriented, using technology to revolutionize the home building process. He is also exploring ways reduce costs by standardizing house designs across PulteGroup’s many geographies.

Rudy Wolfs, EMBA '10, is a dyed-in-the-wool techie. A self-taught developer, he started writing code for his father’s contracting business when he was 14. He and some friends launched a technology business



Historically organizations have needed someone who understood technology to show their executives the light. But technology will not be a foreign concept to the next generation of business leaders.

—Ian Banks, EMBA '99  
Chief Information Officer, Metrie

CIO. Thomas points to a number of new challenges, from the need for tools to help employees work remotely to the issue of cyber security. “The explosion of data also creates increased concerns about privacy, confidentiality and security.” He adds. “As IT systems become more and more pervasive and ingrained within the business, they are becoming much more complex to manage, upgrade and replace.”

Faced with a dizzying array of technology choices, CIOs must become “much better orchestrators,” says Bruch. “Everything has an app now, so the question becomes how you pick the right combination of solutions to deliver supportable, sustainable performance in a controlled environment.” Banks agrees, noting that infrastructures are easier to manage, outsourcing is more common and many functions are moving to the Cloud. “There are endless choices,” he says, “so the CIO has to be able to wade his way through the choices and decide what’s going to create real value.”

In the future Wolfs thinks some companies may split the CIO role into two—one focused on the tools to run the business, and one on the technology within the products and services provided by the business. Drouin adds that new roles like Chief Digital Officer are beginning to overlap with the role of the Chief Marketing Officer. “Depending on your business, the roles are blurring, and you wonder if there will continue to be a discrete role.”

Banks also predicts the demise of the CIO. “Historically organizations have needed someone who understood technology to show their executives the light. But technology will not be a foreign concept to the next generation of business leaders.” One thing won’t change, he says. “CIOs must continue to ensure that technology pays healthy returns on investment, not only in terms of cost reduction but also in helping the enterprise reach new customers, access new markets, and grow the top line.” ■

in high school and then sold it to a public company in 1999. That’s when he joined start-up ING DIRECT USA. Having bypassed university to run his business, Wolfs chose to do an Executive MBA while pursuing his career as CIO at ING. When ING was purchased by Capital One in 2012, he became CIO of the credit card business. Along the way he has invested in and mentored many innovative start-ups.

Like his colleagues, Wolfs has seen significant change in the role of IT. “The function has migrated from an order-taking and keep-the-engine running environment to being a key strategic component of the business,” he says. “Customers are doing more of their activities through digital and mobile channels, so technology is essential to providing them with a great experience.”

Wolfs says his role is ensuring that technology is aligned with business strategy and putting it within reach of everyone. “I’ve implemented new development methodologies that have democratized business access and improved the influence and impact of technology.”

**“Customers are doing more of their activities through digital and mobile channels, so technology is essential to providing them with a great experience.”**

—Rudy Wolfs, EMBA '10

Like technology itself, there are more changes to come in the role of the

# Leading through Generosity

The Ian O. Ihnatowycz Institute for Leadership is a product of insight, creativity and philanthropy

Try this: open a Google search on your computer and type in “leader character.” What comes to the top of the list? Ivey. That’s because the School has developed a unique understanding of leadership that is gaining international recognition. And much of the credit belongs to two very generous donors who stepped forward to support this ground-breaking work when it started.

The story begins with the financial crisis of 2008. As the dust was settling, a group of Ivey professors—Gerard Seijts, Jeffrey Gandz, Mary Crossan, Stephen Sapp and Mark Vandebosch—published a provocative paper posing some critical questions about the role of leadership in the lead up to and during the crisis. The paper grew into a research project involving business leaders across Canada and around the world, and eventually resulted in the publication of a book, *Leadership on Trial: A Manifesto for Leadership Development*, in 2010. The book zeroed in on character, alongside competencies and commitment to the role of leadership, as a key differentiator in the financial crisis, and a critical component in business leadership.

One of the most engaged participants in those discussions was Ian Ihnatowycz,



01 Boot Camp: Ivey students learn leadership by doing

02 Leading support: Bill Troost, MBA '75

03 Visionaries: Ian Ihnatowycz, MBA '82 (right) and Professor Gerard Seijts

MBA '82, CEO of First Generation Capital Inc., and former CEO of Acuity Investment Management Inc. “I’ve always tried to look for growth opportunities for my businesses, but I did so in a way that did not sway my moral compass,” he says. “For some time I have been concerned about the many examples of failures in leadership in which companies have collapsed, communities were affected, and leaders even ended up in jail. The near financial collapse of 2008 underlined that concern.”

Impressed by the direction of research at Ivey, Ihnatowycz made a gift of \$3.5 million to endow a Chair in Leadership and the operation of a new Centre, named the Ian O. Ihnatowycz Institute for Leadership. Matching funds from Western University brought the total endowment to \$5 million.

Within weeks, Bill Troost, MBA '75, President and Founder of Peel Plastics Limited, stepped forward. He shared Ihnatowycz’s concerns. “In my business, we view all our stakeholders—suppliers, customers, employees—as partners,” he says. “I believe that if you’re not fair to any one of those groups, you won’t have a sustainable, long-term business. Troost contributed \$1 million to the new Institute, adding another \$1 million a year later.

Seijts, who is now the Ian O. Ihnatowycz Chair in Leadership, says the impact of these gifts can’t be over-stated. “Very little of what we’ve done over the past four years would have been possible without the help of donors like Ian and Bill. Their support was absolutely critical to making good things happen at the School.”

And many, many good things have happened. New courses, cases and conferences have been developed. Among them are the innovative “Leadership under Fire: Developing Character,” an experiential course modeled on the Basic Officer Training Course of the Canadian Forces ([go.ivey.ca/leadership-under-fire](http://go.ivey.ca/leadership-under-fire)), and a course in Transformational Leadership that has attracted much attention.

Support of accomplished young academics is provided by the Troost Professorship in Leadership and the donor-funded Ivey Professorship in Leadership, and three





## Council Members

**Chair: Barbara Stymiest, HBA '78**  
Director, BlackBerry

**Bill Aziz, HBA '79**  
President, BlueTree Advisors II Inc.

**E. Scott Beattie, HBA '81, MBA '86**  
Chairman, President & CEO  
Elizabeth Arden, Inc.

**John Boynton, HBA '86**  
Owner, GRB Restaurants  
and Dynamic Franchising Group

**Janice Charette**  
Deputy Clerk of the Privy Council  
& Associate Secretary to the Cabinet

**Antoni Cimolino**  
Artistic Director, Stratford Festival

**Peter Devlin**  
President, Fanshawe College

**Ana M. Dominguez**  
Executive Director, General Manager  
S.C. Johnson & Son Limited

**Jeffrey Gandz**  
Professor Emeritus  
Ivey Business School, Western University

**Roland Horst, LLB/MBA '83**  
CEO & Director, CBay Minerals Inc.

**Ian O. Ihnatowycz, MBA '82**  
President & CEO  
First Generation Capital Inc.

**Robert Kennedy**  
Dean, Ivey Business School  
Western University

**Stephen P. Mader**  
Vice Chairman & Managing Director  
Board Services Practice  
Korn/Ferry International

**Amos Michelson**  
Chairman, Kardium Inc.

**R. Jeffrey Orr, HBA '81**  
President & Chief Executive Officer  
Power Financial Corporation

**Michael Rolland, HBA '79**  
President & Chief Executive Officer  
Borealis Infrastructure

**Gerard Seijts**  
Executive Director  
Ian O. Ihnatowycz Institute for  
Leadership, Ivey Business School  
Western University

**Bill Troost, MBA '75**  
President, Peel Plastic Products Limited

**Mac Van Wielingen, HBA '75**  
Co-Chairman & Director  
ARC Financial Corp.

**Catherine Zahn**  
President & Chief Executive Officer  
Centre for Addiction & Mental Health

outstanding researchers have joined the Institute as post-doctoral fellows. The Social Sciences and Humanities Research Council made a large grant to support ongoing research on leader character.

Seijts has published a new book, *Good Leaders Learn: Lessons from Lifetimes of Leadership*. An assessment tool for leader character has been developed and is currently being validated, and articles have appeared in leading academic and practitioner journals. The Institute is now sharing its work on leader character with the Institute of Corporate Directors through a series of workshops across Canada. And the list goes on.

Seijts summarizes the achievements simply. "*Leadership on Trial* contained bold statements about what we consider good leadership and we formulated several calls to action. We are executing against those calls."

Recently, a stellar Leadership Council (see sidebar) has been established to advise and direct the Institute. The Council is chaired by Barbara Stymiest, HBA '78, corporate director. "We're helping Gerard formulate where he's taking the Institute, trying to be supportive, and at the same time providing a challenge function," she says. The Council has been enormously helpful, Seijts says, in

making themselves available for events and presentations, establishing connections and creating opportunities. "Sometimes doors are closed and we don't know how to get through them," he says. "Council members are very influential people who can help us deliver on our initiatives."

So what lies ahead for the Institute? Troost believes it can make a real difference to the way business is conducted. "You're never going to reach everyone," he says, "but the Institute does make the odds better." Ihnatowycz agrees, adding that the Institute's work also has the potential to change the face of business education. "Human qualities involving aspects of character such as integrity, humility, courage and compassion are extremely important when you're a leader. They're not necessarily part of the analytical skills you learn at business school, but they should be."

