Team GREEN
Wes Baker and Colleen Hamilton lighten the Olympic eco-load

Sport swap!
A Paralympian makes it look easy

• VANOC chat
• Gaming recycled
• Daring disclosures
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An Annual Report and a confused look is never a good thing.
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Cover photo: Robert Karpa
Your potential is limitless.

Presenting our Spring Class of 2009.

Heartfelt congratulations to all and a warm welcome to the UVic Business alumni family. The UVic Alumni Association is proud to offer a host of great benefits to our members: Benefits Card — get discounts on local services; Alumni Insurance Packages — life, home, auto, health, dental; Travel Program; UVic Clothing — For details visit: http://alumni.uvic.ca/benefits/index.html

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As this issue of Business Class arrives in your mailbox, the Olympic clock will have ticked down to the final four months. After more than five years of planning, the opening ceremonies are set to begin February 12, 2010, when an expected 6,850 Olympic and Paralympic athletes and officials will converge on Vancouver.

We thought it appropriate to focus on the Olympics in this issue because of a few connections to UVic Business: alumna Andrea Holmes is vying to compete in the Paralympics and several alumni are working directly for VANOC or indirectly for organizations that support the Olympics.

It’s also because these are the first Olympic Games to embed sustainability as an integral part of their mission, vision and values. We too have formalized a commitment to social responsibility and sustainability into our vision, and named it as an educational pillar. Within the faculty we say, “We act our way into a new way of thinking, rather than thinking our way into a new way of acting.” We did just that in the mid-1990s when two professors introduced the concept of social responsibility and sustainability into their strategy course and it stuck. Ever since, education in social responsibility and sustainability has been part of our values. It is a natural fit with UVic, home to world-renowned climate change and ocean science researchers, and faculty members, students and staff who are incredibly committed to reducing our environmental footprint and contributing to the improvement of society. Green strategies are now entrenched in student and alumni business ventures, where social and environmental values receive as much attention as the profit motive. In 2009, the faculty signed on to the UN Global Compact—a first for a North American business school—which requires us to align our operations with 10 universally accepted principles in the areas of human rights, labour, the environment and anti-corruption.

Our formal adoption of social responsibility and sustainability resulted from our strategic planning process, where every element of our vision was examined. I’m grateful to Eric Jordan (BA ’93), our former entrepreneur-in-residence, for introducing us to a one-page strategic planning framework (www.gazelles.com/strategic_planning.html). Our commitment to providing an experiential education that is international, integrative, innovative and socially responsible, anchored in scholarship excellence, means that by design UVic Business is a complex organization. Delivering on our values through features such as a cohort format, mandatory co-op, international exchange, integrative management exercises, professional development, executive mentors and executive programs—to name a few—forced us to focus and examine all facets of our operation. It helped us build a strategy in line with current trends in advanced business education and containing clear deliverables.

Our priorities for the next three years include the following:

- improving the educational experience;
- enhancing our reputation;
- increasing funding and resources;
- improving student recruitment;
- improving our connection with alumni;
- supporting and improving our faculty research;
- creating and preserving our organizational culture; and
- integrating our programs and research with the rest of UVic.

Several initiatives will help us reach our goals. A new PhD program in international management and organization has been approved, with the first classes set to begin in September 2010. The new PhD will have an international focus and build on our existing values. It will also support and improve the faculty’s reputation and research capacity. Another initiative that will deliver on our priorities—and help us reconnect with alumni—is our 20th anniversary celebration, which begins January 2010.

Developing a strategic plan is hard work. Harder still is realizing that vision. To help ensure we stay on track, we have published our educational philosophy, vision, promise, aims, priorities and key initiatives in Our Promise 2009-2012, available on our website at www.business.uvic.ca/discover/promise. I am very grateful to everyone who contributed to this document: our faculty, staff, student representatives, advisory board and community members.

As usual, feedback on our priorities and actions, and anything you read about in Business Class, is welcome. Please feel free to email me with your thoughts and comments.

Sincerely,

Ali Dastmalchian
Professor and Dean
dastmal@uvic.ca
The Poverty of Corrupt Nations
Roy Cullen
Blue Butterfly Books, 2008, 228 pages

We’ve all heard it before. The rich are getting richer and the poor are getting poorer, especially in undeveloped countries where a very small portion of the population has abundant wealth, and the majority live in poverty, struggling with large families, disease and a lack of resources to feed, clothe and shelter their kin. To those of us in the developed world, it has become a distant and muted refrain, but author and former MP Roy Cullen gives us a wake-up call: if all is not well with people on the planet, something must be done to improve things.

And that’s what makes The Poverty of Corrupt Nations such a powerhouse book. It’s not just its well-researched, thought-provoking content; it’s because the author’s passion for the topic engages the reader and serves as a call to action. Cullen shares insights into the vicious cycle of poverty and corruption that exists in many undeveloped countries. He outlines several strategies for addressing corruption: accountable, transparent governments, government watchdogs (like our attorney general) and an independent press that can report balanced, unbiased views of a nation’s workings to its citizens. He also argues that a reduction of trade barriers, sustainable natural resource management and fair labour practices will help developing countries alleviate abject poverty and curb corruption.

If I lacked faith in our elected officials, it has been restored by Cullen’s breadth of knowledge and his passion to make the world a better place for its citizens. His solutions require committed individuals to move them forward—which would vastly improve the well-being of many people around the world.

X Saves the World: How Generation X Got the Shaft but Can Still Keep Everything From Sucking
Jeff Gordinier
Viking, 2008, 189 pages

Everyone is obsessed with generational guidelines these days. How do boomers like to communicate? How do we work with millennials? And then there’s that other group of people. What are they called? Oh yeah, generation X. Gordinier takes the reader on a journey of all things X, from Nirvana and Douglas Coupland to the original Willy Wonka & the Chocolate Factory film, to learn what makes gen-X tick. Although Gordinier spends a lot of time on Kurt Cobain and slackers (which as an Xer I have no complaint about), he does a good job of summing up the sensibilities of a generation sandwiched between the behemoth boomer generation and the equally huge millennial population.

Clearly biased, but delightfully so, Gordinier highlights some of generation X’s best achievements. Not surprisingly, given the author’s expertise in pop culture, his examples revolve mainly around the entertainment industry and the Internet. One such example is the Pandora Music Genome project—an online “radio” that analyzes your music picks and then selects other songs with similar characteristics. And don’t forget the brainchild of gen-Xers Larry Page and Sergey Brin—Google—which, as Gordinier asserts, “gives God a run for His money.” Other heavyweights include YouTube, Amazon.com, Netflix and Wikipedia. There’s no question generation X is leaving its mark in the world despite being small in numbers.

X Saves the World is a trip down memory lane, an optimistic look to the future and a call for Xers everywhere to keep changing the world—even if the boomers and millennials don’t pay any attention to us. sc
A life of chance and adventure

Donor’s journey leads to a bursary for business students

By Cristy Hartman, Development Officer

Hard work, strength of character and a sense of adventure took

Marjorie Yeats from her hometown in Saskatchewan and across Canada, through America, to Victoria, BC. Her journey began on a hot, dry afternoon on her father’s farm, where she stacked sheaves of wheat and dreamed of a different life.

“I wanted to further my education,” says Yeats, who established the Marjorie and Lawrence Yeats Bursary for business students in 1995.

Yeats was born during the Great Depression—a time that stretched nations and families to their very limit. “My parents didn’t have the extra money it would take to send me to school so my father found a way to make it happen. Instead of paying a hired hand, he hired me to work the fields.” This paid for her Grade 12 education, which in those days was considered the same as the first few years of college.

After attending school in Yorkton, southern Saskatchewan, she ventured south to Regina and worked at Simpson Sears as a cashier. At the start of the Second World War, she and a friend were recruited to work for Toronto-based John Inglis Company, the forerunner of today’s Whirlpool Canada, where she would tally the earnings of factory workers. Always ready for an adventure, Yeats accepted a company-paid train ticket that took her east on another leg of her life’s journey. “Once I paid for my first two weeks’ rent, I was out of money. I survived by walking four miles there and back to my night-shift position, and living on coffee and doughnuts until my first paycheque arrived!” she says.

