

Richard Ivey School of Business  
The University of Western Ontario

IVEY

# Intouch



## Walking on Air

Andrew Ganton, MBA '12, and other Class of 2012 alumni  
have a big jump on the competition →

## Intouch Features

### Surfing the Silver Tsunami

One quarter of CEOs say they can't pursue market opportunities or strategic initiatives because they don't have the talent they need. And you thought the economy was sluggish! Fact is, the en masse departure of the Baby Boom from the workforce is creating some critical gaps, and human resources professionals and recruiters are working hard to fill them.

*p.14*

### Class of 2012: Catching Air

They've captained ships, done AIDS research, scouted for professional hockey, run large companies, served in developing countries, and much, much more. Now the Class of 2012 is armed with a new, Ivey-bred understanding of leadership and ready to take a leap into their futures.

*p.20*

### The Better Idea

It was touted as a beautiful and functional building that would capture the Ivey ethos in stone and glass and make us all proud. And guess what? The new building delivers on all counts and then some. Donors talk about why they're thrilled by the results.

*p.26*







Intouch Departments

## Left Turn

Michelle Stanford, MBA '98, was a high-flying consultant and executive when she got a call from the ultimate head-hunter – God.

*p.10*

### 03 | Dean's Message

Ivey is well positioned to fill the talent gap.

### 04 | Coffee with Professor Guy Holburn

Energy policy is a hot topic in Canada these days, and Holburn is right there at the intersection where policy, politics and business meet.

### 06 | Editor's Note and Ivey Buzz

### 09 | Passions

Some people cook to eat. Pierre Bergevin, HBA '89, cooks to live (and lives to cook).

### 30 | Ivey Alumni Association

A tribute to the creative leadership of outgoing Chair of the IAA Board, Mark Healy, MBA '05.

### 32 | Ivey Class Notes

Who's doing what, where and with whom? All the answers are here.

### 33 | Ivey Lives Remembered

We honour the rich and diverse lives of three graduates of the 50s: Larry Agranove, HBA '50, PhD '71, Eugene Farley, HBA '56, and Dean Muncaster, HBA '56.

### 46 | Future Leaders

Mark Gilbert, MBA '12, was one of four co-Chairs of the Ivey LEADER Project, and helped lead expansion of the project into India, Haiti and Tanzania.



### Intouch on the Web

[www.ivey.ca/alumni/intouch/magazine](http://www.ivey.ca/alumni/intouch/magazine)

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Cover Photo: Nation Wong

# Dean's Message



PHOTOGRAPHER: NATION WONG

In a recent report published by the World Economic Forum, the global talent gap was highlighted as one of the most critical issues facing economies in the near future—no matter what country or what industry you operate in.

It really shouldn't be a surprise. A huge demographic shift—a sort of slow-moving social revolution—is happening. While 80 million Baby Boomers are poised to retire in the next five to seven years, only 40 million GenXers are ready to take their place. Add to this challenge the growth of emerging markets, such as China and India, and their voracious hunger for talented managers to grow their businesses, and the opportunities and challenges quickly multiply.

The competition for talent will come from all corners of the globe. Human capital will become an undeniably real bottom-line issue.

The great news for our students and alumni is that it will be a seller's market, and there is no group of individuals better positioned to capture the opportunities of this incredible global shift. While some leadership skills are immutable, others change as the business environment changes. Ivey has always worked hard to stay relevant. Our focus on globalism, international experience, and entrepreneurship reflects the new realities. Our insistence on character and ethical behaviour is a constant.

Many employers say their goal is to find "T-shaped employees"—people with both depth and breadth. That's what Ivey's Cross-Enterprise Leadership strategy is all about. Today, as we have done for 90 years, our students hone their functional skills, but they also learn how decisions reverberate through an organization and across a global supply chain. No wonder the School produces more Top 40 under 40 winners than any other university faculty in Canada.

A talent gap is looming, and Ivey graduates are ready to fill it.

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



# Coffee with Professor Guy Holburn



Born and raised in England, Guy Holburn did his first degree in economics at Cambridge. After working as a consultant with Bain and Company for several years in the U.K. and South Africa, he moved to the University of California at Berkeley to study for his PhD in economics and public policy under Nobel laureate Oliver Williamson. He joined Ivey in 2001, serves as the new Suncor Chair in Energy Policy, and now leads the Ivey Energy Policy and Management Centre.

## **Why economics and public policy?**

Being able to apply some of the lessons of economics to practical policy decision-making is one way to have a real impact.

## **What's your approach to teaching?**

I like to bring lessons from my research into the classroom. At the moment, I teach a Corporations in Society course, which looks at the external pressures on corporations and how they respond to these pressures. Business students tend to be very focused on how firms

can out-compete their rivals in the marketplace, but they also need to understand the broader political and societal environment.

## **What do you enjoy about your job as an academic?**

You're really in control of what you do and you can follow your own interests, largely on your own schedule.

## **What is the Ivey Energy Policy and Management Centre about?**

Our goal is to bring careful, independent,

fact-based research to energy policy issues, so that decisions can be based on evidence rather than speculation. There's a real need for this in Canada at the moment. We're working to bring together industry, government, NGOs and academics to assess which policies are going to be sustainable and acceptable over time.

**What research streams are you pursuing currently?**

I have an ongoing interest in how policy and politics affect energy sector

companies and their strategies on issues such as mergers and acquisitions, renewable technology development and international expansion. I'm also exploring how companies work to build more productive relationships with governments, interest groups, NGOs and other stakeholders.

**What else are you passionate about?**

I have always enjoyed the thrill of traveling in far-flung places, and attending opera is a luxury I indulge in whenever I can. I'm also a politics junkie.

**You've seen the British, American and Canadian systems from the inside. Any reflections?**

Although it's a cliché, in the U.S. there really is a stronger culture of private enterprise and entrepreneurship, coupled with a philosophy of government restraint. Canada has enormous potential wealth in its natural resources and work force. I'd like to see a Margaret Thatcher-type leader shake things up to create a more dynamic, entrepreneurial spirit.

**What's next?**

In the next five years I'd like to build up the Ivey Energy Policy and Management Centre and really have an impact on policy in the energy sector. Perhaps I'll become more directly involved in politics one day in the future.

**So, is an Oxbridge accent an advantage for a university professor?**

Maybe it helps in the first five minutes, but students see through it fairly quickly!

Is there an Ivey prof, current or retired, who you'd like to have coffee with? Send your suggestions to [intouch@ivey.ca](mailto:intouch@ivey.ca)

# Editor's Note

Former Mayor of New York Ed Koch once said during a Convocation address, “The fireworks begin today. Each diploma is a lighted match. Each one of you is a fuse.”

How true of our Ivey graduates, some of whom you will read about in this issue of Intouch. These are women and men prepared to light up the sky wherever they choose to go. And unlike fireworks, their energy will change the world forever.

Part of what gives Ivey alumni this power to make a difference is their active participation in the Ivey Network. During their time at the School, they had opportunities to meet alumni and experience the value of the Network. Some may even have found their first jobs as a result of Ivey connections. All of them will find individual alumni and alumni chapters in cities around the world waiting to welcome them with open arms.

Of course, the Ivey Network is a two-way street. Our new Ivey graduates will also have the opportunity to contribute to the School in many ways. Consider Mark Healy, MBA '05, the outgoing Ivey Alumni Association Board Chair who is honoured in this issue. Only five years after graduation, Mark stepped up to this pivotal role, worked tirelessly, dreamed big, and pushed the organization forward in remarkable ways. Not everyone will choose such a momentous way to give back, but I hope that everyone will find some way.

I know that each new Ivey alum will take great pride in his or her lifelong association with the School. As so many previous graduates have told me, an Ivey degree is a recognized badge of honour. It is also a life-changing experience.

In turn, we at Ivey take great pride in this year's graduating class and in our thousands of remarkable graduates around the world. You reflect the mission and brand of Ivey and build the School's reputation as you build your own. Congratulations all!

Kelly Cole  
Intouch Editor in Chief

Send your letters to  
kellycole@ivey.ca



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



PHOTOGRAPHER: NATSON WONG

# Ivey Buzz

## Living the Mission

Ivey students give back to local and international communities



ABOVE: First-year HBA students (left to right) Areeba Raza, Apoorv Gupta and Emanuel Bursuc participate in LemonAid.

