

INTOUCH



HOT SPOT

Ivey alums like Rob Dimitrieff, MBA '08, are innovators in manufacturing

Also in this issue
CLASS OF 2015
+
WHY MUSEUMS MATTER

Intouch Features

THE UN-VIRTUAL WORLD OF MANUFACTURING | *Page 12*

From high-end jewelry, medications and cardboard, to steel containers and adhesives, Ivey alumni are making it, making things. By focusing on innovation, quality and customers, they're keeping their enterprises successful during a time of change.

FRAMED: ALUMNI IN MUSEUMS AND GALLERIES | *Page 18*

They come. They see. They learn. They buy (maybe). Museums and art galleries are special places—the keepers of our culture and heritage, and sometimes highly successful enterprises. Seven alumni talk about why museums and art galleries matter.

FROM DAY ONE: THE CLASS OF 2015 | *Page 26*

The unique Ivey experience starts when you walk through the door for the first time. And doesn't end with graduation, or perhaps even with retirement. Students graduating in 2015 reflect on where it all started and what they will take with them from the School.





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DUET | Page 4

Craig Dunbar and Michael King share a passion for finance and a talent for repartee. Oh, and they both agree that Monopoly is not a metaphor for the world of high finance.

IVEY BUZZ | Page 6

What recruiters think of Ivey graduates, professor receives prestigious award, students give back to charity—all this and more.

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When a career in consulting was wearing her down, Kyra Huntington, HBA '11, re-energized by volunteering her skills in Africa.

GIVING TO IVEY | Page 24

Leading a not-for-profit (NFP) organization is every bit as complex and challenging as running a multinational corporation. But NFP leaders don't have the big bucks for leadership development. Thanks to KPMG's generous support, Ivey's CommunityShift™ is filling the bill.

YOUR IVEY NETWORK | Page 33

Ladies learning code. Class liaisons who go above and beyond. First thoughts from our new Ivey Alumni Network Chair. And best of all, the latest news from your Ivey friends. Admit it: this is where you turn first! (That's okay, we don't mind.)

LEFT TURN | Page 9

The simple joy of a perfect T-shirt—soft, well cut, quietly cool. Rami Helali, HBA '10, is delivering the goods, and helping revive the Egyptian cotton industry in the process.



Dean's Message



PHOTOGRAPHER: GABRIEL RAMOS

If you were to visit Ivey over the last several months, you might think it was the quiet time of year.

Not so. There is a distinct rhythm to the school year. And while many of our students are gone, there is plenty of activity in our Programs and in the area of Thought Leadership.

Important knowledge creation is underway in several areas:

- Professor Niraj Dawar and Charan Bagga, PhD '15, have created a powerful new brand mapping concept that helps companies determine how they can better stand out from their competitors.
- Associate Professor Michael Rouse's look at the ROI for workplace wellness programs in partnership with Sun Life is having a real-world impact on employee and organizational health.
- Ivey was pleased to host the first event in a new financial series called the *Arkadi Kuhlmann Lecture Series*. Associate Professor Stephen Sapp hosted the Idea Forum that explored the impact of cryptocurrency and Bitcoin on the future of business.
- Associate Professor Oana Branzei's case called *WWF's Living Planet @ Work: Championed by HP*, won the European Foundation for Management Development (EFMD) 2014 Case Writing Competition in the Corporate Social Responsibility category.

Knowledge creation like this has the potential to challenge business conventions and have an impact on the decisions that organizations make every day. It also has a positive effect in Ivey's classrooms, as exposure to these types of challenges gives our students the skills employers are looking for in new hires.

Our MBA students have returned from Get Connected in Toronto, where they gained valuable experience networking with alumni. In this issue, you'll find stories on our 2015 graduates, as well as articles on alumni working in the manufacturing sector, and in museums and galleries. It highlights the exceptional range of skills on display by Ivey alumni in a wide range of sectors. And it makes your participation in events like Get Connected very valuable for our students.

Convocation is also an important part of the year. We celebrate our new graduates' accomplishments and acknowledge their transition from students to alumni. But Convocation is not the end of their connection with Ivey. We look forward to seeing them again when they return for Homecoming, class visits, and recruiting. And the rhythm of the school year will continue.

I look forward to seeing many of you at Homecoming.

ROBERT (BOB) KENNEDY
Dean, Ivey Business School
Lawrence G. Tapp Chair in Leadership

INTOUCH ON THE WEB

www.ivey.ca/alumni/stay-connected/
intouch/alumni-magazine

LETTERS

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INTOUCH

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Cover Photo: Nation Wong

Duet

Meet two Ivey professors
who work closely together



Michael King and Craig Dunbar practice the art and science of finance

Think it's easy to get Monopoly money to float evenly over two (patient and obliging) finance professors? Think again. In fact, it's probably about as difficult as most people find the subject of finance.

Yet Associate Professor Craig Dunbar (right in photo) says they shouldn't avoid it. "Finance has a profoundly positive impact on society," he says. "Many new ideas could not come to fruition unless capital flowed to those who have them."

Dunbar completed a PhD at the University of Rochester, and joined Ivey in 1997. He served as Associate Dean of Faculty Development and Research from 2004 to 2008. Today he teaches and does research in investment banking, corporate finance and financial contract choice.

Associate Professor Michael King joined Ivey in 2011 after two decades of working in international markets. Along the way he earned a Chartered Financial Analyst designation and a DPhil (doctorate) from London School of Economics. From 2008 to 2011, he worked for the Bank of International Settlements, where, among other projects, he contributed to the analysis of the global financial crisis.

King agrees that the world of finance touches everybody. "Whether you're working in the field, saving for your kid's education, or saving for retirement, you can't help watching the news and confronting a lot of financial facts," he says. "Understanding the basic concepts of finance is crucial to the operation of any type of business, for-profit or not-for-profit."

Who is/was the
greatest financial mind
of all time?

Robert Merton

*(Ed: Nobel laureate who
laid the foundations for
financial engineering)*

What do you want Ivey
students to understand
about finance by the
time they graduate?

**Finance is all about
negotiation. It is an art,
not a science: there's
no "correct" price
for anything.**

What's your strategy for Monopoly?
It's just like my strategy for finance: stay out of jail! But really, I hate Monopoly—it brings out the worst in human nature.

Who is/was the greatest financial mind of all time?
Fischer Black
(Ed: co-creator of the Black-Scholes equation, and a brilliant academic and practitioner)

What's your strategy for Monopoly?
Know your opponents and how to manage them. It's a zero-sum game, and that's not how finance works.

What do you want Ivey students to understand about finance by the time they graduate?
I want graduates to be able to pick up a financial report and understand what it's telling them.

What was the one failure that taught you the most?
I didn't do well on my first executive development program, but my colleagues came to my defence. I learned that you can have a profound impact on people if you take the time to reach out and help out.

What do you like about teaching?
Seeing a light bulb go on. Seeing how far students have come in their understanding, especially if they were intimidated by finance at first.

What do you like about teaching?
Touching lives and being part of the careers and lives of many talented individuals.

What was the one failure that taught you the most?
I did terribly in undergraduate finance. Later I realized that I wasn't interested in how it was taught, and that sparked my interest in teaching.



Editor's Note



PHOTOGRAPHER: NATION WONG

As Gerard Seijts says in our article on CommunityShift™, Ivey is a leadership school.

Not only does the School produce excellent leaders, it also attracts them. Recently, Ivey Advancement welcomed two exceptional new leaders—Executive Director Eric Graage and Chair of the Ivey Alumni Network Board Michael Bernstein. They brought with them an infusion of energy, enthusiasm and vision that promises great things.

Eric joined us in April from the Rhode Island School of Design. His experience includes other top U.S. institutions, including Boston College, Harvard Medical School and Georgetown University. He was attracted to Ivey in part by our active alumni network. In his first months on the job, he has been busy meeting and listening to alumni leaders. He attended Convocation in Hong Kong and is continuing to reach out to graduates wherever they are. With their input, he is developing a bold new strategy that will drive activities for the next several years.

In June, Michael Bernstein, MBA '96, President and CEO of Capstone Infrastructure Corporation, became Chair of the Ivey Alumni Network Board. He inherits a vibrant and creative organization, the legacy of past Chair Anthony Ostler, MBA '97. Michael has a strong commitment to Ivey and he is already challenging board members to think big. (See page 54 to hear more from him.)

Michael is a graduate of Dartmouth College, so he, like Eric, is familiar with the U.S. approach to alumni engagement. Eric and Michael both believe that we need to look south of the border to benchmark our future activities. After all, Ivey stands head-and-shoulders above other schools in Canada. Our Homecoming is legendary, and Global Ivey Day has doubled alumni engagement in just five years. Now it's time to take the next step.

There are exciting times ahead—stay tuned!

TERRI GARTON
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



Ivey Buzz

What's happening around the School and around the world

Ivey Hits the Sweet Spot with Recruiters

MBA students from Ivey have the skills recruiters want, according to new report

A recent *Bloomberg Businessweek* survey revealed Ivey's MBA graduates ranked first in leadership skills, strategic thinking, collaboration and communication skills—among the most-wanted and hardest-to-find skills sought after by recruiters. Ivey also placed in the top three globally across the dimensions of motivation/drive, analytical thinking and

quantitative skills.

“One of the most important things we do at Ivey is listen to prospective employers and recruiters,” said Sharon Irwin-Foulon, Ivey's Executive Director, Career Management and Corporate Recruiting. “Understanding their needs and the needs of the marketplace ensures we prepare our students to transition into the next phase of their career and stand out as top in-demand candidates with the most desired employers in North America and beyond.”

<http://go.ivey.ca/5xjs>

Bitmaker Labs CEO Wins the QuantumShift™ Contest

Craig Hunter, CEO of Bitmaker Labs, won the QuantumShift™ Contest, with his video entry securing 46 percent of nearly 4,000 votes cast. The contest invited applicants who wanted to take their business to the next level to submit a 90-second video focused on why the company is ready. Submissions were

judged on creativity, relevance, and demonstrated impact that QuantumShift™ would have on them and their business. Hunter receives admission to the next session of the Ivey Business School's QuantumShift™ executive education program.

<http://go.ivey.ca/5xjC>





Ivey Professor Recognized for Scholarly Career Achievements

Professor Mary Crossan, MBA '85, PhD '91, is among the 2015 recipients of Western University's prestigious Distinguished University Professor (DUP) Award for her exceptional scholarly career.

The DUP acknowledges sustained excellence in

scholarship over a substantial career at Western. Crossan was cited for being a "complete scholar," a leader at Ivey, and for her contributions to organizational learning, strategy, leadership character, and improvisation, both within and outside her field. <http://go.ivey.ca/5xjt>

HBA Students Learn Why Israel is the Startup Nation

In February, HBA2 students headed to Israel, an often overlooked, but technically advanced and innovative country, to meet with some of the country's top executives and technology innovators. Students were given the chance to experience a new culture and new economic landscape, and learn how Israel's business mindset differs from North America. <http://go.ivey.ca/5xjB>

Ivey Business Leader of the Year

Jeff Orr, HBA '81, President and CEO of Power Financial Corporation will receive the Ivey Business Leader Award and address Canada's most prominent business leaders at an annual gala dinner in Toronto on October 20, 2015. Mr. Orr was appointed President and Chief Executive Officer of Power Financial in 2005 and is Chairman of a number of Power Financial subsidiaries, including Great-West Lifeco, London Life, Canada Life, Putnam Investments, IGM Financial, Investors Group and Mackenzie



Financial.

"Jeff Orr personifies what it means to be a great business leader in Canada. He has had a successful career, and is also generous with his time and energy outside of the workplace," said Dean Bob Kennedy. "Jeff continues to have a tremendous impact at Ivey. He provides thoughtful advice to school leaders, sits on the Advisory Council for the Ian O. Ihnatowycz Institute for Leadership, and regularly engages with students."

<http://go.ivey.ca/5xjv>

When Life Hands You Lemons



Ivey students raise \$69,000 for United Way, bringing five-year total to \$330,000

In mid-April, over 600 HBA1 students split into 80 teams and fanned out across London to sell as much lemonade as possible for charity, in just under 48 hours. They were only given \$50 of seed

money, a self-made cardboard lemonade stand, a pitcher and a set of markers. Each group also had to overcome a "twist," such as singing karaoke, only selling at night, strictly selling and collecting proceeds online, and more. The \$69,000 raised at the year-end event, called Hunter Straker and Ivey Give LemonAid, put its five-year total at \$330,000. <http://go.ivey.ca/5xju>

High Profile Leaders Bring Expertise to Ivey



Gord Lambert has been appointed Suncor Sustainability Executive-in-Residence, bringing with him 36 years of experience in the oil and gas sector and sustainable development strategy.

