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Greetings alumni, and best wishes
to all as we celebrate the 20th anniversary of UVic Business. We held a wonderful community open house event on March 19 to mark this milestone, and we were delighted and honoured to receive an amazing birthday gift of $10 million from Peter B. Gustavson, president and CEO of Gustavson Capital Corporation and founder of Custom House Foreign Exchange.

Peter came to know us first as an employer, and then as a member of our board of advisers. He’s aware of our strengths and the challenges we face and felt it was the right time to give something back to the school and to the community. His generosity will allow us to build our scholarship funds, attract and retain world-renowned scholars with strong research and teaching abilities and continue our tradition of innovation.

From the outset, we have dared to be different. As you know, rather than focus on the traditional trio of marketing, accounting and finance, we have focused on entrepreneurship, service management and international business. This emphasis has allowed us to carve our own path in a crowded academic universe. Peter’s generous gift will strengthen our ability to compete in a challenging and changing global environment.

We have come a long way since our launch in 1990. This year we are celebrating our anniversary by launching three new programs, with classes beginning in September 2010 for two. Through the new PhD in International Management and Organization, our doctoral students will learn the latest in international business theory. Our new one-year Masters in Global Business (MGB) offers students with undergraduate degrees in commerce, business, administration or management the opportunity to specialize in international management and leadership at the graduate level. A new graduate certificate and diploma in entrepreneurship is planned for launch in May 2011.

In addition to introducing new programs, we are also hosting a must-attend conference in late June that is open to alumni and friends of the faculty. Rarely does one get the opportunity to hear some of the most sought-after business minds in the country at one event. The conference will be an opportunity to discuss current issues, and gain the tools and resources you need to grow professionally and engage directly with our blue-ribbon list of speakers. This conference will be of the highest calibre, similar to our annual Distinguished Entrepreneur of the Year Award gala.

This year we will celebrate the contributions of another special individual, Dr. Alex Campbell Sr., co-founder and chairman emeritus—and former president and CEO of Thrifty Foods—as our seventh Distinguished Entrepreneur of the Year. Dr. Campbell has received the Order of BC, and in November 2009 was awarded an honorary doctor of laws from the University of Victoria. This is the university’s highest form of recognition.

As I reflect on my 19 years with UVic Business, I am delighted with the achievements of our students, faculty and staff. This year, our MBA students were the winners of the Financial Post MBA Portfolio Management Competition, in which 15 teams from Canadian MBA schools compete to construct a fictitious investment portfolio with the goal of earning the highest return. Our team won by a landslide, and the skills they used show an acute understanding of investing in today’s challenging climate. This is the second time in five years that we have won this competition.

I am truly honoured to have joined Dr. David Boag and Dr. Roger Wolff in serving as a leader in such a wonderful institution. As usual, please share your thoughts and comments on the magazine by email or through a letter to the editor.

Most sincerely,

Ali Dastmalchian
Professor and Dean
dastmal@uvic.ca
A birthday surprise for UVic Business

Historic gift puts icing on the 20th anniversary cake

By Dianne George

UVic Business celebrated its 20th anniversary on March 19 with a community open house and birthday party.

The celebrations were spectacularly enhanced by a historic gift of $10 million—the largest philanthropic gift ever given to UVic Business—from entrepreneur Peter B. Gustavson. The money will support scholarships, professorships, research and innovation at the Faculty of Business.

Gustavson is the founder of Custom House, a Victoria-based global foreign exchange payments powerhouse. He sold the company in 2009 to Western Union for US$370 million. Gustavson has been involved with the business school since 2003 as an employer, member of its advisory board and chair of the Distinguished Entrepreneur of the Year Award event he helped establish in 2004.

“I know what it’s like to struggle to find the money for tuition and living expenses,” said Gustavson, speaking in front of more than 250 people who attended the festivities. “I worked full-time while at university, and with the help of my grandma would have $2 a week for gas.

“I’d pray I didn’t run out and have to walk to a gas station—you could freeze to death outside in a Winnipeg winter. I’d rather see students pursuing studies than pursuing ways to fund their studies,” he added.

UVic President Dr. David H. Turpin said the gift will turn the already remarkable business school into an internationally renowned centre of excellence for business education.

“It will literally transform the way we do business education and it will benefit generations of students,” said Turpin.

“When students enrol here, our greatest hope is to see the trajectory of their lives changed, their aspirations elevated and their minds sharpened.”

Students are the real beneficiaries of this gift. The funds will be invested in an endowment, and the interest earned will support scholarships, enhance student experiences, create professorships and research funding and develop new programs, such as the faculty’s new Master of Global Business degree.

“Peter is a wonderful friend,” said Dean of Business Dr. Ali Dastmalchian. “His unprecedented generosity will spur innovation and new ideas for educating students to understand the big picture of business. By enhancing our learning environment—particularly in the international arena—we can expose our students to more opportunities.”

David Herr, a fourth-year BCom student who thanked Gustavson on behalf of the students, acknowledged the importance of scholarships and aid in allowing him to take advantage of opportunities.

“These allowed me to focus on my education and long-term goals and make the most of my experience,” said Herr. “It is so motivating as students to know that the business community supports us and believes in the value of our education,” he added.

“I believe that society’s best investment is the investment in its youth,” said Gustavson. “I think investing in business students creates future business leaders for our community. They’re the ones who will create new enterprises, new products, new services and all the associated jobs that go along, and will enrich our lives and our communities. For that reason, I am pleased to be in the fortunate position to be able to assist the faculty and its students with a birthday gift of $10 million.”

Gustavson’s gift builds on philanthropy UVic Business has been honoured to receive from other individuals, including $2.1 million from the David Ritchie Foundation. 

Peter B. Gustavson
The Power of Small: Why Little Things Make All the Difference
Linda Kaplan Thaler and Robin Koval
Broadway Books, 2009, 140 pages

Linda Kaplan Thaler and Robin Koval pack a lot of punch into this pint-size speed-read. It’s the small details we tend to overlook, they tell us, and it’s details that will get us ahead in the world. Each chapter is devoted to different aspects of embracing the “power of small,” and although a lot of their advice is familiar, you’re still entertained and inspired. *The Power of Small* makes liberal use of personal anecdotes to illustrate how focusing on the small picture, in addition to the big picture, results in more customized service—and an intangible wow-factor that helps you stand out from the crowd.

Each chapter ends with a “Small Change” section that gives the reader easy-to-follow steps to incorporate the philosophy of small into their lives. One of the easiest to implement is the “read twice, send once” rule (a cute variation on the carpenter’s motto). I started following this rule after reading the book and was astounded at how many little typos I found—it’s definitely worth it to take a couple of minutes after you’ve completed a report or email to check (again!) for mistakes.

By far the most useful piece of advice in the book is to take big projects and break them down into small, achievable steps. To meet remarkable goals, say Thaler and Koval, you need to divide them into bite-sized pieces that can be accomplished, celebrated and built upon until you have achieved your vision. They use the example of a marathon runner who, instead of focusing on the full distance of the race, counts her footsteps to stay in the moment.

This book is worth reading, not only to remind yourself that sometimes it is indeed worth it to “sweat the small stuff,” but also for the steps provided at the end of each chapter on taking your customer service to the next level. BC

—Krista Boehnert

Alumni bookshelf

This spring we peeked at what you’re reading—LinkedIn profiles reveal a lot! Here’s a selection of what’s catching the attention of grads:

**Tribes: We Need You to Lead Us**
Seth Godin
Portfolio, 2008, 160 pages

Godin’s book on creating and leading niche groups is popular with y’all. It popped up on many alumni profiles. His new book, *Linchpin*, released this past January is also receiving much praise, so be sure to check it out!

**Good to Great: Why Some Companies Make the Leap … and Others Don’t**
Jim Collins
Harper Business, 2001, 320 pages

This one stumped us a bit. Not only is it almost a decade old, it picks Fannie Mae as one of the greats. However, the five-year research project leading to the book’s findings lends credence to its advice, and really, who could have predicted 2009’s woes in the late 1990s when the study happened?

**Outliers: The Story of Success**
Malcolm Gladwell
Little, Brown and Company, 2008, 309 pages

We seem to agree *Outliers* is a pretty fascinating read. It provides a window into the success of giants like Bill Gates and the Beatles, all told in a breezy, conversational style. The inside track? If you want success, start clocking 10,000 hours on your dream in order to achieve it.

**Super Freakonomics:**
*Global Cooling, Patriotic Prostitutes, and Why Suicide Bombers Should Buy Life Insurance*
Steven D. Levitt, Stephen J. Dubner
William Morrow, 2008, 208 pages

On the heels of the wildly successful *Freakonomics*, Levitt and Dubner team up again to deliver another fascinating read full of quirky, funny and enlightening moments. BC
Taking the fork

Retired prof Don Rowlatt pays tribute to his teaching years with a new scholarship

By Kirsten Rodenhizer

Baseball legend Yogi Berra once said, “When you come to a fork in the road, take it.” Don Rowlatt borrows this quip on occasion to sum up his life philosophy: “When it comes to life’s choices,” he explains, “pick one, take it vigourously and don’t look back.

