



**“Everyone talks about **growth**,  
but what does it mean at Ivey?”**

Adwoa Mould-Mograbi—MBA'09 Candidate

## **Richard Ivey School of Business** **2008 Annual Report**

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# Perspectives on Growth

**Ivey's Cross-Enterprise Leadership strategy has set the foundation for growth. Our programs, faculty and research centres have grown and there is more ahead.**

**But as any business knows, growth for its own sake is rarely sustainable. At Ivey we believe growth is about doing better, as well as doing more.**

**So, let's talk about growth.**



**“Ivey’s Cross-Enterprise Leadership has established a context for sustainable growth. It’s the right concept at the right time.”**

Thomas d’Aquino—Chief Executive and President of the Canadian Council of Chief Executives

**What does business growth mean to you?**

Encouraging Canadian businesses to grow globally is critical to our future. The foundation of this growth will be our ability to attract and keep talented people; encourage the generation of innovative ideas; and create an appealing environment for investment in new technologies and new ventures. In turn, we need business and government leaders who can see the big picture; anticipate and adapt to rapid changes—whether across organizations, industries, or regions—and, most importantly, leaders who can work collaboratively to bridge cultural divides. This is the essence of Cross-Enterprise Leadership.



## “Growth comes from leadership built in partnership with a great team.”

George Cope—HBA '84, President and Chief Executive Officer of BCE Inc. and Bell Canada

### What does career growth mean to you?

A career in leadership is built on a great team. As a leader, you set the goals, but you cannot achieve them by yourself, and you shouldn't try. To achieve your goals, you need to seek out partners with skills and perspectives you may not have—those who really challenge you in a collaborative way every day. This is a lesson I learned at Ivey and one that has been sustained through my ongoing investment in the Ivey Alumni Network.

Your alumni network can fit quite well into the balance we must all maintain between family, work life, and all of our interests and passions. For me, the network is a great way to give back to the organization and people who've contributed so much to my career, while continuing my own learning year after year. I share the lessons I've learned, while benefitting from the collected experience of my diverse Ivey peer group and from the fresh and energetic young business minds of the Ivey classroom.



**“Growth means extraordinary learning experiences that transform who you are and reveal leadership potential you never knew you had.”**

Adwoa Mould-Mograbi—MBA '09 Candidate

### **What does personal growth mean to you?**

Personal growth is using every experience, whether success or failure, as an opportunity to learn and grow. Each day brings new challenges and a chance to redefine who I am and who I want to be. It is a conscious effort to seek new insight and apply lessons learned. Ivey has pushed me out of my comfort zone and equipped me to understand and handle business, financial and economic issues in a fast paced and dynamic environment. Above all, I have developed a deep sense of self-confidence and belief in my own ability to build, manage and lead a successful and thriving business enterprise.



**“From the personal growth of individuals, their careers and their businesses, to the growth of knowledge, as Canada’s leadership school, we define success by our ability to impact growth in all these areas.”**

Carol Stephenson—Dean

## Ivey is Growth

**In a year in which the world experienced unprecedented financial loss and economic turmoil, our focus on growth may seem to be at odds with reality. Far from it.**

Growth is essential for the future. A sustainable growth strategy values and builds upon the interconnected nature of an organization's stakeholders: the customer, the shareholder and the community. For Ivey, growth also means thoughtful choices, focus and innovation.

Three years ago, Ivey was the first business school in the world to recognize and act on the need to fundamentally restructure our traditional approach to teaching and research to address the dramatic changes created by the rapid advance of globalization and technology. Through Cross-Enterprise Leadership, we have set a firm foundation for our future and, more importantly, for the growth of business leadership in Canada and around the world.

**Our investment in Cross-Enterprise Leadership strategy is focused on five strategic imperatives:**

- Create intensive and cutting-edge MBA and EMBA Programs
- Build the world's best undergraduate program and grow its size
- Focus research to crack a handful of Cross-Enterprise Leadership issues
- Focus corporate education on Cross-Enterprise Leadership skills
- Launch a fundraising campaign to match the scope of our vision

**As you will learn throughout the 2008 Annual Report, our strategy is to deliver solid returns. Despite challenging economic times, 2008 was a strong year for Ivey:**

- The HBA program is meeting its growth target by reaching out to a much broader market of outstanding young leaders across Canada and internationally. We are adding our sixth section of HBA students in September 2009.

- The one-year MBA program has established a solid foundation for growth with an innovative curriculum, and our Executive MBA program is leading market share in Toronto. Its innovative programming is receiving top marks from both students and corporate sponsors.
- Our research output continues to grow with the support of a thriving PhD program that is attracting award-winning candidates worldwide.
- Ivey Executive Development is developing new markets and innovative programs to meet the growing need for leadership talent, with programs such as ReConnect for professional women re-entering the workforce.
- The involvement and support of our Alumni continues to grow each year with a record contribution to our Ivey annual fund in the past year.

Our investment in faculty is the source of all our growth. Ivey professors drive growth in business and academic communities alike. Case writing, along with long-term education partnerships with firms such as Maple Leaf Foods, TD Bank and JD Irving, ensure that Ivey's professors stay connected to real world issues. The results are impressive: in the past year alone, 10 of Ivey's professors were recognized with prestigious teaching awards from The University of Western Ontario and the province of Ontario.

It is imperative to invest in the future and for this reason in 2008, after an intense international recruitment campaign, we were successful in attracting 10 outstanding new faculty members to Ivey, who strengthened our ability to achieve all our goals.

As I begin my second term as Dean of the Richard Ivey School of Business, my promise to you is a continued focus on sustainable growth for all our stakeholders. I am deeply indebted to all Ivey alumni and friends of the school who have supported us in a multitude of ways over the past year. You are the inspiration for all we do.



## At the Heart of Growth



**At the heart of our teaching and research is a culture that thrives on collaboration—where faculty can easily stretch outside narrow viewpoints by accessing each other’s knowledge at every level. This is Cross-Enterprise Leadership in action.**

Thought leadership stems from a culture of collaboration, which has been one of Ivey’s most distinctive strengths since its inception in 1922. This focus on collaboration was further deepened with the introduction of Cross-Enterprise Leadership in 2005. Learning and growth of individual faculty members is enhanced through collaboration and results in a win for professors, students and businesses alike. This collaboration and emphasis on teamwork is also engrained in the development of curriculum, assessment of students, and even in the organization of support operations at Ivey, such as career management and student recruitment.

Case writing, along with long-term educational partnerships with firms such as Maple Leaf Foods, TD Bank and JD Irving, ensure that Ivey’s professors stay connected to real world issues. More importantly, they can take relevant and current business experience into the classroom. As a result, in the past year alone, 10 of Ivey’s faculty members were recognized with prestigious teaching awards.

Ivey faculty are the foundation of continued growth. They are among the top in their field, accumulating several million in government research grants in 2008. It is also important to invest in the future. In 2008, following an intense recruitment campaign, the School was successful in attracting 10 new full-time faculty members to Ivey, all of whom have well established reputations in their areas and were attracted by Ivey’s collaborative approach to both teaching and research.



## A Case-Study

**Cross-Enterprise Leadership has its origins in the collaborative nexus of Ivey's academic culture. On any given day, professors and researchers cross silo boundaries and engage in an exchange of ideas with their counterparts.**

Although it was a warm morning in September 2007, it was off to a cold start for Professor Mark Vandebosch, a marketing expert and former director of Ivey's HBA Program. He frowned as he finished reading the email from the pension board stating that some of his funds had been invested in products related to US subprime mortgages. "Great!" he thought. "That's twice in the last few months that has happened to me."

He was referring to his investment in a reputable food manufacturing firm that had lost most of its value thanks to a crisis in their global supply chain that led to a massive recall. He tried to reassure himself by thinking that there were many others like him. It didn't help much. Why was everyone—including the managers involved—"surprised" by these failures? Didn't anyone see this coming?

