

INTOUCH

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WORKING VIRTUALLY

Dirk Propfe, HBA '06, and other Ivey alumni talk telecommuting – learn why it works for their companies

Also in this issue
**ALUMNI FIGHTING
CYBERCRIME
+
RECOGNIZING
11 OUTSTANDING
ALUMNI**

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Cybercrime has become highly organized and very profitable. No surprise then that cybersecurity is a growth industry. But it's more than a business to the alumni who make their careers in the field. They see themselves as crime-fighters, warriors, and sheriffs in the Wild West of cybercrime.

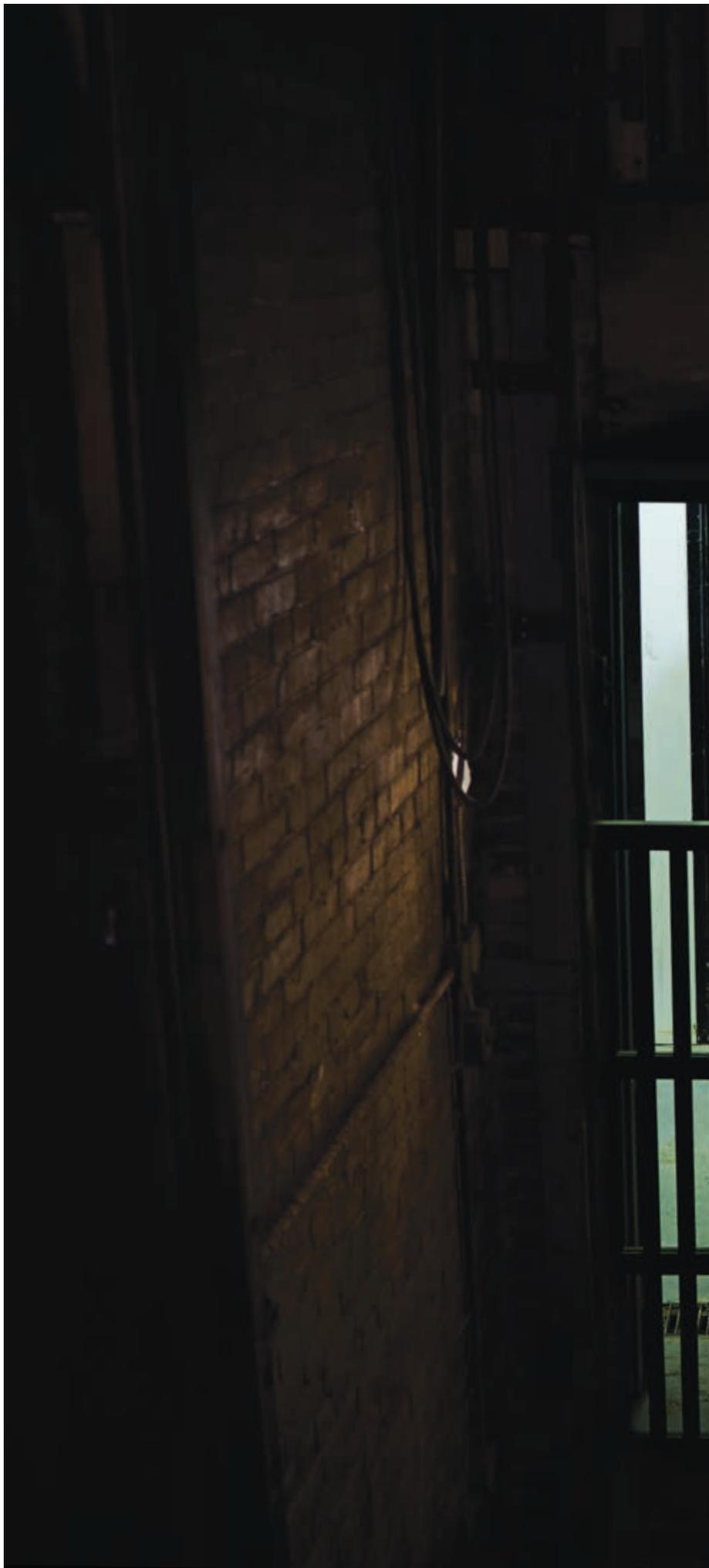
VIRTUALLY VIRTUAL | *Page 18*

From multinational corporations to dynamic small businesses, telecommuting and working virtually is a trend that's clearly on the rise. But will we all soon be working office-free? Our alumni say not exactly...

CELEBRATING OUR BEST | *Page 26*

The Ivey Alumni Network honoured five distinguished alumni at Homecoming this past year. *Intouch* spoke to them about their Ivey experience, the keys to business success, and the School's future.

Cybersecurity expert David Craig, EMBA '96, helps protect businesses, and their sensitive data, from hackers.





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Al Silk, HBA '59, LLD '15, invests in Ivey's PhD students through his scholarship, recognizing their invaluable contribution to a school's overall research capacity.

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Two alums who are changing the world for children in South America through education; the founder of WealtheSimple shares his vision for the company; Homecoming, Global Ivey Day, our Emerging Leader Award recipients, and more – including class notes!



Dean's Message



PHOTOGRAPHER: SHAWN SIMPSON, SMS PHOTOGRAPHY

What type of school will Ivey be in the next five, 10 or 20 years? And what are the kinds of investments we need to make now to achieve that goal?

Ask students or alumni on any particular day, and they will likely see Ivey through the lens of our Programs. Each of them is very important to the School, and our financial model is based on their success – and they're doing very well. Recruiting for our professional programs is running ahead of last year, placement rates and starting salaries are high, and students and recruiters are satisfied. But for the School to be recognized as a globally elite business school, we need to be successful along three *Pillars of Excellence*: Programs, Resources and Research.

Ivey researchers must be recognized for their thought leadership in tackling the tough issues facing business. Ivey's thought leadership for individual faculty has trended up over the last five years according to the Financial Times Research Rank. We're also raising the School's profile through the work of our existing Centres and Institutes. And we're opening new ones, most recently the International Business Institute.

Ivey's financial picture has also improved. In fact, the 2016 fiscal year was the best financial year the School has ever had. Now we're in a better position to make investments in a business education environment that is both being disrupted and full of opportunity.

In my last note, I briefly mentioned the strategic planning process we have undertaken. We have created four task forces, each jointly chaired by an Ivey Advisory Board member and a faculty member, that will look closely at some of the critical issues the School faces:

- **Innovation and Disruption** – How do we ensure we are preparing tomorrow's leaders to manage in a disruptive environment?
- **Teaching and Learning Innovation** – New technologies are changing the way learning and teaching are done. Ivey must develop new capabilities that complement the real-world focus of the Ivey classroom.
- **Business and Society** – The boundaries between business, government, and civil society are shifting and blurring. What should we be teaching future business leaders about business-society roles and interactions?
- **Finance** – Ivey has an exceptional presence in the finance sector. But the School is not known for its research and thought leadership in the area. How can we build a reputation in finance that matches our presence?

Each of these task forces will impact both our teaching and research activities. I am confident that progress in these areas will help Ivey reach its goal of being globally elite. Your support and input are critical in the success of this journey.

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

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INTOUCH

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Cover Photo: Nation Wong



Duet

Meet two Ivey professors
who work closely together

Shifting the Frame

*Martha Maznevski, PhD '94, and Rob Austin are
revving up Ivey's Executive Education Programs*

By Pat Morden

After working abroad for 22 years, including 15 years at IMD in Switzerland, Martha Maznevski is home. "It was time," she says. "I did my PhD at Ivey and it was the only place in Canada where I could find the mix of practice and research that I love." Maznevski is Faculty Director of Executive Education and a Professor of Organizational Behaviour.

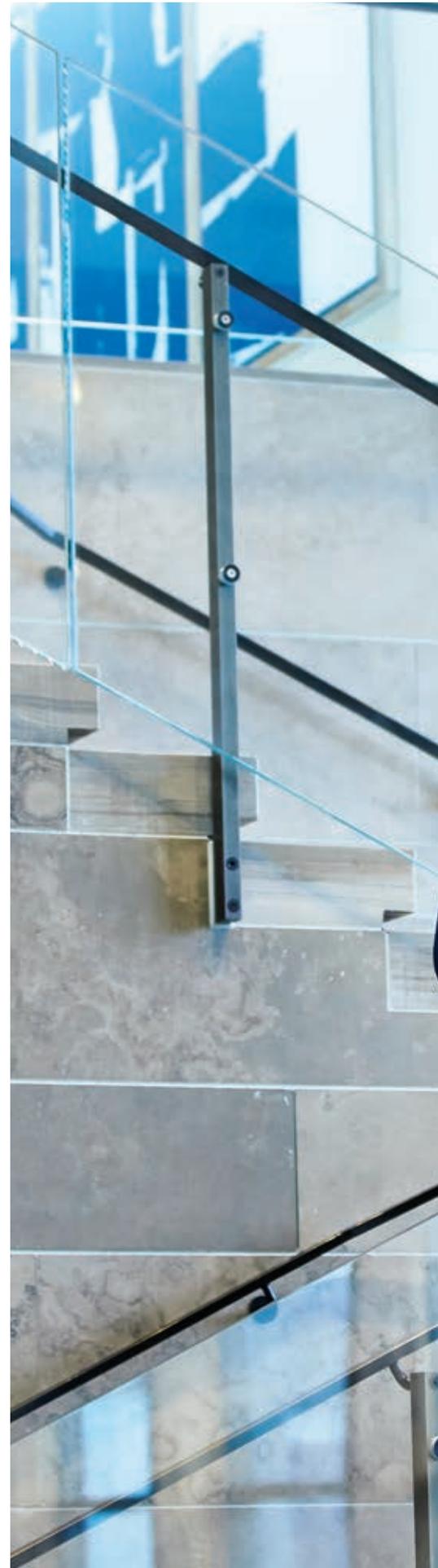
Rob Austin, although a U.S. native, also feels like he's come home. Austin was dean of the Faculty of Business at the University of New Brunswick earlier in his career, and his family has a home in St. Andrews. Most recently, he's been at Copenhagen Business School, but he started teaching at Harvard. "The approach at Ivey is very similar in many ways. I tell friends in Boston that Harvard is the Ivey of the south!" Austin is a Professor of Information Systems and is teaching in several Executive Education Programs.

Maznevski is passionate about the value of executive education for individuals and organizations. "The business

environment is changing all the time," she says. "One of the most important success factors for sustainable leadership is to keep learning." Learning in mid-career is different, she says, from learning as an undergraduate. "Executive education is 20 per cent about learning content, and 80 per cent about how you will use that content in innovative ways to create more value."

Austin says Ivey's approach, with its focus on cases and other experiential learning techniques, is ideal for executives. "The Case-Method Learning is like pouring glue on peoples' brains," he says. "When they see the framework after struggling with a real-world problem, the framework sticks and they are more likely to use it in context." Maznevski agrees, saying, "Knowledge grounded in practice is powerful, especially for people who have extensive business experience."

She loves teaching executives because it exposes her to a wide variety of companies, industries, and business challenges. "I'm constantly learning,"



“Knowledge grounded in practice is powerful, especially for people who have extensive business experience.”

—Martha Maznevski

PHOTOGRAPHER: NATION WONG



Rob Austin (left) and Martha Maznevski, PhD '94 (right), chatting on the main stairs at the Ivey Business School.

she says. “At the same time, I feel my teaching is making a real difference for individuals and organizations.” Austin relishes the challenge of delivering life-changing educational experiences. “Most executives have a big appetite not just for solutions to their day-to-day dilemmas, but also for big ideas,” he says. “We strive to shift their frame in some way.”

Maznevski and Austin are exploring how technology might enhance Ivey’s Executive Education Programs. Online foundational courses in areas such as finance and accounting could make in-person programs more intensive and effective, says Maznevski. At the other end of the spectrum, distance education could help “cascade” learning from the C-suite to middle management and beyond.

“We don’t want to crowd out the in-person stuff,” says Austin. “We want to make it even better because of what we can do at a distance before and after.”

Best advice you’ve ever received?

Austin: “No prizes for predicting rain; prizes only for building arks.”

Maznevski: “If everything’s under control, you’re not going fast enough.” (*Maznevski says being an amateur race track driver has taught her the leadership wisdom of this quote from Mario Andretti.*)

Best advice you’ve ever given?

Austin: “Keep an eye on what’s happening in the world around, because you might have to adjust to it.”

Maznevski: “Never forget that all business is local.”

Favourite business books?

Maznevski: *Foundation* by Isaac Asimov and *Snow Crash* by Neal Stephenson.

Austin: *Oryx and Crake* by Margaret Atwood, and anything by Michael Lewis.

Favourite business movie?

Austin: *Black Mirror* (a TV series)

Maznevski: *Invictus*

Favourite nosh?

Austin: A tie between raw oysters and Mexican mole.

Maznevski: Anything with simple fresh ingredients — could be Thai, Mexican, or Italian.

Favourite way to spend Saturday night?

Maznevski: Cooking, hanging out with family.

Austin: Same!

Editor's Note



PHOTOGRAPHER: NATION WONG

There's no doubt that technology has woven itself into the fabric of our lives. Twenty-four hours a day, 365 days a year, we work, play, rest, learn, and connect using technology. In this issue, you'll read about two current technology topics – cybercrime (see page 12) and virtual work (see page 18) – that reflect this reality. I think you'll find the perspectives of your fellow Ivey alumni illuminating.

Technology is also an important part of the work of the Ivey Alumni Network and Ivey's Alumni Relations department.

Ivey is the envy of other top Canadian and U.S. business schools in terms of alumni engagement. To a large extent, that's because of the outstanding experience students have while they're at the School. From the moment students are accepted into one of our programs, we reinforce the importance of contributing to, and benefiting from, the Alumni Network throughout their lives.

That helps to explain why about 40 per cent of our graduates have at least one touchpoint with the School every year – whether that be attending an event like Homecoming; volunteering as a board member or Chapter President; recruiting at Ivey; or making a financial contribution. When I say that number to my colleagues at other business schools, they are amazed. And yet, we're pretty sure it's a low estimate.

This is where the technology comes in. We have the ability to capture every touchpoint with individual alumni in a very robust database, and then analyze that data to adapt how and what we're communicating to them. We know that interests and needs change across the life cycle, and our data enables us to develop relevant programming for each segment of our population.

So, why should all of this matter to you? As Steve Jobs famously said, "Technology is nothing. What's important is that you have a faith in people, that they're basically good and smart, and if you give them tools, they'll do wonderful things with them." Our technology means that we can offer you meaningful opportunities to reconnect with the School and each other. Ultimately, it means that more alumni connect, more deeply. That in turn makes your personal network stronger and wider.

TERRI GARTON
Editor-in-Chief
Director, Alumni Relations



Follow the Ivey Alumni Network & Ivey Business School!
Complete list found at go.ivey.ca/social

Ivey Buzz

What's happening around the School and around the world



Lawrence Centre Leadership

Assistant Professor Mike Moffatt, PhD '12, was appointed Interim Director of the Lawrence National Centre for Policy and Management on September 1. He succeeded Professor Paul Boothe, who retired after leading the Lawrence Centre for the past four years.

Read more: go.ivey.ca/moffatt



Gord Nixon Honoured with 2016 Ivey Business Leader of the Year Award

Gord Nixon added the 2016 Ivey Business Leader Award to his already long list of accolades. Nixon, the former chief executive officer of Royal Bank of Canada, accepted the award in front of 350 of Canada's most prominent business people at a gala dinner

in Toronto on October 18. The event raised more than \$353,000 in net proceeds for HBA and MBA student awards, a faculty professorship, and the Richard Ivey Building.

Learn more about Gord Nixon: go.ivey.ca/gordnixon



Leading Insights for Business Innovation

Whether improving the odds we'll cure cancer or solving the energy crisis, recent Ivey Idea Forums focused on opportunities ahead. Here are the topics they explored:

- What low interest rates mean for business and why it's not all doom and gloom (go.ivey.ca/lowinterestrates);
- How to successfully collaborate with competitors (go.ivey.ca/collaborations);
- The Coca-Cola model for global business success (go.ivey.ca/cocacola);
- Understanding resistance to renewable energy development (go.ivey.ca/renewableenergy);
- What the future might hold for Canada's fossil fuel sector (go.ivey.ca/fossilfuels); and,
- How Wall Street-style financial engineering can be used to fund drug development for cancer and other deadly diseases (go.ivey.ca/cancerfunding).

