Charged Up On Sustainability

Gordon World MBA ’04
The world needs leaders and managers who have the ability to think broadly and responsibly on global issues. It is no longer enough to know the basic business management subjects. We are also expected to have a broader social perspective. UVic Business accomplishes this through our unique four-pillar philosophy that emphasizes integrative thinking, creativity and innovative programming, an international focus, and experiential learning.

We do not teach in traditional business silos but in integrated areas of specialization. Our holistic approach introduces our students to the big picture and provides a better understanding of the inter-connectedness of business issues. At UVic Business, you not only study the practice of management but you also learn through relevant, hands-on experiential elements.

We also believe that we need to create an environment where leaders and managers can gain a global mind-set to connect with other people’s worlds and cultures. We recognize the role business plays in making the world a better place, which is why the theme of this issue focuses on sustainability.

Just as business leaders need a different way of thinking, they also need a different sense of responsibility toward society. We only have to remind ourselves of the lessons of Enron and WorldCom to understand the need for business leaders with a strong ethical and moral compass.

We need leaders who can act as change agents. Creating social good, building trust and community networks is a key responsibility for leaders and managers. These topics are now part of the core curriculum—Global Business and Society, and Business and Sustainability and all part of what makes UVic Business different and relevant.

Sincerely,
Ali Dastmalchian
Professor and Dean

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ECO-FRIENDLY SAILING VENTURE WINS INNOVATION COMPETITION: This year’s Peter Thomas Innovation Project, where UVic Business entrepreneurship students have just $5 and 10 days to design a profitable business, saw two eco-friendly sun and surf ventures take first and second place in the “most sustainable” category and two other teams win the “most profit” award. “The innovation project is a bit like The Apprentice,” says business professor Brock Smith, “except we’ve been doing this for eight years and no one gets fired. Students just get fired-up on their new found entrepreneurial skills.” With just $5 in capital, the Sail With Us team created a green business that delivered value across a triple bottom line: students sold environmentally friendly sailing trips; they offered students a significant discount rate; and they subsidized tours to the Big Brothers and Sisters organization, so that children who could not otherwise experience the excitement of sailing on the B.C. coast would have a chance to do so. Their efforts garnered them top billing on the sustainability plaque provided by Triton Logging Inc. (see article page 9). For more information and photos visit www.business.uvic.ca.

The Innovation Project would not be possible without the generous support of Peter Thomas, one of North America’s most recognized motivational speakers and business visionaries. Peter’s dynamic career has spanned more than three decades in the fast-paced worlds of investment and real estate. He was founder and Chairman of Century 21 Real Estate for Canada, which at the time of its sale was the country’s largest real estate network. His company, Thomas Pride International, developed the Four Seasons Resort and Hotel in Scottsdale, Arizona. Peter founded Samoth Capital Corporation (SCC) in 1984, a North American real estate financial services company. In 2001, Samoth merged with Centrecorp and today is known as Sterling Centrecorp Inc. and is a major North American public real estate company specializing in managing and developing shopping centers. In 2001 Peter retired from active management of the company but still remains a major shareholder in the newly combined companies.

Inspired by a Young Presidents’ Organization seminar he attended decades ago, Peter learned the power of living in alignment with his values. After the suicide of his son, Todd, in 2000, Peter developed the LifePilot program to assist people to navigate their way toward more meaningful lives, and to raise funds for mental health charities through Canada and the U.S. Today, thousands of people worldwide have participated in LifePilot seminars and millions of dollars have been raised for charities, including a model Crisis Response Unit for the Royal Jubilee Hospital in Victoria, B.C. Peter takes a special interest in including university students in LifePilot and is proud of the LifePilot Mentorship Program which a number of UVic students are currently involved in.

In addition to supporting the UVic Business Entrepreneurship program through the Innovation Project, Peter serves as a World Presidents’ Organization Director and International Chairman of the Board of Trustees of the Young Entrepreneurs’ Organization. He is committed to a life of health, happiness and personal freedom. He lives in Switzerland with his wife Rita. 
From Vietnam to Canada and Back Again

A homecoming:
Si Heng Tang (BCom ’02) works in the International Programs Office of UVic Business. His family joined the millions who risked everything to flee Vietnam. Some survivors stayed in refugee camps for years, while the luckier ones were taken in by countries like Canada. The following is Si Heng’s account of his return to Vietnam after a 27-year absence.

Even though I believed I couldn’t possibly remember, everything seemed hauntingly familiar as I stood staring up at the house where I was born. I don’t recall what life was like then and have relied on stories and my imagination to be my source for memories. I learned of my family’s journey out of Vietnam and eventual arrival in Canada over many, many conversations. In April 2005 I returned to Hanoi and felt like I had finally come home.

Twenty-seven years earlier in September 1978 my family, along with thousands of other ethnic Chinese, fled Vietnam to return to Southern China and start a new life. We stayed in China for only one month before deciding to join the many people leaving to find an opportunity for a better life. My parents sold everything and raised enough money to charter a boat to get us to Hong Kong.

My family, along with 31 of our relatives, spent 36 days on the South China Sea hoping to make it to land before a tropical storm hit or pirates attacked; either one would have meant certain death. From what my parents have told me, the trip was very difficult. Many that made the trip before us did not have enough food or water and those who were weak at the outset, did not make it. We arrived in Macau in January 1979, along with three other boats. Unfortunately, our boats were too small to continue on the next leg to Hong Kong. We joined a UN refugee camp where we stayed for nine months before leaving for Hong Kong to join one of many groups going to Canada.

Our first stop in Canada was Edmonton where we stayed for two days until we could be placed. Since my father had a small, children’s plastic toy operation in Hanoi, the Canadian government decided that Windsor, Ontario—with its manufacturing plants—would be a good place for us to settle. But a sponsor group made up of four families became available in Victoria and my father was asked to decide. He looked at the map of Canada and saw the star signifying that Victoria was the capital city and replied “okay.” I cannot imagine having to make these life-changing decisions in such a short time. But there was really no turning back at this point. Our sponsor families were very generous and did their best to help us adjust. Not able to speak English very well, my parents worked odd jobs and slowly worked their way up to build a steady foundation for my sister and me. They gave up many of their dreams to give us a chance to fulfill ours.

When we left Hanoi, my family never thought they would return or would even want to return. But as time passed, the political and economic situation changed and we heard how beautiful it was from friends and relatives. I had always wanted to go back to Hanoi. I even planned a trip while living in Beijing, but due to the SARS outbreak I could not get a visa.

Finally in April 2005 my dream became a reality when I returned with my mother and sister. The thought of returning was exciting and the best thing about it was going back with family. My mother and father’s family had lived in Hanoi for several generations and had strong roots in the community.

We arrived in Hanoi in the afternoon where we were picked up by a chauffeur and driven to our hotel. The ride into the city was amazing. The landscape was lush, green and virtually untouched. Our hotel was in the heart of the Old Quarter, an area with a history that spans 2,000 years and is famous for its 36 streets.

We visited the house where I spent the first few months of my life. It is on Hang Bac Street. The word “hang” means merchandise or shop and “bac” means silver. Each street is named after the product or service it sold or just by the location. I remember feeling a sudden rush of emotion as we stood outside gazing at a part of our past. My sister had brought a page from a National Geographic magazine with a picture that had been taken 25 years earlier of our street and our house. As we compared the two scenes I was imagining what life was like before we left and what life would have been like if we had stayed. Even though I never knew this place, I knew in my bones that it was once my home.
Story by Andrew Stewart

What does it take to enter international markets? “The Emperor is far away and the mountains are high,” is the axiom for understanding the importance of building relationships with the local authorities when doing business in China. This is a key lesson I took away from my 10-day Integrated Management Exercise to China and Korea. The trip helped to clarify the unique challenges these markets pose and immersed our group in two very different cultures, and tempted us with amazing cuisine.

