Game Changer

Sharon Butler’s championship run
I HELP TURN DATA INTO LITTLE BLACK DRESSES.

What attracted Rachel Cuthbert to the Certified Management Accountant program was the opportunity to get hands-on work in an industry she loves, being one of her passions. For no surprise, Rachel landed at Arista, a North American fashion boutique. She credits her CMA with giving her the tools to understand the business side of fashion. It’s a career choice that fits her perfectly. Find out more about the CMA Program, contact Shannon Thompson at Shannon@CMA.com.

Create Possibilities: becomeacma.com

CMA	Certified Management Accountants®
Message from the Dean

The world will always look different

At the end of June, my second term as Dean of the Gustavson School of Business will be complete. It has been an amazing journey and one for which I am grateful to each and every one of you. Over the last decade it has been my honour and privilege to collaborate with my colleagues and members of our community to achieve the goals we set out for the business school together. I am proud of our accomplishments. Everything we have done has truly been a group effort. I could not have succeeded as dean without the support of the faculty, the university and the business community.

For a bunch of dreamers, we’re goal oriented, too. We’ve created a business school with a heart. Through all of our changes, from different names to EQUIS and AACSB accreditations, we’ve stayed true to our core values of providing a business education with hands-on experience. We use a broad-based approach that integrates different skills across disciplines and fosters a socially and environmentally responsible global approach to problem solving. This philosophy is the heartbeat of the school. It’s what differentiates us in the marketplace and what made me feel excited to get up every morning to come to work.

Looking back over the past decade, I admire how much we’ve grown—not only in the number of faculty members, which now nears 50, but in the student body as well. With the addition of our PhD and MGB programs, as well as a fifth cohort for the BCom program, our little business school on the West Coast has truly come of age and begun a renaissance as a leading business educator in Canada and the world.

I always challenged myself to live up to our tag line, “the world looks different from here,” and I’ve come to realize that the best embodiment of this sentiment is you—our students and alumni. My time with you in the classroom, and at events, I will always cherish. Your enthusiasm for life, your vision of endless possibilities, your passion for the positive impact of business on society and your constant pursuit of excellence have inspired me, in my own life, to always be the best that I can be.

As the business school begins a new chapter with another at the helm, it’s like any great book: I can’t wait to turn the page and see what happens next. I know it will be exciting and that it will keep me—and you—every bit as entranced as we’ve been for the past 10 years.

All my best to you, and my heartfelt thanks for your help and support during my tenure.

Ali Dastmalchian
Professor and Dean
dalmail@uvic.ca

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Entrepreneurship@UVic 2011 grads Will Fraser, Logan Volkers, Jeff Crowe and Torben Werner have launched YUPIQ—a social media monitoring service—with a bang. As one of their first assignments, they put their products to the test for none other than Canadian recording artist Jann Arden—managing the promotion of her new book. Falling Backwards. (YUPIQ offers a suite of tools to help companies keep tabs on web traffic and engage with their followers.)

Their approach? They challenged Arden’s 22,000 Facebook fans to get 10,000 people to read the first chapter of her book and win an autographed copy for themselves. The campaign reached more than double its participation target in the first five hours, ultimately resulting in engagement 24 times higher than normal for a community of that size.

YUPIQ is the first fully formed company to emerge from the two-year Entrepreneurship@UVic program, which was established in 2009 by the BC Innovation Council in partnership with UVic, Wesley Clover (past Distinguished Entrepreneur of the Year Sir Terence Matthews’ company) and the Alacrity Foundation.

“The entrepreneurship@UVic program has been instrumental in helping us get to where we are today,” says Will Fraser, marketing director at YUPIQ. “We’re pleased to be the first example of success stemming from this program, none of which would have been possible without all the working parts from the leadership, training, office space and solid leadership provided by our advisers at the Alacrity Foundation.”

Jann Arden Picks YUPIQ

The Commerce Students’ Society Sustainability Club dangled another big, juicy carrot this spring, and Victoria’s Sauce Restaurant took a bite.

The club hosted its third and most successful carrotmob at the restaurant March 21. Carrotmobs are a form of reverse boycott, wherein a group offers to converge en masse and spend money, in exchange for a business making socially responsible changes (the “carrot instead of the stick” approach). The event raked in $9,000—$1,000 more than the group’s carrotmob at Fervorwood Inn last year—exceeding Sauce owner Steve Ho’s goal by $3,000.

“Carrotmob was a massive success from my perspective,” says Ho. “I couldn’t be more thankful to the carrotmob team, especially Linsi and Mike [Traverso].”