“That’s what I always told the kids. Decide what you want to do, believe in yourself and just go do it,” says Rowlatt on a grey morning in mid-March. “Looking back is of very little merit.”

But nostalgia may soon creep up on him. This fall, for the first time, a scholarship in his name will be awarded to top students in core third-year finance and accounting courses of the BCom program. Rowlatt, who taught finance at UVic Business for a decade after serving as a university executive (including a six-year stint as UVic’s vice-president) and a public servant, set up the Don Rowlatt Scholarship to pay homage to his time as a teacher.

“It was 10 good years of my life after being a senior executive,” he says. “I got to do that late in my career and I didn’t have to face 30 years of doing the same thing.”

He’s quick to point out he’s not the first faculty member to establish a scholarship, nor was it all his doing. A few colleagues started the fund in his name when he left his executive job to go back to teaching. Rowlatt then added to it over the years, asking it not be awarded while he was still on faculty, since he didn’t want to be responsible for choosing winners from among his own students.

But he did want to give something back. “I always said that being a faculty member and getting to work with 20- to 25-year-olds all day, every day is a whole lot better than almost every job in the world,” he says. “I really like these kids.”

The feeling was mutual. Five-star reviews light up Rowlatt’s name on many a website: “The absolute apex of teaching and the best prof in the MBA program” (on ratemyprofessors.com) and, “He really knows his stuff, and helps you learn it” (from studymbunny.ca). Rowlatt recalls with a chuckle that a student once wrote in a course feedback form, “I’d like you to be my grandfather.”

And how is Rowlatt spending his retirement? Well, by not retiring. He’s currently an independent commissioner for the BC Securities Commission, and he sits on the Provincial Health Services Authority board of directors. “I always told my students ‘freedom 55’ was a really stupid idea,” he says.

Other than that, he spends his time travelling with his wife, Geri—most recently to India, Turkey and Cuba. And he’s a grandfather after all: his daughter, who lives eight blocks away, gave birth to her first child, a boy, this April. “I’m a built-in babysitter,” says Rowlatt.

With all the executive experience under his belt, you might imagine Rowlatt living lavishly in his sunset years. But he and Geri share a 700-square-foot condo in North Vancouver, and his view on lifestyle is as sage and spirited as his view on life: “Doing stuff is more interesting than having stuff,” he says. “The one with the most possessions doesn’t win, the one who has the most interesting adventures does.”

So he’s well on his way to winning. And thanks to his scholarship, so are the students.

Drop Dr. Rowlatt a line at drowlatt@uvic.ca.

For more information about the Don Rowlatt Scholarship, visit: www.business.uvic.ca/discover/support/scholarships.
UVic Business has hung on to its vision, from its stormy early years to today’s smooth sailing

By Dianne George and Grant Kerr

1982: UVic’s senate approves a proposal to establish a School of Business; provincial financial constraints delay implementation

1989: Dr. J.A. Schofield is appointed acting director of the new School of Business

1990: The School of Business launches with a “3+1” format, a co-operative education component and three specializations: entrepreneurship, international business and tourism management/hospitality

Dastmalchian says it was people like the school’s first director, Dr. David Boag, who helped build the culture: “He put his faith in the team he hired to build the school.”

Boag and Dastmalchian were joined by Evelyn Zapanta, departmental secretary and Jane Schumacher, administrative assistant. The nascent faculty set up shop in the Campus Services Building and stayed there until 1991. The team, which grew to include faculty members Ignace Ng, Dale Beckman, Peter Murphy, Brock Smith, Michael Murphy and Nailin Bu, as well as exchange co-ordinator Jane Collins, then moved to the Human and Social Development Building, and finally to the Business and Economics Building in 1997.

Dr. Roger Wolff also played a key role in the development of the business school. He joined the faculty in 1996, just before it became a freestanding faculty rather than a school embedded in the Faculty of Social Sciences. Wolff’s first challenge was to establish the governance structure; his second was dealing with financial pressures made worse by a provincial government tuition rate freeze; and his third was building relationships within the university community.

“At the time, some of the more traditional parts of the university weren’t happy with something so practical and pragmatic as business being taught at the university,” says Wolff. “Things have changed dramatically; we’re now clearly recognized as one of the top divisions of the university.”

From a program that started with 158 BCom students back in 1990, we now have a program that receives four...
1991

Founding faculty members are appointed: Drs. Ali Dastmalchian, Ignace Ng, Dale Beckman and Peter Murphy

The first board of advisers is established, with David Black as chair

1992

The offices are set up in the Campus Services Building

The International Exchange Program launches, with a focus on North and Southeast Asia

The co-op program gets underway, with 50 employers and 71 students participating

Leadership over the years (outside photos counter-clockwise from above): a hospitality class with program chair Bill Pattison (far right); David Boag (left) congratulates David Black; cutting the 20th anniversary cake (left to right)—Ali Dastmalchian, Peter Gustavson, David Turpin and David Herr; members of the MBA part-time program (left to right)—John Little (‘97), Sherri Ostropolski (‘96), Logan Stewart (‘96), Greg Diemer (‘96), Glenn Moore (‘97), Andrew Clark (‘97); Roger Wolff (far left) at the opening of the BEC Building

The USSR dissolves

Douglas Coupland’s Generation X hits shelves

The MBA program is created, with a first intake of 32 candidates

Students from National Sun Yat-Sen University form the first incoming class of the exchange program
applications for each available spot. That accomplishment took a commitment to hiring top-quality, full-time faculty members, and a restructuring of the BCom program to a “2+2,” rather than a “3+1,” system (which means students complete pre-commerce and other electives before entering the program). “We thought the revised program would expand our reach across the province and the country by bringing students into the program in their third year, in order to build a cohort and a strong commitment to the school—and, fortunately, it was also very economical,” says Wolff.

He was also committed to focusing on areas of strength. “We had areas of specialization like entrepreneurship, where we were clearly the best in the country. We had a model of delivery that was financially viable and we had a core of faculty who were very productive scholars,” he says.

“Maintaining our philosophy has been the biggest challenge,” says Dastmalchian. “Our difference has been the hallmark of the program. We had to convince others, especially employers, that this was the right way to go.”

Dastmalchian says current employers know UVic Business grads are better managers and leaders, because of the integration and international and experiential elements of the program: “For many years it felt like we were in a storm—now we’re in a period of calm and people can see who we are more clearly.”

Hiring faculty and staff who understand the perspective and interdisciplinary approach is fundamentally important to maintaining the vision. “Since the start, we emphasized and hired faculty with strong research and teaching abilities, and both staff and faculty who could collaborate,” says Dastmalchian. “We always believed in ‘integration’ as a cornerstone of our identity, but the only way we can deliver this is to have a culture of collaboration … and a strong emphasis on research, learning and teaching.”

“Our difference has been the hallmark of the program.”

—UVic Business Dean Ali Dastmalchian

Another defining feature of the faculty’s identity has been its far-reaching and unwavering international agenda. It established itself as a leader in this area from the beginning—from the early introduction of international BCom students in 1992, which was a new concept for UVic and most business programs, and having a well-structured exchange program that yields 10 times the national average in terms of students’ exposure to international experience. Every aspect of the faculty’s offerings has an international aspect, including the new PhD and Master of Global Business (MGB) programs.

Going forward, Dastmalchian envisions more of the same, only better. Currently more than 80 per cent of UVic Business undergrads, or more than 10 times the national average, get international experience before they graduate. That rises to 100 per cent for MBAs, a target Dastmalchian wants to hit with his undergrads by 2012. To further enhance its reputation in the meantime, UVic Business is also striving to earn American accreditation to complement its European Quality Improvement System (EQUIS) designation. “Out of 10,000 business schools, we would be one of 60 in the world to have both accreditations,” Dastmalchian says.

UVic Business is also on the leading edge in another area. Although “sustainability,” environmental and otherwise, has become a handy buzzword that is tossed around indiscriminately, it has been one of UVic Business’s core values since the getgo. “Way back in the mid-1990s we introduced these [concepts of social responsibility] before they became trendy. Sustainability is a core subject. It has the same value as finance, accounting, human resource management and marketing,” Dastmalchian says.

Dastmalchian believes that, in time, other business schools could come around to UVic Business’s way of thinking. At least they should, anyway. “I do think it’s time for business schools to rethink the traditional way in which we are training and educating our students. I think we are better positioned to take that lead in this new era of world business in our society.”

UVic Business has truly gained an international reputation for offering a non-traditional business approach: “We have reached a stage where students come to us increasingly for what we have, rather than what we don’t have,” says Dastmalchian.