The Ivey Idea Forum series offers thought-provoking guest speakers to provide leading insights for business innovation.

Learn more about Ivey Idea Forum events: go.ivey.ca/iveyideaforum



Entrepreneurial Ideas Brought to Life

Ivey students have been carving out success in the entrepreneurial space. The student team behind Pascal Press, an on-the-go coffee press, received \$120,000 in public and government support. Western student Alan Kalbfleisch, who took Ivey's *Business Acumen* course, created Pascal Press with help from Kai Chen, MSc '17 Candidate, and Andrey Khramtsoyv, MSc '18 Candidate.

Learn about Pascal Press: go.ivey.ca/pascalpress

Additionally, Brennan de Langley, HBA '16, and Adam Gapinski, HBA '17 Candidate,

were part of the 2016 cohort of the Propel Summer Incubator (PSI), a Western University sales-focused incubator program. De Langley worked on Wrist & Rye, a men's fashion accessory brand he and Thomas Mirmotahari, HBA '16, conceptualized in early 2015 for the Ivey New Venture Project. Gapinski worked on growing his company, Vectra Heavy Haulers, a transportation company that specializes in moving oversized loads across North America.

Read about the PSI participants: go.ivey.ca/propel

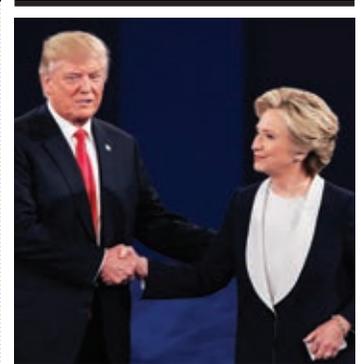
Small Product. Big Results.

Mike Tevlin and Dan Devlin, both HBA '81, have seen firsthand how little things can make a big difference. Their tiny Two-Bite Brownies have made their company, Give & Go Prepared Foods, one of the most successful bakeries in Canadian history.



"They were magic," Devlin said of the brownies. Returning to Ivey for their 35-year reunion, the business partners spoke to the HBA1 class for the Richard G. Ivey Speaker Series on September 30.

Read their advice: go.ivey.ca/twobite



Research that Makes the Case

Whether exploring the leader character of U.S. presidential candidates or why long-term compensation for stakeholders improves firms' operating performance, recent Ivey research made a case for reform.

In the lead-up to the election of U.S. President Donald Trump, Ivey's Ian O. Ichnatowycz Institute for Leadership surveyed Americans on how the presidential candidates measured up on 11 leader character dimensions. Findings showed neither candidate met the public's standards and serves as a reminder that leader character needs to be brought to the forefront.

Read the report: go.ivey.ca/leadercharsurvey

A recent paper by Professor Tima Bansal and former assistant professor Caroline Flammer discussed the benefits of long-term incentives for shareholders. The findings were featured in a recent blog on the need for executive compensation reform.

Learn more: go.ivey.ca/longtermorientation

Best in Architecture

The Richard Ivey Building ranked 45rd out of 152 top building and urban planning projects from 45 countries in the 2016 International Architecture Awards. This is the third award for the Ivey Building.

Read about all the awards: go.ivey.ca/buildingaward





Passions

Jeff Weiss, HBA '86, MBA '91, is known as the “Crusader” (A.K.A. President) of Harbinger, where he helps brands connect with women. But on the third Sunday in November, he’s known as something else – a celebrity clown. TELL US ABOUT YOUR PASSION! EMAIL INTOUCH@IVEY.CA

Interview by Shelley White

I’ve been a celebrity clown for the Toronto Santa Claus Parade for the past 10 years. A friend of mine was involved in the parade years ago, and I asked her if I could become a clown – the rest is history.

I like big crowds, and there aren’t many crowds bigger than the Santa Claus Parade. We get about 800,000 people on the streets of Toronto to watch. It just gives you exposure to the whole city and its incredible diversity.

On the day of the parade, around 8 a.m., we all go down to the Hilton Hotel. There’s a big breakfast and you put on your clown costume and wig. We then go to a room full of professional makeup artists who volunteer to paint our faces – it’s all part of the process and the fun of doing it.

After breakfast, we perform a clown warm-up, and just get goofy together. We do a group photo and then we all load into school buses and head to where the parade begins. That’s when the real fun starts.

We are the first ones to march – officially kicking off the parade. I always think, “Oh, it’s never going to be as fun as it was the past year,” but each year being a clown is better than the last.

It’s about giving yourself permission to have fun. In this life, we’re very quick to judge people and we’re worried about being judged. When you’re a clown, it really takes away your inhibitions about doing things that you normally would be afraid to do. When you allow yourself to just have fun and live in the moment, it’s an adrenaline rush.

In addition to being a clown every year, I’m also on the board of the Santa Claus Parade. We’re in our 112th year and it’s not publically funded, so without the board, it wouldn’t run.

The parade is like the big kick off to the holiday season and for a lot of people, it’s one of the highlights of their year. It’s really important to keep that tradition going, both for people who have lifelong memories of the parade and for people who are new to the city. Some of them have never witnessed anything like this before, and to see their faces when you walk by, it’s incredible.



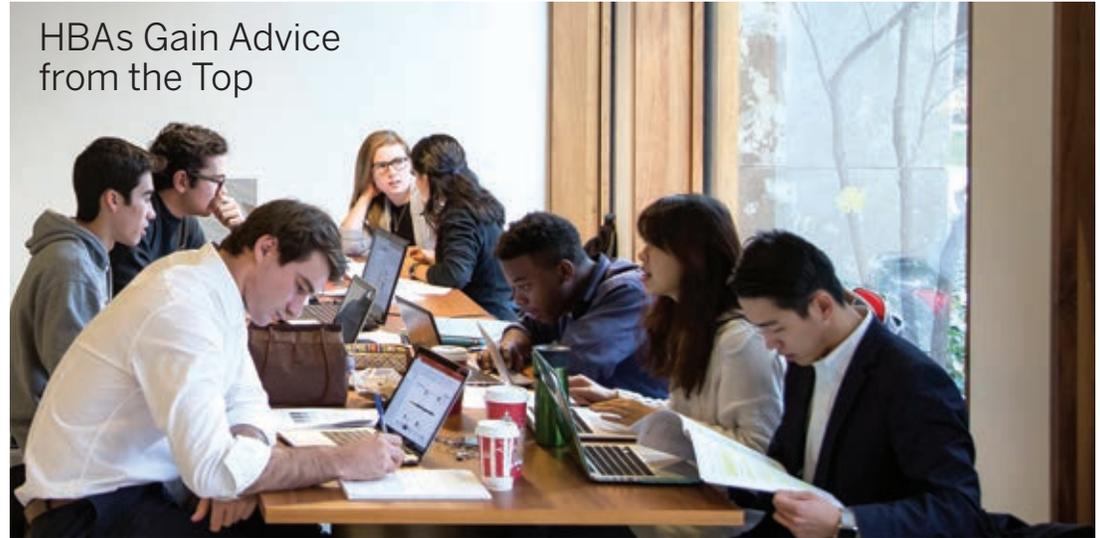
Spotlight on Ivey Research

Ivey researchers have been making their mark in a big way. Here are some recent awards:

- Mark DesJardine, PhD '16, received a 2016 Governor General's Gold Medal for his research on corporate short-termism and its impact on organizations and sustainable development (go.ivey.ca/desjardine);
- Bassam Farah, PhD '14; Ivey Professor Paul Beamish, HBA '76, PhD '85; and Professor Luis A. Dau of Northeastern University won the HKUST Best Paper in Global Strategy at the 2016 Academy of Management annual meeting in August. The paper, which examines how multinational firms govern their overseas subsidiary companies, was also a finalist for the Best Paper in International Corporate Governance (go.ivey.ca/beamish); and,
- A case by Ivey Communications Lecturer and HBA Faculty Director Mary Weil and Chitra P. Reddin from Communications Solutions won first place in the Responsible Leadership category of the 2015 EFMD Case Writing Competition when winners were announced in June. The case examined the leader character of a health-care company president (go.ivey.ca/weil).

Additionally, Western and Ivey celebrated the 40th birthday of *Business Decision-Making* (originally *An Introduction to Business Decision-Making Texts and Cases*), which is one of the most enduring and successful publications of the School. The textbook is required for *Business 1220*, a course that introduces business fundamentals and Ivey's Case-Method Learning.

Read the full story: go.ivey.ca/textbook



Whether testing their mettle in case competitions or learning from leaders who are making a difference, Ivey's HBAs gained insights from a variety of recent activities. Here is a summary:

- Craig Follett, HBA '08, Vice President of Live Nation, gave advice about taking risks and switching career paths as the speaker for Ivey Orientation Week 2016's Opening Gala on September 2 (go.ivey.ca/craigfollett);
- Teri Currie, EMBA '98, Group Head, Canadian Personal Banking, TD Bank Group; John Bayliss, HBA '99, Senior Vice President – Logistics, Walmart Canada; and Charles Brown, MBA '83, President, The Source; shared leadership advice and inspiration for Ivey's annual HBA Leadership Day on September 14 (go.ivey.ca/hbaleadersday);
- Tom Jenkins, Chairman of the Board of OpenText, discussed opportunities and challenges in Canada's digital industry for the

10th annual Thomas d'Aquino Lecture on Leadership on November 3 (go.ivey.ca/tomjenkins);

- Janet Bannister, HBA '92, General Partner at Real Ventures, shared her secrets to success as a speaker for the HBA Leaders Forum November 10-11 (go.ivey.ca/janetbannister); and,
- HBA1 students competed in the 21st annual Boston Consulting Group Case Competition November 22-25 (go.ivey.ca/bcgcasecomp).

Learning from the Real World



Whether gaining advice or giving it, Ivey's MBAs learned about real-life business problems at recent events. Here's a summary:

- The MBA Case Competition June 22-24, sponsored by Accenture Strategy, challenged students to come up with creative ideas for real-life business problems (go.ivey.ca/accenturecasecomp);
- Barbara Stymiest, HBA '78, Corporate Director; Thomas d'Aquino, Chairman and Chief Executive, Intercounsel Ltd.; and, Jon Hantho, MBA '89, Principal, Janus Advisory Services; shared their lessons from the C-Suite for MBA Leadership Day on August 2 (go.ivey.ca/mbaleadersday);
- On August 5, Rik Ganderton, former CEO of the Rouge Valley Health System, discussed why accountability and transparency are at the heart of employee engagement (go.ivey.ca/rikganderton); and,
- Students did some hands-on volunteering and pro-bono consulting for local non-profits and social enterprises for the annual Ivey Impact Day on August 9 (go.ivey.ca/impactday).

Cyber Heroes

Ivey alumni are on the frontlines
in the battle against cybercrime

By Pat Morden



Imad Harb, MBA '09



In the mid-90s, Victor Keong, HBA '95, EMBA '99, approached his manager at Deloitte in Toronto about attending one of the first international firewall conferences, held in San Diego. The manager asked him to do a business case for the conference, and then reluctantly approved the \$5,000 expenditure. Within a month of his return, Keong had sold his first Internet security assignment for close to \$500,000.

Today Keong is the Security, Privacy & Resiliency Leader with Deloitte & Touche in Singapore. He is one of several Ivey alumni on the frontlines of the war against cybercrime – a war that, by all accounts, is heating up. Massive cyberattacks are now almost daily news items. In late October, an attack shut down major U.S. websites, including Spotify, Netflix, and Twitter. The unauthorized release of data, including emails from the Democratic Party, may have played a role in the results of the U.S. presidential election. It's estimated that half a million attack attempts are happening globally every minute. The global cost of cybercrime is \$100 billion per year, and some say it could reach \$2 trillion by 2019.

Once the purview of hackers in dingy basements, cybercrime has become highly organized and very profitable. No surprise then that cybersecurity is a growth industry. But it's more than a business to the people who make their careers in the field. They see themselves as crime-fighters, warriors, and sheriffs in the Wild West of cybercrime. "We're called 'White Hats' for a reason," says Jasper Chan, MBA '05, Director of Product Management at the Cisco Security Business Group in San Jose. "We're here because we're trying to do the right thing for society."

Fighting the Good Fight

At Cisco, cybersecurity is a \$1.9-billion business, and the fastest growing division in the company. "It's a constant battle," says Chan. "The highly sophisticated and determined adversary is hard to protect against, but at least you can make it harder and harder."

Chan says digital products are often launched without much thought to security. "If you launch a new offering and then a hacker takes it down, you're not able to generate the returns promised in your business case. You're also causing your customers to lose confidence in your brand." Chan adds that in addition to more traditional attacks, security for the Internet of Things is an emerging challenge.



“The hackers only need one way in, whereas we have to defend against all possible threats.”

—Linda Berman, HBA '80

“It’s the new battleground.” Keong also worries about the vulnerability of mobile devices. For example, by simply sending a text message, a hacker can take control of every aspect of a cellphone, take photographs without the user’s knowledge, and even record a conversation with the user. Mobile Device Management software has become an important part of the security arsenal, he says.

Another new technology to fight cybercrime is User Behavior Analytics (UBA). UBA software is designed to pick up unusual, “out-of-band” activity by users of a system. “A lot of threats are introduced either intentionally or inadvertently by users,” says Keong. “UBA is one of the key things companies need to monitor.”

Setting Security Standards

Linda Berman, HBA '80, worked on a project to install a security system on the mainframe of a Canadian bank in the mid-80s. “I was told that I only had to do it for one year because once the system went in, it would protect everything and there would be no need for security people.” Berman spent the rest of her career working in the field.

Although retired from TD, she is now a Manager with the Payment Cards Industry Security Standards Council, which sets standards for the payment card industry. “We’ve tried to keep pace with the threats ever since the Internet took off in the mid-90s,” she says. “It’s not a fair challenge because the hackers only need one way in, whereas we have to defend against all possible threats.” Berman says that while no one can prevent an intrusion by a determined, well-funded attacker, most breaches can be easily prevented by taking basic security steps, such as good passwords and keeping security software up to date.

Imad Harb, MBA '09, started his career as a founding member of NavLink, a managed services company with a focus on security. After six years consulting with Booz & Company, he is now Executive Director at DarkMatter LLC, a startup in cybersecurity based in the United Arab Emirates. “In this business, our adversary is not a machine,” he says. “It’s people as smart as we are. And it’s always evolving – the good guys trying to protect themselves,

the bad guys trying to infiltrate.” The expansion of the Internet of Things, wider adoption of Blockchain (the technology behind Bitcoin), and emerging technologies like quantum computing, elevate security challenges to a new level, he says.

It’s essential, Harb says, to educate employees about the risk of cyberattacks and how to prevent them. “The weakest link in any organization is the human factor,” he says. “Putting awareness campaigns and education sessions in place is an important element that most companies ignore.”

Cyber Espionage

Some of the newest adversaries, Harb notes, are nation states. Many have developed unparalleled cyber exploitation and attack technologies that they are beginning to integrate into their national military capabilities. Harb has worked on several national cybersecurity strategies, focusing on both protection and response planning. “We are all going to be attacked at some point,” he says. “How you respond when it happens can make a big difference.”

David Craig, EMBA '96, is also concerned about the potential of cyberattacks to cripple critical infrastructure at a national level. Craig, who started his career in technical operations in telecom, is now a Partner in Cybersecurity & Privacy with PwC in Toronto. He says more and more countries are developing offensive cyber weapons. “The threat is very real. Once countries launch those weapons, such as in the case of Stuxnet, the software code becomes known and can be used by others for their own dark purposes.” Stuxnet is a malicious computer worm that is believed to have been first developed by the U.S. and Israel to attack Iran’s nuclear program.