Linsi Comfort, Sustainability Club co-director, was just as pleased with the outcome: “We had students, faculty, local Victorians and tourists all come down to enjoy the delicious food and drinks, including the signature carrot juice cocktail,” she says.

“Not only did we exceed our [dollar] goal,” Ho added, “we had a room full of outstanding, like-minded people, who seemed to have a great time. I know I did.”

The event, complete with live music and prizes, drew a crowd that spent more than $9,000, which Ho pledged to spend on initiatives to make Sauce more environmentally friendly.

Carrot-Topped!

By Rachel Goldsworthy

Here We Grow

By Dianne George

Up to 60 more students will be admitted to year one of the BCom program starting in September 2012. This raises the capacity of the program from 240 to 380 students per year—an increase of 25 per cent.

“The school has at least three qualified applicants for every available seat in the BCom program, consequently we are very pleased that we can accommodate the demand,” says vice-president academic and provost Reeta Tremblay.

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E. The Sauder S. Gill Graduate School

has enhanced its double-degree programs by adding an MBA + MEng, MBA + MSc, and MBA + Thunderbird School of Global Management to complement its MBA + JD. Also starting in September, the Master of Global Business program will offer three more global study locations for the new intake. Students can choose path one, studying at UVic and then moving to Taiwan to attend National Sun Yat-Sen University and finishing in Austria at Johannes Kepler University. Or, they can choose the new path two, which starts at UVic, but then moves to the Rouen Business School in France and Sungkyunkwan University Business School in Korea.

In all cases, UVic students study alongside students from these partner institutions, then undertake a global internship to complete their degree.
Congratulations to Dr. Saul Klein, Lansdowne Professor of International Business, who was appointed dean of Gustavson this spring. He commences his term July 1.

Klein joined Gustavson in 2001. He has been the champion of international business since 2002, and the director of executive programs since 2004. Prior to his arrival at UVic, he was a professor at the Graduate School of Business at the University of Witwatersrand, Johannesburg (1996 to 2001), senior fellow, Department of Marketing, Faculty of Business Administration, at the National University of Singapore (1994 to 1996), associate professor in the Babcock Graduate School of Business at Wake Forest University (1993 to 1994) and assistant professor of marketing at the College of Business Administration, Northeastern University (1986 to 1993). He holds MBA and PhD degrees from the University of Toronto and a BA from the Hebrew University of Jerusalem.

Klein has been recognized for teaching excellence and providing unique and enriching experiences to students outside the classroom. This is most apparent in his restructuring of the International Integrative Management Exercise (IIME) that all Gustavson MBA students undertake. Changing it to a student-driven experience, he created a vital, hands-on learning opportunity for students, while also fostering strong partnerships with private-sector business clients.

Community and educational partnerships also play a big role in Klein’s work with executive programs. He has developed collaborative relationships with Canadian and international business schools, professional organizations and private-sector clients to assist the unit in providing executive education, summer institute programs and onsite corporate training.

Klein’s research interests cover emerging-market multinationals, global strategic alliances, international market entry modes and competition and the competitiveness of emerging markets. Klein has many publication credits, including journal articles, book chapters and refereed conference proceedings.

We’ll catch up with Klein next issue to chat about his vision and goals for Gustavson and his first few months at the helm. Stay tuned.
A New Language for Economics

Adjunct prof links prosperity to social justice

International finance expert
Dr. Paul Summerville recently joined the Gustavson School of Business as an adjunct professor. He brings with him an impressive pedigree, including two decades of experience serving as an economist, equity research director and Asian regional head for several global investment banks, including Deutsche Bank, Jardine Fleming, Lehman Brothers, BRC Capital, TD Securities and Wellington Investment Management LLP. He posts research relating to his website, Outcomes and Equality of Opportunity, on his website, excellentfuture.ca.

BC: Tell us a bit about the book you’re writing.

PS: It started off with the idea of thinking about what types of public policy Canada would need to guarantee an excellent future for itself. What I discovered as I was doing this was that it’s really a global conversation. Basically, every country, in one way or another, is asking the same set of questions. So, this led me to a couple of things: first was to think about the role of the market in an economy. This led me to the conviction that unequal economic outcomes are a good thing—that you have to celebrate them. The other part was social justice. The book morphed from just talking about Canada to the title Twin Virtues: Inequality of Outcomes and Equality of Opportunity.

BC: How do you resolve these two things? There seems to be a tension.

PS: There is a tension, and that’s what creates a healthy society. When one dominates over the other, you get an imbalance, and you get the kind of mess you have in the United States right now, or you had in Eastern Europe in the 1980s. Both don’t work.

BC: What can governments do to find the right balance?

