WORLD CHANGERS
Alumni like Mark Shuper, HBA’92, are finding innovative ways to build a brighter future.

Also in this issue
THE CHANGING ROLE OF THE CIO
and
THE CLASS OF 2014
Despite the inducements of well-paid private sector jobs, many Ivey grads are choosing to use their skills and creativity in the non-profit world. And in true Ivey fashion, they’re finding innovative ways to make a difference.

GLOBAL PERSPECTIVE: THE CLASS OF 2014
Along with everything else they learn at Ivey, recent graduates get extensive international experience. They’re ready to take on the world.

FROM MAINFRAME TO BOARDROOM: THE CHANGING ROLE OF THE CIO
CIOs used to be people with arcane technical knowledge and pocket protectors. Now they’re helping other senior leaders set direction and create value. And the role continues to evolve.

Russ Bruch, HBA ’85, EMBA ’10, Senior VP and CIO at Ontario Teachers’ Pension Plan, believes the role of his team is to “be partners in helping the business be the best it can be.”
Mark Vandenbosch, HBA ’84, and Rob Klassen, MBA ’89, are taking their hot seats as Associate Deans responsible for programs, faculty development and research. Both are Ivey to the core, and both have ambitious plans for their portfolios.

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

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

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

The unique art of Tracey Lawko, MBA ’83, glows with the colours and textures of nature—a reflection of her idyllic studio on the Niagara escarpment.
In the fortunate position of having a very strong international business group, which includes some of the top business scholars in the world. Among them are:

→ Professor Paul Beamish, a Tier 1 Canada Research Chair in International Management and the Donald L. Triggs Chair in International Business,

→ Shi-Fen Chen, a thought leader on business issues in China,

→ Jean-Louis Schaan, a renowned educator and leading thinker on strategic alliances and project management, and

→ Andreas Schotter, who is Academic Director of Ivey’s CEMS Masters in Management program and a well-known scholar on developing global leadership capabilities.

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

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

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

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

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

Rob Klassen and Mark Vandenbosch step into School leadership roles

How did your research interests develop?
Vandenbosch: Marketing has two source disciplines—economics and psychology. I started very much on the economics side, working on game theory and related topics. But over time, through teaching executive education here at Ivey, I came across situations that didn’t necessarily fit the game theory model. Now I spend a lot of time doing research looking at competitive-oriented activities. My research is based on taking real-world problems and studying them from an academic perspective.
Klassen: With an undergraduate degree in engineering, operations management was a natural move. When environmental issues began to hit the radar in the 1980s, it made sense to me to bring together the ideas behind engineering, process management and product design with public policy issues. At the time any environmental research in business schools was on the regulatory side. Now of course that's all changed and there's a big focus on sustainability, I would love to say I saw it coming, but I was just fortunate to be looking at these issues as they emerged.

You’ve both taken on significant administrative responsibilities. Why?
Vandenbosch: I’ve reached a stage in my career where I feel I could have a positive impact on the School. Ivey is bigger than any one person, and I believe it’s my responsibility to leave it better for the next crowd.
Klassen: For me, the emphasis for the past 20 years has been on research driven by my own personal agenda. This is an opportunity to take on a new challenge, work toward a different set of goals, and contribute to the School as a whole.

What are the major challenges in your new administrative areas?
Klassen: Continuing to grow a high-quality faculty. We have outstanding people, and we want to reinforce and support what they’re doing. Especially with pre-tenure faculty members—and we have a large number of them—we need to provide strong systems to help them build their research careers and teaching capabilities.
Vandenbosch: Business education is a global industry and there is no other industry in the world where the largest player has less than two percent market share. The business education market is incredibly fragmented, with many different programs and platforms. A lot of sub-markets are becoming mature. To compete we have to differentiate ourselves while balancing the needs of multiple stakeholders, including potential candidates, current students, and recruiters. It won’t be easy.

What is your vision for the impact you will have in these positions?
Vandenbosch: When I was HBA director, we started the process of growing the program, and some alumni were concerned that we were changing it. I told them that the HBA is dramatically different from when they went to school—and also exactly the same. In other words, there was renewal in what we were offering and how we were offering it, but at the same time we kept the core ideas, values and process constant. If I achieve my goals, a lot will be different in five years, but the core of the School will still be the same.
Klassen: I would extend that to faculty. What we value in our faculty members is what we have valued for many years—a strong research reputation, contributions to the body of academic and managerial knowledge, and a capacity to work effectively with our students wherever they are in their development. But the way faculty members do it is changing rapidly. We need to support them in the change process.
Vandenbosch: I always ask alumni one question—where did you sit on the first day of class? Virtually everyone can go and point out the seat. To me that symbolizes the impact that Ivey can and does have, and that won’t change.
Mark Vandenbosch
HBA ‘84
Associate Dean, Programs

EDUCATION: HBA, Ivey; PhD, UBC
TEACHING: Kraft Professorship in Marketing, Marketing Management, Competition and Competitor Analysis, Ivey Field Project

Rob Klassen
MBA ‘89
Associate Dean, Faculty Development & Research

EDUCATION: BASc, Chem Eng, U. of Waterloo; MBA, Ivey; PhD, U. of N Carolina
TEACHING: Magna International Inc. Chair in Business Administration, Operations Management, Managing for Sustainable Development, Management of Technology
The Ben Graham Centre for Value Investing held a series of events in the spring, including the 2014 Value Investing Conference (pictured below) and the inaugural Stock Picking Competition.

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

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

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

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

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

For more, visit: www.bengrahaminvesting.ca/Resources/videos.htm

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

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

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

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

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

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

TERRI GARTON
Acting Editor-in-Chief
Director, Alumni Relations

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

“Never ignore the fundamentals. Have a clear strategy and solid orientation to value investing principles. Transparency is also important.”
—George Chryssikos, CEO of Eurobank Properties

“It’s virtually impossible to pick the exact bottom, but in general, I’d rather get in a little later and pay a bit more for higher quality data points.”
—Wilbur L. Ross, Jr., CEO of Ross & Co. LLC, who invested in the Bank of Ireland during the Irish banking crisis

“There’s no substitute for thorough research and a good management team.”
—James B. Rosenwald III, Senior Portfolio Manager, Dalton Investments

“Having skin in the game ensures my team’s interests are aligned with my clients’ interests. If you have five times your salary invested in the fund, you think like the owner of the company.”
—James B. Rosenwald III, Senior Portfolio Manager, Dalton Investments

For more, visit: www.bengrahaminvesting.ca/Resources/videos.htm

PHOTOGRAPHER: NATION WONG
PHOTOGRAPHER: GABRIEL RAMOS
In many industries today, upstream activities—such as sourcing, production and logistics—are being commoditized or outsourced, while downstream activities aimed at reducing customers’ costs and risks are emerging as the drivers of value creation.