And that benefits everyone: UVic Business, the students, British Columbia and the international business community.
In good company
UVic’s business student societies have fostered a culture of co-operation over the years

By Anne MacLaurin

Along with the introduction of home computers, the growth of the World Wide Web and epic sitcoms such as Seinfeld, the early ‘90s saw the startup of UVic Business and its two student-run societies: the Commerce Students Society (CSS) and the MBA Students Society.

The CSS began in 1994 as a way for business students to connect on campus and with the business community.

“We wanted people to realize we were building a culture that was more than academics,” says Michael Hachey, founding CSS president. Hachey says he is most proud of CSS events that challenged students to learn new things and grow as people.

Such as? “The biggest was networking,” says Hachey. “Many students didn’t know how to network, and were timid around the business community. With the CSS we had people reach out to organizations to host and attend events, and we were all granted honorary membership in the Victoria Chamber of Commerce, so we could attend their events and start networking with the business community.”

Another example, says Hachey, was learning to build relationships with other business schools across the country, and gaining a broader perspective of young business students across the country in the process.

Russell Bell, first president of the MBA Students Society, echoes this sentiment. Bell, a member of the first MBA class in 1992, says he helped start the group because he wanted to gain experience and take on more responsibility.

“I was already acting as a liaison for grad students, but I realized quickly our MBA group needed a unique voice,” says Bell.

Both the CSS and the MBA Students Society developed a culture and voice on campus with support from the business faculty. Dr. David Boag, founding director of UVic Business, provided seed funds for the CSS founding council to learn from other business schools, and supported an initial business banquet that helped the CSS lay a foundation for greater community awareness.

The MBA Students Society forged a relationship with Dr. Ali Dastmalchian in the early years. In his role as MBA president, Bell worked closely with Dastmalchian to lay out the vision and structure of the group. “He was very supportive,” says Bell. “His door was always open.”

Each of the societies is proud of its beginnings, and the diversity of its members. Hachey points out how inclusive the business community is.

In good company

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The program was 20 years ago—50 per cent of CSS council members were women. Similar inclusiveness could be found in the MBA program, with students of diverse backgrounds and a wide variety of undergrad degrees represented. That holds true today with both programs. This year, for example, the CSS leadership team has an equal balance of men and women, and the incoming CSS executive consists of three men and two women. The MBA council, which has a female president and vice-president, ensures its international students have representation through a specific position on its council.

Current presidents Connor Edwards (CSS) and Kate Strachan, (MBA) are as energetic about their new leadership roles as Hachey and Bell once were. Each has a set of goals and challenges over the next 12 to 18 months as they build on their predecessors' successes.

Edwards, who was elected in February 2010 for the 2010-2011 year, was inspired to run to further develop the skills he learned in the classroom. “The CSS is run like a business,” he says, “so it’s an excellent training ground for students.”

His goals include creating and adding value to the undergrad program, renewing community outreach, reviewing and restructuring the JDC West Business Competition (western Canada’s largest undergraduate business school competition) and continuing to build the internal culture of the undergrad class.

“The CSS has a great, welcoming culture,” says Edwards. “Credit must go to the first CSS council for establishing such an environment.”

Strachan, who was elected to her role in September 2009, says she felt she could get the most out of the MBA program by being involved as student council president.

“I want to take advantage of the networking opportunities and help my peers,” she says. Strachan’s goals are to create a cohesive class, develop and maintain a record of council activities, and expand the success of student-run conferences.

“Our MBA class is really close,” she says. “Our culture is unique, with many of us at different stages of our life.”

Both Edwards and Strachan commented on the transfer of knowledge from one year to the next. Student council terms are only one year, so presidents pass on a record of their activities to the next president. Technology, of course, is making the transfer of knowledge easier. Both presidents keep students in the loop by using the faculty’s online “blackboard.” Both groups also use the Internet to involve students in a way that just wasn’t possible 20 years ago.

“CSS will start posting its minutes on its public website this year,” says Edwards. “We want students to know what is being discussed and encourage them to get involved.”

A smaller MBA class means Strachan can communicate face-to-face with students.

“We found email was bombarding students, so now we take five minutes at the end of class to make any announcements,” she says. “But it’s always been about communication—and not just with students. The founding councils of the CSS and MBA Students Society planted the seeds of a business culture that placed a premium on co-operation, and established a strong bond with the faculty and business community. And that bond is even stronger today.

So, as UVic Business celebrates and reflects on 20 years of excellence, the faculty’s student societies can do the same. bc
In 1970 Gwen Page found herself divorced with three kids and no means to support her family. So, she made a plan: to get a permanent job at a museum, she’d earn an undergraduate degree in fine arts.

But life happens when you’re making plans. As a student, Page began publishing small arts magazines for fun. By the end of her degree, the side project had blossomed into something bigger.

“By the time I’d graduated in 1974 from York University, I already had this little publishing company,” she says. Her plans of working in a museum dissolved as she grew her “little publishing company” into Canadian powerhouse Page Communications Ltd. The firm published trade publications, and produced arts magazines across Canada, including Canadian Theatre Review, Tactile (the Pottery Guild magazine) and one of Canada’s biggest computer trade magazines in the ’80s, Computer Data.

After 14 years, Page sold her Toronto-based company for a tidy profit in 1984. By then, she was known as a major player in the industry and had become the first female chairman of the Canadian Business Press. “I’m a very goal-oriented person. I see opportunities that others don’t—and I’m not afraid,” she says. Had she not been so confident, she might have given up when the banks refused to give her business loans in the ’70s (“Women in business weren’t considered a good business risk,” says Page), or when she encountered resistance from the old guard, who weren’t always receptive to women in publishing. “In business, you have to look at what your skills are and what you’ve been given. You could say that being a woman can be a skill,” she says. Because of her gender, some of her competitors underestimated what she could do, and as “the one woman with the men,” she always stood out from the crowd.

While nothing has really ever held her back, Page says she wishes she’d been more confident as a young woman. “I had no idea I was as capable as I am, because no one ever told me I was. I was raised to be a mother and a housewife,” she says. Now that she’s retired in Victoria, she gives UVic Business students the mentorship she never had. “They’re certainly capable young women. But sometimes you just need the extra push that says, ‘You can do it.’”
Another self-made woman, BC Ferries treasurer Alanna Gallagher, has always done things a bit differently than others. As a little girl, the local softball team refused to let her play—so she started a league for girls. After earning a degree in economics from UVic, she went on a sailing trip to the Caribbean, and ended up staying there 10 years after a friend asked her to help run a wholesale and retail business. In 1991 she returned to Victoria, but decided she needed more education to move forward. She was considering a law degree until a friend casually mentioned UVic’s new MBA program during a lunch date. When the meal was over, Gallagher went straight to the campus to investigate. “I thought, this is more in line with what I enjoy,” says Gallagher. The next week, she nailed her GMAT exam and became one of a handful of women in the first part-time MBA class.

Because of connections made during her co-op placement, Gallagher was hired as manager of financing at BC Ferries in 1996. In 1999, she was promoted to treasurer and was closely involved in the company’s transition from a Crown corporation to a private company. At the time, she was the only woman on an executive team of about a dozen people. Throughout her career, she’s encountered barriers, but never overt sexism. “There’s a tendency for people to bring others along. They don’t even realize they’re doing it,” Gallagher says. “I think part of it is because you see someone like you, you want to help them.”

Established men were far more likely to support younger men, for example. However, despite this phenomenon, Gallagher says she did receive support from some inspirational men in the field.

Gallagher says much has changed since she got her start. Now, about a quarter of the executive team at BC Ferries is female and the business world is far more receptive to women in leadership roles. “When I look now at the women managers here, I see a number of them who have potential to go beyond where I’ve reached,” she says. “I don’t think there was so much opportunity when I was that age.”

Like Gallagher, Sybil Verch (BCom ’97) was a unique child. From the start, numbers and money fascinated her. She set up lemonade stands on her block and had paper routes to make money. “My parents bought their first house when I was five and I remember it very clearly. I asked, ‘How much did it cost?’” she says. When they explained they had a mortgage, Verch demanded to know how it worked.

As a teenager, Verch was a well-rounded kid who danced, played sports and held positions on student council, and maintained top grades. Even though her peers insisted boys were better at certain things—like math—Verch continued to excel. “I was more the type that, if someone told me I couldn’t do it, I was that much more committed to achieve it.”

In the second year of her BCom, Verch applied for a co-op placement. But with summer looming, she grew tired of waiting to hear back. Having applied to a brokerage house called Midland Walwyn, Verch put on her only suit and went downtown to introduce herself personally. After reading some brochures about the company in the lobby, she asked to speak with the hiring manager. A brief chat turned into an interview, and Verch was hired. Her first task: sending out rejection letters to the other applicants.