Ihnatowycz adds that the Institute will add new luster to Ivey's 90-year legacy of leadership education. "Ivey has always been in the vanguard of Canadian business schools. The Institute is making a splash already, and has the potential to become known as the gold standard for leadership research and education." ■

03



**IVEY TRADING COMPANY**

left: Stephen Sandre, EMBA '11, wears grey polo by Ralph Lauren  
right: Rachel Fabugais, EMBA '13 Candidate, wears red polo by Nike

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# Your Ivey Network



**The Ivey Experience**  
A student year in photos

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**Ivey Lives Remembered**  
David Weldon  
HBA '47, 1925-2014

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**The Gift of Time**  
Christopher Emery, EMBA '04, recognized with the IAA Award

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**Working Together**  
HBA '08s Re-write the Car Buying Ritual

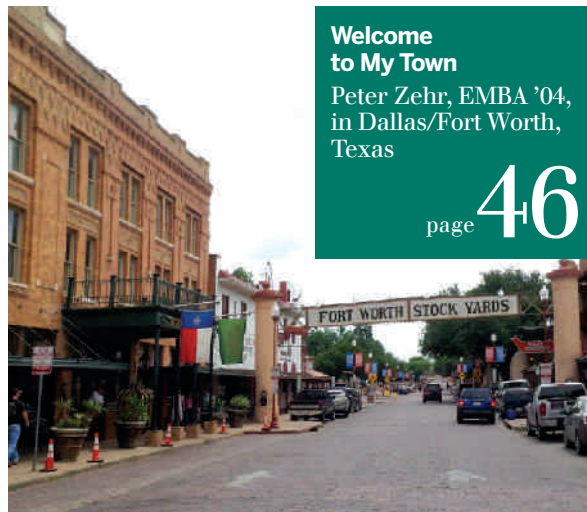
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**MY MOTHER'S SECRET**



**Booked**  
Investing in Courage  
Jennifer Witterick  
HBA '84

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**Welcome to My Town**  
Peter Zehr, EMBA '04, in Dallas/Fort Worth, Texas

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## 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

### 1951

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

### 1952

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

### 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

### 1956

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

**Robert (Bob) Taylor, HBA '56,** writes, "I am sorry to report that **Calvin Martin** died on April 21, 2014. His death was reported to me by Bernie Catalano, widow of

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)

## Ivey Alumni Association



# Your Ivey Network

A message from Anthony Ostler, MBA '97, Chair, Ivey Alumni Association Board of Directors, SVP, Global Head of Global Investor Relations, State Street Corporation

Like any good marketing organization, the Ivey Alumni Association (IAA) collects and analyzes data about our customers (you!) to better meet your needs. Recently the IAA analyzed the annual alumni survey, and I thought you would be interested in some of the key findings.

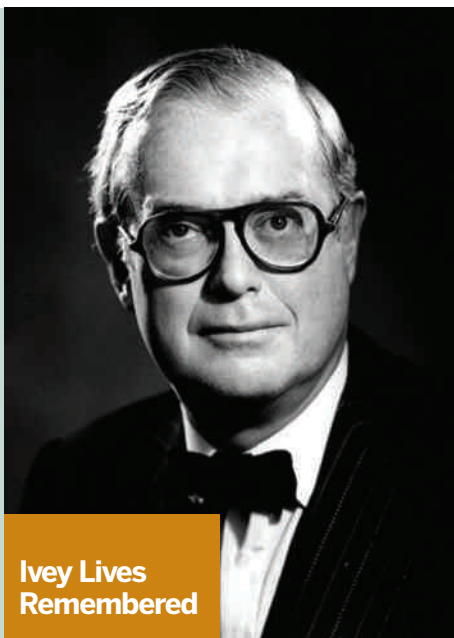
- **Global Ivey Day**—Of those who completed the survey, 20% said they had participated in Global Ivey Day, and of those, 89% said they were satisfied or very satisfied with the day. That tells me that the 80% are missing a great opportunity to learn, re-connect, and build their networks! If you haven't attended yet, give Global Ivey Day a try on November 15.
- **Intouch Magazine and @Intouch**—The magazine you are reading right now is enjoyed by many of your fellow Ivey graduates. The satisfaction rate is 94%, with the e-newsletter @Intouch at 86%.
- **Class Liaisons**—Many of you don't know your Class Liaisons—the important people who keep you connected to and informed about your classmates. That's easy to fix: just turn to the Class Notes section of Intouch and you'll find the names under your year.
- **Ivey Ring Tradition**—The survey showed that only about one-quarter of grads are aware of this great program. If you're interested in finding out more and getting a ring, check it out at [go.ivey.ca/ring](http://go.ivey.ca/ring).
- **Recruitment**—We found that 94% of alumni who recruited at Ivey in the past year were satisfied with

the quality of their Ivey hires. Why don't you or your firm join them in recruiting at the School as our fellow Ivey alumni—regardless of year or program—are prepared to think strategically, act collaboratively and are solution-oriented. Just the kind of people you want in your organization!

- **Think Ivey First**—The survey revealed that 43% of Ivey alumni generally “think Ivey first.” We've seen this number increase steadily, and I'd like to think it's heading for 100%!
- **Recommending Ivey**—When we asked people how likely they were to recommend Ivey on a scale of one to ten, the average score was 8.1—again, a very encouraging number.

The IAA also tracks “alumni engagement”—a metric that reflects how involved each of you is with the School and your fellow alumni. The rate of alumni engagement has increased significantly in the past decade with over 59% of alumni having at least one formal point of contact last year. Moving forward we are looking for new ways to broaden and deepen alumni engagement and improve the relevancy our product and service offerings as an alumni association to help you engage in more ways. There's real value in the School connecting with its alumni, and in alumni connecting with each other and the School. Here's to seeing how we can all join together to improve these metrics and enhance the Ivey experience for all!

**Cosmo Catalano** who died on August 12, 1989. Cal had been seriously sick for over three years and his death was a “blessing” given his condition at the end. A memorial service was held on May 8 in Toronto. Over 50 of his friends attended. He was 81 years old. Cal had one of the most varied careers of the 77 HBA '56 graduates. He became a lawyer in 1960 “to fight for people who were oppressed.” Some of his cases related to the use of firearms including self-defense and careless use, storage and transport of firearms. He developed a safety-training course for the Ontario Provincial Police. He held many positions with various handgun and related associations. He discussed the subject of gun control on various radio and television shows. He was an avid flyer and flew in many aerobatic competitions. He defended many pilots with flying offenses. He developed computer software to help small law firms with legal bookkeeping, case & client management. He also became an avid diver and snorkeler after reading *The Silent World* by Jacques Cousteau in 1949. He was also president of the Monday Night Pool League. **John Gordon** still scuba dives thanks to Cal who sold him one of his aqualungs. Carol Eplett, widow of **Bill Eplett** who died on December 20, 1989, noted in her May 5, 2014 email to me that “Cal was my cheerleading partner and I have fond memories of him.” **Ross Langmaid** was also a cheerleading partner of Cal and also a wrestling partner. Ross also told me he is in good health after luckily detecting and solving some heart problems. Cal was the 32nd member of the HBA '56 class of 77 to die. From late 2008 to June 2012, 12 died. Cal is only the second in two years. The preliminary results of a health survey I sent in early May 2014 seem to indicate that many of our remaining classmates and their wives believe they are very healthy except for a variety of old age ailments. This may indicate our 60th Reunion (September 2016) may be well attended. HBA '56 classmates and spouses reporting good or better health include **Jane Armstrong**, **John Brooker** and his wife Norine, **Hugh John Cook** and his wife Eileen, **Murray Cooper** and his wife Joan, **Bill Davies** and his wife Cecilia, **Bob Easun** (who noted he won six gold medals in Senior Games in Florida), **Peter Edmonson** and his wife Jill (health absolutely



Ivey Lives Remembered

## David Weldon, HBA '47 1925-2014

“Universities can lead in the initiation of new ideas and developing thought. They can lead in stimulating discussion of new approaches. We must always be concerned that students coming out of universities have acquired some capacity to be useful and valuable in the economic world.”

David Weldon spoke those words in 1985, during the time he served as Chancellor of Western University. Weldon himself is an excellent example of a student who came out of university with “some capacity to be useful and valuable.”

David was the son of Colonel Douglas Black Weldon, who made his name in business as President of Midland Securities Corporation. Colonel Weldon, a veteran of the First and Second World Wars, was a member of Western’s Board of Governors for many years, and was one of the prominent businesspeople who pledged funds to create the first home of the Ivey Business School. His financial support for the university is celebrated in the naming of the D.B. Weldon Library.

David served in the Canadian infantry from 1944 to 1945. He graduated from Ivey’s HBA program in 1947 and like his father, entered the investment business. He held leadership roles

with Midland-Osler Securities and its successor company Midland Doherty, serving as Chairman of Midland Doherty from 1975 to 1989.

He also followed his father in supporting and providing leadership at Western and Ivey. He was a long-time member of the Ivey Advisory Board and the Western Board of Governors, and chaired the first Renaissance Capital Campaign for the University. He received an honorary degree in 1989 and the Order of Canada in 1997. His generous financial support for the University is recognized through the naming of the David B. Weldon Reference Hall and the David B. Weldon Seminar Room at D.B. Weldon Library.

When Western’s then-president, George Pedersen, presented David with his honorary degree, he said, “The University is honoured to be able to recognize a man who has enhanced the work of the financial world, who has recognized the need to contribute in personal ways to his community, and who has always placed high value on family, friends and colleagues. All of these things, David has done with uncommon personal warmth and humility.”

excellent), **Joe Ford** and his wife Micheline, **Mary Francis**, **Matt Gaasenbeek** and his wife Dai, **John Gordon** and his wife Irene, **Vic Harris** and his wife Malle, **Richard Hobbs** and his wife Patricia, **Ross Langmaid** and his wife Lynn, **Henry Knowles** and his wife Marilyn, **Bill Mara** and his wife Diana, **Ron Melchior** and his wife Lorraine, **Jim McLauchlan** and his wife Kathy (very healthy and busy schedule for the next six months), **Larry Paikin** and his wife Marnie, **Ross Reilly** and his wife Norma (who live in Mazatlán, Mexico about eight months of the year), **Roy Steel** and his wife Janet, and me, **Robert Taylor**, and my wife Marian (we are the oldest at 84.5 years). 20 classmates have not yet answered my survey but I assume they are probably both healthy and very busy. Warmest regards to all. Bob Taylor”

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

“I have located all but five or six of our classmates. I will keep trying to find phone numbers over the summer. I hope to provide a full report on everyone in the Fall. Regards, Keith”

### 1957

#### CLASS LIAISON

AI 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

### 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

**Ron McCullough, MBA '60**, writes, “Hi All: So sad to hear we lost **Art Grunder** on May 1, 2014. **Len Pakulak** attended the funeral. I am sure I speak for all in extend

ing our sincere condolences to Art’s wife Darlene and their family members. Art was such a quiet likable guy and he ‘made his mark’ in the corporate world. We never got to see his collection of farm tractors on the family homestead in Ontario. A very sad day indeed!”

### 1961

#### CLASS LIAISON

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

### 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

**Rev Dr Gary McLean, HBA '64**, has been appointed ‘Renowned Scholar’ by the Graduate School of Business in the International Islamic

University of Malaysia, Kuala Lumpur, from mid-June to mid-December, 2014. He will teach HR and research courses in the MBA program and assist doctoral students and faculty with their research.