In Seoul, the need to have a long-term, local presence and to develop an ongoing business relationship appears to be extremely important to success. This practice is commonly referred to as quanxi, and while such characteristics were also evident in Shanghai, it seemed less relevant for getting started there. Our visit to Novelis, formerly Alcan, a world leader in rolling and recycling aluminum, was extremely helpful for gaining insight into the day-to-day challenges faced by a Canadian company doing business in Korea.

A clear understanding of the ever changing government regulations and legal frameworks within China appears to be fundamental to success in Shanghai. Although both Korean and Chinese governments make it very easy to establish businesses, China is complicated by legislation that often changes without notice and has severe restrictions on the movement of profits out of the country. There are also strong regional differences for doing business in Shanghai and it is key to understand the importance of regional authorities in relation to national authorities in the capital city, Beijing. We learned that national laws are not uniformly applied, lending further weight to the need for localized legal and business knowledge.

Despite the unique cultures in each region, all of the meetings stressed that sound business planning and superior products will carry the day in Asia. While cultural factors may be overcome with time, local knowledge and in-depth understanding of the legal and political landscape is fundamental to survival.

On a lighter note, the incredibly exotic oriental cuisine was a personal highlight for many of us. In Korea a long narrow table full of small traditional dishes of various fish, sea weed and kimchi served to assault the senses and thoroughly satisfy. The low tables and floor mat seating caused some discomfort, but a healthy gulp of Soja—a traditional Korean drink—helped soothe creaking bones and ease straining backs. We also sampled strange but wonderful dishes such as silk worm larvae, snake, soft shell turtle, abalone and even smoked dog. Fortunately, a hardy belt of Chinese wine was sufficient to wash away even the harshest of after tastes. Soja quickly overwhelms your palate to leave your nasal passages clear and your senses reeling.

The traffic conditions in Asia were also spine tingling. In Seoul our savvy bus driver routinely pulled U-turns into oncoming traffic, while vehicles roared along on sidewalks and drivers cut each other off. As a group we were pleased to be safely aboard our 40-passenger bus. Vehicle rental is not advised in Asia!  

Asian Business Scene

Each year, UVic Business MBA students, sponsoring faculty members and staff, get out of the classroom, onto a plane and head for an exotic destination to absorb another country’s business culture and customs. It’s all about understanding how to do business offshore—when to shake hands, when to negotiate a deal, what to eat and where to go. On behalf of a client, MBA students explore the opportunities and pitfalls of conducting business in an international context. In April 2005, two exercises were organized, one to Asia and one to Europe.

Here is MBA student, Andrew Stewart’s account of the Asian trip. The group visited Seoul, South Korea and Shanghai, China researching the market potential for Daniels Electronics, a Victoria-based provider of mobile radio communications.

Daniels is a North American leader in the design and manufacture of customized radio communications systems for public safety and other niche applications. Gerry Wright, marketing director for Daniels commented that the research was a great benefit to their market development plans. “The results saved me about six months of effort and about $10,000.”
In 1651, English philosopher Thomas Hobbes published *Leviathan*, in which he argued that the only path to a free society was through the creation of a social contract between a government and its citizens. This Hobbesian accord demanded subservience from the citizenry in exchange for rule of law and property rights, which would be guaranteed by the government. For more than 50 years throughout much of Eastern and Central Europe, the Soviet empire provided those under its sphere of influence with social, political and economic stability—with the explicit quid pro quo that private individuals would not meddle in governmental affairs. Those who refused to submit to Soviet authority were marginalized and oppressed, often in brutal fashion.

By discouraging free-market competition and fostering complete dependence upon the state by a now-aging generation, the legacy of the Communist system is a stratified society. Many of those who came of age during the Soviet era have been left behind by a changing political and economic system that is driven by the individual rather than the collective.

In April, we assessed the economic viability of the Czech and Latvian wine markets for the B.C. Ministry of Agriculture plus Mission Hill and Gehringer Brothers, two small wineries located in British Columbia’s Okanagan Valley. The assignment, designed as one of the integrative management exercises for the UVic Business MBA program, was intended to provide an understanding of the complexities and multifaceted decision-making criteria involved in making a market-entry decision in a foreign state.

While much of our research stemmed from secondary sources, from which we were able gain a sense of the stability of each national political and economic platform, primary research, in the form of personal interviews with local hotels and restaurants, provided key insights into the preferences of consumers and key challenges in the two emerging markets.

While at different stages of post-Soviet-era recovery following 1989’s Velvet Revolution and the collapse of the Iron Curtain, both Latvia and the Czech Republic continue to struggle to retool their political and economic systems. Still, it will likely take at least another generation to overcome a half-century of checked progress before these nations find the prosperity enjoyed by their neighbours to the west.

Pat Elemans, associate director of MBA programs who accompanied Elford and other MBA students on the IIME, said the market was still maturing. “We found this to be a very early market and consumers not yet ready for a high-end Canadian boutique wine.”
Chris Godsall, Triton CEO, estimates there are 80 billion board feet of standing timber submerged and preserved under water around the world. Triton’s underwater remote equipment is designed to harvest these sunken forests without the harmful side effects—such as road-building—that accompany land-based operations. The Sawfish, pictured above, can cut a tree every three minutes without disturbing the root system or significantly disrupting the lake bed.
Sustainability. A word, by its very definition, that sounds like it’s been around a long time. But in 1988 when Chris Godsall was working on a school paper, the spell check on his word processor just beeped every time he typed the word ‘sustainability’. It did not recognize the word!

Speaking from his Saanichton office where he runs Triton Logging Co. Inc., a business that harvests ‘lost’ forests that have been submerged by the flooding of dam reservoirs, Godsall laughs at the memory. “I should have realized what I was in for then,” says Ottawa native Godsall, 36, who has an MSc. degree in Business Ethics and Responsibility from the University of Bath, England.

Sustainability, along with another term coined around the same time, ‘triple bottom line’, have become Godsall’s business mantra. Both terms were conceived by maverick thinker and business consultant John Elkington in the eighties. Elkington believed that financially successful companies that fail on social and environmental lines are companies exposed to inordinate risks.

With previous experience in the field, Godsall went to Bath to focus his studies on emerging opportunities in business sustainability and the triple bottom line. Earlier in Montreal, Godsall started a non-profit meals-on-wheels type business, run by young people that made and distributed 100 meals a day during rush hour for a cost of $3 per meal. He refers to it as an “intensive business practice.” The socially responsible business continues to be successful to this day.

“What I learned from it is that you could train a young person to be engaged in a meaningful experience ranging from a career building opportunity to a character building opportunity in exchange for work that is important to communities and taxpayers,” says Godsall, an infectious optimist.

In 1998, Godsall came to B.C. and involved himself in an industry with a sustainability image problem and a great stake in it—forestry. “Even though there are a lot of businesses in B.C. that remain cynical about the environmental movement,
All companies now speak the language of sustainability. B.C. is well positioned to take advantage of these new dynamics because of very hard-earned lessons about sustainability.”

Godsall describes sustainability as an exploration of the negative impact of business. “Sustainability is the story of us learning about the saturation of our environmental and social systems. Over the past 30 to 40 years we’ve begun to understand the problem and we are beginning to look at solutions. Business is good at solutions when there are clear market differentiations. There is no limit to the energy, time and money a business will spend to improve their performance if they can make money doing it.”