She was immediately fascinated with the brokerage firm and
ended up working for the company part-time until she finished her degree. Upon graduation, Verch was hired as an associate adviser. A few years later, several members of the firm opted to move to HSBC. Hoping to bring Verch with them, they offered her a role as branch administrator. But after three-and-a-half years with the firm and a commerce degree under her belt, Verch was determined to become an adviser. She was undeterred by a broker at the firm who’d suggested that her age, gender and attractiveness made her a poor fit for the profession, and told them administrative work wasn’t good enough. “They struck a deal with me where I’d get the branch set up in the first year, and I’d be hired a year after as an adviser,” she says.

Verch still works at HSBC, now as vice-president and investment adviser at HSBC Securities (Canada) Inc. Despite some of the resistance she’s faced, she says her gender is an advantage. Financial advisers are still predominantly male and many people prefer dealing with a woman. “I think being a female in this industry is a huge advantage,” she says.

A couple of decades into her career, Mia Maki still finds herself “the only woman in the room,” much like Verch. A Certified Management Accountant, she completed an MBA in strategy and entrepreneurship at UVic in 1999. Maki has worked in industries as diverse as software development and fitness and health. Now she’s a consultant (mainly to technology ventures) and a faculty member at UVic Business. Maki has never shied away from a challenge, and she says many women in business are the same way. But few women in positions of leadership means that some women may unconsciously close the door on certain career options. “That’s why we need to see more women in leadership roles, so that all of the little girls growing up see those as opportunities,” she says. But diversity in business isn’t just about giving women equal opportunity—it’s a matter of best practices, Maki argues. “Businesses that don’t have diverse people resources don’t have access to a diversity of ideas, she says. “You need lots of different players at the table. Male and female is only one side of the diversity game.”

Though it’s a side with a way to go. Statistics Canada data shows that in 2005, women aged 25 to 29 made $0.85 for every $1 made by a man. Women 30 to 34 made $0.79, and those aged 50 to 54 made $0.72. A recent report released by Catalyst Inc., an American organization that promotes women in business, showed female MBAs earn less than male MBAs throughout their careers, regardless of age or industry. A 2009 study, Dynamics of the Gender Gap for Young Professionals in the Corporate and Financial Sectors, concluded the reason may be motherhood. The gap between male and female MBAs is negligible at the start of their careers, notes the study, but women with children work 24 per cent fewer hours per week than men, or about eight months total, during the first 15 years of their post-MBA careers, which tend to coincide with child-bearing years.

Page says statistical equality may be far off, given that motherhood tends to limit the time and energy women can commit to their careers. But she says she’s confident the playing field will continue to become more even: “There hasn’t been enough time yet, but it’s coming.”
Going global

International Programs: ‘exchanging’ outlooks since ’92

By Brad Buie

A third-year BCom student whoops and hugs a group of friends in the hall of the Business and Economics Building. It’s February, and she has just learned she’ll be going to France for a four-month academic exchange in the fall.

She is just one of 200 exchange applicants this year, and the faculty is abuzz with news of who’s going where. But regardless of the destination, each student is in for an incredible journey. As exchange programs coordinator Jane Collins says, first. It was a logical choice, given the region’s proximity, and increasing push to open up to overseas education. In 1992, the school welcomed its first six students from National Sun Yat-Sen University in Taiwan. The following year, 37 of the faculty’s own students embarked on the first outgoing exchange. UVic Business now has 62 partner schools in 29 countries.

A turning point for IP was when the faculty, under the leadership of Dean Ali Dastmalchian, established four philosophical pillars for UVic Business—“international” being one of them.

“What was once implicit became explicit,” says Dr. A.R. “Elango” Elangovan, associate dean and director of IP. For the IP team, this meant its mandate to help students “develop a global mindset that reflects the diversity and complexity of the world and the skill set to succeed in it,” was recognized at an institutional level. From that point, student participation steadily increased from 30 per cent to about 80 per cent today.

The impact of that experience is evident in breathtaking images submitted to an annual exchange photo contest: images of students riding elephants in a river in Thailand, standing on the shores of a fjord in Norway or trekking across the Gobi Desert. The sights, sounds and tastes of these places can be as much an education as what they get in the classroom.

Associate Director Brian Leacock says students who go on exchange acquire a “greater tolerance for ambiguity.” They spend four months in another country, committing the occasional faux pas and having their worlds jostled in unexpected ways. After this experience, no matter what unfamiliar situation they’re thrust into, cultural or otherwise, they can better manage discomfort, think creatively and act prudently. International exchange seasons students for leadership.

Looking ahead, Elangovan sees a day when 100 per cent of students go on exchange. For now, plans are progressing to develop partnerships in untapped countries, such as the United Arab Emirates. He also envisions IP’s scope widening.

“IP would work to establish an international circle of six or seven institutions that conduct research that is both high-quality and complementary in focus to UVic Business,” he says.

IP has many successes to celebrate from the past 20 years. And, never content to rest on its laurels, it promises to keep evolving. After all, as the saying goes, the journey is the destination. bc
Skippin’ down memory lane

*Business Class* reminisces with some of the faculty’s first grads and our current class champions

Happy 20th birthday, UVic Business! As part of our celebration, we thought we’d check in with a few students from our very first grad class—the Class of 1994—as well as some of our current class champions. We asked them to tell us about their UVic experience, and where they are today. Join us as we toast the good times!

**The Class of ’94**

**Ron Silverton**, MBA ’94, tourism

*Occupation:* Assistant vice-president, Customer Insights and Research for Invesco Trimark in Toronto.

*When I’m not working, I’m:* Enjoying time with my partner, Veronica, and our three children.

*Best UVic memory:* So many great memories, but I would have to say it was the trip to Malaysia, Singapore, Thailand and Hong Kong. Of course, I also have fond memories of the other “important” activities at UVic, like the classwork, case studies, incredibly long hours of reading and non-stop studying—and who could forget programming a database application in pre-Windows FoxPro at the computer lab?

*Faves:* Many favourites, including a consulting project where Richard Sherback and I travelled to Montreal and Toronto to interview Canada’s International Olympic Committee members to figure out how to win an Olympic Games bid; the Cranberry Co-operative case study in operations; and advice that will stick with me forever: Ali Dastmalchian’s parting words of wisdom in his class: “Be tolerant of ambiguity.”

**Donald Hughes**, BCom ’94, international business

*Occupation:* Manager, valuations, RBC Capital Markets.

*Cool things about my job:* Working on the RBC Capital Markets trading floor, meeting Warren Buffet.

*When I’m not working, I’m:* Running, watching movies or seeing live music or sports in Toronto.

**Molly Pearce (née Maxwell),** BCom ’94, general management

*Occupation:* Chartered accountant.

*When I’m not working, I’m:* Busy with a five-year-old and a three-year-old.

*Fave prof:* Steve Tax.

*Best UVic hangout:* The grad lounge.

*I chose UVic because:* I lived in Cowichan Bay and it was possible to commute.

**Trent Burbank**, BCom ’94

*Occupation:* Self-employed industrial marine contractor/musician.

*Cool things about my job:* Setting my own hours.

*Best UVic memory:* My international exchange to Nagoya, Japan.

*Best UVic hangout:* The SUB.

*I chose UVic because:* Of the co-op program.
When I’m not working, I’m: Chillin’ at mi casa in Cabo or skiing at Big White.
Best UVic memory: Graduating.
Best UVic hangout: The SUB.
I chose UVic because: I grew up in Victoria, and the school offered a BCom.

Beau Olmstead, BCom ’94, international business
Occupation: Vice-president, commercial banking for RBC Royal Bank.
Cool things about my job: Being part of business success stories.

When I’m not working, I’m: Playing with my boys and doing home renovations—or anything outdoors.
Best UVic memory: Being part of the delegation that went to Kanagawa University for international studies.
Fave class/project: Operations Management—production flow optimization for Vancouver Island Brewery (the samples were good too).
Best UVic hangout: Maybe not the best hangout, but certainly the most frequent—the UVic Library basement.
I chose UVic because: Of the applied learning curriculum.
Other comments: I really enjoyed my time at UVic and leveraged much of it toward earning my MBA.

Lisa Miller (née Forssell), BCom ’94
Occupation: Senior financial analyst.
Cool things about my job: Data mining, gaining ACL expertise, conducting audit investigations.
When I’m not working, I’m: Running with my dog, driving my 1983 Chev short box, volunteering for animal rescue.
Fave prof/class: Commercial Law and the excellent teacher.
Best UVic hangout: In front of the library by the fountain.
I chose UVic because: Of its reputation, and my father graduated from UVic.