—Professor Niraj Dawar
Ontario’s once strong manufacturing sector is still struggling to meet the challenge of sustained international competition. Real manufacturing output declined by 11% over the past decade, while the economy grew by 21% overall. Ivey’s Lawrence National Centre for Policy and Management is addressing the challenge head on with the Future of Canadian Manufacturing project. The first phase of the project was based on studying firms that have continued to grow in the highly competitive business environment. Research findings were reviewed at a conference in November 2013 that brought together representatives from government, academia and the private sector. The strength of Ivey’s response was reflected in the Ontario government’s commitment of $5 million over 10 years to support the Centre in establishing the Trillium Advanced Manufacturing Network.

Lawrence National Centre for Policy and Management recommendations:

**FOR FIRMS**
Develop the expertise needed to break into foreign markets by identifying seasoned executives with international experience to act as mentors.

**FOR GOVERNMENT**
Develop better collaboration among all levels of government on investment attraction and implementation.

**FOR FIRMS**
Ensure a steady supply of the skilled workers needed to stay competitive by partnering with educational institutions.

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**Welcoming new program faculty directors**

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

Professor Andreas Schotter, EMBA ’04, PhD ’09, became the MSc Faculty Director in July. Schotter has served as Faculty Director of the joint EMBA program between Ivey and the Chinese University of Politics and Law. His research focuses on international business and global strategy topics. He was selected by the Wall Street Journal as one of the top 10 business professors in the U.S. in 2010 and 2011.

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

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

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**Good news in food manufacturing**

Canada’s food manufacturing industry is going through a reorganization to stay competitive and be a strong player on the world stage, according to a report released in March by Professor David Sparling and Sydney LeGrow, HBA ’14. The report showed that while there have been many food plant closures between 2006 and 2014, the industry overall did not experience a net decline in employment. The report generated considerable interest, with coverage in the Globe and Mail and other major media outlets.

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**IN THE GLOBE AND MAIL**

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

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

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**IN THE CANADIAN PRESS**

“Start with the person. What’s important to them, what are their goals, how do we help them get to those goals and mobilize the knowledge we have to help them make really good decisions?”

—Anne Snowdon, Chair, International Centre for Health Innovation at Ivey, gives her prescription for health care
I started my undergrad studying actuarial science and when I went to Ivey, I was thinking about a related field, like finance. But in my first year of university I discovered Terry O’Reilly’s show about marketing on CBC radio “Under the Influence,” and I was instantly hooked.

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

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

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

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

With a full-time job as well, it’s very time-consuming. But when you love something, you make time for it. Being on air is my secret dream. I love to share my thoughts and opinions on topics, and it would be wonderful to have an outlet for that!
Tracey Lawko, MBA ’83, traded a career as a consultant for life as a full-time textile artist. Her densely-stitched landscapes and richly-textured still life art are prized by collectors.
Thought Leadership

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

Investing in entrepreneurship

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

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

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

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

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

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

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

Babson College Entrepreneurship Research Conference

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

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

“This is the world’s longest-running annual international entrepreneurship conference, and it gave us a great opportunity to showcase who we are and what we do at Ivey,” says Simon Parker, Director, Entrepreneurship Cross-Enterprise Centre.

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

Entrepreneurship training not just for novices

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

It’s commonly believed that entrepreneurs get better at what they do as they start and sell more businesses. But that’s not necessarily the case, says Parker. In one of his studies Parker looked at 200 American serial entrepreneurs over a period of some 25 years. He found that serial entrepreneurs do appear to gain some learning benefits that help them in their next venture. But that effect dies away quite quickly. “The idea that serial entrepreneurs enjoy ever growing performance trajectories—that they get better and better and bigger and bigger—just isn’t borne out by the data,” he says.

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

Ivey grads find innovative ways to make a difference
Devon Krainer, HBA ’12, organizing the annual SIX Summer School event in Vancouver, BC
“Ivey has given me the gift of a wonderful education. I feel good knowing that I’m using my decision-making capabilities, financial acumen, and communication skills to address serious social and ecological challenges.”

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

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

That’s certainly true of Krainer. She was first introduced to the concept of social innovation—new ideas that solve social challenges—by Professors Oana Branzei and Michael Valenti. After graduating she spent six months working in rural Ethiopia with Mennonite Economic Development Associates, helping develop local financial services in micro-finance and agricultural lending. Back in Canada she joined SIG, a partnership dedicated to fostering a culture of continuous social innovation. Her work includes organizing an international conference, a regional conference and regional events promoting social innovation. “At SIG we work to mobilize knowledge, and to connect people to work together for social change. We know we’re not going to get anywhere if we don’t work with one another.”
“I see a charity as something akin to a venture private equity investment. You should be in the business of eventually getting out of the business.” — Mark Shuper, HBA ’92

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

Shuper left his job to devote himself full-time to Sprouts Foundation programs, which aim to improve the life and employment skills of the poor children who participate. “I see a charity as something akin to a venture private equity investment,” he says. “You should be in the business of eventually getting out of the business.” As Sprouts programs grow and spread to Burma and mainland China, he hopes that governments will eventually take on the role of providing the programs.
Like Shuper, Alison Holder, HBA ’99, started her post-Ivey career on a fairly conventional path—in her case, a job with consulting firm Accenture. Then she spent a sabbatical year working with a local non-governmental organization (NGO) in Mumbai, India as part of an international internship program. “That changed things for me,” she says. “From that point, I followed a path within international development, but my Ivey background helped me to carve out a niche in issues related to the private sector.”

Holder moved with Accenture to London, England and completed a Masters in International Development at the London School of Economics. She joined an NGO, Enablis, working with entrepreneurs in Africa, and subsequently, Save the Children (www.savethechildren.org). She is now Head of Government and Rights, responsible for advocacy, lobbying, research and policy development in support of children’s rights.

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

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

“I would like to see a future world where the differences for children depending on where you’re born are less stark, and opportunities are more equitable.” — Alison Holder, HBA ’99

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

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

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

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

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

> Step out of your comfort zone. Grab opportunities to travel and work in developing countries. You’ll learn so much more than you can on the Internet!

> Listen to what you want to do, and follow your passion.

> Let go of certainty—think about non-traditional career paths.

> Be prepared to take a risk.

> Be patient, nothing happens overnight.

> Be relentlessly curious.

> Consider spending time refining your business skills and building your reputation in the private sector before making the leap.

> But don’t leave it too late, until the “golden handcuffs” are on. If the time is right now, just do it! You’ll gain valuable experience.

> Use your business degree and experience to differentiate yourself in the competitive non-profit employment market.

> Persevere.

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

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

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

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

Chris Janssen, HBA ’13, also participated in a service learning course at Ivey, teaching at a university in Rwanda for a month and then traveling to Kenya to conduct research on entrepreneurship. But it was his work as Internal Director of Ivey Connects that launched his unique social enterprise. To raise money for the Western Shinerama and the Terry Fox campaign, he had the idea of collecting old textbooks from his friends and then selling them to incoming students. It worked, and Textbooks for Change was born (www.textbooksforchange.ca).