For the second year in a row, Ivey's HBA1 students concluded their year with the Hunter Straker and Ivey Gives LemonAid project. Armed only with \$50 in seed money, a cardboard lemonade stand, a pitcher and a set of markers, groups of students fanned out across London and Toronto to raise as much money as possible in 48 hours. A test of their entrepreneurial, marketing and problem-solving skills, the project raised more than \$42,500 in support of the United Way of London and Middlesex's Matched Savings and Microloan Program.

Meanwhile, MBA students held the first Ivey Impact Day, volunteering in various charitable activities from consulting to spring cleaning. MBA student Jonathan Del Rosario, one of the organizers of the event, spent the day doing yard work for Ronald McDonald House of Southwestern

Ontario. “It's about helping them out and seeing the smiles on their faces and the enthusiasm—that's what I'm really after.”

Some Ivey students went further afield to give back. Sixteen HBA students spent May and June teaching African business students in Kenya, Ghana and Rwanda, conducting research into micro-financing, and helping to develop African business cases. “This is a major opportunity for the School and our students,” said Professor Nicole Haggerty, HBA '89, PhD '04, who organized the elective course. “It makes good business sense to train future business leaders about what is going on on this continent.” The LEADER Project also added sites in Tanzania and Haiti this year (see page 46 for more information).

And some students gave back by growing moustaches! The annual Movember fundraiser for Prostate Cancer Canada involved more than 380 Ivey HBA and MBA students and raised more than \$21,000, the highest of any campus campaign.

“The creativity, hard work and dedication that the students showed through the LemonAid project is truly commendable. Not only did they put their learning into action, they also put the Ivey mission into action in a big way.”

Dean Carol Stephenson



## Ready, SET To Go

### Professor Emeritus Launches International Charity

Don Barclay was a popular and highly successful marketing professor at Ivey for more than 23 years. Now he's putting his passion for education at the service of children in rural Togo.

Barclay and his brother Robert Barclay, a retired VP with Bank of Nova Scotia, visited Togo, a poor west African country, in 2011 as part of Sleeping Children Around the World. Sleeping Children is a Canadian-based charity that distributes bed kits in the developing world. As they traveled through 10 Togolese villages, the Barclay brothers began to pay attention to the state of the village schools. "Many of them had thatched roofs and open sides, with the rain lashing in," says Barclay. "But we were also struck by the positive attitude of the people we met who clearly felt

that education was the future of the country."

Inspired by their experience, they and two others on the trip, Dr. Anne Langlois Carette and Dr. Simon Carette, established Support. Education. Togo. (SET To Go). In the first year of operation, SET To Go, working with local partners and communities, has funded three projects: construction of two schools and renovation of a third. The organization has also provided books, scholarships and uniforms.

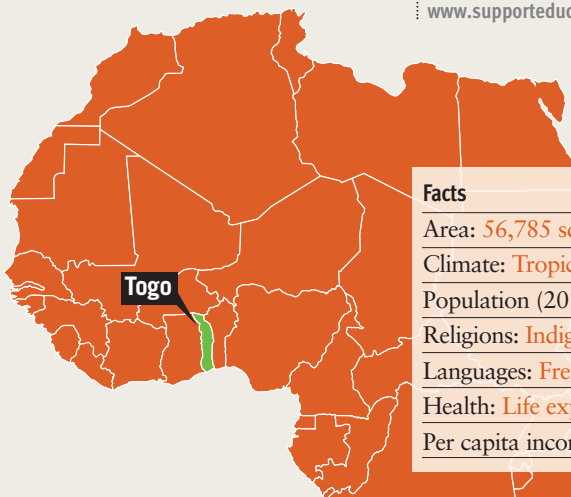
"I feel very blessed, so I feel compelled to give back," says Barclay simply. "This project combines my lifelong interest in children with my interest in education, and uses my business sense and marketing expertise." Moving ahead, SET To Go hopes to raise \$100,000 per year and complete two to three projects.

For more information, visit [www.supporteducationtogo.org](http://www.supporteducationtogo.org)



**"The attitude of the people is so positive, so energetic, so oriented toward making change, that we felt we just had to jump in."**

Professor Don Barclay



#### Facts

Area: 56,785 sq. km.; slightly smaller than West Virginia

Climate: Tropical

Population (2011 estimate): 6,771,993

Religions: Indigenous beliefs 51%, Christian 29%, Muslim 20%

Languages: French (official), local (Ewe, Mina, Kabye)

Health: Life expectancy (2011) – male 60 years, female 65 years

Per capita income (2010): \$900

## Team of Leaders Conference

Learning about the power of collaborative leadership

In May, the Ian O. Ihnatowycz Institute for Leadership presented Collaboration: Living Together, Working Together, Achieving Together, an invitation-only two-day conference designed to introduce the Team of Leaders (ToL) concept. ToL is a system of collaborative decision-making resulting in actionable understanding developed by the U.S. army, and now recommended for other organizations.

The keynote speaker, Lieutenant General Russel L. Honoré, led the U.S. Department of Defense response to several crisis situations, including Hurricane Katrina and the 2002 Washington sniper. "Leaders who wield absolute power are good for media coverage," said Professor Gerard Seijts at the conference. "But there is nothing stopping collaborative managers from taking the market by storm."



ABOVE: Professor Gerard Seijts, Ian O. Ihnatowycz Chair in Leadership and Executive Director of the Ian O. Ihnatowycz Institute for Leadership (left) with Lieutenant General Russel L. Honoré.

## Sustainability on the Agenda

Student and faculty conferences explore the triple bottom line

A student conference in March and two Ivey conferences in April focused on issues of sustainability. At the March conference, presented by RBC Foundation with support from Purolator, students were inspired by the words of Nick Parker, Founder and Executive Chairman of the Cleantech Group. The conference also included panel discussions with industry experts. A week before the conference, the Ivey MBA Sustainability Club held its Ecological Footprint Reduction Challenge, challenging people across Western's campus to make small lifestyle adjustments to reduce their ecological footprints.

In April, at a conference sponsored by Great-West Life, London Life and Canada Life, sustainability leaders from

more than a dozen countries gathered at Ivey's Network for Business Sustainability to share their knowledge and brainstorm new ideas. One panel session featured Tim Faveri, Director of Sustainability and Responsibility for Tim Hortons; Peter MacConnachie, Senior Sustainability Issues Management Specialist with Suncor; Deborah Moynes-Keshen, Executive Vice President Automotive Industries Association of Canada; and Luc Robitaille, Corporate Director of Environment at Holcim Canada.

"We need to take big challenges and divide them up into biteable challenges," said Moynes-Keshen. "We need partnerships and we need collaboration. No one organization is going to change the world." In the same week, an academic conference, led by Professor Mike Valente and sponsored by the Beryl M. Ivey Fund for Corporate Social Responsibility, brought together more than a dozen faculty members to discuss how business can play leading roles in response to systemic problems.

### United Nations Global Compact

In 2008, Ivey became the first business school in the world to subscribe to the UN Global Compact, an initiative to encourage businesses to respect human rights, and labour, environmental and anti-corruption principles.

# 7000

By Rio +20 in June, more than 7,000 corporations in 135 countries had signed on. Among the commitments announced at the sustainability conference:

# 0

Microsoft will achieve net zero emissions in many parts of its operation by boosting energy efficiency and buying renewable energy.

# 8%

ArcelorMittal, the world's largest steel-makers, will reduce its CO<sub>2</sub> emissions by 8% for every ton of steel produced by 2020.

# \$10B

DuPont will spend \$10 billion by 2020 to launch 4,000 new products to produce more food, and enhance nutrition and farming sustainability.

# 500M

South Africa's Eskom and U.S. Duke Energy will help provide electricity to 500 million people in developing countries by 2025.

"Waste not, want not. That's what our grandmothers taught us, and that's what we've got to do here."

Nick Parker, Founder and Executive Chairman of Cleantech Group

## Lyn Purdy leads Executive MBA program

Professor Lyn Purdy took over the reins of the EMBA program from Glenn Rowe on July 1. Purdy received the David G. Burgoyne Award in 1998 and was nominated for the Lawrence G. Tapp Excellence in Teaching Award in 2002. Her research interests include the organizational impact of new technologies and performance evaluation of supplier organizations. She has 18 years of teaching experience at the executive level, and has taught on Ivey's Agricultural Bank of China EMBA program and the current J.D. Irving EMBA program.



PHOTOGRAPHER: NATION WONG

"Lyn will continue to grow Ivey's impact both nationally and globally, while maintaining our position as one of the top EMBA programs in the world."

