


Intouch

New York New York!

Amber Lee, HBA '07, is one of many Ivey alumni pursuing her love of music alongside a business career



TELECOMMUNICATIONS HAS INTEGRATED SEAMLESSLY INTO OUR LIVES: Mobile technology has changed the game in telecommunications, putting the power of a computer (and camera!) into every tiny handset. The Arab Spring and Occupy movements underlined the power of this technology.



INTOUCH FEATURES

12 Hello, Hello

It all started with a couple of tin cans connected by a string (probably!). Today the telecom industry is integrated with every aspect of our lives, connecting us, entertaining us, making business happen, supporting high-quality health care, and much more. For those in the industry, the challenge of constant change is irresistible.

20 Musical Interlude

For many Ivey grads, music is a passion, a métier, a mode of creative expression. For some, it has the potential to become a career. Either way, it's a source of deep and abiding joy.

26 Building the Future

Phase One of the new Ivey building is complete, and it's a knock-out! Join us for a tour of the new facility and meet some of the people who helped make it happen.



INTOUCH DEPARTMENTS

09 Passions

Most people would rather not think about North Korea, a closed and secretive society with some pretty scary leadership. But Randal Eastman, MBA '93, just wants to help.



Dean's Message

03 | Dean's Message

Reflections on the industry where Carol spent a big chunk of her career, and thoughts on the new building.

04 | Coffee with Professor Ken Hardy

2011 recipient of the Ivey Alumni Association Faculty Service Award, Ken Hardy, HBA '63, reflects on his long tenure at Ivey, and on his plans to ensure QTR (Quality of Time Remaining).

06 | Editor's Note and Ivey Buzz

10 | Left Turn

No wonder HBA '95 grad Jennifer Lee's business is growing rapidly—she's figured out a way to make broccoli fun!

32 | Ivey Alumni Association

Meet Rachel Weinstein, HBA '01, celebrate four Distinguished Service Award recipients, and re-live Homecoming Weekend.

38 | Ivey Class Notes

Did he change the world? Did she make a million by 30? Did they ever get married? Triplets—really? Catch up with your fellow Ivey grads.

50 | Future Leaders

The case competition—a traditional Ivey testing ground. MBA '12 Candidate Deborah Terayama and her team thrived on the high.



Intouch on the Web
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Intouch

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The industry featured in this issue of Intouch is close to my heart. After all, I spent more than 25 years working in telecommunications, and it was a great adventure every day.

It is an industry where change is rapid and happens on many dimensions—regulatory, technological, consumer preferences, and more. It is an industry where success depends on making the right bets on the next big technology. It is an industry of unrelenting competition and a constantly shifting regulatory environment. Telecommunications looks simple—you just turn on your computer or smart phone and connect with anyone anywhere in the world instantly—but in reality it is incredibly complex. It is an industry in which it's almost impossible to be bored!

It is also an industry of great social importance. Think of the impact of the Internet on areas such as education, national security, and of course business over the past 20 years. Think of the impact of social media on activism across the Arab world earlier this year.

Telecommunications taught me the critical importance of cross-enterprise leadership. In telecom, you can not sit in a regulatory job and not understand technology or consumer preferences, and you can not do marketing if you do not understand the regulatory environment. Ivey graduates are uniquely prepared for such an industry, because they know how to embrace change, manage complexity, and manage across functions.

Also in this issue you will find a photo feature about our new building. I am thrilled to be sitting in my new office as I write. I love the natural light—I call it the building that makes me smile! And I love the interactivity—the physical openness that encourages people to talk to each other more and solve problems together.

I look forward to the completion of Phase Two so that we can all enjoy it together.

Carol Stephenson, O.C., Dean
Lawrence G. Tapp Chair in Leadership



PHOTOGRAPHER: NATION WONG



Coffee With Professor Ken Hardy, HBA '63

Recipient of the 2011 Ivey Alumni
Association Faculty Service Award



A product of the School's HBA program, Ken Hardy, HBA '63, completed his PhD in marketing at the University of Michigan and then joined the faculty at a time of renewal and growth. Through his long career, he served as Director of the HBA program, Associate Dean, Research and Faculty Development, and Executive Director of the Institute for Entrepreneurship. A productive investigator in the early days of quantitative management research, he was also a popular and effective teacher. Although officially retired since 2008, Hardy continues to teach two courses, including the unique Learning from Leaders class.

Marketing, sales management, entrepreneurship, leadership—your academic career has been diverse. What is the thread that pulls it all together?

Curiosity. I found that once I had done some research and teaching in an area, I knew a lot about it and my interest waned. Then something new would come up and I'd pursue it. It was just fun—40 years of fun!

How did the Learning from Leaders course develop?

I remember that when I graduated from Ivey I was terrified about going into the corporate jungle. That's why I felt that our students needed something like this. I believe that if you want to learn something, you should find a model of excellence. I saw how to unite those two ideas by watching *Inside the Actor's Studio* on Bravo. I bring in seven top business leaders to talk about their careers. The students research their backgrounds and ask the tough questions.

Is marketing completely different in the era of Twitter and YouTube?

The basic concepts of marketing strategy are as true and valuable as they were years ago. We just have new tools to reach people. Social media are very enabling, because you can now tailor offerings right down to the individual. And you can create enormous buzz for a lot less money—a boon to young entrepreneurs.

**Is today's HBA the same one you attended more than 40 years ago?**

The program is different but most of the changes are pluses. Students are now better traveled, speak more languages, and are more culturally diverse. They come from across the country and around the world, not just from Toronto and southwestern Ontario. But they are chosen for many of the same characteristics we were chosen for, so they are enormously able and ambitious.

What about Ivey itself? How has the School changed?

When I joined the faculty, there were 40 of us—today there are more than 100. It's a much more complex and geographically diverse business, but the demands are still similar. As Jack Wettlaufer used to say, "If you can't teach, you can't stay." That's still job one. You have to do research, too, perhaps even more than in my day.

What did you enjoy about your administrative roles?

They gave me a chance to make change. One of the best things I did early on was

to get the international case competition going. I'm also proud of the connections we built with top U.S. schools in research and entrepreneurship.

What are you enjoying about retirement?

People of my age have to think about QTR – Quality of Time Remaining! You have to simplify, treasure your health, and spend time with the people you really enjoy. I still ride a bit and I play my guitar almost every day. We have two children and three grandchildren. There's nothing like having my one-and-a-half-year-old granddaughter come racing toward me and launch herself into my arms!

Hear from Ken in person by video as he reflects on receiving the Alumni Faculty Service Award presented at Homecoming 2011: <http://go.ivey.ca/ken-hardy>

Is there an Ivey prof, current or retired, who you'd like to have coffee with? Send your suggestions to intouch@ivey.uwo.ca

A Note From The Editor

The composer Edward Elgar once wrote: “There is music in the air, music all around us; the world is full of it, and you simply take as much as you require.”

In this issue of *Intouch*, you’ll read about several alumni who require a great deal of music to make their lives complete. I understand that. Music has always been a big part of my life. I played piano growing up, and so did my four siblings. My parents sang in choirs and barbershop ensembles.

Both my children play piano, and my daughter sings. I see how music stimulates them creatively, builds skill, discipline and confidence, helps them de-stress and release emotions, and encourages them to be their best. Above all, it brings joy to their lives.

Is music the antithesis of business? I don’t think so, and nor do the subjects of our feature. Creativity, discipline, confidence and a commitment to excellence all have their place in any business setting. I hope you will be inspired by this feature story, if only to take more time to enjoy music. Better still if you are inspired to sing or play! (Most shower stalls offer great acoustics!)

This issue also provides a sneak peek at Ivey’s beautiful new building. We in *Advancement* are very fortunate to be among the departments that have moved into Phase One. We are enjoying the amazing natural light, and finding that the open concept is fostering more collaborative ways of working together.

The building is more than a place to work, though. For me, it’s a tangible embodiment of the incredible support our alumni give the School. It’s an expression of Ivey’s place in the world. It’s the beginning of a new era – a giant step into the future, made possible through your generosity. Thank you.



Kelly Cole
Intouch Editor in Chief
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PHOTOGRAPHER: NATON WONG

Ivey Buzz

Ed Clark receives Ivey Business Leader Award

“Let’s work towards preserving the elements that will make our country great, fair and equitable in a world of constrained government resources, tough global competition and forces driving increasing income disparity. With our help, we can do it. And we must do it.”—Ed Clark



PHOTOGRAPHER: RICHARD BELL

More than 500 prominent business people gathered in Toronto on October 19 to pay tribute to Ed Clark, Group President and Chief Executive Officer, TD Bank Group. Clark joined TD in 2000, overseeing the successful integration of TD and Canada Trust banking operations. He was appointed to his current position in 2002. Since then the bank’s market cap has more than tripled in size and TD’s stock price is two and a half times higher.

In addition to honouring a business great, the annual Business Leader Award Dinner, chaired by Karen Peesker, HBA ’92, MBA ’97, and Paul Atkinson, HBA ’86, raised more than \$400,000 to support student awards and a faculty fellowship at the School. Since it began in 1991, the Dinner has raised more than \$2.6 million for Ivey.

New scholarship honours David Leighton

In October the Ralph M. Barford Foundation created the David Leighton MBA Leadership Award to honour the contributions of the long-time Ivey professor.

Leighton is an internationally-recognized expert in corporate governance. His book, *Make Boards Work*, is considered the definitive work on the subject. He served as president of the Banff Centre for the Arts from 1970 to 1982, guiding the Centre through a period of unprecedented growth. He and his wife Peggy (who are pictured here with Ralph Barford) later wrote a history of the Centre. Leighton also served on the board and as Chair of the National Arts Centre Board of Trustees. He was named an Officer of the Order of Canada in 2002 in recognition of his contributions to education, business and the arts.

Ralph Barford, LLD ’97, an Emeritus Member of the Ivey Advisory Board, and Leighton have been friends for almost six decades. They met at Harvard in the MBA program, and Leighton served on the board of Barford’s company, General Steel Wares.