Craig believes that businesses and individuals, even countries, must accept that we live in an “era of compromise.” “You have to understand that somebody already has your sensitive data, likely a former employee,” he says. “Have you rehearsed roles for when that becomes public? Does the CEO know what she needs to say? Does the IT team know what they need to do? Being prepared with an appropriate response to data loss is a leading practice that helps maintain, or even build, an organization’s reputation.”

Craig notes that governments around the world are bringing in mandatory breach reporting legislation that will force companies to make cyberattacks more public. “If you’re forced to report every time data has been lost, stolen or accessed in an authorized way,” he says, “you’re likely to improve your duty of care. No one wants to be known as a repeat offender.”

Knowledge Is Key

Chris Kissoon, EMBA ’11, worked in security with VISA before launching Ki55, a cybersecurity consulting firm specializing in payment system risk and security. Kissoon says that credit cards are safer than they’ve ever been for point-of-sale and automated teller machine transactions, thanks in large part to the introduction of chip technology and rigorous security standards. But that may not be enough. “Criminal organizations have long since shifted their focus to the e-commerce and cyber-payment world,” he says. “Innovations in this area are making for a more secure and robust infrastructure. But those responsible for managing these technologies and responding to alerts don’t always have the knowledge to execute on their responsibilities.” He says “critical challenge” programs are crucial to effective cybersecurity.

Kissoon adds that some businesses tend to short-change spending on security. “Security requires money to be spent with no tangible return on investment,” he says. He adds that new attack vectors are being developed and deployed much faster than protective mechanisms are developed. “How do you protect yourself against something you know nothing about? Customized security controls and tools are fast becoming a viable solution, but that requires a commitment to security and brand protection.”

One way to mitigate risk is through insurance. After selling his successful insurance company in 2014, Brian Jones, HBA ’74, launched Ridge Canada, a specialized insurance wholesaler focused on cybersecurity. “I listened to learned people around the world talking about the four greatest non-traditional threats,” says Jones. “They are global warming, pandemics, war, and cyberattacks. Unlike

natural disasters, cyberattacks occur every minute, in every industry.” The insurance covers costs such as forensic investigation, crisis management, data restoration, and cyber extortion.

The company’s name honours an association with Tom Ridge, first head of U.S. Homeland Security. Ridge Canada also has a partnership with Cytech, a U.S. cybersecurity firm that provides vulnerability assessment, and forensic and data recovery services for clients. Classmate Hugh MacDiarmid, HBA ’74, is one of the investors and advisers in the new company. “If you’re a director of a larger private company or association, you’re likely asking your CEO if the company is exposed to cyber risk,” he says. “If so, you want to know what he’s doing to limit exposure. For Ridge Canada, that’s a growth opportunity.”

No Silver Bullet

Most cybersecurity experts don’t believe a “silver bullet” is on the horizon to protect against sophisticated attacks. “The criminals have to make their ROI too,” Linda Berman says. “If one attack doesn’t work, they move over and try something else. There will never be a one-size-fits-all solution.” Chris Kissoon adds that cyber risk is driven in part by consumer demand for functionality in new software. “You can’t have 100 per cent functionality and 100 per cent security.” If nothing is done to improve security, adds Jasper Chan, fears about cyberattacks will hinder the adoption of digital innovations.

Part of the solution, says David Craig, is to adopt “security by design.”

“Organizations are beginning to build privacy and security concepts into their products at the beginning, as opposed to bolting them on at the end.” Craig also believes more cooperation across organizations and sectors will also help combat cybercrime. “It’s all about getting better collectively,” he says. “We have to share information about what an attack signature looks like, so that organizations can better prepare for it.”

Says Kissoon: “There will always be good guys and bad guys. Knowledge is the weapon.” ■

A man with short grey hair and glasses, wearing a blue pinstriped suit, white shirt, and patterned tie, stands in a server room. He has his hands clasped in front of him. The room features wooden slat racks for server equipment. The lighting is dramatic, with a strong light source from the left casting a shadow on the floor.

“Being prepared with an appropriate response to data loss is a leading practice that helps maintain, or even build, an organization’s reputation.”

—David Craig, EMBA '96

BARRIO

EST. 2016

CERVECERIA

BARRIO
CERVECERIA

BARRIO
CERVECERIA

LESLIEVILLE
BOOTH AVE

Amy Laski, HBA '01

At Felicity PR, there are no walls. There are no doors, ceilings or floors either, for that matter.

Five years ago, Amy Laski, HBA '01, founded her communications and public relations company, determined to do things a little differently. She had been working for a large corporation in a traditional, "face time"-oriented culture, but realized it wasn't suiting the way she wanted to work or the kind of parent she wanted to be. Laski wanted more flexibility and autonomy, but she also knew she didn't want to be a freelancer.

"I didn't think that being a solo practitioner would offer the best value for clients and I love working with a team. So one thing led to another and I started this virtual agency model," says Laski, President of Felicity PR. "We say our advantage is our brains, not bricks."

While Laski herself is based in Toronto, Felicity PR doesn't have any physical headquarters. Her 50-or-so team members are dispersed geographically, working together virtually through email, phone, video conference, and collaborative platforms like Google Docs and Google Sheets. "We also have what we call our water cooler, our team's private, online, casual meeting place, where we share articles and industry happenings."

Laski says the virtual model allows her to recruit the best talent, regardless of where they live, and also attract people who have other commitments or career pursuits that are important to them. One team member lives on a farm that's a six-hour drive from Vancouver. Another is based in Ottawa, balancing work with childcare responsibilities.

The virtual model also cuts down on

inefficiencies. "I think interaction has to be more intentional and that's really good, because you're trying to be more productive and make the most of your time."

From multinational corporations to dynamic small businesses like Laski's, telecommuting and working virtually has become the mode of choice for many employers. Facilitated by the advent of cloud-based collaboration tools, teleconferencing and the ubiquity of mobile, the virtual workplace is a trend that's clearly on the rise. But will we all soon be working office-free?

Damir Kostic, MSc '12, is a Senior Managing Consultant at IBM. He leads a team of consultants who work with organizations around the world to help them gain competitive advantage through the use of cloud HR (human resources) technology.

From multinational corporations to dynamic small businesses, the virtual workplace is a trend that's clearly on the rise.

By Shelley White

Virtually Virtual.

Though he's technically based in Vancouver, Kostic says he travels a lot for his job, and most of his engagements have a virtual component to them. The same goes for the rest of his team.

"We have consultants who spend 80 per cent of their time working directly from their home offices. Not only are they using video and telephone conferences to dial in, but they're able to access all of the company's databases and servers directly from their home," he says.

"I think this is a major benefit of cloud technology – it's challenged the conventional way we think of employment and it's allowing people to have a much better work/life balance. When we're recruiting for people these days, one of the top questions we get is 'How much remote work can I do?'"

A huge part of the benefit of virtual teams is efficiency, says Kostic, particularly because he deals with global, multinational enterprises. "Setting up a meeting with 20 people from all over the world can happen literally in an hour, because everybody can get on a phone with a WebEx conference."

In the case of human resources, cloud-based HR technology is also changing the way managers interact with employees, says Kostic. "I could be sitting at the airport in Stockholm and I could be setting the career plan for my employee who is based in Montreal, doing their performance evaluation, providing feedback," he says. Kostic admits that it's become second nature for IBM employees to work virtually, because it's in the company's culture: "It's so embedded in our DNA." Other industries where virtual teamwork doesn't come so naturally might find it more of a challenge, he says.

"If you're not able to trust others and use that network to your advantage, that's where you struggle in a virtual environment," says Kostic.

The biggest challenge he faces with working virtually is dealing with time zones. "You can never please everybody, and it's always the joke: 'I have to schedule a global meeting, who do I want to tick off?'"

As People Analytics Manager at Google in Toronto, Anuj Chandarana, HBA '05, MBA '08, and his team have

studied what makes teams effective at Google. They use the latest academic and scientific research in order to "maximize the health, happiness and productivity" of Google employees. He says that the research they've compiled has shown that colocation of teammates doesn't seem to be significantly connected to team effectiveness at Google.

"One of the hypotheses that we tested was that colocation would matter, that the more you are close in visible proximity to your teams, the better your team would perform. And we found that hypothesis not to be true," says Chandarana.

One factor that does affect team effectiveness is "psychological safety," or feeling comfortable taking risks, making mistakes, or offering new ideas. Another factor is dependability – members reliably completing quality work on time. Structure and clarity is also important, so that members know job expectations.

What didn't seem to matter? Being in the same room as your workmates.

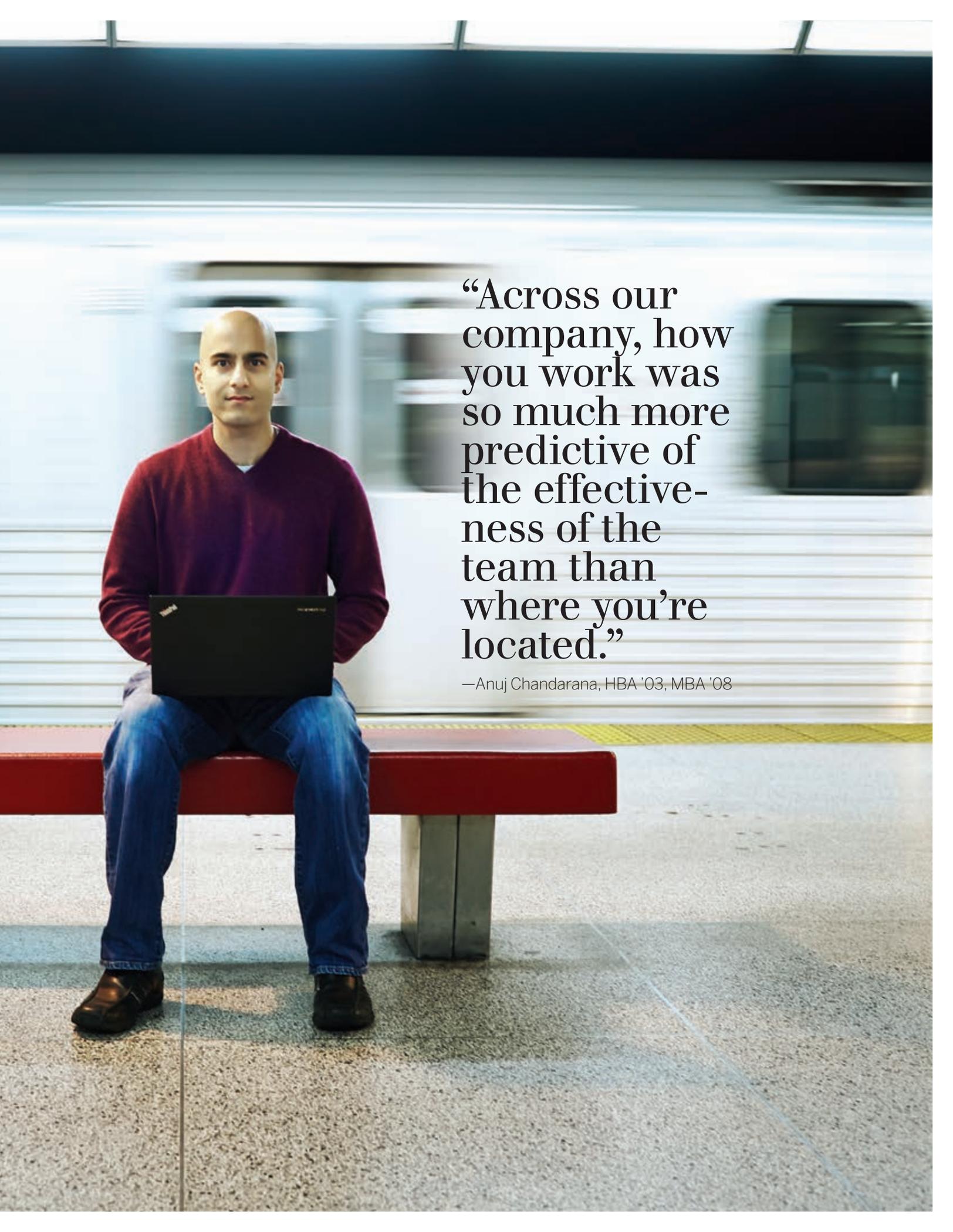
"Across our company, across levels, across people in different locations, how you work was so much more predictive of the effectiveness of the team than where you're located," says Chandarana. "We found several virtual teams in our data set that were able to establish healthy team dynamics and the location of teammates did not deter them in any way. What we found supports lots of external research that has demonstrated the importance of healthy team dynamics."

Derrick Neufeld, PhD '97, is an Associate Professor of Information Systems at the Ivey Business School. His research examines how the adoption of information technology impacts individual and organizational outcomes, such as the effectiveness of virtual teams and qualities of remote leaders.

In Neufeld's view, working virtually can have positive impact on a team, but it can also create challenges. "Technology always has an effect, and sometimes those effects are profoundly positive and sometimes those effects have to be carefully managed or they could potentially become very negative," he says. Neufeld points to a 2010 study he co-authored looking at why some virtual teams "gel" and why some don't. The study, entitled *Understanding*



PHOTOGRAPHER: NATION WONG

A man with a shaved head, wearing a maroon V-neck sweater and blue jeans, sits on a red bench in a subway station. He is holding a black laptop on his lap. The background shows a blurred white subway train moving past. The floor is made of light-colored tiles.

“Across our company, how you work was so much more predictive of the effectiveness of the team than where you’re located.”

—Anuj Chandarana, HBA '03, MBA '08

A man with dark hair, wearing a purple argyle sweater over a collared shirt and dark trousers, is sitting on green bleachers. He is looking towards the camera with a slight smile. A silver laptop is open on the bleach in front of him. A small, light brown dog is sitting on the bleach next to him, looking towards the camera. The background shows a chain-link fence and trees with autumn foliage under a clear blue sky.

“I think
technology
has the
ability to do
two things
—it can
alienate or it
could bring
you closer
together.”

—Dirk Propfe, HBA '06

Sustained Participation in Open Source Software Projects, studied a real virtual team in an open source software (OSS) community. (OSS is software where the source code is made available for anyone to study or change, and OSS communities are made up of software developers from diverse geographical areas working together to learn from each other and solve problems.)

“What we found was that there really was a fairly small number of developers that were highly committed to this team,” says Neufeld. “There were many, many more – maybe a couple of hundred additional people that potentially could have become committed members, but they didn’t. They fell off the face of the earth; and so we dug in and looked at all of their logs and their communications over several years to try to understand why. Why did some stay, and others leave?”

Neufeld says they found that two factors were critical – identity construction and situated learning.

“When I feel like I’m learning something, I’m growing and developing as an individual developer on this team, and my identity is being formed within the larger community. So, not only am I individually learning something, but if you and I are in a team together I sense that you’re getting to know me and respect me,” he explains.

In other words, members that felt their work was being recognized and acknowledged as good would become more involved in the group. But members who didn’t get that recognition would drop off, says Neufeld.

“Some people started to become quite engaged and involved, and then someone along the way would say something like, ‘You’ve blown it, this [code] is garbage.’ One or two of those comments and they were gone, never to be heard from again.”

The study provides a clue as to how managers can ensure a virtual team stays engaged, says Neufeld. It may be the case that managers have to work harder to ensure their team is feeling acknowledged and respected because they aren’t in the office with them.

“We have to make sure, as managers, that we’re providing developmental challenges and opportunities to our people at the same time that we’re specifically

recognizing and acknowledging their good work along the way,” he says.

Virtual teamwork is a regular occurrence for Dirk Propfe, HBA ’06. He’s the CEO at ET Group, a company that creates harmony between work, workplace, and technology. ET Group weaves different collaboration technologies into the workplace and puts a strong emphasis on user adoption to accelerate communication and innovation in corporations. Dirk is also the Founder of Unleash Network, which helps accelerate organizational evolution by offering learning labs and communities of practice for business leaders and organizations.

“With ET, we’ve got at least 50 per cent of folks working from home on a daily basis. Unleash Network is a distributed team, where there’s people in Vancouver, in London, in Germany,” says Propfe. He says that collaboration tools like Spark and Slack, and video conferencing tools like Zoom, have created “wonderful” methods of virtual communication. But it’s important to use those tools effectively, he notes.