During his three-year appointment, Lambert will support both the Ivey Energy Policy and Management Centre and Ivey's Centre for Building Sustainable Value. The role will include guest speaking in the classroom and writing cases or white papers. <http://go.ivey.ca/5xjw>

In addition to Lambert, Ivey Business School welcomed Ray Tanguay (Chairman,

Toyota Canadian Operations) and Steve Orsini (Secretary to Cabinet, Clerk of the Executive Council and Head of the Ontario Public Service) to the Advisory Council of Ivey's Lawrence National Centre for Policy and Management. Tanguay assumes the role of Chair of the Council left vacant by former Alberta Premier Jim Prentice, and Orsini replaces Giles Gherson who was recently appointed Deputy Minister of Economic Development, Employment and Infrastructure.

<http://go.ivey.ca/5xjx>

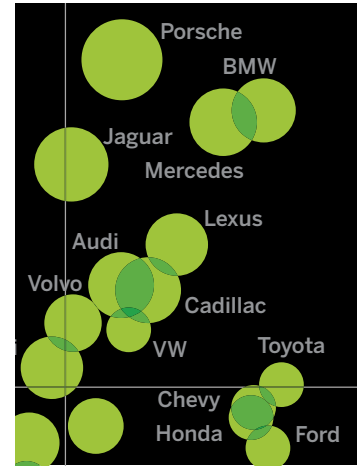
Family Business—What's the Secret Sauce?



Larry Rosen, LLB/MBA '82, and current CEO of Harry Rosen, began his talk at the 11th Annual Business Family Day Celebration by commending his father for starting the Harry Rosen brand with his brother, Larry's uncle, Lou. Harry Rosen, the largest men's retailer operating in seven different markets, has

become one of Canada's most recognizable brands over the years and an excellent example of a family-run business. So "what's the secret sauce of Harry Rosen?" Larry asked the room of current and aspiring business owners. "It's called Customer Relation Management... the essence of our culture." <http://go.ivey.ca/5xjA>

A Better Way of Mapping Brand Strategy



In a breakthrough piece of research published in the June edition of *Harvard Business Review*, Ivey Marketing Professor Niraj Dawar and recent PhD graduate Charan Bagga are charting a new course for brand mapping which focuses on centrality and distinctiveness. While centrality demonstrates

how a brand is represented in a given category, distinctiveness is a measure of the degree to which a brand stands out from others. This new tool for measuring and managing brand positioning against market performance will help to convert brand knowledge into a powerful marketing strategy. <http://go.ivey.ca/5xjy>

Honorary Degrees for Three Ivey Alumni

Three Ivey alumni received honorary degrees at Western University's 305th Convocation this past spring. Among the 16 awarded individuals was Hong Kong-based innovative business executive Simon Cua, EMBA '05, who leads the largest LED lighting manufacturer in China. As well, Al Silk, HBA '59, an influential scholar and educator

in the field of marketing, is a Western alumnus and is internationally recognized for his research on models and measurement systems to support marketing decision making and the economics of the advertising and marketing services industry. Silk is the Lincoln Filene Professor of Business Administration Emeritus at Harvard Business School. Last, but not least, to receive an honorary degree was David Cornhill, MBA '80, the Chairman and CEO of AltaGas, a company he founded in 1994. Under his leadership, AltaGas has grown from one of Canada's first midstream energy companies into a \$10-billion enterprise. <http://go.ivey.ca/5xjz>

Check out the new **Ivey Business Journal** site at iveybusinessjournal.com

Left Turn

Rami Helali, HBA '10, left his “dream job” to develop a business selling gloriously soft Egyptian cotton clothing. In the process he’s supporting farmers in Egypt.

MADE AN INTERESTING CAREER “LEFT TURN?” TELL US ABOUT IT! EMAIL INTOUCH@IVEY.CA

I grew up in Waterloo mostly, although I lived in Egypt for four years between Grade 5 and Grade 7. I come from a family of engineers. I knew I wanted to work on things that excited me and that the way to start was to learn about how other people had built businesses.

After Ivey I worked for a fund that invested in music royalties—two years in Toronto and two years in New York. It was a dream job, a marriage of creativity, business and finance.

Along the way, my partners and I identified a gap in the market between high-end basics and the Hanes and H&M stuff. I enjoy quality, but I don’t want to pay that kind of money for it. We decided that we were going to perfect these items that people don’t really think about, but that touch their skin all day.

The best cotton comes from Egypt, of course. But recently the government cut all subsidies to independent farmers. The industry was on the brink of extinction. I spent two and a half months living on cotton farms in Egypt, building relationships with the farmers. We promised the farmers a fair price to continue producing cotton. We hired agricultural engineers as consultants and even established a scholarship fund to help kids from rural areas study at an agricultural university.

We cut out the middleman and developed great partners at every step of the process—from farm to yarn to weaving to sewing, all within a 200-kilometre radius. I speak to all the partners at least weekly, sometimes daily. We actually ship from our warehouse in Egypt to customers in North America in three business days!

The marketing started with family and friends, and social media. Then Kotn got picked up on a few media outlets. We have a really interesting story and a great product, so the word travelled pretty fast. We sell online and through a few select retailers.

It’s one thing to dream about doing your own thing, but a whole different thing to actually give up your job and do it. You have to keep yourself focused and calm and not think about all the things that can go wrong. Every problem that comes up is an opportunity to think of a new way to do something.

kotn.co



Passions

Kyra Huntington, HBA '11, stepped away from her successful career as a management consultant to spend six months in Tanzania with the Clinton Health Access Initiative.

TELL US ABOUT YOUR PASSION! EMAIL INTOUCH@IVEY.CA

I love consulting but after three years of working on some intense projects, I needed a change of pace.

My managing partner encouraged me to apply to the Clinton Health Access Initiative (CHAI). CHAI was founded by Bill Clinton in 2002 to help save the lives of millions of people living with HIV by scaling up anti-retroviral treatments in developing countries. Since then the organization has expanded to include other health challenges, such as malaria, tuberculosis, and maternal health.

I volunteered in Dar es Salaam, Tanzania, one of the largest cities in East Africa. My mandate was to help the local Malaria Control Program establish its total financial need for the next five years, apply for funding from the Global Fund, and develop a strategy to deliver interventions and monitor their effects.

The biggest challenge I had to overcome was the cultural difference in the workplace. I was chomping at the bit to make progress, but was surprised at the slow pace of decision making and activity in the local government offices. Tanzanians place high value on their personal relationships and cultural practices. Eventually I grew to accept and appreciate their different values.

One of the most important lessons I took from my time in Africa was that although an experience can be extremely challenging and while I might not enjoy every minute of it, I will eventually adapt. When I first arrived in Tanzania everything seemed so different. On the worst days, we'd call it TIA—"This is Africa!" But eventually I learned to adapt to East Africa, and slowly Dar es Salaam became my home.

I don't have a medical degree—I'm just a management consultant with an HBA—but I was able to add value in ways that I never would have imagined. There were several times when the government had important documents to get out very quickly, and they needed someone to get it done. I saw my skill set being leveraged very clearly.

Part of the Ivey Pledge that I took was to contribute to the society in which I operate. CHAI gave me an opportunity to do just that: to leverage the skill set that I have developed, and give back to the global society.



Positive Energy for the Energy Sector

At the Positive Energy conference in March, results from a new national survey were revealed. The survey was commissioned by the Ivey Energy Policy and Management Centre and University of Ottawa and prepared by Nanos Research Corporation. Results suggest there is strong public support for growth of the oil and gas sector in

Canada and a sense this growth can occur without hurting the environment.

In early March, 1,000 Canadians were polled and asked very straightforward questions. “We found the majority of people across Canada in the poll support energy development and they don’t perceive growth as being at the expense of the environment,” said Associate Professor Guy Holburn, Director of the Ivey Energy Policy and Management Centre and holder of the Suncor Chair in Energy Policy. “It doesn’t have to be an either-or scenario. We can achieve environmental stewardship and also develop economic wealth from natural resources.” <http://go.ivey.ca/5xjD>
<http://go.ivey.ca/5xjE>

The Value in Value Investing

At the Ben Graham Centre’s 2015 Value Investing Conference in April, attendees learned from two keynote speakers what it takes to be a successful value investor and the opportunities it brings. Russell Napier, author and founder of the Electronic Research Interchange and co-founder of the Library of Mistakes, and Frank Martin, founder and chief investment officer of Martin Capital Management LLC discussed the principles, practices and various applications of value investing from a global context.
<http://go.ivey.ca/5xjF>

Ivey Business School’s Ben Graham Centre International Stock Picking Competition is



now in its second year. The competition attracted 25 teams of MBA students from top business schools in North America, Europe, and Asia, all vying for \$17,500 in cash prizes. “Value investing is not taught at the other schools and most students don’t know much about value investing,” said Ivey Finance Professor George Athanassakos. “So I like to use the competition to make them understand what we do at Ivey.”

While the competition was close, the team from the Kellogg School of Management took the top prize of \$10,000, with Haas Business School finishing second and Ivey rounding out the top three. <http://go.ivey.ca/5xjG>

Relaxing Copyright Law on Creative Works



Did you ever think that relaxing sharing restrictions on music would actually increase music sales? Ivey Assistant Professor Laurina Zhang’s research results showed that dropping Digital Rights Management (a form of encryption-based access control technology that makes it difficult for consumers to share legally downloaded music files) not only

increases music sales on average but also facilitates the discovery of new songs and artists by consumers. Zhang points out that the music industry is the first to relax its copyright protection policies, but the book publishing industry, video games, and movies are all where DRM is still heavily implemented.
<http://go.ivey.ca/5xk0>

Bridging the Gap

Researching the integration of market and non-market strategies

Davin Raiha, Assistant Professor of Business, Economics and Public Policy at Ivey, is searching to answer the question: “How can firms make business decisions that fully integrate both market and non-market strategy?” Much

of Raiha’s research looks at the intersections of business strategy, public economics, and political science, with a focus on how firms can take market-based actions with a view to influencing political non-market actors. “If a firm decides it wants to build a factory in a jurisdiction, that’s going to create jobs and generate income for the local economy. Thus, it affects the voters in that jurisdiction, which in turn generates political benefits to the politicians of that jurisdiction,” he says. “[Firms] have to acknowledge that any market decision they would otherwise make also has non-market consequences and spillovers.”
<http://go.ivey.ca/5xj->

Make *or* Break





Steel Trap—Open die forging companies like Patriot Forge Co. are facing a slowdown in the energy sector, cost pressures, and international competition. President Rob Dimitrieff knows that innovation and quality are critical to continued success.



Rob Dimitrieff, MBA '08

To paraphrase Mark Twain, reports of the death of manufacturing in North America have been greatly exaggerated.

Rob Dimitrieff, MBA '08, President and General Manager of Niagara Energy Products and Patriot Forge Co. likes making things. Big, heavy things. “In our business we make some amazingly large stuff that is fundamental to our society,” he says. “We make things that keep the lights on, that keep us connected, keep us moving, and keep us safe. I take pride in that.”

Wayne Howard, HBA '79, is also proud of the products he manufactures, although they are very small. As Vice President of Manufacturing at Tiffany & Co. he oversees the production of high-end jewelry. “We make something that is very beautiful, something that people feel good about giving and owning.”

Dimitrieff and Howard both know that no matter how “virtual” our world becomes, we still need to make and use many things. Worldwide, manufacturing accounts for some 16 percent of GDP and 14 percent of employment. In Canada, the sector represents approximately 10 percent of GDP.

Often seen as a traditional, even outdated sector, manufacturing is facing significant challenges and evolving quickly. Paul Boothe, Professor and Director of Ivey’s Lawrence Centre, has studied Canadian manufacturers, focusing on nine of the most successful companies. He says that manufacturers have suffered during the prolonged recession, and indeed many have disappeared. The survivors, he says, are focused on process innovation, quality and technology. They pay close attention to consumer needs and wants, and are reaching out to find new markets in emerging economies.

Dimitrieff is a big proponent of innovation. Niagara Energy Products manufactures critical components for the Ontario nuclear industry, and Patriot Forge Co. does custom open die forging for industries such as oil and gas, power generation and aerospace and defence. The companies have felt the impact of lower energy prices, negative public attitudes toward nuclear power, and strong →



Paper Chase—The Strathcona Paper plant in Strathcona, Ontario, produces annually some 100,000 tons of cardboard used in packaging, making it the largest Canadian producer.

competition from U.S., Japanese and European companies. “We can’t compete on labour costs, and we don’t have much leverage on other inputs,” he says. “So innovation is really where we can compete. We’re always looking at ways to be smarter about how we organize our work and how we minimize costs.” He expects staff to bring forward and champion ideas for improvements, and then encourages rigorous discussion by a group of peers. “We need to get the ideas out, and then make them better.”

