

Intouch

China Reborn

Huaying Zhang, EMBA '03, and other Ivey alumni are seizing opportunities in the world's second largest economy.

14 New World, Old World

For millennia China was a global leader. Then the Industrial Revolution happened and China fell behind. Now it is the world's second largest economy and seems destined for dominance. It's the land of opportunity, many say, but it takes a special kind of person to embrace the culture and realize the opportunities. Ivey alumni working in China share their experiences and perspectives.

22 A Different Yardstick

After teaching with LEADER in Siberia, Steven Honeyman, MBA '93, traveled through Asia. He fell in love with the lush green valleys of Nepal and started looking for a job. He's been involved in the demanding and deeply satisfying world of international development ever since. Honeyman is just one of many Ivey grads who use their business skills in the not-for-profit world.







INTOUCH DEPARTMENTS

09 Passions

Ben Gordon, HBA '06, MBA '09, gets high on danger as he trains and performs with a circus.

03 | **Dean's Message**
Ivey in China.

04 | **Tea with Professor Nicole Haggerty**
The HBA changed her life, and now Haggerty has an opportunity to change other lives.

06 | **Editor's Note**

10 | **Left Turn**
It's a simple idea—instead of using and throwing out dozens of cardboard boxes every time you move, why not rent reusable plastic boxes from FROGBOX, the company founded by Doug Burgoyne, MBA '02. The guys on Dragons' Den certainly liked the idea...

28 | **Giving to Ivey**
He's elegant, articulate and generous – naturally, he's Harry Rosen's eldest son! Larry Rosen, LLB/MBA '82, visits the site of Ivey's new home and reflects on why he's contributing to the Campaign for Leadership.

30 | **Ivey Alumni Association**
A few choice words from Mark Healy, MBA '05, and yes, Colin Bogar, HBA '05, MBA '08, and Shawn Melito, MBA '03, are in your network!

34 | **Ivey Class Notes**
Ivey grads are everywhere, doing everything. Catch up with old friends and connect with new ones.

47 | **Future Leaders**
Meet HBA '11 candidate Lelag Kaprilian as she talks about finding the perfect job after Ivey.

48 | **Remembering Larry Tapp**



Intouch on the Web
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Intouch

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Dean's Message

When I joined Ivey, I had never been to China. Of course I had read about it. But until I'd experienced it at first hand, I did not really understand the energy, the sheer size, and the incredible rate of change. What an exciting place to be!

Ivey people started visiting China many years before me. School leaders like Joe DiStefano, Paul Beamish, Larry Wynant, the late Larry Tapp and alumnus Henry Cheng had the vision to see that China would soon be an economic powerhouse. They knew that Ivey had to be there.

Putting a permanent campus in Hong Kong in 1998 was a bold move. Could we succeed in an unfamiliar marketplace? Would we attract students? Could we navigate government regulations and provide a product worthy of the Ivey name?

It took a lot of pioneering work but it paid off. We are a leader among North American business schools in our knowledge and understanding of China. Ivey is the number one producer of Asian business cases, and a major contributor to the research literature.

Being in China has cemented our reputation as a truly global business school. In turn, I believe we have made important contributions to the country. Through our MBA and executive development programs, we have shared our knowledge and expertise in North American business approaches with future leaders of Chinese business. In China as in Canada we are in the business of business leadership.

Building on the success in China, we are now developing a broader Asian strategy. We have established a Case Development Centre with the India School of Business and developed a partnership with the Indian Institute of Management, Bangalore. Our growth strategy in India will be as unique as the country itself, responding to the needs and opportunities of this burgeoning Asian economy. At the same time we will benefit from more than three decades of experience in building a brand presence in China. Ivey will continue to be a global business school—informed about realities on the ground, open to new possibilities as they emerge, and anticipating future opportunities to make a difference.

After all, that's what leadership is about.

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



PHOTOGRAPHER: SANDY NICHOLSON





Tea With Professor Nicole Haggerty, HBA '89, PhD '04

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

After completing the HBA program, Haggerty taught Business 257 for two years. She spent seven years with Sykes Canada, a company that provides telephone and computer-based customer services to big companies. She returned to Ivey for her PhD and was hired by the School as she finished it in 2004. Haggerty is married to Scott Haggerty, and has a six-year-old son, Jack. Intouch joined Haggerty for tea in Beijing.

How did the Ivey HBA change you?

It was transformational for me. I wouldn't be the person I am today without it. The biggest impact came from interactions with faculty members. The first time I spoke in my marketing class, I was terrified. But I gave my answers, survived the experience and John Kennedy liked my contribution. I remember that moment like it was yesterday.

What did you learn through your experience in the business world?

I had a wonderful experience moving through the organization with increasing

responsibility. I got hands-on experience in sales, operations and customer service. I helped create a new division that worked with some of the telecoms doing inbound and outbound telemarketing. The division grew to 200 people in 18 months. In a lot of ways it was like running my own business, but without the financial risk!

What brought you back to Ivey for your PhD?

I was at the point in my career where I was beginning to wonder what my next step would be. I had always harboured the dream of doing a PhD—that was my Everest. I went into the School to explore the idea and on the way to the PhD office ran into a couple of my professors. They were very warm and encouraging. I felt like I was walking the path I was meant to walk.

What is your research about?

My interests are based on the belief that businesspeople need to understand more about technology—how to leverage it, how to accomplish business strategy through



effective creation of IS resources, and how to use it personally. A colleague and I have developed a concept we call “virtual competence.” Virtual competence is an ensemble of three skills—the ability to develop social relationships in virtual settings, the ability to use a range of technology tools effectively, and the personal motivation and confidence in your ability to do that. We’ve created measures for virtual competence and we’ve started to look at the relationship between virtual competence and issues like knowledge sharing, collaboration, work performance, satisfaction and learning. We’ve found that there’s a strong correlation between virtual competence and job performance and satisfaction. There’s lots more to explore in this field.

What makes you a good teacher?

That’s simple: I really care. I love teaching and I walk into every class passionate about my subject and passionate about my students leaving with new understanding.

Beyond your teaching and research, what are you passionate about?

Our son. It is so joyful to have him in our lives. He’s a great kid, hilarious and easy-going. My other passion is travel. I’m always thinking about where we’re going next. We just returned from a wonderful nine-week trip to China, India and Dubai. I had a chance to visit the village in Goa where my grandfather on my father’s side was born.

What’s the next big issue in business technology?

Devices are getting smaller and more mobile. We’ll all have to learn how to cope with the integration of technology into our social and personal lives. Ultimately it’s about the choices you make. People have to learn how to master and control the technology, instead of letting it control them.

www.ivey.uwo.ca/faculty/Nicole_Haggerty.html

A Note From The Editor

When I graduated from the University of Waterloo with a degree in math (yes, really), I went to work for a hospital in Toronto. I used my newly-minted analytical skills to help figure out where the hospital could save money. It was a great organization, I enjoyed the work, and I felt that I was making a difference. I fell in love with the not-for-profit sector, and I've never left.

In this issue of Intouch Magazine, you'll read about some amazing Ivey grads who have made similar choices, putting their leadership skills to work in not-for-profit organizations across Canada and around the world. Many contribute as volunteers, and an increasing number build their careers in this challenging but deeply satisfying sector.

In our feature article several alumni talk about the importance of being passionate about your cause. That's my message when I speak to Ivey alumni about volunteering with or providing philanthropic support to the School. In a way, I'm a match-maker. When the match is right, alumni find personal meaning, the School thrives, and our students and faculty members soar.

Like Aubrey Baillie, one of the subjects in our feature article, I believe the greatest challenge for the sector is finding good leadership, both in senior management and on the volunteer board. We are very fortunate at Ivey to have such a rich pool of talent and commitment from which to draw. Our alumni, staff and faculty are remarkable people who give their time and resources generously. They inspire me every day.

My advice, like that of the alumni in our article, is to pick an organization you believe in passionately, engage fully with it, and be prepared to listen, learn, work, grow and give. The organization and the people it serves will be better for it. So will you.



Kelly Cole
Intouch Editor in Chief
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PHOTOGRAPHER: NATION WONG

Ivey Buzz

Honours and Accolades

Dean receives Canada's highest honour

"The ceremony was more moving than I anticipated. When you listen to the citations of the people who are being honoured, it suddenly hits you—this is an amazing group to be included in!"

—Carol Stephenson, O.C.

Dean Carol Stephenson was invested with the Order of Canada at a ceremony at Rideau Hall in Ottawa on November 17.

Stephenson was one of 40 people, including musicians Burton Cummings and Neil Young and hockey player Mario Lemieux, to receive Canada's highest honour from the hands of Governor General David Johnston.