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

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

_Booking Micro-loans_

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

The Class of 2014

Long before it was fashionable, Ivey was committed to preparing students for business leadership in a global marketplace. Today many students have extensive international exposure when they arrive at Ivey. The School provides them with an array of opportunities to experience the world during their studies. The result? Graduates who are sensitive to cultural differences, aware of the opportunities in developed and developing economies, eager to learn more, and committed to doing their part to address global challenges. In other words, ready to take on the world.
My international experiences have increased my communication and decision-making skills in uncertain environments, and given me an appreciation for new ways to solve problems. They’ve taken me out of my comfort zone to a point where I’ve had to really assess my values and objectives.

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

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

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

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

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

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

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

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

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

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

“I hope that my international experiences will allow me to be more open-minded and that I’ll approach the business world with a global perspective.”
I really like the culture in North America because it encourages people, countries and corporations to share information. The sharing of information is a really good way to help disadvantaged countries develop and grow.

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

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

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

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

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

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

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

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

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

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

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

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

“A lack of cross-cultural understanding and clear communication can stand in the way of higher efficiency and better resource utilization in the business world. For instance, better communication between medical sectors across borders could help save millions of lives. Even today, populations are suffering and dying from diseases for which there are remedies in other parts of the world.”
A particularly memorable experience for me in my study trip to South America was visiting a favela (urban slum) in São Paulo. My initial understanding of favelas was that they were crime-filled neighbourhoods. However, the old practice of excluding favelas from the cities in which they reside appears to be giving way to efforts to extend basic services to these communities. This is creating tremendous opportunities to transform the favelas from dangerous slums into vibrant communities.

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

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

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

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

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

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

“One of the primary challenges facing managers in multinational corporations today is transnational corporate crime, which includes activities such as corruption. In some countries, corruption is such a highly pervasive aspect of commercial activity that it can indiscriminately strip value out of foreign-investing firms. But that’s the beautiful thing about the research being conducted here at Ivey—we are taking steps to advance the understanding of phenomena such as corruption and to identify strategies that managers can implement to help attenuate its adverse effects.”
“The next 20 to 50 years will be marked by the economic rise of emerging markets and increasing fluidity in human and financial capital across borders. Managers who know several languages and are culturally aware and flexible will be far more able to expand their networks and facilitate business growth. The international experiences are critical to enhancing each of these competencies.”

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

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

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

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

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

**Jacob Pinto, EMBA (Canada)**

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

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

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

**Christina Lopez, EMBA (Hong Kong)**

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

“The huge challenge we face today is the war on talent. It is equally if not more important to invest in people as it is to invest in capital, IT, etc. Today, we are information-rich, but time-poor. Sometimes relationships take a backseat to getting things done. The speed at which we move is overwhelming. You don’t have to have a HR background to realize that this is something that, professionally, we have to be concerned about.”

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

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

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

One of the things he learned is that he wasn’t really interested in being a developer or system architect. “For me, it was always about using technology to solve a business problem, enable a strategy, and align with business goals.” Bruch’s approach was remarkably prescient. In the intervening 30 years, technology has moved from being a mysterious art to an integral part of every business. In the process, the role of the technology leader has changed, and continues to evolve.

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

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

—Russ Bruch, HBA ’85, EMBA ’10, Senior VP and Chief Information Officer, OTTP
Unlike Bruch, Doug Thomas, HBA '80, had little exposure to technology early in his career. From Ivey he moved into public accounting, and then worked with ICI Canada (CIL) in finance for more than a decade. He joined the Independent Electricity System Operator (IESO) of Ontario in 1998, again in a finance role. In 2013 he became Director of IT and he is now Vice-President Information and Technology Services, and Chief Information Officer.

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

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

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

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

—Doug Thomas, HBA ’80, Vice-President Information and Technology Services and Chief Information Officer, IESO
It took a university career counsellor to put Joe Drouin, EMBA ’06, on his path to a career in technology. It was while he was an unfocused undergraduate at the University of Memphis that a counsellor tested him and told him he should be a systems analyst. I had no idea what that meant, but the more I dug into it, the more I liked the idea of the intersection between business and computer technology. “I started to realize that I’m really passionate about what technology can do for a business—how we can drive and accelerate change, enable innovation and add value.”

—Joe Drouin, EMBA ’06

Drouin took a job with tech giant EDS and then moved to Perot Systems. Eventually he joined TRW Automotive, an auto parts company, becoming CIO in 2002. Ready for a change from the auto industry, he joined recruitment firm Kelly Systems, and then moved to real estate developer PulteGroup in 2013. Drouin has written code, connected networks and run servers, and he admits those abilities gave him credibility when he started moving up the ladder. But like his fellow CIOs, his approach became much more strategic. “I started to realize that I’m really passionate about what technology can do for a business—how we can drive and accelerate change, enable innovation and add value.” Like Banks, Drouin is helping his company become more consumer-oriented, using technology to revolutionize the home building process. He is also exploring ways to reduce costs by standardizing house designs across PulteGroup’s many geographies.

Rudy Wolfs, EMBA ’10, is a dyed-in-the-wool techie. A self-taught developer, he started writing code for his father’s contracting business when he was 14. He and some friends launched a technology business
in high school and then sold it to a public company in 1999. That’s when he joined start-up ING DIRECT USA. Having bypassed university to run his business, Wolfs chose to do an Executive MBA while pursuing his career as CIO at ING. When ING was purchased by Capital One in 2012, he became CIO of the credit card business. Along the way he has invested in and mentored many innovative start-ups.

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

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

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

—Rudy Wolfs, EMBA ’10

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

Faced with a dizzying array of technology choices, CIOs must become “much better orchestrators,” says Bruch. “Everything has an app now, so the question becomes how you pick the right combination of solutions to deliver supportable, sustainable performance in a controlled environment.”

Banks agrees, noting that infrastructures are easier to manage, outsourcing is more common and many functions are moving to the Cloud. “There are endless choices,” he says, “so the CIO has to be able to wade his way through the choices and decide what’s going to create real value.”

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

Banks also predicts the demise of the CIO. “Historically organizations have needed someone who understood technology to show their executives the light. But technology will not be a foreign concept to the next generation of business leaders.” One thing won’t change, he says. “CIOs must continue to ensure that technology pays healthy returns on investment, not only in terms of cost reduction but also in helping the enterprise reach new customers, access new markets, and grow the top line.”
Try this: open a Google search on your computer and type in “leader character.” What comes to the top of the list? Ivey. That’s because the School has developed a unique understanding of leadership that is gaining international recognition. And much of the credit belongs to two very generous donors who stepped forward to support this ground-breaking work when it started.

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

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

Impressed by the direction of research at Ivey, Ihnatowycz made a gift of $5.5 million to endow a Chair in Leadership and the operation of a new Centre, named the Ian O. Ihnatowycz Institute for Leadership. Matching funds from Western University brought the total endowment to $5 million.