Dr. Boyd Cohen, a professor with the UVic Business entrepreneurship program, concurs. Cohen has integrated sustainability as a core component of what he teaches in the program. “Sustainability in business terms is about achieving harmony among economic, social and environmental drivers. When executed properly it can lead to long-term profitability. Sustainable-minded companies recognize that long-term profitability can often be enhanced by being a good corporate citizen.”

Cohen cites the drop in Nike’s share value that occurred when its labour practices were exposed. “Treating employees with respect and creating meaningful employment opportunities makes it much easier for companies to attract and retain the best of the best. Many firms pursuing sustainability find significant cost savings can be achieved by minimizing resource waste and inefficiencies. It’s for these reasons that we have sustainability built into the core of our BCom and MBA programs,” he says.

Impressed with UVic’s emphasis on sustainable practices, Glen Fraser, 32 and director of operations at Triton, decided to take a leave of absence from Triton to pursue an MBA. “UVic’s entrepreneurial MBA specialization is a world renowned program with a unique delivery,” says Fraser. “The UVic MBA is one of the only schools that offers specific coursework regarding issues of sustainable business, which is a large part of my personal values and also the corporate culture of Triton.”

Triton is a combination of two seemingly unrelated industries: advanced sub-sea equipment and forestry. Triton’s location near Victoria is a natural for linking these two industries. In 2003, after three years of research and design (backed by 35 investors) Triton tested its Sawfish prototype in Lois Lake about 15 kilometres south of Powell River. At the bottom of the lake is a lost forest world. The Sawfish is powered by a 40hp electric motor and uses a vegetable oil based hydraulic system. It packs a 1.5 metre grapple (for grabbing trees) and a 140 centimetre chain saw.

A small crane situated on a barge offshore is used to lower the Triton-developed Remote Operating Vehicle (ROV) into the water. A ROV operator, utilizing controls and watching a series of cameras, sonar, and global position system monitors, singles out a tree on the lake bottom. The Sawfish gives it a bear hug with the steel grapple, employs a drill to attach one of 37 air bags to the wood, inflates the bag, then cuts the log free with the chainsaw. Once on the surface the whole logs must be placed in a microwave kiln to dry.

Godsall estimates there are 80 billion board feet of high quality, standing timber, submerged and preserved underwater throughout the world.

Triton plans to use the Sawfish at Lois Lake and at least four other sites in B.C. to begin supplying a branded eco-friendly line of certified forest products. Triton’s challenge is in branding this eco-certified wood. Godsall believes that the interesting story behind how and where the wood is harvested enhances the value of the product.

“We are focusing on branding and becoming a regular supplier locally and globally to furniture makers and other value added industries.”

Godsall notes that consumers will always be driven by price and quality, but when all else is equal between two products, sustainability is the tie-breaker.

However, as Godsall notes, “We are going through a phase where we are struggling to create a clear business case for sustainability. This is Triton’s challenge and something we will be spending a fair bit of time, energy and some money on.”

Godsall is up for the challenge. “We believe that anytime we are making a decision to lead on environmental and social categories that we are enhancing the value of our product.”

Along those lines, Triton has an agreement with the Cheslatta Carrier Nation to expand the value of the timber through optimal milling and drying and marketing. “We have partnered with the Cheslatta Carrier Nation because they are an integral part of the community we work in, because they have intimate knowledge about the resource, and because we believe that the extraction of the flooded timber should include economic opportunities for local first nations.”

With the work of Godsall and Triton and a little help from UVic Business, it looks like sustainability will be a word that is with us for a very long time. bc
An Electrifying Co-Op Experience

“I can save, YOU can save, WE can save—TOGETHER!” BCom student Alice Ko says this mantra will be etched into her brain forever following a summer co-op position with BC Hydro’s Power Smart program. Here is Alice’s account of her experience.

When I secured a co-op position with BC Hydro’s Power Smart department, I knew I would be responsible for educating BC Hydro customers of all ages about energy conservation. I did not anticipate, however, the significant impact this job would have on my own day-to-day habits.

My goals for this work term were to enhance my teamwork, organizational and leadership skills. Thanks to my Power Smart summer, I also learned more than I ever thought possible about saving energy, saving money and saving the environment.

Power Smart representatives work throughout B.C., educating customers on energy conservation. It was an extremely exciting and dynamic atmosphere to work in, with half my time spent in the office, and the other half spent working in the community. I planned, organized and participated in events and festivals such as the Vancouver International Children’s Festival and BC Lions’ games. I educated children, adults and businesses at various events, and I also worked with a range of media in television, print and radio.

One of my typical Power Smart suggestions was to reduce usage. I would say things like: “You know, one of the easiest things you can do around your house is to simply turn off appliances when you are not using them. A personal computer or monitor left on uses between $75 and $120 worth of electricity each year.” People were very receptive to these tips as I was quite persistent and optimistic in my encouragement for change.

I would go home every day proud of myself and proud of my work. However, one evening after work I went to my desk to turn on my laptop when, to my horror, I realized I had left my monitor running for eight hours straight. After speaking with 100 adults earlier that day about turning off their computer, I had done the unthinkable. I was a hypocrite! An impostor!

Since that day, I turn off every appliance imaginable before leaving the house. My living habits took a permanent change for the better. My friends and family found a new preacher in their presence. Their ears rang straight. After speaking with 100 adults earlier that day about turning off their computer, I had done the unthinkable. I was a hypocrite! An impostor!

“Did you turn off the stereo, Sam?”

“Remember to turn off the TV when you are done watching Friends.”

“You didn’t just take a bath did you? Short showers are the way to go.”

With my new environmentally-conscious self, I also found my other habits changing. I had always driven around Vancouver since it is such a large city; however, I started taking transit after working for Power Smart. I’ve also become a keen recycler. In fact, at the end of the term, I had about five different recycling bags in my house, for paper, plastic, cans, etc. Now I know my roommates will continue the cycle when I leave! See? I have made a difference!

When I found myself suggesting that my friends read by candlelight, I knew I had gone far enough! Seriously though, by adopting and living a Power Smart lifestyle outside the workplace, I felt more satisfied and motivated at work. I could now confidently promote the energy conservation initiatives knowing I practiced what I preached.

Thank you Co-op and thank you BC Hydro Power Smart for helping me change my ways! sc

The following tips, courtesy of Power Smart, will help you save energy, money and the environment.

LAUNDRY
Wash clothes in cold water. By switching to cold water washing from warm water, savings are up to $52/year. For consumers that wash in hot, switching to cold could save up to $217/year.
Put a dry towel in the dryer to help clothes dry faster; this cuts down on drying time which cuts down on energy costs.

COMPUTER AND HOME OFFICE
Turn equipment off when not in use. A PC and monitor left on continuously consume between $75 and $120 worth of electricity a year. In standby mode, this can be reduced to $15.

HOUSEHOLD LIGHTING
Compact fluorescent light bulbs (CFLs) use approximately 75% less energy than standard incandescent light bulbs to produce the same amount of light. CFLs last approximately eight times longer than standard incandescent light bulbs. They only need to be replaced every five to six years with regular use.

To maximize savings, use CFLs in high-use areas where the lights are left on for the longest periods of time (2-3 hours).
To benefit from their long life use CFLs in hard to reach places.

WATER WORKS
Insulate your hot water pipes with pipe wrap or foam to prevent heat loss and keep the savings flowing.
A water saving showerhead can reduce your home’s hot water use by up to 15%.
Faucet aerators can reduce the rate of flow through a faucet by up to 40%, saving water and energy.
Fix leaky faucets. They can waste 11,350 litres or more of water per year.
Mentoring is not an ‘add on’ at Export Development Canada (EDC); it is built directly into the responsibilities of managers who work with its Education and Youth Employment (EYE) scholarship recipients. One of the ways EDC builds its trade-focused work force is through its scholarship program, which can also include an internship and a mentor. This program has opened many doors for UVic Business students and most consider their mentored work-term experience a highlight.