Then another question hit him: "Was it possible the two crises were caused by the same underlying issues? Could vastly different industries be afflicted with similar weaknesses?" He was curious—but also going to be late for class—so he tapped out a brief email to his colleague,

Professor Stephen Sapp, an international finance expert at Ivey who had been investigating the globalization of financial markets for many years. They met that afternoon and many times after that, filling whiteboards, spreadsheets and lunch hours with discussion and analysis. Several months later they had their answer.

Bringing their respective viewpoints to the analysis, Vandebosch and Sapp uncovered one of those simple truths that lie hidden in plain view until the right questions are asked. The two researchers assert their findings indicate that regardless of industry, the drive for efficiency in ultracompetitive markets leads to weakness in business models that often go undetected. It was a great "Aha" moment, they agree. They plan to publish their findings in 2009 and hope that many businesses (and investors) will benefit from learning what and where to look to avoid similar mistakes and proceed with greater confidence into global markets for long term growth.

Like an Ivey grad adept at analyzing complex issues, the mark of a good researcher is the ability to figure out what's missing by asking the right questions. Recently, Professor Mary Crossan, Director of Ivey's Leading Cross-Enterprise research centre, overheard a conversation between Mark and Stephen at the school's Tuesday coffee hour and recognized a missing link for a research paper on crisis leadership that she and another Ivey colleague were developing. She invited Mark and Stephen to join their effort. And so learning and collaboration grows.

## HBA Program

### Growing On Quality

**For the third consecutive year, a record number of secondary school students applied to Western seeking pre-admission to the HBA Program—Ivey Advance Entry Opportunity (AEO) status.**

A grassroots marketing campaign in secondary schools was the fuel that led to this growth in applications across Canada and internationally. To put it in perspective, says Professor Darren Meister, HBA Program Director, “In 2004, Ivey visited just 20 high schools in Ontario; in 2008, we visited more than 10 times that number—210 schools with 30 percent of the visits taking place outside of Ontario. It’s paying off.”

Canada’s first and only HBA for business has grown and evolved over 86 years, earning a world-wide reputation for excellence due in large part to the calibre of its people. Whether in its students or faculty, Ivey’s investment in both intellectual ability and leadership potential ensures quality growth now and for the future.

Demand is high, but growth isn’t just about volume. Qualification for entry into the program is more stringent than ever to ensure every individual can contribute to the HBA experience of his or her peers. The result of this rigorous selection process and spirited recruitment campaign is a class defined by a greater diversity of strong academic achievers who also demonstrate leadership in a variety of extra-curricular and entrepreneurial areas. Today, the HBA class is composed of five sections and a total of 389 students of which 10% are international and 28% from outside Ontario (compared to 2007 when only 16% were from outside Ontario). Diversity is critical both to the learning experience and the long-term vitality of the alumni network.

The pool of outstanding students is wide and deep and, despite the global economic crisis, Ivey HBA growth is on target for 2009 with a goal of admitting six sections (460 students). Future growth will be monitored to ensure an optimal level of career opportunities for all graduates; however, the School fully expects to reach our original goal of eight sections by 2011. At this size, the HBA Program is best positioned to support the sustainable development of innovative electives and take full advantage of the School’s significant increase in mid-career faculty drawn from a global and highly competitive market.

But some things are best left unchanged. Professor Meister explains: “If an alumnus from the HBA Class of ’68 visited an Ivey classroom today, he or she would immediately feel at home. The core student experience, central to Ivey’s success, is exactly the same. Teaching is organized in a section-based experience and all core classes are taken in a section with a common set of faculty. That’s not changed, nor is it going to.”

### A Global Perspective

**HBA program deepens global perspective with new international opportunities.**

The Ivey HBA Program continues to grow in status for a number of reasons and international diversity is a critical one. In 2008 students applied from 23 different universities with 38 different majors. Every student has the opportunity to participate in study trips—to Israel, India and China for example, as well as opportunities for teaching internships through the HBA Leader Program in Central and Eastern Europe. Exciting exchange opportunities continue to be available for students through our exchange relationships with 42 universities around the world.

The Ivey HBA recently received the honour of being selected as the only Canadian business degree recognized for direct entry into the Master of International Management program offered by the Community of European Management Schools (CEMS). CEMS is an alliance of 27 top business schools and 60 multinational companies with a mission to set a global standard of excellence for pre-experience Masters in Management. Students graduate with both an MSc from one of the allied business schools, and receive the MIM designation from CEMS.

Partnering with CEMS creates new and interesting opportunities for HBA students by leveraging established global academic and corporate partners. “We are proud to be the exclusive Canadian partner in the delivery of this world-class program,” says Professor Darren Meister, Faculty Director of the HBA Program. “We look forward to realizing the potential of this relationship for Ivey grads as many other top schools such as HEC Paris, Bocconi and the London School of Economics already have.”

## Accounting Accreditations

### HBA program earns two accounting accreditations.

The Ivey HBA Program is now accredited by two prominent professional accounting bodies: The Institute of Chartered Accountants of Ontario (ICAO) and The Society of Management Accountants of Canada. The accreditation is an important accomplishment for the HBA Program as it is essentially the stamp of approval from the ICAO and The Society of Management Accountants of Canada. With the accreditation, both organizations recognize that Ivey offers all of the courses required to pursue a CA or CMA designation in an approved and high-quality format.

## HBA Program at a Glance

### 2008 HBA Class Profile

Class Profile	
Male	62%
Female	38%
AEO	50% / 187 students
non-AEO from Western	36% / 136 students
Other Universities	14% / 53 students
Attended Grade 12 in Ontario	71.5% / 268 students
Attended Grade 12 outside of Ontario in Canada	18.1% / 68 students
Attended Grade 12 outside of Canada	10.4% / 39 students
International Citizenship	10%

### 2008 Employment

Job Status	% of Job Seekers
Received Offer(s)	92%
Still Seeking Employment	8

Reporting Information	% of HBA Class
Actively Seeking Employment	86%
Not Seeking Employment	4%
Reporting Rate	90%

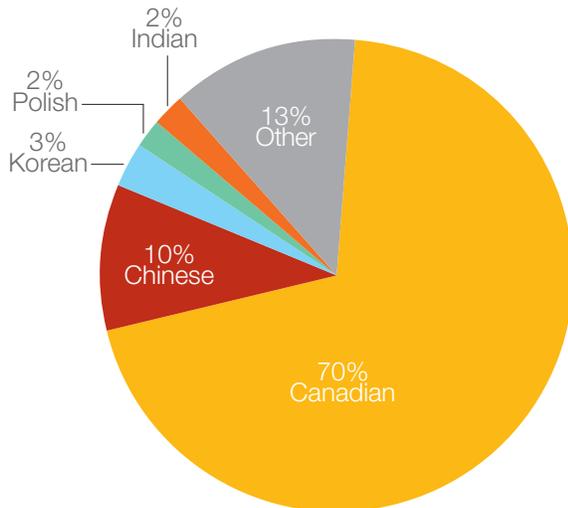
### Compensation by Industry

Average Total Compensation was \$60,040\*

\*Includes: Base salary, signing bonus and other guaranteed compensation, as reported by our graduates.

Industry - Base Salary	% of Students	High	Mean
Consulting-Management	18%	\$75,000	\$61,164
Consulting-Other	4%	\$65,000	\$56,429
Consumre Packaged Goods	7%	\$62,000	\$54,409
Energy/Resources	2%	\$69,540	\$59,808
Finance-Accounting	21%	\$48,000	\$43,875
Finance-Corporate Office	3%	\$57,000	\$48,965
Finance-Corporate Banking	24%	\$92,500	\$63,501
Finance-Investment Management	2%	\$75,000	\$58,500
Finance-Other	5%	\$75,000	\$54,886
IT/Telecommunications	3%	\$65,000	\$58,286
Manufacturing	2%	\$52,000	\$48,900
Wholesale/Retail	2%		
Other	8%	\$61,200	\$42,093

### Demographics: Birth Country



## MBA Program

### Leading Through Innovation

#### Canada's first MBA program celebrates 60 years of growth, innovation and leadership.

Ivey led the way in 1948 when it established Canada's first MBA program. Sixty years later the Ivey MBA continues to be the program to lead the advancement of business education. While many top schools are just beginning to think about change in light of the global economic crisis, Ivey's one-year MBA is in its third year delivering graduates who are prepared to lead in a world in which globalization is changing all the rules.