Stephenson was honoured for "her contributions to the development of our national telecommunications industry and for implementing innovative changes to business school education in Canada." She was almost late for the ceremony when her scheduled flight from Toronto to Ottawa was cancelled because of bad weather, and a second flight was over-sold. She eventually arrived in time to enjoy the ceremony and dinner with her fellow honourees.



Dean Carol Stephenson at Rideau Hall in Ottawa

Ed Clark Business Leader of Year

Ed Clark, Group President and CEO, TD Bank Group, will receive the 2011 Ivey Business Leader Award on October 19.

Clark has a long history of leadership in banking and financial services, beginning in 1985 when he joined Merrill Lynch. After working with Morgan Financial Company, he joined Canada Trust in 1991. He became Chairman and CEO of TD Canada Trust in 2000, and President and CEO of TD in 2002. Since that time the bank's market cap has more than tripled in size and the stock price has increased by two and a half times.



Ed Clark

The Ivey Business Leader Award is selected by the Ivey Alumni Association/Toronto Chapter and is presented at a gala in Toronto. The event raises money for student scholarships and a faculty fellowship.

“ Ivey in the News

We have the leaders who are like Gordon Gekko and we have the leaders who are inclusive and do all the right things.

—Professor Gerard Seijts,
Global Television

Global Perspective

Janet De Silva takes the helm in Hong Kong

In a recent Intouch article on leadership, Janet De Silva, EMBA '94, commented, "I've been described as an inspirational leader with an ability to get people to work together." Those leadership qualities will stand her in good stead as she assumes the critical role of Associate Dean Ivey Asia.

De Silva is taking over from Kathleen Slaughter who has led Ivey's Hong Kong campus since 2003. Slaughter is returning to Canada for an administrative leave prior to retiring.

De Silva has lived and worked in China since 2000, when she was asked to lead Sun Life's businesses there. Under her leadership, Sun Life expanded from two to 15 cities and grew to a work force of more than 4,000 in just three years. In 2007 De Silva co-founded Retail China Limited, a company that worked with international retail brands targeting China's growing middle class. She sold the company in 2009. She has served terms as Chair and President of the Canadian Chamber of Commerce in Hong Kong, and Chair of the Canada China Business Council in Beijing.

"Jan is highly respected in China's business community," said Dean Carol Stephenson in making the announcement. "She is an energizing and motivating leader who excels at building strong teams who deliver outstanding results. Jan is passionate about Ivey and the critical role that business education will play in building the global leaders of tomorrow."



Jan De Silva, EMBA '94, Associate Dean Ivey Asia and the home of Ivey's Hong Kong campus, the Cheng Yu Tung Management Institute

“ Ivey in the News

We live in interesting times. Unlike the old days when countries went to war to settle outstanding issues, globalization has managed to avert such wars, but it has replaced them with economic wars.”

—Professor George Athanassakos, *Globe and Mail*



Ivey Green

Tools for the planet

The Ivey Business School is sponsoring a new initiative to support increased public knowledge around the issue of climate change. Ivey's Lawrence National Centre for Policy and Management is working in partnership with the National Round Table on the Environment and the Economy and the Royal Canadian Geographic Society. Degrees of Change, a diagram illustrating the physical effects of climate change on Canada in the next century based on published scientific research, was launched on October 5 by Governor General David Johnston. The Lawrence Centre's contribution will help defray the costs of producing and disseminating important educational materials to homes, schools and workplaces.

“ Ivey in the News

Participative decision-making depends on the nature of the problems you are dealing with, the time you have, and the quality of leadership.”

—Professor Jeffrey Gandz, *Financial Post*

Sustainability beyond the classroom

A group of Ivey students is taking sustainability out of the classroom and into the real world. This year, the Ivey Sustainability Initiatives team launched the Ecological Footprint Reduction Challenge. During the first week of March, students, staff, faculty, and alumni were encouraged to measure their ecological footprints using an online calculator. Then throughout the week the team sent out suggestions for small changes to make lifestyles more sustainable. At the end of the week, the individual with the largest reduction was proclaimed the winner and received the Adrienne Clarkson Award in Sustainability.

The team planned "Steering into the Storm," a conference centred on themes of sustainability and leadership. Held March 9, the conference featured an address by former Governor General Adrienne Clarkson. The students have also put out bins to collect old electronics and batteries, with the goal of diverting them from the garbage. Visit their website for a recap of the Challenge and conference: www.greenwithivey.com

In another initiative, the Ivey Business School and several community partners have received a \$454,000 grant from the Ontario for Social Enterprise for Sustainable Communities, a project that will provide education sessions, business planning, mentoring and micro-loans to social enterprises in London, Sarnia and Ottawa. The goal is to pave the way for a province-wide strategy for stimulating social enterprise.



Ivey Women

100 Most Powerful

Twelve of the 100 most powerful women in Canada have strong connections to Ivey. On November 29, Dean Carol Stephenson, Christine Magee, HBA '82, President of Sleep Country Canada, Cairine MacDonald, MBA '82, Deputy Minister of the Environment, and others were honoured by the Women's Executive Network. The Network was founded by Pamela Jeffery, HBA '84, MBA '88.

“ Ivey in the News

Brussels has built a cohesive policy framework, largely from scratch, to deal with [economic] problems in a more organized way and finally stop the cycle of bailouts.”

—Professor Adam Fremeth, Financial Post

Making a World of Difference

Professor Alison Konrad was named to The International Alliance for Women “World of Difference 100” list, which recognizes unsung heroes who have championed women. Konrad, who holds the Corus Entertainment Chair in Women in Management, was cited for her research on women on boards.

Celebrating Sanders

Doreen McKenzie-Sanders, former editor of the Western Business Quarterly, and Western's Women in Management newsletter and founder of Women in the Lead Inc., was honoured at a reception in October. Proceeds from the reception, sponsored by Ivey and Women in the Lead Inc., went toward an endowment in her name for Ivey's Women in Management Club.

Leadership in Action

Exploring Opportunity

“If the economic upheaval of the last three years has taught us anything, it is that no one can afford to get comfortable. Ultimately the hours spent in tough self-reflection are among the best investments your firm will ever make.”

—Will Meneray, HBA '11 Candidate and Editor-in-Chief, Ivey Business Review

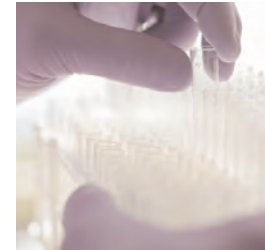
The latest issue of Ivey Business Review, a student-run publication launched in 2009, focuses on how companies can seize global opportunities in the new world of business. Topics include the online coupon phenomenon Groupon, the future of Facebook, the impact of cloud computing, opportunities for Canadian banks in emerging markets, GM's new electric car, and more. The magazine, written by Ivey students, is published twice a year.

www.iveybusinessreview.ca

“ Ivey in the News

Leaders do need to understand the limitations of accounting as well as the choices and subjectivity of accounting. Without such an understanding the leader is a slave to the numbers rather than an interpreter of the numbers.

—Professor Murray Bryant, Financial Post



Speeding the rate of health innovation

“Canadians aren't fast enough at implementing new ideas to deliver health care more effectively and efficiently... We need to adopt more innovative technologies, processes and procedures so we can preserve and grow the Canadian public health care system.”

—Dr. Kellie Leitch (in the Vancouver Sun, November 2010)

Ivey Centre for Health Innovation and Leadership (ICHIL) presented its second annual conference in late November, focused on supporting the adoption and commercialization of innovative processes and devices. The guest speakers were Dr. Jason Hwang, author of the top-selling book, Innovation Prescription: A Disruptive Solution for Health Care, John Abbott, CEO of the Health Council of Canada, Dr. Alan Hudson, a renowned neurosurgeon and health care leader, and Saad Rafi, Deputy Minister of Health and Long-term Care in Ontario.

www.ivey.uwo.ca/ichil

Passions

Ben Gordon, HBA '06, MBA '09,
flies high as an aerial acrobat.

Tell us about your passion! Email intouch@ivey.uwo.ca

At Western I was a varsity rower and a member of the London speed skating team. But I kept my passion for the performing arts to myself. When I graduated from Ivey I went to work with Spinmaster Toys. Right beside our offices was the Toronto School of Circus Arts. A friend suggested that we try the drop-in trapeze class. It was love at first leap!