Aaron Toporowski, UVic BCom ’04 enjoyed his internship so much that he now works for EDC as an Associate with the Equity Team. He loves his new job and attributes his success to the mentoring experience. “I started as a research intern but with the support of Andrew Treble, my mentor, I got to work as a junior on his venture capital and private equity deals. I wouldn’t have considered a career at EDC if it hadn’t been for him.”

Toporowski wasn’t shy about seeking out the type of work he enjoyed. “You have to initiate stuff with your mentor—don’t wait for work to arrive. You have to prove you can do it and create a job for yourself. That’s what I did and I love it.”

“We have found we get better results by spending a lot of time with the interns right at the beginning of their work-term,” says Marie-Claude Erian, Bank Strategy & Relations Manager. “Then they are more comfortable and knowledgeable and are far more productive.” EDC’s mentoring program ensures that interns are coached right from day one about what to expect from both a job and a cultural perspective. “The first two weeks can be a steep learning curve, but after that they usually fit right in,” she said.

EDC doesn’t assume everyone has mentoring skills. “We also see mentoring as a staff developmental opportunity,” says Michelle Labarre-Blouin, Manager of Learning and Development. “We provide our mentors with training on coaching techniques, on developing and monitoring work plans and goal setting, and on how to provide positive feedback. And the interns evaluate their performance, so we take the mentoring very seriously,” she says.

“We also expect our interns to be active participants in the process,” said Kathy Karakasis, Partnership Advisor, EYE Strategy. “They need to own the experience as much as the mentor does.” Interns are expected to establish work-term objectives, ask questions, join in the evaluation and make sure they get value from their EDC experience.”
Charged Up to Cycle

If you are downtown one day soon, and you see a moped gliding along the street in ghostly silence, you have not lost your hearing. And if you wait for the sound of a tiny two-stroke gasoline motor and it never comes, do not be surprised.

The latest in environmentally conscious urban commuting is none other than the electric bicycle—and UVic Business graduate Gordon World (MBA ’04, IB) is charged up marketing his company's own brand, the e-cycle.

World is co-founder of Ecodrive Technology Group Inc. of Vancouver, B.C., a young company dedicated to providing alternative transportation solutions for a cleaner, greener world. World formed Ecodrive in October 2004 in partnership with Vancouver business associate Lance Hui, and inside of one year they have made great progress in promoting electric power-assisted bicycles and electric power-on-demand scooters in Vancouver and beyond.

“We've been doing tons of events,” says World describing their imaginative and energetic promotional activities. “We had an e-bike as a promotional prize at the opening of UniverCity, the large-scale sustainable living community being developed at Simon Fraser University. We're also a sponsor for the Vancouver Fringe Festival, and the mascot is riding one of our bikes around town as part of the festival promotion.” World and Hui also rode e-cycles at this summer's Vancouver Pride Parade, which delighted their kids, because they were able to participate in the parade as passengers.

However it was Ecodrive's booth at Vancouver's Pacific National Exhibition in the summer that really sparked public curiosity and a flurry of inquiries. Ecodrive's e-cycles were featured in the Urban Change pavilion alongside smart cars, electric cars, and other technologies and innovations related to sustainable development.

So what precisely is an electric bicycle?

An electric bicycle is a power-assisted bicycle similar to the gas-powered mopeds that have been famous in Europe and Asia for decades and which gained brief notoriety in North America during the energy crisis of the 1970s. E-cycles and mopeds are basically hefty-looking bicycles with a small motor that can either assist or replace the rider's pedalling. The big difference is that electric bicycles don't use gasoline combustion engines, but rather a small, rechargeable, battery-powered electric motor that produces no pollution emissions. Canadian federal and provincial laws stipulate that they must not be capable of speeds over 32 km/h on level ground. Like a bicycle they are permitted to travel on the shoulder of the road.

World was inspired to start Ecodrive and bring electric bicycles to Canada based on his experience living in Taiwan. He spent almost two years in Taiwan in 2002 – 2003
manufacturers who try to introduce new technologies or products. "Taiwan got me thinking about air pollution," says World. "It has a population of about 23 million people, and about 10 million scooters—literally one scooter for every two individuals on the island. I started thinking about the detrimental effects of all those two-stroke engines."

"When I came back to Canada, I began poking around the Internet, and I found out about electric bicycles. I discovered there were some early models coming into North America, and I thought 'Hey, this is a great business idea! Not only is it a great way to get around, but it's emission free!'" World's inspiration to start a green business also owes something to his UVic Business studies.

"The notion that stewardship of the earth is plain good business was embedded in the course material at UVic," says World. "It was also presented as a growing sector. Moving away from primary and secondary industry towards services—environmental business was part of that."

Ecodrive sources their e-cycles from Asia where major manufacturers of electric bicycles include China, Taiwan and Japan.

"Last year there were seven million electric bikes produced in Asia, but most of them went for domestic consumption," says World. "The North American market is just starting to open up. They're catching on most quickly in warmer weather states such as California, Florida and Texas—but more notably, California. A major advantage of electric bikes is that they don't require a registration, vehicle licence, driver's licence or vehicle insurance. You just need to be 16 years old and wear a bicycle helmet."

Ecodrive currently has six different electric bicycle models, and they are now offering electric motorcycles as well. The first electric motorcycle model has just arrived, and a second is expected to be approved by Transport Canada by early winter.

"The cool thing about this first electric motorcycle is that it can go 55 km/h, a lot faster than an electric bicycle," says World. "They look like a golf cart on steroids and they do city speeds. You can rent these and just go cruising around the city. As well, there have probably been about 12 models of electric motorcycles that have been approved by the U.S. federal Department of Transport, while Transport Canada has only approved two models of electric motorcycle and they're both from the same manufacturer."

Despite these challenges, World remains optimistic and focused on his mission.

"In addition to selling our flavour of ice cream, we're just trying to sell ice cream," says World. "We spend 90 per cent of our time simply educating the public and gaining public acceptance for electric bicycles. People don't know how to take them yet. They're not cars, and they're not motorcycles. People are surprised when they learn that they're legal wherever regular bicycles are permitted, including bicycle paths."

Ecodrive's obvious business opportunity at this moment is the ever-increasing cost of gasoline, and pent-up demand for alternative energy-efficient urban transportation.

"The big thing we're planning on right now of course is the price of gas," says World. "In the Vancouver area, it was up as high as $1.15 per litre this summer. One of our approaches is to ask, 'Are you sick of the high price of gas? Maybe it's time to switch over to an e-cycle.'"

"As well," says World, "I think there are a lot of closet environmentalists in business attire out there. We're trying to appeal to them by making e-cycles a non-nerdy, non-geeky, cheap and efficient alternate form of transportation. We want to win people out of their cars and get one-person vehicles off the road by providing an alternative that can realistically fill the niche for local commuting. We're going mainstream with the message—we're making it fun, making it sexy, making it cool."

Ecodrive's e-cycles are certainly a timely arrival. As more news appears about global warming and debate over the Kyoto Protocol, the public is increasingly aware of the dire conditions our planet faces. World intends to make Ecodrive part of the consumer solution.
International auction company helps send students abroad

More than 35 students will benefit from the Distinguished Entrepreneur of the Year Award dinner held in May 2005 to honour David Ritchie, founder of Ritchie Bros Auctions. A total of $32,200 was raised during the event by veteran Ritchie Brothers auctioneers. Gifts for the auction were donated by David Black and Peter Gustavson, David Ritchie and Fairmont Hotels and Resorts.