PHOTOGRAPHER: BRIAN HILLIER

Ivey Buzz

Best of the best: awards and honours

Ivey PhD candidate Jodie Whelan has received a Vanier Canada Graduate Scholarship, Canada's most prestigious scholarship for doctoral students. She was selected for her leadership skills and high standard of scholarly achievement. She is doing her PhD in marketing and is working on a thesis entitled, *The Consumer Role*.



PHOTOGRAPHER: WESLEY MOIR

Ivey faculty members received more than \$2 million from federal granting agencies and other external groups for research projects ranging from consumer behaviour to the cost effectiveness of cancer screening.

Mary Heisz, HBA '82, MBA '02, Faculty Director, HBA Program, has been elected as a Fellow of the Institute of Chartered Accountants, the highest designation the Institute confers.

Bumper crop: Ivey welcomes largest HBA class ever

"These values are at the core of a great learning experience that develops leadership ability."—Dean Carol Stephenson

On September 2, Dean Carol Stephenson welcomed 530 HBA 1 students at a special Class of 2013 Gala at the London Convention Centre. David Tait, MBA '89, Partner with Secor Consulting, was the keynote speaker, sharing insights on how his Ivey education helped in his career. Other Ivey alumni were on hand to discuss Ivey's code of ethics, which HBA students officially committed to on September 9 by reading the Ivey Ring Tradition Pledge together. Said Dean Stephenson, "These values are at the core of a great learning experience that develops leadership ability."



PHOTOGRAPHER: HEATHER TRAVIS, WESTERN NEWS

Reno Time: Ivey's old building prepares to welcome new inhabitants

"There are many places to put funds, but we know you will put these funds to excellent use and really build brighter futures for our students."
—Chris Bentley, London West MPP and Ontario Energy Minister

When Ivey moves into its beautiful building on Western Road, the existing building will be closed for one year for renovations and be transformed to serve as the new home for the Faculty of Information and Media Studies and the Arthur Labatt Family School of Nursing. The Ontario government will invest \$21 million to renovate the building, providing state-of-the-art facilities for both programs, which are currently cramped for space and spread across the campus. Renovations to the old Ivey building are scheduled for 2013.

Thought leadership: Ivey in the News

Many of history's great tragedies have stemmed from the overconfidence of leaders.

Professor Gerard Seijts, National Post, July

If you're right 55% of the time, you're considered to be a very astute investor. We tend to forget that even the Warren Buffets have made bad bets in the past.

Professor Steve Foerster, HBA '81, Globe and Mail, July

I think Canadians need to be aware that biodiversity is a major factor in their identity and also in the economy.

Professor Brandon Schaufele, Montreal Gazette, July



PHOTOGRAPHER: BRIAN HILLIER PHOTOGRAPHY

Beattie delivers Ivey Lecture

“Don’t try to manage your career. Let the opportunities blossom as they occur. Listen to your heart.”—Scott Beattie, HBA ’81, MBA ’86

In September Scott Beattie, HBA ’81, MBA ’86, Chairman, President and Chief Executive Officer of Elizabeth Arden Inc., spoke to Ivey’s HBA students about his career, leadership insights and views on business opportunities. After graduating from the HBA program Beattie spent several years in consulting, then returned for his MBA and moved into investment banking. He got involved with Elizabeth Arden as a private equity investor in 1992. He became the CEO in 1995 and has since grown the company to more than \$1.4 billion in revenue, with 2,700 people operating in more than 60 countries around the world. He encouraged students to consider global business opportunities, pursue their interests with tenacity, build their skills, never stop learning, and lead with integrity and humility.

Beattie’s presentation was part of the 2011 Richard G. Ivey Speaker Series, created to honour the businessman and philanthropist who laid the foundation for Ivey’s future more than 60 years ago. Dean Carol Stephenson noted that the Ivey family has continued to support the School financially and as volunteers, advisers and advocates. “The Ivey family embodies our mission,” she said in introducing Beattie. “Or perhaps the truth is that the Richard Ivey School of Business embodies the mission of its founding family, the Iveys.”

Don’t leave home without one: Ivey cases available through iBookstore

“Making Ivey cases available through the iBookstore provides an opportunity to reach a new and wider audience that may not have been exposed to business case studies previously.”—Professor Paul Beamish, HBA ’76, PhD ’85, Director of Ivey Publishing

Ivey business cases are now available anywhere, anytime, through Apple’s iBookstore. One of the world’s leading business case publishers, Ivey is the first to make case studies available on the iBookstore. More than 500 cases are available to download for \$3.99 each. The iBookstore is available through the free iBooks app for iPad, iPhone or iPod touch, or at www.itunes.com

More than a drop in the bucket: Ivey participates in Canadian Water Summit

Diane Cunningham, Director, Lawrence National Centre for Policy and Management, was one of the participants in the Canadian Water Summit, a unique conference held in June 2011. Cunningham presented the results of a report based on the Water Innovation Forum held at Ivey in January. The report called for more integration between environmental and economic programs “in order to understand the water-energy-food nexus and ensure gains in the agriculture sector” and more collaboration across all levels of government, business and academia.

“ Thought leadership: Ivey in the News

[Steve] Jobs did one-to-one marketing before it was really popular. He understood that if users really liked the product, they would tell their friends.

Professor Joe Compeau,
IT World Canada, October

I think we have a dance partner in Brazil. We might have to learn a few side steps along the way, but yes, we certainly do have a great opportunity.

Dean Carol Stephenson, O.C., Vancouver Sun,
August (after participating in Prime Minister
Stephen Harper’s trade tour of Latin America)

In today’s business environment, leaders without strategic skill sets are simply out-dated and unprepared to drive bottom line results.

Professor Ariff Kachra,
Businessworld (India), October

The skills needed to bring something to market are different from the skill needed to come up with great ideas.

Professor Joe Compeau,
Toronto Star, July

Passions

Randal Eastman, MBA '93, has organized several humanitarian aid projects in the mysterious closed regime of North Korea.

Tell us about your passion! E-mail intouch@ivey.uwo.ca

Fate brought me to Shanghai in 1998 when my wife was offered a job here. About eight years ago I was given a voucher for a free foot massage. Like most Western men I had a bit of a phobia about people touching my feet, but I went for the massage and immediately fell in love with the whole experience. I poked my nose into the business and two years later joined as a partner. We now have a chain of 20 spa retreats in Greater China.

Early on, I led the rebirth of the Rotary Club of Shanghai. In 2001 we received a curious request to supply a solar oven to an orphanage in North Korea. I found a Rotary club in the U.S. that had created large-scale solar ovens for disaster relief projects. It took two years, but we eventually succeeded in delivering an oven to the Pyongyang No. 1 orphanage. It was a pretty grim and desolate place at the time but the staff members were very dedicated. We also gave them medicines, toys, clothing, a refrigerator, and a freezer.

Then in April 2004 there was a terrible explosion in the town of Ryongchon, near the border with China. With the generous help of overseas Rotarians we delivered 150 wheelchairs for people who had been injured in the blast. A year later, I helped facilitate a project to supply medicines for hospitals in North Korea affected by serious flooding. Most recently I supported the Shanghai Rotaract club, whose members worked with clubs in France and Hungary to re-condition an operating theatre in a paediatric hospital there.

North Korea is a tough regime and a virtually closed state, yet the Korean people are just like any other. They need friends, and in China we are in a unique position to be able to befriend them. The Rotaract members who visited this year were excited by the evidence of embryonic capitalism, and by the friendliness and openness of the people they met.

There are opportunities for trade and humanitarian projects, but the challenge for Canadians is that in August the Canadian government imposed severe sanctions on North Korea that limit our possible involvement as citizens.



Left Turn

How Jennifer Tyler Lee, HBA '95, took her healthy eating game Crunch a Color from kitchen table to nationwide sales in one summer.

Made an interesting career “left turn?” Tell us about it! E-mail intouch@ivey.uwo.ca

When I graduated from Ivey I went into management consulting, first in Boston and then in San Francisco. I got my first taste of entrepreneurship in an Internet startup, then started my own consultancy to help companies like Nike and The Body Shop expand into new markets. I left it all behind to be home with my children, now seven and five.

When my daughter was three, she ate everything. I was such a proud mom. By the time she was six, I was frustrated like so many other parents—how was I going to get this kid to eat broccoli? So I designed a little game to encourage my kids to eat vegetables. It was a checklist at first, then hand-drawn index cards. It evolved very organically around our family dinner table. Some friends saw it and said, “You need to do something with this, it’s a really good idea.” So I made a bunch of copies, gave them to other families, and I couldn’t get any of them back! I knew I was on to something. Ten weeks later, I had a product that is now being sold across North America by Chapters/Indigo and Amazon.com

Childhood nutrition is a defining issue for our generation. Twenty-six per cent of Canadian children are overweight or obese. President Obama declared September as National Childhood Obesity Month and called on all Americans to solve the problem. A share of profits from Crunch a Color support programs like Jamie Oliver’s Food Revolution.

I never expected this kind of growth. Right now I’m a one-person company focused on making the game fun and getting it to the right people. Everything else is outsourced. Marketing is just word-of-mouth, but so far that’s landed me on CanadaAM and ABC TV. This summer, Crunch a Color was named one of the Best Children’s Products of 2011 by Dr. Toy and Parent Tested, Parent Approved.

One thing I’ve learned is that the most successful businesses are the ones that start from something you care about, not a business plan. So much of what happened with this game was backwards—at one point I was selling product before I had product, and the financials were literally written on the back of an envelope. I don’t know where this is going, but I’m enjoying the ride!

www.crunchacolor.com



PHOTOGRAPHER: NATION WONG

Creating Knowledge

Ivey has always focused on rigorous research rooted in real-world problems with important implications for managers. Here's a sampler of some of the new knowledge created at Ivey in recent months. To learn more, visit www.ivey.uwo.ca/alumni/intouch/research

Creating value in private/public partnerships



Can a healthcare organization work with a private sector company to create value for both? Professor Oana Branzei and PhD candidate Marlene Janzen LeBer think so. In fact, they believe that the right partnerships can unlock value that wouldn't happen when going it alone.