Eric Morse, Associate Dean, Programs

# Passions

Pierre Bergevin, HBA '89, combines a high-powered career in commercial real estate with a talent for haute cuisine.

Tell us about your passion! E-mail [intouch@ivey.ca](mailto:intouch@ivey.ca)

I ATTENDED WESTERN WITH THE IDEA OF GOING to medical school. That was a baptism by fire! It was soon clear that I wasn't cut out for medicine. My roommates talked me into applying to Ivey. I joined Cushman & Wakefield when I graduated and I've been with the company ever since.

At university you do anything you can to increase your chances of meeting girls. In my case, cooking was my ace in the hole! My mom sent me to school with a cookbook of my favourite recipes. My roommates and I cooked for the neighbours, all of whom happened to be pretty girls.

I don't sing, write, play a musical instrument, paint, or dance well. Cooking is an avenue for me to be creative. Some people can play piano by ear: I can bring tastes together. I've had some professional education in technique and of course my science background helps. I can interpret a recipe well, and I've created some new dishes—but not to the extent of a professional chef, most of whom are under 30.

I'm a fan of molecular gastronomy—the concept of using naturally occurring chemical reactions to create taste sensations. Otherwise, my cooking is generally French technique with some Japanese influence.

At our house, meals are a time when everyone puts down their electronics and works together. When kids are involved in meal prep, they see how all the flavours blend and they're more open to new food experiences. Our kids used to be fussy eaters, but now they're comfortable with squid, frogs' legs, whatever.

I offer a four-person multi-course meal at our house to raise money for United Way. In addition, once a year a friend and I do a 12-course meal for a small group of Cushman & Wakefield clients in advance of our annual ski day. Everyone wants to participate so we give them all a job. It's fun to watch people with two left hands making pasta—and then cleaning up afterwards. Wine helps!

My last meal would be classic French bistro—escargots, French bread, roasted bone marrow with parsley salad, and duck confit with duPuy lentils. I've done virtually everything in the French Laundry Cookbook except the head of veal, which frankly would have to be on a dare. My latest cooking adventure? On the May 24 weekend, we built a giant grill and did a seafood bake—crawdads, lobster, shrimp, corn and potatoes. We invited friends and family and had a grand old time.



PHOTOGRAPHER: NATION WONG

# Left Turn

She tried to ignore the call, but eventually Michelle Stanford, MBA '98, left business to become an Anglican priest

Made an interesting career “left turn?” Tell us about it! E-mail [intouch@ivey.ca](mailto:intouch@ivey.ca)

I GREW UP IN BELLEVILLE AND DID A BIOLOGY degree at Western. When I graduated I worked in the pharma industry. I went back to Ivey in 1996, because I thought I wanted to do my PhD in marketing. I learned about consulting and decided to do that instead. I was with AT Kearney for six years, working in the U.S. all the time. By the time I had my third child it was too much. I worked for IMS Health in Philadelphia until 2008.

I believe that God loves everyone, and I know that a lot of people haven't signed up for that value proposition yet. There came a point at which I decided I wanted to be in sales and marketing for God.

It took four years for me to accept God's call and register for my Masters of Divinity. I really didn't have a plan or an idea what the outcome would really be. It wasn't until I was half way through the program that I said, “Okay God, I'm not going to argue any more—I'm in!”

Too often mainline religious institutions have become out of touch with the realities of what people need to live faithfully in contemporary society. I don't think that turning up at church once a week offers adequate nourishment and support. People need to talk and discern. What lights me up is inviting and encouraging people to come together to talk, listen, share and explore together. I love creating a space where people can grow their faith, or in some cases, get it back.

I don't even use the word “religion.” Religion doesn't help me: faith helps me. Being surrounded and inspired by other faithful people helps me. It's like working on a really good team.

When I was in business, the metrics were about revenue and share price. Now they're about compassion and justice.

Full-time ministry is way more intense than any corporate job. It's 24/7, at one-tenth the pay! And you live your work deep in your emotive and spiritual being.

Check out Michelle's online ministry at [lifegiving365.com](http://lifegiving365.com)



## Value Investors Gather

The winning approach of Ben Graham and Warren Buffett explored

On April 25, 120 executives, investment professionals and students gathered at the Board of Trade in Toronto to discuss the principles, practices and applications of value investing. The conference was organized by Professor George Athanassakos, the Ben Graham Chair in Value Investing. It kicked off with a presentation by Lauren Templeton, founder and president of Lauren Templeton Capital Management and granddaughter of renowned value investor Sir John Templeton. A panel of

investment professionals explored the value investing methodology, and a panel of corporate executives talked about how they create value for their shareholders.



Presenter Lauren Templeton, of Templeton Capital Management, opened the conference

“Value investors live a more calm and balanced life than other investors, who find that market volatility takes a toll on them.”

Professor George Athanassakos

## The Ben Graham Centre for Value Investing at Ivey

Mission: to research, teach, apply and promote the style of investing developed by Benjamin Graham in the early 1930s, referred to as Value Investing.

Think of stocks in the same way you would think of a business.

Don't follow, but instead try to take advantage of the manic depressive Mr. Market.

Always look for a margin of safety.



02

01 Ivey Pre-Business lecturers, Eli Gladstone, HBA '10, and Sean Burkett, HBA '09



03

02 Julie Gosse, HBA '03, MBA '11  
03 Dean Carol Stephenson

## Awards and Honors

Professors Emeriti **Michiel Leenders** and **Jim Erskine**, and **Louise Mauffette-Leenders**, received the Outstanding Contribution to the Case Method award from the European Case Clearing House, the award is considered the Oscars of the business school world.

Professor Emeritus **Ross Archibald** received the 2012 Frank S. Capon Distinguished Service Award from Financial Executives International Canada in recognition of his work in research and advocacy.

Dean **Carol Stephenson** was one of two business leaders selected as inductees into the Junior Achievement London (Canada) and District Business Hall of Fame.

**Lori Turik**, Executive Director of the Ivey International Centre for Health Innovation, has been appointed to the Governing Council of the Canadian Institutes

of Health Research (CIHR) for a three-year term.

Three Ivey Pre-Business lecturers (above), **Sean Burkett, HBA '09**, **Eli Gladstone, HBA '10**, and **Julie Gosse, HBA '03, MBA '11**, were among the four honourees presented with Western's University Students' Council Teaching Awards of Excellence for 2011-2012.

Ivey Professor **Paul Beamish, HBA '86, PhD '85**, had his appointment as Canada Research Chair renewed for another seven years in recognition of his high-impact research on multi-national enterprises and joint venture performance.

Ivey was recently re-accredited through the European Quality Improvement System (EQUIS), the leading international system of accreditation of higher education institutions in management, for a five-year term.

Two Ivey students, **Jiemi Gao** and **Connor Lyons**, were among 30 recipients of Export Development Canada's International Business Scholarships for the 2012-2013 academic year.

## Western Honors Business Giants

Prominent Ivey alumni Watsa, Hill and Cope receive honorary degrees from Western



**Prem Watsa, MBA '74**, is known as the Warren Buffet of the North. A highly influential Canadian businessperson, Watsa is Chairman and Chief Executive Officer of Fairfax Holdings Ltd. Watsa serves on the Ivey Advisory Board, and has received the Ivey Business Leader of the Year award.



**Paul Hill, MBA '69**, has led The Hill Companies as President and CEO through its exponential growth since 1978. Based in Regina, Saskatchewan, Hill also founded One Life Makes a Difference, a charitable foundation that focuses on assisting disadvantaged youth. He is a member of the Ivey Advisory Board.



**George Cope, HBA '84**, President and CEO of BCE and Bell Canada, is a seasoned Canadian telecommunications executive who served in CEO roles in the industry for more than 15 years prior to joining Bell in 2005. Cope also serves on the Ivey Advisory Board.