Quality is also critical to the success of his companies, Dimitrieff says. Most customers have demanding specifications with little wiggle room. “The important thing is that we deliver time and time again over many orders, so they come to trust our quality system.” The firms’ quality programs constantly conduct root cause analysis and evaluate how to eliminate possible errors from future production. Says Dimitrieff, “The time and money spent on quality is actually an investment in reducing production costs in the future.”

Given the nature of Howard’s business, achieving quality is all about the people. “We have to make sure we have access to highly skilled craftspeople. Even when we bring in skilled people from outside, we have to train them on the Tiffany quality methods.” While each piece may be slightly different because of the craftsmanship involved, all must meet rigorous quality standards.

Innovation takes the form of new designs, created by a skilled design team and prototyped by hand. Then technology, including Computer-Assisted Design, is used to ensure that there is an exact record of the original piece that can be reproduced by the craftspeople. “Once we have the right design, everything else falls in line—we have to have the ability to make the items through the supply chain, we have to do it in a way that is effective and efficient, we have to offer people a quality place to work, and we have to ensure that we’re doing what’s right from a social accountability perspective.”

Tiffany’s, legendary for its elegant Fifth Avenue store, is certainly finding new markets. More than half of sales now come from outside the U.S., and expansion in Asia has been very strong. The company already manufactures outside the U.S. and may expand further. For Howard, this means new challenges. “We have to ensure that our supply chain can keep pace on a global basis,” he says. The company must also adjust to different tax jurisdictions, languages, customs and tariffs, and more.

Mark Sklar, MBA ’75, is President and COO of Strathcona Paper LP. Strathcona, which is owned by a U.S. private equity fund, produces annually some 100,000 tons of cardboard used in packaging, making it the largest Canadian producer. Sklar fosters a culture of innovation at all levels.

“Innovation is the reason we have excelled in the paper industry,” he says. “And the innovations don’t necessarily cost big dollars. I’ve really tried to drive ownership for the work to the people who do it, so when they have good ideas they don’t feel inhibited in bringing them forward. I tell people I’ll try anything as long as it’s not going to put us out of business!”

Sklar says the plant is challenged when the Canadian dollar is low, because much of the raw material is priced in U.S. dollars. A lean program ensures the plant runs efficiently as measured against similar operations. But it’s quality and service, rather than price, that enables Strathcona to succeed against its North American competitors. The company conducts an annual third-party customer survey to stay in touch with needs, and provides exceptional after-sales service. “If for any reason a customer has a problem, we’re available 24/7. We’ll get somebody on a plane or in a car right away to help them work through it.”

Innovation is also important at GlaxoSmithKline (GSK) Canada, where Tina Capotorto, MBA ’05, is Director of Lean Deployment. Capotorto says traditional manufacturing was focused on long runs that produced the same product for years. Now it must change to meet consumer demand, moving from ‘long and steady’ to ‘quick and nimble.’ “Globally consumers want new and different things, so we →

“Innovation
is the reason
we have
excelled
in the paper
industry.
And the
innovations
don’t
necessarily
cost big
dollars.”

Mark Sklar, MBA '75
President and COO
Strathcona Paper





PHOTOGRAPHER: NATION WONG (PORTRAITS); GETTY IMAGES (MANUFACTURING)

Continuous Improvement—Manufacturing at GlaxoSmithKlein has changed to meet consumer demand, moving from ‘long and steady’ to ‘quick and nimble.’

need production systems that can change quickly. The challenge is to keep quality, safety and cost under control, while enabling flexibility.”

GSK has traditionally marketed primarily to North America and Europe, but sees growing demand in emerging economies in Asia and Africa. That means changes in pricing, drug delivery methods, and more. “The key,” says Capotorto, “is making it all about the patient, and being ready to adjust when the patient is in Zimbabwe instead of Sweden.”

Capotorto is a prophetess of continuous improvement and process innovation. She sees manufacturing companies as slow to evolve, and believes that major cultural changes are needed. “My number one challenge is to get people to look at our processes differently so that we can continuously improve them. And secondly, I want to teach people to embrace the idea that what we’re doing today isn’t necessarily what we should be doing tomorrow.” She notes that big manufacturers must think differently about investments in technology. “We have to design our production lines so that you don’t have to wait five years for the payback. We have to embrace disruptive thinking.”

Kevin Higgins, MBA ’80, recently retired as Vice President, Industrial Business Group with 3M Canada. Higgins says the Canadian plants of the multinational company compete with 3M plants in other locations

on cost, service and quality. “There usually isn’t an issue with service or quality, but where we can get blindsided is if production becomes labour intensive. If there’s a high labour component, there’s probably a plant in Mexico or South Carolina that will be more competitive.” The sweet spot, he says, is when labour represents about 15 percent of standardized costs, and processes are highly automated. Boothe agrees: “In Canada we want lots of technology and workers who are highly skilled to earn the high wages we want to pay them.” Higgins adds that other issues, such as tax structure and energy costs, help determine whether and where a plant can succeed.

3M has a long tradition of product innovation but Higgins says process innovation is equally important, especially when it comes to cost control. “Our people are always looking for breakthrough technologies that can transform processes and reduce costs,” he says. For example, lab researchers look for ways to use chemistry and engineering to reduce the amount of rubber latex needed to produce 3M adhesive products. “The less you can be impacted by the price of raw materials using technical innovation, the better,” says Higgins. 3M has been issued more than 100,000 patents in its long history.

The firm has used many different quality systems over the years, but Higgins is particularly excited about the impact of

Lean. “Lean enables you to do a complete flow analysis,” he says. “You don’t just focus on the little things, you get after the big stuff too.” For 3M, which manufactures for the biomedical, automotive, and aerospace industries, quality control is essential. “Quality means delivering to the customer what they want, when they want it, with the service they need.” Higgins refers to the company’s ethos as a combination of “mad scientist creativity” and strict financial and executional discipline.

Government policy can have a major impact on the manufacturing sector. Higgins notes that firms in Ontario are hampered by high energy costs relative to their U.S. counterparts. Sklar agrees, adding that “red tape” associated with government regulation is burdensome.

So what is the future of manufacturing in North America? Despite the challenges, Sklar is bullish, proud that his company is thriving in what is sometimes seen as a sunset industry. Dimitrieff is upbeat too. He is investing in greater capacity and new technologies, including a major plant expansion now under way, and is exploring the potential of vertical integration.

Boothe sees room for optimism too, but emphasizes that it will take razor-sharp strategy to survive and thrive. “A bright future is possible, but not guaranteed,” he says. “It all depends on firms doing the right things.” ■

“We have to design our production lines so that you don't have to wait five years for the payback. We have to embrace disruptive thinking.”

Tina Capotorto, MBA '03
Director of Lean Deployment
GlaxoSmithKline Canada





John Swettenham, MBA '88



PHOTOGRAPHER FOR ALL IMAGES: NATION WONG

Day *at the* Museum

Art galleries and museums are an integral part of urban life. For some they are a pleasant way to spend a Sunday afternoon; for others, a passion. *Intouch* spoke to several Ivey grads who make their living or contribute their time to keeping galleries and museums alive and lively.

John Swettenham, MBA '88

*Director, Marketing & Media Relations,
Canadian Museum of Nature*

John Swettenham worked as a management consultant, managed several small companies, and then worked for several years with Purolator and Canada Post. He joined the Museum in 2015.

What's your favourite place in the Museum?

I like the mammal gallery. The animals are presented in a series of three-dimensional dioramas first created in the 1950s and 1950s. I always tell visitors that these dioramas were the deluxe 3D televisions of their time! And although the animals are not alive, it's pretty cool to be able to get inches away from a moose or a grizzly.

What are the challenges you face in marketing the Museum?

Our budget is small, but our brand is huge. The challenge is to leverage the brand wherever possible, while building brand value. Partnerships are an important way to do that. There is just so much value for both partners, it's amazing. →

“When governments look to cut budgets, the people who do it are often Visigoths in Brooks Brothers’ suits.” —Ian Muncaster, MBA '62

Bill Morris, HBA '74

Chair, The Canadian Canoe Museum

Bill Morris is CEO and owner of the Stewart Group, a fourth-generation family firm. As Chair of the Museum, he is leading a \$40-million rebuilding project, which involves an international design contest and the development of a national network.

Why did you get involved with the Canadian Canoe Museum?

Canoeing is a big part of the early history of Canada and North America. I'm a very outdoorsy person, and spend a lot of time on the water, and I've lived in Peterborough for the past 18 years. It's a great community, and we've got a great team involved with the Museum. It's a cultural gem, one of Canada's best-kept secrets.

Why a new building?

It's a very impressive museum, but in a very unimpressive neighbourhood and building. The new building will be located at the Lift Lock, a place of great historical significance, and close to the Peterborough Museum. There will be big spinoffs for all of them in terms of attendance. The new location will also provide the opportunity to combine on-water programming and the museum at the same spot. The international design competition will give us preliminary designs from six top architects, something that will engage private donors. We have a history of support from across Canada, but this will take us to the next level.

Ian Muncaster, MBA '62

President, Zwicker's Gallery

Ian Muncaster started his career with Procter & Gamble, went on to work in advertising and eventually to teach business at Dalhousie University in Halifax.

How did you become a gallery owner?

I bought a painting at Zwicker's shortly after arriving in Halifax and a few days later I got a call saying my cheque had bounced. It turned out that the owner had known me at university. He had a manager working for him, but she was gradually putting him out of business. He asked me for some advice (and a replacement cheque!) and we became partners. Eventually I bought it by taking on the debt.

How hard is it to own an art gallery in Canada?

Many people say they'd love to have an art gallery, and some even say they want to buy me out. But when they have a look at the books, they lose interest. One study showed that Canadians spend an average of 25 cents a year on fine arts, compared to Americans at \$1.80, and Germans at \$5.80. A lot of people are downsizing these days, and modern condominiums tend to be all glass and have very little wall space.

So why do you do it?

I have a lot of fun, and I like to support the national culture scene. We treat culture very shabbily in Canada—theatres, orchestras, and galleries struggle to survive. When governments look to cut budgets, the people who do it are often Visigoths in Brooks Brothers' suits.



Andrew FitzGerald, MBA '88

“If you love a piece and it moves you, then it’s good art. It doesn’t matter what other people think or whether it costs a lot of money.” —Andrew FitzGerald, MBA '88



Andrew FitzGerald, MBA '88

Owner, The East Gallery

Andrew FitzGerald discovered the art scene of Vietnam while working there for Citibank. Later when he moved back to Toronto, he opened his gallery to introduce Canadians to the contemporary art of Vietnam, Cambodia and Burma.

How did you get interested in Vietnamese art?

There was a big art scene just kicking off when I was living there. It was a fun social thing to go out to the gallery openings and we became quite good friends with many of the artists. My wife and I both began buying art, and our place started filling up!

What art interests you right now?

What moves me most is figurative work—something where I feel there is a narrative behind the image, ideas and themes about society, relationships, people in the throes of time.

How do you know if an artist is good, if the work is worth buying?

I used to go into galleries and see something that I loved and then worry that I had made a mistake. Now I have a different view: if you love a piece and it moves you, then it’s good art. It doesn’t matter what other people think or whether it costs a lot of money. →

“The Museum is a place where we can learn about human rights with the hope that the experience will stimulate thought, dialogue and action. It’s a beacon.” —Lisa Pankratz, HBA '85



Paul Wildridge, HBA '77

Paul Wildridge, HBA '77

Director, Roberts Gallery Limited

Paul Wildridge grew up in the gallery, purchased by his grandfather and father in 1947, and started working there shortly after graduating from Ivey. He now operates it with his wife, son and daughter.

What makes Roberts successful?

My father set the groundwork for our business. He had an impeccable reputation for honesty in handling clients and artists, and we’ve kept to those traditions. We’ve continued to look for new artists as well as carrying on with historical work.

In the digital age, is there still a place for bricks-and-mortar galleries?

The business has certainly changed in recent years. There’s been a real growth in art fairs, the use of social and digital media, and auctions. I think there’s a place for all of it. I still plan to be here every morning, sweeping the front walk and opening the door!

How do you select the art you handle?

Looking at art is like wine tasting—it takes experience and it develops over years. But at the end of the day, the only criterion we have is whether we connect personally to the art. We have found over the years that we won’t be successful by trying to offer what the market is looking for.