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

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

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

Support of accomplished young academics is provided by the Troost Professorship in Leadership and the donor-funded Ivey Professorship in Leadership, and three
outstanding researchers have joined the Institute as post-doctoral fellows. The Social Sciences and Humanities Research Council made a large grant to support ongoing research on leader character.

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

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

Recently, a stellar Leadership Council (see sidebar) has been established to advise and direct the Institute. The Council is chaired by Barbara Stymiest, HBA ’78, corporate director. “We’re helping Gerard formulate where he’s taking the Institute, trying to be supportive, and at the same time providing a challenge function,” she says. The Council has been enormously helpful, Seijts says, in making themselves available for events and presentations, establishing connections and creating opportunities. “Sometimes doors are closed and we don’t know how to get through them,” he says. “Council members are very influential people who can help us deliver on our initiatives.”

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

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

The Ivey Experience
A student year in photos

Ivey Class Notes

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

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

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

1946
CLASS LIAISON
Bob Blake, HBA ’46
519-884-8078

1950
CLASS LIAISON
Willard Ellis, DBA ’50, MBA ’51
WEllis.MBA1951@ivey.ca

1951
CLASS LIAISONS
Dick Carr, DBA ’51, MBA ’52
313-886-1565
DCarr.MBA1952@ivey.ca
Willard Ellis, DBA ’50, MBA ’51
WEllis.MBA1952@ivey.ca

1952
CLASS LIAISONS
Ted Barber, HBA ’52
TBarber.HBA1952@ivey.ca
Dick Carr, DBA ’51, MBA ’52
DCarr.MBA1952@ivey.ca
313-886-1565

1953
CLASS LIAISON
Donald Moffatt, HBA ’53
DMoffatt.HBA1953@ivey.ca

1954
CLASS LIAISON
Bill Braithwaite, HBA ’54
WBAraithwaite.HBA1954@ivey.ca

1955
CLASS LIAISON
Bob McClelland, HBA ’55
BMcClelland.HBA1955@ivey.ca

1956
CLASS LIAISONS
Robert G. Taylor, HBA ’56
RTaylor.HBA1956@ivey.ca
Keith Ham, MBA ’56
KHam.MBA1956@ivey.ca
Robert (Bob) Taylor, HBA ’56, writes, “I am sorry to report that Calvin Martin died on April 21, 2014. His death was reported to me by Bernie Catalano, widow of...”

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

Class Agents are alumni who are committed to the development of the Business School through annual fund support and personally reach out to their classmates to encourage financial support and participation. To become a Class Agent, please contact Holly Gati at hgati@ivey.ca
Like any good marketing organization, the Ivey Alumni Association (IAA) collects and analyzes data about our customers (you!) to better meet your needs. Recently the IAA analyzed the annual alumni survey, and I thought you would be interested in some of the key findings.

• **Global Ivey Day**—Of those who completed the survey, 20% said they had participated in Global Ivey Day, and of those, 89% said they were satisfied or very satisfied with the day. That tells me that the 80% are missing a great opportunity to learn, re-connect, and build their networks! If you haven’t attended yet, give Global Ivey Day a try on November 15.

• **Intouch Magazine and @Intouch**—The magazine you are reading right now is enjoyed by many of your fellow Ivey graduates. The satisfaction rate is 94%, with the e-newsletter @Intouch at 86%.

• **Class Liaisons**—Many of you don’t know your Class Liaisons—the important people who keep you connected to and informed about your classmates. That’s easy to fix: just turn to the Class Notes section of Intouch and you’ll find the names under your year.

• **Ivey Ring Tradition**—The survey showed that only about one-quarter of grads are aware of this great program. If you’re interested in finding out more and getting a ring, check it out at go.ivey.ca/ring.

• **Recruitment**—We found that 94% of alumni who recruited at Ivey in the past year were satisfied with the quality of their Ivey hires. Why don’t you or your firm join them in recruiting at the School as our fellow Ivey alumni—regardless of year or program—are prepared to think strategically, act collaboratively and are solution-oriented. Just the kind of people you want in your organization!

• **Think Ivey First**—The survey revealed that 45% of Ivey alumni generally “think Ivey first.” We’ve seen this number increase steadily, and I’d like to think it’s heading for 100%!

• **Recommending Ivey**—When we asked people how likely they were to recommend Ivey on a scale of one to ten, the average score was 8.1—again, a very encouraging number.

The IIA also tracks “alumni engagement”—a metric that reflects how involved each of you is with the School and your fellow alumni. The rate of alumni engagement has increased significantly in the past decade with over 59% of alumni having at least one formal point of contact last year. Moving forward we are looking for new ways to broaden and deepen alumni engagement and improve the relevancy our product and service offerings as an alumni association to help you engage in more ways. There’s real value in the School connecting with its alumni, and in alumni connecting with each other and the School. Here’s to seeing how we can all join together to improve these metrics and enhance the Ivey experience for all!
“Universities can lead in the initiation of new ideas and developing thought. They can lead in stimulating discussion of new approaches. We must always be concerned that students coming out of universities have acquired some capacity to be useful and valuable in the economic world.”

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

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

David served in the Canadian infantry from 1944 to 1945. He graduated from Ivey’s MBA program in 1947 and like his father, entered the investment business. He held leadership roles with Midland-Osler Securities and its successor company Midland Doherty, serving as Chairman of Midland Doherty from 1975 to 1989.

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

When Western’s then-president, George Pedersen, presented David with his honourary degree, he said, “The University is honoured to be able to recognize a man who has enhanced the work of the financial world, who has recognized the need to contribute in personal ways to his community, and who has always placed high value on family, friends and colleagues. All of these things, David has done with uncommon personal warmth and humility.”
Continued From Page 35

1971
CLASS LIAISON
Peter Oakes, MBA ‘71
POakes.MBA87@ivey.ca
Bryan Leon, MBA ‘71, writes, “I was recently awarded the CPR International Institute for Conflict Prevention & Resolution’s 2013 Award for Outstanding Contribution to Divisity in Alternative Dispute Resolution. The award recognizes a person who has contributed significantly to diversity in the ADR field by providing access to or creating opportunities for people who have historically been excluded from active and meaningful participation in ADR, including, but not limited to, women, minorities and/or people of color. In recognizing CPR highlighted my contributions through CPR’s Diversity Task Force and ArbitralWomen, in special programs with the Association of Corporate Counsel and Arbitration Place, my work in advancing diverse arbitrator candidates by ICC Canada, and my extensive one-on-one mentoring and coaching of diverse arbitrators and mediators, as well as my work as the Advisory Board of the Association of Progressive Muslims of Canada.”

1972
CLASS LIAISON
John Purskis, MBA ‘72, jPurskis.MBA77@ivey.ca

1975
CLASS AGENTS
Tony Horak, MBA ‘75
TonyWhitaker.MBA75@ivey.ca
CLASS LIAISONS
Hugo MacDiarmid, MBA ‘75, has been named chairman of the board of directors for Terrestrial Energy Inc.