## Here come the Judges

At the 23rd Annual Scotiabank International Case Competition in March, a stellar group of Ivey alumni gave their time and expertise to judge presentations by student teams from business schools around the world. The judges were:

**Sylvia Chrominska, HBA '75**,  
*Group Head, Global Human Resources and Communications, Scotiabank*

**Jacqueline Bukaluk, EMBA '03**,  
*Vice President, Global Employment Strategies, Scotiabank*

**John Kelleher, HBA '97**,  
*President and CEO, R.J. McCarthy*

**Lisa Hyde, Managing Director, Impact 360**

**Mary Federau, MBA '87**,  
*Executive Vice President & Chief Human Resources Officer, Mattamy Homes Limited*

**Irfhan Rawji, Director, Onex Corporation**

**Darren Jack, HBA '88, MBA '92**,  
*Managing Director, Impact 360*

**Bram Belzberg**,  
*Chairman and CEO, KEV Group Inc.*

**Kevin Higgins, HBA '87**,  
*President, Fusion Learning Inc.*

**Kevin Yousie, HBA '77, MBA '80**,  
*President, Crosswater Partners*

**Beverly Behan, HBA '81**,  
*President, Board Advisor, LLC*

**Jeremy Bornstein, HBA '01, MBA '06**,  
*Managing Director, Enterprise Strategy, RBC*

**William Burnfield, MBA '84**,  
*Principal, Privatization & Regulation Specialist, Great Village International Consultants*

**Anthony Chang, HBA '80**,  
*Group Managing Director, Lasco Group of Companies*

**Garrett Taylor, HBA '96, MBA '03**,  
*Director, LEVEL5 Strategic Brand Advisors*

**Katie Herbert, HBA '10**,  
*Special Assistant to President & CEO, RHB Group LP*

**Laura Turgeon, HBA '09**,  
*Investment Banking, Credit Suisse First Boston*

# Resource Centre

New knowledge, information, and perspectives from Ivey to help you manage better.

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## Add character to B-school curriculum, says Crossan



PHOTOGRAPHER: NATION WONG

Professor Mary Crossan, MBA '85, PhD '91, recently wrote an essay exploring how business educators can develop leadership character in their students. "Existing practices focus on teaching functional content over character," says Crossan. "Business

educators can enable leadership character development through our own behaviours, relationships and structures." The recommendations included in the essay were used to shape a new course in the MBA program on transformational leadership.

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## Engineers not best marketers, says Silicon Valley insider

The April 2012 edition of *Ivey Business Review*, the biannual magazine written, edited and produced by Ivey students, included an interview with Michael Mace. Mace is a former Apple executive and consultant with Rubicon who is currently CEO of Cera Technology.

Among many other topics, Mace talked about marketing and product development in high-tech companies. "[Many] companies separate the understanding of users from product development. That's why we get so many products that only an engineer would love and it's one of the reasons why Apple is able to routinely outmanoeuvre so many other companies... At Apple the product managers are dictators. If you do a good job and you create a good product, you get to keep your job. If you

do a crappy job, they fire you. That Darwinian nastiness very quickly produces a cadre of really good product managers." To read the full interview, visit [go.ivey.ca/mace](http://go.ivey.ca/mace)



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## Managers make a company entrepreneurial

We all know that entrepreneurial orientation is an important factor in the success of many enterprises. But is it a company's culture, or the individual managers running it, that determine whether the company has an entrepreneurial orientation? Ivey Professor Brian Anderson argues that, "Managerial philosophies and dispositions matter." Managers who have both a "promotion focus" and a "prevention focus" are

best able to assess the benefits and risks of an investment and make good decisions. To read more, visit [go.ivey.ca/anderson](http://go.ivey.ca/anderson)

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## Sustainability in operations breeds success

Professor Stephan Vachon, PhD '03, explores issues of sustainability in operations. In a recent article he looked at various environmental projects to determine which produced the biggest bang for the buck. He was surprised to find that "core" projects—those involving the actual product or underlying production process—brought higher returns than "non-core" projects relating to activities such as waste management and transportation. "In addition to better returns, there's an even bigger benefit," he says. "The core projects lead to the development of greater capabilities and knowledge within the firm. These new skills can be transferred to other aspects of the organization, such as quality or lean management." To read more, visit [go.ivey.ca/vachon](http://go.ivey.ca/vachon)

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## CEOs give more to political parties

Research by Professors Brian Richter and Adam Fremeth, HBA '00, found CEOs of Standard & Poor 500 companies give an average of \$4,000 more per year to political parties than they did before becoming CEOs. The authors say that while some fraction of these contributions can be attributed to long-standing preferences and ability to contribute, the striking changes in behaviour cannot be explained by these factors alone. Among possible explanations, the authors suggest that, "Political involvement, whether instrumental for the organization or


not, may simply be another part of the job—one of the ways leaders are expected to participate in the larger community."



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## Consumers don't always know why they choose

Professor Andrew Perkins says that consumers often make choices based on "unconscious cognition"—processes going on in the back of their minds that they may not be aware of. As a result, traditional market research sometimes fails to explain consumer behaviour. In one experiment, Perkins gave vague patient scenarios to physicians and then asked them to prescribe remedies. Some were given pads showing the logo of a branded drug and others were given blank pads. Those with the branded pads were more likely to prescribe the branded drug, but most couldn't remember what was on their pads. In another stream of research, Perkins found that people prefer brands that reflect their "idealized self"—the person they want to be—rather than their actual self-image. He is now exploring how activating the ideal self can lead to behaviour change. To read more, visit [go.ivey.ca/perkins](http://go.ivey.ca/perkins)



Margot Thom, MBA '92,  
Managing Director Global  
Talent, Deloitte & Touche:  
“We must ensure that  
we have talent strategies  
appealing to all the  
generations, and create  
communication tools that  
take into account the  
differences.”





# Surfing the Silver Tsunami

How do Human Resources professionals keep their companies fuelled with bright young talent, even in a tough market?

According to five Ivey alumni, by sticking to the basics and executing well.



**WHATEVER YOU CALL IT**—the war for talent, the leadership gap, the silver tsunami—it’s getting tougher for companies to find the people they need. The reason is clear: in mature economies the generation born immediately after World War II is about to retire. As Paul Farkas, MBA ’80, National Manager, Human Resources and Administration for Hyundai Auto Canada, puts it, “When people my age start leaving the organization there’s going to be a huge gap, and it will get worse before it gets better.”

For companies operating in developing economies, the challenge is to keep pace with rapid growth. Roger Young, HBA ’86, is Global Director, Human Resources—Architectural Coatings and Director, Global Organization Planning and Development for PPG Industries, Inc., a multinational coatings company. “In China where our company is expanding very quickly, we just don’t have enough talent to fill the opportunities that are out there.” No wonder a global survey found that one in four CEOs was unable to pursue a market opportunity or had to cancel or delay a strategic initiative because of talent issues.

Clearly, most companies are looking for motivated and talented recruits with strong leadership potential, but beyond that, it’s industry and geography that determine specific needs. Young says his company needs talent with a global perspective and a good understanding of what it takes to do business in diverse regions and cultures. “We’ve developed a new leadership model that’s aligned with the realities of doing business in a global marketplace,” he says. “We’re looking for recruits who fit that model.”

To help fill the pipeline, Young has developed some cadetship and scholarship programs designed to identify emerging talent in Chinese universities. His team also builds

relationships with government research institutes and various industry associations. A strong employment brand is critical, he says, in both emerging and mature markets.

For Farkas, the recruitment challenge is more about finding the right people to fit the unique Hyundai culture, which he describes as “traditional” and “testosterone-fueled.” Beyond technical skills, Farkas looks for people who can hold their own and embrace challenge, are comfortable in the consensus-based Asian business culture, and are focused on providing outstanding customer service. He counts on traditional methods like job fairs and university and college recruiting, and also uses social media.

Jeff Hersh, HBA ’00, MBA ’04, is Director of Corporate Strategy and M&A at Bell Canada, and oversees recruitment for his small team. Recruiting primarily from top business schools, he looks for people who are interested in the telecom and media industries, have strong critical thinking and communication skills, and are comfortable with change and ambiguity.

At Deloitte & Touche, Margot Thom, MBA ’92, Managing Director Global Talent, looks for people with technical skills and the ability to build strong client relationships. To ensure fit, she often brings candidates into the organization for a day at a time. A small group of top students are invited to the three-day Deloitte Leadership Program, which provides even more face-time.

Louise Martin, HBA ’90, is Vice President of Human Resources at aerospace company Messier-Dowty Inc. She knows her company needs people with keen technical understanding, but they must also be able to work in an environment of risk and change, and have a tolerance for the stringent requirements of a highly regulated industry. She goes to career

fairs at universities and colleges, and also counts on social media and job boards to get the message out. Messier-Dowty offers a very generous employee referral program: when employees recommend the company to a friend, and the friend is ultimately hired, the employee gets a cash bonus.

Of course, getting the right people in the door is just the beginning. Keeping them and helping them realize their full potential is where the rubber meets the road. “Talent retention is certainly one of the key challenges we face,” says Martin, “especially as we’re competing with much larger local organizations where opportunities for upward mobility may be greater.”