Lisa Pankratz, HBA '85

Chair, Audit Committee, Board of Trustees, Canadian Museum of Human Rights

Lisa Pankratz has nearly 30 years of experience in the investment industry and capital markets, and is currently a Corporate Director and Advisor.

How did you get involved with the Museum?

Ever since I was a kid, human rights have been very important to me. In the early 2000s I was serving on the board of Canwest and heard about Izzy Asper’s vision for the Museum. I helped with the fundraising and was later asked to join the board. It is amazing to me that one person came up with this incredible idea and that with the financial support from three levels of government and individuals and organizations across the country, the dream became a reality.

“Museums help us study our past, contextualize our present and make better decisions about our future.” —Meg Beckel, MBA '86



Meg Beckel, MBA '86

Why is the Museum important?

It is the only museum in the world dedicated to the study of human rights. It's a place where we can learn about human rights with the hope that the experience will stimulate thought, dialogue and action. It's a museum of ideas. It's a beacon.

What makes it unique?

It's a visually stunning building located at a historic meeting place. As you move through the Museum, you move from darkness to light along alabaster-lined ramps learning about past and present human rights events. But it is not just about learning—it is also about a call to action. It's truly a journey.

Meg Beckel, MBA '86

President & CEO, Canadian Museum of Nature

Meg Beckel worked with the National Ballet of Canada, the Playhouse Theatre, the Vancouver Symphony, the University of Calgary, the University of Victoria, the Royal Ontario Museum and the University of Waterloo, before she joined the Canadian Museum of Nature in 2011.

Why do museums and galleries matter?

They are the keepers of our cultural and natural heritage. They help us study our past, contextualize our present and make better decisions about our future. They are the new town centre, the new agora, where people gather and discuss important questions. The National Museums system in Canada reflects the things Canadians deem to be of value to

them—art, history, science and innovation, human rights and immigration.

What are the challenges facing your museum?

Being important isn't enough: museums, including ours, need to be relevant. We are always challenged to stay relevant and meaningful to our visitors. That may be through a special exhibit, a permanent gallery, a program with educators and science interpreters. Or it could (and sometimes does) mean converting the museum into a night club! We exist to inspire understanding and respect for nature, for a better Canada and a better future. That's compelling, and it means we need to share really amazing stories about the explorations of our scientists in ways that are meaningful and relevant to the lives of our public now and in the future. ■

A Shift in Community

Thanks to KPMG, Ivey is helping develop capacity in the not-for-profit world

Like many people in the not-for-profit world, Sharon Avery, Chief Development Officer for UNICEF Canada, “fell” into her career.

Starting with a degree in broadcasting, she discovered a passion for helping children while spending a summer as a counsellor at a Tim Horton’s Children’s Camp in Nova Scotia. After a decade working in increasingly senior fundraising roles at SickKids Hospital in Toronto, she joined UNICEF seven years ago.

Her career was on fire, but she felt she needed more. “As I took on greater leadership roles, I was looking for an opportunity to understand my experiences and figure out what I would do differently in the future,” she says. “I wanted to find a way to professionalize what had been largely instinctive to that point.”

Avery was an ideal candidate for CommunityShift™, a development program for not-for-profit leaders offered annually at Ivey.

CommunityShift™ is modelled on the highly successful QuantumShift™ program. QuantumShift™ brings together 40 top entrepreneurs for five days of development activities designed to help them move to the next level as leaders. Ivey developed and delivers QuantumShift™ in partnership with KPMG. Five years ago, one of the prime movers at KPMG, Dave Cook, saw an opportunity to do something similar for the not-for-profit sector and suggested it to his colleagues in the not-for-profit consulting arm of the company.

“We spent a year and a half looking at the idea, gauging the market feedback, and exploring how to roll it out,” says Bobbi-Jean White, Partner, KPMG Enterprise. “One thing was clear: the demand was overwhelming.” While CommunityShift™ is a way to build KPMG’s profile in the sector, White says the vision was much bigger. “We saw an opportunity to give something back, something that we knew would expand capacity and build leadership

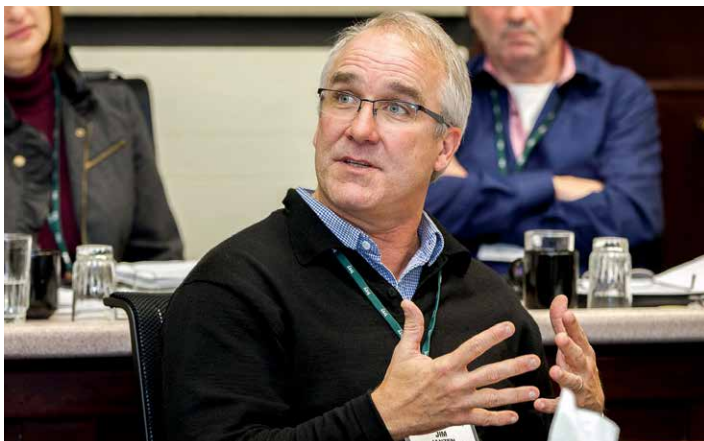
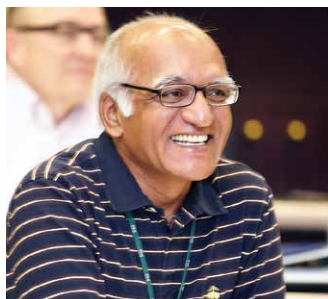
across the sector.” The program was also a perfect fit for Ivey. “We’re a leadership school,” says Gerard Seijts, Professor and Executive Director of Ivey’s Ian O. Ilnatowycz Institute for Leadership. “We like to talk and work with leaders and as our mission states, we believe in contributing to the society in which we operate.”

KPMG agreed to subsidize the cost of the program for participants, something Avery says is very important in a sector with limited resources. KPMG consultants also provide input to the curriculum, and nominate participants, who are then reviewed by a selection committee. Says White, “The committee spends a lot of time making sure it’s a diverse group so that everyone is bringing a different perspective to the discussions.”

The residential program, held in November each year, runs from Sunday to Friday at Ivey’s Spencer Leadership Centre. In typical Ivey fashion, it’s no picnic: activities are scheduled from 6:30 in the



Sharon Avery and (below) other participants in CommunityShift™



“ I had an opportunity to think about the kind of leader I want to be, and that’s made me more conscious of the things I do and say.”

— Sharon Avery, Chief Development Officer for UNICEF Canada

morning until 11:00 at night. White has attended two of the last three sessions. “The hours are long but the atmosphere is really high energy and positive,” she says. “Everyone is eager to learn, to soak up the information and ideas.”

Seijts says the program is a combination of case studies, guest speakers, and small and large group discussions. The cases focus on topics such as strategic leadership, managing stakeholders, leading change, evaluating performance, governance, and personal leadership development. For him, the most powerful aspect of the program is the interaction among participants. “We hope that at the end of five days, the faculty has challenged them and given some ideas to think about,” he says. “But what can’t be underestimated is the power of the connections these people establish.” White agrees. “Participants leave the program knowing they have a network of peers across the country that they can reach out to. And they do, asking tough questions about the issues they’re facing. They have a sense of confidentiality and camaraderie that makes them feel safe asking for help.”

Avery enjoyed the diversity and intensity of CommunityShift™. She also appreciated the fact that not all the cases were based on not-for-profit organizations. “There’s sometimes an assumption that not-for-profits should only study other not-for-profits, but that’s silly: we can learn as much or more from the for-profit world.”

The program validated much of what she was already doing and gave her new perspectives. “I came away feeling that I have made mostly the right decisions, but I also knew what I would do differently. I had an opportunity to think about the kind of leader I want to be, and that’s made me more conscious of the things I do and say. I also learned that you don’t always need to know everything to make a good decision.”

The experience was so transformational that Avery has been busy spreading the word among her colleagues. “There’s no question that a program of this quality builds capacity within our sector. I can’t tell enough people about it!” ■

Class *of* 2015

The unique
Ivey experience
starts on the
first day of classes,
and continues
for a lifetime

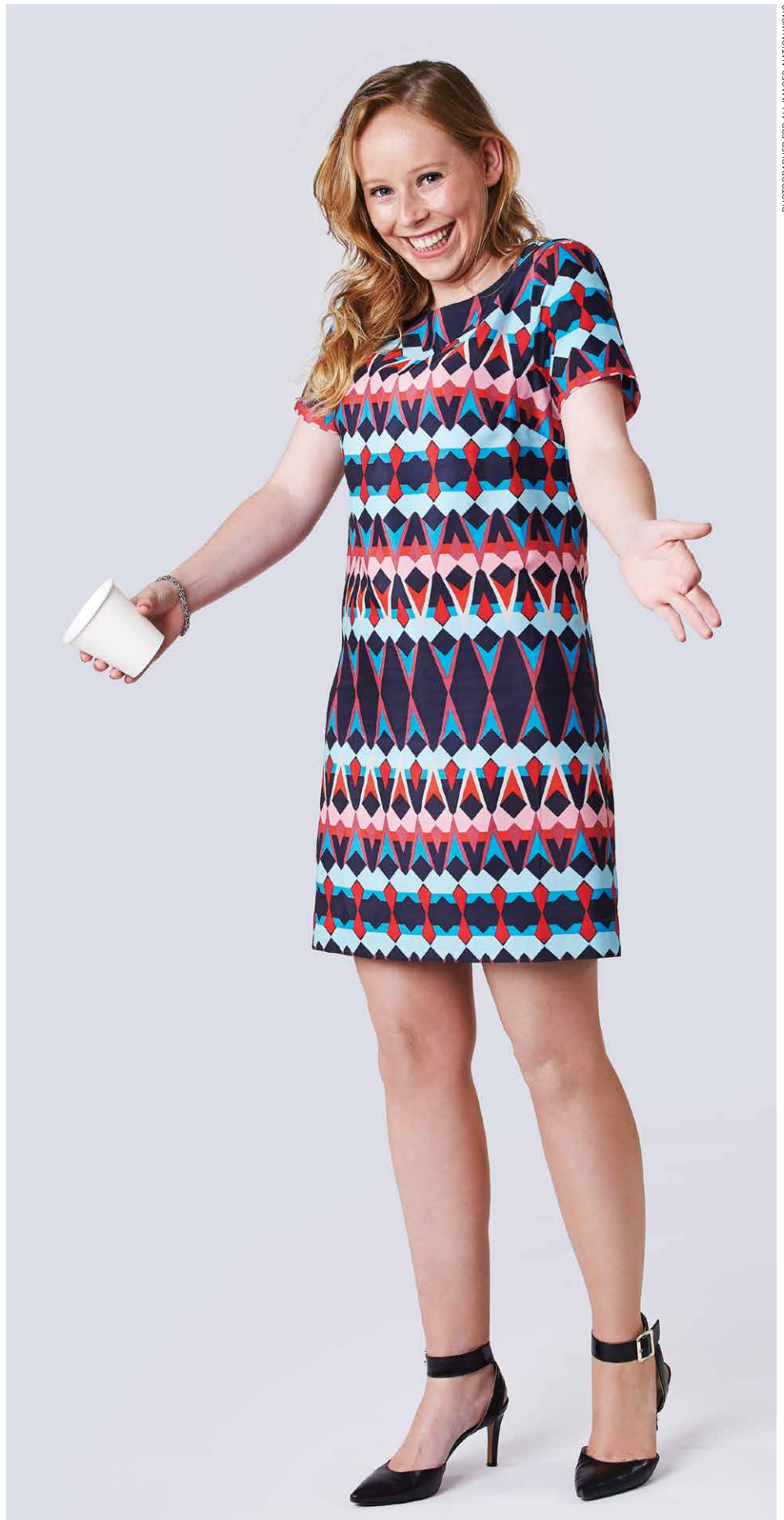
Ivey has seen dramatic change in the past decade—a new degree program, massive growth in the HBA, the introduction of a one-year MBA, and much more. Yet the core of the Ivey experience remains the same. And the result? As the Class of 2015 illustrates, Ivey continues to produce energetic and committed business leaders.

**“I thought,
‘oh no,
I’m going
to spill
my coffee
and be
known
as that
girl with
the coffee
stain!’”**

—
Zoe Woods
HBA '15

Zoe Woods, HBA '15, clearly remembers her first day at Ivey. She was proud of the outfit she had picked out for the occasion. At the School she bought a coffee but forgot to grab a lid. She was horrified when she and her classmates were loaded onto a school bus to be driven to the welcome event. “I thought, ‘oh no, I’m going to spill my coffee and be known as that girl with the coffee stain!’”