### 1967

#### CLASS LIAISONS

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

### 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

**Mike Porter, HBA '68**, writes, “50 years ago most in this class were enjoying graduation from high school and getting ready for September and the Western Business School. And the chance to make something of themselves. Many today are happily retired, like **Lynn (Alexander) Glenn** who also was awarded an Honorary Life Membership in Girl Guides of Canada earlier this year. Many are

still contributing to the business world, like **Gary Colter** who recently was elected chairman of Canadian Pacific Railway. Many are travelling the world. **Tom Howe** introduced me to a new word in his email. “We are flashpackers, that’s backpackers business class. We don’t have a fixed itinerary or many reservations. Mostly make it up as we go along and meet people.” Eight months away took him to Hawaii, Laos, Sri Lanka, Mexico, and Europe. **Gary West** and **Bob Bulloch** were highlighted with full page pictures in the last edition of *Intouch* for their ‘Life After Work.’ Read it if you haven’t already <http://bit.ly/TxVR7Q>”

### 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

Continues On Page 36 →

## 1971

## CLASS LIAISON

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

**Barry Leon, MBA '71**, writes, "I was recently awarded the CPR International Institute for Conflict Prevention & Resolution's 2013 Award for Outstanding Contribution to Diversity in Alternative Dispute Resolution. The award recognizes a person who has contributed significantly to diversity in the ADR field by providing access to or creating opportunities for people who have historically been excluded from active and meaningful participation in ADR, including, but not limited to, women, minorities and/or people of color. In recognizing, CPR highlighted my contributions through CPR's Diversity Task Force and Arbitral Women, in special programs with the Association of Corporate Counsel and Arbitration Place, my work in advancing diverse arbitrator candidates by ICC Canada, and my extensive one-on-one mentoring and coaching of diverse arbitrators and mediators, as well as my work on the Advisory Board of the Association of progressive Muslims of Canada."

## 1972

## CLASS LIAISON

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

## 1973

## CLASS LIAISONS

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

## 1974

## CLASS AGENTS

Patrick Crowley, HBA '74  
PCrowley.HBA1974@ivey.ca  
Matt Hannon, HBA '74, MBA '78  
MHannon.MBA1978@ivey.ca  
Brian Jones, HBA '74  
BJones.HBA1974@ivey.ca  
Hugh MacDiarmid, HBA '74  
HMacDiarmid.HBA1974@ivey.ca  
Gary MacDonald, HBA '74  
GMacDonald.HBA1974@ivey.ca  
Michael Schwenger, HBA '74  
MSchwenger.HBA1974@ivey.ca  
Bruce Shirreff, HBA '74  
BShirreff.MBA1977@ivey.ca  
Lee Sienna, HBA '74  
LSienna.HBA1974@ivey.ca  
John Vander Hoeven, HBA '74  
JVanderHoeven.HBA1974@ivey.ca  
Rod White, HBA '74  
RWhite.HBA1974@ivey.ca

## CLASS LIAISONS

Patrick Crowley, HBA '74  
PCrowley.HBA1974@ivey.ca  
Lee Sienna, HBA '74  
LSienna.HBA1974@ivey.ca  
Dan Amadori, MBA '74  
DAmadori.MBA1974@ivey.ca

**Rob Bosomworth, HBA '74**, has been promoted to chief financial officer of Spectra 7 Microsystems Inc.

**Patrick Crowley, HBA '74**, has been appointed to executive vice-president and chief operating officer of OMERS.

**Hugh MacDiarmid, HBA '74**, has been named chairman of the board of directors for Terrestrial Energy Inc.

## 1975

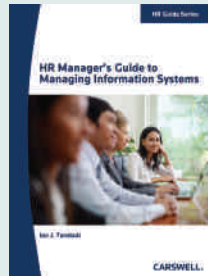
## CLASS AGENT

Tony Horak, MBA '75  
AHorak.MBA1975@ivey.ca

## CLASS LIAISONS

Ted Dzialowski, HBA '75  
TDzialowski.HBA1975@ivey.ca  
Paul Smith, HBA '75  
PSmith.HBA1975@ivey.ca  
Tony Whitaker, MBA '75  
TWhitaker.MBA1975@ivey.ca

**Scott Hean, MBA '75**, has been appointed to the board of directors of Formation Metals Inc.



**Ian Turnbull, MBA '75**, writes, "I have written my fifth business text, *HR Manager's Guide To Managing Information Systems*, which was published by Carswell in January 2014."

## 1976

## CLASS LIAISONS

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

## 1977

## CLASS LIAISON

Lise Casgrain, MBA '77  
LCasgrain.MBA1977@ivey.ca

## 1978

## CLASS LIAISON

David Cox, MBA '78  
DCox.MBA1978@ivey.ca

## 1979

## CLASS AGENT

Cameron Turner, MBA '79  
CTurner.MBA1979@ivey.ca

## CLASS LIAISON

Tim Godfrey, MBA '79  
TGodfrey.MBA1979@ivey.ca

**Jeffrey Morton, HBA '79**, has been appointed fleet lease and marketing manager of Ford of Canada.

## 1980

## CLASS LIAISONS

Arlene Palango, HBA '80  
APalango.HBA1980@ivey.ca  
Maxine MacLure, MBA '80  
MMacLure.MBA1980@ivey.ca

**David Cornhill, MBA '80**, has been appointed to the board of directors of Northern Power Systems Corporation.

**Gordon Currie, MBA '80**, is now president of the Alpine Club of Canada.

**Douglas Willock, MBA '80**, has been appointed chairman of the board of directors at Goldeye Explorations Ltd.

## 1981

## CLASS LIAISONS

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

**Lisa Colnett, HBA '81**, has been appointed to the board of directors of Parkland Fuel Corporation.

## 1982

## CLASS LIAISONS

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

**Larry Rosen, MBA '82**, was recently named the 2014 Distinguished Retailer of the Year by the Retail Council of Canada. Larry was recognized for his contributions to the men's apparel business with Harry Rosen, Canada's largest luxury menswear retailer at the Excellence in Retailing Awards Gala in June.

## 1983

## CLASS LIAISONS

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



**Dana Hyde, HBA '83, MBA '87** writes, "I have been in Ottawa for more than 10 years (already!?) after 15 years abroad, in the U.S. and Europe including a PhD from INSEAD. Ottawa joys include husband David, son Jared (now 11 – already!?), stinky hockey bags and too many sets of golf clubs, splendid outdoors life in all seasons and being able to work and live en français again. I've been part of the faculty of Telfer School of Management at the University of Ottawa since 2002, in fact I am writing this from Guangzhou, China where our EMBA participants are completing consulting projects for Canadian companies. I'm thrilled to report my recent appointment as director of lead our Bachelor of Commerce program. Would love to see HBA '83 classmates if you're in Ottawa... and better still, send your kids to our program! We're not HBA level yet but we're working on it, and they can continue French immersion right through their undergraduate degree."

**Thealzel Lee, MBA '83**, has been appointed to the board of directors at GreenAngel Energy Corporation.

**Lynn Patterson, HBA '83**, was recently promoted to deputy governor of Bank of Canada. Lynn became a deputy on the panel that sets policy interest rates.

**Bruce Rhodes, MBA '83**, writes, "I am caring for my wife, Liz, who, in 2013 at age 55, was diagnosed with a form of early onset dementia known as behaviour variant Frontotemporal Dementia, after showing symptoms of the disease since 2010. I invite anyone in the Ivey community who is caring for a loved one with early onset

dementia to contact me, to share your story and insights about the way in which dementia has touched your family. [bruce@brucerhodes.ca](mailto:bruce@brucerhodes.ca)"

## 1984

## CLASS AGENTS

William Burnfield, MBA '84  
WBurnfield.MBA1984@ivey.ca  
Pam Jeffery, HBA '84, MBA '88  
PJeffery.MBA1988@ivey.ca

## CLASS LIAISONS

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

**Jennifer Witterick, HBA '84**, was recently recognized as the 2014 Women of Action Business Honouree, receiving the Carole Tanenbaum WOA Business Award. The Women of Action Awards recognize outstanding individuals who have made a difference through their achievements, leadership and dedication in the business, medical and philanthropic communities, bringing the very best standards of life to our society. *See article on page 44.*

## 1985

## CLASS LIAISON

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

## 1986

## CLASS LIAISON

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

## 1987

## CLASS AGENTS

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

**Dana Hyde, HBA '83, MBA '87**, See Note under 1983

**Errol Soriano, HBA '87**, has been awarded the honorary title of Fellow by both the Canadian Institute of Chartered Accountants and the Canadian Institute of Chartered Business Valuators.

## 1988

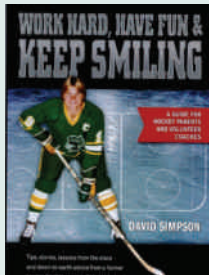
## CLASS LIAISON

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

**Philip Gaiser, HBA '88**, was recently appointed chief financial officer of Beaumont Select Corporations Inc, a publicly traded management investment firm located in Calgary.

**Greg Glista, HBA '88,** writes, "The class of '88 is invited to Mill St. Brew Pub – (Toronto) 21 Tank House Lane, Distillery District for a Thursday September 18 get together – 6:30 onward, first round is on me."

**Kelly Murumets, MBA '88,** has been appointed to president and chief executive officer of Tennis Canada.



**Dave Simpson, MBA '88,** recently launched his new book *Work Hard, Have Fun & Keep Smiling: A Guide for Hockey Parents and Volunteer Coaches.* In this guide, Dave chronicles his hockey adventures and shares lessons learned from his own experiences and from watching or playing with the greatest hockey players of his generation, including Wayne Gretzky, Mark Messier and many more. As a volunteer coach, Dave offers life lessons and coaching tips designed to re-orient parents and coaches toward a greater balance of perspective. Dave's book is available at The Book Store at Western and online at [www.mayberrycommunications.com](http://www.mayberrycommunications.com)

## 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

**Nicole Haggerty, HBA '89, PhD '04,** has been recognized by Swiss business school IMD with the Innovation in Case Writing award for her work in using business cases as a way of bridging the gap between undergraduates at business school in Canada and at several African business schools.

Continues On Page 40 →



**Working Together**

Team Ivey at Unhaggle.com (left to right): Neal Shah, HBA '08, Co-Founder; Radek Garbowski, HBA '08, Co-Founder; Mark Jorgenson, HBA '14; Andrew Tai, HBA '08, Co-Founder; Patrick Leroux, HBA '13; and, Leslie Wong, HBA '08, Co-Founder

# HBA '08s Re-write the Car Buying Ritual

**The Ivey grads at Unhaggle.com use technology to make car buying hassle-free**

You know the routine. You go into the car dealership looking for a new car. After the test drive, you and the salesperson sit down to negotiate. When you finally leave with the car ordered and the contract signed, you're left wondering if you got the best deal you could.