“I think technology has the ability to do two things – it can alienate or it could bring you closer together,” says Propfe. “If you already have a team that collaborates really well and you give them the tools, it’ll be incredible. Technology is just an amplifier and enabler that could make us better or make us worse.”

Team members need to be more willing to listen and be slow to judge, because virtual communication can leave things more open to interpretation (or misinterpretation), says Propfe. It’s also a good idea to establish a clear structure in terms of how the team will be working with these technologies, he adds.

“There needs to be shared agreements on how you’re going to be working together, and knowing the different preferences of communication is important.”

Ismat Aziz, EMBA ’99, Senior Vice President of Human Resources for Sprint (based in Overland Park, Kansas), says that her organization has gone beyond the “working from home” concept to what they feel is the next evolution in working environments.

“For some companies, working from home is an evolution they are working to – but for us, we left that behind as a key

driver for employee experience a long time ago,” she says. “We are looking at things very differently in order to align with what makes our employees happy and what works for the organization.”

Aziz says that it’s not about whether someone works remotely or in the office, it’s about what works best for that particular employee. Demographics play a role, she says, because different types of employees might be looking for different workplace experiences.

“There is a contingent in our workforce that is really motivated if they have the opportunity to work remotely. There’s another pretty substantive subset of the workforce that wants to come in and work in close proximity with their teams, and then there is a contingent that wants a bit of both.”

The future of work will be a mix of different styles, rather than just a move towards virtual teams, says Aziz. The key is to be an agile, nimble workplace, she says, so that no matter how someone is working, they are doing so with purpose and intention.

“We are building an agile employee experience model and we will continue to differentiate and modify our strategy as our workforce continues to evolve,” says Aziz. “We also treat our employees as our partners, so their needs and satisfaction are paramount to building a highly engaged workforce that will continue to recommend Sprint as a place to work.”

Dirk Propfe of ET Group and Unleash Network agrees that the future of the workplace will continue to be a combination of the physical and virtual realms because there are unique benefits to face-to-face communication.

“With the connection between two people in the real-life setting, you get the body language, the smell, the touch, the posture, so many things. It’s a beautiful thing when you have that physical proximity,” he says. “All of these things are important to create bond, connection, and trust. But what we have now with the virtual realm is really the ability to expand that reach,” he says.

“It’s very much about showing up as individuals and being willing to be vulnerable and open and collaborative – whether you’re in the same room or not.” ■

The Human Capital of the Future

Al Silk, HBA '59, LLD '15, invests in Ivey's PhD students through his scholarship, recognizing their invaluable contribution to a school's overall research capacity.

By Declan Kelly

When it comes to making the most of a second chance in higher education, Al Silk is something of a poster child.

Silk entered Ivey's HBA Program in the late 1950s after having "flunked out" of the civil engineering program at Queen's University. Few would have predicted then his remarkable rise to the upper echelons of management education or his breaking new ground in marketing and advertising research. Least of all, Silk himself.

So when he reflects now on a distinguished academic career that has included faculty positions at UCLA, the University of Chicago, and tenured and senior administrative roles at MIT Sloan and Harvard Business School, Silk is quick to point to the opportunity for a new beginning that made it all possible.

Following his unexpected departure from Queen's, Silk returned to his family's home in Hamilton, where he found work in one of the city's then-booming steel mills. Working shifts in gruelling conditions "led me to think long and hard about what I wanted to do with the rest of my life."

After pleading his case to Western University's registrar and completing an obligatory "summer school" session, Silk was admitted into the HBA Program in the autumn of 1957.

"They obviously found some reason to have faith in me, and I'll always be grateful for that," Silk says from his home in Boston.

Silk's enduring gratitude and first-hand appreciation of the precarious nature of graduate studies – through both his own struggles, and those of many talented

peers and students through the years – were the impetus for his 2015 gift of \$250,000 to endow the Dr. Alvin J. Silk Graduate Scholarship at Ivey. The scholarship directly supports one full-time PhD student annually in the fourth year of the Program.

Silk says it's not only about supporting PhD students in their research – typically conducted "in the shadows" of more prominent HBA and MBA Programs – but also recognizing their invaluable contribution to a school's overall research capacity.

"My experiences as a student and faculty member have served to heighten my appreciation of the risks doctoral students may run if they become 'lost in the crowd,'" Silk says. "But at the same time, I also know how vital they are. They are vital contributors working with faculty in the development of a business school's current knowledge and intellectual capital, and they are the human capital of the future."

Silk's time at Ivey reads like a who's who of the School's own formative years, with classes taught by past and future deans Walter Thompson and J.J. (Jack) Wettlaufer, HBA '50, MBA '51. But it was the advice of another future dean that would play a pivotal role in Silk's career path.

"When I first entertained the idea of going to graduate school, I went to talk to the faculty and especially Bud Johnston, HBA '54, MBA '57," Silk says. "He told me that he was going to Northwestern, and recommended that as a place I should seriously consider."

Silk followed Johnston to Northwestern, where he completed his MBA,



PHOTOGRAPHER: EVGENIA ELISEVA

with distinction, and enrolled in the PhD program on a fellowship. That support, and the opportunity a few years later to assume an acting assistant professorship at UCLA, provided the financial breathing room needed to complete his dissertation. He went on to lead pioneering research in the development of models and measurements to support management decision-making around new product development and advertising. His recent research focuses on the economics of the advertising and marketing services industry. At Harvard, where he is now Lincoln Filene Professor of Business Administration Emeritus, Silk developed the first MBA course on “brand

marketing,” and taught a doctoral seminar on research design and measurement.

But others were not as fortunate as Silk. Of five Canadian PhD students specializing in marketing at Northwestern then, only two completed their dissertations.

“Over the years, I’ve observed numerous cases where students left their doctoral programs before finishing their degree, particularly when they were at the critical stage of writing their theses,” Silk notes. “Another year or so of financial support, and a lot of those abandoned dissertations would likely have been completed.”

Hadi Chapardar, the inaugural recipient of the Silk Scholarship, says the

award’s impact on his career has been immediate and two-fold.

“On the one hand, it brings me further confidence in pursuing my long-term research plan,” Chapardar says. “And on the other hand, it helps me focus on my research without financial hindrance.”

Silk says endowing the award is about paying forward a second chance granted more than half a century earlier. “I’m delighted to be able to do it,” he says. “Western made a big difference in my life and I’d like to do a little something to make sure that that opportunity persists for others.” ■





Celebrating Our Best

At Homecoming 2016, Nora Aufreiter, Scott Beattie, Jon Love, and Mark Whitmore were named Ivey Distinguished Service Award recipients, and Rod White received the Faculty Service Award.

By Pat Morden

To hear more from the honorees, visit:
go.ivey.ca/alumni-awards-video-2016

Distinguished. The dictionary tells us it means “successful, authoritative, and commanding great respect.” This year’s honourees certainly fit the definition. In addition to successful careers, they have given generously of their time and talents to Ivey, and serve as models for Ivey graduates past and future. Recently, *Intouch* spoke to them about their Ivey experience, the keys to business success, and the School’s future.

Jon Love, HBA ’76, LLD ’16, led the team that envisioned the new Richard Ivey Building and oversaw its construction. The CEO of KingSett Capital (and former CEO of Oxford Properties), Love is justifiably proud of what was accomplished. “The Ivey Building has re-shaped the experience for faculty and students,” he says. “It really moved the needle.”

Love says Ivey prepared him for a successful career in commercial real estate by teaching him how to think. “Today, facts are commodities you can find on your smartphone,” he says. “The skills that build a business career are those of reasoning, advocacy, and thoughtfulness. That’s where Ivey is such a constructive force in business leadership.”



Dean Bob Kennedy



Jon Love, HBA '76, LLD '16
Distinguished Service Award recipient

Scott Beattie, HBA '81, MBA '86, worked in investment banking and private equity before becoming President and CEO of Elizabeth Arden Inc. For Beattie, it was Ivey's focus on cross-functional leadership that has proved so valuable. "I think the most important thing I bring to Elizabeth Arden is the ability to communicate and collaborate across the organization, finding ways to work as a team both vertically and horizontally."

Nora Aufreiter, HBA '81, says the School prepared her well for her career as a consultant and leader with McKinsey & Company. "The Ivey experience teaches you how to manage competing priorities and work under pressure," she says. "You learn to think on your feet. As a woman in business, that ability really contributed to my progress."



Scott Beattie, HBA '81, MBA '86
Distinguished Service Award recipient



Nora Aufreiter, HBA '81
Distinguished Service Award recipient



Mark Whitmore, MBA '91
Distinguished Service Award recipient

Mark Whitmore, MBA '91, is Vice Chair and Global Leader for Deloitte Private. Ivey gave him two gifts, he says: the ability to learn quickly, and confidence. “Ivey is a grind, and it’s a grind on purpose,” he says. “When you get through the rigour of the Program, you have a level of confidence that you can take on almost any challenge or opportunity.”

Rod White, HBA '74, recipient of the Faculty Service Award, sees Ivey from a different perspective but comes to similar conclusions. A professor since 1979, White says his goal as a teacher is to help make students “take thoughtful action.” Says White, “The ability to reason well, to think logically, to make decisions based on evidence when evidence is available, and then to act effectively — that’s what I try



to develop in my students.”

He stays in touch with many of his students when they graduate, watching their careers develop with great interest. “Their success is our success,” he says simply. “And they’re good people, so it’s just nice to stay in touch.”

Wise Words

So, what secrets of success do these distinguished recipients want to pass on to current students?

Beattie advises them to start their careers with a successful global company that offers structured training. “Business is not learned in a university: it is learned in real life by actually practising it.” Aufreiter, on the other hand, reminds students that they will graduate with a wonderful set of skills, capable of doing whatever they choose. “Set your sights high,” she urges. “Go for it, take risks. But don’t be afraid to ask for help along the way.”

Whitmore agrees that risk-taking is an important element in success. “You’ve got to be willing to be uncomfortable at times.” That doesn’t necessarily mean changing companies, he says. “At Deloitte I’ve had a new job in very different roles every two or three years.” For Jon Love, success is all about focus and commitment. “The way to start a career is to get a job,” he says. “The way to build a career is to focus on being the best you can be at that job.”

Ivey’s Future

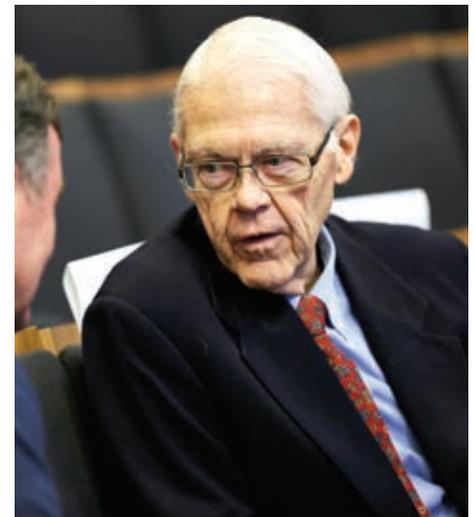
The five honourees are deeply invested in the School’s future and believe it will continue to be a strong contributor to Canada and the global marketplace. “Canada has to continue to generate new companies, new wealth, new jobs, to sustain the great lifestyle we have,” says Whitmore. “Ivey plays an important role in developing our future leaders.”

Aufreiter sees Ivey’s focus on real-world leadership as a “timeless mission,” while adding that the School must continue to stay ahead of business trends. White agrees. “Ivey’s core strength — the high engagement classroom experience — is enduring,” he says, adding that the School must look at the potential of technology to deliver that experience in new ways. “It’s as important to be relevant to the students as it is to be relevant to future employers,” says Beattie. “After all, students are conscious of the value proposition of their education.”

Love hopes Ivey will continue to build the strength of the Alumni Network. “The ecosystem of the School is hugely powerful,” he says. “To the extent that it gets broader and deeper, it is a virtuous circle — the deeper alumni are involved, the richer the learning experience.” ■



Rod White, HBA '74
Faculty Service Award recipient



Your Ivey Network

Global Ivey Day

Celebrating our global network – 5,000+ alumni attended 2016's worldwide events

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Ivey Lives Remembered
David Sparling
1952-2016

page **35**



A Better Education
Investing in kids
Melanie Goldmintz,
HBA '14 and Ben Treffer,
HBA '15

page **39**



Homecoming
960+ alumni and friends participated in the School's 2016 festivities

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Emerging Leaders Awards
Ivey honoured alumni rising to the top

page **44**



Innovative Investing
Wealth management simplified
Michael Katchen,
HBA '09

page **49**

Ivey Class Notes

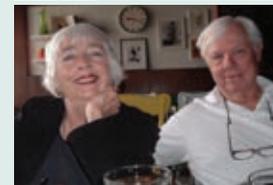
Tell us where you are, what you're doing, who you care about, and how you're staying in touch with your Ivey friends. Celebrate your achievements, activities, and interests. Let us know about the latest matches and hatches – these are your pages.

Submit your notes and photos for the next issue to: ivey.ca/alumni/classnotes or email intouch@ivey.ca

Please note: all submissions may be edited for content and length.

1954

Bob Adams, HBA '54, recently celebrated his diamond wedding anniversary with his wife, Margaret (née Pressey), two days after his 85th birthday. The picture directly below was taken in his car, a 1954 Chevrolet, on the way to their honeymoon. The second picture is a more recent one of the couple. A business move took the two to California in 1978, where they have resided ever since.



of Alberta Alumni Association for extraordinary lifetime achievements with national or international impact.

1959

Al Silk, HBA '59, LLD '15, is featured in an article in this issue of *Intouch*. See page 24.

1963

Ken Berscht, HBA '63, was appointed as Chairman of the Board of Directors of ID Global Corporations.

Ken Hardy, HBA '63, see note under 2002 (Robert Gordon).

1964

Don Betts, MBA '64, writes, "As a family, our worst move was selling a nice condo at Harbour Square on the waterfront to move to a rental in the country near Stouffville. This move happened because Mary was not well due to heart problems and we thought that the pollution was giving Mary headaches. We were probably wrong. Our best move was to Ottawa to get access to the University of Ottawa Heart

1955

Judd Buchanan, MBA '55, received a Distinguished Alumni Award in September 2016, the highest honour bestowed by the University

Continued on Page 33 →

A MESSAGE FROM MICHAEL BERNSTEIN, MBA '96 *Chair, Ivey Alumni Network Board*

[@IveyAlumniChair](#)

I've got a great volunteer role.

As Chair of the Ivey Alumni Network (IAN), I get to work with a Board and Executive Committee of enthusiastic, energetic, and hardworking people. People who attended Ivey, found the experience life-changing, and are looking for ways to show their appreciation and to pay it forward. We work together on ways to enhance and empower the Ivey Alumni Network. It's very gratifying work. It's also a lot of fun!

Here's some of what we've been up to:

- Ivey Homecoming was once again a huge success, with an 18 per cent participation rate. The reunion campaign raised \$1.9 million, up 30 per cent from 2015.

- Global Ivey Day attracted more than 3,000 participants, up from 2,500 in 2015. There were 63 events in 36 cities. In Toronto, we introduced a retail event and held a Power Lunch that featured an impressive lineup of alumni speakers. The finance event featured Professor Mike Moffat, PhD '12, giving a timely talk on the economic ramifications of an anti-trade regime in the U.S. The evening Toronto Celebration, held at the Royal Ontario Museum, was our biggest Global Ivey Day event to date!

- Since September 2016, more than 10 per cent of previously "orphaned" classes now have a Class Liaison. (Thanks to all of our Class Liaison volunteers!)

- The IAN Executive Committee is making a focused effort to develop new programming for alumnae and established alumni.

- Due to an IAN initiative, Ivey is joining Reaching Out MBA (ROMBA), an international organization that educates, inspires, and connects LGBT business students and professionals.

And the future? Ivey continues to thrive, attracting high-quality students and running at capacity in our key programs. Graduates are positive about their experience and eager to be part of the Network. Recruiters continue to hire our graduates at phenomenal levels. Alumni engagement remains high, and the IAN is offering a broader array of content appealing to our diverse graduates. We have made good progress on our Big Hairy Audacious Goals ("BHAGS"), and will continue to pursue them.