Although her outfit (and reputation) survived the day, Woods says it was full of discoveries. “I didn’t really know what to expect when I applied to Ivey and I walked around all day thinking, ‘This is so strange —what have I gotten myself into?’” →





“Pushing myself beyond my comfort zone and standing up in front of the class helped to sharpen my leadership and communication skills.”

Kun Shi, MBA '15

What she had gotten herself into, of course, was the Ivey learning experience. It's an experience that has been building careers and changing lives for more than 90 years—a tough, intense experience that produces indelible learning. It's an experience that starts on day one and for most alumni, continues for a lifetime.

For Woods, the learning extended far beyond the classroom. She was co-chair of the Ivey Leaders Forum and led the Women in Management Club. Looking back, she says her time at Ivey gave her new confidence. “Every day I was in a room with a lot of smart Type-A people, and that really helped me grow. I knew I had to put my hand up, say what I was thinking, and really go for the things I felt passionate about.” Today Woods is working with Deloitte Consulting in Toronto.

Wood's classmate Nick Xiang, HBA '15, also remembers his first day clearly. “I was excited to meet my new classmates and be challenged by the best business school in Canada,” he says. “I was also a bit intimidated that I might not be able to keep up with the cream of the crop!” The biggest learning experience for Xiang was the venerable Ivey Field Project, familiar to many alumni. His team worked with the Canadian Cancer Society to develop new ways to sustain fundraising revenues. “I learned a lot of things about how to play to each teammate's strength, and how to deliver value to the team, whether I'm in the driver's role or just crunching the numbers,” he says. “When I saw what we actually accomplished and the impact we had, it was pretty impressive.” Xiang joined Barclay's Bank in Calgary as an analyst last June.

When Kun Shi, MBA '15, arrived at Ivey, he already had a PhD in biochemistry in his back pocket but that didn't make his journey any less challenging. He participated in the preparatory course for people with minimal business background. “The first day was an extremely cold one in March, but instantly the energy in the class was so great. It was different from what I had experienced in all my years in school.”

A self-identified introvert, Shi at first found it difficult to put himself forward. “Pushing myself beyond my comfort zone and standing up in front of the class helped to sharpen my leadership and communication

skills. I feel a lot more comfortable being part of the business community, which is very different from the environment I was used to.” Moving forward, Shi sees himself combining the scientific rigour and hypothesis-driven methods of his PhD studies with the business problem-solving approach of Ivey. He’ll have his first chance to do so in his new job at Johnson & Johnson.

Lauren McLeod, MBA ’15, who enrolled in Ivey’s MBA program after several years as a Senior Policy Analyst with the Ontario Public Service, also felt a mix of emotions on her first day at Ivey. “I was nervous, excited, ready to get going and anxious to start off on the right foot. Everyone else in the class seemed really phenomenal and I thought, ‘What am I doing here?’” She soon realized that her

classmates were feeling the same way.

For McLeod, the biggest challenge at Ivey was exactly what her parents and younger brother, all Ivey graduates, warned her about—the sheer volume and intensity of the program. “When you sign up for the MBA at Ivey, you’re signing up for 24 hours a day, seven days a week, 52 weeks a year.” To add to the pressure, McLeod also served as Internal Vice President of the MBA Association.

Like Xiang, McLeod says the most important thing she took away from the program was an appreciation for the value of working in teams. “I learned to trust the people I worked with, and to know that things will always end up working better if I’m part of a functioning team—someone who knows when to lead and when to take a back seat.” That understanding will serve

her well in her new job as a Consultant with Bain & Company.

Elizabeth Li, EMBA ’15, has spent the past 14 years working for the investment bank J.P. Morgan, first in New York and then more recently in Hong Kong. Although she had once considered an MBA, she wasn’t actively looking for a program until she heard about a scholarship for women students in the Ivey Hong Kong Executive MBA. The more she learned about the Ivey program, the more excited she was.

One of Li’s first Ivey experiences—and one of her greatest challenges—was a day of outdoor activity designed to help the class gel. “I’m allergic to nature!” she says. “And I’ve never been good at physical activity. But I did it, and it was a good learning experience.” →

“I’m allergic to nature! And I’ve never been good at physical activity. But I did it, and it was a good learning experience.”

Elizabeth Li, EMBA ’15



More importantly, the program gave Li a new perspective on the nature of business leadership. “The professors at Ivey go beyond the academic teaching: they teach you the importance of one’s character as a leader—the discernment to know what the right thing is, and the integrity to carry it out.” Li says the program also validated her business instincts. “With no post-graduate degree, I was starting to second-guess myself, to wonder whether I was really giving the right advice. Now I’m more confident in my judgement calls.” J.P. Morgan has undergone a lot of change in the past two years, and Li’s role has expanded with it.

Yves Plourde, PhD ’15, grew up in a small town in the Saguenay region of Quebec and didn’t speak English until he was in his late teens. He completed a BA and MSc in Quebec, and then went to work for Accenture as a consultant. But he soon realized that he wasn’t cut out for consulting. “I like to spend time thinking about problems, as opposed to being rushed to propose solutions to clients.” As he pondered his next step, he paid an exploratory visit to Ivey. “The researchers I spoke to were really committed to their research and I found that extremely exciting,” he says. “There was no doubt in my mind that it was time to do the PhD.”

Plourde’s dissertation explored how Greenpeace International chooses the issues they focus on, and how they diffuse that focus throughout the organization. It’s a topic he believes is equally relevant

to for-profit companies. He gained access to the Greenpeace archives in the Netherlands, where he found 200,000 pages of documents. “I have work for the next 10 years!” he says.

Plourde, who now teaches at HEC in Montreal, says the most challenging aspect of his time at Ivey was balancing his research and academic job search with becoming a father (his son Yanni was born during his third year in the program, and his daughter Maya was born in the fifth year). Despite the time management challenges, the School left him inspired and energized. “Seeing how rigorous Ivey scholars are about their research really changed me. I learned to always question my findings, push my thinking, and keep looking at the problem from different perspectives.”

Mads Hviid Jensen, MSc ’15, certainly remembers his first day at Ivey. He had just arrived from his native Denmark, a relatively moderate climate, to start the MSc program. The University was closed for a snow day and the temperature was minus 50. “I couldn’t breathe outside!”

The next day he walked into his first Ivey classroom, and was immediately impressed by the diversity of the MSc students. He says the challenge for him and many others was to set aside stereotypes and preconceptions about how people from different cultures act in business situations and “go in with an open and welcoming mind.”

Unlike many of his fellow students, Jensen had no business background going into the program: he had completed law school in Denmark. “I didn’t have anything to un-learn,” he says, “so I just tried to soak up everything at Ivey.” The Ivey experience has given him a much more international perspective. “In the past, I had trouble choosing between working as a lawyer in Denmark and coming to Canada for my MSc,” he says. “Now my choice is where in the world to pursue my career!” The first stop, ironically, is Copenhagen, where he will begin an international rotation program with Novo Nordisk, a Denmark-based global pharmaceutical company.

Michael Pownall, EMBA ’15, admits he was “terrified” meeting his classmates on day one of the Executive MBA program. “I read the biographies of my classmates and I thought, ‘what’s a horse vet doing here?’”

Pownall and his wife run a successful equine veterinarian practice, with three locations and up to 11 vets working with them. But he recognized that his industry was facing challenges, especially after new legislation to regulate the racing industry in 2002, and the 2008 financial crisis. “There are fewer and fewer people getting involved with horses,” he says. “I knew I had to start making some smarter decisions about our business.”

Like others, Pownall found Ivey’s emphasis on group work challenging.

“I read the biographies of my classmates and I thought, ‘what’s a horse vet doing here?’”

Michael Pownall, EMBA ’15

“The first day at Ivey? I couldn’t breathe outside!”

Mads Hviid Jensen
MSc '15

“When you own your own business, you’re used to doing things your own way,” he says. “I had to learn that the power of the group can do incredible things. I had to find the wisdom and courage to suppress my ego and listen to other people.”

On the flip side, he says that being an entrepreneur gave him the opportunity to put new learning to work immediately and see the results. “You’re looking at a big price tag for the program, but I was able to pay it back in full in terms of money saved and new revenue opportunities.”

Still, like most people who graduate from Ivey—in 2015 or in any other year—Pownall says the impact can’t be measured in dollars or titles. “For all of us, the program was a very profound personal experience,” says Pownall. “It gave me the confidence to see that I’m a good thinker and that I have value.” Or as Zoe Woods puts it, “Ivey taught me to stand up for myself, because if I don’t believe in me, who will?” ■





save the date!

SEPTEMBER 30 – OCTOBER 2, 2016

homecoming



Your Ivey Network

Ivey Alumni Network Board
 Newly minted Chair, Michael Bernstein, MBA '96
 page **34**



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 notes and photos to: ivey.ca/alumni/classnotes or email alumni@ivey.ca

1953

James Fleck, HBA '53, has been appointed companion of the Order of Canada.

Please contact Frank at frankc@yorku.ca for a special discounted price.

1969

Paul J. Hill, MBA '69, along with his wife Carol, has been named 2014 Citizen of the Year by CTV Regina for exemplifying excellence in community service.

1957

Bill Breukelman, MBA '57, has been appointed to the board of directors for CardioWise Inc.

1960

Frank Cosentino, HBA '60, has authored his latest book, *Canadian Football 1995-2014: Home Again*. The book follows the Canadian Football League through a 20-year period full of tumultuous but also glorious times.

1970

Jacques Menard, MBA '70, has received an award for leadership in recognition of Marcel Côté and has been appointed chairman of the board of directors at Montréal International.

1971

Barry Leon, MBA '71, now holds the position of commercial judge of the High Court of the Eastern Caribbean Supreme Court, located in the British Virgin Islands. The Commercial Division, a well-respected busy commercial court, was established to facilitate the speedy and efficient resolution of commercial cases in the ECSC system in a manner that enables that Court to maintain their competitive international profile while

Continued On Page 36 →

Ivey Lives Remembered
 George Turnbull, HBA '49
 1927–2015
 page **38**



Working Together
 Ladies helping ladies learn to code
 page **40**



The Gift of Time
 The ties that bind
 page **43**



The book will be available in bookstores including Amazon.ca, Lulu.com and Chapters/Indigo.

Ivey Alumni Network

Questions and Answers with Michael Bernstein, MBA '96

Meet the newly-minted Chair of the Ivey Alumni Network Board

Michael Bernstein studied philosophy and economics as an undergraduate at Dartmouth College, and then became a consultant. When he and his wife Nan DasGupta (then an engineer at GE, now a partner at Boston Consulting Group), MBA '96, both decided it was time for an MBA, they found Ivey's general management approach, excellent reputation and strong alumni network appealing. After graduation he joined CIBC World Markets in investment banking, and then moved to lead Macquarie Capital's Canadian infrastructure team in 2005. In 2011, part of the Canadian operation was renamed Capstone and he became President and CEO of the publicly-traded company. Bernstein took over from former IAN Chair Anthony Ostler, MBA '97, in June.

Why were you interested in taking on this position?

Financial aid provided by alumni supporters allowed me, a middle class Montrealer, to attend Dartmouth College. So the value of the alumni connection is part of my personal experience.

My wife and I attended Ivey together. (Nan was VP internal of the MBAA and I was VP external—our little household had quorum for executive meetings!) The Ivey learning experience transformed our career trajectories, and we made some wonderful friends. They were two of the best years of our lives, so I'm glad to be able to give back.

Beyond the personal impact, I believe that Ivey's success is good for Canada and good for society. Ivey develops leaders in all sectors—women and men with the ability to analyze complex issues, collaborate, make insightful decisions, and inspire others. People with the

fundamental skills to get things done—whether it's helping a company outperform, bringing entrepreneurialism to a not-for-profit, or improving operations of a government agency. I think it's very important for Canada to have leaders who are not afraid to push the boundaries and do things differently.

Any thoughts on the leadership of past Chair Anthony Ostler?

I'm very grateful to Anthony and the rest of the team for the strong position the IAN is in. Anthony did a great job. He refined the IAN segmentation approach to ensure that we are delivering value to alumni at all stages of life, enhanced the structure of the Board, and helped steward Global Ivey Day. I'm hoping a fresh pair of eyes and a new perspective will bring some new insight and ideas to the Board, so we can continue to make the IAN better and better.

What are your goals as IAN Chair?

I've challenged board members to develop some Big Hairy Audacious Goals, and I'm quite confident they will. Ivey is a great school with a high level of alumni engagement. At 59 percent we're double the next best business school in Canada! But the question is, how far can we go?

One thing I'm particularly interested in is breaking down the walls between programs and encouraging all Ivey alumni to see themselves as part of the same family. After all, our common learning experience ensures that we have more in common than we have differences.