Despite the hardships, Yeats excelled. She had inherited her father’s great ability for numbers. “I could [also] always balance hard work with fun,” she says. Once Yeats and a friend hitchhiked to Niagara Falls and were happy to get a late-night ride back to the outskirts of Toronto from some friendly police officers.

Family life took her back to Saskatchewan, where she spent the summer and fall working on her father’s farms and as a clerk and cashier for his auction sales. She spent the winters bookkeeping in his lumber camp. The farm was a constant adventure—the family knew the importance of work, but also of having a good time. “Weekends we went to town dances and visited,” she recalls. People stopped by the farm for great food, card games and chats that could last into the wee hours of the night.

In 1946 her father decided to sell the farms and retire. Taking only what fit in their car, Yeats, her two younger brothers and their parents started on a journey that took them south of the border, across America and back up to Vancouver Island, where they decided to put down roots. With all the travel in her life, it’s no surprise Yeats met her husband Lawrence on a bus. He was the driver on the route she took every day to her job at CIBC Bank in Victoria, where she worked for 40 years. Married in 1950, Yeats and her husband shared the same strong work ethic. They worked during the week and spent the weekends having fun while building and renovating investment properties. They also loved to travel, visiting Australia, New Zealand, Hawaii and Europe.

When her husband passed away in 1994, Yeats decided to establish a legacy in his name. “Lawrence was talented, successful and hard-working, but never had the opportunity for an education,” she says. To honour his enterprising spirit, she decided to support business education students who would otherwise not have the opportunity to attend a post-secondary institution. Each year through the Marjorie and Lawrence Yeats Bursary, students receive financial support that makes their education possible. Yeats says she hopes their adventures lead them on an amazing journey, just like the one she’s had. bc
Simulator gears up
KPMG backs student business simulation for next decade

In spring 2009, UVic Business received a $150,000 commitment over 10 years from the KPMG Foundation to support a business simulation taken by all third-year BCom students as part of the faculty’s focus on experiential learning.

In the KPMG Business Simulation, students compete to earn the highest shareholder value for a fictional bike company. This type of competition-based strategy simulation thrusts students squarely into an active managerial role where they have to analyze market conditions, actions of competitors and their company’s situation.

“For our students the KPMG Business Simulation is a hands-on opportunity to integrate their business knowledge into a decision-making role as the manager of a medium-sized manufacturing firm,” says Chris Graham, faculty assistant dean and instructor in accounting and finance. “Because they’re held fully accountable for their decisions and their company’s performance, and they’re competing with other “companies,” students are strongly motivated to dig deeply into company operations, probe for ways to be more cost-efficient and initiate strategic moves and decisions calculated to boost company performance.

Ray Kolla, office managing partner for KPMG in Victoria, says the firm believes its strength lies in its people, and the company works hard to recruit and retain the best in the industry.

“We have more than 160 interns and co-op students across the country, and the KPMG Foundation plays an important role in helping us to support higher education locally,” says Kolla. “Students have a choice of where to build their career, and the UVic Business co-op program is essential to our recruiting program. Beyond providing students with business and technical knowledge, the best training is on-the-job training. That’s why the business simulation was a perfect fit. Students can apply what they’ve learned in the classroom in the area of auditing and accounting to a practical exercise.”

KPMG is the faculty’s largest accounting co-op and career employer. Between 2003 and 2008, it provided 51 co-op work term placements for 34 business students. Dr. Ali Dastmalchian, dean of UVic Business, says KPMG is an important partner in developing students who want to become accountants.

“This gift represents just one way they support the faculty and provide outstanding opportunities to our students,” says Dastmalchian. “Their support is far more than financial. Their employees, partners and retired partners instruct in our classrooms; they mentor our students, serve as members of our Board of Advisers and continue to support the faculty through special events. KPMG is a great partner in education.”

Henry and Marian Thiel

Business students will have more opportunities to develop their global mindset and prepare for a career in international business thanks to a new $50,000 award recently established by Henry and Marian Thiel.

Retired business executive Henry Thiel played a pivotal role in the establishment of the International Export Management Program at the world-renowned Banff Centre, where he served as director and principal lecturer for more than 10 years. His business experiences led him to appreciate how significant international business expertise is to success in the new global environment.

The new International Business Award will be conferred in 2011 on a fourth-year Canadian BCom student specializing in international business. It will be based on merit, grades in the core business courses, financial need and the student’s interest in pursuing a career in international business.
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Everybody talks about sustainability these days. And when it comes to business, it seems that triple-bottom-line reporting is everywhere. But what does it really mean?

Just opening the websites of familiar companies and brands reveals that most have some public statement about their values and policies regarding “social responsibility,” “corporate citizenship” or “sustainability.” And a surprisingly large number of firms, especially large multinational corporations, go well beyond stating a policy—many painstakingly report a confusing array of metrics aimed to capture their performance on a large number of social and environmental indicators.

Clearly, an increasingly web-savvy society—thirsty for trustworthy information, not to mention good news—is putting pressure on companies to have information at the ready. Recent ethics scandals and growing public concern about climate change and greenhouse gas emissions add further pressure.

The data collection effort is far from trivial, and the time and resources needed can be quite daunting, especially for smaller companies. The goal is to provide trustworthy and transparent documentation, particularly for corporations that have been exposed to the damaging effects of bad press or a media scandal (which doesn’t always accurately portray matters, as, for example, Royal Dutch Shell found out over the Brent Spar, a floating oil storage facility whose planned deep-sea disposal caused a media sensation in the mid-1990s).

With the appetite and market for such information growing, there is also an increasing need to standardize reporting practices. After all, what good is it if one coal-burning power plant reports completely different metrics than another? Leveraging reporting for better triple-bottom-line management is at the heart of the dialogue. So what does it actually mean to manage sustainably? At bare minimum, it means keeping track of organizations’ impacts in the economic or financial realm (legally required and following generally accepted accounting principles), as well as their effects on the environment, and non-economic impacts on society. But beyond that, it means consciously evaluating trade-offs between such impacts. Sometimes human creativity and ingenuity find synergistic solutions—those sought-after, delightful win-win-wins; those times when it “pays to be green” (particularly in the short-term) or when providing social benefits simultaneously helps the firm’s operations; for example when schooling or basic health care help provide an educated, reliable and happier workforce.

But there are times when trade-offs must be made. And it is in those cases when the meaning of creating “sustainable value” really hits home—sustainable for whom? For how long? Such decision points pose many difficult challenges for today’s managers and executives. Many impacts—social or environmental, good or bad—are very difficult to evaluate. It is clearly unacceptable to sell a piece of equipment that is highly unsafe to operate, but does the value of fire-retardant foam, for example, justify negative health effects for those using a sofa made out of that material? In some ways, environmental trade-offs might be easier to make. After all, there is a real cap on Earth’s capacity to absorb human waste and produce the kind of resources we so completely depend on, such as food, predictable and stable climate conditions and safe water.

As the world recognizes the urgent need for fruitful action, the challenge for managers is to apply all of their organizational resources and ingenuity to find true triple-bottom-line solutions.

Dr. Monika Winn is an associate professor of business strategy and sustainability at UVic Business. She has received many awards and honours, including the Carolyn Dexter Award from the Academy of Management for a paper she co-authored on the impacts of climate change on business. A detailed biography is online at: www.business.uvic.ca/faculty_staff/faculty/view/40.
Fourth-year UVic Business student Jill Wanklyn can proudly call herself a “DIRTTbag.” Her Calgary-based co-op employer, Doing it Right This Time (DIRTT) Environmental Solutions Ltd., is in the business of rethinking the way office interiors are manufactured, designing them in a responsive and responsible way.