Steven Clark, BCom ’94, international business
Occupation: HR director, Mark Anthony Group.
Cool things about my job: I work with great people and products, and get to visit the most beautiful winery in the country.
When I’m not working, I’m: Playing with my daughter, travelling, having fun.
Best UVic memory: Drinking around the campfire at Sproat Lake.
Fave prof/class: Elango for Negotiations.
Best UVic hangout: The HSD computer lab.
I chose UVic because: They gave me the most scholarship money.

The Class Champs

Norma Glendinning, MBA ’94
Occupation: Assistant auditor general at the Office of the Auditor General of BC.
Cool things about my job: I’m responsible for overseeing performance audits in the health, education, social services and justice sectors. In this role, I have the opportunity to influence how well government organizations are managed and how they account for their performance. I work with a great group of talented people and get to meet other public servants from across the public service who are also interesting and dedicated people.
When I’m not working, I’m: Running, dancing or travelling.
Best UVic memory: MBA convocation.
Faves: Bill Buckwold was my favourite professor.
Contact me: normaglendinning@shaw.ca

Lesley Patten, BCom ’96, tourism
Occupation: Event planner and manager of member services for the Association of Service Providers for Employability and Career Training (ASPECT).
Cool things about my job: I get to travel...
around beautiful BC, and do fulfilling work for a non-profit.

When I’m not working, I’m: With my family, my husband and my lovely daughter.

Best UVic memory: All the people I met, and some of those pub-crawls.

Fave class/project: Operations was very interesting.

Best UVic hangout: We didn’t have a business building when I was there—we spent our time in the Human and Social Development Building.

I chose UVic because: It was on Vancouver Island and had a great reputation.

Contact me: lesley_patten@hotmail.com

Terry Pettigrew, MBA ’96, finance

Occupation: Major account manager, Cisco Systems.

Cool things about my job: Opportunities to continually learn and experience diverse businesses.

When I’m not working, I’m: Playing with my two girls or fishing Pacific waters.

Best UVic memory: Four months in Malaysia.

Fave prof: Bill Buckwold.

Best UVic hangout: The grad lounge.

I chose UVic because: Small class sizes, and the overall vibe of the university.

Contact me: tpettigr@cisco.com

Anatolijus Fouracre, BCom ’00, international business

Occupation: Executive director with HP, Advanced Solutions.

Cool things about my job: I work for HP, the largest IT company in the world!

When I’m not working, I’m: Snowboarding, kiteboarding, wakeboarding, sailing, travelling, spending time with family.

Best UVic memory: An international exchange to the Netherlands.

Fave prof/class/project: Ken Thornicroft for law.

Best UVic hangout: The business building.

I chose UVic because: Excellent location, great education, wonderful exchange program and a great co-op.

Contact me: anatolijus@shaw.ca

Glen Allen, MBA ’01, international management

Occupation: Faculty, Camosun College International.

Cool things about my job: Working with a fabulous team of international educators whose primary purpose is to facilitate first-rate post-secondary educational experiences for students from around the globe. It is wonderful to have the chance to give back to the international community some of what I have been so privileged to experience over the years.

When I’m not working, I’m: Curling, golfing, fishing, travelling, coaching soccer or cheering on the Vancouver Canucks.

Best UVic memory: Meeting my wife!

Fave prof/class/project: Chris Jansen (stats) and Bill Buckwold (accounting)—two of my least favourite subjects were taught by these two amazing individuals who truly respected their students and went out of their way to make sure no one was left behind.

Best UVic hangout: In good weather, a few of us used to gather for some beach volleyball at the Ian Stewart Complex—a great way to unwind after a long day.

I chose UVic because: I shopped Western Canada for an international management program that provided plenty of opportunity to study/work abroad as part of the curriculum. Between our International IME in Mexico, a six-week work-study experience in Malaysia, a four-month exchange in Hong Kong and a number of related side-trips, I managed to have my passport stamped in nine different countries during my 18 months as a full-time student. The fact that the university with the perfect program happened to be walking distance from my home was just a bonus.

Contact me: alter@alumni.uvic.ca

Michael D’Antoni, MBA ’03, entrepreneurship

Occupation: Business development

Fave prof/class/project: Chris Jansen (stats) and Bill Buckwold (accounting)—two of my least favourite subjects were taught by these two amazing individuals who truly respected their students and went out of their way to make sure no one was left behind.

Best UVic hangout: In good weather, a few of us used to gather for some beach volleyball at the Ian Stewart Complex—a great way to unwind after a long day.

I chose UVic because: I shopped Western Canada for an international management program that provided plenty of opportunity to study/work abroad as part of the curriculum. Between our International IME in Mexico, a six-week work-study experience in Malaysia, a four-month exchange in Hong Kong and a number of related side-trips, I managed to have my passport stamped in nine different countries during my 18 months as a full-time student. The fact that the university with the perfect program happened to be walking distance from my home was just a bonus.

Contact me: alter@alumni.uvic.ca
associate with Pacific Carbon Trust.

Cool things about my job: Small, flat organization on the bleeding edge of the carbon market. I work with some amazing people on very interesting projects.

When I’m not working, I’m: Mountain biking or snowboarding.

Best UVic memory: Hmm … either giving Ian Stewart (then the head of the MBA program) a headlock and noogie or crashing the undergrad party at the end of the year.

Fave prof/class/project: Prof—McCutcheon.

other businesses succeed, and Las Vegas trade shows!

When I’m not working, I’m: Jogging to try and stay fit.

Best UVic memory: Service management class trip to Tofino.

Fave prof: Steve Tax (scholarly and funny).

Best UVic hangout: Cinecента—great retro feel.

I chose UVic because: Two words: West Coast.

Where I’ll be in the next five years: Clinging on in Victoria … “Would you like fries with that?”

Contact me: mfournet@shaw.ca

Anna Becker, MBA ’05, entrepreneurship

Occupation: Procurement consultant.

Cool things about my job: Being paid to spend other people’s money.

When I’m not working, I’m: Contributing to the betterment of our community through advocacy for responsible pet ownership and rescuing stray, abused and abandoned animals.

Best UVic hangout: The brand-new MBA lounge.

I chose UVic because: International experience (IIMEs), specialization options

Cristina Rose, MBA ’06, entrepreneurship

Occupation: Part-time management consulting.

Cool things about my job: Working from home and having time to hang out with my two-year-old boy.

When I’m not working, I’m: In the playground.

Best UVic memory: International IME: Shanghai-Seoul (the DMZ tour).

Fave prof/class/project: Prof—Mark Colgate. Class—Strategy with Professor Goerzen. Project—strategy simulation.

Best UVic hangout: The brand-new MBA lounge.

I chose UVic because: International experience (IIMEs), specialization options

Marc Fournet, MBA ’04, service management

Occupation: Manager, sales and account management at AbeBooks (an Amazon company).


Best UVic hangout: I can’t remember much outside of the David Strong Building, but the quad in front of the library was a fun place to huck the disk.

I chose UVic because: Proximity to excellent mountain biking.

Other comments: My company website: www.pacificcarbontrust.com/About/OurTeam/tabid/66/Default.aspx

Contact me: michael.dantoni@pacificcarbontrust.ca

The first dual degree agreement is signed with France’s EDHEC University

EDHEC BUSINESS SCHOOL

The World Health Organization declares H1N1 a pandemic

Blockbuster movies: Avatar, Up, New Moon, Sherlock Holmes, Watchmen
UVic Business celebrates its 20th anniversary

The faculty receives a $10-million donation from Peter B. Gustavson

EQUIS accreditation is renewed

The Masters in Global Business and graduate certificate and diploma in entrepreneurship are approved

Number of alumni: 3,615

Co-op employers: 450

Exchanges per year: 225

Graduates from the executive MBA program to date: 3,215

Vancouver hosts the 2010 Winter Olympics—Canada wins 14 gold medals, more than any country in a Winter Olympics ever

Haiti experiences a devastating earthquake

Continued on page 22
Jolene Kendrew (BCom ’06) spent her summer studying in her unfinished basement to get the ultimate reward—the National Gold Medal for earning the highest final-exam mark among Canadian chartered-accountancy students. She was tops among the 3,127 students who passed the rigorous three-day exam.

Kendrew, Colwood’s deputy director of finance, says when she was called at work last November and told of her standing, “I just about fell out of my chair.” She told husband Jeff, but kept the secret until the results were announced that Friday. Then at 7 a.m. Friday, she called her mother in her hometown of Kelowna to share the news. “She was just thrilled,” says Kendrew.

Study partner and friend Laura Belding, at KPMG LLP in Victoria, who also passed the exam, says she isn’t surprised by Kendrew’s results. Starting in July 2009, the two worked every day in Kendrew’s basement to prepare for the exam on September 15 to 17.

The test demands that students “see what they [the exams] are not asking and be able to answer that as well, because a lot of it is being intuitive and trying to figure out what are they really looking for here,” Belding says.