To excel at aerial acrobatics, you have to be completely devoted and push yourself beyond what you believe is possible. For me the biggest challenge is more artistic than athletic. I come from two power sports, but this is not necessarily about who's strongest. It's about whether you can match strength with gracefulness and artistry. I train about 20 hours a week and I have to watch what I eat and be in touch with my physical and mental limitations.

I used to be the quiet kid in school. I'm a totally different person since I started aerial acrobatics. Oddly enough, it grounded me, revealed my limitations, and forced me to overcome them. I realized that taking risks can pay off, and that has translated into career opportunities.

When you're 40 feet off the ground, you can't hesitate. You have to think and then act, even if you don't know the final outcome. If you doubt, you're out.

All great art pushes you beyond the realm of linear thinking. At the end of the day the business of the artists is like the business of a manager—to create, explore possibilities, and navigate opportunities.

I get a thrill out of dropping through the air without a net under me. I may never take my passion to a Las Vegas stage, but I don't see myself stopping any time soon.

www.torontocircus.com



PHOTOGRAPHER: NATION WING LOCATION: TORONTO SCHOOL OF CIRCUS ARTS

Left Turn

Doug Burgoyne, MBA '02, left the lucrative world of high-tech sales and launched an eco-friendly moving box service, which was recently featured on the TV show *Dragons' Den*.

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

I trained as a physiotherapist. My first experience of business was when the U.S. physiotherapy company I was working for went into Chapter 11 protection. We turned the company around in three years, and I came back to Canada and Ivey.

After Ivey I worked in high-tech sales in Columbus, Ohio for four years.

Then my wife and I moved to Vancouver, and I worked with a U.S. home service franchising company. Along the way I became familiar with the concept of renting blue plastic boxes to people who are moving.

A partner and I launched FROGBOX in April 2008. I wasn't comfortable being a full-time entrepreneur so I took a job in strategy consulting with Telus. By early 2009 FROGBOX was doing well and we knew we could make it. We opened in Seattle in April 2009 and in Toronto in March 2010.

I went on *Dragons' Den* in May 2010. My main goal was to get the pitch aired, as less than half the pitches make it on TV. I knew the exposure would be good for the business. My second goal was not to have Kevin O'Leary make me look like an idiot in front of two million viewers! Getting an investment was my third goal, and I did—\$200,000 from dragons Jim Treiving and Brett Wilson.

It's fun just being able to do whatever you please with the business.

When I was in the corporate world, I found there was a lot of bureaucracy and waste. This is a chance to be creative and build a great culture.

We really stand behind our environment message. The boxes are made of plastic, a petrochemical, but the fact that they're reused makes them much better than cardboard over their lifecycle. We had an analysis done at UBC that proved it.

Our goal is for FROGBOX to be in the 50 biggest cities in North America within five years, and to change the way people move.

Unless you are very risk-tolerant, my advice is to test an idea before you jump in. But at some point, if you want to make it happen, you have to quit your day job and make the leap.

www.frogbox.com



PHOTOGRAPHER: LYLE STAFFORD

Ivey Buzz



Leading the Way

New faces at Ivey

In September, 19 new faculty members joined the ranks at Ivey, a bumper crop of teaching talent, research expertise and fresh perspectives. The new faculty members are:



Wayne Adlam, MBA '86, a seasoned veteran of the Canadian capital markets.



Niels Billou, HBA '91, MBA '96, whose research explores innovative business models at the base of the economic pyramid and the strategic drivers of rapid growth.



Neil Bendle, a chartered accountant who has a decade of experience in a variety of managerial roles, including with the Labour Party in the U.K.



Darren Henderson, HBA '97, whose research explores how accounting information is used by capital market participants.



Charlice Hurst, from the Warrington College of Business Administration, University of Florida, whose interests include self-concept, moods and emotions, interpersonal relations, and social inequality.



Lynn Imai, from the University of Maryland, College Park, who brings expertise in cross-cultural organizational behaviour with an emphasis on negotiation.



Yoon Hee Kim, from the Wisconsin School of Business, whose research interests include supply chain management and operations strategy.



Rob Mitchell, from the University of Oklahoma, who investigates how entrepreneurs make decisions.



Catherine (Katy) Paul-Chowdhury, PhD '99, who has extensive experience in management consulting and has served as an Executive-in-Residence at Ivey.



Dante Pirouz, who has worked internationally in advertising, marketing and new business development, and is interested in issues of perception, cognition, decision making, neuroeconomics, addictive consumption and social marketing.



Raymond Pirouz, who is a consultant and lecturer on issues related to design strategy and its role in management and information technology.



Alessandro Previtero, from the Anderson School of Management, UCLA, who explores household finance, corporate finance and economics.



Hubert Pun, from the Kelley School of Management, who brings expertise in operations management and decisions science.



Dino Pupulin, MBA '98, formerly an operations consultant with Ernst & Young Management Consulting specializing in lean manufacturing and entrepreneurial markets.



Brian Richter, from the Anderson School of Management, UCLA, whose interests include companies' interaction with governments, lobbying, globalization, cross-listing, equity market liberalization, corporate social responsibility and economic development.



Dina Ribbink, from the University of Maryland, an expert in buyer-supplier interactions and supply chain management.



Ning Su, from the Stern School of Business, New York University, who brings expertise in global sourcing and information systems.



Mike Valente, from the University of Victoria, who is interested in the growing political role of the corporation, social entrepreneurship and sustainability.



Chris Williams, from Amsterdam Business School, who explores issues of entrepreneurship and organization in multinational enterprises, managing off-shore outsourcing, and the transition of knowledge-intensive work overseas.

Ivey in the News

People who like to do nasty things on the Internet are getting better at using social media tools and applications as a way of spreading malicious software."

—Professor Joe Compeau, Toronto Star

Building the Future

How the new building will support the energetic Ivey learning experience.

Check out progress on construction at www.ivey.uwo.ca/newbuilding



Professor Niraj Dawar was the faculty representative on the New Building Task Force. The Task Force visited state-of-the-art business school buildings across North America, developed a vision, invited and vetted proposals from architects, and helped select Hariri Pontarini as the winning firm.

Ivey has grown and is continuing to grow. We have a much larger student body and more faculty members. It will be good to unite our programs under one roof. And the new building will help us recruit faculty, too.

The layout and space of the building is designed to support interaction among students, between faculty and students, and among faculty members. It will be very clear in the finished product that we carefully thought through how different people connect and work together.

We knew that the classroom was the core of the student experience at Ivey and we wanted to get every detail right. In the planning stage we spent a whole day discussing just the angle of the horseshoe in the classrooms. We also talked about the height of the tiers, where the natural and artificial light should come from, how many screens and projectors, what type of boards, whether there should be cameras—everything. We gave a lot of thought to technological elements that encourage collaboration. I'm really looking forward to teaching in those classrooms!

This is a state-of-the-art project. We can proudly say that this building is the tangible manifestation of our commitment to producing the best ideas and the best business leaders. It's the place where today's business leaders will rub shoulders with thought leaders and the leaders of tomorrow.



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



Chatter Matters

The proverbial trip to the water cooler may not be a waste of time after all, says Professor Charlice Hurst. Her research reveals that social workplace encounters can benefit the company.

Managing the Brand

Why was Maple Leaf Foods praised for its management of the listeria crisis, and BP almost destroyed in the aftermath of the recent oil spill? Professor Niraj Dawar says it all comes down to good brand management. Brands survive a crisis by starting out strong and credible. Is it time for you to take out some brand insurance?

Numbers Game

You can't solve every business problem with a pencil and a piece of paper but management science can provide a language for decision-makers to communicate and reason through complex situations. Read how management science may be able to help your company's bottom line.

Opportunism Knocks

Dioxins in pork. Lead in the paint on Mattel toys. Both are the direct result of opportunism. Professor Mark Vandenbosch, HBA '84, says it's a growing problem in business, and he has some ideas for fighting it.

Focusing in the Whirlwind

Managers operating in unpredictable and rapidly changing business environments actually make good strategic decisions, Professor Rob Mitchell has found. On the other hand, hostile environments can lead to more erratic decision-making. Mitchell has some good advice on how to avoid making erratic decisions.

Entrepreneurs Upbeat

The new Ivey Entrepreneurs Index, based on a short survey sent to fellows of Ivey's Quantum Shift™ program, paints a rosy picture. Most respondents, 87%, expect their revenues to climb, and 69% expect the economy to grow. (Here's hoping they're right!)

Big No Barrier to Entrepreneurship

Professor Christopher Williams studies entrepreneurship in multinational firms. Yes, you read that right. And he knows what he's talking about: before becoming an academic, Williams spent two decades working on innovation projects in multinational enterprises. See what you can learn about fostering innovation from Williams' work.