As Andrew Tai, HBA '08, points out, it's a ritual that really hasn't changed, despite the advent of online shopping for almost everything else. "We book our hotels on Priceline.com, order our books at Amazon, order shoes at Zappos.com, but most people still buy a new car like our parents did. And most people are still convinced that if you don't negotiate, you'll over-pay."

Enter Tai and his fellow HBA '08s, Radek Garbowski, Neal Shah and Leslie Wong. Garbowski, Tai and Shah were all on a trajectory for successful careers in finance, and Wong was starting law school. Instead, in 2011 they launched Unhaggle.com, a website that provides new car buyers with the data they need to feel comfortable about the experience.

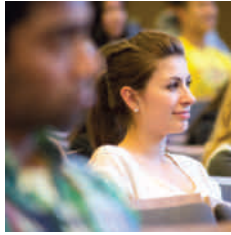
Unhaggle.com provides everything from information on current incentives and average prices, to monthly payment calculators. "You end up with a very clear picture of what a fair deal is, before you even step into the dealership," says Tai. "Consumers are more confident, and dealers find that better informed consumers are easier to work with."

The company, which started in the basement of Tai's parents' home, now has downtown Toronto offices and is growing rapidly. "In the first couple of years, we were just trying to survive, to figure out if people would pay for our product," he says. "Now we're at a key inflection point – we've got a product that consumers love, and a business model that makes money and can scale. We want Unhaggle.com to be to new car buying what Priceline.com is to travel."

Tai says the entrepreneurship courses he and his co-founders took at Ivey have proved very useful, and the shared experience helped them meld as a team. "There's no question the Ivey experience is a rigorous and challenging one. It made us a more close-knit group and helped us understand how we work together and complement each other's skillsets." Tai continues to recruit at Ivey.

## The Ivey Experience

It was challenging, exhausting, exhilarating, energizing. This year, like every other, Ivey thrummed with interactive learning experiences and extraordinary international opportunities. Lifelong friendships were formed and powerful networks were built. And along the way, a good time was had by all!



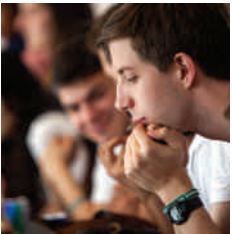
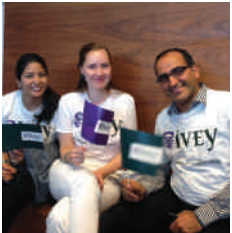
668  
alumni  
speakers







46 student clubs





**Paul St Amour, HBA '89,** writes, “**Andrew De Pass, also HBA '89,** his husband and kids came to visit our booth at Untitled Art Fair last December in Miami. Alas, we don't have a pic with Andrew, the kids and me, but we have this one. Andrew is on the left.”

**Kent Thexton, MBA '89,** has been named managing director of OMERS Ventures.



**Glenn Yonemitsu, MBA '89,** writes, “To all MBA 1989 classmates: Do you remember the 1980's? Big hair, tight jeans, the move to freer markets (Reaganomics, Maggie Thatcher, Brian Mulroney), the Free-Trade Agreement, Black Monday, glasnost, perestroika, “tear down this wall,” yuppies, The Big Chill, “greed is good,” and unparalleled economic growth? Mark September 19-20, 2014 on your calendars now! We are celebrating our 25th reunion back at Ivey. The organizing team has set a goal to get more than 110 of our classmates back. So far, we are right on track to our target. Make sure you come back to reconnect with old friends and faculty. For details, visit our Ivey web page:

[www.ivey.uwo.ca/homecoming/MBA/1989.htm](http://www.ivey.uwo.ca/homecoming/MBA/1989.htm) OR our Facebook group: [www.facebook.com/groups/iveymba1989](http://www.facebook.com/groups/iveymba1989) OR contact any one of the class organizers: MBA 1989 REUNION ORGANIZING COMMITTEE: SECTION 1 – Glenn Yonemitsu, Robert Bower; SECTION 2 – Rob Klassen, Richard Miller; SECTION 3 – Laura Hantho, Jon Hantho, Laurie Campbell; SECTION 4 – Doug Legge, Eric Jensen. The photo is MBA 1989 at our 20th reunion in 2009. Come back this September 19-20 to be part of our landmark 25th reunion.”

### 1990

**CLASS AGENTS**  
Tim Watson, HBA '90  
[TWatson.HBA1990@ivey.ca](mailto:TWatson.HBA1990@ivey.ca)  
Michael A. R. Wilson, HBA '90  
[MAWilson.HBA1990@ivey.ca](mailto:MAWilson.HBA1990@ivey.ca)  
**CLASS LIAISONS**  
Penny Fabbro, MBA '90  
[PFabbro.MBA1990@ivey.ca](mailto:PFabbro.MBA1990@ivey.ca)  
Lois Nahimey, MBA '90  
[LNahimey.MBA1990@ivey.ca](mailto:LNahimey.MBA1990@ivey.ca)

**Jeff Golfman, HBA '90,** has received the 2013 3M Environmental Innovation Award for creating a “tree-free” paper made of straw-fibre waste, called Prairie Paper.

**Andrew Jones, HBA '90,** writes, “I recently was appointed to global marketing director at Reichert Technologies in Buffalo, NY.”

### 1991

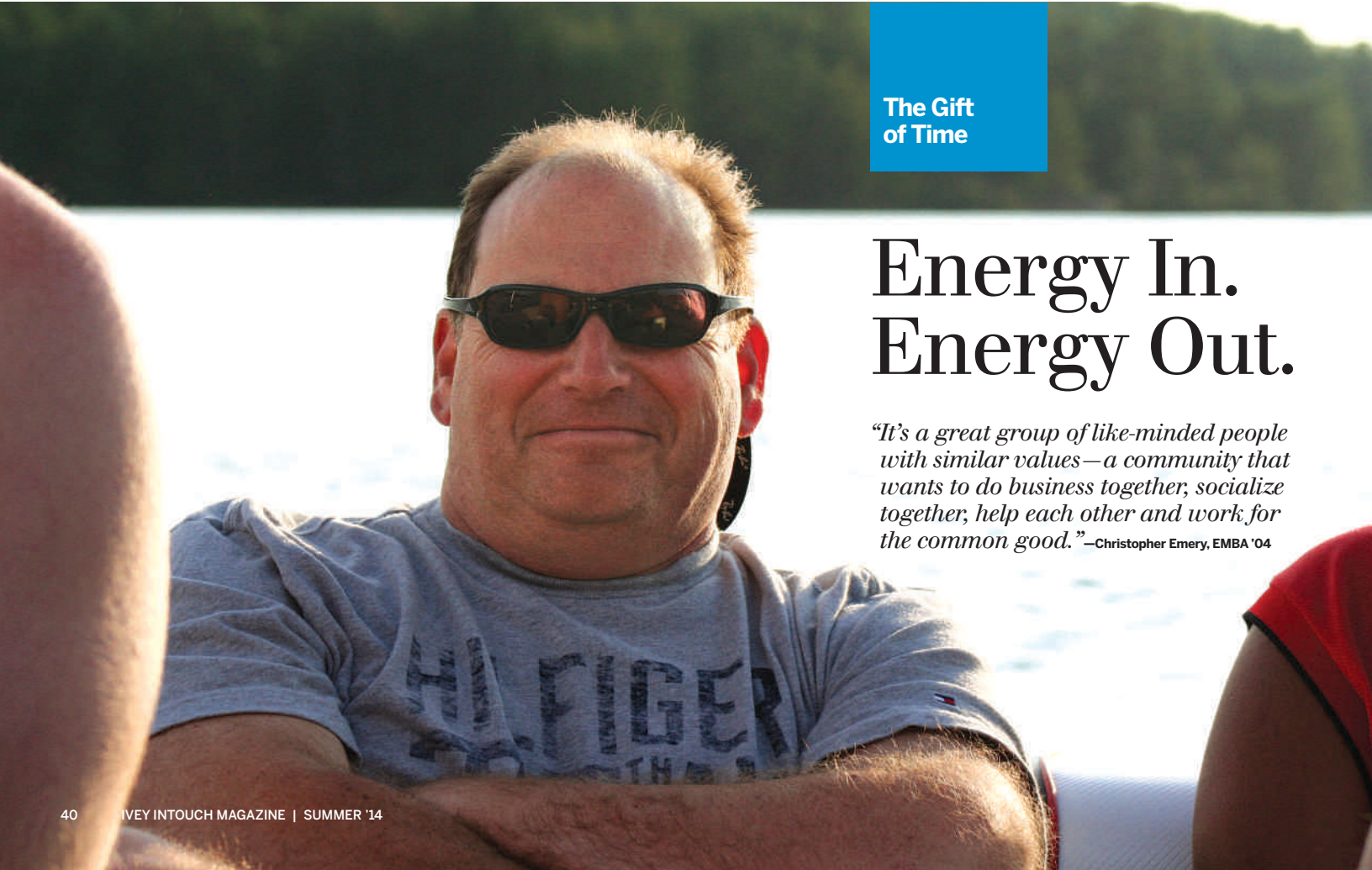
**CLASS LIAISONS**  
Kevin Condon, HBA '91 (Sec 1)  
[KCondon.HBA1991@ivey.ca](mailto:KCondon.HBA1991@ivey.ca)  
Mike Commisso, HBA '91 (Sec 2)  
[MCommisso.HBA1991@ivey.ca](mailto:MCommisso.HBA1991@ivey.ca)  
Sandy Whittall, MBA '91  
[SWhittall.MBA1991@ivey.ca](mailto:SWhittall.MBA1991@ivey.ca)  
**Kevin Condon, HBA '91,** writes, “I was named senior vice president of Bank of America, where I am responsible for all consumer deposit products for the bank.”

**Brian Goldman, HBA '91,** was honored at the Illinois Institute of Technology as Teaching Faculty member of the year. Brian has led the Animal Husbandry faculty at IIT for the past half dozen years and his engaging teaching style in his chosen profession was finally recognized.

**Darren King, HBA '91,** writes, “I recently moved to Buffalo, where I am now news director for ABC & Eyewitness News.”

**Greg Schinkel, HBA '91,** writes, “I have recently become chair of the Southwest Ontario Chapter of Operations Management, a group dedicated to the development of operations management techniques.”