Growth in the MBA program is all about quality—quality of the students, quality of the experience, and quality of the alumni. "It's a virtuous circle," says Eric Morse, Associate Dean of Programs.

One of the most unique aspects of Ivey's recruitment strategy is the partnership with Career Management, which has earned a reputation among recruiters as the very best in Canada for its professional staff with deep industry knowledge and exceptional service standards. Over the past two years, Career Management has also partnered with the MBA recruiting team throughout the application process. "They know what recruiters are looking for so it just made sense to involve them deeply in pre-screening candidate resumes, developing a comprehensive candidate scorecard, and providing feedback on interviews," explains Morse.

The first two years of the new MBA program have been highly successful from multiple perspectives. As always, Ivey faculty consistently exceeded student expectations and MBA students have expressed high satisfaction with the Cross-Enterprise Leadership curriculum and approach, including team teaching, a greater emphasis on teamwork, and international learning opportunities.

Despite these positive indicators, in a highly competitive and growing global market, we believe it is essential to review our strategy at regular intervals. During the fall, an MBA Task Force, led by Ivey Advisory Board member and former P&G and American Express senior executive, Barbara Fraser, HBA '71, was formed to spearhead a full

review, while our Career Management team conducted in-depth recruiter interviews and a student experience survey was created in partnership with the MBA Student Association.

One area under review was the dual cohort system (classes starting in both May and September). While the dual cohort structure has many benefits, over time we found that the additional demands this system placed on our recruiters as well as on faculty and staff resources, outweighed the benefits. A larger class entering once a year best positions the MBA program for future growth. The Task Force approved a recommendation to move to a single cohort of two 70 person classes in 2010.

### Career Management

#### Career Management helps differentiate Ivey students.

Career Management continues to be recognized as a differentiator for companies looking to access the calibre of talent that Ivey attracts at both the HBA and MBA level. Results from the annual recruiter survey consistently places Ivey's Career Management team as the best in Canada, providing a benchmark of service, partnership and consultation that other schools could learn from.

Placement results for the year remain strong. And in looking at the year ahead, with the expected cutbacks this economy presents, a defined corporate development plan is under way to draw even more opportunities to Ivey students through formalized channels.

Programming to ensure our students perform well, once given access to opportunities, is more robust than ever with mandatory classes for first year HBAs and a mandatory "Get Connected" program for our MBAs (one week in Toronto meeting alumni and recruiters, setting up their own informational meetings and doing mock interviews). Understanding the challenges our students face in this market reveal there is more emphasis than ever on the concepts of goal setting, staying current with the business press, networking, and "Olympic-level" preparation for interviews to ensure that once access to an interview is granted, Ivey students know what it means to perform.

## MBA Meet their Match

### MBA students travel to Nebraska to meet Warren Buffett.

Ivey is one of a small handful of universities in the world offering a formal program in Value Investing, the investment strategy championed by Warren Buffett. Prof. George Athanassakos, who chairs Ivey's Ben Graham Centre for Value Investing, took his MBA class on the field trip of a lifetime in the spring. Ivey MBA students were invited by the Oracle of Omaha to spend the day with him in Nebraska to discuss stock trading and enjoy lunch at Buffett's favourite steakhouse. For Athanassakos: "Buffett is a wise man, not just in investing but in all aspects of life. Spending a day with him was a once-in-a-lifetime opportunity."

## MBA Program at a Glance

### 2008 MBA Spring Class Profile

71 students	9 faculties in previous education	25 different languages spoken
11 countries	15 industries in work experience	39% have more than one degree
6 provinces	36% have international work experience	

Class Profile		Citizenship		Birth Country
Total Class	71	Canadian	75%	54%
Male	75%	Chinese	4%	7%
Female	25%	Indian	11%	18%
Years Work Experience	4.6	Latin American	1%	3%
Average Age	29	Other	9%	18%
Average GMAT	658			

### 2008 MBA Fall Class Profile

73 students	9 faculties in previous education	31 different languages spoken
8 countries	29 industries in work experience	38% have more than one degree
5 provinces	29% have international work experience	

Class Profile		Citizenship		Birth Country
Total Class	73	Canadian	73%	55%
Male	75%	Chinese	11%	12%
Female	25%	Indian	8%	12%
Years Work Experience	5.4	Latin American	3%	7%
Average Age	30	Other	5%	15%
Average GMAT	657			

### 2008 Employment

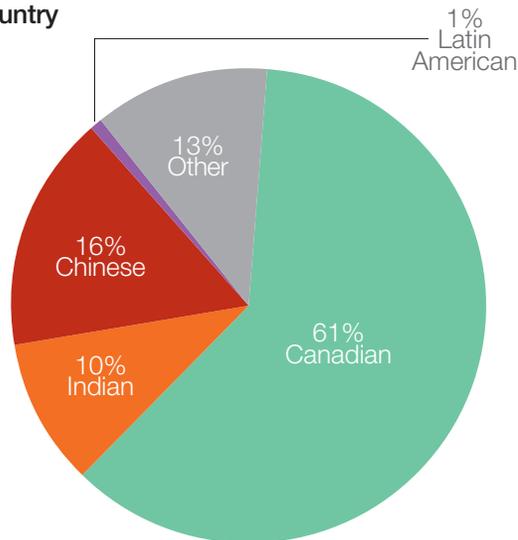
Job Status	% of Job Seekers
Received Offer(s)	91%
Reporting Information	% of MBA Class
Actively Seeking Employment	88%
Not Seeking Employment	6%
Reporting Rate	94%

### Compensation by Industry

Average Total Compensation was \$103,781\*. Up from \$93,949 in 2007.  
 \*Includes: Base salary, signing bonus and other guaranteed compensation, as reported by our graduates.

Industry - Base Salary	% of Students	High	Mean
Consulting-Management	20%	\$135,000	\$104,800
Consulting-Other	7%	\$115,000	\$81,625
Consumer Packaged Goods	7%	\$72,000	\$67,750
Finance-Corporate Banking	11%	\$134,000	\$92,400
Finance-Corporate Office	12%	\$94,000	\$83,750
Finance-Investment Management	3%		
Finance-Insurance	4%	\$96,000	\$87,000
Healthcare/Pharmaceuticals	7%	\$120,000	\$86,167
IT/Telecommunications	10%	\$115,000	\$91,118
Manufacturing	4%	\$78,000	\$73,667
Wholesale/Retail	3%	\$130,000	\$92,750
Other	12%	\$120,000	\$88,450

### Demographics: Birth Country



## EMBA Program

### Celebrating a Decade in Hong Kong

**On the eve of the U.S. election, former U.S. Secretary of State, General Colin Powell, helped the School commemorate the 10th anniversary of its Hong Kong EMBA program.**

General Powell was the keynote speaker at a gala dinner celebrating Ivey's leadership as the first North American business school to establish a campus in China. Powell spoke to the need for strong leadership in uncertain financial times, and highlighted the benefits of his own MBA in preparing him for leadership in international relations.

Powell noted, "The kind of work that you are doing here at the Ivey School is very valuable; educating and training mid-career managers, as it will prepare them for where their future will take them. My MBA experience certainly did that for me." Commenting on the President-Elect, Powell said he's confident Barack Obama understands the issues the U.S. is facing today and that America cannot be "isolated from the rest of the world, as we are all connected."

The interconnected nature of globalization is the linchpin of Ivey's Cross-Enterprise Leadership teaching and research focus and the School's dedication to the case method. Associate Dean of Ivey's Asian campus, Kathleen Slaughter, emphasized that just as General Powell used diplomacy to resolve international crises, today's business leaders must use persuasion, influence and teamwork. The case method is ideally suited to developing those skills in the next generation of Asia's business leaders.