Sucking the energy out?

Professor Guy Holburn says Canada's energy sector could be stronger and more competitive, with lower prices for consumers, if it were governed better. He recommends more independence for regulatory agencies, clear policy objectives in legislation, and appointing agency board members to fixed terms.

Gaining consumer acceptance for new products



Introducing a really wild-looking new product? Consumers are more likely to accept and buy it if they understand what it does, says a research study by Professor Theodore Noseworthy. "We found that consumers see form and function as interacting in such a way that functionality can be inferred by the product's physical appearance," says Noseworthy. "When consumers are unsure about a product's form, they are more likely to prefer a product that is more familiar."

Negotiating across cultures

Business leaders with "cultural intelligence" help their businesses achieve better results, says Professor Lynn Imai. Cultural intelligence is the ability to appreciate cultural differences, overcome barriers, and work cooperatively to achieve a win-win result. "Ultimately you can't survive on technical business skills alone," she says. "You need the cross-cultural skills as well."

Are cancer tests cost effective?



There are many genetics tests that doctors can order now, but they're usually expensive. Professor Greg Zaric uses management science to determine whether the tests result in long-term savings to the system. Health policy makers are taking notice.

Missing the bioproducts boat

A recent study by Professor David Sparling, Chair of Agri-Food Innovation and Regulation, and others suggests that Canada isn't realizing its full potential in the field of bioproducts—consumer or industrial goods that are derived from renewable resources. Despite Canada's natural advantages—lots of forests and agricultural land, skilled labour, research capability and strong education systems—revenues, profits and spending on R&D is down. The study says the potential is still there, and calls on existing leaders in biotech to serve as "pillars" of the developing industry.

Managing customer/supplier relationships

What's the ideal relationship between suppliers and their customers? According to Professor Yoon Hee Kim, "You want to be close to your customer, but not too close. You can share information for mutual benefit but you don't want your customer to have a finger in the pie."

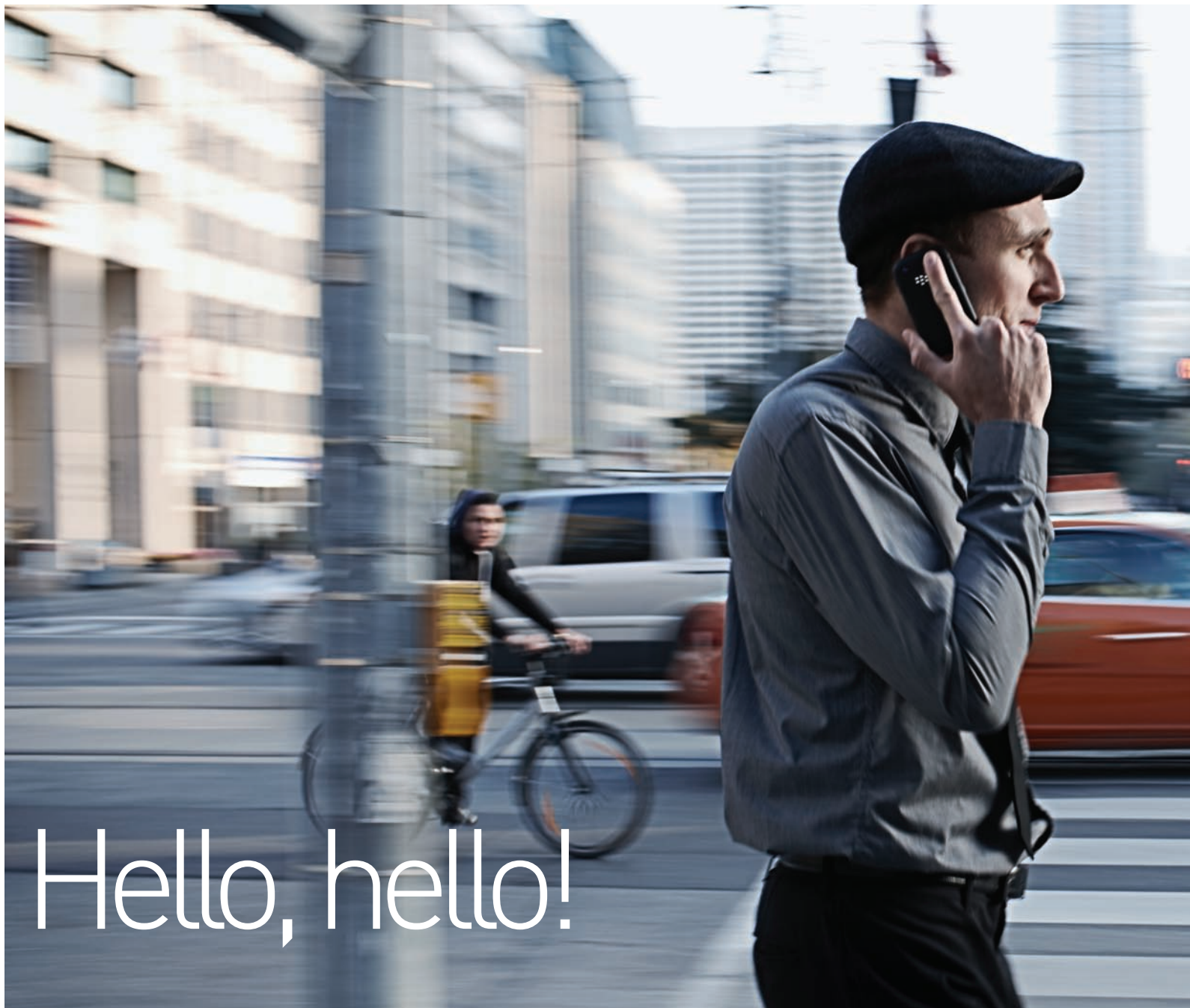
I love you. I love you. I hate you.

What happens when a consumer's relationship with a favourite brand goes sour? Depends on the consumer, says a recent article by Professors Matthew Thomson and Allison Johnson and PhD candidate Jodie Whelan. "Fearful" consumers—those who try to avoid intimate relationships and are anxious about them—are most likely to retaliate against companies by complaining or worse. "A certain type of consumer accounts for almost two-thirds of retaliatory behaviour toward companies even though these individuals only account for about 10% of the population," says Thomson.

You are what you eat



Knowing what's in the food we eat is difficult, says a study from three Ivey PhD candidates. They argue that a complex supply chain, lack of transparency, and monitoring are to blame. Says Chethan Srikant, one of the study's authors: "Food and beverage firms have an opportunity to lead, by staking out clear positions on important issues such as genetically-modified foods and fair-trade sourcing."



Hello, hello!

Alexander Graham Bell wouldn't recognize the telecom industry he launched 130 years ago. Mobile devices unthought of even a decade ago, an insatiable appetite for data, intense international competition, new business models, endless striving for innovation—small wonder many Ivy grads are hooked on the ever-changing industry.



PHOTOGRAPHER: NATION WONG

ALWAYS CONNECTED: On any city street, there are as many people talking on their cell phones as not. Many of today's smartphones are more powerful than desktop computers were in the 1990s.

“Mr. Watson, come here, I want to see you.” Those words were spoken by an amateur inventor to his assistant in the next room on March 10, 1876, heralding one of the most disruptive technologies in human history—the telephone. These days, Alexander Graham Bell and Thomas Watson could see and speak to one another over their smart phones or tablets, from the next room or the next continent.

Bell's invention was the first in a long line of innovations in telecommunications, a process that has accelerated in recent years with the

emergence of wireless voice and data communication. “This industry constantly reinvents itself,” says Kent Thexton, MBA '89, a long-time telecom veteran who is now Chairman of Redknee Inc., a company that provides software solutions to telecom companies. “Sometimes we look ahead and think we must have achieved most of what is going to happen. But I remember when we thought cell phone penetration of 40% was impossible, and today penetration is 120% in some countries.”

So what is it like to manage and lead in an industry hurtling along at a

breakneck rate of change? Addictive, according to several Ivey alumni who have made their careers in it.

“It's what I describe as high touch, high interest and high engagement,” says John Boynton, HBA '86. He started his career in office products and fast food but couldn't resist the siren call of the Internet. “This is an important industry,” says Boynton, who is now Senior Vice-President and Chief Marketing Officer for Rogers Wireless. “It is driving the digital economy, and helping Canada to be more competitive.”

Angela Schneider, HBA '91,

agrees. A Chartered Accountant by training, Schneider became General Manager for a small independent telephone company, Hay Communications, in rural Ontario, in 2004. “Telecommunications is so powerful,” she says. “It changes the way people do business and live their lives. Like the railway in the 19th century, it ties our country together.”

Patrick Spence, HBA '98, Senior Vice President & Managing Director, Global Sales & Marketing with Research in Motion, joined his company when it was still

We're helping people tell their story.

Patrick Spence, HBA '98, Senior Vice President & Managing Director,
Global Sales & Marketing with Research in Motion

PHOTOGRAPHER: LITTLE STAFFORD



PHOTOGRAPHER: NATION WONG



WHAT IS THE ULTIMATE CONVERGENCE DEVICE? "The human being," says Patrick Spence of RIM. With a range of new mobile devices, consumers get to choose and carriers provide a seamless experience.

selling pagers. For him, it's about how technology touches lives. "We're helping people tell their story," he says. "We're giving them the freedom to go and watch their child's soccer game and still be in touch with the office." He is also compelled by the opportunity to build a Canadian company with global impact.

For Charles Brown, MBA '83, it was a fascination with technology that convinced him to take a job with Bell after his undergraduate degree in 1980. Through a diverse career path, telecom has remained a consistent theme, and today he is Executive Vice President Strategic Initiatives at BCE, and President, The Source. "I've worked as head of sales, head of marketing, and Chief Information Officer, and now I'm running a retail operation," he says. "This industry enables all sorts of career opportunities."