At Messier-Dowty performance reviews are conducted three times a year, providing an ongoing opportunity to set objectives, review progress, and put together individual development plans. High-potential employees are identified and can become part of an international talent pipeline. The company also offers employees opportunities to work abroad. But Martin says one of the most successful strategies is also the simplest and most greatly appreciated: through flex hours Messier-Dowty employees get Friday afternoons off year round.

Farkas admits that Hyundai, which has been growing very quickly over the past four years, is a little behind the curve in providing formal development programs. But the strength of the Hyundai brand and opportunities of growth are definite pluses. “People who are attracted to this business are usually car enthusiasts,” he says. “That means they’re looking at the product and the strength of the brand, and right now we have that to offer. Young employees are going to get exposed to a lot more things than they would in a more established, steady-state

“If they leave us, we want to make sure they leave really happy because they’re our best sales reps for our next hires.” —Jeff Hersh, HBA ’00, MBA ’04, Director of Corporate Strategy and M&A, Bell Canada *(pictured left)*

organization, and they'll be sitting in meetings with the CEO a lot sooner."

Like Farkas, Hersh believes that the best way to engage and retain employees is to give them a wide range of experiences. He ensures that his new analysts have individual development plans based on their personal goals, and work on a variety of projects across Bell's different business groups. Hersh knows that some employees will move on to other positions within or beyond Bell, but it doesn't bother him. "If they leave us, we want to make sure they leave really happy because they're our best sales reps for our next hires."

At PPG, too, new hires are moved quickly through a variety of different experiences and exposures, and also have an opportunity to move globally. They undergo a rigorous assessment of leadership potential using

methods like psychometric testing and 360 feedback. Promising hires also learn through PPG Academies and other formal training.

Not surprisingly given its business, Deloitte makes a significant investment in the learning and development of its employees. Like others, Thom believes that experience is the best teacher. When it comes to formal development, Texas-based Deloitte University is an 800-room campus where many employees participate in management training. Thom is also a firm believer in measurement, going beyond retention numbers to track employee engagement through survey data.

Clearly, the challenges presented by demography, growth and globalization aren't going away any time soon. In his list of upcoming goals, Young includes fostering global mobility, developing effective retention

programs in emerging markets, and providing future leaders with cross-enterprise, cross-regional experience. Thom believes that one of the biggest issues today is managing four generations in the workforce simultaneously. "We must ensure that we have talent strategies appealing to all the generations, and create communication tools that take into account the differences." Martin agrees, adding that the expectations of younger workers for rapid career advancement will keep companies on their toes.

But Farkas isn't sure that generations differ dramatically in what they're looking for in a job and career. "I agree wholeheartedly with [marketing guru] Daniel Pink that everyone is looking for autonomy, mastery and purpose—and ultimately, for the opportunity to make a difference." ■

“Talent retention is certainly one of the key challenges we face, especially as we’re competing with much larger local organizations where opportunities for upward mobility may be greater.”—Louise Martin, HBA '90, Vice President, Human Resources, Messier-Dowty Inc. (*pictured right*)

## Ivey Career Management

Professionals in Ivey Career Management support students in their job searches and help companies connect with promising candidates. "The firms who are winning the talent game are the ones who understand that students are looking for a relationship," says Director Sharon Irwin-Foulon. "Our students also want to feel they're part of something bigger than themselves, and that they're working with people who share their values."

### 2011 Placement Results

Visit [www.ivey.ca/recruiter](http://www.ivey.ca/recruiter) for more information. 2012 results will be available in the fall.

#### MBA

Consulting 22%  
Finance – Corporate Office 15%  
Finance – Corporate Banking 13%  
Consumer Packaged Goods 8%  
IT Telecommunications 7%  
Wholesale/Retail 6%  
Finance – Other 5%  
Finance – Insurance 4%  
Legal Service 4%  
Healthcare/Pharmaceuticals 4%  
Leisure/Entertaining 3%  
Government 2%  
Manufacturing 2%  
Other 5%

#### HBA

Finance – Corporate Banking 23%  
Accounting 19%  
Consulting 18%  
IT Telecommunications 7%  
Consumer Packaged Goods 6%  
Energy/Resources 4%  
Finance – Asset Management 4%  
Finance – Other 3%  
Arts/Media/Entertainment 2%  
Education 2%  
Finance – Insurance 2%  
Manufacturing 2%  
Wholesale – Retail 2%  
Marketing/Advertising/Public Relations 1%  
Other 5%

## What CEOs are thinking about talent management

The 2012 PWC Annual Global CEO Survey found:

**24% of CEOs** said they were unable to pursue a market opportunity or had to cancel or delay a strategic initiative because of talent

**31% are concerned** that skills shortages have had an impact on their company's ability to innovate

**23% expect** major change to the way they manage their talent

**Nearly half said** it is becoming more difficult to hire workers for their industries





**“Everyone is so driven and dedicated,  
it really pushed me to do the best I could.”**

**—lan Meagher, HBA '12**



# Class of 2012 Catching Air

Ivey's graduating students are the other side of the talent management equation. They are future leaders with the skills, confidence and knowledge to excel. As Intouch discovered, they are definitely not standing still!

## Ian Meagher, HBA '12

At some point most Canadian boys dream of playing in the National Hockey League. Ian Meagher's dream is just as big. "I'd love to be an NHL General Manager one day," he says. "It might take me 30 years or even longer, but that would certainly be the dream job." With a father in the hockey business, Meagher grew up surrounded by and playing the game. Although he was drafted by the Ontario Hockey League (OHL), he decided to carry on with his education. At Ivey he was stimulated and challenged by his peers. "Everyone is so driven and dedicated," he says. "It really pushed me to do the best I could." Meagher spent the fourth year of the HBA program working part-time for Maple Leaf Sports and Entertainment, as a games crew member for the Toronto Marlies. He also worked as a scout for the Barrie Colts, an OHL team.

"Fit was the most important thing I was looking for in a job," he says. "I wanted a position that didn't have strict boundaries—an opportunity to continue to learn and carve

my own path." That's what he's found as Media and Public Relations Coordinator for the Marlies. It's a small shop and he will soon be taking on additional responsibilities as the club's Community Relations Coordinator.

"I want to learn every aspect of the business," says Meagher. "If I do get the opportunity to work for an NHL team one day, understanding all facets of the business will help me build stronger relationships with people in the organization."

## Brianne Beaudoin, HBA '12

Sometimes the simplest business ideas are the best ones.

When Brianne Beaudoin was in high school in Vancouver, she had the idea of opening a wholesale account with American Apparel, a popular clothing brand. She purchased clothing at the wholesale price and then "retailed" it to her family and friends, earning a little money for herself and offering them a substantial discount.

Beaudoin brought that instinctive grasp of business with her to Ivey, where she was co-President of the Retail Business Club. She was also involved in the Community Consulting project, which pairs local non-profit organizations with Ivey students for strategy projects.

When it came time for a job, she wanted a team environment that would push her professionally and personally. Consulting seemed a natural fit. Beaudoin chose to join BCG. "They understand how demanding the job is and make every effort to accommodate people and allow them to achieve balance. They care about their employees." She is also excited about working for a truly global firm with endless opportunities for advancement. Eventually, Beaudoin hopes to use the skills she has acquired as a consultant to work in a start-up or launch her own venture.

"Obviously it's going to be a tough journey and a lot of work," she says. "But the colleagues I've met so far are amazing, and that was a deciding factor."



“What made Ivey unique was the very diverse and interesting cohort of students—all very genuine, down-to-earth people who became good friends.”

—Andrew Ganton, MBA '12



PHOTOGRAPH BY ANDREW WONG

### Andrew Ganton, MBA '12

Andrew Ganton trained as a biomedical engineer, doing graduate work in the rarefied world where neuroscience and engineering intersect. Yet when he reflects on his Ivey experience, it's the people he values most. “All the technical stuff was great, but I think you can learn that at a lot of MBA programs. What made Ivey unique was the very diverse and interesting cohort of students— all very genuine, down-to-earth people who became good friends.” The feeling was obviously mutual: Ganton was elected valedictorian for his class.

Ganton spent several years working in the medical devices field before deciding to do his MBA. “Engineers and scientists have a lot of really interesting ideas,” he says. “But they really struggle with bringing them to market. I was interested in bridging that gap.” That's what he will be doing as a Product Manager with Medtronic in Lausanne, Switzerland.