PS: First you have to make sure you have a justice system that works really well—equality under the law. The second thing is education: world-class, quantified primary and high school education outcomes. For example, China has a 9.9 literacy rate, male and female. India’s about 75 per cent male, 58 per cent female. Over time, that has given China a huge advantage in a globalized economy. The third, I think, is health care. And this of course is America’s big problem. When you don’t spread the risk of ill health across the entire population, you create worst-in-class outcomes. Then you ask questions about pensions and unemployment insurance and welfare and that kind of thing—about the best ways to deliver those outcomes. That’s what the book is designed to flush out. And to create a new language to think about the economy that isn’t “either or,” where the success of the economy is dependent on world-class levels of social justice.

BC: How do you see your views and background fitting in at Gustavson?

PS: I think where I’m useful for the business school is that I bring a different way to think about investing. If someone said to me, I’m a long-term investor and I want to invest globally—what are the kinds of things I should look at? I would say, the very first thing you should look at is female literacy. It opens up a way of thinking about markets and investing that’s completely different. And that was my competitive advantage when I was a chief economist and research director.

BC: How did that give you an advantage?

PS: I never studied economics. I’m a political economist in the British tradition. Bringing a political and cultural angle to thinking about the way economies work and whether you want to invest in them is a very different way of thinking about the investing world. Which is why I was one of the first people, who, in the ’90s could see that Japan was on a 1,000-year decline. It was obvious to me, but it was very difficult to explain to people who are used to thinking in quarterly increments. But, if in 1990, if you were talking to someone who had one dollar to invest and you told them to put it in China, they would have said, China, are you crazy?

Read more of the interview online: www.uvic.ca/gustavson/alumni

DEYA Dinner Shares the Wealth

Proceeds from the Distinguished Entrepreneur of the Year Gala will fund new student ventures

By Pat Elemans

By all measures, the Distinguished Entrepreneur of the Year Gala has been an outstanding success. In addition to honouring nine incredible entrepreneurs, including this year’s recipient, Dennis “Chip” Wilson of lululemon, the event has raised the profile of the Gustavson School of Business locally and nationally. Since its inception, the black tie gala has sold out. It has grown from 360 to 600 guests and is widely considered BC’s premier business event.

The DEYA Story

The gala was founded in 2004 by School of Business Board members Peter Gustavson and David Schneider, and the dean of the Gustavson School, Dr. Ali Dastmalchian. When Dastmalchian first mentioned, in conversation with the other two, that he wanted to raise the profile of the business school, Gustavson suggested that he hold a dinner to honour great entrepreneurs. The rest, as they say, was history. Unlike most galas, the “DEYA dinner,” as it has come to be known, was not intended to be a fundraiser, but rather an evening to celebrate an inspirational individual.

The DEYA Legacy

Each year the dinner earned a small reserve, which gradually accumulated to $85,000. In 2011, the DEYA organizing committee, chaired by Peter Gustavson, agreed to endow the funds and use the proceeds to support student entrepreneurs. David Ritchie (DEYA 2002), Gloriia Beauchamp, Gwyn Morgan (DEYA 2006), Patricia Trottier and Peter Gustavson each contributed to the endowment, bringing it to $385,000.

In order to ensure that the funds support student entrepreneurial ventures, they will be bestowed in the form of an equity investment in a business started by a student (or students). Each year in August, student teams will be invited to participate in a business-pitch competition, wherein they will try to sell their ideas to a panel of judges made up of past DEYA recipients. The winning team will receive proceeds from the endowment (approximately $15,000) as an investment, and the Gustavson School of Business will receive a minority equity interest in the business. Winning teams will be recognized at Distinguished Entrepreneur of the Year Gala, the first at the 10th annual gala in 2013.

“We need more young people to start and build their own ventures,” says Gustavson of the undertaking. “Investing in our future entrepreneurs is one way to help. Hopefully in five, 10 or 20 years, we will be recognizing the recipients of the funds as our Distinguished Entrepreneurs of the Year.”

Past Distinguished Entrepreneur of the Year

2004, Bill Mallett, former president and chief operating officer, Yahoo!

2005, David Ritchie, chair emeritus and former CEO, Ritchie Bros. Auctioneers Inc.

2006, Gwyn Morgan, CM, former president and CEO, EnCan Corporation

2007, David Black, president, Black Press

2008, Clive Beddoe, founding shareholder and chair of the board of directors, Weetje

2009, Sir Terence Matthews, OBE, chair, Mittel Corporation and chair and founder, Wesley Clover

2010, The late Dr. Alex Campbell Sr., OBC, co-founder, chairman emeritus, Thrifty Foods

2011, JR Shaw, OC, AOE, LLB, founder of Shaw Communications

2012, Dennis “Chip” Wilson, founder and chair of the board of directors, lululemon athletica
Sharon Butler’s career has covered some of the most memorable moments in Vancouver sports history: Shareef Abdur-Rahim’s rise to basketball fame as the superstar of the Vancouver Grizzlies in the early days of the franchise. The Canucks’ entry into the 2001 Stanley Cup playoffs—their first in five years—only to be shot down in the first round with four straight losses to the Colorado Avalanche. And last November, the BC Lions’ home-turf Grey Cup victory over the Winnipeg Blue Bombers.