Robert McFarlane, MBA '85, Executive Vice-President and Chief Financial Officer at Telus Corporation, has been involved in telecom since he helped George Cope, HBA '84, get upstart Clearnet off the ground in the late 80s. (Cope is now President and CEO at Bell Canada and BCE Inc. His colleague Charles Brown was CIO at Clearnet.) "The challenges, stimulating issues, and quality people make for a great industry to work in," he says. "It is never short of interesting."

Torbjørn M. Wist, HBA '93, shares McFarlane's fascination. After spending many years providing investment banking services to the telecom industry, Wist, HBA '93, is now Head of Mergers & Acquisitions with Telenor Group. Telenor is based in tiny Norway but serves 120 million mobile subscribers worldwide.

One of the most profound changes in the industry, Wist notes, is the huge growth in demand for data services and the related decline in demand for wireline voice services. According to some estimates, demand for data is growing at a rate of 40 to 50% a year. "One of the challenges for telcos is the ability to monetize data effectively," Wist says. "The increase in

data also means we must invest in our networks to handle the amount of data they must carry."

That means large capital investments on an ongoing basis, says Brown. "As technology evolves, so do consumer demands for value-added products and services. One of the key questions is how to get your return on investment out before you have to make the next round of investments."



Telecom has the power to transform, so it's a very exciting place to work.

Robert McFarlane, MBA '85, Executive Vice-President and Chief Financial Officer at Telus Corporation

McFarlane expects that revenues from legacy services like local and long distance voice will continue to shrink. "These services are largely commoditized, so prices drop and there's increased competition. You have to take costs out of that side of the business to maintain margins, and at the same time you're seeing phenomenal growth in other areas."

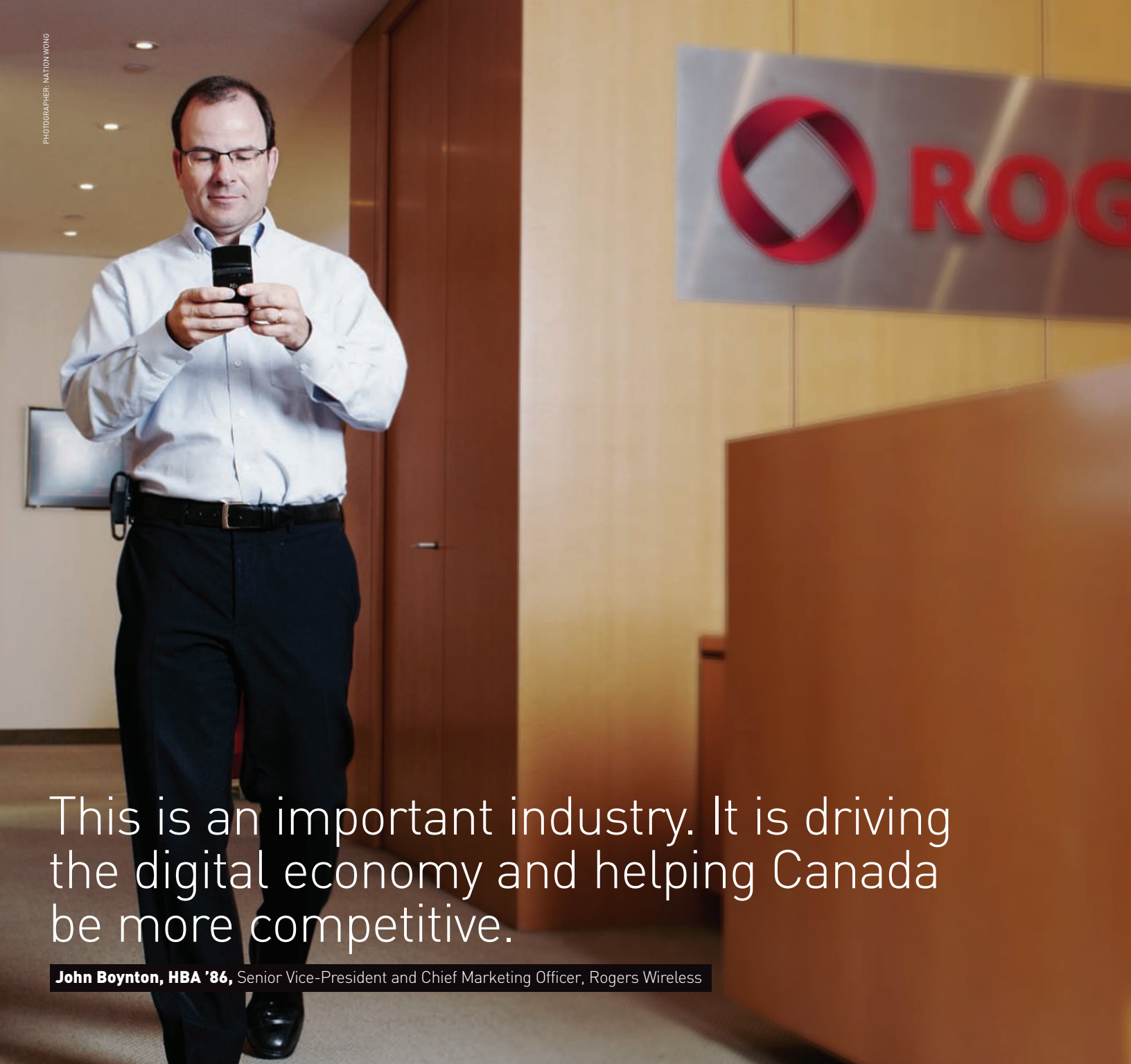
The rapid growth in Smart Phones and other powerful small devices also presents some challenges for telecoms, says Thexton. "The user experience is being controlled by the three big players (Apple, Blackberry and Android), so the carrier is further back in the stack. Ten years ago, it was all about the carrier, who provided all the value-added services."

For Spence, the most significant challenge for the industry is to keep innovation flowing. "The industry moves so quickly, and we have to stay ahead of the curve," he says. "I can sleep at night when we're making sure that the front end of our business is engaging with our customers, and our carrier partners and developer partners are getting what they need to do the business

they need to do."

At Hay, Schneider faces the additional challenge of running a telecom with just 5,000 subscribers in a fixed-cost, capital-intensive business. "The switch we have could probably serve a small city," she says. "We just don't have the economies of scale that larger companies do."

For Hay the solution is to provide exceptional customer service



This is an important industry. It is driving the digital economy and helping Canada be more competitive.

John Boynton, HBA '86, Senior Vice-President and Chief Marketing Officer, Rogers Wireless

and build strong relationships with individual customers and communities in Hay's small catchment area. Hay also builds partnerships with other independent telephone companies so that it can offer the "quadruple play"—phone, Internet, cellular and TV.

Customer service is also a focus at Bell, a company many times the

size of Hay. Says Brown, "We want customers to recognize us as Canada's leading communications company. That means providing a competitive cost structure, constantly improving service, and investing in the broadband networks and innovative new services that customers want." Bell recently purchased the retail chain The Source, which expands

the company's distribution network and provides an additional way to support customers.

Telenor's strategy has been to expand internationally, finding innovative ways to provide service in low price markets like Bangladesh. Telenor uses experience won in one market to enter another, and often enters new markets in partnership

with local incumbents.

At Rogers as at other telecoms, bundling is an important business strategy. The company recently introduced a fifth service to its quadruple play, home monitoring. Customers who choose more than one service receive a discount. Although there are no longer any contracts, Rogers offers "Hardware Savings Agreements," so



There are already many more machines connected to the network than there are people, and it's growing quickly.

Kent Thexton, MBA '89, Chairman of Redknee Inc.

for consumers—a strategy, McFarlane says, that remains relevant today. The company has not chosen to own content, in the style of Rogers or Bell, both of whom have large stakes in media empires. “You don’t need to own it to offer it,” McFarlane points out. “We recognized that we were telecom people and might not be as adept at managing content. And we knew that if we bought one of those businesses, we would have less capital to invest in our core business.”

Blackberry’s strategy has four legs, Spence says: efficiency, security, instant communication, and reliability. Despite a slow start for the Playbook, Blackberry’s tablet, it will remain and be enhanced. “Playbook is the future computer platform for RIM, and we believe it will lead the industry over the next decade.”

Convergence was the rallying cry of the industry a few years ago. Today, as Spence puts it, “the ultimate convergence device is the human being.” RIM believes that each individual user will choose from the hardware available—smart phones, tablets, e-readers and laptops—to create a unique experience.

For carriers, the goal is to deliver a seamless integrated experience, regardless of device. Says McFarlane, “There’s an advantage to subscribing to all the services from the same company, because we are the integration agent.” It’s all about “the connected life,” says Boynton—the ability to connect to the content you want, on any device you want, anywhere you choose.

In an industry moving at light speed, it’s always tricky to predict the “next big thing.” For Boynton, it’s Rogers’ Long-Term Evolution (LTE) service, which provides much faster downloads to handle the growing demand for data. Introduced in Ottawa,

that customers can get a higher-end telephone by committing to Rogers for a longer period of time. Rogers has also launched Chatr, a pay-in-advance voice and text-only cell service that competes with some new low-cost entrants in the Canadian market.

Ten years ago Telus established a strategy of expanding nationally and focusing on integrating services

PHOTOGRAPHER: NATION/WONG



MOBILITY: Remember when a “car phone” was the ultimate luxury? Now some countries have cell phone penetration of more than 100%. In developing countries, cell phones allow for phone service in areas never served by wireline.



PHOTO COURTESY OF CNW GROUP/BC & BELL CORPORATE & FINANCIAL



PHOTOGRAPHER: NATION WONG

LONG-TERM EVOLUTION: To be competitive, telecom companies must invest in infrastructure, while meeting the consumer demand for the latest mobile devices. The trick? Realizing an ROI before the next big thing comes along.