The role will allow him to integrate his own diverse background. The company, he says, is “very established, but at the same time innovative,” and his colleagues

genuinely care about the clinical impact of the products they market. The job came about after Ganton introduced himself to a fellow Ivey grad working in the field. “I'm thrilled about this role, and it happened because of the Ivey network.”

### Ghaznia Khan, MSc '12

As an undergrad, Ghaznia Khan traveled to remote areas of Latin America as a medical volunteer and served a research internship at Johns Hopkins University. Yet when you ask her about a highlight, she doesn't hesitate.



"I'm the CEO of my own brand—I manage sales and marketing, strategy, media, everything. I love it!"

—Ghaznia Khan, MSc '12



**“I want to be remembered as a good man,  
a good boss, a good businessperson, and a good alumnus of Ivey!”**

**—Joe Leung, EMBA '12 (Hong Kong)**



“One of the best moments was when I received the Ivey Emerging Student Leader Award,” she says. “It was important to me that my scientific achievements were recognized in the context of a business school.”

Through her research in HIV and stem cells, Khan became interested in the process of commercializing new technologies and drugs. The Ivey MSc brought together her interests in research, business and internationalism. In the new program, only 10% of the students are Canadian. Says Khan: “You’re essentially learning from the brightest minds from around the world.”

Khan looked for a job that would challenge her and establish her business bona fides. “I wanted to be in an organization that would appreciate my input and where I could grow into more senior roles.” Her new position as Associate Brand Manager with Johnson & Johnson is a perfect fit. “I’m the CEO of my own brand—I manage sales and marketing, strategy, media, everything. I love it!”

### Ranjith Raja, MBA ’12

If you entertain romantic notions of pirates who look like Johnny Depp, Ranjith Raja has a different perspective. Raja served for eight years in the Indian merchant navy. On one trip through the Gulf of Aden, Somali pirates, known for their violence and brutality, gave chase. Raja’s ship narrowly avoided being boarded. “The whole incident lasted 15 or 20 minutes,” he says, “but it felt more like a year.”

Raja achieved his captain certification at a young age, but decided that life on the open seas wasn’t for him. An MBA was his route to an alternate career as a shipping industry executive. “When I came to Ivey I was looking for soft skills—communications, presentation skills, relationship management, organizational behaviour—as well as the basics of business management, and that’s exactly what I got.”

Raja says he is now looking for a job that will allow him to work in a collegial setting. “Onboard ship few people know you by name and there’s no personal connection with your manager. I think a relationship should develop between employer and employee. At this point that’s more important to me than compensation.” Raja plans to spend the next decade moving up the corporate ladder, and eventually hopes to start his own business providing shipping services.

### Joe Leung, EMBA ’12 (Hong Kong)

At the age of 10, Joe Leung confidently told his family that he would someday have his own business in partnership with his older sister. Now he’s preparing to take their company to the next level, armed with the skills he acquired in Ivey’s EMBA in Hong Kong.

Leung studied textiles and clothing at Hong Kong Polytechnic and then worked in sales and marketing for a textile company in Japan for eight years. He joined his sister in her clothing manufacturing company and together they switched the focus from shirts and pants to lingerie, a business that requires special techniques not easily replicated by new entrants. For the next 10 years, their business grew rapidly as an OEM and ODM manufacturer. Eventually Leung realized that future success lay in owning and building their own brand.

At Ivey everything Leung learned was relevant to his burgeoning business. He even managed to overcome his fear of numbers. “I went from hating finance to loving it, which was really an amazing transition for me in 18 months!” He also met Aries Ng, an EMBA ’11 (Hong Kong) grad, who also operates a family business. They were married in May.

Leung plans to build his designer lingerie brand, Chasney Beauty, into a dominant Asian lifestyle brand, and then eventually open a technical school for lingerie manufacturing. “I want to be remembered as a good man, a good boss, a good businessperson, and a good alumnus of Ivey!”

### Lori Evans, EMBA ’12 (Canada)

“Any fool can know. The point is to understand.”

Einstein’s famous quote is a favourite with Lori Evans, who says understanding is exactly what the Ivey EMBA is about. “Real understanding comes from the integration of theoretical and practical knowledge,” she says. “It comes from experience and decision-making. It comes from learning something on Thursday in accounting that you need to know in your marketing class on Friday.”

As an undergraduate Evans saw the law as an intellectually challenging career that offered a range of job choices. She became an in-house

counsel because she liked the idea of making decisions, rather than simply advising from the sidelines. In 2011 she was named one of Canada’s Top 25 Most Influential Lawyers by *Canadian Lawyer* magazine.

Evans says the EMBA program helped her appreciate how much she had learned during her almost 20 years as an M&A and corporate lawyer. “My classmates recognized that I’d developed a robust skillset in business matters beyond my legal expertise,” she says. “They helped me see it too.” In the next phase of her career, she will use her new toolkit and understanding to become a stronger and more dynamic business leader. When it comes time to retire, Evans looks forward to “having the time and bandwidth to work on interesting projects with smart, like-minded people.”

### Daina Mazutis, PhD ’12

When Daina Mazutis left a good job in marketing to do her PhD at Ivey, she took an 80% pay cut. Now that she’s on faculty at IMD, one of the world’s top management schools, it’s clear that she made the right move.

After her undergraduate degree, Mazutis spent a decade working in media buying and brand management. Her own experience in industry had raised a lot of questions about the impact of effective leaders on their organizations: she decided a PhD was the best way to answer them.

At Ivey, Mazutis received a prestigious Trudeau scholarship. The extra funding allowed her to focus on her research and play a key role in the Leadership on Trial project led by Professors Mary Crossan and Gerard Seijts. She also wrote a top-selling case about tech giant Research in Motion.

Mazutis’s doctoral thesis focused on the relationship between strategic leadership and corporate social responsibility. She hoped to land a job in a business school with a strong reputation for executive education—a place where she would regularly rub shoulders with the business leaders she studies. “I ended up in the place that I thought I might retire in,” she says with delight. “There’s an incredible group of people focused on exactly the issues I’m interested in. Where else can you change the world by talking to top CEOs about the way they run their businesses?” ■

## The Better Idea

Donors agree that Ivey's new building raises the bar for business schools worldwide

**JOHN FRANCIS, HBA '86**, came to Western with a well-thought-out plan to become a doctor. In second year as he prepared his applications for medical school, his father casually suggested that he also apply to Ivey. Francis didn't have the required Business 257 course, so he took it during Intersession. "That course changed my perspective completely," he recalls. "I was so energized that I knew I would love business school."

His Ivey experience became the foundation for a stellar career. That in turn provided Francis with the means and the inspiration to make a leadership gift in support of the new Ivey building. "Ivey has always been uniquely positioned to be a trailblazer and to pursue excellence in business education," he says. "I'm delighted to assist in that endeavour."

Many paths lead to Ivey. For some it's a family tradition; for others, a family first. Some

travel halfway across the world; some live around the corner. But however they get here, most Ivey students have a transformative experience at the School, one that leaves an indelible mark on their careers. And many choose to honour the experience by giving back.

That's why Ivey has been able to raise more than \$30 million in private funding toward the construction of its new building, in the midst of uncertain economic times. Combined with \$50 million in funding from the provincial and federal governments, and \$22.5 million from Western University, alumni contributions ensured the project moved forward quickly and is now almost complete.

Betty-Anne Lindsay and her husband Tom Lindsay both completed the MBA program in 1981. "It was a wonderful experience for us," says Betty-Anne. "Ivey had a strong impact on our careers and our lives." Tom went on to spend 12 years in

the financial services industry before joining the Belcorp Group of Companies, a privately-held conglomerate. Betty-Anne worked as a consultant for Price Waterhouse until 1990 and now manages the family investment business.

When they heard about the new building, the Lindsays readily offered their support. Says Tom: "We're just so appreciative of the education we received at Ivey, it's an opportune time in our lives, and this is a project that really caught our fancy."

John Francis loved his whole Ivey experience, and especially relished the policy project. "It was an opportunity to get into a real business," he says, "and to understand how hard it is to turn ideas into action and meaningful outcomes." After graduation Francis worked with Goldman Sachs in New York, and later with billionaire investor David Murdock in Los Angeles. But his policy project experience really came in

handy when he returned to Canada to help his father grow the family business. He ran the company from 1992 to 2007, when it was sold for some \$400 million.