Building for Sustainability

When natural disasters strike, new construction is sure to follow. A recent report from Ivey's Centre for Building Sustainable Value provides tips to help construction and real estate firms improve their environmental practices and make new buildings greener.



HONG KONG RUSH HOUR: An after-work crowd throngs a downtown Hong Kong street. For many workers, the day isn't over until 7:30 or 8 p.m.



PHOTOGRAPHER: NATION WONG

New World, Old World

China is an ancient and highly evolved culture. It is also a relatively new economic powerhouse. The opportunities are endless for people with the right attitude, skills and understanding.

“History goes in circles. China is just going back to being the world leader it was for thousands of years.”

That’s Dr. Huaying Zhang, EMBA ’03, commenting on the economic growth in her country over the past three decades.

Whatever the historical perspective, there’s no question that China is now moving forward, quickly and confidently. It is the world’s most populous country with 1.33 billion people and recently surpassed Japan as the second largest economy in the world. GDP is estimated at \$5 trillion U.S., and is growing by an average of 10 per cent a year.

Small wonder that experts are calling on Canadian businesses to get more involved in this massive market.

In September, the Institute for Competitiveness and Prosperity issued a white paper arguing that Canada would enhance its innovation and productivity by greater engagement with China and other BRIC countries.

Ivey recognized the potential early on, and was the first North American university to establish a permanent campus in China. The School has welcomed many Chinese students to its Hong Kong and Canadian campuses, and prepared other global business leaders who have chosen to pursue careers in China.

In December, 26 top executives from the Agriculture Bank of China began a 12-month custom Executive MBA program at Ivey. In welcoming

"In the past China may have been 30 years behind the West, but the recent financial turmoil helped us go 10 years ahead of where we were scheduled to be."

Eddie Law, HBA '91





PHOTOGRAPHER: NATION WONG



NATION ON THE GO: 01 This year, high-speed bullet trains will begin to race across the full expanse of China. 02 Amid explosive growth of auto sales, congestion has become a headache for Chinese cities, big and small. 03 Once ubiquitous, bicycles are becoming less visible in urban areas.

the students, Dean Carol Stephenson commented, “Enhancing the strong bond between our countries is important in this global environment.”

A decade ago the conventional advice about doing business in China pointed to challenges like arcane tax structures, restrictive government regulations, widespread corruption, and a baffling business culture. On the other hand, opportunity, even for people with little knowledge of the country, seemed limitless. As Zhang puts it, “In the beginning anyone who wanted to be friends with China was given a free ride. Now it’s different.” As the business environment matures and competition speeds up, there are new challenges and new opportunities.

Eddie Law, HBA ’91, grew up in Hong Kong and then immigrated to Canada to finish high school and go to university. After Ivey he joined Goldman Sachs, moving back to China with the company in 1993. Today he is Managing Director for Goldman in Hong Kong. Says Law: “In the past China may have been 30 years behind the West, but the recent financial turmoil helped us go 10 years ahead of where we were scheduled to be.”

He too points to the aggressiveness of the business culture. There are good opportunities for strong Canadian brands, he says, but companies must be willing to compete hard. At the same time, they need to be patient and cautious. “In Shanghai negotiations take a

very, very long time, but when they’re done, things don’t deviate much from the agreement. In less developed cities, the whole approach is, ‘let’s do it first and fix it later.’” He advises allowing extra time to negotiate all the details of a deal.

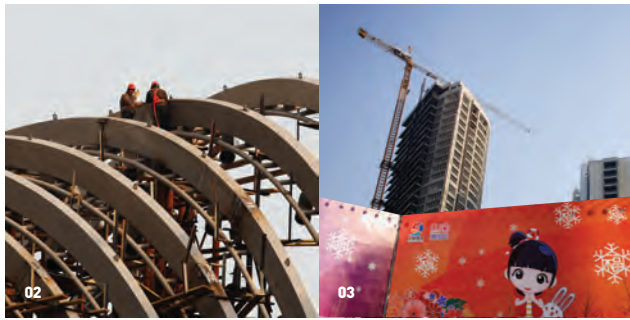
Above all, he points to the importance of being on the ground and building strong relationships. “With Google maps you can look at a city from a satellite, but when you step on the soil and smell the air, the feeling is totally different.” The Ivey alumni network is a good starting point in China, he says.

Like Law, Dominic Penaloza, HBA ’92, has a foot in two worlds. He grew up in Canada but his family is Chinese. As he was completing his



PHOTOGRAPHER: NATION WONG

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CHINA RISES: 01 China is becoming a showcase for international architects, such as the National Centre for the Performing Arts in Beijing by French architect Paul Andreu. 02, 03 Construction continues at a frenzied pace in mainland China.

FRENCH-WESTERN BRANDS: China is the world's fastest-growing market for luxury goods. A report issued by the Chinese Academy of Social Sciences predicts that within five years, 29% of global luxury products will be consumed in China.



PHOTOGRAPHER: NATION WONG



HBA his father started a business in China. He and fellow graduate Blair Robertson joined the firm, United Bearings China. From there Penalosa moved into investment banking and private equity, and then in 1999 founded WorldFriends, which operates an international social network service. Penalosa's latest venture, Ushi.cn, is a fast-growing business social networking service. Penalosa describes China as "entrepreneurial heaven," a land of matchless opportunities. "Business, and especially entrepreneurship, is intrinsic in the Chinese culture," he says. "It has always been super entrepreneurial and super creative. There's incredible energy in the city of Hong Kong, but then you get to Shanghai, and it's five times faster and more electric."

The biggest challenge facing entrepreneurs in China today, Penalosa says, is recruiting good employees, especially in senior management. "Everything is growing so quickly that companies have a huge appetite to build their management. On the other hand, the talent pool of experienced people is relatively limited. And because the growth opportunities are so high and urgent, there's no time to train people."

He says that business-people from Canada will find the culture in China "aggressive and raw." He uses the example of mobile phone etiquette. In China phones are answered during meetings and even in job interviews. "The underlying feeling is that people don't want to miss any opportunity and that opportunities don't wait!"

Yang Liu, MBA '98, is also familiar with both cultures. He grew up and was educated in China and worked in Tibet for the Chinese government before immigrating to Canada in 1992. He completed a second undergraduate degree at

Simon Fraser University and then enrolled at Ivey. He returned to China with a U.S.-based consulting company in 1999, and is now CEO of Pansky Technology Group, one of the country's oldest technology companies.

Liu sees enormous opportunity in China's productivity gap. "In a lot of sectors—government, agriculture, mining, even manufacturing—the average efficiency and output per person is still far behind Canadian business," he says. "In terms of technology Chinese companies are equivalent to Canadians, but when you look at how people conduct their business and build value, there are still a lot of areas where Canadian business could add value."

To realize that opportunity, Liu says it's critical to make the right connections. "I've seen a lot of technology companies fail in China, even though they have good products. You have to come here, meet with alumni or members of the Chamber of Commerce, go to conferences—whatever it takes to find the right channel to carry your products or knowledge to market."

Liu says language skills are also valuable. "You need to understand what people want, what they intend to do—the essence of what they're saying. If you can communicate in their own language, it's easier."

Zhang agrees. She is Vice President, Risk Management, for the Greater China and Korea business unit of Coca-Cola. She was educated in China and the U.S., and completed Ivey's Hong Kong Executive MBA program when Coke moved her there as Technical Director for its Asia operation.

Although many people in China speak good English and it is now taught from Kindergarten, she says the Chinese appreciate any effort foreigners make to speak their language. "If you have the language, you definitely have a competitive



ABOVE: Huaying Zhang, EMBA '03, goes grocery shopping on a Saturday night in Beijing.

“If you were holding a can of Coke in the street it was a status symbol: now it’s a common household product.”

edge,” she says. “You can get deeper into conversations and are able to apply your skills much better in the local setting. People give you extra credit for speaking Chinese, a sign that you care enough to learn our way of talking.”

For Zhang, language is one aspect of a larger challenge for North American companies—truly under-

standing China. “In the past if you didn’t understand Chinese culture and ways of thinking, it was okay because China was at an early stage in opening up to the world. If you were holding a can of Coke in the street, it was a status symbol: now it’s a common household product. Today if you don’t understand the consumer, the market, the rules of

engagement, it’s tough.” It’s important, she says, to have Chinese playing significant roles on your team.