Any other messages you'd like to send to alumni?

Never doubt that the School is doing extremely well. The HBA, MBA, EMBA and PhD programs are continuing to attract top students and turn out exceptional leaders, and the innovative

**“Never
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MSc program is expanding. There are still some concerns over changes to the programs and some of the rankings. But we need to accept that some of the rankings are not structured for Ivey's strengths, and that's okay. Because what matters most is that our students and our recruiters still view Ivey as an exceptional business school and are very satisfied.

When Ivey does well, we all do well. It's a virtuous circle. The better the School's reputation, the higher quality the students, the stronger the brand, and the more we alumni benefit. We have all the elements in place—a growing base of loyal and dedicated alumni, a committed group of volunteers, and the support of the School—to ensure that we will do great things for our alumni and for Ivey. It's exciting to be part of this.

providing support to the international business sector. Barry succeeds the first judge of the Commercial Division, Justice Edward Bannister QC, who held the position since the establishment of the Division in 2009.



1972

Gregory Katchin, MBA '72, retired in January after a professional career of 43 years. He most recently spent 10 years as director of finance and operations with the College of Audiologists and Speech-Language Pathologists of Ontario. In the 23 years before that, Gregory transitioned through several positions to become director of finance and operations in Canada for WestPoint Stevens, Inc. of West Point, GA. Gregory started his career off with 10 years working for KPMG in Toronto, where he obtained his CA designation. Gregory and his wife Ann Marie plan to relocate this summer to Southwestern Ontario to spend more time with their grandchildren and to discover boating, motorcycling and golfing opportunities there.

1975

David Armstrong, MBA '75, has been named VIP member of Worldwide Branding.

Mac Van Wielingen, HBA '75, has been appointed chair of the board of directors at Alberta Investment Management Corporation (AIMCo).

1976

Christine Lengvari, MBA '76, has been named among the 50 Most Influential Women in Canada's Life Insurance Industry by the *Insurance*

and *Investment Journal*. Christine is president and CEO of Lengvari Financial Inc., a boutique life insurance brokerage specializing in retirement and estate planning. The family firm has been in business for over 60 years with clients across Canada. She is actively involved in the community, serving on boards at McGill University, Concordia University, St. Mary's Hospital Centre, International Women's Forum, Conference for Advanced Life Underwriting, and the Cancer Research Society.

Greg Rumble, HBA '76, has been appointed executive vice president and chief financial officer at TransForce Inc.

David Scoon, MBA '76, has been appointed chief operating officer of new company Huang & Associates Analytics Ltd.

1978

Michael McMullen, MBA '78, was elected chair of the Canadian Chamber of Commerce's board of directors at the annual general meeting of the Canadian Chamber in Charlottetown, PEI. Michael has served as an executive board member since 2010.

Richard Nesbitt, HBA '78, has been appointed to the advisory board of Vision Capital Corporation, and president and chief executive officer at the Global Risk Institute in financial services.

1979

David Kassie, MBA '79, has been appointed chief executive officer of Canaccord Genuity Group Inc.

John Nyholt, HBA '79, MBA '83, has been appointed to Tier One Capital Limited Partnership's board of directors.

Peter Schoen, HBA '79, and his wife Karen visited classmate **Tobias Tafel, HBA '79**, and his wife Katharina in

May 2015 in Dusseldorf and stayed at their home for a long weekend. In the background you can see the Rhine River, just north of Dusseldorf. Schoen is CEO/owner of True North Cadillac in North Bay, Ontario and Tafel is CEO and managing partner of KONITZER & TAFEL Management Consulting in Dusseldorf. They were later joined by **Robert von Herrmann, MBA '94**, senior vice president of Heitman Real Estate Investment.



1980

David Alexander, MBA '80, writes, "I have semi-retired to my home in SE Asia, where I continue to provide investment advice and board services, with some pro bono academic work mixed in. More importantly, I'm enjoying the extra time being a dad to my two young daughters and trying to stay fit and healthy as they grow up." David welcomes you to be part of his professional network, by visiting <https://sg.linkedin.com/in/drdalexander>



Chris Graham, MBA '80, writes, "I am currently celebrating 13 years at the University of Victoria-Gustavson School of Business. I've been the assistant dean-finance, director of the BCom and MBA programs, and am currently director of accreditations, rankings, and metrics. This is in addition to my faculty position teaching accounting and finance. My wife Joan (who is vice-president of Camosun College) and I have been in Victoria for 25 years and are likely to stay here. My daughter (Adrienne) is going into Grade 12 this year and is starting to look at universities (which means that retirement is fairly far off!)"



Kevin O'Leary, MBA '80, has been appointed to the board of advisors at ARHT Media Inc.

Ron Wasik, MBA '80, writes, "Janice and I moved to Delta, B.C. in 2001 for a job opportunity. I retired in 2007 from full-time work but keep active. I am an adjunct professor in land and food systems at UBC teaching business to graduate food scientists, consulting to food processors on matters ranging from crisis management to product development, writing a food safety column for Canada's only nationally distributed food industry magazine and volunteering on two food producer and processor association boards. My recreational activities include sailing (Janice and I sailed to Alaska in 2014), RV camping (across

the continent in 2009), leading local Sea Scouts, singing in a community choir (won gold in NYC in 2014), enjoying the grandchildren and, soon to come, renovating our home."



Douglas Willock, MBA '80, has been appointed to Cancana Resources Corporation's board of directors.

1981

Nora Aufreiter, HBA '81, has been elected to Kroger's board of directors.

David McGraw, MBA '81, has been appointed to BluEarth Renewable's board of directors.

1982

Kyle (Franklin) MacDonald, HBA '82, has been awarded the 2014 RBC Canadian Women Entrepreneur of the Year award.

Dave Mullen, MBA '82, has been appointed chairman of the Canadian Venture Capital and Private Equity Association.



Dipak Rastogi, MBA '82, has been appointed to CFH Group's board of directors.

1983

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

1984

Stephen Armstrong, HBA '84, co-founded MAPLE Business Council with Western University alumnus Robert Kelle to promote cross-border trade and investment between Canada and Southern California. Further information on MAPLE Business Council can be found at www.twitter.com/maplesocal and www.maplesocal.com

George Cope, HBA '84, has been appointed member of the Order of Canada and has also been named one of Toronto's top 50 most influential people, according to *Toronto Life*.

Rick Matthews, HBA '84, has made a big move to Melbourne, Australia where his wife Sue accepted the position of CEO at the Royal Women's Hospital. Rick now runs APAC for Power2Motivate and Global Rewards Solutions. His eldest child has graduated from Western University, and is joining Rick and Sue in Australia by commencing law school at Monash, while Rick's youngest child is still in Toronto attending Humber. Rick writes, "Sorry for missing our 30th, which was a disappointment but just one of the things that happens when you move to the other side of the globe. When in Melbourne, come by to say g'day! I've got lots of Shiraz and we can put some prawns (nope, not shrimp) on the BBQ."

Ed McHugh, MBA '84, was awarded the Chair's Award from Sport Nova Scotia for life-long dedication to amateur sport—notably basketball and Special Olympics. He writes, "**Henry Vehovec, MBA '84,** among other things, is teaching at the University of Toronto to Engineering, MBA and Masters in Global Policy students. He is also on the investment committee of Sustainable Development Technology Canada (sdct.ca) and is chairing the Mindfirst Energy Seminar Series. According to **David Duncan, MBA '84,** for 30+ years some members of Section 2 continue to meet for an annual 'board meeting' euphemistically termed the 'First Weekend in June Fishing Weekend' wherein precisely no one fishes. Instead, sub-committees of various working groups and task forces are struck for the purposes of serious inquiry into all manner of pressing strategic and tactical issues. They have yet to overcome significant obstacles related to writing the whole escapade... er, venture... off for tax purposes, but no doubt this erudite assemblage will ultimately assuage any and all Rev Canada concerns in due course."

Madeleine (Thevenoz) Paquin, HBA '84, was awarded as one of Canada's top female entrepreneurs of 2015 by *PROFIT/Chatelaine W100*.

Ray Young, HBA '84, has been appointed executive vice president of the Archer Daniels Midland Company, which recently relocated its global centre to Chicago, IL. In addition to his CFO role, he also assumed oversight responsibilities for the Asia region. Ray was also recently elected to join the board of directors of the International Paper Company, headquartered in Memphis, TN, and also the US-China Business Council, based in Washington, DC and Beijing, China.

1985

Anne Hale, MBA '85, writes, "We moved to Victoria, BC in 2011 in order for my kids to go through high school. I'm retired, enjoying the west coast lifestyle and contemplating my next focus, having been a single mum for 15 years."



Jane (Bogar) Hawkins, MBA '85, writes, "Hi Ivey colleagues; it has been a while since 1985. Living in Vancouver and working at SFU. Keep in touch."

Robert G. McFarlane, MBA '85, has been appointed to HSBC Bank Canada's board of directors.

Allen Morrison, MBA '85, has been appointed chief executive officer and director general of the Thunderbird School of Global Management.

Doug Murphy, HBA '85, has been appointed president and chief executive officer of Corus Entertainment.

Mollie O'Neill, MBA '85, writes, "I'm delighted to become the class liaison. Kudos and huge thanks to **Donna Porter, MBA '85,** who has done the job for 30 years. I've been living in Toronto running Brigus Learning, a company that designs and develops certification and compliance courses. An estimated half a million people have completed courses we designed and/or developed."

1986

Jay Katz, MBA '86, has been appointed executive director at the Windsor Jewish Community Centre.

John Mercer, MBA '86, has been appointed president and chief executive officer of Dundee Sustainable Technologies Inc.

Derek Murphy, MBA '86, has been honoured with the 2015 Alumni Honour Award by Memorial University's Faculty of Business Administration.

Wade Oosterman, MBA '86, has been appointed group president of Bell and BCE.

1987

John Bartkiw, HBA '87, has been appointed managing director of real estate at Fengate Capital Management.

Darin Deschamps, HBA '87, has been appointed co-head of Wells Fargo Securities Canada.

Cynthia (Sucharola) Devine, HBA '87, has been appointed chief financial officer at RioCan Real Estate Investment Trust.

Dale MacMaster, MBA '87, has been appointed chief investment officer at Alberta Investment Management Corporation (AIMCo).

Stuart Morris, HBA '87, has been appointed general manager of retail at Sunwing Travel Group.

Paul Pew, HBA '87, has been appointed lead director and chair of the corporate governance and nominating committee at Shaw Communications Inc.

1989

Andrew de Pass, HBA '89, was appointed chief executive officer of Conergy, a global solar downstream company with 350 employees worldwide operating in 15 countries, in March 2015. Conergy specializes in the development, construction and operations of both ground-mount and rooftop solar PV systems.

Frederick Kozak, MBA '89, has been appointed corporate vice president at Pacific Rubiales Energy Corporation.

Brad Rome, HBA '89, has been appointed president of Canadian Black Book after recently being acquired by Hearst Business Media. For more than 50 years, CBB has been the leading provider of vehicle values in the Canadian market. No cost vehicle values are available at www.canadianblackbook.com

Jill Schoolenberg, HBA '89, has been appointed vice president of Canada at GoDaddy.

1990

Don Johnson, MBA '90, has joined MSX International's advisory board.

Terri (Rutledge) Margo, MBA '90, was awarded as one of Canada's top female entrepreneurs of 2015 by *PROFIT/Chatelaine W100*.

Angela Simo-Brown, HBA '90, has been awarded as one of Canada's Top 100 Most Powerful Women, as celebrated by the Women's Executive Network.

Tim Watson, HBA '90, has been appointed executive vice president at AltaGas Ltd.

1991

Ammar Aljoundi, MBA '91, has been appointed president of Agnico Eagle Mines Limited.

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Ivey Lives Remembered

George Turnbull, HBA '49 1927-2015



In September 2014, George Turnbull's four children, their spouses and his grandchildren gathered to celebrate his 87th birthday. At the dinner, they stood up one by one and talked about the most important things they had

learned from him. Son Tim Turnbull says there were many valuable lessons shared, and many happy tears. "My father's greatest achievement was his family. He was pleased that his values of honesty, integrity, respect and sincerity had been passed along to his children and grandchildren."

George Turnbull arrived at Western from his hometown of Windsor in 1945. In addition to his HBA studies, he served on the University Students' Council and was an all-star with the Mustang football team. "It was important to him that he lived a well-rounded life," says Tim. "He felt that his experience at Western gave him the knowledge and skills he needed to go out into the business world confident and competent." He was elected permanent class president at graduation.