1976
CLASS AGENTS
Patrick Crowley, HBA ‘76, PatrickCrowley@ivey.ca
CLASS LIAISONS
Scott Hean, MBA ‘76, has been appointed to the board of directors of Fortress Metals Inc.

1977
CLASS LIAISON
Lisa Cusmart, MBA ‘77
LCusmart.MBA97@ivey.ca
Scott Hean, MBA ‘76, has been appointed to the board of directors of Fortress Metals Inc.

1978
CLASS LIAISON
David Cox, MBA ‘78
DCox.MBA87@ivey.ca

1979
CLASS AGENT
Cameron Turner, MBA ‘79
CTurner.MBA97@ivey.ca
CLASS LIAISON
Tim Godfrey, MBA ‘79
TGodfrey.MBA97@ivey.ca

1980
CLASS LIAISONS
Arlene Palango, MBA ‘80
APalango.MBA80@ivey.ca

1981
CLASS LIAISONS
Keeth Stone, MBA ‘81
KStone.MBA81@ivey.ca
Lisa Colnett, MBA ‘81
LColnett.MBA81@ivey.ca

1982
CLASS LIAISONS
Mary Heisz, MBA ‘82, MAAA, MAAA.MBA98@ivey.ca
Michael Schwenger, MBA ‘82
MSchwenger.MBA78@ivey.ca
Bruce Sheriff, MBA ‘82
BSheriff.MBA78@ivey.ca

1983
CLASS LIAISONS
Mark Verdon, MBA ‘83
MVerdon.HBA98@ivey.ca
GARY Svoboda, MBA ‘83
GSvoboda.HBA98@ivey.ca

1984
CLASS AGENTS
William Barfield, MBA ‘84
WBarfield.MBA84@ivey.ca
Pam Jeffrey, MBA ‘84, PJeffrey.MBA84@ivey.ca

CLASS LIAISONS
Gordon Townley, HBA ‘84, GTownley.HBA84@ivey.ca

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

1985
CLASS LIAISON
Juliet Atta, MBA ‘85, JAtta.MBA94@ivey.ca

1986
CLASS LIAISON
David Southern, MBA ‘86, DSouthern.MBA96@ivey.ca

1987
CLASS AGENTS
Darin Deschamps, MBA ‘87
DDeschamps.MBA97@ivey.ca
Al Sellery, MBA ‘87
ASellery.MBA97@ivey.ca

1988
CLASS AGENT
Greg Gilula, MBA ‘88
GGilula.MBA88@ivey.ca
Phil Gaiser, MBA ‘88, was recently appointed chief financial officer of Beacon Select Corporations Inc, a publicly traded management investment firm located in Calgary.
Greg Glista, HBA '88, writes, “The class of '88 is invited to Mill St. Brew Pub – (Toronto) 21  Tank House Lane, Distillery District for a Thursday September 18 get together – 6:30 onward, first round is on me.”

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

Dave Simpson, MBA '88, recently launched his new book Work Hard, Have Fun & Keep Smiling: A Guide for Hockey Parents and Volunteer Coaches. In this guide, Dave chronicles his hockey adventures and shares lessons learned from his own experiences and from watching or playing with the greatest hockey players of his generation, including Wayne Gretzky, Mark Messier and many more. As a volunteer coach, Dave offers life lessons and coaching tips designed to re-orient parents and coaches toward a greater balance of perspective. Dave’s book is available at The Book Store at Western and online at www.mayberrycommunications.com 1989

CLASS AGENTS
Laurie Campbell, MBA '89
LCampbell.MBA89@iveyc.ca
Michael Pun, HBA '89
MPun.HBA89@iveyc.ca

CLASS LIAISONS
Glenn Farmak, HBA '89, MBA '93
GFarmak.HBA89@iveyc.ca
Glenn Yonemitsu, MBA '89
GYonemitsu.MBA89@iveyc.ca

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

HBA ’08s Re-write the Car Buying Ritual

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

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

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

Enter Tai and his fellow HBA ’08s, Radek Garbowski, Neal Shuh and Leslie Wong, Garbowski, Tai and Shah were all on a trajectory for successful careers in finance, and Wong was starting law school. Instead, in 2011 they launched Unhaggle.com, a website that provides new car buyers with the data they need to feel comfortable about the experience. Unhaggle.com provides everything from information on current incentives and average prices, to monthly payment calculators. “You end up with a very clear picture of what a fair deal is, before you even step into the dealership,” says Tai. “Consumers are more confident, and dealers find that better informed consumers are easier to work with.”

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

Tai says the entrepreneurship courses he and his co-founders took at Ivey have proved very useful, and the shared experience helped them meld as a team. “There’s no question the Ivey experience is a rigorous and challenging one. It made us a more close-knit group and helped us understand how we work together and complement each other’s skillsets.” Tai continues to recruit at Ivey.
It was challenging, exhausting, exhilarating, energizing. This year, like every other, Ivey thrummed with interactive learning experiences and extraordinary international opportunities. Lifelong friendships were formed and powerful networks were built. And along the way, a good time was had by all!
46 student clubs
Paul St Amour, HBA ’89, writes, “Andrew De Pass, also HBA ’89, his husband and kids came to visit our booth at Untitled Art Fair last December in Miami. Alas, we don’t have a pic with Andrew, the kids and me, but we have this one. Andrew is on the left.”

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

Glenn Yonemitsu, MBA ’89, writes, “Do you remember the 1980’s? Big hair, tight jeans, the move to freer markets (Reaganomics, Maggie Thatcher, Brian Mulroney), the Free-Trade Agreement, Black Monday, glasnost, perestroika, “tear down this wall,” yuppies, The Big Chill, “greed is good,” and unparalleled economic growth? Mark September 19-20, 2014 on your calendars now! We are celebrating our 25th reunion back at Ivey. The organizing team has set a goal to get more than 110 of our classmates back. So far, we are right on track to our target. Make sure you come back to reconnect with old friends and faculty. For details, visit our Ivey web page: www.ivey.uwo.ca/homecoming/MBA/1989.htm OR our Facebook group: www.facebook.com/groups/iveyimbars989 OR contact any one of the class organizers: MBA 1989 REUNION ORGANIZING COMMITTEE: SECTION 1 -- Glenn Yonemitsu, Robert Bower; SECTION 2 -- Rob Klassen, Richard Miller; SECTION 3 -- Laura Hantho, Jon Hantho, Laurie Campbell; SECTION 4 -- Doug Legge, Eric Jensen. The photo is MBA 1989 at our 20th reunion in 2009. Come back this September 19-20 to be part of our landmark 25th reunion.”