LTE will be rolled out across the country in coming months.

Bell has introduced its own LTE, and recently launched Fibe TV, an advanced Internet Protocol Television (IPTV) service that, among other features, allows viewers to use social media while watching their favourite shows. Says Brown, "People don't want to understand the new technology: they just want to understand how it will make their lives better."

McFarlane sees huge potential for telecommunications in health care. "There is an opportunity to improve the quality of care and cut costs through remote monitoring and using wireless technology," he says.

Kent Thexton advises a company working in the relatively new field of wireless machine-to-machine communication, such as wireless meter reading and automated billboards. "It's going



Like the railway in the 19th century, telecommunications ties our country together.

Angela Schneider, HBA '91, General Manager, Hay Communications

to be huge,” he says. “There are already many more machines connected to the network than there are people, and it’s growing quickly.”

At Telenor, one emerging trend is the marketing of “over-the-top” services—on-line delivery of content provided by a third party like Netflix. Telenor’s new Comoyo, says Wist, is designed as “a way of avoiding becoming just a pipe, and taking

our fair share of the value-added services that are carried through the pipe.” Patrick Spence heralds the arrival of HTML 5, a new version of web software that allows software designers to create one application that works on all hardware platforms.

Most experts admit, though, that it’s impossible to see around the next corner. Only one thing is clear—telecom will remain a dynamic

and exciting industry for the foreseeable future. “We are one of the core engines that bring innovation to consumers,” says McFarlane. “Telecom has the power to transform, so it’s a very exciting place to work.”

Brown agrees. “Rarely a day goes by without something new and exciting happening,” he says. “Ivey students should be taking a close look at this industry.”



BIG STEP: **Brendan Stevens, HBA '11**, celebrates the joy of music at the Royal Alexandra Theatre in Toronto.



PHOTOGRAPHER: NATION WONG

Musical Interlude

Ivey alums pursue their passion for song alongside their business careers

*Who can say if I've been
changed for the better?*

*I do believe I've been
changed for the better,*

*But because I knew you,
I have been changed for good*

Those words, sung by Elphaba and Glinda at the end of the hit musical *Wicked*, rang out during Ivey's HBA graduation ceremonies earlier this year. They were sung by valedictorian Brendan Stevens, HBA '11, as part of his address to the graduating class. "It took me a really long time to figure out what I wanted to say, because I was representing such an outstanding group of people," he says. "I came to the conclusion that the best way for me to relay how much I respect and like my peers was through music."

After all, music is a universal language. And Stevens is just one of many Ivey grads who express their ideas and personalities through music. For some it's an engrossing hobby; for others, it holds the potential for a career and a business. Intouch visited with six alumni alive to the sound of music.

For me it's about the journey—the fun of learning from mistakes, and the reward of eventually getting it right.

Jon Morris, MBA '84

Brendan Stevens, HBA '11 Broadway baby

"I can't remember a time when I wasn't completely enthralled with musical theatre."

That's Brendan Stevens, HBA '11, whose passion for performing was nurtured while attending Strathcona Tweedsmuir School in Alberta. Although he considered a career in performance, his interest in human rights, especially gay rights, won out, and he set his sights on the law. The Ivey HBA seemed the perfect foundation on which to build.

During his second year at

Western, Stevens got to know Lauren Vandervoort, HBA '11, while they were both performing in a student musical, and he discovered that she too was going to Ivey. They made a pact to create the Ivey Musical. Eventually it all came together as a full-scale 30-minute video, complete with a tortured love story, satirical songs set to familiar show tunes, and a happy ending that sees the hero, Troy, achieving his dream of being hired by an investment bank. "Ivey is a very serious place at times," says Stevens. "We wanted to be sure we weren't taking ourselves too seriously, to remember that we're lucky to

be at the School."

Stevens says there is a link between his experience at Ivey and his love of performance. "In many ways business is a kind of performance," he says. "I think musical theatre has really helped me with my ability to communicate clearly and effectively. When you're a performer, or making a business presentation, there's no "re-do" button—you have one take to captivate your audience."

Although committed to his future career as a human rights lawyer, Stevens doesn't rule out the possibility that he may some day

audition for a professional show in New York or Los Angeles. In the meantime, he hopes to stay involved in music by singing in a choir, or perhaps sitting on the board of a theatre. "Music will always be part of my life, even if I'm just singing in the shower."

Brodie Christ, MBA '06 and Michael Kahn, MBA '07 Looks Linear, sounds good

Ever wondered what you'd name your rock band, if you had one? The possibilities are limitless, which is perhaps why Brodie Christ and Michael Kahn found it so challenging.

"Band naming is the worst experience," says Christ. "Just imagine having a discussion at work where there's no fact base, and everything is strictly opinion." Ultimately they selected Looks Linear, although neither is entirely clear why.

Christ and Kahn both came to music in their teens. Kahn started playing clarinet and saxophone in high school and then taught himself to play guitar. Christ is self-taught too, first the drums and then the guitar. Both played in garage bands for years.

They met at Ivey where Christ served as Kahn's "buddy," but didn't start playing together until they were both working in Toronto. Christ was jamming with another friend and invited Kahn to join them. Things came together quickly, and in less than four years the band put out two albums self-financed from gigs, and launched a strong marketing and promotion campaign. Meanwhile Christ and Kahn held down day jobs—Christ as Vice President Marketing with NexGen Financial Limited, and Kahn as Brand Manager with Eli Lilly Canada.

Although all three members of the band contributed songs, Christ penned most of them. He describes

NEW VENTURE: Brodie Christ, MBA '06, playing with his new band 1990 Future.



PHOTOGRAPHER: MILLER BURWELL IMAGES



PLUGGED-IN: Songwriter **Amber Lee, HBA '07**, tries out a guitar in a Brooklyn music shop.

his song-writing process as “organic.” “I just sit down with my guitar and start messing around,” he says. “I might come up with a guitar part I like, and then start singing a melody over it, and before I know it, the melody turns into words.”

The Looks Linear sound is hard to define, in part because the band has experimented with several genres. Kahn says there are elements of rock, folk, and hard rock, adding, “Our goal is simply to move the listeners. They don’t have to like the whole album, or even an entire song, as long as there’s some part that resonates with them.” The band is on hiatus at the moment, and the two are playing with other groups.

Kahn recently exchanged his job in the pharmaceutical industry for a position with SiriusXM Canada. He’s delighted to be working in the media and entertainment industry. Although he continues to play and write music, he isn’t ready to do it as a living. “I don’t know that I want to create music for money,” he says. “If you do it as a side project, there’s something sort of sacred about it. You can take it wherever you want, without having to sell your jingles for commercials.”

Christ is equally happy to combine his two careers. He enjoys being part of a small but growing company, and he is passionate about his life as a “starving musician.” “Occasionally the marketing guy throws the starving musician a little bit of money,” he says. “Sometimes the starving musician refuses the money for reasons of musical integrity!”

The connection between music and business? Kahn says being in a band is a little like a never-ending 48-hour report. The band is your learning team, he says. “You have certain goals, and any decision

requires input and agreement from everyone. Sometimes the whole group is aligned, and sometimes people want different things. It’s really a small venture.”

Amber Lee, HBA '07 **Rockin’ Brooklyn**

Where does a first song come from? From a broken heart, of course.

Amber Lee grew up in London, Ontario and was plugged into the local indie music scene from an early age. But she didn’t really start playing herself until she was at Concordia University in Montreal. “Like so many 19-year-olds, I had a heartbreak, needed an outlet, had a guitar, and just started penning

lyrics to songs. Then I got really into it and kept writing song after song.”

Although she had a passion for the arts, Lee decided that she needed to learn how to make a living, so she transferred to Western and applied to the HBA. An exchange experience in the Netherlands helped her land a job in the Anheuser-Busch InBev global management training program. Before the job started, she moved to New York for four months, and fell in love with the Big Apple. She left the InBev program after five months and has been living, working and singing in Brooklyn ever since.

She operates her own business, the web portal *Join Bklyn*, which curates blogs about arts and culture. At the same time, she has

become more serious about her music, continuing to write songs, meet other musicians, and perform around New York. Her band, The Little Criminals, named for a beloved book, Heather O’Neill’s *Lullaby for Little Criminals*, came together in 2009.

Lee describes her music as folk with jazz undertones. Her songs are deeply personal, based primarily on stories from her own life, and her voice is husky and expressive.

The musicians in the band, which includes bass, piano, drums, guitar and trumpet, are classically-trained jazz musicians. Their first album, released in spring 2010, was recorded in a single day. “The album is really natural and organic—small imperfections were okay by me as

long as there was good energy.”

Lee plans to continue writing, performing and recording, and will soon have her first music video online. And she’s not limiting herself to music. “I have a lot of different interests—I’m a photographer, musician, writer, business woman. I have my hands full!”

Jon Morris, MBA ’84 Enjoying the third phase of music

There have been three phases in Jon Morris’s musical life. As a child he took piano lessons and played the clarinet at school. At Ivey, he picked up guitar, wrote soulful songs about the girlfriend he left behind in Alberta, and directed the School’s annual musical revue.

Shortly after graduating from Ivey, Morris moved to Vancouver and started his own company, JDQ Consulting, which helps organizations apply technology to business process and quality improvement. It wasn’t until his daughter Haley came along that his third musical phase started.

“Good musicians often say they grew up surrounded by music,” Morris says. “I wanted Haley to grow up in an environment where people were actually doing music, not just talking about it or driving her to piano lessons.” He enrolled the two of them in Music for Young Children, where they learned music theory side by side. When Haley was six, they attended a summer camp run by the West Coast Amateur Musicians Association, and they’ve been back every year since.

Before long, Morris was jamming regularly with people he’d met at the camp, and then planning fundraisers and block parties as opportunities for their informal jazz band to play. Armed with the latest technology, he started composing songs, including

two choral works for the 50-person choir he sings with.