There is much more we can do together to strengthen the School and the Network. Do you have comments or suggestions? Programs or events you'd like to see? Like to get more involved? Let me know. Together, we can make one of the best business school alumni networks in the world even better!



Institute. Six years later, Mary received a new heart. In October 2016, she celebrated the 20th anniversary with her new heart. The day I wrote this, she went to her curling game at the Granite Club. The picture below is Mary with Dr. Roy Masters, her surgeon.”



Ted Koehler, MBA '64, writes, “The highlight of 2016 was celebrating our 50th wedding anniversary (September 24) on both our spring and fall trips. When daughter Karen learned that we were returning to Lake O’Hara Lodge in Yoho National Park, she opted to join us for an early celebration as we were taking a trip down memory lane to commemorate our first trip to the Rockies in 1967. The big surprise was that Karen had booked an anniversary dinner celebration at the Station Restaurant in Lake Louise. We were astounded when our Montrealers, son Kevin and wife Susan, appeared. They then joined us for a four-day tour of the Banff, Lake Louise area. Arriving in the Montreal area after our fall trip around Gaspé, we celebrated our actual 50th anniversary at the Willow Inn in Hudson. Glenda and I are still hiking, attending fitness classes, and singing in choirs. In the winter, we will be snowshoeing and cross-country skiing.”



Peter Miller, MBA '64, writes, “Still fishing in the summer months in the Vancouver local waters, which

were very slow this summer. Looking forward to skiing at Whistler this winter.”

James Van Slyck, HBA '64, writes, “HBA '64 is an amazing, cohesive group. A few are celebrating new business conquests. Our focus tends to be on personal reflection and family ventures. Of course, increasing age brings consequences each must deal with. As a group, we generally have highly positive memories of our time at Ivey.”

1968

Richard McLaren, HBA '68, Co-Founder of the Sports Dispute Resolution Centre for Canada, a legend in sports arbitration, and Professor of Law at Western University, received the Order of Canada at Rideau Hall, on September 23, 2016. Richard was also named London, Ontario’s Sportsperson of the Year.

1969

Gilles Ouellette, HBA '69, MBA '70, took on the title of Group Head of Wealth Management at BMO Asset Management, and will become Vice Chair, International, of BMO Financial Group.

1970

Gilles Ouellette, HBA '69, MBA '70, see note under 1969.

Rob Richards, MBA '70, has been appointed Chairman of Heathbridge Capital Management.

1971

Rob Peck, MBA '71, shared a photo taken at the 45th reunion of the MBA '71 class. Reunion activities included formal tours across Newfoundland and Labrador, St. Pierre, St. John’s, and more. A reception was also held at Government House hosted by his Honour, Lieutenant Governor Frank Fagan and her Honour, Patricia Fagan. A second reception was hosted

by **Roger Crosbie, MBA '71,** and his wife Barbara, at their home.



1972

Pierre Morrissette, MBA '72, has been named a member of the Order of Canada.

1974

Brian Jones, HBA '74, and **Hugh MacDiarmid, HBA '74,** recently incorporated a new cyber insurance company, Ridge Canada Cyber Solutions, Inc. (Ridge Canada), along with their partner, Tom Ridge, the first U.S. Secretary of Homeland Security and 43rd Governor of Pennsylvania. Mr. Ridge is President of Ridge Global, headquartered in Washington, D.C., and Chairman of Ridge Canada, headquartered in Toronto. Ridge Canada is a Canadian Managing General Insurance Agency incorporated to provide cyber insurance products and loss control services to Canada’s insurance agents and brokers. Cyber-crime has cost businesses around the world more than \$300 billion in the past 12 months alone, with North American businesses among the most heavily targeted. With destructive cyberattacks increasing in both frequency and malicious intent, they have created customized insurance solutions that combine with their specific risk management and best-in-class pre-breach services. To learn more, visit ridgecanada.com. Brian and Hugh are also featured in an article in this issue of *Intouch*. See page 12.

Rod White, HBA '74, is featured in an article in this issue of *Intouch*. See page 26.

1976

Paul Beamish, HBA '76, PhD '85, is featured in an article in this issue of *Intouch*. See page 11.

Christine Lengvari, MBA '76, is President and CEO of Lengvari Financial Inc., a boutique insurance brokerage specializing in retirement and estate planning: “Your financial security is our business.” The family firm has been in business for over 60 years with clients across Canada. In 2014, she was named one of the “50 Women of Influence in Canada’s Life Insurance Industry” by *The Insurance and Investment Journal*. In 2015, she was the opening speaker for the Congrès de l’Assurance et de l’Investissement. Christine has been appointed to chair the newly formed Advisory Council on Women and Leadership at Concordia University, a flagship program recently established by their President, Alan Shepard. Also, in addition to her participation in the Tax Policy Group at Conference for Advanced Life Underwriting, she has recently accepted an appointment to the Government Relations Committee. In 2015, at the request of the Board of Governors of St. Mary’s Hospital in Montreal, she set up, and chairs, the Honorary Council.

Jon Love, HBA '76, LLD '16, is featured in an article in this issue of *Intouch*. See page 26.

Terry Thrasher, MBA '76, is featured in an article in this issue of *Intouch*. See page 37.

1977

Richard Bellm, Don Dinnin, Virginia (Hallman) Minnaar, Rod Hampson, Douglas Humphries, Bruce Hynds, Brenda (Johnston) Humphreys, Mary Killoran, Kim McAulay, Susan (Larkin) Nishida, John Leitch, Deborah Roth, Steve Shillington, Elaine Stanley, Mark Stevens, Sue (Stevenson) Pennal, Gino Truant, Paul Wildridge, all HBA '77, and Barry Bruce, HBA '77, MBA '82; Mark Foerster, HBA '77, MBA '80; Kevin Yousie, HBA '77, MBA '80, were among those who attended the HBA '77 class second-annual dinner in Toronto. The organizing committee for the 40th reunion

from October 20-22, 2017 is **Maria (Durante) Knowles, John Leitch, Cindy Clark, and Elaine Stanley, all HBA '77.**

Gordon Casperd, HBA '77, Debra (Lehman) Casperd, HBA '77, and their two dogs, recently moved from Kelowna to Toronto. They will be spending the winter in Puerto Vallarta.

Jane (Vlasblom) Collins, HBA '77, has retired from a successful career in accounting and teaching in the Niagara area, and moved to Mahone Bay, Nova Scotia to continue her writing career. She has already published two books, a self-help book, *Willing Change*, and a novel, *Perspectives*, the first in a trilogy. Jane is currently finalizing the second book and making plans for creating the third.

Mark Foerster, HBA '77, MBA '80, and his family now live in the Leslieville area of Toronto. Mark joined the Board of Directors of the Children’s Aid Society of Toronto.

Sam Gudewill, HBA '77 (Vancouver), and Cindy Clark, HBA '77 (Calgary), visited Toronto recently, and met up with **Catherine Novick, Mary Jane Grant, Sue (Stevenson) Pennal, and Elaine Stanley, all HBA '77.**



Kim Robinson, HBA '77, MBA '79, completed the Hawaiian IRON-MAN in Kona in October 2016.



Stephen Ross, HBA '77, has taken on a second career operating a golf course, Oak Gables Golf Club & the Ross Golf Academy in Ancaster, Ontario. It is a family endeavor and they are in their eighth year.

Steve Shillington, HBA '77, and his wife Jan welcomed their first grandchild, a boy, in March 2016. Steve also joined **Barry Bruce, HBA '77, MBA '82, Gino Truant, HBA '77, and Stephen Hemphill, HBA '77**, on a golf trip to Phoenix, Arizona in November 2016.



1978

Jim Prokopanko, MBA '78, has been appointed to the Regions Financial Corp. Board of Directors.

Barbara Stymiest, HBA '78, is featured in an article in this issue of *Intouch*. See page 11.

Pierre Trudeau, MBA '78, writes, “Time flies when you are having fun. After graduating, many of you know that I went to the Bank of Montreal, first as an Account Manager and then as an International Trade Finance Manager. In 1987, I bought a company: Du-Var Laboratory Inc., a cosmetic custom-manufacturing company. So for 30 years, after many expansions, growing pains, recessions, etc. I manufactured creams, lotions, shampoos, and drugs for all the major players in the industry. My little laboratory last year employed some 100 professionals and labourers. Professor Jim Hatch even did a case study using my company in 2007. But now it was time to retire. Last October 6, I sold the company. None of my three daughters wanted to follow in my steps. I will start my retirement by doing a road trip throughout Canada and the U.S., skiing at Sutton in the Eastern Township this winter. Continuing to hike up mountains (Kilimanjaro, Aconcagua, etc.) and travelling. My MBA helped me throughout my career, it was one of the best things I ever did. Hoping to see you all at our next Ivey reunion.”

1979

Michael Mackasey, MBA '79, has been appointed Chair, Canada Development Investment Corporation.

Kim Robison, HBA '77, MBA '79, see note under 1977.

Eric Vengroff, MBA '79, writes, “It’s been a while since I provided my last update and, I have to admit, I’ve been reluctant to write in since I have no idea how this will end – good, I hope, but bad is possible too. I note that there seems to be less and less news coming out from our year; perhaps the majority are retired or aren’t moving around as much. So, here goes... after selling majority control of Fifty-Plus.Net International Inc. to Moses Znaimer, who added print, radio and TV properties to create Zoomer-Media Limited, I continued to work there for another five years. I left in 2013 to start a digital advertising agency, sold that a year later and was promptly kicked to the curb almost as soon as the ink was dry on the deal. Rather than starting anything and selling it again, I decided to buy something. Having purchased my first subscription to *Road & Track* at the age of 11, cars and car racing have been a passion for me. When the opportunity to buy a premium automotive speed shop in Woodstock – just half an hour from the ol’ biz school by the way – I couldn’t pass it up. My wife and I now live and work here four-to-five days a week, and go to our ‘cottage’ in Toronto on the weekends. It has been more of a challenge than I expected, as the sheer amount of learning has been just about as much as this old brain can handle. In surely what must have been the most risky and foolhardy move I’ve ever done, we created our own car brand, Urban Warrior 4x4, (UrbanWarrior4x4.com) and now build bespoke SUVs for other car enthusiasts. Based on the iconic Land Rover Defender, these 600+ hp vehicles are positively

a blast to drive and have a ‘cool factor’ not found in your average utilitarian transportation. My son ultimately decided to do what I might have done had I not been interested in pursuing a career in business – he became a mechanic. Now we get to work together every day. I believe this can truly become a lasting legacy for my family by the time I’m done. All we need to do now is turn a profit on all the R&D we’ve done and raise some additional funds to scale the business. Most of our business is export, primarily to the U.S., Europe, Asia, and Australia, but recently we’ve found some resurgence in our domestic sales and some new revenue streams that hopefully can sustain us. We do a fair bit of custom work – which I’ve found is harder to make money at – but has its own mental rewards in the form of satisfaction in having built such beautiful vehicles. We have modified or built Mustangs, Cobras and other sports cars, sometimes to 1,000 hp or more, such as the Shelby Super Snake in the picture below. My regular golf games are a distant memory, my wife and I don’t go on long motorcycle trips anymore, and it seems that I’m working longer hours than I was when I graduated. Stupid, I know... I could have been earning interest on my investments and be wintering somewhere warm. Now when I travel, it’s usually to a car show, trade event, or auction, such as the Barrett-Jackson, where we exhibit regularly. But, I occasionally get to do what I really want to do, which is play with cars.”



1980

Linda (Taylor) Berman, HBA '80, is featured in an article in this issue of *Intouch*. See page 12.

Anthony Chang, HBA '80, received the Order of Distinction in the rank of Commander for distinguished service to the public and private sectors of Jamaica.

Terry Chapman, MBA '80, writes, “Doing my MBA was the third-best decision in my life. First was marrying my wife Rosemary, and second was joining the Canadian Armed Forces. Retired for 12 years, presently my passion is being Captain of the club’s tennis team and serving on the club’s Board of Directors. Summer months are spent at Ballantrae Golf Club in Stouffville, Ontario, and winter is spent at Colonial Country Club in Fort Myers, Florida. Thank you to my 1980 Section 4 MBA fellow classmates for helping me learn that ‘life is good.’”



Mark Foerster, HBA '77, MBA '80, see notes under 1977 (Richard Bellm).

Blaine Lawlor, MBA '80, writes, “Here is a picture of my family. I have been blessed with six children and 18 grandchildren. When I started the MBA, my wife and I had three children, and when I finished, we had four. The other children were born in Calgary where I worked for Shell Canada. I took early retirement in 2001, and in 2003, enrolled in a PhD program in Management (Strategy) at Oklahoma State University. I finished my PhD in 2008. I had three grandchildren when I started the PhD, and had 13 grandchildren by the time I finished. Consequently, when asked how long it takes to do a PhD, my common answer is about 10 grandchildren. Since 2008, I have been a faculty member at the University of West Florida in beautiful

Pensacola, Florida. I have a passion for teaching and I teach in both the undergraduate and MBA programs.”



Jim Webster, MBA '80, has been appointed Chief Investment Officer at Duke Royalty Limited.

Kevin Yousie, HBA '77, MBA '80, see note under 1977 (Richard Bellm).

1981

Nora Aufreiter, HBA '81, is featured in an article in this issue of *Intouch*. See page 26.

Scott Beattie, HBA '81, MBA '86, is featured in an article in this issue of *Intouch*. See page 26.

Dan Devlin, HBA '81, is featured in an article in this issue of *Intouch*. See page 7.

Mike Tevlin, HBA '81, is featured in an article in this issue of *Intouch*. See page 7.

1982

Barry Bruce, HBA '77, MBA '82, see note under 1977 (Richard Bellm, Steve Shillington).

Christine (Bishop) Magee, HBA '82, Co-Founder and Chair of Sleep Country Canada, received the Order of Canada at Rideau Hall, on September 23, 2016, to recognize her charitable initiatives and corporate citizenship.

Anne Marie O'Donovan, HBA '82, was appointed to the Board of Directors of Cadillac Fairview.

1983

Charles Brown, MBA '83, is featured in an article in this issue of *Intouch*. See page 11.

Jill Denham, HBA '83, was appointed to Canadian Pacific Railway Limited’s Board of Directors.

Ivey Lives
Remembered

David Sparling
Professor
Emeritus and
Chair of Agri-Food
Innovation
1952-2016

By Declan Kelly



Some professors shine in their ability to help students grasp complex concepts, often through an affable manner and frequent use of humour. Others thrive in conducting in-depth research that brings major advancements to an entire sector or segment of the population.

David Sparling excelled at both. As Professor Emeritus and Chair of Agri-Food Innovation at Ivey, Sparling was equally at home in the classroom as he was when immersed in research or advising governments, industry executives, or large-scale farm operators throughout the world.

Citing Sparling's work on the effectiveness and optimization of organizational design in agri-food industries and a variety of projects on productivity, performance, and competitiveness, Deb Stark, Ontario's former deputy minister of Agriculture, Food and Rural Affairs, referred to Sparling as "a key contributor to Ontario's agri-food industry."

"He was a true innovator, collaborator, and contributor for the sector, and will leave many accomplishments as

his legacy," Stark said, in a prepared ministry statement.

Teaching at Ivey and previously at the Australian Graduate School of Management and the University of Guelph, where he was associate dean of Research and Graduate Studies, Sparling went beyond merely imparting technical foundations. He inspired students by demonstrating creative problem solving in action, with his ever-present wit and humour helping to spur discussion.

Jane Sparling, David's wife of 40 years, said this was reflected in the many tributes she has received from colleagues, students and, in particular, one from the mother of a former student.

"The mother had never met Dave, but she recognized the impact he had on her daughter," Sparling said. "Whenever her daughter found herself facing a difficult work situation, she would begin by asking herself 'What would Dave do?'"

Ivey Dean Bob Kennedy believes Sparling's enthusiasm for his students and gregarious nature serve as an inspiration for everyone at the School.