DIRTT constructs and distributes pre-fabricated workspaces with modular, movable walls and floors—known as Agile Architectural Solutions—and “plug and play” power products. The goal is to combine simplicity and aesthetic expression with functionality and sustainability. Wanklyn did a 2009 summer co-op term with the company’s finance and accounting teams.

“DIRTT’s corporate culture is one that empowers employees and recognizes free thinking,” says Wanklyn. The company offers complimentary daily lunches in its Greens Bistro & Café, which encourages employees to mingle and adds to a culture of trust and openness. “What sets DIRTT apart from other companies is the complete lack of conventional thinking,” she adds. Wanklyn says this stems from CEO Mogens Smed’s unique personality and entrepreneurial drive, and trickles down the entire organization. From wacky writing on the walls of meeting rooms to high-energy and often competitive “lounge nights,” DIRTT employees are encouraged to innovate, and rewarded when they do so.

“DIRTT is small and progressive,” says Wanklyn. “I truly feel that I am part of a groundbreaking organization that is going to play a major role in the future of sustainable development and contemporary design. I’m proud to say that I’m a ‘DIRTTbag,’ the company’s name for its employees, and I hope other students will get a chance to work for a company as special as DIRTT.”

Over 90 partners and countless other architect and design firms work with DIRTT, and between 75 to 80 per cent of the company’s projects are in the US. “We are the top wall manufacturer in North America and yet Canada is just so behind when it comes to modular interior spaces and the environment,” says Julie Pithers of the company’s marketing and communications department. She adds they recently opened a state-of-the-art industrial assembly plant in Savannah, Georgia, and to reduce transportation costs further, are looking at other locations in the US.

DIRTT uses pre-engineered and pre-manufactured walls and partitions, which not only reduce the cost of materials and transportation, but are also easily assembled and moved. Agile Architectural Solutions replace drywall and sheet rock, which are the most common materials for building on-site office walls and rooms. It’s estimated buildings produce 22 to 33 per cent of landfill waste. DIRTT’s solutions make it possible to significantly reduce initial construction waste and eliminate future renovation waste, with no need for demolition, dumping, procuring or rebuilding. DIRTT has received several environmental and design awards. sc

For more information about DIRTT, visit www.dirtt.net.
Victoria-born Colleen Hamilton (BCom ’06) earned her degree from UVic, then surprised herself by easily getting into a one-year master’s program at the prestigious London School of Economics. During this period she also did a couple of exchanges to China, including a one-year posting to Shanghai.

“The economy was booming there but I thought that the economic development was having a dreadful impact, from the terrible health and safety issues to the staggering amount of pollution being pumped into the environment,” says Hamilton. “The thought of children growing up without knowing what a blue sky looks like is awful.” It’s a lament many might make in passing—but Hamilton had the energy, education and commitment to actually do something about it.

For nearly a year now Hamilton has been manager of operations at Vancouver-based Offsetters, a company that helps mitigate carbon dioxide emissions that are contributing to climate change. “Basically, we sell ‘offsets’—also known as emission reduction credits—which are designed to compensate for emissions that have already occurred,” explains Hamilton, whose clients include corporations and private citizens. “Let’s say you had to fly return to Toronto, which would generate 1.3 tonnes of carbon dioxide per passenger,” she says. “You can buy a carbon offset for about $26, money that we will put towards various projects that promote the ongoing reduction of greenhouse gases elsewhere.” Offsetters identifies industrial processes that are wasteful and then finds a solution, typically by incorporating clean, next-generation technologies. “We also assist companies in developing strategies for reducing their carbon footprint,” she says.

Although sometimes described as an environmental “sin tax,” offsets are a practical way to help make our beleaguered planet more sustainable. “Offset funds are used to help subsidize clean-air technologies in initiatives that would otherwise not be able to afford them,” says Hamilton.

The BC government, which has gone green in a big way, is Offsetters’ biggest client. And business is set to boom even more with the onset of the 2010 Winter Olympics, for which Offsetters is the official supplier of offsets. “The Olympics’ direct footprint is 110,000 tonnes of carbon dioxide, while the indirect emissions from the visitors, the hotels and corporations such as Coca Cola add another 190,000 tonnes,” says Hamilton. “All those big sponsors have to deal through us.” A side benefit for Hamilton personally is that she has been selected as an Olympic torchbearer for the ceremonies. “I get to carry it for 300 metres,” she says with a delighted laugh.

While she was one of only five employees last October, Hamilton has since seen the Offsetters workforce double, and expects to be part of a 30-strong team by 2012, when her company hopes to be selling a million tonnes of offsets per year. “UVic prepares us to be generalists and that has really come in handy at Offsetters,” says Hamilton, who has done everything from handling human resources and creating a business plan to defining “performance metrics” that measure success. Hamilton has special praise for the UVic Business course “Communities Local and Global,” which helped her realize that the world of business could be so much more than just accounting or public relations.

“And now I’m doing interesting work out of a historic building in Gastown with great views out the windows,” says Hamilton. “I’m very happy here.”

Photo: Robert Karpa

Colleen Hamilton is helping shrink the Olympic footprint, one carbon offset at a time

By Robert Moyes
Wes Baker (BCom ’03) is no stranger to feats of Olympic calibre. Back when he was still a student in UVic Business’s Entrepreneurship program, he made a medal-worthy pitch to Edge Marketing Inc., a Calgary firm that produces heat-moldable custom insoles for footwear—where he had previously done a co-op work term. The concept was the ultimate in wear-testing scenarios: a run all the way across Canada. This ambitious feat for charity, which was also Baker’s graduation project, meant he became the first student whose path to a diploma included five gruelling months of hoofing it from Halifax to Victoria.

After letting his feet cool off for a few weeks Baker moved to Vancouver to work for Inventa, an “experiential” marketing agency that uses interactive/street-corner promotional tactics. “Inventa was a very creative organization, and they often required unique, custom-built pieces for their advertising campaigns,” says Baker. Originally accepted into UVic Engineering, the mechanically inclined Baker was soon designing and building unusual items destined for trade shows or guerrilla marketing campaigns. “I have fabricated fake pop-up bus stops for Nintendo, and got the job when the BC Dairy Foundation required some adult-sized baby strollers for their Must Drink More Milk campaign,” says the resourceful Baker. He soon quit Inventa and set up shop as an independent contractor specializing in creating unique “marketing elements” for various multinational clients.

By February of 2008 Baker was president of Vancouver-based Cinder Creative Inc., which he founded along with a partner, Amelia Ufford. “We were both environmentally conscious West Coasters, and Amelia and I struggled with the excess and waste created within our industry,” says Baker. After repeatedly being told to “just get rid of” everything from lighting systems and mechanical contraptions to display cases, old brochures and even uniforms, Baker saw the need for a service that would respect the security requirements of big corporations while at the same time avoiding too many trips to the dump to dispose of what he calls their decommissioned advertising “brandfill” in an environmentally sensitive way.

“Cinder had plenty of experience with the assembly of branded elements, so it seemed only natural to offer a disassembly ‘debrand’ service,” says Baker. “So … we started Debrand, to help deal with what we consider to be a global problem.” According to Baker his new company allows behemoths like Nike and Coca Cola to still develop those latest-and-greatest marketing elements, but at the same time be good corporate citizens when it comes time to recycle all that wood, metal, glass and plastic.

And working in the backyard of the 2010 Olympics means that business is really starting to boom. Both Cinder and Debrand are putting in big hours, working with major title sponsors as well as behind-the-scenes production companies. “There are so many special promotional events and Olympic-branded items, it is estimated that each day of the Olympics generates the business equivalent of three Super Bowls,” notes Baker.

“We’re also doing a lot of consulting,” he adds. “If we give these guys some front-end input then they can create something that can be more easily disposed of afterwards.”