Curious about music of all kinds, Morris plays and composes in a variety of genres including classical, blues, jazz, and pop. He has recorded ten of his works—a painstaking process that involved playing each layer of sound before putting it together—and is hoping to start recording with his band. “For me it’s about the journey—the fun of learning from mistakes, and the reward of eventually getting it right. When you get to the performance, it’s all over too soon, but it’s great to have that goal.”

His proudest moment in music? When he found himself performing in a choir with his daughter. “We stood side by side singing together, and I knew then that I’d done something right.”

Tony Mizgala, MBA ’61 Nothing but blue skies

Sunrise, sunset

Sunrise, sunset

Swiftly fly the years

One season following another

Laden with happiness and tears

When his daughter Karin, MBA ’90, was married, Tony Mizgala sang the evocative wedding song from *Fiddler on the Roof*, and promptly reduced both bride and groom to tears.

“I started crying too,” Mizgala remembers. “I had to stop, reset, and start again. That’s my style—songs with lots of feeling, not the light and easy type.”

When he was growing up Mizgala took piano lessons and did a bit of singing at family occasions. But he didn’t really perform until he arrived at Ivey in 1959 and joined the “Ivey Leaguers,” a short-lived men’s chorus. Mizgala

joined the HR department at Pratt & Whitney in his native Montreal. After a long career as an HR professional he co-founded his own executive search firm, Corso, Mizgala + French.

As his voice mellowed into the crooner range, Mizgala sometimes sang at Christmas parties, doing a Crosby-esque version of *White Christmas*. It wasn’t until he retired from Corso, Mizgala + French that he started taking singing lessons. He also joined a church choir with a rigorous music director, learned to read music again, and began to extend his vocal range.

Then he joined the Fabulous Invictones, a men’s ensemble that has been entertaining seniors throughout Metro Toronto for more than 50 years. Today there are 26 active members and nine life members, and Mizgala estimates the average age in the mid-70s. The group, nattily attired in burgundy blazers, pleated shirts and bowties, sings mainly songs from the 50s and 60s. They are accompanied by a five-piece band and led by a music director.

Mizgala is responsible for booking and scheduling gigs and billing. Last year, the Invictones entertained more than 2,000 seniors in 27 different venues, including nursing homes, hospitals and retirement homes as well as fund raising events. “The mission of our group is to reach out to people with the joy of music,” says Mizgala. “Even on dementia wards, you can see that glimmer of connection.”

For Mizgala, singing is an exciting new way to express his creativity. “I could never do a lot of public speaking,” he says, “but music is another language, one that I’m pretty confident about. Once you get out there in front of an audience, there’s a natural ham in everybody.”



The mission of our group is to reach out to people with the joy of music.

Tony Mizgala, MBA '61



Building the future



The Grand Hall in Ivey's new building.

PHOTOGRAPHER: ANTON WONG

Thanks to the generosity of hundreds of donors, more than \$100 million has been raised toward Ivey's magnificent new building and Phase One is complete.

BRAND NEW: Natural light floods open and transparent working spaces. Ivey faculty members teaching on the MSc program are delighted with the new classrooms, which marry the best of the past with up-to-the-minute technology.

A space that reflects and supports the Ivey culture—
Ivey faculty, staff and students are thrilled with the new space.



TOP AND MIDDLE: NATION WONG / BOTTOM: PAUL MITCHELL

Last April Sarah Morgenstern, MBA '93, a member of the Ivey Advisory Board, toured the new building site with the architect Siamak Hariri. Until then the project hadn't been a high priority for her. The old building had lots of fond memories for her and her husband Todd Hargarten, MBA '93, who met there as MBA students.

During the tour her perspective

changed. "Siamak talked about how the new space would reflect and support the Ivey culture, and it all came together for me," she says. "I realized that the amazing experience Todd and I had at Ivey would be even better for future students. I knew we had to be part of it." The couple made a leadership gift to support the new building.

Phase One is now complete and the results are impressive. Lofty ceilings are softened by wooden beams. Sparkling sheets of glass give magnificent views of the university campus and flood the interior with natural light. A massive stone fireplace anchors the Grand Hall, destined to become the heart of the Ivey community. The traditional Ivey

classrooms have been taken to a new level of beauty and functionality, and open-plan offices and glass-fronted meeting rooms foster collaboration. The building has a sense of sophistication tempered by warmth.

Of course, many Ivey alumni didn't wait until the building was under way to pledge their support. By the time of the official ground-



PHOTOGRAPHER: NATION WONG

breaking in September 2009, more than \$10.2 million had already been raised privately, including leadership gifts from Richard M. (Dick) Ivey, HBA '47, the Love Family (Jon Love, HBA '76, and Nancy Yeomans Love, HBA '76), and Arkadi Kuhlmann, HBA '71, MBA '72. The provincial and federal governments contributed \$50 million and Western contributed \$22.5

million toward the project. Since then, the School has reached and indeed exceeded its original \$100 million goal, an extraordinary feat in a less than positive economic climate.

At the same time, the project has evolved. Stipulations on the government funding required a phased approach, with Phase One completed in 2011 and Phase Two

to follow in 2012. That meant two sets of tenders and additional construction costs. Prices for materials rose as the economy recovered from recession through 2009 and 2010. Along the way, the School's leaders made the farsighted decision to expand from the planned half lower level to a full lower level to accommodate future growth.

Originally projected to cost \$100 million, the building now has a budget of \$110 million. The difference will be raised from private sources. Dick Ivey and the Love Family have already stepped up, increasing their commitments by a total of \$3 million. At the end of September, \$28.5 million has been raised toward the revised goal of \$37.5 million for private



contributions. The building is a key funding priority within the Ivey Campaign for Leadership, which also supports student awards, faculty and research. The Campaign has raised a total of \$168 million toward the \$200 million target.

Christine Gillespie, Director of Human Resources for audit and assurance at PricewaterhouseCoopers,

says her company chose to support the building project because it counts on Ivey to produce many of its future employees. “Ivey is very important to us,” she says. “We believe that state-of-the-art facilities will help attract top professors and students. It’s a world-class school and now it has a world-class building.”

Although Mark Curry, MBA ’69,

completed his first degree at Stanford University, he credits Ivey with determining his career path and preparing him to be successful. “I took an investment class by a shrewd old investor named Jones,” Curry says. “He fired me up so much that I’ve spent the rest of my life in the money management business.” Curry is now Chairman and President of Revmar

Inc., a privately-held investment and consulting company.

Curry’s gift to the new building is driven by his belief that Canada needs a top-tier business school that uses home-grown cases. “The building will be a flagship,” he says. “It will put Ivey back on the map as the number one business school in the country.”



STAGED SUCCESS: With Phase One complete and several departments and the MSc degree program moved in, Phase Two construction continues. Phase Two includes the library, dining pavilion and faculty offices and is expected to be complete in late 2012.

Ivey is fortunate to have the support of hundreds of alumni and friends who are helping to make our new home a reality.

Through the Ivey Campaign for Leadership, donors are also supporting other key priorities, including students, faculty and research. The following donors have played a lead role in the building project:

\$5 million +

Richard M Ivey, HBA '47

\$2.5 million – \$4.9 million

Jon Love, HBA '76
& Nancy Yeomans Love, HBA '76

\$1 million – \$2.49 million

BMO Financial Group
John A K Francis, HBA '86
Great-West Life, London Life & Canada Life
HBA '81 30th Reunion Campaign
Arkadi Kuhlmann, HBA '71, MBA '72
The Albert & Temmy Latner Foundation
The Late R Jack Lawrence, HBA '56
Power Financial Corporation
Harry Rosen Inc (Larry Rosen, LLB/MBA '82)
C John Schumacher, MBA '84

\$500,000 – \$999,999

Andy Chisholm, MBA '85
David W Cornhill, MBA '80
Daniel Lam, EMBA '00
Heather & Fraser Latta, HBA '76
Pierre L Morrissette, MBA '72

\$100,000 – \$499,999

Wendy Adams, HBA '82, MBA '86
& Wade Oosterman, MBA '86
John Adamson, MBA '72
Nora Aufreiter, HBA '81
& Lawrence Pentland, HBA '81
Sylvia D Chrominska, HBA '75
Simon Tin-Yin Cua, EMBA '05
G Mark Curry, MBA '69

Janet De Silva, EMBA '94
Daniel A Devlin, HBA '81
Foundation Western & Alumni Western
Jon Hantho, MBA '89 & Laura Hantho, MBA '89
Lana & Tim Hockey, EMBA '97
William J Jandrisits, HBA '83, MBA '90
Donald K Johnson, MBA '63
Kao Ying Lun, John, HBA '76
Roland T Keiper, HBA '82
Betty-Anne Lindsay, MBA '81
& Tom Lindsay, MBA '81
Stephen D Lister, MBA '85
Terry A Lyons, MBA '74
Tim MacDonald, HBA '81, MBA '88
MBA '81 30th Reunion Campaign
MBA '85 25th Reunion Campaign
MBA '86 25th Reunion Campaign
MBA '96 15th Reunion Campaign
Sarah Morgenstern, MBA '93
& Todd Hargarten, MBA '93
Mustang Capital Partners
(Bob W Gibson, MBA '87
& Paul E Moynihan, MBA '92)
Nesbitt Family
Linda & Kevin O'Leary, MBA '80
Pierre Pomerleau, MBA '89
PricewaterhouseCoopers LLP
Bruce H Reid, MBA '64
Richardson Foundation
Hartley Richardson
Paul Sabourin, MBA '80
Glenna & Richard Talbot, HBA '86, MBA '91
Chris G Tambakis, HBA '86
Michael G Tevlin, HBA '81
Susanne & Martin Thrasher, HBA '73
Eric Tripp, MBA '83 & Maria Smith
Michael A R Wilson, HBA '90
W C Wood Foundation
Anonymous

Ivey was the launching pad for Marty Thrasher, HBA '73, too. He went on to a stellar career in the packaged goods industry across Canada and around the world, eventually serving as President and COO of Retail Products at ConAgra Foods. "Ivey had a profound impact on me," he says. "One of the most important things I learned was how to work together

with a diverse group of people in a no-nonsense environment and get results."