The David Ritchie International Award will be used to support UVic Business students in three international programs. Travel bursaries will be given to: Bachelor of Commerce and MBA students going on an international exchange where they spend one semester studying at one of UVic Business’ partner universities in Asia, Europe or Latin America; Global MBA students, where a cohort of MBA students from UVic, National Sun Yet Sen University in Taiwan and Johannes Kepler University in Linz Austria spend 24 weeks studying at each of the three universities and; Bachelor of Commerce students in the Integrated International Business specialization who participate in a two-week field study to Guangdong, China and Hong Kong.

Lack of money is the most common reason cited by students for not participating in international programs. “Our goal is to have all Bachelor of Commerce students go on an international exchange by 2010,” says Dean Ali Dastmalchian. “Scholarships and bursaries are critical in helping us achieve this objective.” The David Ritchie International Award will go a long way in helping 35 students receive an international education.

New MBA Entrepreneurship Scholarship announced at Toronto Alumni Reception

On September 26th, alumni attending the Toronto Business Alumni Reception learned that Tim Price (BA ’64), Chairman of Brascan Financial Corporation, had established a new scholarship for MBA students; the Tim Price MBA Entrepreneurship scholarship of $6,000 will be awarded annually to an MBA Entrepreneurship student attending UVic Business. This is the second Entrepreneurship Endowment established by Tim Price. The first Tim Price Entrepreneurship Scholarship was established in 2002 and is given annually to a Bachelor of Commerce student.

Mr. Price earned a BA in English and History from the University of Victoria in 1964 and went on to earn his CA designation in Quebec. He has more than 30 years of experience with the Brascan group of companies. He has served as Chairman of the Board of Directors of the Edper Group Ltd, and Hees International Bancorp Inc. He serves on other public corporate boards including Astal Media Inc., Morgaund Corporation, Nexfor Inc. and Q9 Networks Inc. He is on the Board of Governors of York University and the St. Michael’s Hospital Centre for Addictions and Mental Health Foundation Board. In 2001 he was awarded the UVic Alumni Association Distinguished Alumni Award.
I consider myself open-minded, but I must admit that when Monika Winn’s research into business sustainability should act as a wake-up call for even the most green business operation. Her recent research examines the implications of natural disasters and those caused by humans on both sustainability management concepts and management practice. Despite several instances of devastation, Winn is finding that businesses are not developing new risk management models to address the more frequent occurrence of natural disasters. “Right now, business strategies rely on one-off crisis management plans rather than a strategy that incorporates the more frequent interruptions that we are experiencing. In Canada in the last several years alone, we’ve had major floods, droughts, fires and ice storms.” Winn also says that, “sustainability management has focused almost exclusively on reducing the impact from business on the environment; what it hasn’t considered much is the other way around: being prepared to deal with impacts from the environment on business.” A chapter on this topic, in Volume 3 of Research in Corporate Sustainability is entitled “The Siesta is Over: A Rude Awakening from Sustainability Myopia” (available upon request).
Buildings are major contributors to global warming accounting for about 25 per cent of carbon dioxide emissions. However, green buildings, for example those achieving Leadership in Energy and Environmental Design (LEED) certification by the Canadian Green Building Council, can reduce energy use and emissions by 50 per cent or more without sacrificing comfort or services.

LEED, first introduced by the U.S. Green Building Council in 2000, is a green building standard created to objectively quantify the degree to which a building has been designed to optimal environmental performance.

Due to its objective nature and comprehensive treatment of environmental issues in the design, construction and ongoing operation of high-performance buildings, LEED is fast becoming a global standard for green building. Canada, Mexico, India, China and many other countries have now adopted LEED standards.

British Columbia is quickly becoming an epicentre for green building and LEED certified buildings. The Vancouver Island Technology Park was the first building in Canada to achieve LEED certification. In fact, Victoria is now home to the most LEED-certified projects per capita in all of Canada.

Here in Victoria, we are lucky to have Dockside Green (www.docksidegreen.ca) as a project soon to change the city forever. Dockside Green is the largest redevelopment project in the history of the city, more than 5.5 hectares, and will soon put Victoria on the world map for sustainable development. For example, there are only about 12 buildings in the world that have achieved the highest LEED standard, LEED Platinum. Dockside Green seeks to build 24 LEED Platinum buildings over the next 10 years, single-handedly doubling the current world supply. This innovative mixed-use development is being led by two sustainable leaders in Victoria, Windmill Developments and Vancity Enterprises.

Besides setting a global standard for sustainable development, Dockside Green will help to stimulate the local economy.
and provide the opportunity for many eco-oriented entrepre-
neurs. These will include green building product and service
suppliers. This is especially true because an element of obtain-
ing LEED certification is a requirement that a percentage of the
products sourced for LEED projects are obtained within an 800-
kilometre radius. This reduces greenhouse gas emissions from
transport and provides economic stimulus in the local economy.

Natura Hotels, a company I am involved with, is another
example of an entrepreneurial venture getting a big boost from
the Dockside. Natura Hotels is developing a chain of LEED cer-
tified, high-end hotels throughout Canada and beyond. Natura
Hotels’ first partnership is with Dockside Green to build a LEED
Platinum condo hotel right here in Victoria.

Hotels represent one of the largest energy users and greenhouse
gas emitters due to the nature of the business—they are open and
running 24 hours a day, seven days a week. The hotel industry has
been extremely slow to adopt greening practices, despite the fact
that hotel owners would gain significant economic benefits. For
example, New York City’s Waldorf-Astoria switched to more ener-
gy-efficient lighting systems, saving 1.2 million kilowatt hours
annually and $72,000 a year in electricity costs.

While a few hoteliers have begun to engage in incremental
greening, Natura Hotels plan to integrate the triple bottom line
into the construction and operation of its hotels and make a
positive impact in its communities, with its employees, and to
significantly reduce its impact on the natural environment. A
study by the Travel Agency Association of America found that 80
per cent of travelers are more likely to patronize travel compa-
nies that help to preserve the environment.

“There is now no excuse for hotels or businesses, large or
small, not to have sound environmental programs in place,”
says Karen Fletcher, director of the International Hotels Envi-
ronment Initiative.

Thus, the green building industry, through the adoption of
LEED standards, is opening the door for significant sustainable
innovation.

### LEED has five categories for which buildings are rated:

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>DESCRIPTION</th>
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</thead>
<tbody>
<tr>
<td>SITE LOCATION</td>
<td>Choosing sites that are close to public transportation, have ample access to natural daylight and ventilation, and do not require the destruction of pristine natural areas—for example brownfield redevelopments like the Dockside development in Victoria are excellent because the partners are revitalizing the ecosystem by treating toxic soil and putting in green space and walking paths.</td>
</tr>
<tr>
<td>ENERGY CONSERVATION</td>
<td>This can be accomplished through energy efficient appliances, improvements in building design which reduce the need for energy intensive use of heating, ventilating and air conditioning (HVAC) systems, the use of renewable energies, etc.</td>
</tr>
<tr>
<td>WATER CONSERVATION</td>
<td>This can be achieved through the recycle of grey and black water and use of water-efficient appliances. This can also include items such as porous pavement parking systems to reduce the demands on storm water infrastructure.</td>
</tr>
<tr>
<td>PRODUCTS &amp; MATERIALS</td>
<td>The use of innovative products which are sourced locally and developed in more sustainable ways (e.g. the use of Life Cycle Analysis—LCA).</td>
</tr>
<tr>
<td>INDOOR AIR QUALITY</td>
<td>The use of materials and products (e.g. carpets, paints and sealants) that are free from harmful chemicals such as volatile organic compounds (VOCs).</td>
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Innovation and development connect University to the business community

As Vice-President of the UVic Innovation and Development Corporation (IDC), Dr. Doug Tolson, MBA ’01, reviews dozens of potential new inventions each year from students and faculty. A key role in his position is helping inventors from the University community to get their creations out there, as well as helping them to protect their intellectual property.