During the evening Dr. Cheng Yu-Tung, Chairman of New World Development Company Limited, was presented with the Ivey Business Leader Award—the first of its kind in Asia. Dr. Cheng and the Cheng family have contributed significantly to the success of the Ivey program in Asia. Henry Cheng, HBA '71, MBA '72, guided the School in establishing the Hong Kong campus which was named after his father to honour his commitment to education.

### First Custom EMBA in North America

**One of only three corporate EMBA programs in the world today, JD Irving Limited completed the Ivey EMBA program graduating 30 managers in May along with graduates of the regular EMBA and MBA programs.**

This marks the first time a corporate class has graduated with an Ivey MBA. Tim Hodgson, MBA '88, President, Goldman Sachs Canada, delivered the keynote speech at the ceremony. He spoke to the importance of building wealth—the kind of riches that come from listening to the wise, developing one's potential, and influencing global development.

### Toronto EMBA Leads Market Share

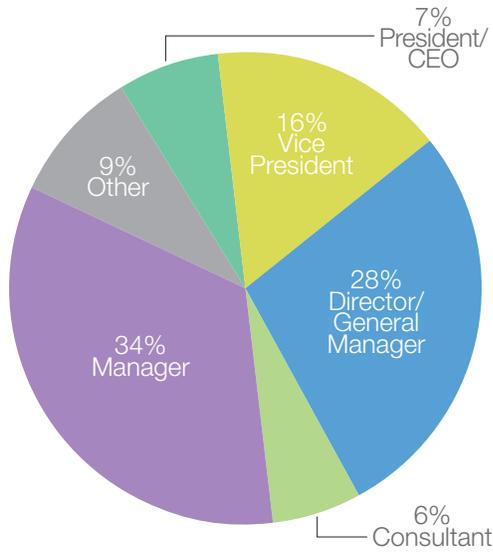
**Since moving its campus from the outskirts of Toronto to the downtown core of the financial district in February 2007, the EMBA program has earned 45 percent market share in Toronto.**

Both its winter and fall classes were oversubscribed by 50 percent. Credit for this success is attributed to a combination of the new curriculum introduced by EMBA Program Director, Professor Michael Pearce in 2007, the ING Leadership Centre location, and a strong marketing program. A greater emphasis has also been placed on integrating business leaders into the core curriculum. During the past year, leaders of industry and government, such as Canada's Finance Minister, the Honourable Jim Flaherty, and BCE President and CEO, George Cope, HBA '84, have led classroom sessions, sharing their experience and insights.

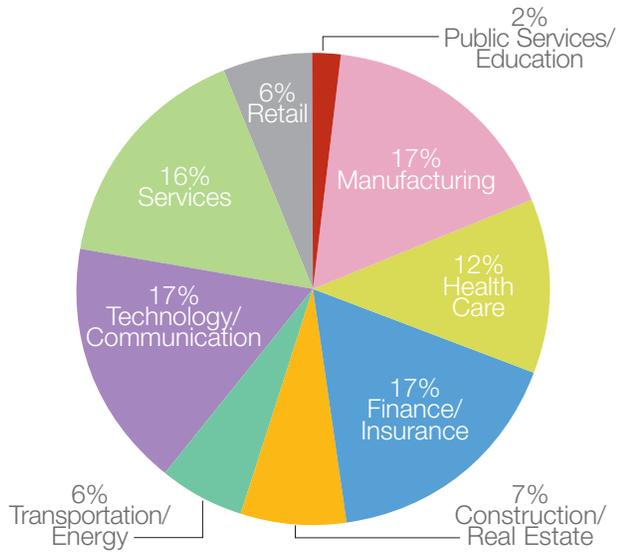
**EMBA Class Profile**

Class Profile	
Total number of participants (3 classes)	161
Average age	38.3
Average work experience (years)	14.4
Average management experience (years)	9.3
Percentage female	22%
Percentage with 2 or more degrees	14%
Percentage with 3 or more degrees	1%
% with professional designation	20%

**EMBA Participant Position**



**EMBA Participant Industry**



## PhD Program

### Staying the Course

#### PhD students contribute significantly to the School's research output.

Measuring the success of a PhD program begins with the quality of the scholars accepted. This year, Ivey accepted 11 new students. Between them they average GMAT scores at the 86<sup>th</sup> percentile with an average GPA of A-. In addition, two of the incoming students won awards from the Ontario Graduate Scholarships program.

This new class brings the total number of PhD candidates to 80. Each student reflects the high standard that keeps Ivey at the forefront of business schools around the world. "In the late 1990s we were admitting three to four PhD students per year and now we are admitting 10 to 12 per year," says Professor Deborah Compeau, Director of the PhD program. "We adjust intake year by year to try to find the 'optimal' size, but all in all, the program is healthy and significantly expanded."

More important than numbers is the impressive contribution to research these scholars make. During the past two years, 51 articles were authored or co-authored by PhD students. That's roughly a quarter of Ivey's research productivity. "This is an important figure," says Professor Compeau. "Contributing to the research mission of the School is one of the strategic objectives of the PhD program." The students have also attracted external funding to the program and six donor funded scholarships, further reflecting the quality of their performance.

### Another Ivey First

#### Daina Mazutis becomes the first business student to receive Trudeau Scholarship.

It was a proud moment for the School when the news came that PhD student, Daina Mazutis, had received the distinguished Trudeau Scholarship Award. Daina is the first business student to receive the \$150,000 award. The Trudeau Scholarship is granted annually to support doctoral candidates in the sciences and humanities, pursuing research in areas that address current pressing concerns. Assessment of nominees for the Trudeau scholarship focuses on academic achievement, outstanding communication and engagement skills, and the demonstrated

intent to pursue the research and contribute to public debate and knowledge in the student's chosen area.

Daina's work highlights the tension business leaders experience between balancing corporate profit goals with the needs of the communities, cultures, civic and spiritual organizations in which the firm operates. Her goal is to promote responsible citizenship and a dialogue between business and social sciences scholars so that together they can address the false separation of the private, public and third sectors. She says of her honour: "I feel immensely privileged to be among such an accomplished group of scholars and fellows." For Daina, Ivey is the ideal setting in which to pursue her research. "With its supportive learning environment and wonderful PhD student community, I feel very lucky to be pursuing my degree at Ivey."

### Ethical Consumerism Hits Home Run

#### PhD candidate, Remi Trudel makes headlines with his ethical consumerism research.

The old adage, "publish or perish," is a given in academic institutions and is just as important for Ivey's PhD students as it is for their faculty advisors. Great business research demonstrates not only intellectual strength, but also innovation, intuition and relevance. It reflects the calibre of the students, the calibre and support of the professors, and the reputation of the entire business school for world-class leadership and training.

Imagine then, how excited PhD candidate Remi Trudel and Professor June Cotte were to discover that their work on ethical consumerism had been accepted for publication in both the Wall Street Journal Business Insights and its sister publication, MIT/Sloan Management Review—a dual honour that is rare.