That’s not always easy. Like Penaloza, Jamie Horne, MBA ’80, finds recruitment one of the toughest challenges he faces. Horne has been with Collier’s, an international real estate company, for 30 years. He moved to Hong Kong nine years ago,

after the company bought a stake in the Asian market. At first the work was primarily with multinationals from the West preparing to enter Asian markets, but increasingly his clients are Chinese, Indian, Cambodian and other Asian multinationals. Horne hires more than 300 people a year, and it’s getting harder, especially with the growing need for people



ABOVE: Yang Liu, MBA '98, talks to a programmer at the Beijing offices of Pansky.

“In a lot of sectors the average efficiency and output per person is still far behind Canadian business.”



PHOTOGRAPHER: NATION WONG

who are fluent in Mandarin or Cantonese as well as English.

Horne sees three major differences in the Chinese business environment: a much higher tolerance for risk, markets that move very quickly, and a “trading mentality.” “In Hong Kong if someone buys an office building and sees the price go up 10% over the course of a year, chances are he’ll sell it and buy something else,” he says. “There’s always a volume of people trying to buy or sell.”

Horne, like many successful ex-pats, enjoys the cultural differences and thrives on the energy of China. “Our business in Canada is very mature and people have been doing it for a long time,” he says. “Here our workforce is very, very

young and they are always doing interesting things.”

Reema Patel, HBA '06, is another Canadian ex-pat who relished her China experience. She went to Shanghai for a four-month internship while completing a Master’s degree in international management and ended up staying for three and a half years. Patel worked as a consultant with Bayer.

“Shanghai is a nice city with great restaurants and nightlife, and I had work opportunities that I wouldn’t have had in Canada,” she says. “It’s been the best experience of my life.” She returned to Canada in December 2010, and hopes to leverage her international experience.

Patel sees enormous opportunities in China, but she also sounds a note of caution. “Starting a business here is really challenging and takes a lot of patience,” she says. “You need to find a good consultant or partner in China. And you have to have an open mind and be flexible. The business environment is hyper-competitive, but because it’s so huge you still have a good chance of doing well.”

Zhang says Canadian businesspeople should think deeply about what they want before deciding that China is where to find it. “China is a place you either love or hate,” she says. “If you’re coming as a gold-digger and don’t understand the culture, the risk of not getting the gold is quite high. But if you truly understand China, decide it’s a culture you love, and have something unique to offer, it can be wonderful. This country is known for rewarding its welcomed guests handsomely.”

She pauses and then adds: “I’m loving every second of it!”



Tip Sheet

Here's some advice from Professor Lynn Imai, Ivey's expert on cross-cultural communication

Get training in cross-cultural communication, so you understand different cultures at a deeper level. Don't depend solely on a list of etiquette do's and don'ts.

Never underestimate the importance of establishing interpersonal relationships in China. They are a pre-requisite for business relationships.

Be aware that China is a highly hierarchical society. Use formal names and titles. Recognize the highest ranking person first. Never send a representative who is unequal in status to the Chinese counterpart.

Avoid criticizing people in overt or subtle ways, as this leads to a loss of face.

Be patient in negotiation. The Chinese think about time differently. Don't be tempted to make unnecessary concessions because negotiations appear to be taking too long.

Remember that Chinese tend to think holistically, rather than linearly, considering all issues together as part of the big picture.

Be aware that Chinese tend to be more indirect in their communication and often prefer not to give an explicit "no." Consider using an intermediary in negotiations, so that both parties can speak more frankly.

Be aware of your own cultural biases and assumptions.

Keep learning.

BELOW: Dominic Penalzoza, HBA '92, catches up on his e-mail in a busy Shanghai subway station. Shanghai has built 11 new subway lines in the last ten years.

"Business and especially entrepreneurship is intrinsic in the Chinese culture. It has always been super entrepreneurial and super creative."





A Different Yardstick

In keeping with Ivey's mission, the School's graduates work and volunteer in a variety of not-for-profit organizations. They provide much-needed expertise and earn the satisfaction of making a difference.

Even the name—not-for-profit—suggests the antithesis of what an Ivey education is all about.

But Andrew Lockie, EMBA '05, CEO of the United Way of London and Middlesex, rejects that dichotomy. "The focus of Ivey is on business excellence," he says. "For a huge proportion of students, that excellence is reflected in high levels of profit, and improved equity and valuation. In my world I execute business excellence too—I just measure success differently."

Ivey grads have always made significant contributions to the not-for-profit sector in Canada and around the world. In the past, their involvement was primarily as senior volunteers, lending their expertise and personal resources to social agencies, arts organizations, universities, hospitals and more. Ivey itself is supported by a network of strong and committed volunteers and donors. Increasingly, Ivey alumni are choosing to achieve excellence measured by a different yardstick.

And it starts at Ivey. The Ivey mission commits the School to developing business leaders who "contribute to the societies in which they operate." Students have always made time for charitable activities, but in recent years the breadth and depth of activity has increased. Ivey Connects, a student-run organization, organizes pro-bono community consulting projects, summer internships, food and blood drives, Community

Action Day, and much more.

So what are the unique challenges of this sector, and what advice do Ivey grads have for others interested in giving back? Intouch spoke to some alumni to find out.

Andrew Lockie, EMBA '05
CEO, United Way of London and Middlesex

Andrew Lockie was Vice President of Educational Services with the YMCA when he was recruited to his current position in 2009. That year United Way of London and Middlesex distributed more than \$7 million to a wide range of programs and community organizations.

"If a business has excess funds at the end of the year, for-profit managers face the difficult decision of whether to pay out dividends to shareholders, pay down debt, or reinvest in the business. Charities face the same question, but we must decide whether to invest to grow our capacity to serve even more people in the future, or use the funds right away and have a more immediate impact. It's equally as complicated—and in some cases perhaps even more so.

"For the longest time the success of United Way funded agencies was evaluated by their outputs—such as how many kids went to a program or how many meals were served. We've been working closely with agencies to develop ways to measure not just output but outcomes. We focus on

the impact that program or that meal had on people's lives and on the community. It's sophisticated work, but it brings a new level of accountability, focus, and results.

"There was a time when compensation meant one thing and one thing only—the size of your pay cheque. But now, compensation is viewed in a much more complex way. Graduates are looking for a level of social responsibility, the flexibility to have an impact, an opportunity to feel good about what they're doing. It's a fact that managers and executives don't make as much money in the not-for-profit sector, but it's also a fact that not-for-profit positions provide a unique opportunity to make a difference in your community which for many carries tremendous value."

"Don't go into the not-for-profit sector to do anybody any favours. Go into it because you think you can make a difference and you feel passionate about the cause."

Aubrey Baillie, HBA '67
Executive Chairman, Newport Partners; Chairman, Juvenile Diabetes Research Foundation (JDRF); Past Chair, United Way of Greater Toronto; Past Chair, Appleby College; Past Board Member, Wellspring; Chairman, Appleby College Foundation

Toronto native Aubrey Baillie qualified as a Chartered Accountant and then moved into the investment business. He spent most of his career with F.H. Deacon and Company, which



DOING IT FOR THE KIDS: Claire Duboc, EMBA '97, is one of several Ivey alumni active on the board of Sick Kids Hospital in Toronto.

joined Nesbitt Thomson and ultimately became part of Bank of Montreal. In 2001 he co-founded investment house Newport Partners.

“One of my partners at Nesbitt was very active with the JDRF and I helped him with a number of projects. Then my daughter was diagnosed with diabetes, so I got more actively involved and have been ever since. I was on the international board in New York for a number of years, and I’ve been chair of JDRF Canada for five years.

“The biggest challenge for many community organizations, is finding good leadership. At JDRF we were lucky to have one of our board members agree to take on the CEO role. He has

provided great leadership to the organization and we get along very well.

“There are so many organizations crying out for the talent, leadership and expertise Ivey grads have. The important thing is to find something you’re interested in, and then get involved. I have a direct connection through my daughter with JDRF.

I work in financial services in Toronto, so I’m a pretty lucky individual—United Way was a great opportunity for me to give back to the Toronto community by helping 200 organizations that provide on-the-ground support to people who have not had the luck that I have had.

“It’s amazing, you meet people who are served by these organizations

and you realize that the difference between you and them is just luck and maybe one or two wrong decisions. It’s really important to appreciate that.”

Claire Duboc, EMBA '97
Director, Sick Kids Foundation,
Pathways Canada; Governor,
Wilfrid Laurier University

By the time Claire Duboc arrived at Ivey for her MBA, she had worked with Procter & Gamble, helped launch two marketing start-ups, including Loyalty Management Group, and been a business consultant. She had two children while in the MBA program, and now has four.

“I found that balancing work, the family and my husband’s career was difficult, so I decided to focus on

raising my family. That led me into volunteerism. I find it very gratifying to be able to use my skills and work with bright, committed people, and to do it in a way that works with my family commitments.