"In the classroom at Ivey or around the world, David's interest in his students was always evident," Kennedy said. "As a researcher and Chair of Agri-Food Innovation, his passion for agribusiness resulted in work that positively affected agriculture and all who practise it. And as a friend and colleague, he touched us all with his sense of humour and extraordinary personality."

Jane Sparling isn't surprised to learn that her husband's affinity for research and trademark wit were both well received at Ivey. She describes his role at the School as "the perfect match for him. I think he would have finished his career at Ivey," Sparling added. "His heart was there and it provided him with many opportunities to consult and work with other groups. He felt that he could make a difference and, from what I can gather, he did."

David Hamilton Sparling died July 31, 2016, following a courageous two-year battle with brain cancer.

Homecoming 2016

This past fall, numbering more than 960 strong, Ivey alumni and friends came from across Canada and around the world to take part in the School's Homecoming festivities, including a lecture series, building tours, football game, and case study – in addition to their off-campus class-organized celebrations. Our generous reunion classes contributed to the future of business leadership by raising \$1.9 million in donations. *Intouch* caught up with returning alumni on why they came back. More photos available at ivey.ca/alumni/homecoming



"It was very intense, that first year at Ivey. We were thrown into the trenches together. When I get together with Ivey people I haven't seen in years, I'm always surprised that it was only two years I spent with them."

Kelly Smith, HBA '86, MBA '91
Toronto, Ontario



"I came back for the people, the friendships. The stories are fascinating, the people are awesome. I've seen people I haven't spoken to in 10 years, and it's just like it was yesterday."

Amr Elgwaily, HBA '01, MBA '06
Philadelphia, Pennsylvania





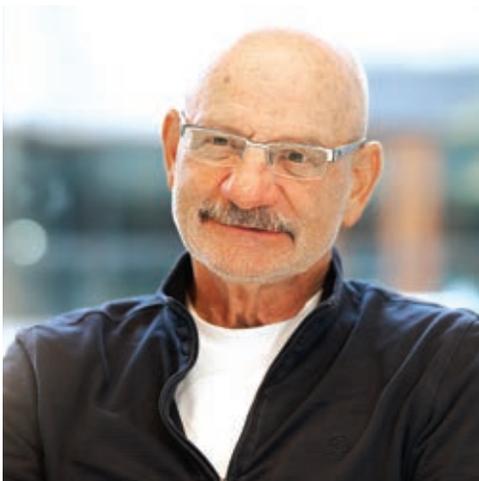
“For me, coming back is about reconnecting with the class and reminiscing. There’s something about actually being here that brings a lot of deeper memories. I even remembered where I used to hand in my case studies!”

Roman Matkiwsky, MBA '91
Thessaloniki, Greece →



“When you invest in an Ivey degree, you’re investing in the Network. It’s important to stay connected to the Ivey community – it’s like a family, so you have to make the effort!”

Kristen Cornell, HBA '06, MBA '11
Toronto, Ontario →



“There were some really brilliant people in my class, and it was obvious they were going to be very successful. Forty years on, I wanted to come back and hear the stories of their different careers.”

Terry Thrasher, MBA '76
London, Ontario ←



1984

George Cope, HBA '84, ranked seventh on *Toronto Life's* "50 Most Influential People" for 2016.

Stephen Hughes, HBA '84, MBA '88, writes, "Recently moved to New York City to take on a new challenge. Will be leading Square 1 Bank's work with later-stage tech companies on the east coast. One kid in college (that's American for "university") and another in grad school. Staying close to Canada by spending summers in the Thousand Islands. Look me up if you're down this way!"

Douglas MacFarlane, HBA '84, writes, "I joined Voortman Cookies in October 2015 as CEO, upon Swander Pace Capital completing its acquisition of the company. My wife (**Lorraine (D'Amico) MacFarlane, HBA '85**) and I call home the San Francisco Bay Area and very much enjoy our lives in California. Our son Daniel has graduated from Queen's University and is now working in Toronto, and our daughter Shannon is attending the University of Victoria."

1985

Juliet Atha, HBA '85, MBA '91, hosted a small gathering of classmates at her home on November 17 in celebration of Global Ivey Day. In attendance: **Bruce Lamb, Jennifer (Chadwick) Lamb, Eric Martin, Scot Steele** (not pictured), **John de Roos, Michael Sachter, Sabina Jaenisch, Brenda Parsons**, all **HBA '85**, and **Rhonda English, HBA '85, MBA '91**. Eric Martin's spouse, Gail Martin, John de Roos's spouse, Paula de Roos, and Mike Sachter's spouse, Shawna Brown, were also in attendance. It was fun to catch up!



Paul Beamish, HBA '76, PhD '85, see note under 1976.

Andy Chisholm, MBA '85, has been appointed to the Board of Directors of Royal Bank of Canada.

Lorraine (D'Amico) MacFarlane, HBA '85, see note under 1984 (Douglas MacFarlane).

Sean Shannon, HBA '85, writes, "After 14 years leading Expedia's entry to Canada and Latin America, I enjoyed a wonderful break, and then in May 2016, I joined Busbud.com as COO."

1986

Scott Beattie, HBA '81, MBA '86, see note under 1981.

Caroline Hubbard, HBA '86, her husband, and three children (ages 15, 14, and 10) left on a family sabbatical to sail around the world, in June 2014. After 24 months at sea, several ocean crossings, and stops in Europe, Southeast Asia, South Pacific, Caribbean, and Eastern U.S., the family is now back at home in the Bay Area.

Kelly Smith, HBA '86, MBA '91, is featured in an article in this issue of *Intouch*. See page 36.

Jeff Weiss, HBA '86, MBA '91, is featured in an article in this issue of *Intouch*. See page 10.

Dario Zulich, HBA '86, now owns the Sudbury Wolves and Sudbury Water Tower.

1987

Doris Bitz, HBA '87, MBA '91, has been named The Original Cakerie's President.

Christopher Burley, MBA '87, has been named Vice Chair of WestJet's Board of Directors.

Steven Meston, HBA '87, MBA '92, writes, "A really proud moment in our family this year, as our son **Chris Meston, HBA '16**, recently graduated from Ivey! My wife Judi and I, and our two daughters, Sarah and Mariah, moved back to Toronto (Oakville),

three years ago, joining Chris in Ontario after a 15-year "tour" that took our family to Halifax, New York, and then the last 10 years, in Calgary. I continue to be with CIBC and am currently Managing Director and Head, Corporate Banking, U.S. and International."

1988

Stephen Hughes, HBA '84, MBA '88, see note under 1984.

1989

Carol (Dizy) Crow, HBA '89, writes, "In October, eight Western grads and longtime friends gathered for a fabulous weekend to celebrate turning 50. The venue was Miami at the beautiful home of **Andrew de Pass, HBA '89**. Joining the celebration: **Carol (Dizy) Crow, Laurie (Richardson) Bildfell, Paul St. Amour**, all **HBA '89**, Susan (Allaert) Houston, Wendy Hurlburt, Michael Robinson, and Ann Gill."



James Gardner, HBA '89, writes, "I'm excited to be serving this winter as an adjunct faculty member at Boston's Northeastern University. Already dubbed Professor Gardner(!) by friends and family, I'll be teaching a graduate level course in digital media. Below is a photo of fall golfing in Collingwood, Ontario... from left to right: **James Gardner, HBA '89; Mark Hoogeveen, HBA '89, MBA '96; John Laugesen, HBA '89, MBA '94; Kevin Rosen, HBA '89; and Michael Hunter, HBA '89.**



Jon Hantho, MBA '89, is featured in an article in this issue of *Intouch*. See page 11.

Brent Norton, MBA '89, has been appointed Executive Chairman of the Board and acting Chief Executive Officer at Ortho Regenerative Technologies Inc.

1990

Guy Metcalfe, HBA '90, is featured in an article in this issue of *Intouch*. See page 39.

1991

Juliet Atha, HBA '85, MBA '91, see note under 1985.

Doris Bitz, HBA '87, MBA '91, see note under 1987.

Rhonda English, HBA '85, MBA '91, see note under 1985 (Juliet Atha).

Roman Matkiwsky, MBA '91, is featured in an article in this issue of *Intouch*. See page 37.

Doug Melville, LLB/MBA '91, writes, "In mid-2015, I left Canada's Ombudsman for Banking Services and Investments, after nine years. After almost 25 years based in Toronto, the whole family, including our four teens, pulled up stakes and moved to the island of Jersey in the Channel Islands, about 14 miles off the coast of France. I am now establishing the statutory and quasi-judicial Channel Islands Financial Ombudsman for the major international financial centres of Jersey and Guernsey. I continue to be active internationally, serving one final year as Chair of the 60-member International Network of Financial Services Ombudsman Schemes and consulting with the World Bank on financial regulatory matters and consumer protection in partnership with various governments. The whole family is very active with work, school, and in the local community here on this beautiful island of nine-by-five miles. We are taking advantage of being so close to the sea, as well as being an hour away from Europe by ferry, so that

we can explore the rich histories and cultures."



Kelly Smith, HBA '86, MBA '91, see note under 1986.

Jeff Weiss, HBA '86, MBA '91, see note under 1986.

Mark Whitmore, MBA '91, is featured in an article in this issue of *Intouch*. See page 26.

1992

Janet Bannister, HBA '92, is featured in an article in this issue of *Intouch*. See page 11.

Steven Meston, HBA '87, MBA '92, see note under 1987.

1993

Shawn Aspden, HBA '93, has been appointed the Managing Director at Bloom Burton & Co.

Brent Choi, HBA '93, writes, "I've taken on the expanded role of Chief Creative Officer at J. Walter Thompson New York (still have oversight over Canada). It's an exciting opportunity to run the head office of one of the greatest and most well-known agencies in the world. Also proud to be one of only a handful of Canadians to ever reach this type of role. And the best news — became Air Canada Super Elite for the first time!"

Patrick Cronin, MBA '93, has taken on the role of Group Head of BMO Capital Markets.

Laura Gainey, EMBA '93, was named one of Canada's Top 100 "Most Powerful Women" for 2016 by Women's Executive Network.

Victor Keong, HBA '93, EMBA '99, is featured in an article in this issue of *Intouch*. See page 12.

Investing in Kids

Melanie Goldmintz, HBA '14, and Ben Trefler, HBA '15, are changing the world for children in South America through their work with the Alma Children's Education Foundation

By Brenda Bouw

When Melanie Goldmintz and Ben Trefler first met through mutual friends at Ivey in the winter of 2014, little did they know they would wind up working together to help improve education for impoverished children in Latin America.

About a year and a half later, Goldmintz became the Executive Director at the Alma Children's Education Foundation, a Toronto-based charity that focuses on education in rural Peru and Bolivia. Trefler has since joined Alma as a volunteer, alongside his full-time job as a Management Consultant at KPMG.

Both credit their Ivey education for helping them find and support Alma, and see some key similarities in their education methods. Goldmintz says Alma doesn't follow traditional teaching methods: "Instead, Alma focuses on critical thinking, not memorization, creativity instead of uniformity, and learning by doing – just like how we learn with case teaching at Ivey," she says.

Alan Harman, a senior investment executive at Scotia Wealth Management, created Alma in 2010 after a lengthy trip through South America with his family.



PHOTOGRAPHER: NATION WONG

Its goal is to improve quality of life in the communities over the long term by better educating its youth.

Goldmintz had been a regular volunteer at an orphanage in Peru when she came across the Executive Director job posting at Alma. "It was a real alignment with my values and the idea that, when you invest in kids, you invest in the whole community," she says.

The management and leadership training she received at Ivey also provided her with the necessary skills to do the job, which includes managing a team of 50 volunteers, as well as balancing financials, communications, data input, and marketing.

Trefler came on board after spending a couple of months volunteering for Alma in the summer of 2015. He was inspired by banking executive Guy Metcalfe, HBA '90, who was a guest

speaker in his *Learning from Leaders* class at Ivey. Metcalfe said something along the lines of, "There is no straight line towards success. Instead, you have to follow what you're passionate about and become very absorbed in each and every moment you're at."

Goldmintz says Ivey staff and alumni have also offered various types of support for Alma, from resources to mentorship. "One of our greatest lessons from Ivey is that everyone has the potential to create a positive impact and build leaders of tomorrow," Goldmintz says. "The key is to combine our strong foundation in business with our passion to change the world. Luckily, here at Alma, Ben and I are able to apply this lesson from Ivey to our work with Alma every single day."

Celebrating Our Global Network

By Nicole Laidler

In Southern California, they watched an LA Kings game at the Staples Center. In London, England, they gathered at Canada House in London's Trafalgar Square. In Nairobi, Kenya, they celebrated at Sushi Soo Japanese restaurant. And in Toronto, more than 1,000 Ivey alumni networked under the dinosaurs at the Royal Ontario Museum.

Those are just a handful of the 63 events held in cities around the world on November 17 to celebrate Global Ivey Day (GID) – making the seventh annual event the biggest ever.

The 2016 celebration of everything Ivey also included a live-streamed Power Lunch, a Global Blood Drive, and recognizing the success of our brightest and best with the Emerging Leaders Awards (see page 44).

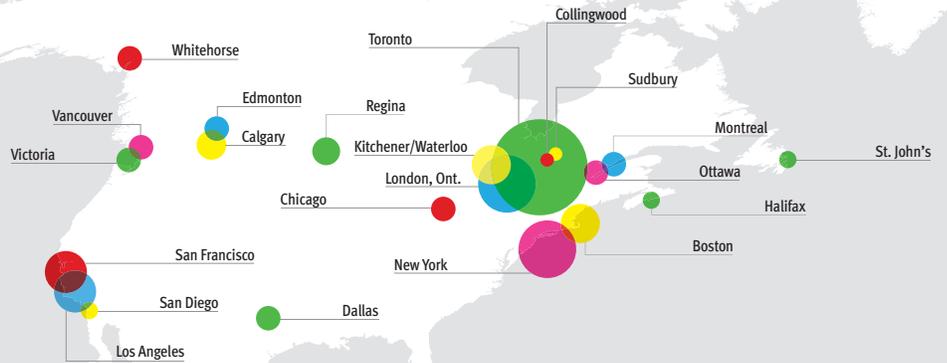
The day was made possible by co-chairs Natalie (Edwards) Bisset, MBA '06, and Dan Rowe, MBA '05, and the GID Task Force, with help from Terri Garton, Director of Alumni Relations, and other Ivey staff. It was generously supported by gold sponsors Merrill Corporation and RBC.

With graduates reconnecting everywhere from New Delhi and Dubai to Sydney and São Paulo, as well as in cities right across North America, this past year's Global Ivey Day highlighted the global reach of the Ivey Alumni Network, and the special bond our alumni have with each other and our School.