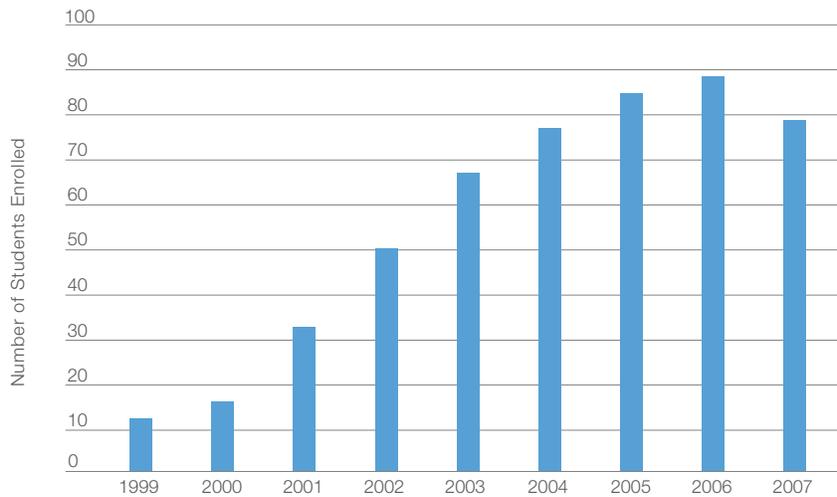
Is It Really Worth It? Consumer Response to Ethical and Unethical Practices addresses the impact of investing in social responsibility on the corporate bottom line. Trudel says, "If we can show that there is a business case, and not just a social case for behaving responsibly, then it becomes a more legitimate strategic option in which everyone wins—the firm, its shareholders, and society in general."

The article's simultaneous acceptance into both publications marks another significant Ivey first. The Wall Street Journal Business Insight section is a highly selective collection of

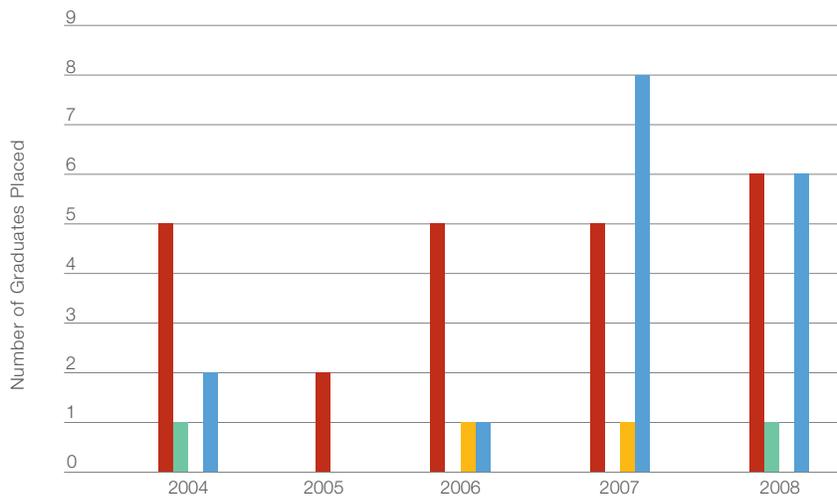
## Ivey Degree Programs | PhD Program

scholarly management articles which the Sloan Management Review co-produces with WSJ editors every other month. It reaches more than 2 million readers. Typically authors are published in one or the other—the editors don't usually allow the same research to be published twice; in fact, they have an agreement not to do so. Breaking with this tradition reflects the value of the research and garnered maximum exposure for this outstanding research team.

**Enrollment 1999 to 2007** ■ Enrollment



**Graduate Placements 2001-2008** ■ Canada ■ Europe ■ Asia-Pacific ■ USA



# Executive Development

## Growth of Custom Programs

**Well into its second year in Toronto's financial district, the ING Leadership Centre has seen a dramatic increase in activities and exposure.**

Andrew Wright, Director, Executive Development Custom Programs, says, "It's a great facility. With the Toronto location, we have more flexibility in terms of non-residential program delivery for two and three-day custom programs. In terms of impact on a national level, we're where we need to be."

In the past five years, Ivey's Executive Development business has seen a major shift in focus from open enrollment to custom programs. Organizations are realizing the benefits of custom programs particularly during difficult budget years when investment in soft skills, such as communications and teamwork, as well as leadership development, may be the first budget lines to be sacrificed. Programs tailored to provide industry and organizational needs provide fast and measurable benefits. "You can educate and train a mass of executive employees to really affect productive transformation across the company," says Wright.

In organizational demographics there is a need to develop people identified as high potential individuals for future leadership—looking to the next group of leaders and investing in those people. Being nimble enough to offer a full scale of services to meet the developing and changing needs of organizations allows Ivey's Executive Development to foster real growth, for the school and for its business partners.

## First Career Renewal Program for Women

**The ability to see and respond to the needs of the business community has put Ivey first for more than 85 years. A perfect example is the new ReConnect Program—Canada's first career renewal program for professional women returning to work.**

After taking time out of the workforce to pursue other activities, the 18 women, who graduated from the inaugural program on November 25, are set to restart their careers and successfully re-enter the workforce. The seven-day immersion program was made possible by CIBC's generous \$1 million commitment over five years. As co-founder of ReConnect, CIBC's donation helped fund program development and provide financial assistance to women in financial need.

The women came from as far as Italy, Nova Scotia and British Columbia, with the majority from central Canada, and had a range of experience and backgrounds, including retail, financial services, the auto sector, technology, public administration, and law, as well as some entrepreneurs. Half of the participants had post-graduate degrees, an average of 17 years of work experience, and had been out of the workforce for an average of five years.

From October 27 to 31, they spent five intensive days at the campus in London renewing critical business knowledge, leadership and technical skills, as well as building their peer network and personal brand. A two-day extension at the Toronto campus a month later focused on developing an action plan to return to work, followed by a graduation ceremony at CIBC.

This program reinforces Ivey's commitment to women in business. Just as important as helping to re-integrate these talented women, Ivey is also supporting Canada's long-term economic growth by reaching out to a successful yet overlooked group. Talent such as theirs will become increasingly critical as Canadian companies struggle with a growing talent gap.

Ivey currently has plans to run the ReConnect program for five years. The next class will begin October 26, 2009.

## Cross-Enterprise Research Centres

### Creating Cross-Enterprise Leaders

#### Faculty come together to tackle a new Cross-Enterprise research initiative.

We will look back on 2008 as the year globalization hit home... literally. Like a speeding train, the interconnectedness of the nations' economies was fully realized as the lead engine jumped the tracks and tipped over. As a result of the global financial crisis, many top business schools began to look inward and question their role in both the problem and the solution. At Ivey, this pursuit had taken hold three years earlier and Cross-Enterprise Leadership research was well underway.

While not anticipating a crisis of this nature, in 2005 Ivey underwent a comprehensive strategic review that resulted in its current Cross-Enterprise Leadership strategy. The School led by example, engaging in a new approach to research under four key Centres that would address the most pressing issues and opportunities facing business today: Leadership, Emerging Markets, Sustainable Growth, and Entrepreneurship.

This summer, Professor Mary Crossan, Director of the Leading Cross-Enterprise research centre, called on two dozen of her colleagues from a broad range of academic disciplines to join her in a brainstorming session. She wanted to kick-start a new research initiative seeking to unravel what is going on at the heart of corporate crises, and what it means for the young leaders in Ivey's classrooms today.

This past year has seen the serious collapse of major lending corporations and other financial institutions giving rise to questions of corporate ethics and responsibility. Crossan's research, however, points to something bigger. During the brainstorming session, Crossan and her colleagues began to work with the analogy of an iceberg. As Crossan explains, in situations like the high profile collapse of firms such as Lehman Brothers, the ethical questions are simply the tip. The bulk of the iceberg is hidden from view and requires a much more sophisticated explanation involving the unspoken and "messy social stuff" operating across the enterprise.

Another major factor in organizational collapse is the notion of practical drift. People assume a lot of information about each other, each doing their own job, presumably in

accordance with the rules of the business. However, in an organization that Professor Crossan refers to as "loosely coupled," no one actually notices what the other person does, leaving a lot of room for misinformation and miscommunication. Over time, small mistakes or omissions can lead to major catastrophe.

A good Cross-Enterprise Leader will look to the fundamental values of the business as the shared "ties that bind" loosely coupled units together. To understand what may be going on beneath the tip of the iceberg, he or she will also look to the seams—those places between units, where questions of identity and allegiance are ultimately addressed. Crossan uses the example of the seam between marketing and R&D being perhaps functional, geographic, or even the seam between a supplier and the company itself. Who people identify themselves with or align to are the people they "drift" with.