Thrasher now serves on the Ivey Advisory Board and Management Services Board, and as an Executive in Residence. He too has made a significant gift to the new building. "Ivey is in a very, very competitive industry," he says. "The building is

an opportunity to further differentiate the School, to build the brand and the experience, and to attract top talent."

Looking around at the magnificent new facility, he says the building is only one element in an overall strategy of excellence. "The School's leadership must anticipate change, innovate around it, and invest in the right opportunities," he says. "If we

do that, Ivey will remain where it deserves and needs to be—in the top tier of business schools globally."

For up to date information on progress and regular video updates, please visit our new building website at www.ivey.uwo.ca/newbuilding

Alumni Association

We did it again.

Global Ivey Day was amazing for the second year in a row. And this year there were some great new features.

For example, we held our first event designed to bring together alumni who work in the same industry. We started with finance in Toronto, but there's plenty of room to expand by industry and geographically.

We also used Global Ivey Day to shine a spotlight on some of the cool companies founded by Ivey grads—AdBlock Media, which sells advertising space on the safety bars of ski lifts; Belly Maternity, a retailer of designer clothing; Unhaggle.com, an auto purchasing website; Terraficionados, an experiential travel society; Café Xaragua, a coffee company that imports rare, high quality coffee from Haiti; UCIT, a high-tech security firm; and Tequila Trombo, a premium tequila manufacturer. We can all be proud that we've produced so many innovative businesses.

We were delighted to have two unique events in New York City this year, and to feature Adam Bryant, creator of the New York Times Corner Office, in our live webinar that was viewed by alumni in a dozen countries around the world. Our first African Global Ivey Day event took place in Johannesburg, and EMBA's gathered to celebrate the 20th anniversary of the program in Toronto. Events also happened in Köln, New Delhi, and Los Angeles and many other locations.

Overall, 39 events hosted in 23 different cities, more people involved, more energy, more excitement. My thanks to everyone who got behind this concept and made it great, including our sponsors TD, Deloitte, Sun Life, Manulife Financial and BMO Capital Markets. (Watch the iveyday.com website and the next issue of Intouch for photos from around the world.)

One other new feature this year—we added a fifth category to our Emerging Leaders Awards to recognize an emerging student leader. This is part of a thrust to make the alumni experience more relevant to current students.

Our goal is to make the Ivey network more human and accessible for students, and to get them more involved with other alumni earlier. Ultimately, we've got to ensure that students see the Ivey Alumni Association as a vibrant and dynamic organization—a place where value flows in both directions from day one.

Mark Healy, MBA '05
Chair, Ivey Alumni Association
Board of Directors





Rachel Weinstein, HBA '01
Independent executive coach

Why Ivey?

Its well-deserved and worldwide reputation for excellence. The discussions in the classroom are where you see it come alive.

My section descriptor...

Vibrant and collaborative.

A great Ivey moment I won't forget...

Finding out on the very first day that I was in the same section as my boyfriend (now husband) Aron. I was somewhat intimidated coming into a group of such high achievers, where he was at ease and just excited to learn. Following his example, I quickly got over myself, made some wonderful friends, and realized that I was meant to be there too.

My fondest memory from my first job is...

It sounds crazy, but I loved commuting! I got my very first car in order to get to my job at an advertising agency, and every time I got into it, I felt independent and accomplished.

The accomplishment I am most proud of is...

Running a business while raising two children. I consciously refrain from multitasking and instead dedicate myself to the business and my family at different times of the day.

The biggest career twist or break I've had was...

Discovering that my passion had a name—coaching. I reluctantly attended my first coach training course and left knowing that it was what I wanted to do for a living.

The most embarrassing moment in my professional life was when...

I forgot to put sales tax on one of my very first business invoices that I wrote up manually. I had to recall it and felt like I had blown my cover as a novice entrepreneur. I guess I was just so excited that I was actually going to get paid for my work!

The advice I would give an Ivey grad today is...

Never stop building relationships. Strive to keep up with what's going on in the lives of former colleagues and classmates. Just as we read, surf the net or watch TV, conversations are key to staying informed and stimulating new ideas.

My life title

Mompreneur

PHOTOGRAPHER: NATION WONG

Celebrating Excellence

The Ivey Alumni Association Distinguished Service Award Recipients, 2011

Every year the Ivey Alumni Association celebrates excellence by presenting awards to a select group of exceptional alumni. Each one is a leader who lives the Ivey values, looks for every opportunity to work with other alumni, promotes the School, and supports it with gifts of time and talent. These award winners are the highest expression of the Ivey ethos, and an inspiration and example to us all.

“Ivey has been very successful in developing a culture that teaches the right values for business leaders. That’s a reflection of the School’s leadership, faculty, students, and programming. Giving back is an opportunity to ensure that Ivey continues to be the great institution it has always been.”

—Donald J. McDougall, MBA '61

Don McDougall joined John Labatt Limited after Ivey, and spent the next 18 years with the company, serving as President of Labatt Breweries of Canada from 1973 to 1979. He was President and CEO of Novatronics Inc. until 2004, and is currently President of Rambri Management Inc. McDougall and his wife have five children, three of whom hold MBAs from Ivey, and ten grandchildren, some of whom he hopes will study at the School. He served on the Board of Governors of The University of Western Ontario from 1993 to 2005, and has been a member of the Ivey Advisory Board since 2004 and is a member of the Campaign Cabinet. He is especially proud of the role he played in hiring Dean Carol Stephenson.

“I often ask myself if the Ivey application they read just before mine, or the interview with Bain just before mine happened to go well, where would I be today? There’s a little bit of luck in everybody’s career, and a lot in mine! So I don’t think of it as giving back—I think of it as asking myself how things might have been different if I hadn’t had people helping me.”

—Joseph C. Shlesinger, MBA '86

Joe Shlesinger calls Ivey “a life-changing experience,” and the place he learned much of what he needed to know about life, business, and himself. He joined Bain & Company in London, England when he graduated, co-founded Bain & Company Canada in 1989, and led the company from 1993 to 2003. He is currently Managing Director of Callisto Capital LP, a private equity company sponsored by many of Canada’s largest pension funds. He was named one of Canada’s Top 40 Under 40 in 1998. Joe has been involved with Ivey throughout his career, as a recruiter, guest speaker, and for the past 13 years, member of the Ivey Advisory Board. He is currently serving as co-chair of the \$200 million Ivey Campaign for Leadership.

“It’s rewarding for me as an individual to help others and give back, because I feel I’m making a difference. I try to make a difference in everything I do, and I particularly enjoy opportunities to help people develop their careers.”—Barbara H. Fraser, HBA '71

Barbara Fraser was headed for a career as an actuary when she entered Ivey and discovered a whole new world of business opportunities. “She joined Procter & Gamble Canada in Brand Management where she advanced to become the first female General Manager across P&G worldwide in 1987. In 1995 she shifted industries from CPG to retail financial services, moving to New York with Citigroup in senior roles including CEO of Citicorp Investment Services. She concluded her corporate career as one of the top 50 global executives at American Express. She now consults and serves as a corporate director. Fraser has stayed close to Ivey for four decades through recruiting, guest lectures, and partnering in writing case studies. She has served on the Ivey Advisory Board for many years, and most recently chaired the MBA Task Force.

“As a management consultant one of the most important skills is to be able to see issues in a strategic context, before jumping to a tactical solution. I learned that at Ivey. For me, giving back is a matter of using the skills, talents and resources at your disposal for the benefit of others. Contributions shouldn’t be measured by size—they should be measured by the willingness of the giver and the benefit the gift produces.”—Robert V. Brouillard, MBA '66

When the company Bob Brouillard was working for hired management consultants, he was fascinated by what they were doing and asked how he could become a consultant. He was told to do an MBA, to which he replied, “What’s an MBA?” Brouillard joined the predecessor of Deloitte & Touche when he graduated from Ivey in 1966 and served the company until 2003, holding several leadership positions including Managing Partner for Canada and Managing Director of Europe. For several years, Brouillard led his firm’s recruiting at Ivey, making Deloitte one of the largest employers of Ivey graduates. He became a member of the Ivey Advisory Board in 1994 and helped found Ivey’s European Advisory Board in 2002, serving as its inaugural Chair.