On the first day of the exam, students wrote for five hours, followed by four hours each on the next two days. It was “gruelling,” Kendrew says. “You come out just exhausted.”

Kendrew was an articling student at KPMG in Victoria and, in January of 2009, moved to her new position in Colwood. “I’m very happy where I am. We are very busy here. I’m working with really high-calibre staff,” she says.

She will receive the prestigious medal May 29 at the Vancouver Convention Centre during a convocation ceremony for all 444 BC students who passed the exam.

As for the future, Kendrew is planning to continue working in the area of financial management, and is hoping to do some teaching in CA education.

When not on the job, she enjoys running, Highland dancing and reading. “Maybe I’ll get some extra hobbies after this,” she says with a laugh.

I chose UVic because: I wanted to continue working and advance my career while pursuing my educational goals.

Contact me: emma.mcwalter@gmail.com

Dave McWalter, MBA ’08, service management

Occupation: Project manager.

Cool things about my job: Every day is different.

When I’m not working, I’m: Spending time with my wife and dogs.

Best UVic memory: The relationships that were built.

Fave prof/class/project: My favourite courses were in the service management specialization.

Best UVic hangout: Any of the coffee shops on or around campus!

I chose UVic because: It offered a high-quality program that enabled me to continue working full-time while completing my MBA part-time.

Contact me: dmcwalter@shaw.ca

Tina Williamson, global MBA ’09, international business

Occupation: HR adviser, Custom House.

Cool things about my job: Every day brings a new challenge at the people hub of our fast-moving organization.

When I’m not working, I’m: Playing volleyball, catching up on fun reading, cheering on Canada at the Olympics (this February) and travelling.

Best UVic memory: International IME trip to China and Korea.

Fave prof/class/project: Elango imparting his wisdom on managing people and organizations. Framing is everything!


I chose UVic because: It’s a student-centered university nestled in beautiful Victoria, BC that offered me the experience of a lifetime through its unique Global MBA program.

Contact me: tinalw@uvic.ca
We’re proud to introduce our third recipient of the Faculty of Business Distinguished Alumni award, **Jiang Nan (Jane) Zhu** (MBA ’06). Zhu came to the MBA program with a background in science, having worked as an information system analyst and software engineer in China. What she wanted to do, however, was nurture her entrepreneurial spirit, so she enrolled in the UVic MBA program.

During her studies, she majored in entrepreneurship.

Upon graduating, Zhu jumped into the world of business with both feet, co-founding DragonPass Consulting Inc. in 2005. She is currently general manager of the growing company.

DragonPass offers its members access to VIP lounges in all major airports in China, as well as car service to and from airport terminals, and add-on services such as hotel and flight bookings. The company has formed partnerships with major airports in China and provides tailored business travel plans for large companies that include banks and automobile manufacturers.

Putting her creativity and leadership skills to good use after graduation, Zhu had seen a market for VIP airport services in China that would allow individuals travelling economy class to enjoy the perks of business class.

Five years later, it’s obvious Zhu was right about her hunch. In the last year alone, her client base has doubled from 50,000 members to 100,000. The business has expanded to accommodate this growth and now employs 60 people in offices in Guangzhou, Shanghai and Beijing.

As one of her nominators for the award noted, “The fast growth is even more amazing considering the high complexity and competitiveness of this booming market. As a new business model in China, her company sets the standards and benchmarks in this industry.”

Capitalizing on this fast growth, Zhu’s company has now set its sights on expanding its portfolio of services to offer clients business conference and touring services options. Much like the planes DragonPass members board every day, it looks like the sky is the limit for Zhu and her company.

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**Class notes**

**2009**

Congratulations to the Class of 2009! Welcome to the alumni family. View the graduating class list at: [www.business.uvic.ca/alumni](http://www.business.uvic.ca/alumni).

**Daniela Alusik**, MBA co-chaired the Government of Canada Workplace Charitable Campaign to support the United Way while she was working in the international trade section at the Canadian Embassy in Beijing. Her committee raised $22,900. During a visit to the embassy by Prime Minister Stephen Harper, Alusik received an award for “outstanding leadership and dedication and commitment to excellence” for her work on the campaign.

**2008**

**Sean Killen**, MBA is now director of business management, new business development, for RIM’s Telefonica (Latin America) Business Unit.

**2006**

**Christian D. Kittleson**, MBA was appointed vice-president, finance and corporate services, of VIH Aviation Group in January. Primarily a helicopter aviation company, VIH operates over 70 helicopters out of bases located in North America, South America, Africa, Asia and Australia. With assets of approximately $400 million and revenue of $175 million annually, VIH Aviation Group is one of the world’s largest helicopter service providers.

**2005**

**Leanne Cadden**, BCom welcomed a daughter, Sophia Marguerite, into the world January 20, 2010.

**Sam Huang**, BCom recently joined RE/MAX Westcoast in Richmond,
Lance Abercrombie

By Anne MacLaurin

Lance Abercrombie (BCom '94) divides his time between co-owning a successful business, Burkett & Abercrombie Chartered Accountants, and coaching his two young sons’ rugby and soccer teams.

“We nearly moved from Vancouver to New York,” says Abercrombie, “but I was born and raised in Victoria and we knew Victoria was our home.”

Abercrombie was in UVic’s first class of business students, when the curriculum was brand new. He credits UVic’s business co-op program with giving him his start in the accounting/finance world—a co-op term with Ernst & Young in Vancouver helped him find his calling in entrepreneurial accounting and tax services. “I cold-called six firms and had three co-op job offers before I accepted a co-op position with Ernst & Young,” says Abercrombie.

He spent the next five years (1993 to 1997) in Vancouver completing his co-op work terms and articling for Ernst & Young. After eight years (1998 to 2005) with KPMG Victoria he became a partner with Burkett & Abercrombie. “The timing was right,” he says, “I was ready to become an entrepreneur and run my own business.”

Burkett & Abercrombie advises entrepreneurs and “high-net-worth clients.” The company’s services include tax planning, financial statement audits, reviews and compilations, business advice and purchases and sales of businesses. Since Abercrombie joined as a partner, the firm has expanded to 12 staff.

Abercrombie is still involved with UVic Business as a member of the board of advisers executive council, and as sponsorship chair of the Distinguished Entrepreneur of the Year Award committee. He speaks highly of the co-op model and champions it in his own business. Last January his firm hired a UVic Business co-op student, who joined his team full-time after graduation.

Abercrombie encourages students to make the most of the challenging aspects of the business program, such as group work. “Even though working with classmates on group projects can have its challenges,” he says, “being able to work with diverse groups of people is a life skill I use every day in my business.”

Class notes

2005 (continued)

BC. Prior to moving into real estate, he had a successful international career working in countries such as the Netherlands, Hong Kong and Dubai.

Xin Wei, MBA and Kent Wang, MBA were recently married, surrounded by fellow UVic MBA grads. Congratulations!

Left to right: Jefferey Hongliang Qin (MBA ’03), Frank Feng Duan (MBA ’06), Leon Weigang Hong (MBA ’06), Xin Wei (MBA ’05), Kent Jian Wang (MBA ’05), Jane Jiangnan Zhu (MBA ’06), Jason Jiachun Fan (MBA ’05) and Lane Lei Yu (MBA ’05)

2004

Robin Irving, BCom (IB) enjoyed several years working as manager of communications for the Queen Alexandra Foundation for Children in Victoria after graduation. Then an opportunity to work with a non-governmental organization in Central Asia, building a fundraising and strategic development program, led to an eight-month term living and working in rural communities in northern Pakistan. Currently she is working toward a master of arts in international development at the University of Sussex in the UK.

2003

Ryan Calder, BCom recently moved back to Vancouver from Calgary to join Johnsen Archer LLP as a senior manager, after being with KPMG for over six years, where he had most recently been an audit senior manager. His work focuses on private companies in a range of industries, including oil and gas, real estate, construction, manufacturing, agriculture, professional services and retail. For the past four years, Calder has also been teaching accounting, audit and Uniform Examination (UFE)-prep courses for his firm and the Institute of Chartered Accountants, marking the
Lenora Lee (BCom ’02) is a success story in her own right. She was hired on by KPMG straight out of school and quickly progressed to senior manager in the company’s audit practice, where she now manages audit engagements, client relationships and a team of colleagues.

But she has also dedicated much of her spare time to creating success stories for future graduates of her alma mater.

“When I graduated from UVic, I was interested in maintaining a connection with the alumni and with the faculty itself,” says Lee.

Her first move was to become one of the first executives of the Victoria Business Alumni Chapter, assisting in its launch shortly after she joined KPMG. Her continued connections to many of the alumni also led to her being named class champion for her graduating year. In what is primarily a communication role, Lee keeps fellow alumni—many of whom are likewise employed at KPMG—apprised of what’s going on at UVic.