Fostering a sense of identity between people across the enterprise requires insight as well as cross-enterprise experience and knowledge. It assumes a willingness in executive leadership to explore beneath the apparent surface of things to areas often overlooked in traditional business education. Helping Ivey students, organizations and leaders develop an undercover intelligence along critical leadership essentials is the goal of Professor Crossan and her colleagues in the Leading Cross-Enterprise Research Centre.

### Building Sustainable Value

#### Two professors demonstrate their commitment to sustainable business values.

Meet two of Ivey's exceptional faculty members. Their interests merge and diverge but what they have in common is a fierce commitment to sustainable business values for the betterment of individuals, neighbourhoods, communities, countries and, ultimately, continents.

#### Tima Bansal

For Tima Bansal, Director of the Building Sustainable Value research centre and, Executive Director, Research Network for Business Sustainability, sustainability is more than just business, it is "the core of human nature." At a high profile New York City reception, Professor Bansal was recognized

for her dedicated and innovative commitment to the support for, and promotion of, business sustainability and was awarded the “Oscar of the business world,” the 2008 Faculty Pioneer Award for Academic Leadership, by the Aspen Institute Center for Business Education.

Professor Bansal’s leadership at Ivey has been inspirational. She pioneered the integration of business sustainability into business education at Ivey, making Ivey the first business school in Canada to introduce sustainability into the core MBA and HBA curriculum. As Director of the Building Sustainable Value research centre and The Research Network for Business Sustainability, Bansal has raised over \$5 million from five different granting programs. This money will drive forward the research behind sustainable business, making it accessible to business leaders and their organizations through networking, building business student capacity, and mobilizing information via new conferences, two Knowledge Forums, virtual dialogue, and face-to-face relationships.

“Corporations, now more than ever, must accommodate the needs of society in pursuit of private wealth. Only by doing so, can an organization be viable in the long-term and see private and public interests start to align,” says Professor Bansal. For example, investments in leading edge, environmentally responsible technologies often have long-term payoffs through lower energy or waste management costs, and by appeasing the concerns of the community and activists.

Several new faculty members with an interest in social and environmental issues have also recently joined Ivey. Under Professor Bansal’s leadership, Ivey is putting Canada in the foreground of worldwide research that promotes and, most importantly, supports responsible, ethical business behaviour.

### Oana Branzei

Professor Oana Branzei’s commitment to socially sustainable business takes Ivey into some of the world’s poorest, most challenged communities—those in extreme situations of crisis, scarcity and conflict. Branzei’s research investigates how business models and entrepreneurial activities empower people to contribute to re-weaving the social and cultural fabric in highly unstable and dangerous environments such as Africa and Bangladesh.

Professor Branzei’s research in the Sudan and Darfur, in collaboration with Ivey PhD student Samer Abdelnour and

various partners in these African communities, investigates how opportunities for economic growth and more prosperous livelihoods emerge out of necessity and often thrive on traditional ways of life—like blacksmithing or cooperative agro-economic activity.

Despite 50 years of civil war in Sudan prompting massive displacement of local populations with well-established native social structures in place, Professor Branzei and Mr. Abdelnour show that the spirit of community in many areas of the Sudan remains strong and that turmoil and scarcity “not only hastens individual and collective action but also triggers cycles of collective learning.”

“Conducting research on the role of enterprise in extreme situations is extremely sensitive and dangerous work,” says Professor Branzei. “For some of our partners in these countries (Rwanda, Kenya, Uganda, and Tanzania, for example) it is a matter of life and death. But it is so powerful. Understanding the origins of these kinds of business models does a lot of social good because these models, out of necessity, challenge old norms, empower women and the disadvantaged, and are pro-social and pro-peace.”

Ivey’s Centre for Building Sustainable Value is a world leader in this unique area of business research and is highly sought after. For Dr. Branzei, it is clearly also a passion fuelled by the kind of integrity and commitment to a just and prosperous world that Ivey faculty and students bring to the School’s solid reputation.

## Engaging Emerging Markets Centre

**The Research Centre experiences significant growth and activity, and gains an expert on India.**

This year, the Engaging Emerging Markets Research Centre experienced growth in a number of ways. Membership in the Engaging Emerging Markets Centre expanded to 65 people, including Ivey faculty, doctoral candidates, and PhD graduates. New Ivey faculty members include Professors Charles Dhanaraj, Ariff Kachra, John Maxwell, and Xinghao Yan.

Centre members were heavily involved in a number of conferences and seminars. Professor Maxwell served as the Canadian delegate to the CEC (Committee on

Environmental Cooperation—a NAFTA agency) reviewing the outcome of a study on greening Mexico's supply chains, and presented research on "Uncertain Product Standards" to the US Federal Trade Commission in Washington DC. Professor Shih-Fen Chen represented Ivey at a press conference in Taipei announcing a partnership with the National Chengchi University in case development and distribution. In early December, Centre Director Paul Beamish presented an invited paper at the Global Forum for Responsible Management Education held at the United Nations headquarters in New York.

Professor Dhanaraj co-Chaired the Strategic Management Society (SMS) Conference at the Indian School of Business, Hyderabad, in December. Dhanaraj organized the conference for business school deans to discuss their role in management education in emerging markets and as a platform to integrate strategy scholars and executives in India with their global counterparts. The conference involved about 400 academics and business people from India, Europe, the U.S. and Canada, including 25 business school deans from outside of India.

Professor Dhanaraj also discussed business opportunities in India at the Ivey Idea Forum presentation at Ivey's ING Leadership Centre. Professor Dhanaraj, along with panellists Gary M. Comerford, MBA '75, Senior Vice President, International Sun Life Financial Inc., Canada, and Hari Panday, President, Wealth Management, North America Region and President and CEO, ICICI Wealth Management Inc., Canada, discussed conducting business in India at the sold-out event.

In September, Beamish presented at the Asia Pacific Foundation of Canada (APFC) board meeting in Ottawa, and again at the "Canadian Views on Asia" Roundtable, co-hosted by the Ontario Ministry of Economic Development and Trade.

## Driving Growth Through Entrepreneurship and Innovation Research Centre

### The Centre looks back on a successful year and welcomes a new Director.

The Driving Growth through Entrepreneurship & Innovation (DGEI) research centre welcomed new Director, Professor Simon C. Parker, in September, 2008.

The DGEI Centre is delighted to collaborate with and promote the work of Ivey faculty whose research intersects with the DGEI Centre's mandate to study areas of high growth and entrepreneurial learning.

Over the year, Ivey faculty contributed to the writing, publication and teaching of more than 30 cases affiliated with entrepreneurship, innovation, strategy and venturing; published several articles in Tier 1 journals, including Journal of Business Venturing and Strategic Management Journal; and were invited to attend and present at a number of conferences. Cases in Entrepreneurship: The Venture Creation Process (Simplified Chinese), by Ivey Professor Eric A. Morse and Ronald K. Mitchell, was published as one of a series of case books developed for business schools in China.

Professor Claus Rerup was awarded the inaugural DGEI Research Fellowship. Professor Rerup's work, which explores how new organizations unfold over time, has been published in Tier 1 research journals and was incorporated into a case that explores the issues of start-up and growth based on the research context. The DGEI Fellowship funded Professor Rerup's participation in Stanford University's 20th Anniversary SCANCOR Conference in November.

In 2008, Centre members were awarded Social Sciences & Humanities Research Council (SSHRC) grants totalling \$214,000 to further research projects examining sustainable growth in entrepreneurial firms and enterprise-led sustainable development under resource scarcity.

The DGEI research centre champions doctoral research in entrepreneurship, innovation and strategy by offering scholarships to doctoral students whose research intersects with the Centre's mandate. In 2008, three scholarships of \$25,000 each were awarded to Taiyun (Terry) Wang, Fei Zhu, and Rongdong Chen in support of research in the areas of corporate entrepreneurship and strategy.