1990

CLASS AGENTS
Tim Watson, HBA ’90 TWatson.HBA1990@ivey.ca
Michael A. R. Wilson, HBA ’90 MAWilson.HBA1990@ivey.ca
CLASS LIASON
Penny Fabbro, MBA ’90 PFabbro.MBA1990@ivey.ca
Lois Nahirney, MBA ’90 LNahirney.MBA1990@ivey.ca

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

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

1991

CLASS LIASON
Kevin Condon, HBA ’91 (Sec 1) KCondon.HBA1991@ivey.ca
Mike Commissio, HBA ’91 (Sec 2) MCommissio.HBA2991@ivey.ca
Sandy Whittall, MBA ’91 SWhittall.MBA1991@ivey.ca

Kevin Condon, HBA ’91, writes, “I was named senior vice president of Bank of America, where I am responsible for all consumer deposit products for the bank.”

1992

CLASS AGENTS
Jeff Golflman, MBA ’92 JGolflman.MBA1992@ivey.ca
Michael A. R. Wilson, MBA ’92 MAWilson.MBA1992@ivey.ca
Karen Saxon, MBA ’92 KSaxon.MBA1992@ivey.ca

Greg Schinkel, HBA ’92, writes, “I recently became chair of the Southwest Ontario Chapter of Operations Management, a group dedicated to the development of operations management techniques.”

Geoff Smith, HBA ’92, writes, “I was named senior vice president, Bredero Shaw, a Division of ShawCor Ltd. This new role requires me to travel to Houston frequently.”

Continued From Page 37

The Gift of Time

Energy In.
Energy Out.

“The’s a great group of like-minded people with similar values—a community that wants to do business together, socialize together, help each other and work for the common good.” —Christopher Emery, EMBA ’04
Christopher Emery, EMBA ’04, was recently recognized with the Ivey Alumni Association Award

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

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

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

The “common good” is certainly what motivated Emery to get involved with the Ivey Alumni Association. “As business leaders we have a responsibility to nurture the next generation of leaders,” he says, “We need to build the best schools we can and put the best pros in front of those kids.” Walking into the new Richard Ivey Building for the first time was, he says, his proudest moment as an alumnus.

As Class Liaison for EMBA ’04 (Fri/Sat), Emery organizes golf games, pub nights and other get-togethers for his class. He recently pulled together a tenth anniversary celebration—a formal dinner at Lionhead Golf Course in Mississauga—that brought out 17 of his 40 classmates. He enthusiastically supports Toronto Chapter events, and has spoken in class to Ivey students, attended recruiting events, and volunteered at several Ring Ceremonies. He is also an Alumni Partnership Program participant.

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

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

1992
CLASS AGENTS
Judy Riege, HBA ’92
JElliot.HBA1991@ivey.ca
Patricia Meehan, MBA ’92
PMeehan.MBA1992@ivey.ca

1993
CLASS AGENTS
Sarah Morgenstern, MBA ’93
SMorgenstern.MBA1993@ivey.ca
Kevin O’Brien, HBA ’93
KOBrien.HBA1993@ivey.ca
CLASS AGENTS
Lois Tullo, EMBA ’93
LTullo.EMBA1993@ivey.ca
Andrew Fletcher, HBA ’93, MBA ’99
AFletcher.MBA1999@ivey.ca
Gordon Sandford, HBA ’93, MBA ’99
GSandford.HBA1999@ivey.ca
Laurel Deplaedt, MBA ’93
LDeplaedt.MBA1993@ivey.ca

Laurel Deplaedt and Paul Blaha, both MBA ’93, write, “We and our kids, Samantha (5) and Will (11), recently went on vacation to Turkey. The family hamam (Turkish bath) was family team-bonding at its best (and a culturally eye-opening experience)! We loved Istanbul, Ephesus and Bodrum. The highlight was being in one of 90 hot air balloons launched to watch the sun rise over Cappadocia’s fairy chimneys. We highly recommend Turkey to all of you (and we know from our reunion last year that there are plenty of you)!”

Darren Marshall, MBA ’93, writes, “After an amazing journey across five countries with The Coca-Cola Company, Inge and I have moved to New York City where I’m now the executive vice president and an equity partner at Steinway & Sons. Who would have thought that music degree would ever come in handy? A rare blend of passion and profession! We’ve got a great loft with even better views. Stop by if you’re in town.”

1994
CLASS AGENT
Bill Balassone, HBA ’94
WBalassone.HBA1994@ivey.ca
Geoff Batters, HBA ’94
GBatters.HBA1994@ivey.ca
Nancy Bertrand, MBA ’94
NBertrand.HBA1994@ivey.ca
Sergei Tchetvernykh, MBA ’94
STchetvernykh.MBA1994@ivey.ca
Kieran Young, HBA ’94
DYoung.HBA1994@ivey.ca
CLASS LIAISON
Andrea Poptsis, HBA ’94
APoptsis.HBA1994@ivey.ca
Marino Garcia, MBA ’94, has been appointed to senior vice-president of corporate development of Synergy Pharmaceuticals Inc.
Andrea Poptsis, HBA ’94, writes, “Mark your calendars September 19 to 21! Our 20th reunion planning team is working hard to pull together a great weekend. Looking forward to seeing fellow HBA ’94 and reminiscing about old times.”

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

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

Christopher Emery (far right) and members of his EMBA class celebrate their tenth anniversary at a get-together in Mississauga in June.
1995
CLASS LIAISON
Alexa Nick, MBA '95
Annick.MBA95@ivey.ca
Sylvie Thompson, MBA '97
SWeeks.MBA997@ivey.ca
Janice Taylor, VEMBA '97
JTaylor.MBA997@ivey.ca

1996
CLASS AGENTS
Howard Wiseman, MBA '95,
CLASS LIAISON
1995
Continued From Page 41
Alexa Nick, MBA '95
Switzerland for an amazing work
JBayliss.HBA1996@ivey.ca
ANick.MBA1995@ivey.ca
CLASS LIAISONS
JGBlack.MBA1996@ivey.ca
where, as marketing lead, I am
surrounded by highly talented
marketers who strive to add value
to their customers and set up the
company for long term success.
Personally, the international move
– one we grow from every day.

1997
CLASS AGENTS
Anthony Ostler, MBA '97,
writes, “I have been enjoying
the last few years back in Toronto,
but have been making an effort
to not lose touch with my roots in
beautiful British Columbia. This
past winter I managed to fit two
ski trips in, including a fabulous
cat-skiing adventure with some
old friends at Chatter Creek, which
is near Golden, BC and a family ski
trip during March break to Whistler.

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

1998
CLASS AGENTS
Aindrea Cramp, HBA '98
AWilliams.HBA998@ivey.ca
Brian Huen, HBA '98
BHuen.HBA998@ivey.ca
Jerry White, MBA '96
JWhite.MBA996@ivey.ca
CLASS LIAISONS
Christopher Ripley, HBA '98,
has been appointed to chief
financial officer of Sinclair
Broadcast Group.