**Geoff Smith, HBA '91,** writes, “I was named vice president, Bredero Shaw, a Division of ShawCor Ltd. This new role requires me to travel to Houston frequently.”



The Gift of Time

# Energy In. Energy Out.

*“It's a great group of like-minded people with similar values—a community that wants to do business together, socialize together, help each other and work for the common good.”—Christopher Emery, EMBA '04*

## 1992

### CLASS LIAISONS

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

## 1993

### CLASS AGENTS

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



**Laurel Deplaedt and Paul Blaha, both MBA '93,** write, "We and our kids, Samantha (13) and Will (11), recently went on vacation to Turkey. The family hamam (Turkish bath) was family team-bonding at its best (and a culturally eye-opening experience)! We loved Istanbul, Ephesus and Bodrum. The highlight was being in one of 90 hot air balloons launched to watch the sun rise over Cappadocia's fairy chimneys. We highly recommend Turkey to all of you with kids around this age (and we know from our reunion last year that there are plenty of you)!"

**John Lazarou, MBA '93,** writes, "I moved back to Toronto in March after 15 years of living in New York City. I'm working for Goldman Sachs in business development for their Securities Division."



**Darren Marshall, MBA '93,** writes, "After an amazing journey across five countries with The Coca-Cola Company, Inge and I have moved to New York City where I'm now the executive vice president and an equity partner at Steinway & Sons. Who would have thought that music degree would ever come in handy? A rare blend

of passion and profession! We've got a great loft with even better views. Stop by if you're in town."

## 1994

### CLASS AGENT

Bill Balassone, HBA '94  
WBalassone.HBA1994@ivey.ca  
Geoff Barratt, HBA '94  
GBarratt.HBA1994@ivey.ca  
Nancy Bertrand, HBA '94  
NBertrand.HBA1994@ivey.ca  
Sergei Tchertvernykh, MBA '94  
STchertvernykh.MBA1994@ivey.ca  
Kieran Young, HBA '94  
DYoung.HBA1994@ivey.ca

### CLASS LIAISON

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

**Marino Garcia, MBA '94,** has been appointed to senior vice-president of corporate development of Synergy Pharmaceuticals Inc.

**Andrea Poptsis, HBA '94,** writes, "Mark your calendars and plan to be in London from September 19 to 21! Our 20th

reunion planning team is working hard to pull together a great weekend. Looking forward to seeing fellow HBA '94s and reminiscing about old times."

**Anton Rabie, HBA '94,** was recently recognized when Spin Master Ltd, Canada's largest children's toy and entertainment company, which he co-founded with **Benjamin Varadi, also HBA '94,** was named "Toy Supplier of the Year" for 2013 by Walmart.



**Marish Shah, HBA '94,** writes, "After seven years with IHG, I have left to join a start-up in Atlanta called Decision Street focused on software solutions for the hotel industry."

Continues On Page 42 →

## Christopher Emery, EMBA '04, was recently recognized with the Ivey Alumni Association Award

Christopher Emery was working at Nortel when his boss suggested that he consider doing an MBA. As it happened, Emery had already attended two executive development programs at Ivey. During one, Finance for Non-financial Managers, Professor Rick Robertson, HBA '75, MBA '84, PhD '87, had made the same suggestion. But the idea really came into focus one summer evening in the backyard while he was having a beer with his next-door neighbour. "Timing is everything," Emery says with a smile. "I told him I was thinking about doing an MBA, and he said, 'Let's do it together.'" They did, both graduating in 2004.

Today, Emery is Director of Business Development at Cisco Systems Canada and an enthusiastic volunteer with Ivey.

Emery says that after a career spent entirely in telecom, his Ivey learning experience opened his eyes to new perspectives and "a broad diversity of thought." It also introduced him to a powerful network. "It's a great group of like-minded people with similar values—a community that wants to do business together, socialize together, help each other and work for the common good."

The "common good" is certainly what motivated Emery to get involved with the Ivey Alumni Association. "As business leaders we have a responsibility

to nurture the next generation of leaders," he says. "We need to build the best schools we can and put the best profs in front of those kids." Walking into the new Richard Ivey Building for the first time was, he says, his proudest moment as an alumnus.

As Class Liaison for EMBA '04 (Fri/Sat), Emery organizes golf games, pub nights and other get-togethers for his class.

He recently pulled together a tenth anniversary celebration—a formal dinner at Lionhead Golf Course in Mississauga—that brought out 17 of his 40 classmates. He enthusiastically supports Toronto Chapter events, and has spoken in class to Ivey students, attended recruiting events, and volunteered at several Ring Ceremonies. He is also an Alumni Partnership Program participant.

Emery has also been a member of the Ivey Alumni Association Board and the Governance and Recognition Committee for the past three years, and recently assumed leadership of the committee. At the Board meeting in November, Emery received the IAA Award for his many contributions.

"My Ivey involvement is like a lot of other things in life—you get out of it what you put in. If you go in with energy and a mindset to roll up your sleeves and contribute, you get energy out."



Christopher Emery (far right) and members of his EMBA class celebrate their tenth anniversary at a get-together in Mississauga in June.



## 1995

### CLASS LIAISON

Alexa Nick, MBA '95  
ANick.MBA1995@ivey.ca



**Howard Wiseman, MBA '95**, writes, "Our family moved to Switzerland for an amazing work and life experience with Merck, where, as marketing lead, I am commercially responsible for attainment of sales and income targets for Mid-European countries across multiple franchises. I am surrounded by highly talented marketers who strive to add value to their customers and set up the company for long term success. Personally, the international move has broadened our life experiences – one we grow from every day."

## 1996

### CLASS AGENTS

Jonathan Black, MBA '96  
JGBlack.MBA1996@ivey.ca  
James Vogtle, MBA '96  
JVogtle.MBA1996@ivey.ca

### CLASS LIAISONS

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

## 1997

### CLASS AGENTS

Steve Dumanski, MBA '97  
SDumanski.MBA1997@ivey.ca  
Eliza O'Neil, HBA '97, MBA '03  
EONeil.MBA2003@ivey.ca

### CLASS LIAISONS

Scott Beckett, EMBA '97  
SBeckett.MBA1997@ivey.ca  
Greg Secko, HBA '97  
GSecko.HBA1997@ivey.ca

Sylvie Thompson, MBA '97  
SWeeks.MBA1997@ivey.ca  
Janice Taylor, VEMBA '97  
JTaylor.MBA1997@ivey.ca



**Steve Hollis, MBA '97**, writes, "I have been developing a super easy and inexpensive security product for a number of years, and I'm thrilled to let you know that our team is finally ready to introduce our creation to the world – Korner: Home Security in its Simplest Form! To do that, we have initiated a Kickstarter or Indiegogo campaign and we need your help to get the word out. I would love to involve the Ivey alumni in my campaign. If you have any interest, here are two easy ways to engage: 1. Go to our website KornerSafe.com, and leave your email. That way you'll get updates as we move forward. 2. Click the Facebook, LinkedIn, Google+ and Twitter icons on the homepage (and pin one or two of our photos to your Pinterest account if you have one). Our intention is to garner as much attention as possible leading up to our campaign, so the more people this story comes in touch with, the better! And don't forget feedback. Brutal honesty is welcome! We need all the advice we can get prior to going live with our campaign. Do you understand the product? I would also like your thoughts on product design, web design, product functionality... you name it, we want to hear about it."



**Anthony Ostler, MBA '97**, writes, "I have been enjoying the last few years back in Toronto, but have been making an effort to not lose touch with my roots in beautiful British Columbia. This past winter I managed to fit two ski trips in, including a fabulous cat-skiing adventure with some old friends at Chatter Creek, which is near Golden, BC and a family ski trip during March break to Whistler.

If you haven't been to either, I encourage you to hit the BC powder as it's some of the best in the world! The photo is from my trip to Chatter Creek."

## 1998

### CLASS AGENTS

Aindrea Cramp, HBA '98  
AWilliams.HBA1998@ivey.ca  
Brian Huen, HBA '98  
BHuen.HBA1998@ivey.ca  
Jerry White, MBA '98  
JWhite.MBA1998@ivey.ca

### CLASS LIAISONS

Arpad Komjathy, HBA '98, MBA '02  
AKomjathy.HBA1998@ivey.ca  
Jerry White, MBA '98  
JWhite.MBA1998@ivey.ca

**Christopher Ripley, HBA '98**, has been appointed to chief financial officer of Sinclair Broadcast Group.

## 1999

### CLASS AGENTS

John Bayliss, HBA '99  
JBayliss.HBA1999@ivey.ca  
Joanne Dolfato, MBA '99  
JDolfato.MBA1999@ivey.ca  
David Eason, MBA '99  
DEason.MBA1999@ivey.ca  
Stuart Elman, HBA '99  
SElman.HBA1999@ivey.ca  
Michael Flood, MBA '99  
MFlood.MBA1999@ivey.ca  
Darren Rough, HBA '99  
DRough.MBA1999@ivey.ca  
Jeff White, MBA '99  
RJWhite.MBA1999@ivey.ca

### CLASS LIAISONS

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



**Michael Anibaldi and Justin Anibaldi**, both EMBA '99, identical twin brothers, recently visited Tanzania and climbed Mt. Kilimanjaro. Avid rock climbers, this trip is the pre-cursor to their Mt. Ranier summit attempt in 2015.



**Ryan Morris, HBA '99**, writes, "I recently joined Weir-Foulds LLP as a partner in the firm's tax law practice in Toronto, Canada. I advise on a broad range of domestic and international tax matters and also represent clients with their tax disputes. I was previously at McMillan LLP. My wife, Sarah, and I are also thrilled to announce the birth of our daughter, Dalia Gwendolyn Morris. Dalia was born on May 8, 2014 to two proud parents and her big brother, Russell."

## 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



**Adam Fremeth, HBA '00**, writes, "My wife Rachel and I welcomed our twins in April. Seth Henry (4 lbs, 5 oz) and his younger (bigger) sister Layla Corina (5 lbs, 11 oz) are doing well and are absolutely adorable!"

**Adam Jean, HBA '00**, has been promoted to vice-president finance and chief financial officer of Fortune Minerals Limited.

**David Resnick, HBA '00, MBA '05**, writes, "I am embarking on a new journey at Google, leading the Multichannel business for Google Singapore starting this summer. The kids seem more excited for year-round pool weather."