“It has been incredibly memorable, exciting and fun to witness the big moments of the Canucks, the Grizzlies and the Lions,” says Butler (BCom ’95), who has spent the last 14 years working in sales and marketing for professional sports. “Still, to this day, the most exciting was Harold Druken’s overtime winner in the 2000-2001 season that sent the Canucks into the playoffs. [She was working for the Canucks ownership organization at the time.] All the employees … celebrated upstairs in the Orca Bay Grille and many of us were crying.”

An avid athlete herself (growing up, she participated in gymnastics and softball in addition to basketball), Butler traces her career path back to Portland, Oregon, where she spent much of her childhood before moving with her family to Toronto and, finally, Vancouver. “Portland is a great city with a strong sense of community and it’s where my love of sports started,” she says. A lifelong fan of the Portland Trail Blazers, she credits the team with inspiring her love of basketball. From that time on, she says, she knew she wanted to make her career in sports. “It’s the teamwork and competition; the dynamic and challenging environment that appeal to me.”

In 1997, attracted primarily by the basketball connection, Butler jumped at the chance to work for Orca Bay Sports and Entertainment (now Canucks Sports and Entertainment), then owner of the Vancouver Canucks and the newly franchised Vancouver Grizzlies.

“It was a great time to be involved,” says Butler. “Back then, we were one of the worst teams in the NHL and one of the worst...
teams in the NBA, but it was so much fun. It was all about putting hums in seats and client hosting, and entertainment, and growing the business of basketball.”

She started out selling season and group tickets and building clientele. General Motors Place (now Rogers Arena) had just opened in 1996 to replace the Pacific Coliseum, and the combination of the new stadium’s downtown location and Vancouver’s new basketball franchise opened up opportunities to connect with corporate Vancouver, says Butler. Over the next 12 years, she progressed to negotiating contracts for the executive and hospitality suites. Then she moved on to sponsorship, as director of business development, generating new business opportunities with corporate partners, and eventually took on the role of director of partnership for the Vancouver Aquarium. “It’s great because they’ve never done sponsorship before,” says Butler, noting that the aquarium receives no subsidies from any level of government and is self-supporting, with 80 per cent of its revenue generated through the gate. “It’s a brand-new position and it’s a real focus on things that are important to me, like sustainability, education, community and family. Plus, it really ties in my skills working with clients and working with entertainment.”

Asked if she’ll miss working in professional sports, Butler replies with a confident negative. Even more than sports, Butler is attracted by the prospect of community involvement and the opportunity to get in on the ground floor of change. The Vancouver Aquarium—the single-largest visitor attraction in the City of Vancouver—is currently undergoing a $100-million, multi-phase re-development, which will add 60,000 square feet and be complete by 2018. The first phase will open in 2014. “It’s going to look very different when it’s done, and it’s going to be incredible,” she says. “There’s so much opportunity and it’s a really exciting time to be doing this.”

While sports may no longer be part of her profession, they’re certainly no less a part of her life. Butler still plays basketball, and has added skiing, Pilates, golf, waterskiing, rollerblading and cycling to the list. She also coaches with the Tsawwassen Soccer Club, where her two young daughters, ages 5 and 7, play. “Coaching has been very rewarding, as you are getting kids involved in athletics and hope it will always be part of their lives,” says Butler. “And it’s all about getting them to have fun and run around. We focus on fun, being a good teammate and working your hardest.” Which is a pretty good credo for business, too.

Two years ago, trading hockey for football, Butler joined the 2011 Grey Cup Festival as director of sponsorship, selling corporate sponsorship opportunities. “The BC Lions were actually trying to get me to come work with them, but I knew the Grey Cup was coming and that was more what I was interested in doing—being part of something big and giving back to the community,” explains Butler. “It was obviously a very high-profile event for our city—the first big, big event after the Olympics. And that was our real focus—recruiting the magic the Olympics had brought, getting people downtown to take part in a lot of free entertainment.”

Butler and her team began with a $2-million бюджет, a focus on community and an otherwise blanket slate. “The CFL is usually a very male and very beer-drinking crowd,” explains Butler. “We wanted to draw in new demographics for our festival and really drive families and females (to the festivities).”