She is also an executive mentor with the MBA program, serving as a source of career advice, support and networking connections for a second-year MBA student. And, taking on a new career opportunity, Lee even taught an introductory accounting course on campus last fall as a sessional instructor.

With KPMG hiring several CA articling students from UVic Business each year, Lee is also heavily involved with the company’s recruitment program, visiting the campus to discuss opportunities at KPMG with students, reviewing applications and maintaining contact with accepted applicants.

So many extracurricular activities require a careful balancing act, but Lee is motivated by her future fellow alumni: “When I was going through the program, it allowed the students to not only learn the material in the classroom but to experience business, whether it be by talking to instructors outside classroom sessions, or attending events that were sponsored by the faculty. I wanted to continue that after my degree … by being able to share that experience with other students and encourage them to get as much value out of the program as I did.”

UFE and working with the Chartered Accountant School of Business, which includes facilitating face-to-face sessions, developing content and marking-centre supervision.

2002

Jeff Gaulin, MBA has been promoted to vice-president, government affairs for TransAlta, Canada’s largest independent power producer. Gaulin leads TransAlta’s government relations at the provincial, state and federal levels across North America. He joined TransAlta in May 2007 after more than five years as head of public affairs for Molson in Western Canada.

1996

John Oldale, MBA is still with UVic Business, but in a new role. On February 1, 2010 he was appointed associate director of the new Master of Global Business (MGB) degree program, which will launch this September. Oldale also retains his role as director of MBA consulting projects.

Introducing Vancouver Alumni Chapter chairs

Our Vancouver Alumni Chapter chairs, Janet Bonaguro (MBA ’05) and Cam Murton (BCom ’07) have been busy organizing events for alumni in the Greater Vancouver area, including pub nights and a summer patio barbecue event. They have created a Facebook page for their group, called “UVic Business Alumni—Vancouver Chapter,” where they will post events and updates.

Bonaguro worked in management consulting with KPMG after graduating from the MBA program. She recently joined Meyers Norris Penny’s consulting practice. Before the MBA, she worked in international investment banking in London, England and has operated two consulting businesses—one in Canada and the other overseas.

Bonaguro lives in Vancouver with her partner Jeff. She’s an avid traveller, wine enthusiast, Scrabble player and snowboarder. Contact her at: janetbonaguro@shaw.ca.

Murton works as an investment adviser with TD Waterhouse Private Client Services. While in the BCom program, he completed two co-ops with Ernst & Young in Assurance and Advisory. Upon graduating, Murton worked as an investment banking analyst with National Bank Financial, focusing on mergers and acquisitions of oil and gas companies in Calgary.

Murton lives in Vancouver, and is an avid golfer, sports enthusiast, world traveller and boater. Contact him at: cam.murton@gmail.com. BC
Buy alumni

Much like “buy local,” we’re inviting grads to consider doing business with alumni-driven organizations when looking for a specific product or service. Why not consider dining in an alumni-owned restaurant, or buying your next big purchase from a fellow alum? To register, you just need to own, or be a partner in, a business.

If you’d like to be added to the list, email alumni officer Krista Boehnert at boehnert@uvic.ca with your company details, website link and logo. She’ll add you to the UVic Business website. If available, please also send a few PowerPoint slides that promote your company, to be displayed at faculty events.

Visit www.business.uvic.ca/alumni to look for companies.

What do you get by registering?
• Alumni customers, which increases your business
• Increased exposure for your company through:
  - Promotion of your company on the UVic Business website
  - A PowerPoint display on Buy Alumni companies at faculty events
  - Potentially, a short profile in Business Class (depending on availability)

UVic Business Law Clinic

So you’ve just graduated and you’re ready to put that gem of a business idea into action. You’ll be looking to keep startup costs down, and legal advice—though much-needed—can be pricey.

Why not check out the UVic Business Law Clinic? The clinic, which operates out of the UVic Faculty of Law, is staffed by upper-year UVic Law students, who are supervised by practising lawyers. Ask for legal information on incorporation, financing, franchise agreements, liability, regulation, taxation, intellectual property, employment and more.

“It’s a really good step for people who can’t afford a lawyer, or who want to make their time with a lawyer more efficient,” says Kevin Yee, a UVic Law student who is participating in the program.

You don’t even need to be in Victoria to take advantage of the clinic’s services—phone consultations are welcome. For more information, or to book a meeting, visit: www.law.uvic.ca/blc or leave a message at 250-472-4522. BC
In business and in health
Marilyn Copes, MBA ‘99

By Kirsten Rodenhizer

“It’s a beautiful day here,” says Marilyn Copes (MBA ‘99) over the phone from her office in Victoria’s Royal Jubilee Hospital—even though it’s 9:30 a.m. and she’s been on the phone trying to help clear a backed-up emergency room, where 25 patients are waiting for care.

It’s nothing new for Copes, who stepped into her current role—executive director of acute intervention services for the Vancouver Island Health Authority—on a permanent basis this April, after several months in an acting capacity. In addition to overseeing a $150-million budget and nearly 1,000 staff in the areas of surgery, neurosciences, heart health and adult intensive care, post-surgical care and patient flow, she’s also site administrator for Royal Jubilee. Which means she always has one foot in the boardroom and one on the ground: “I walk 20 feet and I’m in an in-patient care unit.”

And when she says she likes the view from where she’s sitting, she doesn’t just mean the crystalline vista of Washington’s Olympic Mountains from her south-facing window. It’s the metaphorical view of the entire organization, gained in moving from director of a single portfolio—heart health and adult intensive care—to executive director of several.

Copes started out with a front-line perspective on health care, as a medical oncology staff nurse in London, Ontario in 1977. She worked her way up to head nurse, and eventually unit manager roles in oncology, cardiology and orthopedics. She moved to Victoria in 1991 after getting a nursing management diploma in 1983 and spending a few years in Edmonton. Then it was on to the Greater Victoria Hospitals Society and the Capital Health Region (renamed VIHA in 2001) and up the management ladder.

She started looking at master’s programs in the mid-1990s, ultimately choosing UVic for its accommodating schedule and small class sizes. “The format appealed to me. I wanted to continue to work full time and we had three children who were all little at that time,” she says.

While an MBA might seem an odd choice for a high-level healthcare professional, it made perfect sense to Copes—to hone the management skills she already had, and shore up areas such as economics, statistics and financial management.

Her instincts proved true, and post-graduation she moved into the role of regional director of heart and lung health programs (2000 to 2001), stepping up to manager of cardiology just a year later. She became a director in 2005.

Among her UVic courses, she says, she still uses what she learned in Power and Politics, Strategic Planning and Human Resources Management every day on the job. Power and Politics for sway in a world of competing agendas and diminishing resources. Strategic Planning for looking beyond the “tyranny of the urgent”—omnipresent as one might imagine in a hospital—to the long term. HR Management because her job is about people, every day, in every way.

It’s also big business. “Ten years ago people would rankle at calling health care a business,” says Copes, “but it was then and it is now.” Case in point: whenever a new piece of technology or type of care emerges, a business case has to be made for its implementation. “We’re non-profit, and we can’t be running a deficit,” she says.

So is it frustrating to maintain, never mind improve, quality of care in the face of shrinking budgets? “I wouldn’t call it frustrating—I’d say challenging,” says Copes.

If the challenges cause strain, it doesn’t show. Copes has plenty of life in her work-life balance, with a husband and two of three college-age sons living at home. She also cooks, runs and reads in her spare time.

And what’s on the horizon? Copes is looking forward to the completion of a new patient care centre at the hospital (due in February 2011) that will improve service in the long run. And that’s the goal from any perspective.

“You have to think, who are we serving every day? It’s patients, staff and physicians,” she says. “In this role you can’t lose sight of that.”
The accolades continue to build for Victoria's Dr. Alex Campbell Sr., OBC. UVic Business and its board of advisers have selected Campbell as Distinguished Entrepreneur of the Year for his achievements in the retail food industry, and as an outstanding philanthropist.

The annual award acknowledges an inspirational entrepreneur who has had a significant and positive impact on the global community through his or her business leadership. In 1999 Campbell received the Order of BC, and in November 2009, UVic awarded him an honorary Doctor of Laws degree—the university’s highest form of recognition.

“We’re delighted Dr. Campbell has accepted this award,” says Dr. Ali Dastmalchian, dean of business. “He’s renowned for his commitment to service excellence, and for putting his customers first. He is an excellent role model for our students, and a wonderful benefactor to many worthy organizations.”

Campbell has had a long association with the Faculty of Business, having served on its board of advisers from 1991 for almost eight years.