“At Sick Kids we are embarking on our biggest capital campaign ever. The Sick Kids Foundation Board has good Ivey representation. Clearly the School is generating some interesting and capable people who are committed to giving back.

“The biggest difference with not-for-profit boards is that they tend to have more stakeholders. In for-profit, it’s a question of optimizing shareholder value. In a not-for-profit, you have a lot of constituents involved



PHOTOGRAPHER: NATION WONG

PHOTOGRAPHY COURTESY OF MARK OUTERBRIDGE



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FLYING HIGH: 01 Mark Outerbridge, MBA '82, pilots a plane over Western Papua, Indonesia. 02 Outerbridge arriving in Mikwando, Angola. 03 Meeting with leaders in Lubango, Angola.

—the community, staff, clients, donors and other funders.

“When you volunteer, you have to adapt the tools you bring to the uniqueness of the not-for-profit environment. The people who succeed in business are the ones who are most astute about the realities of their situation—and those people are probably the most helpful to not-for-profit organizations too.

“If you’re going to get involved with not-for-profits, choose only those organizations and causes you are truly passionate about. There are only so many seats at a table and I’ve always felt that each person who fills one must make a significant contribution in whatever way they can.”

Mark Outerbridge, MBA '82
President and CEO, Mission Aviation Fellowship of Canada (MAFC)

Mark Outerbridge trained as an engineer in his native Newfoundland and worked in the oil patch before doing his MBA. He worked in a family business and with Canadian Helicopter Corporation before joining MAFC in 2005. The organization provides transportation to overseas missions and relief and development organizations, serving the poorest and most remote parts of the world.

“MAFC is not your typical charity in that we have a fairly demanding operational component. Basically we’re running a small airline. There were two important things I took

away from Ivey—a process for analyzing a business situation, and a tool kit with skills like finance, accounting, HR and communication. Ivey is also good at teaching you to learn and keep learning.

“When I was first approached by MAFC I went online and started reading stories about doctors who had to walk seven days one way to get to a remote village to do a clinic. With a flight they were there within an hour and ready to work. I saw how this work was making an impact and I wanted to be part of it. We’re a Christian organization but we don’t just fly in missionaries—we fly in food, medicine, health care workers, building materials, water, seeds and more.

“Our number one challenge is fundraising. I’m proud that we have doubled our fundraising, our field staff and our aircraft since I arrived. I’m very proud that we haven’t doubled our home office, though—instead we have doubled our efficiency! The other big challenge is allocation of scarce resources. We have far more requests to fly than we can meet.

“There are misconceptions that the not-for-profit world is soft, inefficient, and doesn’t use business principles. In some ways, not-for-profits are more disciplined, because they’re living on donations.

“If I suddenly inherited millions of dollars, I’d keep doing what I’m doing and say, ‘Just pay me a dollar.’”



TREADING THE BOARD: Deborah Barrett, HBA '80, is a member of the board of Soulpepper Theatre Company. Here she chats with Artistic Director Albert Schultz.

Deborah Barrett, HBA '80

Vice-President, Finance, The Woodbridge Company Limited (Toronto); Director, Soulpepper Theatre Company and Youth Employment Services (YES)

Deborah Barrett is a CA who spent much of her early career in real estate and private equity industries. She joined Woodbridge, a large holding company, in 2004.

"I always wanted to do some not-for-profit work because I felt very fortunate in my life and I felt an obligation to give back. The early part of my career was incredibly busy and I just couldn't fit it in... I was approached to go on the board of Youth Employment Services, and the mandate of the organization struck a

chord with me. A year later I was asked to go on the Board of Soulpepper.

"The role of a not-for-profit director is really not any different from the role of a director on a for-profit board—oversight and governance—and the boards I'm on have a similar committee structure. They need to be able to show that they are well-governed organizations to be able to attract donors and other funders.

"Ensuring the financial stability of a not-for-profit is probably the biggest challenge. They work in an environment of great uncertainty and yet they find the energy to be creative and have a service mentality. The people working in these organizations are fearless and incredibly dedicated.

"With volunteerism you get more than you give. Until you experience it, it's hard to appreciate how true that is. You meet an entire network of people you wouldn't otherwise encounter and your life is enriched by knowing them. Feeling good about helping an organization succeed is a huge benefit."

Ben Chapman, MBA '01

Human Resource Coordinator, International Federation of the Red Cross and Red Crescent Societies

Ben Chapman was the first employee of Médecins Sans Frontière Canada, an organization he worked for and volunteered with for more than 19 years. In June 2010 he took a position with Red Cross on the ground in earthquake-torn Haiti.

"I have responsibility for 140 international staff members representing at least 50 nationalities. Most of them live on one base. We live in shared tents and eat outside. My office is a shipping container. There's the constant sound of helicopters overhead. It's really like M*A*S*H!

"Haiti is getting a lot of humanitarian aid but what it really needs is something much deeper—water systems, sewage systems, housing strategies, good government, jobs, infrastructure, and security. These are things MSF and Red Cross can't do. All we can do is try to keep people alive for the day and make minor improvements. That's the frustrating part of the work for me.



PHOTOGRAPHER: NATION WONG | LOCATION: MICHAEL YOUNG THEATRE, YOUNG CENTRE FOR THE PERFORMING ARTS, DISTILLERY HISTORIC DISTRICT, TORONTO

PHOTOGRAPHY COURTESY OF STEVEN HONEYMAN



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AT HOME IN THE WORLD: 01 Steven Honeyman, MBA '93, and son Liam enjoying a little R&R at Chitwan National Park in Nepal. 02 In Bhutan with a government official 03 At the village of Kagbeni in Nepal.

“Recently I made a point of getting out of the compound and going to a ceremony for a house we had built. It’s a prototype, built with bricks made from ground-up rubble. When you see a family getting a house, at a time when more than a million people live in tents, it’s wonderful.

“Not-for-profit is hard, it’s serious business. Don’t underestimate the complexity and the number of different skills you need to do it. One of the most interesting things that MBAs could consider today is the whole world of micro-finance. People are smart, they know how to live, and access to basic credit would change their lives. The Aga Khan Foundation has a great internship program in micro-finance.”

Steven Honeyman, MBA '93
 Director of Learning and Performance,
 Population Services International

After pursuing careers in theatre and music, Steven Honeyman completed an undergraduate degree at Western and moved into the MBA program. After his second year in LEADER, he and two friends traveled through Asia. He started volunteering with the U.S. Agency for International Development in Nepal and joined PSI, an international aid organization, in 1996. PSI works in 67 countries and has 8,000 employees.

“PSI uses private sector techniques to achieve development ends. It’s very entrepreneurial—we hire really great people, send them out to tough places and hope they can figure it out

as they go along. “I ran country programs for many years, and then I was asked to start up a new department to create, design, launch and scale up learning assets for the organization. We’ve launched an online corporate university, a social networking site for problem solving, a wiki for knowledge resources, and most recently, an innovation initiative based on private sector methods. “PSI employees work in very difficult places—in the midst of war or natural disasters, in failed states, in countries where corruption is the norm, where people are in really dire straits, where they don’t have consistent electricity, running water and in some cases food. When you’re in the trenches trying to save

peoples’ lives every day, it’s hard to stop and think about learning how to do things better—but it’s important.

“I got a good piece of advice early in my career: do what you love and the money will come. And that’s absolutely right. The opportunities afforded to me have been amazing on a personal and professional level. I’ve seen some incredible sights and met some amazing people. My sons speak French, English, Thai and Nepali, and they’re only 3, 5 and 8! There are hundreds of thousands of organizations that need the drive, energy, smarts, commitment and passion of an Ivey grad. Personally I’ve never regretted a single day of working in international development.”

Giving to Ivey

A Canadian Icon Honoured—The Rosen family gives \$1 million to support Ivey's new building.



Larry Rosen, LLB/MBA '82, is that rare man who can look stylish striding through a muddy construction site in knee-high steel-toed rubber boots.

But that's no surprise. Larry is the eldest son of Harry Rosen, a Canadian men's wear retail legend and the soul of elegance. Larry is the Chairman and CEO of Harry Rosen Inc., an independently-owned business with 15 stores across Canada.

Recently the company, which has been recognized among Canada's best-managed, announced a gift of

\$1 million to Ivey Campaign for Leadership.

Larry earned his BA at the University of Toronto, and then was accepted into law school at Western. During his first year, he heard about the combined LLB/MBA and applied.