The result was a family area—a Grey Cup Festival first—sponsored by Nissan. Featuring face painters, roaming entertainers and family-friendly stage acts, it was a resounding success, says Butler proudly. “The numbers were phenomenal. In the end, we had 400,000 people participate in the Grey Cup Festival, and it brought in $18 million to the province of BC.”

With such an enormous professional win behind her (the Lions’ victory being a cherry on top) Butler was back on the market. But where do you go from the top?

Like any champion, Butler sought a new challenge—and found a new arena. Wanting to leverage her experience in corporate sponsorship, but loath to leave Vancouver, this past February she stepped away from professional sports to become director of partnership for the Vancouver Aquarium. “It’s great because they’ve never done sponsorship before,” says Butler, noting that the aquarium receives no subsidies from any level of government and is self-supporting, with 80 per cent of its revenue generated through the gate. “It’s a brand-new position and it’s a real focus on things that are important to me, like sustainability, education, community and family. Plus, it really ties in my skills working with clients and working with entertainment.”

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Kate Shaw handed over the bag of takeaway food and told her White Spot customer that the containers and the bag could be recycled. “Who are you?” demanded the customer. It turned out the diner was Suzanne Spence, strategic acquisitions associate with the Pacific Carbon Trust (PCT), where Shaw (BCom ’11) had recently applied for a job, with no luck. “We got to chatting,” Shaw says, “and she said, ‘Send a resumé.’”

And since January, the 24-year-old Gustavson alumna has been happily employed as a PCT sales analyst. The encounter at the restaurant wasn’t just out of the blue. A Gustavson education specifically aims to promote sustainability and social responsibility along with other sound business practices. As an undergrad Shaw had taken a decision-making course with Professor Mike Valente, which she credits with getting her thinking about sustainability. From there, she focused on sustainability during co-op terms at Interior Health Authority and Sysco Foods in Kelowna. Her interest in the PCT had first been piqued when Climate Capitalism professor Boyd Cohen invited Mike D’Antoni (MBA ’03), one of the crown corporation’s business development associates, to speak in Shaw’s last term. D’Antoni, himself a UVic grad, had been with the PCT since 2009, after a spell with the British Columbia government working on oil and gas policy. He says a high proportion of the company’s business development projects are sustainable. “The professors really bought into [sustainability],” he says. “Mike Valente, A.R. Elangovan, Richard Wolfe, Stephen Tax. They all integrated the principles into their classes, no matter what their area of expertise.”

Shaw agrees. “It’s incorporated into marketing, finance, operations classes. Even in our Human Resources class we had to do a complete plan with a focus on sustainability. However you wanted to look at it, you learned how business can have an impact—there are skills you can apply in any context.” And, adds Stein, even when the material is highly theoretical, it still raises awareness that business plays a role.

Gillette agrees, but says application is often only a step away. He describes a fellow student from Turkey who “had never even heard of protecting the environment.” Afife Gillette: “He was skeptical. He’d laugh at me for recycling. Then he bought into it and became quite passionate. Now he’s trying to start a recycling business in Turkey.”

There are a host of other examples of Gustavson grads hoisting the sustainability flag, either in their own start-ups or as part of existing organizations. In 2011, guest speaker Daniel Hegg (BCom ’06, MPhil ’09), founder of the Sustainability Club, admitted to COM 302 students that he had originally approached sustainability as a way to make money. But when he finished his commerce degree he was, as he put it, “ready to grow.” So adjunct professor Robin Dyke, in his role with the school’s mentoring program, referred him to the nine-month Leadership Victoria program, where Hegg worked with a team to imagine, develop and fund a rain garden (a small green space that captures water runoff) at a local elementary school.

With that experience under his belt, Hegg went back to school and completed a master’s degree in ecology, economics and urban planning. Now he’s the chief operating officer of The Carbon Solution, an organization that promotes walking or cycling to school or work, then offers people a chance to convert their distances to marketable carbon offsets. He’s also the senior sustainability advisor for project management firm MITB. “It’s not [just about] money any more,” Hegg says. “I want to do good work and build things.”

Gillette’s philosophy is along the same lines; “I can do a lot of things and be happy,” he says. “I wanted to make a difference.”

The Centre for Social and Sustainable Innovation

In July 2011 the Gustavson School created the Centre for Social and Sustainable Innovation (CSSI) to help build sustainability and social responsibility into every aspect of business education: classroom activities and assignments, co-op work projects, exchange terms and specializations. Director Monika Winn and Associate Director Heather Ranson manage the centre.