Established in 1992, IDC is the technology transfer organization for UVic. In addition to working with inventors to help them commercialize or protect their creations, IDC acts as a liaison between the University and the business community, facilitating the coordination of R&D collaborations between the private sector and UVic researchers. Since founding, and as of December 2005, IDC has filed over 200 national and international patent applications, helped incorporate over 35 university spin-off companies, and received over 350 invention disclosures. On average, IDC receives roughly 60 new invention disclosures per year from across UVic.

One of the most rewarding elements of the job says Tolson is working with student inventors to help them launch spin-off companies, and then seeing those companies succeed. Today, approximately 20 per cent of projects IDC handles come from students. “It’s great to be able to deal with these motivated, committed, bright, young entrepreneurs,” says Tolson. “To help them take their projects from an initial idea to a viable company, and then to see significant growth in a relatively short time frame is very satisfying.”

One such spin-off that Tolson helped launch recently is GenoLogics Life Sciences Software Inc. Created in 2002 by students James DeGreef (BCom ’98) and Jon Kerr, GenoLogics creates software that helps proteomics researchers manage scientific data. Proteomics is the study of cell protein, a growing area of research in critical areas such as cancer and heart disease. Since its inception, GenoLogics has enjoyed impressive growth; the company raised more than $6 million in financing this year.

Another IDC spin-off company enjoying early success is Advanced Economic Research Systems (AERS) Inc. Launched in 2003 by UVic students (and brothers) Andrew and Anthony Sukow, AERS developed Terapeak, a website that provides statistical data to eBay users. Both buyers and sellers on the popular online marketplace can use Terapeak to obtain invaluable market information, such as the current value of trendy items. Today, AERS is positioning itself to be the leading market analyst for eBay. Tolson fully expects AERS to follow GenoLogics’ example; they’ve already raised significant capital and are poised for ongoing growth.

Tolson’s combined science and business background (he holds a PhD in Biochemistry, also from UVic), serve him well in his work at IDC. Whereas his science education gave him a critical understanding of the sophisticated technologies that come to IDC, his MBA introduced him to the language of the business world.

Along with the IDC’s president, Tolson is responsible for overall operations of the corporation as well as its strategic direction. In reality, he does a little of everything, including reviewing many of the invention disclosures that come into the office. In his over five years with IDC, Tolson says he’s never been bored: “Every day is different, every invention is different and every pathway to commercialization is different.”

For information about IDC, visit the corporation’s web site at http://idc.uvic.ca.
Bill Buckwold

“I’ve always been at odds with the education system,” admits Bill Buckwold, who has taught accounting at UVic since 1992, the year after the faculty of business opened its doors. Buckwold, who went into accounting right out of high school, lacked the requisite undergrad degree when he began applying to become a student at various MBA programs throughout Canada. It probably didn’t help that his GMAT scores weren’t brilliant, but Ontario’s Ivey Business School was prepared to take a chance on him. Buckwold went on to graduate at the top of his class, and has been a bit of a maverick ever since.

Wearing black-framed glasses high up on his forehead, Buckwold bears a strong resemblance to comic actor Gene Wilder—especially when his face lights up with one of his frequent mischievous grins. Regularly voted “most popular professor,” Buckwold works hard for that honour. “You should be able to stimulate every student, and make them want to learn,” he insists. “If I look out into the class and see even one student who seems bored, it upsets me because I think it’s my fault.” And the single best way Buckwold has found to capture his students’ interest is by keeping both himself and his classroom teaching relevant. “I talk about real-world business problems, and then bring the academic stuff into that,” he explains. “Similarly, I think that all faculty members should take regular sabbaticals and immerse themselves in an actual business.”

Not afraid to follow his own advice, Buckwold has just shifted to part-time at the university. This frees him up to provide financial and marketing advice to his son, whose rapidly-expanding Internet publishing business is just opening four new websites—essentially doubling the size of the operation. “Unfortunately it’s a non-paying position,” he quips. The 8th edition of Buckwold’s Canadian Income Taxation textbook just came out in early August, but this author also has plans to publish an “easy to read” look at how accounting methods can impact management decision-making. “It’s important to use common language to express the fundamentals,” says Buckwold.

Inba Kehoe

Even if the theme music for CSI doesn’t exactly well up whenever Inba Kehoe sits down at her computer, she’s as close to a high-tech detective as anybody with a masters degree in Library and Information Sciences can get. A “liaison librarian” based out of the McPherson, Kehoe specializes in several subject areas, one of which is business. “Basically, I teach students how to search through databases,” explains Kehoe. “Most library searches tend to be for articles or historical documents, but a business student needs current data—often they need statistics—to support or verify arguments that they want to make.” If, for example, a student explored a corporation’s claim of environmental responsibility, then it would be necessary to discover what the current standards are, whether the business met those standards, and how well that business compared with its peers.

“I start the year with an orientation for incoming MBA and BCom students,” says Kehoe. “These aren’t computer beginners, but they need strategies for navigating the databases, plus they have to know which ones to choose and how to get in.” Kehoe also makes herself available for one-on-one and small-group tutorials, but expects students to prepare by doing as much research as they can before coming to her. “Whenever I help someone I show them what I did, so they can apply the same techniques next time by themselves,” she adds.

Lively, cordial and with a bit of a “colonial British” accent still in her voice, the Singapore-born Kehoe used to be a teacher in her native country and still loves the contact with students that the job affords her. Off-campus, she is vice president of the B.C. Library Association, and “a beginning gardener—but only when I get time off from shuttling my seven-year-old son to all his activities.”
Brock Smith

Reached by phone on Bowen Island, Brock Smith sounds relaxed—as befits a man spooning down homemade blackberry crumble while taking a month-long working holiday at the summer cottage that’s been in his family for 70 years. Hired in 1991, the year UVic Business was founded, Smith is a major force behind their celebrated Entrepreneurship specialization. “Since 1997 it has been taught as a program and not just a series of courses,” says Smith.

“Our goal is to help people become expert entrepreneurs, in whatever aspect of entrepreneurship they are interested. What makes the program unique is that it has a theoretical basis—we combine expert theory (how to develop expertise) with transaction cognition theory (the necessary thinking and behaviours of entrepreneurs), which together suggest what needs to be learned and how. The theory provides a useful underpinning but expertise is developed through deliberate practice and there are many experiential elements to it that make the program very practical—the students are fully immersed in entrepreneurship and being entrepreneurs.”

This program has won several significant awards, including being judged as “the most innovative entrepreneurial program” by the Academy of Management, the largest academic body in the world. What draws a lot of attention is their Innovation Project, where teams of four or five students get “thrown into the deep end” and have 10 days to create either goods or a service and then generate as many transactions as they can. “The first year we did this, our best group made about $800,” says Smith. “This year, the winner topped $5,000.” One of the more interesting projects last term was an “orientation” DVD aimed at incoming students; the disc made money by selling “product placement ads” to local pubs, pizza joints, and other businesses eager for student trade.

Smith is currently developing a paper that examines and extends the marketing implications of “transaction cognition theory.” He’s also heading to Auckland, New Zealand next February for a conference on how entrepreneurs think. “I really do love my job,” adds an enthusiastic Smith. “And if I didn’t love it, it would be my own fault, because I get to decide what my job is.”