He was the second person to complete the new program. "I knew I wanted to get called to the bar and practice law for a while," he says. "I wanted to get a taste of what being a lawyer was like. But I also knew deep down inside that I was more a businessman than a lawyer, and that eventually I would let my

entrepreneurial spirit out."

In the early 80s, Larry's father began to expand the company nationally from Toronto. In 1981 he opened a store in Edmonton. Within four years, men in major cities across Canada had access to the Harry Rosen magic. Larry was proud of what his father was achieving and intrigued by the possibilities. In 1985 he left the practice of law and joined the family company as a buyer. He became involved in store operations, becoming a general merchandise manager and later a director of the company. He was named President

in 1997 and Chairman and CEO in 2000. Larry describes his role simply: "I work with other executives to fulfill our company's vision, which is to earn the trust and loyalty of Canada's leaders by making them feel confident and look good."

A second Rosen generation is now attending Ivey. Larry's son Ian is in the second year of the HBA program, and his youngest, Graham, is an AEO student who will be applying for the HBA in 2011. Larry's eldest son, Daniel, has a BA in music from Western and a Master's degree in music from an English university.

Michael Boxer (left) of Hariri Pontarini Architects shows Larry Rosen (right) the future location of the “Harry Rosen Lounge & Terrace” within Ivey’s new home.



PHOTOGRAPHER: BRIAN HILLIER

Larry’s wife Susan Jackson is also a graduate of Western Law and practiced law for many years on Bay Street.

Larry is a strong believer in giving back. Harry Rosen Inc. focuses its corporate giving on the cause of prostate cancer research, raising more than \$2 million over the past five years. For Larry, education is also a key concern. “All the world’s problems could be solved through great educational institutions,” he says.

The gift to Ivey was motivated by a powerful sense of gratitude. “My time at Ivey was very profound. It changed my whole paradigm. It

taught me to take responsibility and gave me confidence that I could accomplish great things.” He adds: “To this day, many of my closest friends are people I met in my first year at Ivey—those are bonds you never break.”

At the same time, Larry sees Ivey as an important contributor to the Canadian business landscape, taking high-potential people and shaping them into exceptional leaders. “Ivey teaches you discipline, it teaches you how to work with people, how to inspire people, and how to work in teams. It teaches

you self-confidence and humility at the same time. Canada needs to educate its leaders this way.” Larry is a member of the Ivey Advisory Board and a regular speaker at the School. It was a natural for the family to support the new building, which will allow Ivey to expand its teaching programs.

The Rosen gift will be recognized by naming an area in the new building the Harry Rosen Lounge & Terrace. It is a way for an admiring son to express his appreciation and love. “My father is a self-made entrepreneur who

gives back generously,” says Larry. “What better way to honour one of Canada’s great business leaders than by naming a part of Canada’s greatest business school for him?”

Larry donned a pair of less-than-chic boots to visit the construction site last October. At the time, the dedicated space had no roof, and only two concrete walls. Larry stood in the mud and looked around him appreciatively. “It takes a lot of imagination at this point,” he said, “but I’m very proud. I’m proud of what’s happening here and I’m very happy to be part of it.”

Alumni Association

Engaging Experiences

In early November the Ivey community came together in a truly remarkable one-day event. Global Ivey Day (GID) was a big deal. Here's what it all meant from my perspective.

- We know that engaged alumni contribute to Ivey in all kinds of meaningful ways, from campaign donations to student referrals to brand building.
- Research, including our annual alumni survey, tells us that 25% of Ivey alumni are actively engaged with the School or the IAA.
- We wanted to increase that, and with GID we did. More than 650 participants had never attended an Ivey event before. And GID changed perceptions of Ivey, with over 90% saying they now look more favourably on the School.
- GID also raised the ante for alumni activities, offering world-class events in many locations.
- GID brought the Association together around a single initiative. It strengthened links between the alumni community and the School.
- GID created a global platform for other School activities—next time GID could also be a pinnacle student recruiting day and an opportunity for a major PR thrust.
- Maybe most importantly, GID made it cool to be an Ivey grad, whether you're 28 or 82.

What's the next step? To redefine and grab the attention of a key alumni segment—current Ivey students. The Association is working on a number of initiatives that will combine fun and gravitas, reinforcing for students that they are a part of the Ivey family from day one.

As they say in infomercials, that's not all. The Association has completed its 2010 survey—a critical way to reach out to you and understand what you want from us. Driven by results from the survey, we are developing new programs, strengthening the class liaison program, and sharpening our renewal strategy. It's all about community, professionalism and value creation. Ultimately, it's about engaging with you and connecting you to Ivey.

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

Global Ivey Day 2010



Global Ivey Day was celebrated in 26 cities around the world on November 4, 2010. For more photos visit www.iveyday.ca



Look who's in your network.



Colin Bogar, HBA '05, MBA '08
Entrepreneur and Ivey Alumni Association
Chapter President, Shanghai

How did you end up at Ivey?

The combination of Western campus life, the best business program in Canada, and the UWO soccer program—it was the two-time defending national champion at the time—made the decision a no-brainer for me.

What did you take away from Ivey?

The case study method prepares you to systematically analyze divergent scenarios in a way that traditional teaching methods just don't. The School's general management focus provided me with a full tool kit and the confidence to succeed in many situations. Most importantly, I value the friends and business contacts that I made at Ivey. In China I'm proud to say that we have one of the strongest alumni communities among top business schools.

Why did you come back for the MBA?

I had sold a business I started after HBA, so the MBA gave me a chance to re-evaluate my career. During the program, I took part in the China Study Trip and immediately saw the potential of continuing my career in China. Simply put, it seemed like the right place at the right time.

Proudest achievements?

I'm proud that I can speak Chinese. I'm proud that my first business venture was reasonably successful—I didn't get wealthy, but it wasn't a complete failure. Generally though, I like to think that my proudest achievements lie ahead.

What is success?

It's important to be happy with what you have done and are doing, and also to keep an eye

on continuous improvement and achievement. Both in life and business, improvement doesn't happen overnight but through constant evaluation and analysis.

What is leadership?

First, it's about leading by example—by the way you present yourself and the habits you exhibit on a daily basis to the people around you. Secondly, it's being decisive given all available information. Finally, strong leaders need to be able to recognize and nurture successors.

What's next?

I intend to be in China for the long term. I'm getting married in Shanghai, and I am excited to continue my career in the dynamic Chinese economy.



Shawn Melito, MBA '03

Vice President of Business Development and Strategy,
ID Fraud Protect (a division of Greybrook Capital)

How did you end up at Ivey?

I started university at U of T, but then ended up working in the family business for six years. I went back to U of T, finishing a three-year degree in two, and then went straight to Ivey. Ivey was the only school I applied to—I wanted a top-notch school where other students had real business experience.

What did you take away from Ivey?

It's a holistic education that gives you the ability to tackle any problem from a variety of perspectives. But what really blew me away was the Ivey family and the connections you make. While I was at Ivey my wife had our first child. It was a difficult pregnancy, and everyone at the School supported us.

Proudest achievements?

My proudest achievement is my family. Recently

I won a Humana award for creating a motorized waterscooter for my daughter Abby, who has cerebral palsy. Also, I've been volunteering with Sunshine Foundation, an organization that grants dreams to children who have severe disabilities or life-threatening illnesses, for a few years now. Recently the board realized that we needed to create a fund development subcommittee which I was asked to head, so I went to my connections, most of them Ivey grads. Many of them have responded and are supporting me and Sunshine.

What is success?

Having just enough money to do what I want! Really, it's having the right work-life balance. Being proud of what I do at work is important, but being proud of what I do for my family and community is more important.

What is leadership?

You're asking the wrong guy!

(Editor's note: Actually it's pretty clear, especially from his work at Sunshine Foundation, that Shawn is a committed and inspiring leader.)

What's next?

I'll continue to work my way up in the business world, but if I was ever to get nominated as President of Sunshine Foundation, that would be wonderful. And eventually, I'd like to go out on my own.

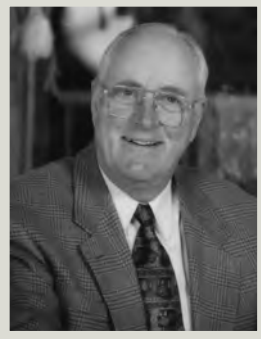
In the photo: Sarah and Shawn Melito, with daughters Abigail (left) and Isabelle (right), and their dog Guinness.

Looking for Class Notes?

To protect the privacy of our alumni, Class Notes are not available on the public Intouch website.