Read more about Global Ivey Day 2016:

go.ivey.ca/gid

For Global Ivey Day 2016 photos, visit:
[facebook.com/iveyday](https://www.facebook.com/iveyday)
 or iveyday.ca



50
 GRADS WORKED UP
 A SWEAT AT SOLD-OUT
 EQUINOX FITNESS CLASS

6
 GLOBAL
 SPONSORS

188
 VOLUNTEERS

São Paulo

200+
 ATTENDEES AT SOLD-OUT
 RETAIL INDUSTRY EVENT

329
 POSTS ON
 SOCIAL MEDIA

3000+

ALUMNI CELEBRATED

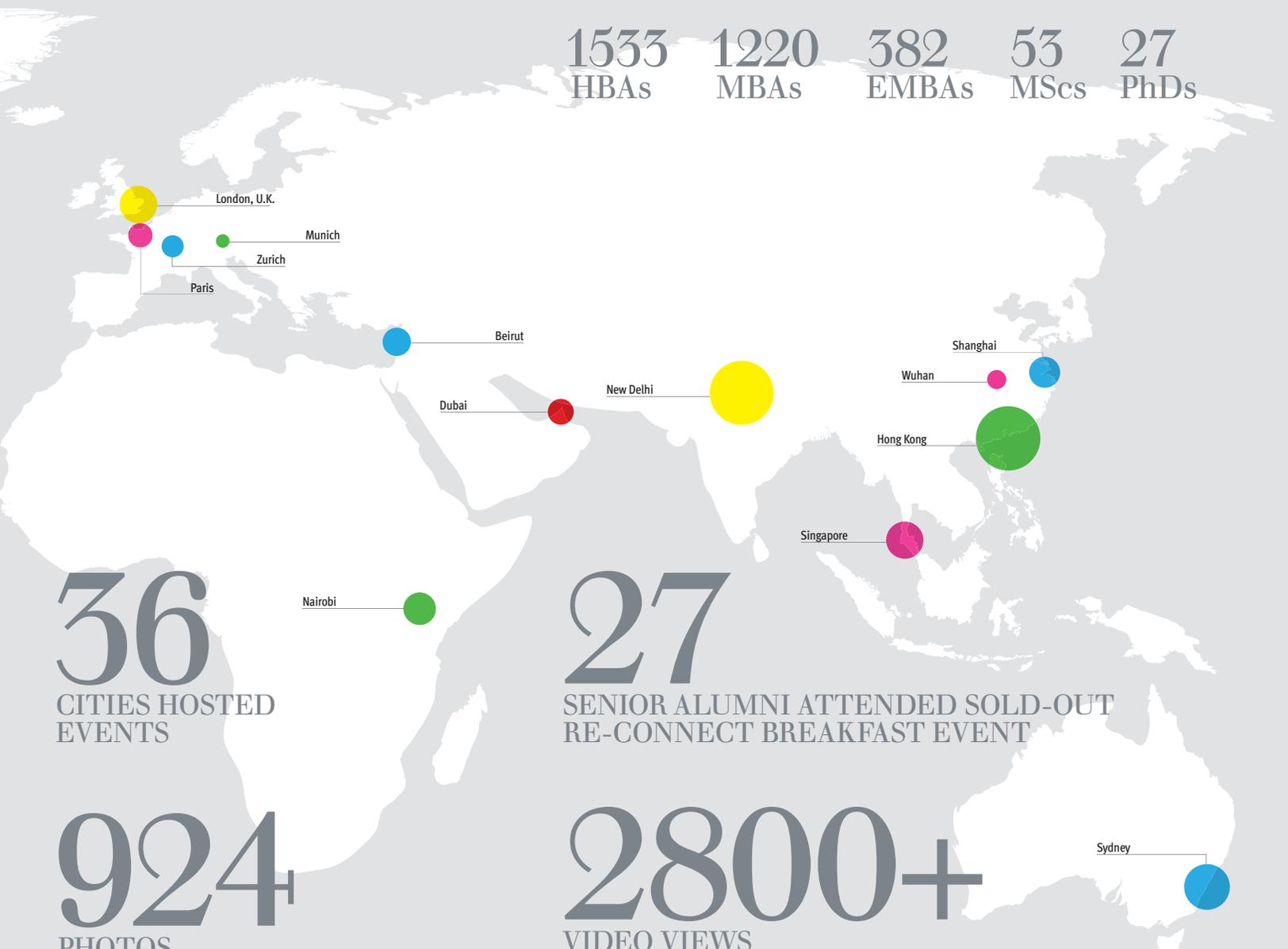
1533
HBAs

1220
MBAs

382
EMBA's

53
MScs

27
PhDs



36

CITIES HOSTED
EVENTS

27

SENIOR ALUMNI ATTENDED SOLD-OUT
RE-CONNECT BREAKFAST EVENT

924+

PHOTOS

2800+

VIDEO VIEWS

1000+

ATTENDEES AT MOST-
POPULAR TORONTO EVENT

177

CLASSES REPRESENTED
AT EVENTS

63

EVENTS

Peter Tagliamonte, MBA '93, ranked in the top 10 per cent of *BSS News Bites*' Canada performers for the past year. Peter is CEO of Belo Sun Mining.

Doug Trussler, HBA '93, writes, "Greetings from sunny Santa Monica, California. Married with two kids Axel (6) and Howie (2). Hard to believe that it's been 15 years since Bison Capital was started – we welcome all new investment ideas. Find us at bisoncapital.com. At the peak of winter in Canada, come visit, particularly if you are a golfer since I am happy to host at the home of the 2023 U.S. Open – Los Angeles Country Club."

Gabe Vinizki, HBA '93, MBA '99, writes, "After almost 20 years of working in capital markets with various investment banks in Moscow, London, and Toronto, I finally decided it was time to make a big change. I joined an exciting startup company called PragmaTech Waste Solutions as their Vice President, Business Development. I am finally able to use all that I learned in biz school, and combine it with the experience I gained over the last 20+ years in finance to help build an exciting new business in a brand new industry for me. Talk about a steep learning curve! Every day is an adventure, and I love that it's something that is helping our environment at the same time. I have a newfound appreciation for all my entrepreneurial classmates who went on to start and grow successful businesses. I have been blessed with an incredible wife, Alissa, who I have been married to for 14 years and together we have two phenomenal boys – Julian is 13 and Zac is 8."

1994

Leah Johnson, MBA '94, has released *French Brunch At Home*, a comprehensive and full-colour collection of customer-tested recipes from Leah's business, Le Petit Croissant. Written for

novice through experienced bakers, *French Brunch At Home* features more than 30 recipes for classic croissants (traditional, almond, chocolate hazelnut, pain au chocolat, and morning buns), fast-and-easy croissants, scones, brioche, quiche, salads, crème fraîche, granola, and jams for all seasons. Look for baker's tips, adjustments for high altitude bakers, make-ahead tips, lovely photography, brief histories, and more. Available on lepetitcroissant.com or on Amazon. Contact Leah at leah@lepetitcroissant.com



John Laugesen, HBA '89, MBA '94, see note under 1989 (James Gardner).

Martha (Peleschak) Maznevski, PhD '94, is featured in an article in this issue of *Intouch*. See page 4.

Parag Saigaonkar, MBA '94, has watched the Indian business environment from up close since coming to India in 2005, and has summarized his observations in his book *The Perfect Storm: Are You the New India Manager?*

Darryl White, HBA '94, a 22-year BMO veteran and Group Head of BMO Capital Markets, has been promoted to COO.

1995

Joe Quarin, MBA '95, was appointed to the Board of Directors of VIQ Solutions Inc.

Tony Watson, MBA '95, led the 36th Hong Kong Boy Scout Troop's 18-day expedition

to Nepal from July to August 2016. The group achieved its twin objectives of reaching Annapurna Base Camp (4,130m) and Poon Hill (3,193m). Expedition members are pictured at the Base Camp. His wife Sharlene (left) and daughter Morgan (front row centre) were also part of the expedition. The itinerary included visits to the Gurkha Welfare Trust to learn about its work with Gurkha veterans and recent earthquake reconstruction efforts, the British Gurkha Camp, and Pokhara and Kathmandu.



1996

Joe Belan, HBA '96, has been appointed Independent Non-Executive Director of SouthGobi Resources Ltd.

Michael Bernstein, MBA '96, is featured in an article in this issue of *Intouch*. See page 32.

David Craig, EMBA '96, writes, "A few of the EMBA '96 class recently got together in Toronto to celebrate graduating 20 years ago. From left to right: **Dave Valliere, Lisa (Anderson) Munt, Randall MacLeod, Dana-Lynn (Lidkea) Kelso, Byron Sonberg, Cyndy Neilly, James Jewell, Ilona Jonus, David Craig, Anthony Marquis, David McLaughlin, Dwayne Mathers, all EMBA '96**. Missing from the photo and attending that night were: **Bill Currie, Paul Dalglish, and Iain Kennedy, also all EMBA '96**. Hopefully an even larger group will get together in the near future." David is also featured in an article in this issue of *Intouch*. See page 12.



Mark Hoogveen, HBA '89, MBA '96, see note under 1989 (James Gardner).

1997

Derrick Neufeld, PhD '97, is featured in an article in this issue of *Intouch*. See page 18.

Nicole W S (Suen) Phillips, HBA '97, has been promoted to Senior Counsel of Underwriting at Stewart Title Guaranty Company. Her portfolio includes underwriting title insurance policies for real estate transactions up to \$10 million. In this role, she analyzes legal (primarily property law) issues, assesses transactional risks, and drafts legal/underwriting provisions. Nicole has also gained extensive experience in identifying potential fraud (e.g., title, mortgage, value and identity fraud) and contributes to the ongoing development of policies and procedures in fraud mitigation.

Luke Seabrook, HBA '97, has been appointed Chief Operating Officer at BMO Capital Markets.

1998

Teri Currie, EMBA '98, is featured in an article in this issue of *Intouch*. See page 11.

Arif Dar, MBA '98, is currently working as the Chief Information Officer for SC Johnson in Wisconsin.

Christopher Ripley, HBA '98, was promoted from Chief Financial Officer to President and Chief Executive Officer at Sinclair Broadcast Group, Inc., one of the leading broadcasters in the U.S.

Daniel Wittlin, HBA '98, was appointed to the Board of Directors at DLS DealNet.

1999

Ismat (Mirza) Aziz, EMBA '99, has been appointed Senior Vice President of Human Resources at Sprint, and she was featured in *Insights Success's* "The 30

Most Influential Women in Business" issue. She is also featured in an article in this issue of *Intouch*. See page 18.

John Bayliss, HBA '99, is featured in an article in this issue of *Intouch*. See page 11.

Victor Keong, HBA '93, EMBA '99, see note under 1993.

Robert Levine, HBA '99, MBA '05, has been appointed Chief Financial Officer at Sigma Systems.

Gabe Vinizki, HBA '93, MBA '99, see note under 1993.

2000

Shakeel Bharmal, MBA '00, writes, "During the summer of 2012 I received a call that would take my career in a different direction. I was asked to consider the role of COO at Aga Khan Foundation Canada, an Ottawa-based not-for-profit for which I volunteered. After some soul searching, I realized it was a once-in-a-lifetime opportunity to make a difference in Canada's efforts to end poverty in Africa and Asia. It's been almost four years now and I've been so fortunate to work with amazing volunteers, generous donors, and the ambitious women, children, and men in rural villages which are lifting themselves out of poverty with our help. Check us out at AKFC.ca. Below is a picture with Bacar, a young man our programs have helped generate increased income and savings."





RING IT FWD CONTEST

No one knows better what it takes to be an Ivey MBA than an Ivey alumnus. Share your experience with someone in your network and **ring it forward!** You could be eligible to win* a trip anywhere in the world worth up to \$10,000 and the candidate you refer will be eligible for a \$5,000 award towards their MBA tuition.

go.ivey.ca/ringitfwd



*See rules and regulations for full contest details at go.ivey.ca/ringitfwd

Emerging Leaders Awards

Rising to the Top



To read full bios, and for more information on the Emerging Leaders Awards, visit: go.ivey.ca/2016ELA

By Nicole Laidler

There are countless rising stars among the Ivey Alumni Network. That's why, since 2010, the School has celebrated the brightest and the best through the Ivey Emerging Leaders Awards.

Selected by a committee of School faculty, staff, and members of the Ivey Alumni Network, these annual awards recognize outstanding alumni who have graduated within the past decade and who have since made a significant contribution in one of the following areas: Corporate Development, Global Impact, Entrepreneurship, and Community Advancement.

We also recognize one professor and one current student for their outstanding contributions to Academic Leadership and Student Leadership each year.

The 2016 Ivey Emerging Leaders Awards go to:

Andreas Schotter EMBA '04, PhD '09

A true citizen of the world, Andreas holds dual Canadian and German citizenship, has permanent resident status in Hong Kong, and has lived in Canada, Europe, Asia, and the United States.

That global perspective serves him well in his positions as Assistant Professor of International Business, Faculty Director of Ivey's MSc in Management Program, and Ivey's Academic Director for the CEMS Global Alliance Masters in International Management.

Andreas has made significant contributions to academia through his research on the development of strategies for business system disruption in multinational enterprises and boundary-spanning leadership in global organizations. His work has appeared in leading academic and practitioner publications, including the *Academy of Management Journal*, *Journal of International Business Studies*, *Journal of Management Studies*, and the *MIT Sloan Management Review*, and more.

"Andreas is inherently motivated by his desire to advance Ivey's pedagogical leadership," says fellow Ivey alumnus, Michael Sartor, MBA '04, PhD '14. "His growing reputation further enhances the School's reputation as a ground-breaking research institution."



Emerging Leaders Awards
Academic Leadership



Emerging Leaders Awards
Corporate Development

Alex McMurray HBA '07, MBA '12

Alex is passionate about smashing the glass ceiling. Since joining McKinsey & Company in 2012, she has been an integral part of the Canadian and North American effort to improve diversity within the company, and within the clients that they serve.

As a thought leader in unconscious bias education at McKinsey, she has helped move the conversation from mere structural impediments to truly understanding the biases that stand in the way of gender diversity in the leadership ranks.

Alex was nominated by her sister Breanne McMurray, HBA '12, MBA '16, who says: "Alex is both my sister and my mentor. She spends significant energy on ensuring that gender diversity is at the forefront of both her colleagues' and her clients' minds."



Emerging Leaders Awards
Global Impact

Danielle Thé MSc '12

Recently featured in *Intouch*, Danielle is the Founder of Developers Without Borders (DWB), a Canadian non-profit that connects software developers with charities and NGOs working on the ground in developing countries.

Launched in 2015, DWB has already worked directly with partners in Nairobi, Kenya, Free The Children (We.org), Plan International, and Dhaka Bangladesh, on technology projects for international development. Most recently, the organization developed the Saath app to help women in India who are the victims of sexual assault.

Christina Lomazzo, MSc '16, who met Danielle through the Ivey Alumni Network, says, "Danielle's dedication to her community is apparent in everything she does. Her efforts have made a positive impact on the lives of many at home and abroad."

Marc Soberano HBA '13

The 2016 Community Advancement Award went to an entrepreneur whose social enterprise is economically viable, environmentally responsible, and socially inspiring.

Launched two years ago, Building Up trains and employs Torontonians with barriers to the labour market to install energy-efficient retrofits in affordable housing units. Over the past 18 months, the not-for-profit has installed more than 3,000 toilets and earned nearly \$1 million in revenue, with profits directed back into the classroom. The social enterprise recently expanded into carpentry and painting training.

"The on-site work experience is complemented by a training program where participants gain the literacy, numeracy, social, and trades skills necessary to transition from trainee to tradesperson," says Marc.



Emerging Leaders Awards
Community Advancement

Emerging Leaders Awards

Student Leadership



Tom Grainger HBA '17 Candidate

Tom maintains an exceptional academic record and is an active community member both on and off campus. Among his many contributions, he acts as a mentor for the Ivey Consulting Club, serves as a Guru on the Ivey Orientation Team, and volunteers with the Reach Conference, where he mentors Grade 7 and 8 students identified as unlikely to complete high school.

But fellow Ivey student, Corrine Tansowny, HBA '17 Candidate, nominated Tom for the Student Leadership Award because of his gift for bringing people together to work towards a common goal.

"I met Tom as the president of my section where he developed and successfully executed a strategy to build our class into a supportive and inclusive community," she says. "Leadership requires the ability to build meaningful relationships that allow you to bring out the best in people, and I have not met anyone more capable in that respect than Tom."

Mallorie Brodie HBA '13

As the CEO and Co-Founder of Bridgit, a construction project management software company, Mallorie is not only making her mark in a traditionally male-dominated industry – she is changing the way they do business.

Her company's product, Bridgit Closeout, is the industry's leading punch-list software. The mobile-first technology streamlines project communication, expedites deficiency resolution, and allows construction teams to cut their walkthrough time in half. It is used daily by more than 150 large construction companies.

In her role as CEO, Mallorie has grown the company to 25 full-time employees and raised over \$2.2 million in seed funding. "Mallorie is revolutionizing an entire industry and proving that leadership has no age or gender limit," says classmate Elyssa Seidman, HBA '13.



Emerging Leaders Awards

Entrepreneurship

2001

George Davidson, EMBA '01, has been appointed President of PNG Gold Corporation.

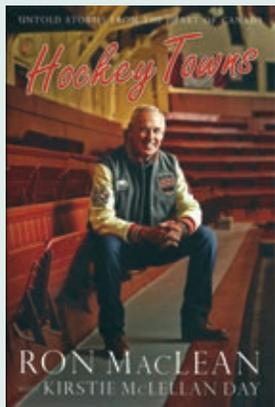
Amr Elgwaily, HBA '01, MBA '06, is featured in an article in this issue of *Intouch*. See page 36.