## 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'Cwabeni, HBA '01  
VMCwabeni.HBA2001@ivey.ca  
Craig McKean, MBA '01  
CMcKean.MBA2001@ivey.ca  
Matthew Ng, VEMBA '01  
MNg.MBA2001@ivey.ca

**Aaron Bennett, MBA '01**, has been appointed to research analyst, North American equity and natural resources, at Jarislowsky Fraser Limited.

**Deepak Kukreja, MBA '01**, writes, "After spending 10 eventful years in India, we are relocating back to Canada this summer! Family is pretty excited about the move and we plan to be there in July. Looking forward to connecting with my old buddies and colleagues."

## 2002

### CLASS AGENT

Robyn Hochglaupe, MBA '02  
RHochglaupe.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



**Steve Love, HBA '02**, has been named one of this year's top consultants under the age of 35 by *Consulting@* magazine. A principal at global sales and marketing consulting firm ZS Associates, Steve was recognized for his commitment to client service in leading a global biotech firm over several years. He was one of 35 winners selected from a pool of nearly 250 nominations. Steve was honored by *Consulting@* magazine at an awards dinner with industry leaders and executives on April 24 at The W Chicago City Center.

## 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



**Lisa Zhao and Spencer Low, both MBA '03**, write, "We are pleased to announce the birth of our son, Aaron Zhao, on March 31 weighing in at 7 lbs, 4 oz."

## 2004

### CLASS AGENTS

Dan Barnholden, MBA '04  
DBarnholden.MBA2004@ivey.ca

Candice Carson, HBA '04  
CCarson.HBA2004@ivey.ca

Neville Dastoor, MBA '04  
NDastoor.MBA2004@ivey.ca

Jenni Denniston, HBA '04  
JDenniston.HBA2004@ivey.ca

Steve Hansen, MBA '04  
SHansen.MBA2004@ivey.ca

Kelsey Ramsden, MBA '04  
KRamsden.MBA2004@ivey.ca

### CLASS LIAISONS

Christopher Emery, EMBA '04 (Fri/Sat)  
CEmery.MBA2004@ivey.ca

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

**Daniel Bar-Dayan, MBA '04**, writes, "We are happy to announce the birth of our third daughter, Riley Aviva Bar-Dayan, born on May 7, 2014. If life wasn't busy enough,

I will be starting a new opportunity shortly in Vancouver as director of asset and property management for the Porte Group of Companies."



**Diana Chan, HBA '04, MBA '08**, writes, "Homecoming is near! It's our 10-year! Save the date (September 19 – 21) to celebrate. Book your hotel now as it will be a sold-out crowd. Join the Facebook group to be in the loop – facebook.com/groups/iveyhb2004 Follow us on Instagram for some fun #TBT jams – instagram.com/iveyhb2004 Your HBA 2004 Reunion Committee, **Diana Chan, Jenni Denniston, Jennifer Semley Robert, Jordan Martens.**"

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Caroline Grewal, MBA '13  
referred by Shannon Bailey,  
MBA '10

Imran Mohammed, MBA '13  
referred by Grant Sernick,  
MBA '05 and Navell Gupta,  
MBA '11

John Hibberd, MBA '13  
referred by Alan Small,  
HBA '73, MBA '74;  
Chris Hibberd, MBA '92,  
and Oliver Small, HBA '07,  
MBA '11

# Ivey Grads Do Know Best!

We'd like to thank our incredible alumni for their referrals of potential Ivey MBA candidates this year.

Whether through email, a phone call, or our official web referral program, we appreciate your continued support in helping us recruit top talent for the MBA program and Alumni Network!

➔ Refer a friend or colleague who is considering an MBA and the Ivey MBA Recruiting Team will schedule a one-on-one meeting to discuss the MBA decision and Ivey's program.





Booked

## Investing in Courage: Jennifer Witterick, HBA '84

**“Dedicated to Jim Hunter... the bravest man I know, and to those who risked their lives to save others known as the Righteous among the Nations.”**

So reads the dedication at the beginning of *My Mother's Secret*, a novel based on a true Holocaust story authored by Jennifer Witterick, HBA '84. Witterick, who recently became a bestselling author, is the founder and President of Sky Investment Counsel Inc. The man she dedicated the book to, Jim Hunter, MBA '76, is Chairman & Chief Executive Officer of NexGen Financial LP. He suffers from Amyotrophic Lateral Sclerosis (ALS).

Shortly after she graduated from Ivey, Witterick was hired by Heather Hunter, MBA '76, Jim's wife, to work at Confederation Life. “She took a chance on me, and that was my big break because Confederation was the training ground for value investing.” Her next job was with Prem Watsa, MBA '74, who made her a partner at Hamblin Watsa Investment Counsel. Witterick helped grow FGP and then established Sky Investment Counsel in 2004. Over the last sixteen years, Witterick's track record ranks in the first quartile of all international managers in Canada. Witterick credits the success of the firm to the value investing philosophy and to caring about the clients.

“The fastest way to be good at something is to learn from the person who is at the top of their field,” says Witterick. “In investing, I was fortunate to learn from the best with Prem Watsa. In writing for young adults, I studied the work of Suzanne Collins (author of *The Hunger Games* series).” *My Mother's Secret* was published in mid 2013 and quickly became a

Canadian bestseller. Last fall Penguin Books bought the international rights, and Witterick donated 100 percent of the advance to charities. “I wrote the book hoping to inspire others. It was never for the money.” The book is currently being translated into nine languages.

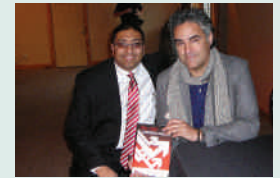
Jim Hunter was one of the book's first critics. When she was starting to write it, Witterick would read him the manuscript and he'd provide feedback on how to develop the story. But she says his contribution goes much deeper. “In the book I write about courage—the courage to risk your own life to save someone else's. There is another kind of courage that most people don't think about—the courage to accept a situation you have no control over and be optimistic about it. That's Jim.”

In early May, Witterick received an Outstanding Women of Action Award from the Israel Cancer Research Fund in recognition of her business and personal achievements. She is delighted that her son Matthew will be attending Western University in the fall in the combined Aviation and Business program.

The secret of Witterick's success? She says it's all about “being grateful and optimistic, and doing something that makes a difference.”



Continued From Page 43



**Sunil Godse, MBA '04,** writes, “My book writing journey continues. I have sold over 1,500 copies of *Fail Fast. Succeed Faster*. since the launch in November 2013 and have been speaking at various venues on learning from failure. I also have held two major conferences. Thanks to some of my fellow Ivey alumni who have supported me by either doing an interview for the book, buying a copy or attending one of the events!”

**Peter Gregg, EMBA '04,** has been appointed to chief executive officer of Enersource Corporation.

**Christine Ierakidis, HBA '04, MBA '08,** writes, “I decided to continue my international experience through accepting a global management role within the performance and rewards division of Maersk Line in Copenhagen, Denmark.”



**Jason Inch, MBA '04,** writes, “My social enterprise LOHAUS, Shanghai's Loft of Health and Urban Sustainability, just celebrated its first year anniversary! LOHAUS is modeled in part on Toronto's Centre for Social Innovation and was the first co-working and event space for social entrepreneurs in China. In addition to working with other social innovators, in the past year we have also promoted solar energy, LED lighting and other technologies for urban sustainability. LOHAUS uses 80% or more of its profits on social impact activities. You can learn more at [www.lohaus.cn](http://www.lohaus.cn) or visit us next time you are in Shanghai.”

**Mandy Lai, HBA '04, MBA '08**  
See Note under 2008 (Diana Chan)

**Annie Liu, MBA '04,** writes, “After working three years in Montreal at BCA Research as a global investment strategist, I am back to the investment management

industry (buy side) in Toronto. I am leading MD's global asset allocations across countries and asset classes including equity, fixed-income and currency."

**Fatima (Surani) Murji, HBA '04, MBA '08**

See Note under 2008 (Diana Chan)



**Richard Roberts, MBA '04,** writes, "Julia and I were pleased to welcome Richard Paul into the world on November 5, 2013. Belle is now almost three and loves being a big sister. Despite the cold spring, sailing lessons have already begun!"

**Kashif Sarfraz, MBA '04,** writes, "After more than 10 years with Johnson & Johnson's medical device division, I have recently moved to their pharmaceutical division as national sales director for the specialized therapeutics business unit. On the family front all is well. Kids are growing up fast. My eldest son, Haaris, is now 14, middle daughter, Fatima, is 11, and twin daughters, Maryam and Zara, are now the 6-year-old "big" girls! Anyone from Class of 2004, if you happen to be in Toronto, please give me a shout. It will be nice to catch up!"

**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



**Shauna Dagnone, MBA '05,** writes, "Hi Everyone, I'm happy to announce that I had a baby girl named Tenley on March 3, 2014. Her big brother Kane is really enjoying having her in our family. I'm still working with J&J since graduation, recently moving to the pharmaceutical business from the medical device business. Hope everyone is doing well!"

**Prakash David, MBA '05,** writes, "I had a great four-year run creating public/private partnerships to develop residential communities and shopping centres in Toronto. My new challenge will be developing a platform of neighbourhood shopping centres across the Middle East and North Africa. I will be based out of Dubai, UAE, and if anyone is visiting or coming through, please drop me a line."

**Mariam Hashmi, HBA '05, MBA '08**  
See Note under 2008 (Diana Chan)

**Miriam (Rybalov) Plener, HBA '05, MBA '08**  
See Note under 2008 (Diana Chan)

**David Resnick, HBA '00, MBA '05,**  
See Note under 2000



**Stephanie Taylor Coughlin, MBA '05,** writes, "We were so happy to have our second child, Elliot Anne, join

our family on November 7, 2013. Thomas is enjoying his little sister and Ryan and I are positively thrilled."

**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



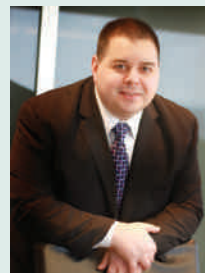
**Natalie (Edwards) Bisset, MBA '06,** writes, "My husband, Ben, and I are thrilled to introduce our son, James, who was born in September 2013. He is an incredible delight, keeping us laughing regularly with his smiles and discoveries (worth the early days of limited sleep – a bit reminiscent of 48-hr reports). Luckily, James and I get to spend time with Ivey friends, who are also new moms, plus their babes!"