Baker estimates his core staff of four or five could swell to as many as 20 contractors while working to meet the Olympic-size demand. “And this current success feels like a direct tie-in to my very first co-op term at Edge Marketing,” he says. “UVic had given me good exposure to many facets of business, from web design and databases to marketing plans and accounting, and all that was a perfect fit for a young, growing company.”
In the midst of a record-breaking summer scorcher in Vancouver, Andrea Holmes (BCom ’05) is thinking about snow. Holmes is a four-time Canadian Paralympic champion in long jump, three-time national champ in the 100-metre, record holder in high jump and long jump bronze medalist at the 2007 Parapan American Games in Rio de Janeiro. Now she’s trading tracksuits for snowsuits with ambitions of cracking the national ski team and competing at the 2010 Paralympic Winter Games.
“When I stood on the podium in Rio to get that medal and saw my flag being raised, I thought how amazing it would be to compete in my home country in front of Canadian fans,” says 27-year-old Holmes over the phone from Vancouver. “Basically the reason I got back into skiing was to compete in 2010.”

The switch from track to snow came with challenges, but overcoming challenges is nothing new to Holmes; she was born without the lower portion of her left leg. Though she was an avid skier growing up in Vancouver, in her early 20s Holmes shelved winter pursuits to focus on track and field. The return to snow sports meant adapting to training conditions dramatically different from what she had been accustomed to.

Compared to the predictability of the track, snow is a challenging and dynamic medium. The ideal combination of wax, ski, technique and a stroke of luck can make the difference between a medal performance and an average result. Her ego also took a bit of a chilling—she was transitioning from sports in which she had top-shelf international rankings to one in which she was a complete unknown.

Holmes went to work. Less than three years after joining the BC Disabled Alpine Ski Team, she earned a fifth-place finish in both giant slalom and slalom at last year’s Canadian National Alpine Ski Championships. That’s just the kind of tenacity, drive and determination that has defined Holmes’ athletic career, whether on track or snow.

Phil Chew, head coach of the BC disabled ski racing team, says that although Holmes is a long shot for the 2010 Games, she’s destined for a spot on a future national team if she continues developing at the same rate. That means Paralympic ski competition could be in her future, if not in 2010.

“Andrea is very coach-able. You tell her to do something and she does it,” says Chew, a former Paralympian skier who competed in the 1992 Albertville Olympics. “What’s incredible about her is that when she started with us three years ago she had never ski-raced before.”

Holmes realizes that competing at the Winter Games in February is a lofty aim; however the underdog status keeps her focused.

“I’m super competitive and type-A and I want things to happen fast,” Holmes says candidly.

Raised in a family that celebrates athletic achievement, Holmes’ love of sport was fostered at a very early age, in no small part by her father, who is an avid sportsman and current president of Triathlon Canada. She rarely considered her disability a liability, and as a youth often competed against and with able-bodied athletes. However, in some ways Holmes arrived late to world-class competition. It was only while watching the 2002 Salt Lake City Games that she first learned of the Paralympic movement. The site of a one-legged cross-country skier competing hard for an Olympic medal proved to be a seminal moment, inspiring her to strive for a spot at the 2004 Summer Games in Athens. She wanted to test herself against the world’s best disabled athletes. When she began looking around for a...
coach she discovered knowledge about the Paralympics was limited, and so too were resources to support athletes in training. Eventually she began training in high jump with the Pacific Athletics Club, but just six months before the torch was to be lit in Greece, her chosen sport was suddenly dropped from the Paralympic competition calendar. Undeterred, she switched to long jump and leapt to a respectable eighth-place finish.

Holmes is the first to admit that sport has defined her life, both as an outlet for her competitive nature and also as a means to experience the world, travel and make connections in the business community. She feels honoured to have competed at the historic birthplace of the Olympic movement in Greece and also to have run in the torch relay in Beijing last summer, a particularly moving experience given her half-Chinese heritage.

“I get kind of choked up when I think about it. My life is totally different because of the Paralympics. I have travelled the world many times, seen and met so many people and had support from great companies,” she says.

Sponsorships from both Lululemon Athletica and Royal Bank of Canada have made it possible for her to focus on training and competition, as well as hone her public speaking skills. While juggling a rigorous training regime, Holmes also has a busy schedule of motivational speaking engagements for audiences that range from kids’ camps to RBC employees. The theme of her talks inevitably revolves around the personal qualities and characteristics that have allowed her to achieve athletic success at a high level—namely, setting goals, achieving them and being accountable to those goals whether in sport, business, personal relationships or in any of life’s endeavours.

Recently she wrapped up filming a yoga video and doing a photo shoot for Lululemon that will see her featured on one of the company’s reusable shopping bags, along with five able-bodied Olympians. For Holmes, a marketing campaign that places able-bodied athletes on the same playing field as an athlete missing a leg is a potent symbol of what has been a theme in her life: that a physical disability is like any other disability, emotional or psychological; you can allow it to rule your life or you can overcome it to achieve great things. Holmes doesn’t need to search far for inspiration—Stephen Hawking may appear trapped within a body racked by amyotrophic lateral sclerosis (ALS) but his brilliant mind has soared to heights few of us can imagine.

Rick Hansen lost the use of his legs in a car accident but has gone on to inspire generations of Canadians to reconsider the perceived limitations of people with disabilities. In her own way, Holmes is building upon this social movement that is opening more and more doors for the disabled worldwide.

Though she is focused squarely on skiing these days, Holmes knows that all competitive athletes have a best-before date. Clearly that date for Holmes has not yet arrived; still, she anticipates the day when she’ll have to press her business degree into service to pay for the mortgage on a newly acquired North Vancouver home. It’s the reason she recently obtained her real estate sales license and also completed training as an account manager with RBC.

She also wants to leave a personal legacy beyond medal counts and race results. Through her fledgling one-woman organization, aptly named “GOALD,” she hopes to share her experiences in life and sport, and mentor young people, disabled or able-bodied, to achieve their dreams. So, when Holmes’ racing days are over, she might be a little less competitive, but she’ll be just as motivated—she’ll simply be channelling that energy in new directions.
I have worked with several UVic BCom grads over the past three years. To generalize, they are young, eager and excited about all things Internet. In fact, not one of them can fathom any other possible career path.

There are several reasons new graduates are excited about the Internet. First, it’s novel, exciting and changing rapidly. Second, they live and breathe it in their day-to-day lives. Third, the lure of easy money is hard to resist.

The Internet industry perpetuates this easy-money excitement with thrilling tales of broke dudes in basements inventing websites whose popularity starts spreading by word of mouth on Monday, making them gazillionaires by Tuesday. What they don’t tell you is that “word of mouth” cost millions of dollars, that venture capitalists with deep pockets backed Bill and Ted and that the team actually included 250 engineers.

I’m not naive enough to think the Internet is some fad; I worked in high tech for three years. If everyone is doing the new thing, it ceases to be new.

Thousands of successful entrepreneurs are retiring from all types of industries. Who is taking over for them? The Internet isn’t going to replace things like septic tanks, food, spark plugs, backhoes, bricks or nails. These are things grads use every day, but they don’t realize it because they find the use of them boring.

I left the exciting world of the Internet to run a small-town newspaper. Newspapers! Yes, I keep hearing they’re boring and a dying industry. Why would I do something so stupid? Well, mainly because no one else is doing it, and because I analyzed the market with the knowledge I acquired at UVic versus Googling “Are newspapers a good business?” to plan my career. Our competitive landscape is improving every day as radio and television become more fragmented than my son’s Tinkertoys and our print competitor dies under a mountain of debt.

In addition, the Internet doesn’t really affect us. The barriers to entry keep out the riff-raff; compare this to the Internet where you are competing with eBay, Microsoft, 100 Stanford PhDs and some brilliant kid in India in his mom’s basement—all at the same time. I’m not going to tell you all of my secrets, but let’s just say that if small-town democracy isn’t a fad, I’m feeling pretty good about being uninteresting. I don’t have to stare at a computer screen all day, which is a plus in my book. And believe it or not, it’s actually a ton of fun to boot.