Amy (Stork) Laski, HBA '01, is featured in an article in this issue of *Intouch*. See page 18.

2002

Rich Goodman, LLB/MBA '02, has been appointed CFO of Intelligent Content Enterprises Inc. and the company's subsidiaries.

Robert Gordon, EMBA '02, writes, "Sweat marketing paid off a bit for my book. A stealthily delivered copy of *I, Wayne Gretzky* to Ron MacLean... worked. *I, Wayne Gretzky* came together after the MBA experience, thanks to Professor **Ken Hardy's, HBA '63,** request for someone to get the early morning marketing classes kicked off. Ron MacLean included the story of the "Greatest Autograph in the World" in his recent book, *Hockey Towns*." Robert recently rejoined Quantec Geoscience to continue with his "real-life" case study of marketing technology and services within the mining sector.



Yuri Lawryshyn, EMBA '02, has been appointed Interim Chief Executive Officer and Director at Panacea Global Inc.

Rebecca McKillican, HBA '02, writes, "So much has happened since moving back to Canada from NYC in 2012. Our family moved to Oakville and has now expanded to be a family of five with the birth of Samantha this past September 2016. Big sister Victoria (4) and Jack (2) have been very excited to have a little sister to play with! On the work front, I am the CEO of Well.ca, which is an online retailer (now with a few stores too!) focused on delivering the best customer experience in Canada in the health, wellness, beauty, and baby space. If anyone is looking to purchase green and natural products in these categories, Well.ca is the place to for you! Happy 2017 to everyone!!!"



Aleem Visram, HBA '02, MBA '06, and his wife, Neeti Passi, gave birth to their first baby, Bella, on September 29, 2016.



2003

Joaquim Balles, EMBA '03, see note under 2005 (Marc Lacoursière).

Aly Champsi, HBA '03, was promoted to Managing Director and Partner at DW Healthcare Partners.

Anuj Chandarana, HBA '03, MBA '08, is featured in an article in this issue of *Intouch*. See page 18.

Stacey Daub, EMBA '03, joined Headwaters Health Care Centre (Headwaters) as President and CEO effective January 30. Daub joined Headwaters from the Toronto Central

Community Care Access Centre, where she was the CEO. She has extensive experience in health-care leadership and is known for her inclusive style – engaging patients and staff at all levels in decision-making to build critical partnerships and creating a culture that galvanizes people and organizations.



Bohdan Myroniw, EMBA '03, joined Equinox Payment Solutions as Vice President, Strategic Alliances.

Christopher Plouffe, PhD '03, has been named the next holder of the Robin T. Peterson Endowed Chair in Marketing at New Mexico State University's College of Business.

2004

Peter Gregg, EMBA '04, has been appointed President (designate) of the MergeCo Innovation, Growth and Corporate Strategy Services Company.

Jason Inch, MBA '04, writes, "In September 2016, my second book in Chinese – and third overall – was published in China. Titled *LOHAUS – A Lifestyle of Health and Urban Sustainability*, it is the story of my co-working space of the same name and the lessons we have learned about living happier, healthier, and more sustainable lives in Shanghai."



Mirsad Jakubovic, EMBA '04, has been appointed Chief Financial Officer at Golden Edge Entertainment.

Krista Pettit, MBA '04, PhD '16, see note under PhD on page 50.

Michael Sartor, MBA '04, PhD '14, is featured in an article in this issue of *Intouch*. See page 44.

Andreas Schotter, EMBA '04, PhD '09, is featured in an article in this issue of *Intouch*. See page 44.

2005

Jasper Chan, MBA '05, is featured in an article in this issue of *Intouch*. See page 12.

Marc Lacoursière, EMBA '05, at the 2016 Global Ivey Day in London, Ontario, was awarded the London Chamber-Ivey Impact Award which goes to a Chamber member and Ivey alumnus who has made a significant contribution to the community. In the photo, from left to right: Paul Way, former Chamber president, Marc Lacoursière, Dave Craven, former Chamber president, and **Joaquim Balles, EMBA '03,** who was the first-ever recipient of the same award.



Mark Lawson, EMBA '05, has been appointed Director of the Corporation of Oil Optimization Inc. He has also been appointed to the Board of Directors of Terra Nova Energy.

Robert Levine, HBA '99, MBA '05, see note under 1999.

Dan Rowe, MBA '05, is featured in an article in this issue of *Intouch*. See page 40.

Tim Stanley, EMBA '05, has been appointed to VersaPay's Board of Directors.

2006

Natalie (Edwards) Bisset, MBA '06, is featured in an article in this issue of *Intouch*. See page 40.

Kristen Cornell, HBA '06, MBA '11, is featured in an article in this issue of *Intouch*. See page 37.

Amr Elgwaily, HBA '01, MBA '06, see note under 2001.

Dirk Propfe, HBA '06, is featured in an article in this issue of *Intouch*. See page 18.

Carlos Vicens, MBA '06, has been appointed Chief Financial Officer at Neo Lithium.

Aleem Visram, HBA '02, MBA '06, see note under 2002.

2007

Kevin Mako's, HBA '07, Toronto-based company MAKO Invent was named by *Entrepreneur Magazine* as one of the best entrepreneurial companies in the U.S., based on a comprehensive study measuring impact, growth, innovation, and leadership of MAKO's Austin, Texas office.

Alex McMurray, HBA '07, MBA '12, is featured in an article in this issue of *Intouch*. See page 44.

Ryan Rodrigues, EMBA '07, formerly at the University of Toronto, will take on a role within the MBA for Executives program at the University of Pennsylvania – The Wharton School. He will recruit working professionals for their two campuses: Philadelphia and San Francisco.

2008

Bonnie Brooks, EMBA '08, has been nominated as the new LCBO Board Chair. She also retired from Hudson's Bay Company in December 2016.

Anuj Chandarana, HBA '03, MBA '08, see note under 2003.

Craig Follett, HBA '08, is featured in an article in this issue of *Intouch*. See page 11.



Innovative
Investing

Wealth Management Simplified

Michael Katchen, HBA '09, founded the largest online investment manager in Canada

By Brenda Bouw

Wealthsimple's founder and CEO, Michael Katchen, credits a business competition he won at Ivey for setting off a chain of events that launched his entrepreneurial career.

The idea, which Katchen describes as “terrible” in hindsight, was a guide for first-time grocery shoppers. He says the clever part was the distribution angle, which allowed brands to advertise

to the group of fresh, new consumers.

That idea from 2007 was good enough to not only win the Ivey contest, but also land Katchen a summer job in 2008 helping the CEO of Black's Photo Corp. with its corporate turnaround before it was sold to TELUS a year later.

The Black's gig then led to a string of other opportunities for Katchen, including a job at the Toronto office of

global consultancy McKinsey & Company, where he worked for a couple of years after graduation before moving to San Francisco to help launch online photo company 1000memories (later sold to Ancestry.com).

It was the proceeds Katchen earned from that sale, and a love for investing dating back to his childhood, that led him to launch online investment manager Wealthsimple in September 2014.

“Investing has always been a hobby of mine,” says Katchen, the youngest of three siblings, all of whom attended Ivey. (One sister specialized in marketing, the other sister in finance, while Katchen chose the entrepreneurship stream).

Wealthsimple, now the largest online investment manager in Canada, has 60 employees, about 25,000 customers, and close to \$1 billion in assets. The financial technology company offers an alternative to traditional ways of managing investments, catering to consumers – in particular Millennials – who are comfortable with online banking and investing.

Katchen has a vision to build Wealthsimple into “one of the largest and most innovative financial services firms in the world,” including plans to expand outside of Canada to places such as the U.S. and Europe.

It's a vision Katchen says was shaped in part by the critical-thinking skills he developed at Ivey, and the relationships he has built with students, staff, and alumni.

“Ivey taught me what really good colleagues and peers look like,” Katchen says. “These are smart people you share similar values with and want to work with.”

Katchen has also contributed a lot to the School, including helping launch the Ivey Israel Business Trip, a fully accredited course that sends students to the country to learn about its startup culture. Wealthsimple also runs a case competition at Ivey, challenging students to help them solve business problems. In 2016, Wealthsimple hired the winning team to work as summer interns at the company.

Katchen sees it as giving back to a place that has contributed so much to his success to date. “It's a great community,” Katchen says of Ivey. “People want to see other grads succeed and are committed to helping in any way they can.”

PHOTOGRAPHER: NATION WONG

Shaun Schwarz, HBA '08, writes, "I am currently living in Beitar Illit, Israel with my wife and four children. I'm working at an American-owned company called NuMark Innovations as the Manager of Infrastructure for Customer Service."

2009

Mary-Jane (Mastrandrea) Burkett, HBA '09, has been appointed the new Chief Financial Officer of Nuvo Pharmaceuticals Inc.

Matthew Busbridge, MBA '09, shares a photo from the Terry Fox Run in New York on October 18, 2016, where more than 25 Ivey alumni ran and raised over \$1,000 for cancer research.



Imad Harb, MBA '09, is featured in an article in this issue of *Intouch*. See page 12.

Gillian Heisz, HBA '09, writes, "Thrilled to share that Andrew Cormier (a Western MD graduate) and I married on August 13. We were truly lucky to share our day with so many friends, family, and of course, several tables full of Ivey grads!"



Michael Katchen, HBA '09, was recognized with the Young Entrepreneur Award from EY. He is also featured in an article in this issue of *Intouch*. See page 49.

Catalina Lopez, HBA '09, was recognized as one of Canada's "Top 30 Under 30" marketers by *Marketing Magazine*.

Andreas Schotter, EMBA '04, PhD '09, see note under 2004.

2010

Taylor Ablitt, HBA '10, was chosen as one of the 2016 "20 Under 40" recipients by *Business London*, and was also recognized with the Emerging Entrepreneur Award from EY.

Desiree Brassard, HBA '10, was recognized as one of Canada's "Top 30 Under 30" marketers by *Marketing Magazine*.

2011

Stephen Coote, EMBA '11, writes, "I am happy to share some exciting news, along with my duties as President of Group 92 Mechanical Inc., I currently sit on the Canadian Construction Association (CCA) Board of Directors (a national organization that represents over 20,000 construction industry firms). In 2016, I was awarded the CCA Trade Contractor Award."



Kristen Cornell, HBA '06, MBA '11, see note under 2006.

Chris Kisson, EMBA '11, is featured in an article in this issue of *Intouch*. See page 12.

2012

David Keedwell, EMBA '12, has accepted the position of CEO of Innovation Prince Edward Island.

Damir Kostic, MSc '12, is featured in an article in this issue of *Intouch*. See page 18.

Alex McMurray, HBA '07, MBA '12, see note under 2007.

Breanne McMurray, HBA '12, MBA '16, is featured in an article in this issue of *Intouch*. See page 44.

Mike Moffatt, PhD '12, is featured in two articles in this issue of *Intouch*. See pages 6 and 32.

Danielle Thé, MSc '12, is featured in an article in this issue of *Intouch*. See page 44.

2013

Mallorie Brodie, HBA '13, was recognized as one of Toronto's 20 most brilliant tech innovators in *Toronto Life*. She is also featured in an article in this issue of *Intouch*. See page 44.

Anastasia Ostapchuk, HBA '13, was named by *Corporate Knights* as one of the "Top 30 Under 30" in Sustainability in Canada for 2016.

Elyssa Seidman, HBA '13, is featured in an article in this issue of *Intouch*. See page 44.

Marc Soberano, HBA '13, is featured in an article in this issue of *Intouch*. See page 44.

2014

Bassam Farah, PhD '14, is featured in an article in this issue of *Intouch*. See page 11.

Melanie Goldmintz, HBA '14, is featured in an article in this issue of *Intouch*. See page 39.

Michael Sartor, MBA '04, PhD '14, see note under 2004.

2015

Jon Douglas, MBA '15, has joined Menkes Development as Director of Sustainability. Jon was named by *Corporate Knights* as one of the "Top 30 Under 30" in Sustainability in Canada for 2016.

Andrew Grubb, EMBA '15, has joined Mercer Canada as Head of Innovation. Andrew's Innovation team will focus on the trends that are shaping the future of HR and will transform the way employers think about and manage their biggest challenges.

Saif Rahman, MBA '15, writes, "In July 2016, I travelled to Japan for the first time. I was blown away by the amount of respect that the Japanese people show to each other and to foreigners. Along with exploring the city of Tokyo, one of my goals

on the trip was to climb Mount Fuji. After rescheduling my climb date due to my lost wallet on the train, I successfully reached the Mount Fuji summit on July 22, 2016. The summit is the highest point in Japan at 3,776.3m above sea level. This was a personal challenge and the highest point I've climbed to date. The views from the top make it worth the climb up the volcano."



Al Silk, HBA '59, LLD '15, see note under 1959.

Ben Trefler, HBA '15, is featured in an article in this issue of *Intouch*. See page 39.

2016

Brennan de Langley, HBA '16, is featured in an article in this issue of *Intouch*. See page 7.

Mark Desjardine, PhD '16, is featured in an article in this issue of *Intouch*. See page 11.

Christina Lomazzo, MSc '16, is featured in an article in this issue of *Intouch*. See page 44.

Jon Love, HBA '76, LLD '16, see note under 1976.

Breanne McMurray, HBA '12, MBA '16, see note under 2012.

Chris Meston, HBA '16, see note under 1987 (Steve Meston).

Thomas Mirmotahari, HBA '16, is featured in an article in this issue of *Intouch*. See page 7.

Ritwik Uban, MBA '16, has been appointed President of the Intelligent Content Enterprises Inc. (ICE), and is a member of their Board of Directors.

PhD

Vanessa Hasse, PhD '16, successfully defended her thesis entitled "Responses to

Subpar Performance in Foreign Subsidiaries" on August 4, 2016. Vanessa has accepted a position as Assistant Professor in International Business at the University of San Francisco.

Krista Pettit, MBA '04, PhD '16, successfully defended her thesis entitled "An Exploration of the Relationship Between Strategic Renewal and Occupational Identity" on August 22, 2016. Krista has accepted a postdoctoral fellowship at the University of Liverpool.

In Memoriam

William Squire, HBA '48
Jack Govier, HBA '50
A.S. Peter Kingsmill, HBA '50
Kenneth Harrigan, HBA '51, LLD '94
Grant Hart, HBA '52
Allan Galbraith, HBA '54
Paul Glenister, DBA '54, MBA '55

Henry Knowles, HBA '56
John Kron, HBA '56
Bill Groom, HBA '57
James Kennedy, HBA '57
Mike Tague, HBA '58
Claude Bruneau, MBA '59
Thompson Durham, MBA '59
Derwyn Hancocks, HBA '59
Allan O'Brien, MBA '59
John Currie, HBA '60
Jack Tyson, HBA '60
Thomas Irwin, HBA '61
Nick Zuibrycki, MBA '61
David Horton, MBA '62
Kenneth McLaren, MBA '62
David Rodger, MBA '62
Bill Carsley, MBA '65
Bruce Fraser, MBA '66
Paul McCaig, HBA '67
Hugh Williams, MBA '67
Ronald Ziola, MBA '68
Malcolm Slack, MBA '70
Don Lemon, HBA '71
Erwin Szebik, MBA '71
Jock Dodge, MBA '72
Gunnar Mellbye, MBA '72
Pierre Baril, MBA '74
Barry Mees, MBA '74
Alasdair Grant, MBA '81
Richard Rogacki, MBA '82
Lance Hafner, MBA '87
Alex Lau, EMBA '11

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An illustration of three people in a warm embrace against a light green background. On the left, a woman with long black hair, wearing a light blue jacket over a brown top and dark pants, smiles as she hugs a man in the center. The man in the center has dark hair and is wearing a dark purple shirt and dark pants. On the right, a man with reddish-brown hair, wearing a dark purple shirt and grey pants, smiles as he hugs the man in the center. The overall mood is joyful and welcoming.

Welcome home.

Homecoming Weekend
October 20-22, 2017

Visit ivey.ca/homecoming