Centre Highlights, July 2011 to July 2012

- Developed a baseline of current sustainability and social responsibility integration in Gustavson programs
- Maintained contact with professors to share educational resources, such as books, journal articles and videos
- Completed the annual report on Gustavson activities for the United Nations Global Compact Principles of Responsible Management Education
- Developed a feasibility study and proposal for BlueGreen Fund to offset Gustavson travel emissions
- Produced Gustavson’s annual carbon footprint report (available on the centre’s website: www.uvic.ca/gustavson/cssi)

In its second year, the CSSI will help ensure that sustainability is addressed in every core BCom, MBA and PhD class, and in every Victoria-based Master’s of Global Business class.
After 10 successful years, on June 30, 2012, Dean Ali Dastmalchian will step down. So it’s time to celebrate his leadership—at the university, within the Gustavson School of Business and in the community.

Dastmalchian came to UVic in 1991 as director of MBA programs. He left to become dean of the Faculty of Management at the University of Lethbridge from 1996 to 2001 and then returned in 2002 as dean of Gustavson. Throughout his tenure, he has remained an active researcher. He has taught in the MBA program and with executive programs throughout the world.

His passion has ignited students, alumni and business leaders. Thank you, Ali, for your dedication, vision and ambitious goals. It’s been a wonderful journey and an amazing decade. A perfect 10!

The Dastmalchian Decade

As Dean Ali Dastmalchian says goodbye, we take a look at his legacy

**Ali D’s Top 10 Accomplishments**

1. **Culture creation.** Fostered engagement, and can-do spirit that attracts and retains good people.
2. **Name fame.** Re-christened school and graduate programs.
3. **Program liftoff.** Launched PhD and MGB programs.
4. **Sustainability psyche.** Launched “S” pillar, embedding sustainability and social responsibility in our core values.
5. **Growth spurt.** Doubled size of student body; increased faculty and staff hires.
6. **Community connections.** Rebuilt, expanded and supported Graduate Board of Advisers and Mentors Program.
7. **Globe-trotting.** Doubled international partnerships and grew exchange program (75% of undergrads now go on exchange).
8. **Accreditations.** Earned EQUIS and AACSB certifications.
9. **Lifelong learning.** Developed executive education programs.
10. **Big dreams.** Developed a vision, strategy and promise for the school.

You are not only a great leader, but a wonderful mentor in my career and a caring parent to our business family. You changed my way of thinking and also taught me to look at the world differently. I wish you all the best and believe you will always be part of us.

- Christine Li

I feel incredibly fortunate to have worked with Ali for three years at UVic. He is an exceptional leader whose inclusive and empowering style inspires many to excel. I envy anyone who has the opportunity to work with Ali in whatever capacity.

- Mike Valente

When I look back at what Ali has accomplished at the business school over the past 10 years, all I can think is, what a great entrepreneur!

- Peter Gustavson
“This is a most deserved recognition of Dr. Elangovan’s educational leadership, particularly in the area of internationalization, where he has been an outstanding source of vision and guidance to the Gustavson School of Business and to the university,” says U Vic president and vice-chancellor David Turpin. “Elangovan’s expertise in organizational behaviour, combined with his knowledge of cultural sensitivities and of geopolitics, greatly enhances our students’ understanding of international business practices.”

And the praise continues: “What makes Dr. Elangovan’s teaching unique is his commitment to connecting knowledge to societal values—ensuring that his teaching furthers the ability of his students to make ethical and effective decisions,” says Dr. Rootz Trombly, vice-president academic and provost. “Elangovan is an extraordinary human being.”

Seven years ago Elangovan started a new stream of scholarship on the topic of callings. His research focuses on helping people find their true callings, improving organizational performance by building high-trust cultures and assisting leaders in developing their decision-making, conflict management and leadership skills.

“As my work progressed, I began to wonder about my calling, whether I had one and what it might be,” he says. “I know from my research that one doesn’t have to feel called to a certain occupation, but it took me another two years to understand enough of myself to realize that the invisible, central tenet of my life was the notion of living a life of dignity, and that teaching was a wonderful fit for engaging and enabling my calling to help others live such a life.”

“Dr. Elangovan is not only a superb instructor to our students, he is also an amazing administrator and mentor,” says Ali Dastmalchian, dean of Gustavson.

“Since 2003 when he assumed the role of director of international programs, the number of BCom students participating in exchanges has risen from 33 per cent to 75 per cent. He has contributed to the development of our PhD and Master of Global Business programs and actively mentors new colleagues to help improve their performance. We are all greatly privileged to work with, and learn from, Elango.”

A beloved Gustavson prof gets a national salute

By Dianne George

Dr. A.R. “Elango” Elangovan, professor and director of international programs with the Gustavson School of Business, is among 10 Canadian scholars honoured with a 2012 3M National Teaching Fellowship, and the ninth UVic scholar to receive this honour. The award recognizes exceptional teacher-scholars across Canada.