Would you rather be one of the millions of geeks all over the world trying to come up with the next iPhone level app or a 28-year-old who owns 75 percent of the world’s nails? If you were the latter, you could buy yourself a truckload of interesting. Moreover, what would be more unique than a 28-year-old nail tycoon? Think about it: “Welcome to my yacht; I call her 10-Penny.”
Karen Jawl
By Krista Boehnert, MLIS, Alumni Officer

There’s a new kind of earth mother out there—she’s business-savvy, she’s passionate about making meaningful changes in the environment and she’s carrying her own reusable bag. Meet Karen Jawl (BCom ’03). When she talks energy her face lights up, and when she talks about saving energy, she can’t contain her enthusiasm. Her passion is infectious—when she discusses her current sustainability projects, it’s easy to get swept up in the excitement.

Jawl is responsible for overseeing energy efficiency upgrades at Jawl Properties Ltd., her family’s commercial property management company. And her hard work and dedication is paying off. The company was recently awarded a Power Smart Excellence Award from BC Hydro for retrofits that will result in a 22 per cent reduction in energy consumption.

The projects focus on reducing energy consumption, as well as water and waste management. Jawl says they’ve finished environmental upgrades on 12 of their buildings and have two in progress.

Her role isn’t always easy. Often at odds, environmentalists and businessmen can make strange bedfellows. “There’s this leftover notion that being environmentally friendly is more of a charitable notion as opposed to realizing that it actually makes some business case sense too,” Jawl says.

She adds it’s important to show the financial worth of green projects—they help save the planet, but they can also improve your bottom line, and that’s the key to getting corporate buy-in. And once you have that, projects can move along quickly.

Says Jawl, “If we can [meet energy targets] in 14 months and we didn’t know anything about it when we started, then I think there are a lot of opportunities for change.”

Next up for Jawl? She’s found her niche in the sustainability sector and plans to keep focusing her energies there. And lucky for us—by combining her business acumen and love of nature, Jawl is saving the planet, one building at a time. Now that’s an earth mother we can all cheer for.

2009
Daniela Alusik, MBA (GMBA) is working in the international trade section of the Embassy of Canada in Beijing, China.

Aurian Stark, MBA is working for the Government of Nunavut as a senior policy analyst for devolution, which involves the transfer of federal powers and authority to the territorial government. He is also involved in federal-territorial negotiation and human resource capacity-building.

2007
Cynthia Cameron, BCom is set to carry the Olympic flame as an official torch-bearer in the Winter Games Torch Relay. Her portion of the run will take place in Sidney, BC. The torch will travel more than 45,000 kilometres across Canada before making its way to Whistler, BC.

2006
Dino Celotti, BCom recently started a new position as national food and beverage director for Opus Hotels.

Liz Fosdick, BCom loves event planning, and after organizing a range of events in the public and non-profit sectors she has opened Liz Fosdick Weddings & Events. She is quickly establishing her place in the Victoria wedding market and is working with clients from various parts of Canada. She is also looking for opportunities to plan events for corporate clients. If you’ve got a special event coming up, she would love to hear from you. Check out her website, www.lizfosdick.com, or send her an email at liz@lizfosdick.com.


2003
Cyril Elbers, BCom got married this summer and is moving to London, UK to do a master’s in international development management at the London School of Economics. Most recently Elbers was a manager with Deloitte Consulting in Calgary, AB.
Jason Hennebury
By Dianne George

Jason Hennebury (BCom ’03), is feeling pretty good these days, helping Canadian homeowners pay off their mortgages faster. He is a partner and vice-president of sales and marketing for Tax Deductible Mortgage Plan—a company that placed 88th in Profit magazine’s annual top-100 ranking.

“This product allows homeowners to pay off their mortgage in less than two-thirds of the time, while generating thousands of dollars in free tax refunds,” says Hennebury. TDMP participants sell their non-registered securities and use the proceeds to pay off their mortgage; they then re-borrow the money to repurchase the securities and create a legal tax-deductible debt. For a fee, TDMP manages the process for the client.

Hennebury says homeowners must meet stringent guidelines to help them weather the risks of this product.

“Individuals must have at least 20 per cent equity (30 to 50 per cent is preferred) built up in their home and be in a 35 per cent or higher tax bracket. Because it takes a while to get to this level of financial security, we believe it’s best suited to individuals who are at least 35, and no older than 55, so if the stock market does take a tumble, they have time to recover before they retire. Because of these strict rules, all of our existing clients survived the stock market meltdown at the end of 2008.”

TDMP viewed 2009 as an opportunity and modified its offerings. “Previously, the TDMP product was strictly an in-house service offered by our company’s own mortgage brokers. We’ve since transformed our mortgage product into one that is available to all mortgage brokers across the country and their clients. In what some would consider a challenging year, we’ve built a network of over 300 independent, TDMP-certified mortgage brokers that promote our product across the country, from Saint John’s to Victoria.”

Hennebury says he applies a number of lessons from business school every day: “Understand the market, never be afraid to reinvent yourself, grow your business by reinvesting the profits and strive for continuous improvement.” To budding entrepreneurs, he says: “Fully commit yourself to whatever you are doing. Commitment drives success.”

2001
Jennifer Koershuis (née Hufnagel), BCom (Ent.) and Ryan Koershuis, BCom ’99 (Ent.) met while working together at TAP Solutions (thanks to BCom co-op work terms) in 2002 and were married in 2008. They currently live in Vancouver, BC, where Jennifer spent five-and-a-half years working at 1-800-GOT-JUNK? and then joined VANOC as a training specialist in January. After years of travelling for work with TAP, Ryan took the plunge and founded his own management consulting firm, Helios Services Group, with two colleagues (www.heliosgroup.ca).

Shannon Gallaugher, BCom was recently promoted to marketing manager at Mustang Survival.

2000
David Kidd, BCom started a new position in the Power Business Unit for Schneider Electric. This is a global position and his new role will be strategy director, power solutions for data centres. He will be reporting to the vice-president of power solutions for data centres.

Kidd is responsible for defining technical solution architecture for the Power Business Unit’s data centre offering. This includes final distribution, low voltage, medium voltage, enclosures, energy metering, protection devices and software. As part of this role, he will be travelling throughout the US, Canada, Europe, Asia and Australia to attend conferences, spend time with various Schneider organizations and meet customers.

Kidd currently lives and works in San Francisco and was married June 6, 2008.
Lorne Neil
By Connor Edwards, BCom student

When you find your way to the business world, you never look back. That’s the attitude Lorne Neil (MBA ’05) had as an undergraduate at the University of Puget Sound in Tacoma, Washington, and one he maintains today as vice-president of sales and marketing for Caorda Solutions, a growing Victoria-based tech firm. Originally planning to study physiotherapy, Neil got into the business world after a stint as president and treasurer of his undergraduate fraternity, where he gained leadership experience and realized he had an ability to solve complex issues and make tough decisions.

Neil lived and worked in Tacoma for five years after graduating before moving back north of the border. He settled in Victoria in 2000 with a job at ACD Systems.

In 2005, Neil completed his MBA at UVic. The skills he learned in the classroom translate every day to his work at Caorda Solutions. “UVic Business provided me with a global perspective on organizational management, human resources, finance—a broad wealth of disciplines—to be able to run your company more effectively,” he says.

In a fast-growing, competitive industry, Neil has risen to the challenge and firmly established Caorda in the marketplace as a local leader in technology solutions. Working on a number of projects with clients such as Vancity, McAllister Media and Scotiabank, Caorda Solutions became a 2009 VIATeC Online Strategy of the Year Finalist and has grown to 13 employees, with a new office at the corner of Saanich and Blanshard in Victoria.

But profits aren’t the only focus at Caorda. Over half of the company’s team is UVic graduates, and the company gives back to the school by taking BCom co-op students and working with the UVic Student Society and Commerce Student Society on their websites.

When he’s not working with clients, the Greater Victoria Chamber of Commerce or Tourism Victoria, Neil competes in marathons and triathlons.

In 2003, before moving to Ireland to work in PwC’s Audit and Assurance Group in Dublin from 2004 to 2007. Currently the Controller of Aura Minerals, Bubb is responsible for financial reporting, corporate budgets and transitioning the company from Canadian GAAP to IFRS. Aura is a publicly listed mining company with an operating mine in Mexico and properties in the development stage in Brazil.