To view the most current Class Notes, please log in to the Alumni Portal, exclusively for Ivey alumni – www.ivey.uwo.ca/alumniportal

Ivey Lives Remembered



Robert Basil Gair, MBA '58, 1932-2010

“He gave his unconditional love and sought little in return – just that we follow our hearts and do the right thing in life. His integrity, passion for knowledge and independent thought continue.”

Bob Gair grew up in Winnipeg and attended the University of Manitoba, where he graduated with a degree in geological engineering. He earned his tuition by training with the RCAF and working in geological camps in Northern Canada.

He joined the MBA program at Ivey in the same year as another Westerner, friend Ed Kemp. “We had similar backgrounds,” Kemp remembers. “We both had undergraduate degrees in engineering and had worked in the resources industry. We had a study group that included several people from the West, and a token Torontonian!” Gair and Kemp were married and the families became close during the intense years of the MBA.

Gair and Kemp both joined large firms when they left Ivey—Shell

Oil for Gair and Imperial Oil for Kemp. Gair moved on to CIBC and then went into consulting, working in Saudi Arabia, Iraq, Libya and Nigeria. In 1976 he and his wife Ruth started a private oil exploration company, Romar Resources. “He really epitomized the entrepreneurial spirit we learned in the business school,” says Kemp. “It takes a lot of nerve and a lot of confidence to start an oil company. There are so many external factors over which you have no control.”

Gair was involved in many community projects, including the Rockyview Water Co-op, the Calgary Winter Club, scouting, sporting groups and industry organizations. “His greatest achievement was his family—his wife Ruth and their three children, Catherine, Jeff and Scott,” says Kemp. He was a ‘golf widower’ as Ruth was

a well-known competitive golfer. Gair kept busy making furniture, hiking, cross-country skiing, fishing and camping. In 1985 he and his wife moved to “The Ranch,” a property west of Bearspaw where he gardened and worked to retain the natural vegetation of the land.

Gair, Kemp and their '58 classmates often got together over the years. They held a large gathering in London for their 40th anniversary. A few years later, a reunion was organized in Calgary, with one of the main functions at the Gair ranch.

“He was the rock of his family,” read his obituary. “He gave his unconditional love and sought little in return—just that we follow our hearts and do the right thing in life. His integrity, passion for knowledge and independent thought continue.”

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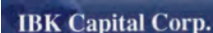
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To find out how your company can support the Ivey Campaign for Leadership, contact Louise Spencer, Associate Director, Corporate Relations at 519-661-4100 www.ivey.uwo.ca/campaign

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I'm
in your
network!



Ivey in one word Inspiration. I felt very inspired to make a difference after learning I experienced organizations and people who were creative business leaders.



TRISH
SULLIVAN

Why Ivey? HBA: a way to ski race with the Varsity Team for an additional year! MBA: an extracurricular adventure. Almost five years after graduating, I found myself sitting in my office thinking "Do I really want to do this for the rest of my life?" The MBA year was a great year to take stock, to have a break from working, do a little extracurricular adventuring while avoiding the need to have a placeholder on my resume that said "1991 to 1992, finding myself"

My section descriptor Motley Crew. A diverse group of people, seemingly very different on the outside, thrown together into a mosh pit and who somehow find kinship, do some pretty decent out-of-the-box thinking, and to our collective surprise, have a ton of fun along the way.

Great moments I won't forget Loved our talent shows, MBA games in Kingston, road trip to Boston/Harvard, year one HBA tour of the Schneider's Plant for Operations Management.

My life title Pathfinder. I consistently find myself in places and positions where I am listening to others, facilitating them to tap into their internal intuition/voice to better understand who they are as people.

Update on me Hmm, I am enjoying life, living in the moment, still have fond memories of our time together. In fact, I continue to have great times with the best friends that I met in the program!

Trish Sullivan, HBA '86, MBA '91

Look who's in your network.

Future Leaders

Students talk about life and learning at Ivey

Finding a Perfect Fit

Lelag Kaprilian, HBA '11 Candidate
successfully navigated the job search process

I transferred to Ivey from Ryerson University. The summer before I came to Ivey I held a position as a marketing intern, and I knew that marketing was where I was headed. In the summer after HBA1, I interned as a marketing analyst at American Express, and I've just signed on for full-time after graduation with Kraft.

The first step in the recruiting process is to get your resume and cover letters in shape. It's a task that may seem lengthy at the time but in the long run it's worth it. There are a lot of resources available through Ivey's Career Management to help you. The next step is attending info sessions. This year Ivey did something new—all the companies came together at a "corporate showcase" at the London Convention Centre.

That's really my favourite part of the process, being able to meet people who work at the companies. You can read all the annual reports you want, but it's when you put a face to the company that you really start to understand what it's like. There are a lot of less formal networking events too. Some of the companies I interviewed with took a group of candidates out for dinner in addition to the info sessions.

I think interviewing is one of my strengths, but I do get nervous. The hardest part is the waiting game after the interviews—you feel vulnerable because you've put yourself out there and then you have to wait to see if they like you!

At Ivey, it's a given that the students are qualified for the jobs. After that it's a matter of assessing fit. I think Kraft saw the passion I have for marketing and for the company. All the Kraft employees I met were passionate about their brands and committed to their jobs. The company has a great track record of success and they're committed to their employees. It was an easy decision for me.

In five years I expect to be in a place where I'm confident in my skills as a marketer and have some concrete results I can point to. Hopefully that will enable me to advance within the organization.



Larry Tapp

Visionary leader in a time of dramatic change



Larry Tapp, Dean of the Richard Ivey School of Business from 1995 to 2003, died on January 31, 2011, at the age of 73.

He is warmly remembered by the faculty, staff and alumni of Ivey as a visionary and strategic leader who was fearless in the face of unprecedented change, and passionate about the critical role of business education for Canada's future. In re-branding the School and embracing internationalization, he set Ivey on a path to global prominence. As a leader he was defined by passion, courage and commitment, but for those closest to him, he will live on in their hearts as an inspiring teacher, storyteller and mentor.

Tapp made his mark in the corporate world in 1985 when he led the leveraged buyout of the global Lawson Mardon Group. After retiring from the company, Tapp was encouraged by Earl Orser and Richard M. Ivey, HBA '47, to come to Ivey. Early in his tenure he led Ivey and the rest of Ontario's business schools through the deregulation of tuition for graduate and undergraduate programs, a massive

change that lessened the School's dependence on government funding and allowed Ivey to chart its own destiny.

Tapp also oversaw the branding of the School with the Ivey name, expansion of the HBA and PhD programs, the launch of Ivey Hong Kong, and the growth of the research program. But the accomplishment he was most proud of was reconnecting the School to its powerful global alumni network. He once referred to alumni as "the backbone of the School."

"Under Larry the School's relationship with its alumni was solidified, making a lifelong connection," says Glenn Yonemitsu, MBA '89, former Executive Director, Ivey Advancement and currently CEO, Canadian Association of Management Consultants. During Tapp's tenure, the Ivey Alumni Association Board of Directors was formed, Ivey Advancement grew, the Ivey Campaign raised

more than \$78 million, and the Ivey Distinguished Service Awards were launched.

Tapp's greatest talent was his ability to inspire others to reach higher. Trevor Hunter, MBA '97, PhD '05, served as Tapp's teaching assistant in his popular course on corporate governance. "Everyone will remember Larry for his leadership as a dean and a businessman," says Hunter. "I will remember him that way too, but it is how he supported and inspired me when I needed it most that I will never forget."

During his final days as Dean, Tapp was asked what he thought Ivey could achieve in the years ahead. He replied simply: "The future is whatever we want it to be. We're as good as anybody else—it's just a matter of how much we care and how hard we want to work."

To read other tributes to Larry Tapp and to submit your memories, please visit: www.ivey.uwo.ca/media/larry-tapp-tribute



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NATIONAL BANK IS STEPPING UP.

Bill Tebbutt, HBA '88, MBA '92, helped connect Ivey and his company to create the National Bank Financial Markets Case Competition, held for the first time in January 2011. The event gave first-year HBA students like Simone Lapointe an opportunity to explore critical issues around financial risk. "This is a natural extension of the Bank's existing relationship with Ivey," says Tebbutt. "It's an opportunity for us to personalize our exposure to HBA students, and a chance to share our expertise in risk management with future business leaders, as well as showcase our position as a thought leader in the field." He adds: "It's always a great feeling to be back at Ivey. It was a memorable experience for students and a good day for National Bank!"

Bill Tebbutt, HBA '88, MBA '92
Managing Director, Equity Capital Markets
Corporate & Investment Banking
National Bank Financial Group

Simone Lapointe, HBA '12 Candidate
HBA1 Section President

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