“This fellowship is truly an honour, and I am deeply grateful for the opportunities I’ve been given,” says Elangovan.

Elangovan has received multiple awards for his teaching and mentorship new colleagues to help improve their performance. We are all greatly privileged to work with, and learn from, Elango.”

Dr. A.R. “Elango” Elangovan

Can’t we suppose to give him applause?

When exchange student Monica Antunes stepped off the plane from Lisbon, Portugal and laced eyes on Victoria—her home for the next four months—she had only a vague idea of what to expect.

“I thought people would be friendly and very passionate about nature … and beautiful British Columbia, and Canada in general, exceeded my expectations,” she says.

The inaugural recipient of the Gustavson School of Business Dastmalchian Global Citizen Award, Antunes was selected in recognition of her leadership and passion for internationalization. The award, established to honour Gustavson dean and global leadership advocate Dr. Ali Dastmalchian, will be given bi-annually to the exchange student who best embodies the ideals of Gustavson International by building relationships with students from other countries, organizing multicultural events and learning foreign languages.

Antunes says her favourite part of her semester at UVic was getting to know other students from around the world, several of whom plan to visit her in Lisbon this summer, having been inspired by her trip across the globe to attend UVic.

“When her classmates discovered her love of writing songs, singing and playing guitar, they even convinced her to sign up for Victoria Idol, where she placed fourth overall. “I had a great time throughout the competition,” she says, “my friends were very supportive.”

She especially enjoyed having the opportunity to teach her newfound friends about her home, and even hosted a lunch-and-learn session with another Portuguese student. “I am crazy about my country,” Antunes explains, “so I thought it was a great initiative to let people learn more about it. Also, learning about a country from locals is much more valuable than reading travel guides!”

Guests got to sample a homemade spread of traditional Portuguese stroganoff (sliced turkey fried with mushrooms, a soy sauce, mustard and saucer carrot soup, while Antunes shared photos from home and gave the crowd the inside scoop on everything from national economic conditions to the best hidden beaches and restaurants. Everyone agreed the event was a huge success. “We loved planning it and had great feedback from the audience,” she says.

“Sticking to her motto, “travel as much as you can and work as much as you travel,” Antunes managed to divide her time here between trips to California, Tofino, Whistler, Ontario, Quebec and New York, and her management classes. Her favourite class was Dr. Mark Colgate’s Eight Powers of Management.

She says she loved the content, but it was the approachable teaching style that she found most impressive. “It is truly amazing to arrive at a university where every single teacher is dedicated, available, helpful and appears to be passionate about teaching,” she adds.

Now back in Lisbon for her final semester, Antunes says she is looking forward to getting some hands-on experience with a consulting firm after graduation, before heading overseas again to pursue a master’s in management in Spain or the US.

“She says she also can’t wait to keep exploring different places and cultures. “The most important thing for me is to somehow make a difference in the world,” she says, “and that could happen anywhere.”

Global Citizen Award recipient reflects on her semester abroad

By Lana Mador
Making it Work
Distinguished Alumni award winner forges connections between Hong Kong and Canada

By Krista Boothner

This year’s Distinguished Alumni Award recipient, G. Andrew Work (MBA ’10), is the very definition of a global business leader. As executive director of the Canadian Chamber of Commerce in Hong Kong, Work is in the unique position of making sure things don’t get “lost in translation” between his adopted country and its Canadian roots. While in Victoria, he received his award February 8, 2012. Work shared his insights for business success in Hong Kong—first with the current MBA cohort, to which he provided a brief economic history of the region and an overview of current conditions—and then with members of the Victoria business community who attended a luncheon offered by the local chamber of commerce.

He was candid about how Canadians are perceived overseas. “Canadians are seen as slow-moving in business,” he said. “The way to counter that is to be upfront about your timelines—ask what is the time they spend volunteering with you, and instilling in them a strong sense of community spirit. When accepting his award, Work credited UVic with setting the bar high for community creation. “What does it take to build a community? An inspiring mission, a strong knowledge base, and a broad reach—one that’s local, national and international.”

Work’s natural curiosity, his love of history and his willingness to embrace different cultures have resulted in a voracious appetite for learning all there is to know about Hong Kong. He is the co-founder of the Lion Rock Institute, an economic think tank that focuses on market solutions to Hong Kong’s challenges. The group regularly submits ideas for economy-benefiting policy changes to government bodies.