When she isn’t travelling for work Bubb enjoys vacations, the outdoors and completing renovations on her townhouse.

Amy Perron, BCom is rarely sitting still these days. Perron, a senior manager in the Private Company Services, Audit and Assurance Group with PricewaterhouseCoopers LLP, balances a busy career with volunteering and athletic pursuits.

“‘You have to have something to ground you,’” says Perron, who started working at PwC after graduating from UVic. Perron articled with PwC as she worked towards a CA designation, which she obtained in 1999. Patricia Low, BCom (IB) served as a manager at TD Canada Trust for five years after graduation, then left to become a yoga teacher. She has just completed her studies. She recently got married in Tofino and is now a doctor of traditional Chinese medicine, a registered acupuncturist and a craniosacral therapist. Her business name is Circle of Healing and she practises in Vancouver, BC. Visit her website at www.circleofhealing.ca.

Shelley Bubb, BCom is hiking the local coastal mountains around Vancouver whenever she isn’t in Mexico for work.

“Awe spoilt in Vancouver with the mountains right at our doorstep. Hiking, for me, is a great escape from the city and work,” says Bubb. This sentiment is reinforced by time Bubb spent in Dublin on secondment.

Between managing a number of audit teams and providing business advice to clients’ key decision-makers, Perron also chairs PwC’s social committee and is a coach and mentor to junior staff. She sits on the
Answering the call of the mountains, Bob Aura (BCom ’96) joined the finance department of Tourism Whistler after graduating with a specialty in tourism management.

“Having grown up in Revelstoke, and being an avid skier and golfer, the chance to live and work in Whistler was one that I couldn’t pass up,” says Aura, who spent four years in Whistler before joining Maxxium Canada, an importer and distributor of fine wines and spirits, as a logistics manager in Vancouver.

His love for tourism pulling him back into the industry, Aura joined Intrawest ULC, a company that develops and manages destination resorts, including BC’s Whistler Blackcomb resort, in 2005 as a revenue management analyst developing pricing strategies for its lodging division.

“Developing reporting that has been adopted corporate-wide, and being involved on a team that has a direct impact on the success of our lodging business has been a very rewarding experience,” says Aura of his current role as manager of revenue analytics and reporting. His team is responsible for delivering revenue management strategies for the company’s resorts, accounting for a $125-million lodging budget.

“Find a job that you truly enjoy and you’ll never have to ‘work’ another day in your life,” says Aura, “I was given this bit of advice early on in my career and as a result I’ve tried to work for companies that align with my values, and sell a product that I enjoy and believe in.”

Continuing education has also been key to Aura’s success; recently he completed a CMA accounting designation and a financial management certificate from eCornell.

In his spare time Aura skis, mountain bikes and plays volleyball. Also an avid traveller, he has been to Southeast Asia, Japan and Europe with wife, Julia. He has also taken on a new role, as dad, with the arrival of his daughter, Maya, in February. BC

board of directors of the Potluck Café Society, which provides local long-term employment and affordable meals for residents of the Downtown Eastside area of Vancouver.

When she isn’t working or volunteering, Perron golfs, outrigger-paddles and travels; recent trips include Morocco, China, Peru and Indonesia.

1997
Matthew Scott, BCom, LLB left Crawley Meredith Brush LLP in June 2009 to join CI Investments Inc. as vice-president, chief litigation counsel. CI is a diversified wealth management firm and one of Canada’s largest independent investment fund companies. Scott is looking forward to a trip back to Vancouver with his family to enjoy a men’s qualification playoff hockey game at Canada Hockey Place, as well as freestyle skiing at Cypress, during the 2010 Winter Olympics. Matthew is married to Meghan Scott, an assistant crown attorney with the downtown Toronto Crown Attorney’s office, and has two children, Turner, 5, and Alexandra, 3. BC

Remembering Kyle McMillan
By Jeff Bay, BCom student

For those of you lucky enough to have known Kyle McMillan, you will remember him as a kind, generous and friendly person who always wore a smile and had a kind, supportive word for anyone he met. In December 2007, Kyle was diagnosed with rhabdomyosarcoma, a rare and aggressive form of cancer that grows in the soft tissue. Kyle passed away just 11 months later after a courageous battle. He will be dearly missed and never forgotten.

Kyle will graduate posthumously from UVic Business in 2009. He was proud to be a UVic student and worked hard to prove to himself and to everyone else that he belonged in the world of academia. He believed in a good education, a good school, a great city and wonderful friends and faculty.

As a tribute to Kyle—to honour his memory and spirit—his friends are establishing an award designed to support other students. We think this is a great way to remember him, as he made such an impact on the faculty and the student body. We are now fundraising toward a goal of $10,000. If we can raise that amount, a scholarship, the Kyle McMillan Award Fund, can be paid out every year in perpetuity in Kyle’s memory. For information, email me at jbay@uvic.ca. To donate go to: external. uvic.ca/development/givenow/online_login.php (the login ID allows a tax receipt to be mailed to you). Kyle, the young man with the old soul, taken from us too soon. Forever 22, forever loved. BC
What would you do if your crazy uncle decided he had too much money and was going to give you $80,000 a year to do whatever you wanted for eight hours a day, five days a week? It was this question that got Steve Bocska (MBA ’02) into making video games.

Nine years ago, Bocska was running a retraining program for displaced fishermen on Vancouver Island. He would pose this question to his clients as a stimulator and eventually someone turned the question back to him. Within a few weeks, Bocska had applied for a job as a game designer with the now defunct Disney Interactive in Victoria.

“I never thought I could combine my love of technology and video games and get paid to do it,” he says.

Bocska was already enrolled in the MBA program at UVic when he got the job at Disney. The part-time option at UVic appealed to him. “I was doing my MBA part-time, and working at Disney part-time. I was teaching a Royal Roads course, and somehow I managed to never miss a hockey game I wanted to watch.” Bocska was developing and teaching curriculum for an MBA program at Royal Roads University, so it seemed natural for him to get his own MBA.

Luckily, he’s had great success with his choice. After his stint at Disney, he relocated to Vancouver and worked at Electronic Arts (then known as Black Box) and Radical Entertainment, and started Hothead Games in 2006. Today, he’s the CEO of Pug Pharm Productions, a game developer launching a revolutionary social networking game, “SNOGET,” this fall.

“Our game requires you to find other people with the same interests as you, then collaborate and co-operate with those people,” explains Bocska. The game play is centred on interest-based connections, so it’s social networking in order to win. Interests range from Madonna to gourmet cooking to the Tour de France, and everything in between. “The interest item in the game is as crucial to the game play as the checker pieces are to a checkerboard,” says Bocska.

These days, everyone and their mother (and in some cases, grandmother) is on Facebook or Twitter. Social networking has become a part of everyday life. But Pug Pharm hopes to make that network even bigger by connecting people who have similar interests. Unlike Facebook, it’s about reaching people you don’t already know but have something in common with. And it’s a game, so it’s fun.

Through his UVic coursework and case studies, Bocska learned to identify and assess opportunities. His time at UVic helped him see how industries evolve, especially in today’s online world. Pug Pharm can make changes to and adapt SNOGET depending on how the game is received, he says. “What we’re actually creating is more like a service, not a product, where we can ship the first version of it, and if it’s not quite right, we can address the audience as we need it. That’s another thing I learned through the MBA program: there’s a very real distinction between a product and a service.”

It’s the first true online social networking game, so there’s nothing to look to for inspiration. Bocska recognizes the difficulty in trying something new with Pug Pharm, but his MBA showed him the value of having an alternative plan in case issues arise. “If you’re faced with something unexpected, you can enact one of those other options,” he says. “The program taught me the need to put that kind of work into keeping options open and making them more viable, and I’ve instilled that belief in Pug Pharm.”

Although it’s a lot of work, Bocska hopes to harness the massive potential of the convergence between social networking and video games. “I had this real revelation that there’s an amazing opportunity right now,” he says, “and if I don’t do something about it I’ll be kicking myself.”