Donald J. McDougall, MBA '61

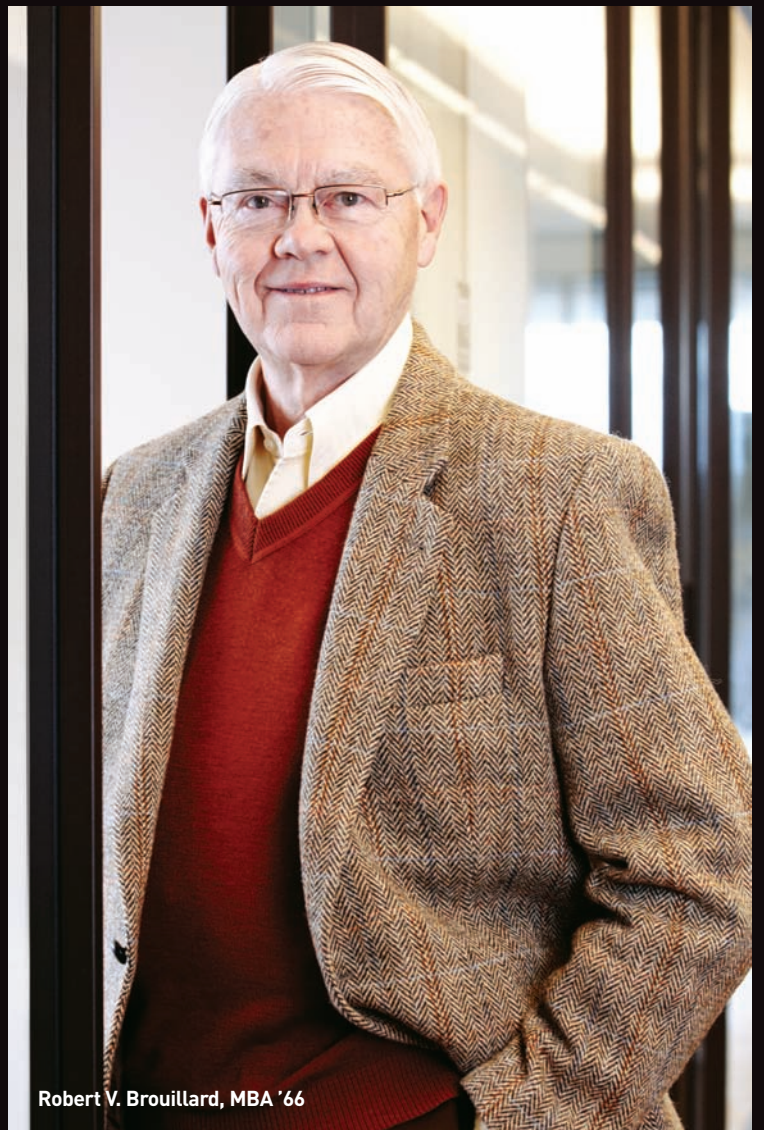


Barbara H. Fraser, HBA '71

PHOTOGRAPHER: NATI ON WONG



Joseph C. Shlesinger, MBA '86



Robert V. Brouillard, MBA '66

Homecoming 2011



For me the best part of Ivey was the variety, in the cases and in the people. Coming back to Ivey re-energizes me, and reminds me of where I came from and why I went here. I've heard nothing but good things about the new building—it's clear that people are really excited about it.
—Mark Whitmore, MBA '91



Ivey teaches you how to think and how to see the big picture in every decision you make. The connections we made at Ivey were so wonderful, and even today my best friends are people I met here. The new building shows that Ivey is adapting to 21st century learning and becoming a truly world-class institution.
—Denise MacDonald, HBA '86, MBA '89



More than 1,000 alumni and friends reconnected over Homecoming weekend in early October. While Phase Two construction continued, Ivey welcomed alumni to the School's new home on Western Road and guests marvelled at the completion of Phase One. The Grand Hall made a spectacular setting to enjoy breakfast on Saturday, and many grads toured the building. To see more Homecoming photos, check out www.ivey.uwo.ca/homecoming



I'm
in your
network!



Ivey in one word
Fantastic!

Andrew Fletcher



The accomplishment I'm most proud of... My first job out of the HBA program being a Business 20 Instructor. I taught over 650 students in the introductory to business course and over 100 local managers in a Certificate in Management Program. An older former Instructor told me that this position could be my most gratifying role in my career... and they were right!

My life title "Adapter". In my career life, I have developed structure to help solve unstructured problems in many instances. In my life outside of work, I use those same skills to adapt to coaching kids how to play hockey, coaching adults how to throw a curling stone or volunteering on a non-for-profit organization.

In the end, we're all humans. The most embarrassing moment in my professional life was when... Oh, probably when I inexplicably pulled out my Michael Jackson routine at a holiday seasonal party at work. It was a dry event.

My funniest Ivey memory... If we limit the funniest moment to the classroom, it was likely the first successful game of "Keener Bingo". The Professor couldn't help but smile realizing this infamous game had finally been passed on from second-year students to first-year students as it had been for years.

My section descriptor (a title that describes my section at Ivey is) Social and Successful!

Andrew Fletcher, HBA '93, MBA '99

Look who's in your network.



Ivey Grads Know **Best**

What better way to give back to Ivey than to recruit talent for your own alumni network?

Our Alumni are the best resource for recognizing high calibre MBA Candidates from Canada and abroad. Refer an exceptional applicant from your network and he or she will be eligible for full-tuition assistance.

Visit our Alumni Referral website at www.ivey.ca/alumni-referral or request referral cards from Director of MBA Recruiting & Admissions, Maria Sophocleous at msophocleous@ivey.ca

△ Karen Yang, MBA '10 referred by Archana Gupta-Harit, MBA '07

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Ivey Grads **Do** Know Best!

We'd like to thank the following 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!

Andrew Isaac, MBA '11

Anna Salim, MBA '11

Anne Jarman, MBA '78

Asad Said, HBA '02

Bill Cameron, MBA '70

Daniel Kim, MBA '10

David Bjerkek, MBA '08

David Thomson, MBA '79

Dennis Ayden, MBA '65

Don McDougall, MBA '61

Einar Medri, HBA '82

Farooq Moloo, MBA '04

Haleel Sarwar, HBA '06

Jaidev Menezes, MBA '08

Jan Klakurka, MBA '99

Jim Hunter, MBA '76

Jonathan Batson, HBA '07, MBA '11

Mark Roberts, MBA '01

Mark Vanpee, MBA '07

Michael Tong, MBA '09

Paula Schutz, MBA '06

Peter Gudewill, HBA '73

Rafael Hospina, MBA '10

Rejini Alemkunnappuzha, MBA '07

Robert Ciriello, HBA '05, MBA '09

Roger Lace, MBA '75

Siddharth Nath, MBA '12

Sohail Lalani, HBA '04

Tory McKillop, MBA '09

Vanessa Jang, MBA '08

William Chidley, MBA '78

Mark Dorneanu, HBA '06

Lana Phair-Sutherland, MBA '79

Michael Arblaster, MBA '10

Liz Anton, MBA '10

Layth Ashoo, MBA '10


Oliver Small, HBA '07, MBA '11

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If you'd like to refer a candidate to Ivey, please visit our referral website at www.ivey.ca/alumni-referral/



△ Peter Lowas,
MBA '10 referred
by Bryan Szemenyei,
MBA '07

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I'm
in your
network!



Ivey in one word
Challenging

Jonathan Paul

Why Ivey? Going to Ivey was an opportunity for me to attend one of the top business schools in the country. The better question is, why not Ivey?

Ivey in one word Challenging. The HBA program is not for the faint of heart. You need to be passionate and motivated in order to be successful at Ivey. The HBA program will challenge students in ways they never dreamed.

The biggest career twist or break I've had along my career path was...

The biggest career twist to date would be leaving a 'Big 4' public accounting firm and joining a boutique wealth management firm. The only reason I am at Gluskin Sheff + Associates today is because of my Ivey network. The biggest break I had is when I took 4 weeks off in the winter of 2007 to visit Australia.

My dream job... A professional golfer on the PGA Tour..... which truly is a dream, since I'm only an 18-handicap on 'good days'!

My funniest Ivey memory... Watching students in the front row fall asleep during class and then being called on to participate in the discussion while not having the slightest clue as to what's going on. I am thankful that I was never in the front row!

The advice I would give an Ivey grad today is... Stay connected with your classmates. The Ivey Network is one of the most invaluable benefits of being an Ivey student. You never know where people will end up.

Jonathan Paul, HBA '05

Look who's in your network.

Future Leaders

Students talk about life and learning at Ivey



Learning through case competitions

Deborah Terayama, MBA '12 Candidate
Member of winning team, McKinsey Case Competition

“When I decided to move from Brazil to Canada I thought it would be the perfect opportunity to take my MBA, to learn about the business environment in Canada and build my professional network here. I looked at four schools and Ivey really stood out to me—the quality of the students, the case study method, the one-year program.

As soon as we join Ivey we're put into learning teams. Our learning team has a good dynamic and good mix of skills. With the case competition, we had the opportunity to choose our own teams, but we decided to enter as our learning team. It was an opportunity to prove our effectiveness as a team.

We had an advantage, because we knew how to work with one another. We understand each other's strengths and weaknesses, and we knew each other's work styles.

I loved the case competition experience. The dynamic was very similar to what I was used to as a consultant. The most challenging thing was the time constraint. In consulting there's usually time to go the extra mile, even if it means working all night to polish your presentation. With the case competition, you have five hours, period. Another difference is that in a consulting project, you control all the information and do all the analysis. With the competition, the judges are like the clients, but they have an answer key!

Our biggest success factor as a team was our ability to compromise. We were efficient at resolving conflicting perspectives and moving on. We were also good at incorporating feedback from the judges. There were three rounds, and we always made sure to listen to what the judges said in the early rounds and make changes.

Each member of our team received \$80 as a share of the first prize. One of our members used his money to buy us all small trophies! Another one bought us goodies from Rogers Chocolates, because one of our cases was about the company.

We've decided to enter two external competitions. We enjoyed working together, and we improved our teamwork skills every time.”



HBA '06 graduates
Emily Wang and Angela Tam

Wear the mark.



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LARISSA CHAIKOWSKY IS STEPPING UP FOR THE NEXT GENERATION.

The Ivey experience gave Larissa Chaikowsky, MBA '04, the skills and confidence to succeed. "The School shaped who I am," she says simply. Chaikowsky makes a gift to Ivey's Annual Fund every year, and has been a member of the Ivey Society since graduation. Annual donations from alumni have an impact on every aspect of the Ivey experience, supporting scholarships, programming and faculty. "I want to be affiliated with a world-class school," Chaikowsky says. "That means world-class faculty, students, facilities, and leading edge research. Ivey opened many doors for me, and now I'm in a position to give back." Through the Ivey Campaign for Leadership, the Annual Fund will grow from \$3 million to \$5 million per year, and contribute nearly 20% of the campaign total. That's good news for students like Avninder Buttar, whose Ivey experience will be enriched through the generosity of alumni like Chaikowsky.

Larissa Chaikowsky, MBA '04
Vice-President, T&O Integration
BMO Financial Group
Loyal Ivey Society Donor

Avninder Buttar, MBA '12 Candidate
Co-President, Ivey MBA Sustainability Club

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To find out how you can make a gift to the Ivey Annual Fund and support the Ivey Campaign for Leadership contact the Annual Fund at (519) 661 3399 www.ivey.uwo.ca/campaign

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