Campbell is co-founder, chairman emeritus and former president and CEO of Thrifty Foods, a grocery legend that began in 1977 when he and Ernie Skinner opened the first store in Victoria’s Fairfield neighborhood. The enterprise grew to include 20 stores across Vancouver Island, Salt Spring Island and the Lower Mainland. Thrifty Foods employs more than 3,700 staff, making the company the largest private employer on Vancouver Island. The store that began it all is now one of the top grocery stores in Western Canada in sales per square foot. In 2007, Campbell sold the business to Sobeys, a chain of grocery stores with roots in Stellarton, Nova Scotia—and a similar approach to business.

From the beginning, Thrifty Foods has given generous support to community initiatives, including the Times Colonist Book Drive for literacy and the Smile Card program, from which 400 community groups receive five per cent of cardholders’ grocery purchases. The company also recently made a $1-million donation to the Pacific Sport Institute. Campbell’s personal leadership of the BC Cancer Foundation Advisory Council helps the foundation raise $2 million annually to support cancer research on Vancouver Island. He is also the campaign chair of the Vancouver Island Inspire the World Campaign for the B.C. Cancer Foundation.

His accomplishments in building Thrifty Foods have earned him many accolades, including National Entrepreneur of the Year for Service Excellence, Pacific Retail Entrepreneur of the Year and the Food Industry Association of Canada’s “Knight of the Golden Pencil,” among many others.

“Perhaps what sets Alex Campbell apart from other entrepreneurs most is his early commitment to corporate social responsibility,” says Dr. Brock Smith, business professor and champion of the faculty’s entrepreneurship specialization. “Long before that phrase was coined, Alex Campbell did right by people, his suppliers and his community in recognition that honour, fairness and helping others are hallmarks of a leader and the duty of successful companies.” Smith says Campbell was an innovator and early adopter of practices such as fair-trade dealings with suppliers, employee minority share ownership, employee home ownership grants, buying local and developing carbon neutral strategies.

Campbell is the seventh UVic Business Distinguished Entrepreneur. He joins a select circle of distinguished entrepreneurs: Sir Terence Matthews, a technology entrepreneur and investor in telecommunication ventures (2009); Clive Beddoe, founding shareholder and executive chair of WestJet (2008); David Black, founder of Canada’s largest privately owned newspaper publishing company (2007); Gwyn Morgan, who established Encana Corp. as the country’s largest energy company (2006); Dave Ritchie, chairman of Ritchie Bros. Auctioneers (2005); and Jeff Mallett, former president and chief operating officer of Yahoo Inc. (2004).
UVic MBAs win investment competition
For the second time in five years, UVic MBA students have emerged on top in the fifth annual Financial Post MBA Portfolio Management Competition. The challenge sees Canadian MBA students invest $100,000 of fantasy money with the goal of earning the highest return.

The UVic team won “by a landslide,” according to organizer David Pett of the National Post. The students ended the competition with a 43 per cent return, adding $43,000 to their initial amount.

“Our strategy focused on three main areas of the market—energy, commodities and technology stocks,” says team member Kourosh Ahmadian. “By engaging in prudent stock analysis and research, we were able to identify value stocks that provided short-term gains and limited downside risk.” Read the full news story online: www.business.uvic.ca/media/news/view/198.

New degree to deliver global leaders
Today an increasing number of economies around the world depend heavily on foreign trade to grow and prosper. These economies need leaders with expertise in global business. To address this demand, UVic Business has introduced a rigorous program that offers those with undergraduate degrees—in commerce, business, administration or management—the opportunity to specialize in international business management and leadership at a graduate level.

Our exciting one-year Master of Global Business (MGB) degree will begin in September 2010. The program is set on three campuses around the world: UVic, the National Sun Yat-Sen University in Taiwan and Johannes Kepler University in Austria. The new program aims to provide graduates of business degree programs with an opportunity to specialize in international business at the graduate level. It offers a unique international learning and cultural experience that is richer than those offered by any other business school in Canada, building on the considerable international expertise and contacts of UVic Business.

For more information about this new program, visit business.uvic.ca/mgb.

Alma Osorio (MBA ’09) and John Oldale (MBA ’96), are administering the program, along with Dr. Ignace Ng, professor and program director.

New academic directors for MBA and BCom programs
Assistant Dean Chris Graham has taken charge of the MBA program as academic director. He started his new role March 1. Dr. Vivien Corwin will be taking on the academic director role for the BCom program in the 2010-2011 school year while Dr. David McCutcheon is on sabbatical, starting July 1, 2010. Both Graham and Corwin bring a wealth of program leadership experience, a dedication to students and a deep understanding of UVic Business that will be assets as they take on their new roles.

Ex-Ikea boss joins UVic Business
Former president of Ikea Canada and retired partner in Ikea Seattle Anders Berglund has joined UVic Business as executive in residence. Berglund arrived on campus March 4, 2010 to share his expertise with students and faculty members.

“I’m very pleased to welcome Mr. Berglund to UVic Business,” says Dr. A.R. “Elango” Elangovan, associate dean and director of international programs. “He has a wealth of experience and will be an inspiration to our students. With our international focus, he’s an excellent fit with our program.”

Berglund, who divides his time between Victoria and US locations, is writing a book about leadership. He arrived in Canada from Sweden in 1979 to help turn around six Ikea operations; by the time he left, sales had increased to $230 million. After the fall of the Berlin Wall, Berglund went on to open stores in Eastern Europe and then returned to Seattle to become a partner in the first US owner-operated Ikea store. ac
Mia Maki and Dr. Brent Mainprize, two UVic Business MBA grads who now teach entrepreneurship, recently talked to Business Class about the “then and now” of ethics—a hot topic in business education since a group of Harvard Business School students came up with an ethics oath for new grads last year.

BC: As former students, and now instructors, do you see a need for a code of conduct or an oath?

MM: When it comes to ethics, I was surprised when I was young and in business to learn how incredibly ethical the people were around me. I thought business was brutish, and I was nervous about business as a result. If you’re ethical in what you do, you tend to do business with people who are very ethical. I always advise students to know where their line is, because once you’ve crossed it, you’ll realize you’ve crossed it—but then it’s too late. So understand your ethical boundaries and your own personal code of conduct, and then stick to that—that’s the most important thing to do.

BM: Ten years ago we probably saw more need for an explicit code, and now I think the market is making that happen in its own influential way. When you choose to do business in an ethical and honest manner you are going to attract similar types of people. We’ve got students at UVic who know that inherently and practise this early in their careers by seeking only the best venture partners and employers.

BC: So you think they’re leaving here with the right frame of mind without having to sign a conduct code?

MM: I think so. From what I see in the classroom, from what I know others are doing, students are being encouraged to find their own personal code of conduct. They’re a different generation … and they feel more grateful and less entitled than their predecessors. The “millenials” are interesting people, demanding flexibility from their employers. Their view is that it’s not good enough to just work, and become a philanthropist when you’re older and wealthier. You give back starting today, because if you can make a difference, you do. So these young folks are going in to their employers and negotiating two months off to go to Guatemala and do Habitat for Humanity—that’s who they are.

BM: I agree. What’s changed in the landscape from when I was a student is that talk about corporate responsibility used to be driven by the faculty members. I remember Monika Winn was very much a trailblazer in that about 15 years ago. She used some cases that really woke us up. One case in particular was about a soda company; one of the main learnings was that you don’t have to be manic about growth. That really caught people by surprise, because the old MBA attitude was grow at any cost, and maximize profit at any cost. That was a really interesting perspective she threw into the mix.

BC: How else are students thinking differently today?

MM: I think they have a better and a detailed context of the world, and I think that’s partly where their gratefulness comes in—they do realize that if you’re born into a country or a family where you can actually get an education, you’re pretty lucky. I think they’re really interested in helping make the world a better place.

BM: They’re figuring out what their unique abilities are, and how they might fit in terms of an employment gap, or some opportunity to start a business in which they can utilize their talents. I think more so than a number of years ago, students are seeking that out first as opposed to saying, I’m just going after this job because it’s good money, or it’s an easy way to get employment, and then reflecting inward years after. We’re getting that inward reflection much sooner in students—to say, what do I really love to do, and what am I pretty good at—how can I develop that further and make that my living?

BC: What do you think? Share your views on codes of conduct—email: editor@uvic.ca.
For those who truly shine.

Are you among UVic Business’ best and brightest? Do you know someone who is? Complete a nomination form for the UVic Business Distinguished Alumni Award. This award celebrates alumni achievements at the local, regional or global level.

This year, outshine the rest.
www.business.uvic.ca/alumni/award
Deadline Oct. 31, 2010
Why settle for a job, when you can have a career?

Becoming a Certified General Accountant won’t just help you get a job; it will launch you on a path to a great career. Recognized around the world, a CGA designation will open a wide range of opportunities by enabling you to advance to senior financial management positions. With a state-of-the-art learning environment, the CGA program has the flexibility needed to meet any busy schedule. And because real-world experience is a requirement of the program, you can still earn a salary while you learn. To see all the advantages of the CGA program, visit cga-bc.org.