Gaming, recycled: a background in the video-game industry, social media savvy and a UVic MBA gave Steve Bocska (MBA ’02) the tools to create SNOGET, a new online networking platform.
The Business of Climate Change—a special session preview
Thursday, June 24, 2010

The climate is changing, both metaphorically and physically. Businesses can no longer ignore the unprecedented uncertainty associated with climate sensitivity—or can they ignore social movements driving consumers, producers, investors, policy-makers and corporations to make more informed and environmentally based decisions. Forward-thinking businesses are developing mitigation and adaptation strategies to prepare for economic, social, and environmental changes anticipated in the near future.

The pressing challenges businesses face today revolve around how to:
• align corporate and social responsibility goals with strategic decisions;
• cost effectively shift to a low-carbon economy; and
• adapt to a growing regulatory regime that has increased global investor and reputational risks.

This special speaker session will address these concerns and use common themes of sustainability and climate change to engage, educate and connect distinguished professionals within the UVic Business alumni community.

Session organizers

Daniel Hegg (BCom ‘06) and Jacob Stein (BCom ‘08, IB) are climate change services consultants with Stantec Engineering. Hegg, who originally specialized in accounting, returned to UVic in 2007 to follow his interest in triple-bottom-line constructs, pursuing a master’s of science in geography. He will be funded by a National Science and Research Council Industrial Post Scholarship award (NSERC–IPS) and Aqua-Tex Scientific Consulting Ltd. His current work at Stantec focuses on applying his knowledge of climate change markets and ISO 14064-3:2006 greenhouse gas verification certification—including regulatory and voluntary offsetting schemes and protocols—to the development of an emerging climate change service line for Stantec’s Western Canada region.

In September 2009, Stein begins a master’s of science in carbon management at the University of Edinburgh in the United Kingdom. Since joining Stantec, Stein has participated in a range of climate change projects, working with a variety of stakeholder groups, including private-sector firms, unions, municipalities, provincial and federal governments and non-governmental organizations. His current work at Stantec focuses on applying his knowledge of international climate change markets—including regulatory and voluntary offsetting schemes and protocols—to industry and government clients. Stein has also been directly involved in the development of an emerging climate change service line for Stantec’s Western Canada region.

Jacob Stein (BCom ‘08) (left) and Daniel Hegg (BCom ‘06)
After a 13-year hiatus, Dr. Richard Wolfe has returned to coach UVic Business students in business strategy. A former university football player and coach, Wolfe uses sports as a lens to study and teach corporate strategy, innovation and leadership.

“Everything is very transparent in sports,” says Wolfe. “We can learn a lot about key determinants of organizational success, such as strategy, teamwork, communication and leadership by studying sports.”

A case in point, he says, is Starbucks owner Howard Schultz’s adaptation of a major-league baseball player-rating system to his own human resource strategy as his firm faces current market challenges. Sabermetrics, as the system is called, is credited with helping the Oakland Athletics find a competitive advantage and compete with big teams such as the New York Yankees and Boston Red Sox.

In other research, Wolfe finds that leadership exerts more influence on team performance in football than in baseball, since football is a considerably more interdependent sport—a finding with relevance for non-sport organizations as well.

Wolfe has countless similar examples at his fingertips that draw on 21 years of teaching experience and an academic background that includes a PhD in organization theory, a master’s degree in physical education and an MBA. He was drawn back to Victoria because of the innovative nature of UVic Business and Victoria’s beauty and lifestyle. He shares his passion for management and sports with his wife, cat and two dogs.

New PhD program in management

UVic Business has launched a new PhD program to train researchers in the field of international management and organization. Applications are being accepted now for classes beginning in September 2010.

“Our focus is on developing a global mindset,” says Dr. Ali Dastmalchian, dean of UVic Business. “We do that through course content, interaction with an international faculty and direct experiences in non-English speaking countries.”

Key features of the four-year program are:

• A focus on international business
• Integration with the UVic academic community, which allows students to take courses across disciplines
• Opportunities to study and research abroad
• Potential for internships to improve connections between theory and practice.

“Our goal is to develop management researchers through rigorous training that has an integrated and international perspective, that will help them address current global issues,” says Dr. Anthony Goerzen, associate professor and PhD program director. “There is a worldwide shortage of PhDs in management, so we believe our responsibility is to provide training to the next generation of management researchers and teachers.”

The PhD program is closely tied to the unique vision and strategy of UVic Business, which emphasizes an international, integrated, innovative and socially responsible/sustainable approach to education. For more information contact Dr. Goerzen at 250-853-3872 or agoerzen@uvic.ca, or Wendy Mah at 250-721-6060/wendymah@uvic.ca.

Partnership with CMA program expanded

Executive Programs has broadened its partnership with the BC Society of Certified Management Accountants and now delivers the first year of the two-year CMA Executive Program. Paul Levie, CA and honorary CMA, is the ECMA program chair for UVic Business.

“The CMA Executive Program is for experienced business and government executives who require a professional accounting designation,” says Levie. “Candidates in the CMA Executive Program are exempt from writing the National Entrance Examination and yet still receive the same well-respected CMA designation as those who choose a different path to the CMA.”

UVic Business professors teach the classes in Vancouver and Victoria over an eight-month period from September to April. For program details visit: www.business.uvic.ca/executive/development/ecma.

Dr. Don Rowlatt retires

“Don is a wonderful colleague, friend and mentor,” says Dean Ali Dastmalchian of Dr. Don Rowlatt, former assistant dean of finance and resources. “Not only does he put his heart and soul into his teaching, he has also been instrumental in guiding the faculty through challenging financial times. We will all miss him.”

Rowlatt taught corporate and management finance in both the undergraduate and graduate programs. In retirement, he will continue contributing to the community through his role as a commissioner with the BC Securities Commission. Rowlatt won numerous awards, including three UVic Business Excellence in Teaching awards in 10 years.

Rowlatt joined UVic Business in 1999 after 14 years as a university professor at the University of Toronto. Rowlatt held the RBC Chair in Finance at the University of Toronto from 1989 to 1994. He has also worked at the American Arbitration Association and the Canadian Department of Finance. Rowlatt is a member of the BC Securities Commission, the board of the Financial Planning Association of Canada, and the Canadian Association of University Business Programs. He is also a former international director of the CFA Institute.

For more information contact: Dr. Goerzen at 250-853-3872 or agoerzen@uvic.ca.
New prof set to teach—and learn

By Dianne George

The business faculty’s east-west ties got even stronger this year with the appointment of Dr. Marilyn Uy to the entrepreneurship program teaching team.

“I’m excited to be at UVic because of its paramount focus on entrepreneurship and its genuine global perspective,” she says. “It has a nice blend of local and international and I really like the student interaction.

“For me, learning is a two-way street. I regard my students as co-learners. In a class of 65 students I get 65 times wiser as a result of the interaction. I tell them they are not just there to consume my lectures, but to engage, and their active participation is crucial to make learning possible.”

Uy’s research focuses on organizational behaviour (OB) and motivational and emotional processes entrepreneurs experience during start-up. “OB is about people, and what could be more exciting than people and the motivations and emotions that drive them?” she says. “I also like to draw a parallel between academics and entrepreneurs. Like entrepreneurs, academics must generate research that has value and contribute to the field—there is no step-by-step formula—both of us must find our way. I treat my ideas like a new venture and want to produce information that is novel and useful.”

Uy’s spare time is filled with writing and research. So what’s on her bedside table? Along with two research journals, Barry J. Moltz’s Bounce!: Failure, Resilience, and Confidence to Achieve Your Next Great Success. “I like it because the stories can apply to everyone,” she says. “In life we have both success and failure, and being able to manage both is a part of the whole cycle.” BC

Dr. Don Rowlatt, speaking with students prior to his retirement

Entrepreneur Rebecca MacDonald

received an honorary Doctor of Laws in the 2009 spring convocation. She is the first UVic Business recipient of this honour.