1999
CLASS AGENTS
John Bayliss, HBA '99
JBayliss.HBA999@ivey.ca
Donello, HBA '99
Donello.HBA999@ivey.ca
David Eason, MBA '99
DEason.MBA999@ivey.ca
Stuart Elman, HBA '99
SElman.HBA999@ivey.ca
Michael Flood, MBA '99
MFlood.MBA999@ivey.ca
Derek Rough, MBA '99
DROugh.MBA999@ivey.ca
Jeff White, MBA '99
JWhite.MBA999@ivey.ca
CLASS LIAISONS
Melanie Cooper, HBA '99
MNLoman.HBA999@ivey.ca
David DeNoble, HBA '99
DDeNoble.HBA999@ivey.ca
Sheil Rostogi, HBA '99
SRostogi.HBA999@ivey.ca
Jacques Blais, VEMBA '99
JBlais.VEMBA999@ivey.ca

1999
CLASS AGENTS
John Bayliss, HBA '99
JBayliss.HBA999@ivey.ca
Donello, HBA '99
Donello.HBA999@ivey.ca
David Eason, MBA '99
DEason.MBA999@ivey.ca
Stuart Elman, HBA '99
SElman.HBA999@ivey.ca
Michael Flood, MBA '99
MFlood.MBA999@ivey.ca
Derek Rough, MBA '99
DROugh.MBA999@ivey.ca
Jeff White, MBA '99
JWhite.MBA999@ivey.ca
CLASS LIAISONS
Melanie Cooper, HBA '99
MNLoman.HBA999@ivey.ca
David DeNoble, HBA '99
DDeNoble.HBA999@ivey.ca
Sheil Rostogi, HBA '99
SRostogi.HBA999@ivey.ca
Jacques Blais, VEMBA '99
JBlais.VEMBA999@ivey.ca

1999
CLASS AGENTS
John Bayliss, HBA '99
JBayliss.HBA999@ivey.ca
Donello, HBA '99
Donello.HBA999@ivey.ca
David Eason, MBA '99
DEason.MBA999@ivey.ca
Stuart Elman, HBA '99
SElman.HBA999@ivey.ca
Michael Flood, MBA '99
MFlood.MBA999@ivey.ca
Derek Rough, MBA '99
DROugh.MBA999@ivey.ca
Jeff White, MBA '99
JWhite.MBA999@ivey.ca
CLASS LIAISONS
Melanie Cooper, HBA '99
MNLoman.HBA999@ivey.ca
David DeNoble, HBA '99
DDeNoble.HBA999@ivey.ca
Sheil Rostogi, HBA '99
SRostogi.HBA999@ivey.ca
Jacques Blais, VEMBA '99
JBlais.VEMBA999@ivey.ca

2000
CLASS AGENTS
Stefan Bortolussi, HBA '00
SBortolussi.HBA2000@ivey.ca
Allan Butiendag, MBA '00
AButiendag.HBA2000@ivey.ca
Davin Li, HBA '00
DLi.HBA2000@ivey.ca
Mike Ritchie, HBA '00
MRitchie.HBA2000@ivey.ca
CLASS LIAISONS
Yinnis So, EMBA '00 (Hong Kong)
YSoo.MBA2000@ivey.ca
Richard Quesnel, VEMBA '00
RQuesnel.MBA2000@ivey.ca

2000
CLASS AGENTS
Stefan Bortolussi, HBA '00
SBortolussi.HBA2000@ivey.ca
Allan Butiendag, MBA '00
AButiendag.HBA2000@ivey.ca
Davin Li, HBA '00
DLi.HBA2000@ivey.ca
Mike Ritchie, HBA '00
MRitchie.HBA2000@ivey.ca
CLASS LIAISONS
Yinnis So, EMBA '00 (Hong Kong)
YSoo.MBA2000@ivey.ca
Richard Quesnel, VEMBA '00
RQuesnel.MBA2000@ivey.ca

2002
CLASS AGENTS
Robyn Hochglaube, MBA '02
RHochglaube.MBA2002@ivey.ca
CLASS LIAISONS
Joseph Ho, EMBA '02 (Hong Kong)
JHo.MBA2002@ivey.ca
John Duffy, EMBA '02 (Fri/Sat)
JDuffy.MBA2002@ivey.ca
Many Lou Hukezalala, EMBA '02
(Sun/Mon)
MLou.MBA2002@ivey.ca
Jason Thacker, HBA '02
JThacker.MBA2002@ivey.ca
Sheldon Chynun, MBA '02 (Sec 2)
SChynun.MBA2002@ivey.ca
John Khadjoudian, MBA '02 (Sec 2)
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Colin Joodh, MBA '02 (Sec 4)
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Steve Love, HBA ’02, has been named one of this year’s top consultants under the age of 35 by Consulting® magazine. A principal at global sales and marketing consulting firm ZS Associates, Steve was recognized for his commitment to client service in leading a global biotech firm over several years. He was one of 35 winners selected from a pool of nearly 250 nominations. Steve was honored by Consulting® magazine at an awards dinner with industry leaders and executives on April 24 at The W Chicago City Center.

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

2004
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Daniel Bar-Dayan, MBA ’04, writes, “We are happy to announce the birth of our third daughter, Riley Aviva Bar-Dayan, born on May 7, 2014. If life wasn’t busy enough, I will be starting a new opportunity shortly in Vancouver as director of asset and property management for the Porto Group of Companies.”

Diana Chan, HBA ’04, MBA ’08, writes, “Homecoming is near! It’s our 10-year! Save the date (September 19-21) to celebrate. Book your hotel now as it will be a sold-out crowd. Join the Facebook group to be in the loop – facebook.com/groups/Iveyhba2004. Follow us on Instagram for some fun #TBT jams – instagram.com/iveyhba2004. Your HBA 2004 Reunion Committee, Diana Chan, Jenni Denniston, Jennifer Semley Robert, Jordan Martens.”

Ivey Grads Do Know Best!

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

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

Refer a friend or colleague who is considering an MBA and the Ivey MBA Recruiting Team will schedule a one-on-one meeting to discuss the MBA decision and Ivey’s program.
Sunil Godse, MBA ’04, writes, “My book writing journey continues. I have sold over 1,500 copies of Fail Fast. Succeed Faster since the launch in November 2013 and have been speaking at various venues on learning from failure. I also have held two major conferences. Thanks to some of my fellow Ivey alumni who have supported me by either doing an interview for the book, buying a copy or attending one of the events!”

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

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

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

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

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

Investing in Courage: Jennifer Witterick, HBA ’84

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

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

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

“The fastest way to be good at something is to learn from the person who is at the top of their field,” says Witterick. “In investing, I was fortunate to learn from the best with Prem Watsa. In writing for young adults, I studied the work of Suzanne Collins (author of The Hunger Games series).” My Mother’s Secret was published in mid 2013 and quickly became a Canadian bestseller. Last fall Penguin Books bought the international rights, and Witterick donated 100 percent of the advance to charities. “I wrote the book hoping to inspire others. It was never for the money.” The book is currently being translated into nine languages.