**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)  
MBodsworth.HBA2007@ivey.ca
- Saulius Simonavicius, HBA '07 (Sec 4)  
SSimonavicius.HBA2007@ivey.ca
- Mac Bell, MBA '07 (Spring)  
MBell.MBA2007@ivey.ca
- Raveena Maheshwari, MBA '07 (Spring)  
RMaheshwari.MBA2007@ivey.ca
- Charmaine D'Silva, MBA '07 (Fall)  
CDSilva.MBA2007@ivey.ca
- Kevin Wright, MBA '07 (Sec 1)  
KWright.MBA2007@ivey.ca



**Matthew Acierno, MBA '07,** writes, "In January 2014, I founded Triboro Equity Partners (TEP), a private equity firm based in London, Ontario, focused on acquiring lower middle market, traditional economy businesses located in Ontario. TEP acquires companies in the manufacturing, wholesale/distribution, food and beverage products, industrial/business products and services, and consumer products sectors. TEP targets companies with annual revenue in the \$5- to \$20-million range and corresponding annual EBITDA in the \$1- to \$3-million range."

**Rupert Cao, HBA '07,** writes, "I moved to Shanghai and I'm now working as a trade commissioner for Canada. If your company is looking at exploring business opportunities in China, please feel free to contact me."

**Update submitted by Stephanie Fujarczuk, HBA '07:** Four HBA '07 grads find themselves living on the same street in London, England. **Stephanie Fujarczuk** is pursuing an MSc at the London School of Economics, **Jayme (Jenkins) Hills** is working in international marketing for the L'Oreal Group, **Steve Hills** is working for KPMG's international standards group, and **Chris Petit** is working in deals strategy for PricewaterhouseCoopers. They would like to extend an open invite for Ivey grads passing through London to meet them for a pint at their local pub.



**Tory Merritt, MBA '07,** writes, "Members of the MBA 2007 two-year program continue to reconnect bimonthly - even with the addition of children to the group! From top left (all MBA '07), **Jenny Hui, Tory Merritt, Tom Gaschler, Anand Kapur, Kevin Wright** (taking the picture) & **Gillian, Garreth MacRae** (holding Kevin & Gillian's daughter), **Rejini Alemkunnappuzha, Irfan Lakha** & **Rehana** & son. A few additional spouses and children were missing in action."

**Jamie Panet, HBA '07,** writes, "Zachary and I were married on May 20, 2012 in Toronto. After nearly two years of marriage, we welcomed our beautiful daughter **Olivia Abby Schwartz** into the world on April 18, 2014. It was love at first sight! I am currently on maternity leave from CIBC where I have been working in the capital markets, specifically sales and trading, for the past seven years since graduation."

**Kevin Wright, MBA '07,** writes, "It has been a busy six months! We welcomed **Natalie Geneva Wright** into the world on March 6, 2014. **Gillian** and baby are healthy and happy. Also, I joined **Canaccord Genuity** in November 2013 as an associate analyst on the equity research team covering technology from the Toronto office."

**2008**

**CLASS AGENTS**

- Anuj Chandarana, HBA '03, MBA '08 (Spring)  
AChandarana.MBA2008@ivey.ca
- Irfan Daya, MBA '08 (Spring)  
IDaya.MBA2008@ivey.ca
- Trevor Hand, HBA '01, MBA '08 (AMBA)  
THand.MBA2008@ivey.ca
- Lyndsay Passmore, MBA '08 (Spring)  
LPassmore.MBA2008@ivey.ca

**CLASS LIAISONS**

- Elissa Beckett, EMBA '08 (Fall)  
EBeckett.MBA2008@ivey.ca
- Fredrick Chan, EMBA '08 (Hong Kong)  
FChan.MBA2008@ivey.ca
- Jenny Chen, HBA '08 (Sec 1)  
JChen.HBA2008@ivey.ca
- Jay Hamilton, HBA '08 (Sec 1)  
JHamilton.HBA2008@ivey.ca
- Greg Donovan, HBA '08 (Sec 2)  
GDonovan.HBA2008@ivey.ca

Continues On Page 46 →

Pete Machalek, HBA '08 (Sec 2)  
 PMachalek.HBA2008@ivey.ca  
 Leanne Bowden, HBA '08 (Sec 3)  
 LBowden.HBA2008@ivey.ca  
 Neil McCarron, HBA '08 (Sec 4)  
 NMcCarron.HBA2008@ivey.ca  
 Irfan Daya, MBA '08 (Sec 1)  
 IDaya.MBA2008@ivey.ca  
 Mike Hornby-Smith, MBA '08 (Sec 1)  
 MHornby-Smith.MBA2008@ivey.ca  
 Anuj Chandarana, HBA '03, MBA '08  
 (AMBA)  
 AChandarana.MBA2008@ivey.ca  
 Trevor Hand, HBA '01, MBA '08 (AMBA)  
 THand.MBA2008@ivey.ca  
 Mike Lazarovits, HBA '01, MBA '08 (AMBA)  
 MLazarovits.MBA2008@ivey.ca



**Diana Chan, HBA '04, MBA '08,** writes, "Ivey Women MBA 2008 had our first reunion since graduation in downtown Toronto at Jump restaurant. It was a fun and

fabulous evening to reconnect!"  
**MBA '08 grads** pictured from left to right: **Mandy Lai** (also HBA '04), **Mariam Hashmi** (also HBA '05), **Rebecca Liu, Kristen Sam, Fatima (Surani) Murji** (also HBA '04), **Deandra Schubert, Eunice Fung, Lyndsey (Morningstar) Clabby, Vanessa Jang, Miriam (Rybalov) Plener** (also HBA '05), **Diana Chan**

**Ian Fleming, MBA '08,** has been appointed to chief financial officer of Athabasca Nuclear Corporation.

**Craig Follett, HBA '08,** writes, "Uniiverse just raised \$1.25 million from VCs, and we're celebrating over \$5 million in ticket sales. If you're running an event, get in touch! We're the best way to sell tickets - check us out at [www.uniiverse.com!](http://www.uniiverse.com!)"

**Christine Ierakidis, HBA '04, MBA '08,** See Note under 2004

**Ryan Kalt, MBA '08,** has been appointed chief executive officer of Athabasca Nuclear Corp.

## 2009

### CLASS AGENTS

Amy Childs, HBA '09  
 AChilds.HBA2009@ivey.ca  
 Rita Choi, HBA '09  
 RChoi.HBA2009@ivey.ca  
 Lisa Kendrick, HBA '09  
 LKendrick.HBA2009@ivey.ca  
 Justine Kilby, HBA '09  
 JKilby.HBA2009@ivey.ca  
 Chris Lau, MBA '09  
 CLau.MBA2009@ivey.ca  
 Taryn Lipschitz, HBA '09  
 TLipschitz.HBA2009@ivey.ca  
 Catalina Lopez, HBA '09  
 CLopez.HBA2009@ivey.ca  
 Erin McFeetors, MBA '09  
 EKonkle.MBA2009@ivey.ca  
 Charles Newton Price, MBA '09  
 CNewtonPrice.MBA2009@ivey.ca  
 Chris Stefanyk, HBA '09  
 CStefanyk.HBA2009@ivey.ca

### CLASS LIAISONS

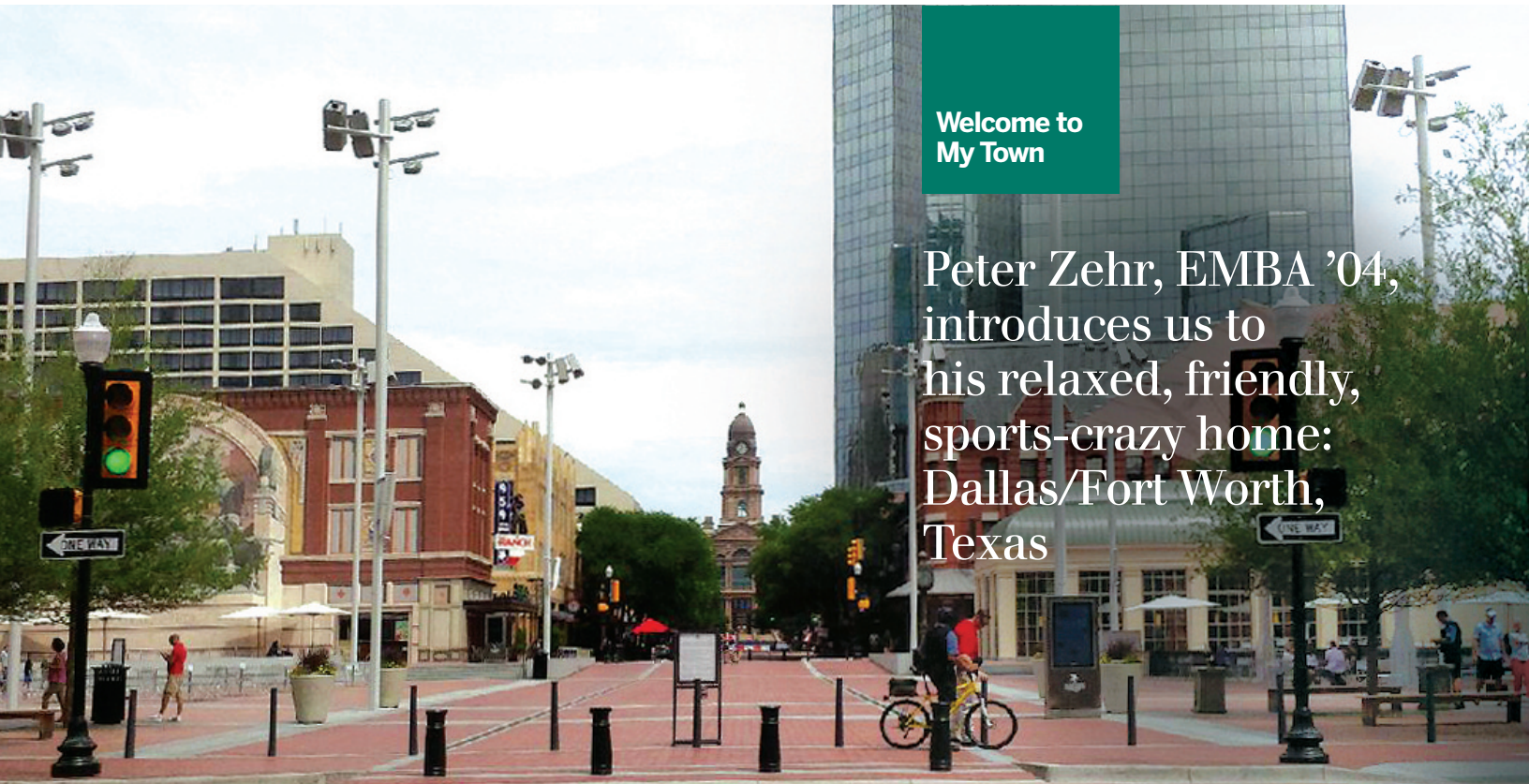
Peter Yuen, EMBA '09 (Hong Kong)  
 PYuen.MBA2009@ivey.ca  
 Jennifer Spear, EMBA '09 (Fall)  
 JSpear.MBA2009@ivey.ca  
 Elisa Goldlust, EMBA '09 (Winter)  
 EGoldlust.MBA2009@ivey.ca