MacDonald is a self-made entrepreneur who exemplifies success in the face of adversity. Born in Yugoslavia, she came to Toronto in 1974 with training in medicine and classical piano, but few resources and limited English. She discovered she had a natural flair for sales and started a door-to-door marketing company.

In the 1980s, when Ontario opened natural gas retailing to competition, MacDonald launched Energy Marketing. It grew to become the largest energy marketer in Ontario. Then, in 1996, she started Ontario Energy Savings Corporation, which now has annual sales of approximately $1.5 billion and 600 full-time and 600 part-time employees.

MacDonald raised two children as a single parent, following her husband’s death in a 1992 car accident. She has also overcome severe rheumatoid arthritis. In 2002 she gave $3 million to help build the Rebecca MacDonald Centre for Arthritis and Autoimmune Disease at Toronto’s Mount Sinai Hospital. BC

(Extracted from an article written by Mike McNeney for the June 2009 issue of The Ring.)
Gold-medal grads
A Q&A with VANOC’s UVic Business contingent

We recently caught up with two grads working for the Vancouver Organizing Committee (VANOC), Jennifer Koershuis (BCom ’01) and Arda Ates (MBA ’06) for a chat.

Business Class (BC): What is your role at VANOC?
Jennifer Koershuis (JK): I am a training specialist. In a nutshell, our main focus is to design, develop and deliver training to volunteers. This ranges from general orientation to [training for] specific venues.

Arda Ates (AA): I am working as an overlay commodities coordinator, responsible for the planning and development of the event-specific temporary products and services required for the Olympic and Paralympic Games.

BC: What are you most excited about for the Games?
JK: I have a strong feeling this will be one of our best showings in history. There are many promising athletes to watch. I can’t wait for that moment when we break our home field Olympic curse and win a gold medal in front of a home crowd. Many people will remember where they were when that happens for a long time.

AA: Working at VANOC, I’m part of one great big team, consisting of people with different skill sets from different parts of the world, creating a dream. I’m so excited to see the end result of this teamwork and the dream come true. When the competition starts and spectators cheer, I will step up to celebrate my share and contribution in the journey.

BC: What are your favorite Winter Games events?
JK: If I had to pick two, I would say ice sledge hockey (Paralympics) and skeleton (Olympics). What surprised me about ice sledge hockey was the intensity of the games—there is hitting, one-time passes and slick moves you can only pull off if you have two sticks! Skeleton impresses me because it’s one of those sports where I can’t picture myself doing it and that makes it seem exotic.

BC: What about the upcoming Games are you proudest of?
AA: I’m thrilled that Vancouver, one of the best cities in the world, is hosting the Games. Vancouver has so much to offer with its international cultural mosaic perfectly fitting in the goal of the Olympic movement to promote friendships between the nations and contribute to a better world.

BC: What do you think will surprise people the most about the upcoming Games?
JK: The sheer size and scope of the games. I’m from a small town of around 700 people (Sointula, BC) and I can’t even begin to imagine just how big this really is. There are thousands of athletes and officials, and thousands of spectators from all over the world. This is the biggest thing many of us will be involved in, ever.

AA: I wouldn’t like to ruin any surprises. We should all wait and see what the Games will bring into our lives.
Last issue we asked alumni to send us stories about living and working abroad. We got postcards from so many UVic grads and former exchange students with amazing stories to tell that we decided to feature a few more here.

**Marcus Vinicius Coimbra Campos, MBA ’06**
I studied at UVic while taking the MBA program through Business School Sao Paulo in Brazil. The structured classes at UVic prepared me for new challenges, and I made quite a few moves after the course. First I was appointed global buyer leader at General Motors, and then I moved to Embraer as a contract administrator. After one year I was promoted to supervisor, leading a team responsible for indirect purchasing and the supply chain. It’s a great company to work for. My wife Nathalia and I had our first baby in August. She joined me during my stay at UVic, and we definitely plan to get back to that wonderful and beautiful place.

**Megan Wilson**
I worked in the Business Co-op and Career Centre at UVic in 2006 on a 12-month exchange co-op term from Swinburne University, Australia. Canada was always a place I wanted to travel to, so when the opportunity arose to work abroad for 12 months, I jumped at the chance. Adjusting to life in Canada wasn’t hard, except I knew I couldn’t survive without my beloved Vegemite—luckily I brought some with me. The most challenging thing I remember was adjusting to the weather—the first time it snowed I was so excited because I’d never seen snow before, but everyone was so miserable! I have now finished my degree and am working as an associate sales representative at Oracle Corporation in Melbourne.

**Duncan Christie, BCom ’00**
I took a position at State Street Bank in Luxembourg directly following exchange terms at the University of Mannheim as part of my BCom studies back in 1999. I married a fellow exchange student who was at Mannheim from Alabama. Following completion of her army obligations, including 15 months in Iraq, we settled in a small town in the Luxembourg countryside, complete with a castle on a hill and a town square with a butcher and baker (but no candlestick maker). It’s a 20-minute commute to work (still at State Street Bank after nine years) through rolling farmland to get to work after walking the kids to school. I have no complaints about moving here from Canada. There are a few things I miss though: Tim Hortons, shopping on Sundays and my parents and siblings (although they do visit us here often). I love my new home. It’s where I’ve settled and started my family. Work-wise, I’ve grown a great deal in the firm and been given fantastic opportunities, managing new clients and products totalling over €65 billion under administration and custody—the most recent being the first cross-border tax-transparent pension-pooling vehicle with over €5 billion under administration. State Street supported me through my CFA studies directly following graduation from UVic and also in my current MBA studies, at Oxford. It has been a great place to learn and launch a career. BC

**Saulo Quirino, PMP**
I did a summer studies program in entrepreneurship, international management and international business at UVic in 2006. I now work as an IT quality manager in Brazil. For me, the classes at UVic were very important, but my time at UVic was really about human relations. For instance, when the other students discovered we were Brazilian, they organized a soccer game against us—as if we were all Brazilian soccer players, instead of executives. The game was very nice and we won, preserving Brazil’s soccer status.

Some time later we hosted some UVic students in Brazil. We went to a steakhouse (Brazil’s specialty), and took some of them to see a real Brazilian soccer game at the stadium. I was so amazed by Canada during the time I spent at UVic that I’ve started the process of immigrating to Canada.
Would you buy a new car that doesn’t let you open the hood, change a tire or even hang an air freshener? Would you buy it knowing that if it broke down, you’d have to hope it was still under warranty and the company had a new model available to fix your troubles? Welcome to the world of closed-source software.

All computer software comes from instructions called source code, which is written by programmers. Open-source software allows anyone to view, modify and use its source code, often for free. Closed source, on the other hand, means hands-off. You can’t even pop the hood, let alone check the oil.

Most businesses however, still buy closed-source software for everything from operating systems and office suites to accounting and database programs. The majority of software companies guard their code jealously and protect it at all costs.

Those in favour of closed-source software say the companies have spent more money in research and development and therefore produce superior products—those companies offer support pages and have someone on the other end of the phone who can troubleshoot your issues. This may have been a valid argument in the past, but not anymore.

One major recent change in open-source software has been a radical rethink of the business models involved. Open-source software companies have realized they can give away their product and still make money by selling support, training, customization and a host of other options that make their product even better.

Large software companies have been producing “one size fits all” products for many years. If your business needed just a little change you were told it wasn’t possible; to get by with what you had. If a serious issue arose, you had to wait until the next upgrade to get it fixed.

With open-source software, a programmer can make changes to any part of the program. An in-house information technology department might have the skills to make changes; another person or company might have already made a change you need and you can freely use it, or you can hire your own programmer or the software company itself to make the change for you. The first two options save money, and the third option returns control of your business systems to your company.

Business has all but ignored open-source software until recently, but this needs to change—it’s a viable option for meeting business needs. Open-source software may not be the solution for everything, but forgetting it’s an option could cost your company its competitive edge.

This article was written using open-source software by fourth-year BCom student Christopher Stone.
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