## Research Centres & Institutes

### Lawrence National Centre for Policy and Management

#### **The Lawrence Centre completes one of its busiest years and appoints a new academic director.**

This year, the Lawrence National Centre for Policy and Management welcomed a new Academic Director, Professor John Maxwell, who has been researching and teaching business strategy as it relates to legislative and regulatory policymaking for more than 15 years. Prior to joining Ivey in 2008 he was Professor and Chair of the Department of Business Economics and Public Policy at the Kelley School of Business, Indiana University.

One of the highlights of the year for the Centre was the success of the Ontario-Québec Continental Gateway and Trade Corridor: Developing Competitive and Sustainable Transportation Policy Workshop, which was held in March. The workshop brought together more than one hundred representatives from business, government, non-governmental agencies, and students to assist the government in determining policy options and infrastructure needs.

With the success of the workshop, \$95,000 in research grants from Transport Canada, the Ministry of Transportation of Ontario, and the Ministère des Transports du Québec was received. Following the workshop, Dianne Cunningham, Director, Lawrence National Centre for Policy and Management, met with Kevin Lynch, Clerk of the Privy Council and Secretary to the Cabinet, on outcomes of the workshop and to discuss a potential Spring 2009 policy follow-up.

Another Centre highlight was David Dodge, the former Governor of the Bank of Canada, headlining the third annual Thomas d'Aquino Lecture on Leadership in November. He spoke both at the School and to a select group of executives in Toronto. Prior to starting his lecture, Dodge congratulated Ivey's Lawrence Centre for Policy and Management and the Canadian Council of Chief Executives for being "on the cutting edge of the nexus between public policy and business strategy."

### Asian Management Institute

#### **The institute experiences a boom in publishing and impact in Chinese market.**

Institute Director Paul Beamish's book titled Joint Venturing was published in August. It examines best practices around joint ventures and the factors and processes that lead to success. In December, Canadian Business magazine wrote an article on Joint Ventures that relied heavily on Professor Beamish's book. Beamish sets his book on a flight to China and uses numerous examples, which is fitting since between 25% and 40% of all foreign investment is in joint ventures.

Seven new Ivey faculty-edited case books were published for the China market and translated into Simplified Chinese. A Memorandum of Understanding was signed in July with the Indian Institute of Management (IIM) Ahmedabad to adopt the usage of Ivey cases in all of their teaching programs in India. The Institute and Centre also began three new partnerships with emerging market Business Schools to help them develop their case writing ability: National Chengchi University in Taiwan, Yonsei University in South Korea, and the University of Pretoria in South Africa.

## **Pierre L. Morrisette Institute for Entrepreneurship**

### **The Institute supported entrepreneurs, students and business families in 2008.**

The Pierre L. Morrisette Institute for Entrepreneurship concluded another successful year, expanding and enriching its programs and initiatives in response to increased demand from entrepreneurial students, an expanding entrepreneurial alumni base, and the amplification of interest in entrepreneurship and innovation as they relate to business families, social entrepreneurship and women in leadership.

On July 1st Professor Stewart Thornhill was appointed Executive Director, Pierre L. Morrisette Institute for Entrepreneurship. His extensive background in entrepreneurial teaching and research ensures a bright future for entrepreneurship at Ivey.

Professor Thornhill's appointment coincided with the expansion of entrepreneurship faculty to include a Director for the Driving Growth through Entrepreneurship & Innovation Research Centre and an Executive Entrepreneur-in-Residence. Together with the Director, Business Families Centre, and additional staff, the Institute is poised to research, develop and deliver an increasingly dynamic suite of programs and events for entrepreneurial students and alumni.

Notable milestones also include the fifth annual intake of students into the Certificate in Entrepreneurship Program, the 5th anniversary of the Quantum Shift Program and Fellows Conference, and the 10th Annual IBK Capital—Ivey Business Plan Competition.

The Pierre L. Morrisette Institute for Entrepreneurship continues to engage and support entrepreneurs from start-up to succession; from working with students to build a foundation from which they can successfully launch new businesses, to championing Canada's best entrepreneurs who are ready to take their businesses to the next level, and supporting business families as they transition to the next generation or next opportunity.

# A Year in Review

## January

### *Ivey Firsts*

Ivey launches Ivey First campaign, recognizing the many firsts of the school, including the first HBA program in Canada (1922); the first MBA program in Canada (1948); the first Management Training Course (Executive Development) held at Ivey (1948); first PhD in business in Canada (1961); the first business school in North America with a campus in China (1998); and the first Cross-Enterprise Leadership School (2005)

### *Dean Carol Stephenson is a “Woman to Watch”*

Dean Carol Stephenson named one of Canada’s “Top 25 Women to Watch in 2008” by the Women’s Post

### *Ivey-Ross Inter-Business School Conference*

HBA Students host the Annual Ivey-Ross (University of Michigan) Inter-Business School Conference “Taking Green Mainstream: the Environment’s Effect on North American Business.”

### *McKinsey Day role-playing workshop*

300 HBA students put strategy into action during the annual McKinsey Day role-playing workshop

## February

### *Forum for Engaging the Community*

Professor Tima Bansal and the Research Network for Business Sustainability brought together experts from around the world to discuss best practices at the Forum for Engaging the Community

## March

### *Scotiabank International Case Competition*

HBA Students host student teams from a dozen business schools around the world at the 19th Annual Scotiabank International Case Competition

### *IBK Capital-Ivey Business Plan Competition*

Up-and-coming student entrepreneurs from across Canada vie for funding at IBK Capital-Ivey Business Plan Competition

### *MBA Students meet Warren Buffett*

Ivey students spend the day with the “Oracle of Omaha” Warren Buffett

### *Transportation Policy Workshop*

The Lawrence National Centre for Policy and Management hosts The Ontario-Québec Continental Gateway and Trade Corridor: Developing Competitive and Sustainable Transportation Policy Workshop. The resulting report will play a vital role to government infrastructure plans for Ontario

## April

### *Ivey awarded Agriculture and Agri-Food Chair*

Government of Canada awards Ivey a \$2 million Chair for a five-year Agriculture and Agri-Food project that will evaluate the impact of government regulation on the agriculture sector. New Faculty member John Maxwell holds this position

### *DECA Financial Services Case Competition*

HBA student, Paul Jun, takes gold at the international DECA Financial Services Case Competition

### *Advisory Board Meeting*

The Ivey Advisory Board and Advisory Board Chair, Arkadi Kuhlmann, HBA ’71, MBA ’72, Chairman, President & CEO, ING Direct USA meet at the ING Leadership Centre for the semi-annual Advisory Board meeting

## May

### *Jim Flaherty meets with EMBA students*

The Honourable Jim Flaherty speaks to Ivey EMBA students and alumni about the global prospects for Canada

### *Rogue trader Nick Leeson offers advice to students*

Following a case discussion on Barings Bank, J.J. Wettlaufer speaker Nick Leeson, Barings’ rogue trader, speaks to students and alumni about the importance of asking for help and advice to achieve career success

### *First Corporate EMBA class graduates*

MBA, EMBA and JD Irving Convocation with speaker Tim Hodgson, MBA ’88, CEO, Goldman Sachs Canada. The JD Irving class was the first corporate EMBA class to graduate from Ivey

### *PhD Student wins Trudeau Scholarship*

PhD student Daina Mazutis is the first business student to receive \$150,000 Trudeau Scholarship for her research into how business and social needs can be better aligned

## A Year in Review

### *Ivey and CIBC establish ReConnect Program*

CIBC contributes \$1 million to become founding sponsor of executive development program, ReConnect, a career renewal program for women for women who have temporarily left the workforce

### *LEADER Project travels to Eastern Europe*

The LEADER Project sends 32 students to Russia, Ukraine, Moldova and Belarus to teach business principals and entrepreneurship

## June

### *Ivey and the City of London recognized*

City of London and the Richard Ivey School of Business Management Program wins Canadian Association of Municipal Administrators Award

## July

### *Accreditation awarded to HBA accounting stream*

Ivey's HBA accounting stream earns two industry accreditations: The Institute of Chartered Accountants of Ontario and The Society of Management Accountants of Canada