Rebecca Grant

Long-time faculty member Rebecca Grant has briefly returned to her office to check out the “physical” mail that has been piling up since she started her year-long sabbatical this past July. She’s not really out of town, just driving to Vancouver Island Tech Park where she’s the “partnership coordinator” for Etraffic Solutions Inc. “They provide platforms and content for e-learning,” says Grant, “with a focus on leadership training and professional development for educational administrators such as principals.” Grant is helping them develop the kind of partnerships that will help them reach new markets. “To sell in the education market you need credibility and a relationship with organizations like school boards,” explains Grant. “The most efficient thing for Etraffic is to partner with established companies that have profile and networks. My role is to help them identify what kind of partnerships will best suit their needs.”

In exchange for being their “academic in residence,” Grant will be able to pursue specialized research on the type of e-learning pertinent to professional development and corporate needs. “I’m especially interested in what elements of an e-learning system attract users and encourage them to take full advantage of online learning,” she explains. “No corporation wants to make a big investment in e-learning and then find that employees aren’t using the system,” she adds. “Through Etraffic, I’ll be able to connect with companies where I can conduct interviews and survey employees.”

Grant is a true computer pioneer: in 1970, she enrolled in the first systems analysis program in North America, at Union College. “Computers were fascinating and exotic and it just seemed natural to me to get a bachelor of science in computer science,” she says. And it didn’t hurt that Grant’s father was a college administrator, one of whose jobs was attracting women to non-traditional careers. “I guess I took it to heart when he said never to let someone tell me I can’t do something just because I was a woman.”
Jennifer Gould  BCom ’02, MPA ’04

Business, Public Admin degrees make waves for northern salmon fisheries

When Jennifer Gould embarked on the UVic Business BCom program in 2000, she already had 11 years of commercial fishing under her belt and was co-owner/ operator of Great Glacier Salmon Ltd. (GGS), a fish processing facility located on the Stikine River in Northern B.C. A business degree, she hoped, would help her to move up within the company she co-owned with four other fishers. In addition, she chose a hospitality specialization to give her some insight into alternate business opportunities in the remote B.C. region. What she didn’t anticipate was just how well the marriage of her education and experience would serve her in her current work assisting U.S. and Canadian governments in making critical decisions surrounding trans-boundary fishing issues.

Gould followed up her BCom degree with a Masters in Public Administration, also from UVic. This seemed a natural progression at the time and gave her the missing perspective on the state of the Pacific salmon fishery: that of government. It also proved invaluable when she was asked to sit on the Trans-boundary Rivers Panel (TBR), one of five regional panels reporting to the Pacific Salmon Commission (PSC), a joint U.S.-Canadian organization formed in 1985 to implement the Pacific Salmon Treaty.

The TBR Panel has the challenging task of reporting to the PSC regarding the management of the Stikine, Taku, and Alsek water-sheds, three rivers which straddle the B.C./Alaska border. “Each of the rivers has two representatives, one from either the commercial or sports interest and the other representing local first nations,” explains Gould. “There are six Canadian reps and six U.S. counterparts that sit across the table from each other trying to determine how to share the Pacific salmon resource. Needless to say, the discussions get quite heated at times.”

Gould credits her BCom and MPA degrees with playing an important role in recent successes at the negotiating table. “Last year the panel reached a landmark agreement on Chinook salmon, allowing Canadian and U.S. fishers to harvest Chinook on the trans-boundary rivers. This was the first time in the history of the PSC that an agreement was reached at the panel level. I am positive that the academic knowledge I’ve accumulated played a significant role in this agreement.”

On a more personal level, Gould has also achieved her initial goal of advancement at GGS. Today, she is president of the company, a job she holds down while continuing to fish for four months each year. And, together with her partners, she is developing opportunities within the Stikine river valley. GGS has recently formed Stikine Adventures, an adventure tourism operation that offers customized wilderness adventures within the pristine Stikine River wilderness.

Classnotes

2003
CHANTAL NOWAK, BCom, was recently appointed Account Manager, Marketing Communications with the TU-Group in Vancouver. She manages the marketing/communication needs of TU-Group’s business clients across the country and also provides internal and cross-departmental communications support as part of the MarCom team. In addition she is the newest member of the Board of Directors of the Vancouver Chamber Choir, advising the organization on marketing communications and fundraising strategies. In her spare time, Chantal is also working on establishing her own strategic marketing communications consulting company – CN Productions. Chantal enjoys mentoring current students or recent grads on getting an edge in their career endeavours. You may reach her at cnowak@telus.net.

2002
JENNIFER GOULD, BCom, Hos, recently graduated from a Masters in Public Administration and is currently involved in international negotiations with the Pacific Salmon Commission. She is president/owner of federally licensed fish processing facility in remote Northern B.C., responsible for management of 30 personnel and varied fish plant operations.
When she was approached to take the position of CEO at St. Luke’s Hospice last year, Fiona Grant was initially reluctant. One of the largest hospices in South Africa, St. Luke’s has 200 staff members and 900 volunteers caring for over 800 patients at any one time. Grant, who holds an MBA and had several years of upper management experience, was nevertheless concerned about her lack of medical knowledge.

Following graduation from the UVic Business MBA program in 1996, Grant returned to Cape Town and to a job with her previous employer, TEJ Knitwear, a large clothing company. “I had joined them immediately after graduating from the University of Cape Town with a degree in business science and worked my way up from Training Officer to Personnel Manager to Human Resources Director,” she says. “After seven years with TEJ, I felt the need for another challenge and possibly a change in career into production management. I decided to do the MBA as a catalyst for change and as a personal challenge.”

Grant, who was born in Canada but left the country when she was only a year old, chose UVic, “partially because it was a change from South Africa, partially because it would provide me with a broader, international education and partially to get to know a bit more about the country of my birth.” Part way through her MBA, TEJ offered her the opportunity to return to a position in production planning. She accepted, and was soon promoted to Production Executive, head of the factory with 800 staff producing nearly a million garments a year.

When she decided it was time for a new challenge once again, Grant recalled an internship she had enjoyed while in Victoria—working at the Federal Treaty Negotiation Office on negotiation and mediation work for land claims. “When a position as General Manager of the Centre for Conflict Resolution (CCR) at the University of Cape Town was advertised, I decided that it was just the new direction I was looking for.”

As General Manager of CCR, Grant was responsible for financial and human resource management, infrastructure, general administration, public education and publications. In this work she found the MBA skills particularly helpful. “Because the core courses of the MBA were so broad-based and I had the choice of choosing electives which were very broad-ranging as well, I was able to pursue a career as a generalist rather than specialist.”

Five years later, when St. Luke’s came calling, Grant was again ready for a new challenge. Fortunately, those who approached her were persistent, and Grant accepted the position. Now, she’s more than happy she did. “I love working for non-profit organizations. It gives one a real sense of worth to work for an organization that is making a difference in peoples’ lives. And just as profit-making organizations need excellent managers and leaders, so too do non-profits. Their budgets are large, they employ many people, they compete for funds from donors, and they need to respond appropriately to rapid changes in the environment.”

As for her advice for today’s MBA students, Grant says: “Don’t discount the career potential of the non-profit sector—and if that sector is not for you, at least make sure that your organization is supporting it by way of donations!”

When she was approached to take the position of Coordinator for the UVic Social Sciences Co-operative Education Program. She and her husband, Patrick, are expecting their second child this September and will be relocating to Salt Spring Island with their three-year-old son, Quinn Magnus and their pooch Sam for the year.