George went on to work with the Ford Motor Company, in the insurance industry, and finally in pension fund management. He was a founding partner of Sceptre Investment Counsel Ltd. in 1971, and played a key role in its success until his retirement in 1988.

At Sceptre, George focused on sales and relationship management, and came to believe that these were critical and often-overlooked business skills. Says Tim, "My dad always said that you could have a great strategic plan, but then you had to get it done, and one of the ways you got it done was to have integrity and honesty in customer relations. If you didn't, you'd

fail, despite the smartest plan." In 1996 George and his wife Mary, also a Western graduate, made a generous gift to Ivey to establish a fellowship with a focus on sales management.

As Class President, George helped organize many reunions. He was an inaugural member of the Ivey Alumni Network Board of Directors. In 1999 he received the Ivey Distinguished Service Award.

George was a staunch supporter of the United Church, and gave generously to many organizations in the fields of education, community service, medicine and the arts. Other family donations to Western created awards for English and intercollegiate athletic achievement. He received the Order of Ontario in 2010 and the Diamond Jubilee Medal in 2012 in recognition of his philanthropy.

Tim remembers his father as the consummate gentleman, a man who made a point of remembering names and always shaking hands. "When he was talking to you, you felt like you were the only person in the room. He believed in listening, respecting other peoples' opinions, and being a man of his word. He built his life on those values."

George's commitment to Ivey lasted beyond his lifetime: he made several gifts of life insurance designated to areas of highest need. Says Tim, "My father gave to Ivey and Western because he believed in what the University could do, and was grateful for what it had done for him."

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1992

Patricia Meehan, MBA '92, writes, "My number is influenced by my career path—the numbers are: 23, 22, 4, and 38. 23 years since we graduated together—where did the time go? 22 years that I will have been with PwC as of August. 4 is for family (me, Joe, and our kids Lucy, 14, and John, 13). And last but not least 38—the number of members in our MBA 1992 Facebook group (in June). I'm hoping we can get even

more onboard, so we can stay in touch. If you could catch up with anyone tomorrow, who would it be? Let me know (pmmeehan@gmail.com), and I'll reach out for an update from them. Here's to hearing where the 'people who knew us when' are today! Cheers, Trish."

Tom Pressello, HBA '92, has been appointed executive vice president and chief financial officer at Karnalyte Resources Inc.

1993

Brian D'Costa, MBA '93, writes, "After 20 years on trading floors, I decided it was time to follow another dream and have embarked on an entrepreneurial journey. My partners and I have launched a boutique asset management company (Algonquin Capital) with the objective of offering investors a novel approach to obtain attractive returns from fixed income instruments. It is certainly fun to be using all the

knowledge and skills I learned at Ivey as well as the experience gained through trading to build my own business."

John Gillberry, MBA '93, has been appointed lead independent director at GuestLogix Inc.

John Lazarou, MBA '93, taught business classes and facilitated case studies to 35 entrepreneurs in the May 2015 LEADER program in Macedonia with fellow Ivey instructor

grads **Sapna Mehta, MBA '15**, **Mike Chou, MBA '15**, **Eric Wong, MBA '15**, and **Matthew MacIsaac, MBA '15**. This was the second year that LEADER opened up the program to alumni.



Simoun Ung, MBA '93, and **Puneet Talwar, MBA '03,** demonstrate the strong Ivey connection between India and the Philippines.



1994

James Lorimer, MBA '94, has been appointed interim chief financial officer at DATA Group Ltd.

Andrea Poptsis, HBA '94, writes, "I can't believe the 2015 Pan/Parapan Am Games have come and gone! I am looking forward to some new and exciting challenges in 2016 after having spent the past few years working in risk management and games-readiness at the Province of Ontario's Pan/Parapan American Games Secretariat. There was a lot to do in Ontario as we prepared to host the 10,000 athletes and officials from 41 Pan Am nations at the largest multi-sport event ever held in Canada. It was truly an amazing, once-in-a-lifetime experience!"

Robert von Herrmann, MBA '94, See Note under 1979 (Peter Schoen)

1995

Graham Badun, MBA '95, has been appointed president and chief executive officer at AlarmForce Industries Inc.

Mark Brown, MBA '95, active alumnus of both the Ivey Business School and Western University, is proud to announce that adHome, a business with whom he is a partner, had been announced as a finalist for the London Chamber of Commerce Medium Business of the Year award. Brown, along with his business partner Mary-Ellen Willard, have worked for the agency for nearly a decade and purchased it in 2012. adHome takes a collaborative approach to the ever-changing creative processes behind advertising, and serves both local and national clients as it strives to give back to the community it is a part of. Unfortunately, adHome did not win the award but was honoured to have held a position as a finalist.



Blaik Kirby, MBA '95, has been appointed president of Bell Mobility.

Jeannine (Francis) Pereira, HBA '95, recently became the talent development leader at EY Canada after being the diversity, inclusiveness and human equity leader for eight years. Jeannine is now focused on leadership development, succession planning, coaching and teaming, working with senior leaders. Jeannine received Ascend Canada's Manulife Mentor of the Year award at the inaugural gala and recently joined the board to continue diversity and inclusion efforts in the business community.

Ascend Canada is an organization that was started to address the shortage of Asian leaders in Corporate America and has broadened its reach into Canada since 2011. Jeannine and Chris will complete 15 years of marriage this year and they enjoy travelling with their two girls.



1996

Luke Seabrook, HBA '96, has been appointed head of global trading products at BMO Financial Group.

Mark Wellings, MBA '96, has been appointed director of Eurotin Inc.

1997

Tim Hockey, EMBA '97, received the Founder of Canada's Digital Economy award, presented by the Digital ID and Authentication Council of Canada to recognize outstanding leadership in support of Canada's digital economy.

Joseph Lo, HBA '97, MBA '04, has been appointed president at Medisys.

Sandra Oliver, EMBA '97, was awarded as one of Canada's top female entrepreneurs of 2015 by *PROFIT/Chatelaine W100*.

Greg Sybersma, MBA '97, has been appointed chief sales and marketing officer at ANCILE Solutions, Inc.

1998

Bryan Pilsworth, MBA '98, has been appointed president and portfolio manager of Canadian equities at Foyston, Gordon & Payne Inc.

1999

Brent Patterson, MBA '99, See Note under 2002 (Nicole Turnbull-Patterson)

Kerry Peacock, EMBA '99, has been awarded as one of Canada's Top 100 Most Powerful Women, as celebrated by the Women's Executive Network.

2000

Stacey Allaster, EMBA '00, has been awarded as one of Canada's Top 100 Most Powerful Women, as celebrated by the Women's Executive Network, and has also been named executive-in-residence in the Mark H. McCormack Department of Sport Management at the University of Massachusetts.

Rory Capern, HBA '00, MBA '04, writes, "On the professional front, I'm leading Google's partnerships business in Canada, based out of Toronto. Amy and I are living in Etobicoke with our two kids, Lauren (8) and Max (7), who are both growing like crazy and keeping themselves and us on our toes."

Peter Cullen, EMBA '00, has been appointed chief privacy advisor at VoloMetrix.

Tasha Mazza-Kelton, HBA '00, MBA '05, writes, "On a class note, it was great to see a number of my HBA classmates during a reunion night in May organized by **Dann Cushing, HBA '00.** I hadn't seen some of your faces for over 10 years so it was nice to hear everyone is doing so well and the Ivey offspring are growing! On a personal

note, it was great to participate in the Pan Am Games this summer as all the Men's and Women's soccer games were held in Hamilton. Players Paradise, my soccer facility, was host to many teams training and it was so inspiring to see all the soccer talent that was in town! Our three daughters (Sophia, 7, and Reese and Tessa, 5) got to take in some of the action as well! While I won't be able to make it to Ivey Homecoming, I hope it's a great reunion weekend for everyone. All the best."



David Resnick, HBA '00, MBA '05, and family just completed a year in Singapore, after relocating from Google's Toronto office to the APAC HQ to lead its ecommerce, finance and Telco practices.



2002

John Duffy, EMBA '02, writes "The F/S and S/M EMBA 2002 classes held a joint reunion on June 18 at the Rosewater Supper Club in Toronto. There were 13 alumni in attendance for a fun evening of catching up and networking."



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Working
Together

Ladies Helping Ladies Learn to Code

Heather Payne, HBA '09, and Melissa Sariffodeen, HBA '10, are working to bridge the technology gender gap

It was a simple idea, but one whose time had come.

In May 2011 Heather Payne casually tweeted that Toronto needed coding workshops for women. She had been trying to teach herself to code for two years and had read about a similar program in Los Angeles. Although she didn't have a lot of followers, word spread quickly and the response was enthusiastic. "It just took off," says Payne. "There was a frenzy of excitement around the idea."

By August, Payne, fellow Ivey alumna Melissa Sariffodeen and two other co-founders had launched Ladies Learning Code with a single workshop in Toronto. Today the not-for-profit organization offers one-day beginner workshops designed for women and several programs for children in 22 cities across Canada. Already more than 20,000 people have been introduced to coding through the organization, and participation is doubling every year. On September 26, the organization

will host National Learn to Code Day, with more than 1,000 women participating in workshops across Canada.

Sariffodeen, who is Co-Executive Director, says the organization is about more than responding to a need in the marketplace: it's also about promoting digital literacy and closing the gender gap in technology. "Whatever your age or level you should have some exposure to the technology we use every day," she says. "Just as we need a bit of English and a bit of math,



"Whatever your age or level you should have some exposure to the technology we use every day. Just as we need a bit of English and a bit of math, we need a bit of technology."
—Melissa Sariffodeen



"At Ivey in every case you do, you're the CEO dealing with high-level problems and finding solutions. I think that role-playing has made this leadership role quite comfortable for me."
—Heather Payne



More than 20,000 people have been introduced to coding through Ladies Learning Code, and the organization continues to grow rapidly. The goal, says co-founder Melissa Sariffodeen, is to empower women to be builders, not just consumers, of technology.

we need a bit of technology.” Ladies Learning Code focuses on meeting the learning needs of women because they are more likely to be intimidated by technology. “We are working to empower women and girls to be builders of technology, not just consumers.”

Thanks to the success of Ladies Learning Code, women soon began to ask for a longer course that would build marketable skills. HackerYou was born, with Payne as CEO. HackerYou offers part-time programs, with two three-hour classes per week for six weeks, and a full-time nine-week program. The for-profit school is housed in an “Apple Store-style” facility at Queen and Spadina in Toronto.

Sariffodeen says her Ivey experience helped prepare her and Payne for their entrepreneurial ventures. “We have always focused on how to be more lean and efficient, and how to have more impact with the resources we have,” she says. “Those are skills we developed at Ivey and they have helped us scale up effectively and be successful.” Payne agrees, adding, “At Ivey in every case you do, you’re the CEO dealing with high-level problems and finding solutions. I think that role-playing has made this leadership role quite comfortable for me.”



ALL PHOTOGRAPHY: PAM LAU (WWW.PAMLAU.COM)

Epsit Jajal, EMBA '02, has been appointed vice president at CSDC Systems.

Nicole Turnbull-Patterson, MBA '02, and husband **Brent Patterson, MBA '99**, were delighted to have **Gapun Tang, MBA '02**, his wife Yvonne, and son QX visit them in Lugano from Shanghai in the winter. Nicole and Brett write, "Can't wait for more Ivey friends to visit!"



2003

Sarah Helppi, HBA '03, MBA '08, writes, "After relocating to London, UK to start my life with my husband Paul two years ago, we welcomed our daughter Ruby on September 23, 2014. I am enjoying the final months of my maternity leave and will be taking an extended family trip to Canada over the summer before returning to eBay in September."



Puneet Talwar, MBA '03, See Note under 1993 (Simoun Ung)

2004

Vanessa Aiello, MBA '04, writes, "Paolo and I welcomed our first child, Winston Apollo Strada, on November 28, 2014. Our charming little fellow arrived in perfect health, good humour and with a ravenous appetite."



Rory Capern, HBA '00, MBA '04, See Note under 2000

Rob Cherun, HBA '04, has been named as one of the Top 20 under 40, a group of individuals that have made a significant contribution to

their field both locally and globally as showcased by *Shalom Life*.

Joseph Lo, HBA '97, MBA '04, See Note under 1997

2005

Adam Dean, MBA '05, has joined the Toronto practice of Egon Zehnder.

Tineke Keesmaat, MBA '05, has founded TILTCO—a boutique consultancy focused on partnering with ambitious leaders to achieve extraordinary results. The firm provides a unique blend of strategy, organizational change, and leadership expertise with hands-on support to help leaders turn their vision into a reality. Check out www.tiltco.ca for more information.