At that point, Francis began to think carefully about the organizations he wanted to support. The Hospital for Sick Children in Toronto, where he now chairs the Foundation board, was a top priority. So was Ivey. When his friend Jon Love, HBA '76, talked to him about plans for the new building, Francis didn't hesitate. "It just feels absolutely right: we are writing a new chapter for the School."

Bill Jandrisits, HBA '83, MBA '90, always dreamed of attending Ivey but as one of four children, he knew that he couldn't afford to leave home for university unless he could find a way to pay for it. So he entered an essay contest run by the Steinberg Corporation, and won a full scholarship.

After the HBA, Jandrisits



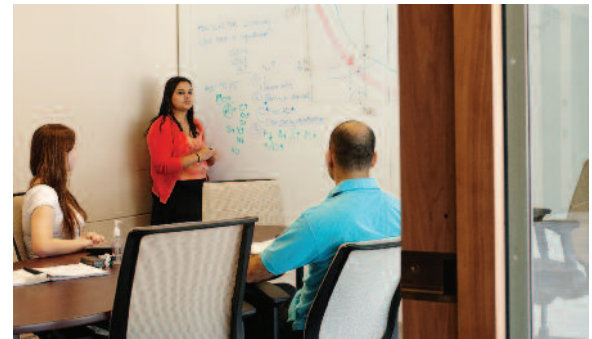
**"I think it's going to be a long time before somebody gets a better idea for a business school."**

**—John Francis, HBA '86**



**“It’s the right environment for learning, with lots of space to meet casually and wide corridors.”**

—Bill Jandrisits, HBA '83



worked in real estate until the market dipped in 1989. He returned to Ivey for his MBA, and then went on to work with Citicorp, RBC, and Starwood Capital in increasingly senior roles. At the age of 50, he came back to Canada where he is CEO of MCAN, a mortgage investment company.

Jandrisits also embraced the idea of the new School, and the opportunity to make a significant difference. “When I look at how wonderful my opportunities have

been because of this School, I absolutely have an obligation to ensure that others have the same opportunity,” he says. “I feel proud to have been given the opportunity to contribute.”

Nora Aufreiter and Lawrence Pentland, both HBA '81, met at Ivey. Aufreiter says the School gave her the confidence and capacity to pursue her MBA at Harvard and then launch her business career. “I am still a strong believer in the practicality of the case method,” she says.

“Ivey’s classroom experience helped me develop my leadership skills and my ability to defend my point of view in real-time debate.” A 25-year veteran of McKinsey & Company, she is currently a Director and leader of the Toronto office.

Pentland completed an MBA at Wharton, worked in consulting at Bain and Company, and later joined Dell, rising to become President of Dell Canada and Latin America. “The HBA program created many early opportunities for me and gave

me an important credential when I was applying to U.S. business schools,” he says. “I now recognize that, long before my first day of classes at Ivey, other people had given generously to the School. I hope that our gift will benefit the many students who follow after us.”

Most donors stepped up to support the new building on the strength of an architectural vision. Now they’re seeing the three-dimensional reality, and they are clearly delighted.



**“This is necessary for the School to compete going forward with other facilities that top students are looking at.”**

—Betty-Anne Lindsay, MBA '81



**“It creates an atmosphere of grandeur and strength, but at the same time, warmth and intimacy.”**—Nora Aufreiter, HBA '81

Jandrisits toured the building one weekend in fall 2011 while visiting his son, a computer science student at Western. He talked his way past the security guard by explaining that he had two degrees from Ivey. “I was really impressed by the open concept and the natural light,” he says. “It’s the right environment for learning, with lots of space to meet casually and wide corridors. It’s more welcoming, and more conducive to the things that happen at Ivey every day.”

The Lindsays, who saw the new building at Homecoming in October 2011, were also impressed. “It’s so light and bright compared to the old building,” says Tom. “It’s great to bring all the programs together in one facility again. This building will serve the School well for another 50 years.” Adds Betty-Anne: “This is necessary for the School to compete going forward with other facilities that top students are looking at.” Pentland says the new building has “the look and feel of a place

where learning can be enjoyable and the possibilities to have an impact in the business world can seem limitless.” Aufreiter was especially impressed by the three-storey Grand Hall with its beautiful fieldstone fireplace. “It creates an atmosphere of grandeur and strength, but at the same time, warmth and intimacy.” She believes the new building will help to strengthen Ivey’s brand globally. “It is a highly visible symbol of the School’s value proposition.”

John Francis had his first tour of the building in May 2012, when the final touches were being added to the first phase of construction and the second phase was well under way. “It’s stunning,” he says. “It’s a very energizing building, and I love the generosity of space. The design is contemporary but it has a timeless quality to it.” He pauses and then adds, “I think it’s going to be a long time before somebody gets a better idea for a business school.” ■

# Alumni Association

## First among equals

When Intouch was preparing this feature to celebrate the contributions of outgoing Ivey Alumni Association (IAA) Board Chair Mark Healy, MBA '05, he told us not to make it about him. Really? After three years of energetic and creative leadership and a huge leap forward in alumni engagement, Healy deserves a moment in the sun. That's why we turned to three of his close associates on the Board to talk about what his tenure has meant.

When Anthony Ostler, MBA '97, joined the IAA Board in 2007, he was immediately impressed by Healy, a recent grad who was then Chair of the Marketing and Communication Committee. "Mark was professional, creative, logical and effective," remembers Ostler. "I was usually in agreement with what he had to say and energized by what he was doing." So energized, in fact, that Ostler is now preparing to take over from Healy as Chair of the Board.

At Ivey, Healy made his mark with Ivey Builds, an ambitious project that included constructing a house for Habitat for Humanity and hosting a major conference on corporate social responsibility. Five years later, Healy had an even bigger idea—Global Ivey Day. There were naysayers but Healy pushed ahead. The inaugural event exceeded all expectations. In 2011 Global Ivey Day involved 39 events in 23 countries. "It was a bold move," says Alexa Nick, MBA '95, a fellow member of the IAA Board. "To this day I've no idea how he pulled it off!"

That's the thing about Healy—he has big dreams and somehow he makes them happen. He also has a talent for taking other people along for the ride. "His energy and enthusiasm draw out the best in others, helping them be creative and try new things," says Ostler. "He does an amazing job of helping people accomplish more than they ever thought they could."



Nick joined the Board to lead the Voice of Alumni Committee, so she worked closely with Healy. "I could tell he had a lot of creative ideas and out-of-the-box thinking," she says.

Kevin O'Brien, HBA '93, past Chair of the Board, made an "inspired" move in choosing Mark as his successor. Ostler agrees. "Kevin had put a lot of work into developing a strategy that was coherent and sustainable," says Ostler. "Mark unlocked the value of that strategy."

Mark Whitmore, MBA '91, was recruited to the Board by Healy. He became a committee chair and worked on Global Ivey Day. "Mark is a bold, strategic, inclusive and thoughtful leader," he says. "Sometimes bold, strategic

people can be a bit dictatorial, but Mark's not like that—he's constantly looking for people to get involved and he gives credit generously."

Healy will certainly be remembered for introducing Global Ivey Day, but his leadership went far beyond one event. Alumni engagement more than doubled in three years, moving from 17% to 36%. In part, that's a reflection of the Board's new strategy of segmenting alumni by age, industry and organization. Healy also helped develop a strong alumni program for Ivey students.

Despite the hard work, his colleagues say Healy made being on the Board a pleasure. "Mark is a very caring person and has a good ability to connect with people," says Ostler. "He's just a fun guy to hang out with." Nick appreciates Mark's mischievous sense of humour. "You can just see the little smirk on his lips, the squint of his eyes, and you know he's going to say something hilarious. Or inspired, or both!"

Working on the Board with Healy was a bit like re-living the Ivey experience, Whitmore says. "It's intellectually challenging, you get to interact with a lot of other great Canadian business leaders, and you're dealing with an issue that everyone is passionate about—how to create value for Ivey alumni and for the School."

He adds simply: "Mark embodies the leadership that Ivey is famous for."