### *MBA students "Get Connected"*

Spring 2009 MBA class participates in Career Management's Get Connected Week in Toronto. Partnering with Ivey Alumni and valued corporate partners, the event provides students with a unique opportunity to learn from functionally-aligned panels and practice interviewing and networking skills, as they discover how the power of being connected can enhance career mobility and business opportunities

### *First Ivey Case Study Workshop*

Professor Shih-Fen Chen leads 10th annual Ivey-Tsinghua Case Method Workshop in Beijing, and establishes first Ivey Case Study Workshop at National Cheng Chi University in Taipei

### *Ivey welcomes 10 new faculty*

Twelve new faculty members bolster Ivey's roster with expertise ranging from ethics in marketing to corporate environmentalism and public policy

## August

### *Mercury MBA Cross-Enterprise Challenge*

MBA Students work with Conservatory Canada and Selectpath Financial to solve real time business challenges that they are experiencing and prepare business solutions for the Mercury MBA Cross-Enterprise Challenge

## September

### *Ivey Idea Forum launches*

Best selling author Michael Raynor, MBA '94, kick-starts the Ivey Idea Forum with a discussion about the Strategy Paradox with a group of business practitioners and alumni at the ING Leadership Centre, and later with a group of MBA students in London

### *PhD Sustainability Academy*

The first pan-Canadian PhD Sustainability Academy, a high impact forum for developing tomorrow's thought leaders, is hosted by the Building Sustainable Value Research Centre at Ivey

### *"Learning from Leaders" course implemented*

Jim Irving, President and CEO of J.D. Irving Limited, speaks to HBA students as part of Professor Ken Hardy's "Learning from Leaders" class. Instead of reading about leaders, Ken Hardy designed a course for Ivey HBA students to learn lessons on leadership directly from some of the major leaders in Canadian business

## October

### *Richard G. Ivey Speaker Series*

Richard Nesbitt, HBA '78, Chairman and CEO, CIBC World Markets, speaks to HBA students on the changing global economy as part of the distinguished Richard G. Ivey Speaker Series

### *Homecoming 2008*

Homecoming attracts more than 1,000 alumni and guests with 20 reunion classes raising \$1.8 million in pledges and gifts in support of the School

### *National Family Business Day*

Keynote speaker Hartley Richardson helps Ivey and the Canadian Association of Family Enterprise (CAFE) celebrate National Family Business Day

## A Year in Review

### *Site Selected for New Landmark Ivey Building*

Jon Love, HBA '76, Managing Partner, KingSett Capital Inc and Chair of the Building Task Force, helps select and approve the site for new landmark Ivey building. The new building will be located on the existing soccer fields on Western Road in front of Brescia University College

### *Ivey Hosts first Canadian MBA Leadership Conference*

The Honourable Brian Tobin headlines as keynote speaker for the inaugural Canadian MBA Leadership Conference, hosted by Ivey MBA students

### *Ivey Family bestows generous donation*

The Ivey Family donates an additional \$500,000 from the Estate of Beryl Ivey to support corporate social responsibility initiatives at the School, doubling the existing endowment Beryl created in 2007

### *Ivey Business Leader Award Dinner*

The Toronto Alumni Chapter's annual Ivey Business Leader Award honours Dominic D'Alessandro, President and CEO, Manulife Financial at a sell-out crowd of Canada's most prominent business people, raising over \$310,000 in net proceeds in support of students awards and faculty

### *James Hemerling host the Ivey Idea Forum*

Consultant and Globality author James Hemerling, MBA '90, hosts the Ivey Idea Forum to discuss how to succeed in this new era of international business, with students participating via videocast from London

### *Telecommunications Hall of Fame Welcomes Ivey Dean*

Dean Carol Stephenson inducted into Telecommunications Hall of Fame

## November

### *Ivey Hong Kong celebrates 10 years*

Former US Secretary of State, Colin Powell speaks to a distinguished crowd of alumni, students and dignitaries at a gala event in Hong Kong to celebrate the 10th anniversary of Ivey's Hong Kong campus

### *David Dodge speaks to students*

David Dodge, former Governor of the Bank of Canada, headlines the Lawrence National Centre annual Thomas d'Aquino Leadership Lecture for students, providing insights on the cause of the current financial crisis and potential solutions

### *Ivey Alumnae are among Canada's Most Powerful Women*

Ivey co-sponsors Canada's Most Powerful Women: Top 100 Summit and Teri Currie EMBA '98, TD—Executive Vice President, Human Resources, Cynthia Devine HBA '87, Tim Hortons—Chief Financial Officer, EVP of Finance, Lisa Pankratz HBA '85, Mackenzie Cundill Investment Management Ltd—President are honoured

### *Ivey Students compete for a chance to see Alan Greenspan*

Ivey and the Toronto Board of Trade co-host Alan Greenspan, former chairman of the US Federal Reserve. For addressing what they'd do as Federal Chair for a day in a video contest, three students from the Richard Ivey School of Business won tickets to the event

### *13th Annual BCG Case Competition*

First year HBA students participate in the 13th annual BCG Case Competition and are judged by alumni, faculty, second year HBA students and corporate representatives from Boston Consulting Group

### *Dean Stephenson among Women in the Lead*

Dean Carol Stephenson speaks at a special Women in the Lead book launch for Ivey Alumna in Vancouver

## December

### *Inside the C-Suite attracts high profile Ivey Alumni*

Ivey's top-quality prospects meet with Ivey alumni Tim MacDonald, Partner and President, A.T. Kearney, David McCann, Vice-President, Head of Relationship Investments, Canadian Pension Plan Investment Board, and Sylvia D. Chrominska, Executive Vice-President, Human Resources and Public, Corporate & Government Affairs Scotiabank at the National Club in Toronto, for Inside the C-Suite, a conversation about managing a successful career

### *China Study Trip sends students overseas*

Fifty MBA students embark on an international study trip to Beijing, Shanghai and Hong Kong



**The University of Western Ontario, London (Main Campus)**

The University of Western Ontario  
1151 Richmond Street North  
London, Ontario N6A 3K7  
Phone: (519) 661-3206 Fax: (519) 661-3485  
[www.ivey.ca](http://www.ivey.ca)

**Spencer Leadership Centre, London**

Dolce Conference Centre  
551 Windermere Road  
London, Ontario N5X 2T1  
Phone: (519) 679-4546 Fax: (519) 645-0733  
E-mail: [info\\_iveyspencer@dolce.com](mailto:info_iveyspencer@dolce.com)  
Main Number & Room Reservations: (519) 679-4546 Fax: (519) 645-0733  
General Manager: (519) 675-5532  
Conference Planning: (519) 675-5545 Fax: (519) 858-1553  
Dining Room Reservations: (519) 675-5545  
[www.dolce.com](http://www.dolce.com)

**ING Leadership Centre, Toronto**

Exchange Tower  
130 King Street West, P.O. Box 31  
Toronto, ON M5X 1A9  
Phone: (416) 861-9600  
Ivey contact Susie Ferlisi: [sferlisi@ivey.uwo.ca](mailto:sferlisi@ivey.uwo.ca)  
Alumni and Corporate contact Janice Matthews: [jmatthews@ivey.uwo.ca](mailto:jmatthews@ivey.uwo.ca)  
[www.ivey.ca/toronto](http://www.ivey.ca/toronto)

**Cheng Yu Tung Management Institute, Hong Kong**

Hong Kong Convention & Exhibition Centre  
Phase One, 5/F 1 Harbour Road  
Wanchai, Hong Kong  
Tel: (852) 2808-4488 Fax: (852) 2808-4433  
E-mail: (For EMBA enquiries) [emba@ivey.com.hk](mailto:emba@ivey.com.hk)  
(For Executive Programs) [executives@ivey.com.hk](mailto:executives@ivey.com.hk)  
[www.ivey.com.hk](http://www.ivey.com.hk)