Shane Magee, MBA '05, has joined DM Robichaud as CEO and investor. DM Robichaud is a full service Trenchless Sewer Rehabilitation Contractor located in Oshawa, Ontario. The company provides every type of NODIG sewer, pipeline and culvert repair imaginable to municipal, industrial and commercial clients throughout Ontario. Shane can be reached at shane@nodig.ca and www.dmrobichaud.com



Ivey Grads Know Best

If you know someone thinking of an MBA, we want to know too.

Alumni play an integral part in Ivey's efforts to find strong MBA candidates from Canada and abroad. Refer a friend or colleague that 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.

➔ Visit our Alumni Referral website at www.ivey.ca/alumnireferral



Tasha Mazza-Kelton, HBA '00, MBA '05,
See Note under 2000

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

Michael Sheasby, EMBA '05, has exited from LumaPix and FullScale, selling his shares to his partner. He has spun up a boutique image processing venture, Jalea Technology, which gives him a creative outlet and time for his family while considering his next projects.

2007

Steven Ko, MBA '07, has recently founded Starvine Capital, an investment management practice. Starvine Capital's mission is to help a select group of individuals reach their financial objectives by growing their equity capital through a value investing approach. The company's key priorities are excellent service, strong risk-adjusted returns, and maximum transparency.

Jon Saunders, MBA '07, has been appointed vice president finance at Polaris Transportation Group.

2008

Mike Beauchesne, EMBA '08, has been appointed part-time member of the Social Security Tribunal.

Bonnie Brooks, EMBA '08, has been appointed to Rogers Communication's board of directors, and has also been honoured with the International Award of the Year by Fashion Group International.

Sarah Helppi, HBA '03, MBA '08, See Note under 2003

Ryan Kalt, LLB/MBA '08, has been appointed chairman of the board of directors and chief executive officer of Strike Diamond Corporation.

The Gift of Time

The Ties That Bind

Class Liaisons Juliet Atha, HBA '85, MBA '91, and Mary Lou Hukezalie, EMBA '02, have kept their classmates in contact over the years

PHOTOGRAPHY: NATION WONG



They came to Ivey with different backgrounds. They took different programs. They forged different career paths. Yet Juliet Atha and Mary Lou Hukezalie have two things in common: their lives were changed by the Ivey experience, and they have continued to give back since graduating.

Make that three things: Atha and Hukezalie both received the Ivey Alumni Network Award in 2015.

Atha completed her HBA and MBA at Ivey. “We had some really good times in our class, and made some deep personal connections.” She operated a publishing and retail business for more than 25 years, before becoming a condominium property manager three years ago. “Although I didn’t fully appreciate the value of what we were learning at the time, it was really brought home to me when I changed careers. The reason I was able to do it without too many hiccups was because of the training I got at Ivey.”

Hukezalie was already well launched in her career as a human resources professional when she came to Ivey for her Executive MBA. She says the MBA was a “differentiator” that helped move her career forward. (She is now Group Head, Human Resources at TMX.) But the program also had a profound impact on

her personally. “You’re going through a personal reinvention, your brain is expanding, and you’re coping with all the impacts on work and family life,” she says. “It is a tremendous shared experience—intense, but not without hilarious moments!”

As Class Liaisons, Atha and Hukezalie have kept track of their classmates as they moved jobs and countries, submitted class notes for *Intouch*, and helped organize get-togethers and reunions. Both enjoyed the work. “I’m rewarded because I’ve got this great network of friends,” says Atha. “We have a special bond, and it’s really nice to build on it.” Hukezalie adds, “That two-year experience had a real impact on me. When I connect with others who went through it, I’m connecting with a special time in my life.”

Hukezalie recently “retired” as Class Liaison, when a classmate volunteered to take over. After 30 years, Atha continues to be the glue that holds her class together.

Receiving the alumni award was “shocking and wonderful,” says Hukezalie. Atha says being a Class Liaison hasn’t seemed like a lot of work. “I’ve taken great pleasure in it and I’ve had lots of positive feedback from my classmates.”

2009

Ransom Hawley, HBA '09, after six years in the CPG industry, has used his experience to identify an opportunity in the digital marketing space. Ransom is launching a digital marketing smartphone application that pays consumers to engage with advertising, provide feedback, and purchase the products. The app, called CADDLE, enables companies to target consumers more effectively and engage more meaningfully—all at a fraction of the cost of traditional and digital marketing. Download CADDLE in the Fall of 2015 and start engaging and earning today!

Steven London, EMBA '09, is happy to announce that his second book, *The Battle for Prico Hill*, in the *Inconceivable Adventures of Cabbage Boy* series is now available and he “looks forward to making lots of kids (and their parents) laugh out loud!”

2011

Tim Blair, EMBA '11, has been appointed vice president at Balboa Investments Inc.

Alex Lau's, EMBA '11, paper “Introducing the One Yuan Company” made the Top Ten Most Downloaded Corporate Law Paper on the Social Science Research Network, in March 2015.



2012

Navid Nathoo, HBA '12, has announced that the tech company that he began in 2013, Airpost, has been acquired by Box, the world's leading enterprise software platform for content collaboration with more than 44,000 customers globally.

Kevin Wiener, HBA '12, received the Agnes Benidickson Tricolour Award from Queen's University, where he attends law school. The Tricolour Award is the highest award at Queen's for extracurricular service.

2013

Kathryn Logan Clouston, EMBA '13, has been appointed director of international business development at Guernsey Finance.

Charles Gagnon, EMBA '13, has been appointed vice president of business development at FPIInnovations.

2014

John Chayka, HBA '14, has been hired as assistant general manager/analytics to the NHL team Arizona Coyotes.

Evan Ferguson, HBA '14, has been recognized as part of the Next 36, a team created with the goal of turning Canada's top students into successful business leaders and innovators.

2015

Mike Chou, MBA '15, See Note under 1993 (John Lazarou)

Matthew MacIsaac, MBA '15, See Note under 1993 (John Lazarou)

Sapna Mehta, MBA '15, See Note under 1993 (John Lazarou)

Eric Wong, MBA '15, See Note under 1993 (John Lazarou)

PhD

Charan Bagga, PhD '15, successfully defended his thesis entitled “The Viability and Sustainability of a Trivial Attribute Differentiation Strategy” on June 9, 2015. Charan accepted a position as visiting assistant professor in marketing at the Freeman School of Business at Tulane University.

Majid Eghbali-Zarch, PhD '15, successfully defended his thesis entitled “Stability and Change in the Strategic Decisions of Multinational Enterprises” on June 4, 2015. Majid accepted a position as assistant professor of the Faculty of Business Administration at Memorial University of Newfoundland.

Sara Hajmohammad, PhD '15, successfully defended her thesis entitled “Three Essays on Sustainable Operations Management” on June 24, 2015. Sara accepted a position as assistant professor in the department of supply chain management at the Asper School of Business at the University of Manitoba.

Yves Plourde, PhD '15, successfully defended his thesis entitled “Engaging with the Future: A Historical Investigation of Greenpeace” on March 16, 2015. Yves is an assistant professor at HEC Montréal.

In Memoriam

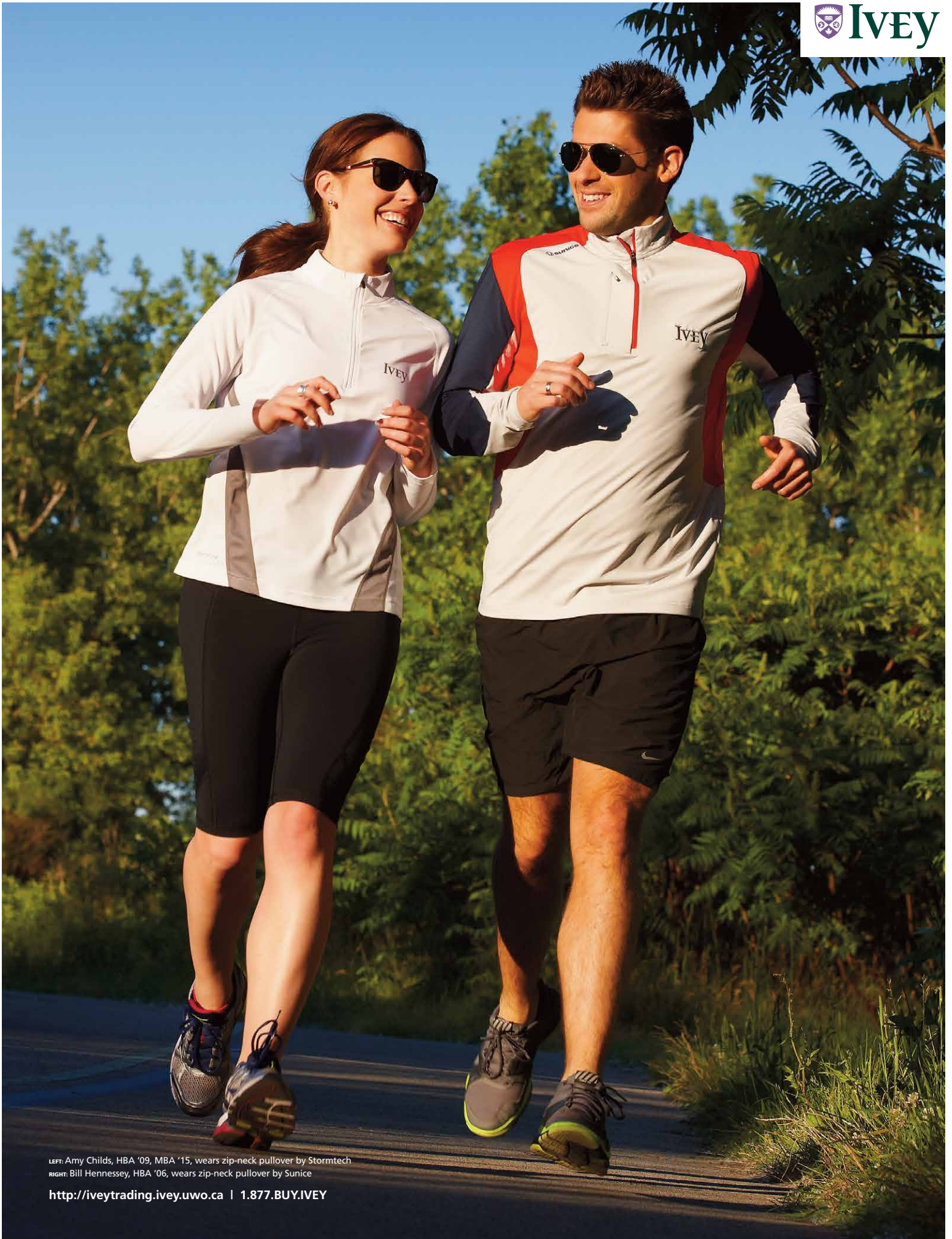
Bert Spry, HBA '38
 Blake Ward, HBA '44
 Mac Tye, HBA '46
 Ross Strickland, HBA '49
 George Turnbull, HBA '49
 Keith Setter, DBA '52
 Jim Boyd, HBA '53
 Mary (Dickison) Porter, HBA '53
 Tom Browne, HBA '54
 Jan Jente, HBA '57
 Ky Suzuki, DBA '59
 Bruce Varcoe, HBA '59
 Hugh Walker, MBA '59
 John Fergusson, HBA '60, MBA '64
 Wesley Weber, MBA '60
 James Grosse, MBA '63
 David Wilson, MBA '64, PhD '70
 Wade Fernihough, HBA '65
 Harold Schmidt, MBA '68
 Tony Seuret, MBA '68
 Douglas Smith, HBA '68
 Jerry DePlancke, MBA '72
 Sandy Page, HBA '72
 Peter Jensen, MBA '73
 Walter Turek, MBA '73
 Barry Nicolle, MBA '80
 Blair Tisdale, HBA '80
 Diane Bischof, HBA '81
 Bill Thomson, MBA '84
 Diane Eagleson, MBA '85
 Suzanne (Warren) Raitt, HBA '89, MBA '94
 Richard Costley-White, EMBA '04

Share your news with fellow alumni

Submit your notes and photos for the next issue:

Online: ivey.ca/alumni/classnotes
Email: alumni@ivey.ca
Mail: Intouch Class Notes
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Please note all submissions may be edited for content and length. All original photos will be returned by request.



LEFT: Amy Childs, HBA '09, MBA '15, wears zip-neck pullover by Stormtech
RIGHT: Bill Hennessey, HBA '06, wears zip-neck pullover by Sunice

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the experience.

We share the
network.

We share the
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Let's celebrate
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Global Ivey Day

November 12, 2015

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