**“I’m very proud of what we’ve been able to do in terms of creating value for alumni, communicating value to alumni, and then measuring value.”**

## Healy speaks

**We give the last word to Mark Healy, who will step down as Chair of the IAA Board in November.**

*“When I took on this job, there were two things I wanted to do. I wanted to use all the work that had been done on strategy as a jumping-off point to get into action mode. I was determined to execute on our strategy, focusing on engagement as the key. And we had this big idea: Global Ivey Day.*

*“What I’ve enjoyed most is the people I’ve met and the relationships I’ve built. I used this job as an opportunity to try leading in a different way. I’m usually hands-on but I was fortunate to have a lot of support from Alumni Relations and the Dean’s Office and a strong senior team around me on the Board and in the Chapters. They really did the hard work. Together we’ve accomplished a great deal.*

*“Everybody will assume that Global Ivey Day is my legacy. But at a more fundamental level, I’m very proud of what we’ve been able to do in terms of creating value for alumni, communicating value to alumni, and then measuring value. It’s tricky to tease out the value proposition of the Association for alumni, but we’re a lot closer than we were. The segmentation we’ve recently put in place acknowledges that the value for a 25-year-old alum is different from the value for a 45-year-old alum. The engagement dashboard we’ve established ensures that we can measure engagement and that the needle continues to move significantly.*

*“I’m going to be a dad in August. Being a good dad is first and foremost for me. I’d love to join another non-profit board eventually. And I’m sure I’ll always be attached to Global Ivey Day in some way.”*



# Ivey Class Notes

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



## Looking for Class Notes?

These are not available on our public alumni website to protect the privacy of our alumni. If you have a degree from Ivey, please log in to the secure Alumni Portal at [www.ivey.ca/alumniportal](http://www.ivey.ca/alumniportal) with your unique username and password to view an electronic version. Forgot your password? Email [alumni@ivey.uwo.ca](mailto:alumni@ivey.uwo.ca) for assistance or follow the retrieval instructions on screen.

From Martha (Bensor)



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

Class Agents are alumni who are committed to the development of the Business School through annual fund support and personally reach out to their classmates to encourage financial support and participation. To become a Class Agent, please contact Cathy Vitkauskas at [cvitkauskas@ivey.ca](mailto:cvitkauskas@ivey.ca)



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# DON MCDUGALL IS STEPPING UP FOR THE NEXT GENERATION.

Don McDougall, MBA '61, has always known that education unlocks the future. A native of rural PEI, he entered the Ivey MBA program at 21, "because somebody took a chance on me." McDougall went on to a career of strong leadership, serving as CEO of Labatt Breweries and Novatronics. "There's no question that my business success was directly related to what I was taught at Ivey." His five children all earned MBAs, three of them at Ivey.

McDougall has served on the Western University Board, the Ivey Advisory Board and the Ivey Campaign Cabinet and provided generous financial support. In addition, he and his wife Marion have made a bequest to the Ian O. Ihnatowycz Institute for Leadership to ensure that a new generation of young leaders are prepared for success. "We believe the School's focus on global leadership is the right direction," says McDougall. "We wanted to provide some support and encouragement." His gift, once realized, will enrich the learning experience for students like Melissa Guiler, who looks forward to starting her studies at Ivey in September.

**Don McDougall, MBA '61**  
**President & Chief Executive Officer**  
**Rambri Management Incorporated**

**Melissa Guiler**  
**HBA '14 Candidate**

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STEPPING UP FOR THE NEXT GENERATION



To find out how you can leave a legacy to Ivey and support the Ivey Campaign for Leadership, contact Terra Ahrens, Associate Director, Individual Giving at (519) 661 3874 [www.ivey.uwo.ca/campaign](http://www.ivey.uwo.ca/campaign)

**Richard Ivey School of Business**  
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# LOOK WHO'S IN YOUR NETWORK.



Ivey in one word  
Experiential.

Janet Winkler



**Why Ivey?** It seemed as though everyone at Western was focused on getting accepted to Ivey so I figured I should check it out. I liked the intensity, the case approach and the community feel of the program.

**My section descriptor:** Rogue students who didn't take themselves too seriously.

**My funniest Ivey memory is...** Tim Scott showing up the first day in satin shorts designed as an American flag design. I knew I was in the right place and the right section. And of course the Schneider's tour—more indelible than great.

**What advice would you give an Ivey grad today?** Be humble—there are a lot of smart people out there to learn from. If you stop listening because you think you know it all, you'll soon become yesterday's leader.

**Update on me...** I'm still running in-sync but now as part of the much larger Publicis Groupe and still having fun. I have one recent Ivey grad (HBA 2012), a son at Wash U studying science and a daughter heading to Western as an Ivey AEO. All good. That leaves me and Howie at home with the dog!

**My life title:** Inspirational Leader. It's something I strive for, whether it's at in-sync or as a mom, at home.

**Ivey: one word:** Experiential. Ivey is about a group of people learning from each other in a highly experiential way.

**Homecoming 2012:** I'm definitely going to be there! Hoping to see lots of old friends!

Janet Winkler, HBA '82

Look who's in your network.

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# LOOK WHO'S IN YOUR NETWORK.



**Ivey in one word**  
Experience.

**Marc Chernoff**



**Why Ivey?** I was already attending Western, but I was in the Biology program. I felt that I needed a change, so why not go to the top business school in the country!?

**My section descriptor:** Fun, Hard Working, and Accomplished.

**My funniest Ivey memory is...** Any and all memories I have from being in the beloved late Professor Hurst's class. She had an uncanny knack to call out anybody on ICQ, so much so that it was the only class where everybody eventually turned it off!

**What advice would you give an Ivey grad today?** Don't be afraid to change jobs to do something you love.

**Update on me...** I'm currently working as a Senior Training Consultant and Project Manager at a construction software company where I get to

work with many different clients across North America and the world. More importantly, I have been happily married for four years to my wife, Kim, and have a two-and-a-half-year-old boy named Jack and another baby on the way who is due in October.

**My life title:** Integrator: An integrator is essentially someone who specializes in bringing all parts of a system together to function effectively. At work, I am a Training Consultant, where I basically help clients integrate their current processes into the construction software. Outside of my profession, I work in conjunction with my wife to ensure that our house is a home and that our son is adapting to growing up.

**Ivey: one word:** Experience. Ivey was a fantastic and invaluable experience that has helped lead to all of my current job opportunities.

Marc Chernoff, HBA '02

**Look who's in your network.**

join us this fall...

september 28-30, 2012

# homecoming



[www.ivey.uwo.ca/homecoming](http://www.ivey.uwo.ca/homecoming)

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# Future Leader

Students talk about life and learning at Ivey

## Leading LEADER

It started with the fall of the Berlin Wall. More than 20 years later, the unique Ivey Leading Education and Development (LEADER) Project continues to expand and evolve. Mark Gilbert, MBA '12, was one of four Executive Directors who ran the program and added three new sites in 2012. (The other three directors were Scott Innes, HBA '12, Kavitha Pachagounder, MBA '12, and Taylor Sekhon, HBA candidate 2013.)

I have a huge passion for traveling, experience running a small business, and a longstanding history of coaching, both in sports and at my former company. I saw LEADER and its mandate of coaching entrepreneurs in developing regions as a perfect fit.

When we looked at our current sites, we felt we were having a strong impact in all of them, but one or two were pretty well developed. We were given a mandate to expand.

The site in Bangalore came about because of the School's strong interest in building ties with India. In Tanzania we're working with a Toronto-based charity, Youth Challenge International. Haiti was a result of the resourcefulness of Taylor Sekhon, who spent his Reading Week networking for LEADER. We are partnering with an organization that's running a reality TV show about entrepreneurship! Our Ivey instructors will be providing advanced training to 40 finalists on the show. The winners will receive grants of \$5,000 to start their businesses.

Launching and running a new venture is extremely challenging and not everyone is cut out for it. What I hope these students gain from our courses, beyond a deeper understanding of business concepts, is the ability to think through the complexities of starting a business. If half the participants in each site launch businesses within the next year and are better off for having received our training, that would be a tremendous win.

I think as instructors we come out with a much deeper understanding of what we've learned at Ivey, and a better ability to handle complexity and uncertainty. As one alum of the program said, you also come to understand in a very visceral way how lucky we are to have access to the education and experiences we have. It's also about the power of business to move human development forward.

In the long term we see LEADER continuing to focus on teaching and coaching entrepreneurs. We also see a role in helping our participants get better access to financing, therefore improving the impact we can have in each site. We asked our teaching teams to set up meetings with banks and other organizations while they were on the ground. We want to realize the potential of our participants' ideas, optimism and hope.



PHOTOGRAPHER: NATION WONG



LEFT: Stephen Sandre, EMBA '11, wears grey polo by Ralph Lauren  
RIGHT: Rachel Fabugais, EMBA '13 Candidate, wears red polo by Nike  
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