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

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

The secret of Witterick’s success? She says it’s all about “being grateful and optimistic, and doing something that makes a difference.”
industry (buy side) in Toronto. I am leading MD’s global asset allocations across countries and asset classes including equity, fixed-income and currency.

Fatima (Saran) Murji, HBA ’04, MBA ’08
See Note under 2006 (Diana Chan)

Richard Roberts, MBA ’04, writes, “Julia and I were pleased to welcome Richard Paul into the world on November 9, 2013. Belle is now almost three and loves the cold spring, sailing lessons have begun. Kids are growing up fast. Everyone is doing well!”

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

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

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

Stephanie Taylor Coughlin, MBA ’05, writes, “We were so happy to have our second child, Elliot Anne, join our family on November 7, 2013. Thomas is enjoying his little sister and Ryan and I are positively thrilled.”

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Matthew Acerno, MBA ’07, writes, “In January 2014, I founded Triboro Equity Partners (TEP), a private equity firm based in London, Ontario, focused on acquiring lower median market, traditional economy businesses located in Ontario. TEP acquires companies in the manufacturing, wholesale, distribution, food and beverage products, industrial/business products and services, and consumer products sectors. TEP targets companies with annual revenue in the $5- to $20-million range and corresponding annual EBITDA in the $2- to $3-million range.”

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

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

Jamie Panet, HBA ’07, writes, “Zachary and I were married on May 20, 2012 in Toronto. After nearly two years of marriage, we welcomed our beautiful daughter Olivia Abby Schwartz into the world on April 8, 2014. It was love at first sight! I am currently on maternity leave from CIBC where I have been working in the capital markets, specifically sales and trading, for the past seven years since graduation.”

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

2008

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Lyndsay Passmore, MBA ’08 (Spring)
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CLASS LIASIONS
Stephanie Taylor Coughlin, MBA ’05, writes, “We were so happy to have our second child, Elliot Anne, join...”
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Diana Chan, HBA ’04, MBA ’08, writes, “Ivey Women MBA 2008 had our first reunion since graduation in downtown Toronto at Jump restaurant. It was a fun and fabulous evening to reconnect!” MBA ’08 grads pictured from left to right: Mandy Lai (also HBA ’04), Mariam Hashmi (also HBA ’05), Rebecca Liu, Kristen Sam, Fatima (Surani) Murji (also HBA ’04), Deandra Schubert, Eunice Fung, Lydiasey (Morningstar) Clabby, Vanessa Jang, Miriam (Rybalov) Plener (also HBA ’05), Diana Chan
Ian Fleming, MBA ’08, has been appointed to chief financial officer of Athabasca Nuclear Corporation.
Craig Follett, HBA ’08, writes, “Uniiverse just raised $1.25 million from VCs, and we’re celebrating over $5 million in ticket sales. If you’re running an event, get in touch! We’re the best way to sell tickets - check us out at www.uniiverse.com!” Christine Ierakidis, HBA ’04, MBA ’08, See Note under 2004
Ryan Kalt, MBA ’08, has been appointed chief executive officer of Athabasca Nuclear Corp.

2009
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Kelly Trott, MBA ’09 (Fall) 
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Dan Tolhurst, MBA ’09 (Fall) 
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Lisa Kendrick, MBA ’09, writes, “HBA 2009 five-year reunion plans are underway. Join the Facebook event to receive regular updates and information on hotel booking. Looking forward to seeing you there! www.ivey.wo.ca/homecoming/HBA/2009.htm”
Stephanie Storie, MBA ’09, writes, “Ivey Class of 2009 – it’s our V aka five-year reunion and we’re coming home to London in celebration. We hope all of our Ivey friends and the ever growing Ivey circle can attend. We have planned several activities for Saturday from a lunch tour of the new Ivey “home,” to showing our Purple Pride at the Mustangs football game, to food, fun and friends at the Barking Frog!”

Welcome to My Town

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

“There’s really no single skyline. The best view is from the window seat of an American Airlines and Southwest jet.” – Peter Zehr, EMBA ’04
Dallas/Fort Worth, Texas

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

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

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

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

Where’s the best view?

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

Where’s the best place for people watching?

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

Favourite restaurant?

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

Best street food?

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

Must-see attraction?

AT&T Stadium.

Most scenic drive?

Head a couple of hours southwest into the hill country.
2013

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

2014

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Rose Han, MSc '14 (Sec 2)
RHan.MBA2014@ivey.ca
Shalyn Orange, MSc '14 (Sec 7)
SOrange.MBA2014@ivey.ca

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

PhD
Nicole Haggerty, MBA ’89, PhD ’04, See Note under 1989
Gail Leizerovici, PhD ’14, successfully defended her thesis entitled “Music and Auditory Transportation: An Investigation of the Music Experience” on April 7, 2014.
Reza Mahjoub, PhD ’14, successfully defended his thesis entitled “Modeling Pharmaceutical Risk-sharing Agreements” on April 23, 2014.

In Memoriam
Garfield Lorriman, MBA ’37
David Weldon, MBA ’47
Neil Armstrong, MBA ’49
Keith Wright, MBA ’49
Hector Corkum, DBA ’51
Frank Rowden, MBA ’54
Gerry Shaw, MBA ’54
Keith Halpenny, MBA ’55
Calvin Martin, MBA ’56
James Drynan, MBA ’57
Don McIntosh, MBA ’58
James Lindores, MBA ’58
Art Grunder, MBA ’60
Mel Erllindson, MBA ’62, MBA ’63
Peter Kelly, MBA ’66
John Broen, MBA ’67
Alexander Sinclair, MBA ’69
Ken Simpson, MBA ’69
Yussuf Gafur, MBA ’68, MBA ’69
Andrew Agnew, MBA ’70
Rick Dunlap, MBA ’73
Tav Orsi, MBA ’73
Tim Snelgrove, MBA ’76
Bob Buckberrough, MBA ’74, MBA ’78
Scott Cooper, MBA ’82
Nicholas Hedrich, EMBA ’96
Douglas Burgoyne, MBA ’02
join us this fall... september 19-21, 2014

homecoming

friday
Class Gatherings 7:00PM

saturday
Welcome Back Open House 9:00AM
Ivey Ring Tradition Ceremony 9:30AM
Ivey Lecture Series 10:00AM
Dean’s Welcome 11:30AM
Complimentary Lunch 12:00PM
Go Mustangs! 1:00PM
Ivey Case Study 1:00PM
Private Class Celebrations 6:00PM

sunday
Golden Alumni Lunch 10:30AM

www.ivey.ca/homecoming facebook.com/iveyhomecoming #iveyhomecoming
We shared the experience.
We share the network.
We share the pride.
Let’s celebrate our own... again!

Global Ivey Day
November 13, 2014
iveyday.com
#GlobalIveyDay