When she was approached to take the position of Innovations Manager for Bell Security Solutions, a Bell Canada Company. In this role Natalia will continue working with start-ups and research institutions to find innovative technology solutions and bring to market “the next big thing” for Bell.
Matthew Hoffman and Paul Monger  MBA ’03
UVic Business connections bring entrepreneurial success

When Matthew Hoffman (pictured left) and Paul Monger met in 2001 in the Service Management MBA program at UVic Business, neither suspected they would eventually go into business together. Today, the pair co-owns Leaseboys, a unique company based in Calgary that trades in unwanted car leases.

Hoffman, who previously completed an undergraduate degree in History from the University of Western Ontario, had worked at a variety of sales jobs and travelled extensively through South East Asia, before taking his MBA. After four years in sales, he hoped an MBA would open doors in management in a larger company. Monger, who also attended Western for Geography, had worked extensively in franchises; his last position before starting the MBA was Operations Manager for The Franchise Company.

After receiving their MBAs, both Monger and Hoffman returned to jobs in sales, and despite being based in different cities—Monger in Vancouver and Hoffman in Calgary—the pair kept in touch. Just nine months later Monger approached Hoffman about starting a business together, one that would help some people get out of unwanted leases and others take over leases, often at a cost savings. Along with a third partner who has since moved on, Hoffman was game and Leaseboys was created in the spring of 2004.

In the ensuing year and a half, Leaseboys has enjoyed steady growth and undergone a number of changes. The ‘boys’ hired another UVic Business classmate, Melanie Foth (nee Albas), who also graduated in ’03 with an MBA specializing in Entrepreneurship, to help develop the business. The company moved from its original home in Delta, B.C. to Calgary, Alberta, and a licensee approach was established. Foth now acts as the Licensee for Alberta, marketing and promoting the business in that province; she has a counterpart in B.C.

Now that the business is up and running, the original owners have refined their roles in the company as well. Monger has taken a full-time position as head of franchise development for Domino’s Canada—an offer he “couldn’t resist.” Today he travels across Canada counseling potential investors for the pizzeria franchise company. Although he loves his new job, Monger remains committed to the overall growth of Leaseboys and continues to participate in strategic decision making.

That leaves Hoffman to manage the day-to-day operations of Leaseboys, a task in which he makes good use of his MBA knowledge. “As the owner of a small business, it’s really all up to me,” says Hoffman. “The MBA gave me the broad knowledge I needed. I learned a little about a lot.”

You can visit the ‘boys’ at the Leaseboys web site: www.leaseboys.com.

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That leaves Hoffman to manage the day-to-day operations of Leaseboys, a task in which he makes good use of his MBA knowledge. “As the owner of a small business, it’s really all up to me,” says Hoffman. “The MBA gave me the broad knowledge I needed. I learned a little about a lot.”

You can visit the ‘boys’ at the Leaseboys web site: www.leaseboys.com.

Michele Roland (nee Lieutard), BCom, Hos, husband Josh and two-year old daughter, Sydney, are happy to announce the arrival of Carter Ioku Lorne on April 10, 2005. Michelle is currently enjoying a year of maternity leave with her two children and will be returning to a new position with the BC Pension Corp’s finance department in March 2006.

Justin Lee, BCom, and his wife Leila are happy to announce the birth of their son Sinclair on July 14, 2005 in Victoria. Justin and Leila are enjoying every minute of parenthood. Justin continues his work as senior business adviser at CIBC and Leila is enjoying her maternity leave; she will return to teaching next fall.

Matthew Hoffman and Paul Monger  MBA ’03
UVic Business connections bring entrepreneurial success

When Matthew Hoffman (pictured left) and Paul Monger met in 2001 in the Service Management MBA program at UVic Business, neither suspected they would eventually go into business together. Today, the pair co-owns Leaseboys, a unique company based in Calgary that trades in unwanted car leases.

Hoffman, who previously completed an undergraduate degree in History from the University of Western Ontario, had worked at a variety of sales jobs and travelled extensively through South East Asia, before taking his MBA. After four years in sales, he hoped an MBA would open doors in management in a larger company. Monger, who also attended Western for Geography, had worked extensively in franchises; his last position before starting the MBA was Operations Manager for The Franchise Company.

After receiving their MBAs, both Monger and Hoffman returned to jobs in sales, and despite being based in different cities—Monger in Vancouver and Hoffman in Calgary—the pair kept in touch. Just nine months later Monger approached Hoffman about starting a business together, one that would help some people get out of unwanted leases and others take over leases, often at a cost savings. Along with a third partner who has since moved on, Hoffman was game and Leaseboys was created in the spring of 2004.

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Moss Adams, he spent two years with Agricore United as a market analyst/futures trader. He was awarded the CFA designation in 2000. Wayne is married and has two young boys.

1996

MARGO BOK, BCom, MBA, co-founded and is administering two emerging non-profits: The Canadian Association of Professionals with Disabilities (www.canadianprofessionals.org) and the British Columbia Association of Professionals with Disabilities (www.bcpprofessionals.org). Both support all current and future professionals with disabilities regardless of their employment status or profession. She is very delighted and appreciative of the support that the non-profits are receiving from their growing number of diverse supporters (with and without disabilities).

1994

PAUL FORD, BCom, was recently appointed as a director of KPMG Japan’s Transaction Services practice in Tokyo. He provides advice for foreign corporations making acquisitions in Japan and Japanese corporations investing overseas. Paul and his wife Jennifer are also pleased to announce the birth of their baby girl, Lucy Momo, born May 12, 2005 at Aiiku Hospital in Tokyo.
Chapter Updates

The Toronto Alumni Chapter launched its new season by hosting Ali Dastmalchian, Dean, UVic Business and Tim Price, Chair Brascan Financial Corp., at a September 26, 2005 mixer. The dean updated alumni on recent faculty activities and discussed strategic leadership. “Leaders put other people first,” said Dastmalchian. “Developing productive relationships, creating positive networks, nurturing effective mentoring relationships and building trust and reciprocity are all hallmarks of strategic leadership in the 21st century.”

Tim Price also addressed the group noting that the ability to think outside the box in a logical and realistic manner, whether as a sole proprietor or as an executive or prospective executive in a large or small corporation, is fundamental. “I believe that a university program in Entrepreneurship makes huge sense.” He also stressed the importance of staying connected with UVic Business, and that there is significant value to a continuing relationship.

The Vancouver Business Alumni Chapter holds a couple of networking/educational events per year. To find out more or to receive some guidance on the job market in Vancouver, please contact: Chantal Nowak, Director of Communications chantal@cnproductions.ca or Jason Henneberry, President jason.henneberry@td.com

The Victoria Chapter continues to host several business and social events throughout the year, including an Alumni Curling Bonspiel planned for February 4, 2006.

For further information on this and other events or how to get involved with the Victoria Chapter, please contact David Ballinger, Chair at lballinger@shaw.ca or (250) 704-0559.

After the May annual reception, a number of Calgary Alumni decided to organize another informal event to keep in-touch and meet new UVic Business alumni living in Calgary. Laura Evans is coordinating this activity so please watch for the invite. If you have missed past invitations, please update your contact information so that you will be sure to be notified of all our activities.

Please contact Tracy Hatton at tracyhatton@alumni.uvic.ca if you would like to help plan this event or if you just want to keep up-to-date with the Calgary Chapter.

Contact your local alumni chapter to join – make new friends and see real benefits including:

- Access to career services and job postings
- Professional development opportunities
- Subscription to Business Class magazine
- Keep in touch with old friends and faculty
- Network and make great contacts
- Attend social events
- Get discounts on a variety of products and services
- Free email forwarding by registering on the University of Victoria’s On-Line Community

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