Amy Childs, HBA '09 (Sec 1)  
 AChilds.HBA2009@ivey.ca  
 Rita Choi, HBA '09 (Sec 1)  
 RChoi.HBA2009@ivey.ca  
 Taryn Lipschitz, HBA '09 (Sec 1)  
 TLipschitz.HBA2009@ivey.ca  
 Jackie Lee, HBA '09 (Sec 2)  
 JLee.HBA2009@ivey.ca  
 Lisa Kendrick, HBA '09 (Sec 3)  
 LKendrick.HBA2009@ivey.ca  
 Catalina Lopez, HBA '09 (Sec 3)  
 CLopez.HBA2009@ivey.ca  
 Brittany Baum, HBA '09 (Sec 4)  
 BBAum.HBA2009@ivey.ca  
 Laura Hooker, HBA '09 (Sec 4)  
 LHooker.HBA2009@ivey.ca  
 Chris Stefanyk, HBA '09 (Sec 4)  
 CStefanyk.HBA2009@ivey.ca  
 Su Vittal, HBA '09 (Sec 4)  
 SVittal.HBA2009@ivey.ca  
 Justine Kilby, HBA '09 (Sec 5)  
 JKilby.HBA2009@ivey.ca  
 Dannielle Marshall, HBA '09 (Sec 5)  
 DMarshall.HBA2009@ivey.ca  
 Justin Porter, MBA '09 (Spring)  
 JPorter.MBA2009@ivey.ca  
 Stephanie Storie, MBA '09 (Spring)  
 SStorie.MBA2009@ivey.ca  
 Kevin Callahan, MBA '09 (Fall)  
 KCallahan.MBA2009@ivey.ca

Patrick Farrell, MBA '09 (Fall)  
 PFarrell.MBA2009@ivey.ca  
 Erin (Konkle) McFeetors, MBA '09 (Fall)  
 EKonkle.MBA2009@ivey.ca  
 Kelly Trott, MBA '09 (Fall)  
 KTrott.MBA2009@ivey.ca  
 Dan Tolhurst, HBA '03, MBA '09 (AMBA)  
 DTolhurst.MBA2009@ivey.ca

**Lisa Kendrick, HBA '09,** writes, "HBA 2009 five-year reunion plans are underway. Join the Facebook event to receive regular updates and information on hotel booking. Looking forward to seeing you there! [www.ivey.uwo.ca/homecoming/HBA/2009.htm](http://www.ivey.uwo.ca/homecoming/HBA/2009.htm)"

**Stephanie Storie, MBA '09,** writes, "Ivey Class of 2009 – it's our V aka five-year reunion and we're coming home to London to celebrate Homecoming weekend. We hope all of our Ivey friends and the ever growing Ivey circle can attend. We have planned several activities for Saturday from a lunch and tour of the new Ivey "home," to showing our Purple Pride at the Mustangs football game, to food, fun and friends at the Barking Frog!"



Welcome to My Town

Peter Zehr, EMBA '04, introduces us to his relaxed, friendly, sports-crazy home: Dallas/Fort Worth, Texas

*"There's really no single skyline. The best view is from the window seat of an American Airlines and Southwest jet."* —Peter Zehr, EMBA '04



**Tim Warmels, HBA '09**, will begin his search for love on *The Bachelor Canada*. Tim will be starring on the second season of the show, which will air on City this fall.

## 2010

### CLASS AGENTS

Ashley Kennedy, HBA '10  
AKennedy.HBA2010@ivey.ca  
Richard Wong, HBA '10  
RWong.HBA2010@ivey.ca

### CLASS LIAISONS

JD Clarke, EMBA '10 (Fall)  
JClarke.MBA2010@ivey.ca  
Jessica Chaikowsky, EMBA '10 (Winter)  
JChaikowsky.MBA2010@ivey.ca  
Carl Hung, EMBA '10 (Hong Kong)  
CHung.MBA2010@ivey.ca  
Amanda Armstrong, HBA '10  
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**Karamdeep Nijjar, HBA '74**, has been appointed to partner of iNova Captial.

## 2011

### CLASS AGENTS

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### CLASS LIAISONS

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## 2012

### CLASS LIAISONS

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Danielle The, MSc '12  
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College Chapel followed by a dinner and dance reception at the Park Hyatt Toronto with many classmates in attendance. The couple lives in North Toronto and is expecting their first child late August 2014.



Back Row: **Martin Dziura EMBA '12**, **Cathy Fernandes EMBA '12**, **Lexi Lebrun EMBA '12**, **Maryse (Poitras) Thomas EMBA '12**, **Evan Thomas**, **Candace Chartier EMBA '12**, **J.P. Granger EMBA '12**  
Front Row: **Greg Thede EMBA '12**, **Lauriane & Alexandre Pelletier** (niece and nephew of the bride and children of **Jérôme Pelletier, EMBA '08** who is not pictured)



**Maryse (Poitras) Thomas, EMBA '12**, married Evan Thomas on November 16, 2013 at Trinity

Continues On Page 48 →



## Dallas/Fort Worth, Texas

### What do you love about living in Dallas/Fort Worth?

My wife and I and our two boys enjoy all that North Texas has to offer. It's a vibrant and diverse area. Dallas has the feel of a modern city, and Fort Worth, the cowboy hospitality of a south-western town. Between and around the two cities are dozens of little towns that manage to maintain their independence and unique charm. The weather is warm, the pace is moderate, and the people are friendly. The Cowboys, the Mavericks, the Rangers, and the Dallas Stars all offer wonderful facilities in which to enjoy their sports. But we are most happy in our hometown of Grapevine, a town that purposefully keeps its heritage alive with an old-town main street filled with quaint shops, and a wine festival every fall.

### What's the most surprising thing about your city that most tourists don't know?

The hospitality. You hear about it, but until you've experienced it, you just can't appreciate how warm, friendly and gracious people can be.

### Where's the best view?

There's really no single skyline. The best view is from the window seat of an American Airlines and Southwest jet.



### Where's the best place for people watching?

One of the huge malls such as Grapevine Mills, Galleria, or North Park Center.

### Favourite restaurant?

Steak restaurants like the Old Hickory, Old Warsaw and III Forks are hard to beat.

### Best street food?

There are hundreds of Tex-Mex mom and pops in the city where you can buy a couple of \$3 tacos and a margarita and be full.

### Must-see attraction?

AT&T Stadium.

### Most scenic drive?

Head a couple of hours southwest into the hill country.

Clockwise from top right: The Zehr family at the Grapevine Vintage Railway; The Zehr family on historic Main Street in Grapevine; the infamous Billy Bob's Honky Tonk and Rodeo in Fort Worth. Opposite page: Sundance Square in Fort Worth.

# 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  
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 London, ON N6G 0N1

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



## 2013

### CLASS LIAISONS

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**Sudduf Wyne, MBA '13**, writes, "Peplum Fashion Shop has had an amazing inaugural year thanks to the business knowledge I gained from Ivey! We recently featured our new authentic vintage collection at a Toronto fashion show that promotes expression without exposure, and will be launching our Spring/Summer Collection at SiS Toronto – the most popular fashion show event in Toronto for modest fashion! Our next goal – a trendy and modest collection designed by me and made in Canada!"

## 2014

### CLASS AGENTS

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## PhD

**Nicole Haggerty, HBA '89, PhD '04**, See Note under 1989

**Gail Leizerovici, PhD '14**, successfully defended her thesis entitled "Music and Auditory Transportation: An Investigation of the Music Experience" on April 7, 2014.

**Reza Mahjoub, PhD '14**, successfully defended his thesis entitled "Modeling Pharmaceutical Risk-sharing Agreements" on April 23, 2014.

## In Memoriam

Garfield Lorriman, HBA '37  
 David Weldon, HBA '47  
 Neil Armstrong, HBA '49  
 Keith Wright, HBA '49  
 Hector Corkum, DBA '51  
 Frank Rowden, HBA '54  
 Gerry Shaw, HBA '54  
 Keith Halpenny, HBA '55  
 Calvin Martin, HBA '56  
 James Drynan, HBA '57  
 Don McIntosh, MBA '58  
 James Lindores, MBA '58  
 Art Grunder, MBA '60  
 Mel Erlindson, DBA '62, MBA '63  
 Peter Kelly, MBA '66  
 John Broen, MBA '67  
 Alexander Sinclair, MBA '69  
 Ken Simpson, MBA '69  
 Yusuff Gafur, HBA '68, MBA '69  
 Andrew Agnew, MBA '70  
 Rick Dunlap, MBA '73  
 Tav Orsi, HBA '73  
 Tim Snelgrove, MBA '76  
 Bob Buckberrough, HBA '74, MBA '78  
 Scott Cooper, HBA '82  
 Nicholas Hedrich, EMBA '96  
 Douglas Burgoyne, MBA '02



**Andrew Smith, MBA '14**, writes, "I wanted to let everyone know about the birth of my daughter, Evelyn Nila Smith, born on April 13, 2014. Feel free to visit us in Ottawa!"



join us this fall... september 19-21, 2014

# homecoming

## friday

Class Gatherings **7:00PM**

## saturday

Welcome Back Open House **9:00AM**

Ivey Ring Tradition Ceremony **9:30AM**

Ivey Lecture Series **10:00AM**

Dean's Welcome **11:30AM**

Complimentary Lunch **12:00PM**

Go Mustangs! **1:00PM**

Ivey Case Study **1:00PM**

Private Class Celebrations **6:00PM**

## sunday

Golden Alumni Lunch **10:30AM**





We shared  
the experience.

We share the  
network.

We share the  
pride.

Let's celebrate  
our own... again!

# Global Ivey Day

November 13, 2014

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

[#GloballveyDay](https://twitter.com/GloballveyDay)