Work takes his responsibility as an expat seriously, sharing as much as he can about Canada and Canadians with Asia. This allows him to broker lasting business connections between Hong Kong and Canadian businesses, since he can easily relate to both communities and find ways to bring them together. Community building is one of Work’s passions. His career is dedicated to it, but it’s also on his personal radar. As a Scout leader, he says he values the time he spends volunteering with young people and instilling in them a strong sense of community spirit.

Do you ever feel like customers just aren’t in the mood to buy? Or find yourself wishing more customers would champion your brand, especially on Facebook and Twitter? The lingering effects of a sluggish economy and the prolific use of social media (741 million-plus Facebook users worldwide) are leaving business owners feeling vulnerable. Perhaps it has never been more important to look internally for ways we can strengthen our value propositions, improve our competitive advantage and drive brand awareness. To a surprising extent, you control whether your customers decide to champion you or gush, develop some kind of cyber vendetta. How? Take a look at your service system and the people you have at “touchpoints” with the consumer. Motivation and customer mood are largely determined by the service professionals you have representing your company.

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Help me help you. Let’s bring business to Victoria. 

Monika Letzdynska, UVic Alumna
Monika@VictoriaConference.com

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Get 'em in the (Buying) Mood

Online brand champions warm customers to your product

By Christian Van Buskirk (MBA ’10)

Christian Van Buskirk (MBA ’10) has over 20 years of experience in customer experience management. His consulting and service professionalism training company Service Essentials (serviceessentials.ca) offers courses in customer experience management and using social media as a service-management tool.

Most loyal customers emerge from issues solutions beyond expectations.

How to create champions

• Clearly and honestly convey a service or product’s features and benefits throughout the consumer purchase cycle. No overrating, no fast talking, no omissions. Service pros are subject-matter experts, exciting and enticing the consumer to think more deeply about the purchase. They employ relationship-building skills the moment an interaction starts, both on and offline. Get comfortable with social media; it’s not going away.

• Be a communication specialist. Service pros use strategic questioning to ensure customers are well matched with the product or service they need. Clearly articulating the differentiating qualities or attributes of your offerings is paramount.

• When problems arise, pros listen, show sincerity, make the issue a priority and find creative ways to assist, focusing on what can be done, not policy limitations. Actively trying to resolve a problem minimizes a customer’s motivation to seek justice publicly.

• Even if the initial customer demands cannot be met, service pros can usually devise other ways to show the customer they care. Extensions, promos, coupons and even sincere apologies can go a long way with consumers who feel they deserve something. Effective recovery builds customer loyalty.

Honour your champions

Award champions! Recognize them with a public thank you or nice comment via social media. Adding champions to preferred customer programs with occasional coupons or promo codes can fire up that enthusiasm, spreading it through the champion’s network. Even better, wow champions with specials on their birthdays and program sign-up anniversary dates.

Executing superlative service professionalism throughout the customer purchase cycle might seem like a lot of extra work. But if the perception of the service experience exceeds the consumer’s expectations, he or she may be motivated to champion your business. The result of which is positive word-of-(cyber)mouth, repeat business, an increased customer base and greater brand recognition.
Mañana, Nicaragua

Between January and April 2011 Natalie Winter (BCom ’09) and her boyfriend Chris McRae embarked on a 25,000-kilometre road trip from Victoria to Costa Rica and back. Having given up creature comforts like cable, and each working three jobs in the months leading up to the journey (to help fund it), they were eager for adventure. Winter had dreamed of taking this road trip since she was a teenager. And although she planned their route, eager for adventure. Winter had dreamed of taking this road trip since she was a teenager. And although she planned their route, she took the wheel as the adventure unfolded. She describes the trip as “a family-style dining experience at independent restaurants for a flat fee. The diners get to support local businesses, meet new people and discover new food in Vancouver and Toronto (thesocialfeed.com).”

2010

Ciana Zhou, BCom (Ent.), writes: “I still miss the time when our team was pitching to VC about reef-safe fish.” The former COO of Reef-Safe Fish Inc., Zhou continued her post-grad career in the finance industry. She started as a client service representative at RBC Victoria for six months. Then she was promoted to account manager and relocated to the Vancouver Chinatown branch. With one year of experience in account management, she finally got the opportunity to join RBC Wealth Management as a financing planning associate. Having come all the way from Mainland China four years ago, Zhou says her UBC Business experience is what she cherishes most. She adds: “After a lot of hard work— and miracles—I have started my career and found my spiritual home in Canada. I would like to wish all the alumni who are searching for, or on, the path of their career, the best of luck. We can all make a difference, since we have studied in a place where ‘the world looks different from here.”

2009

Robyn Plenert, BCom, is a marketing co-ordinator for Transportation Investment Corporation, a new BC crown corporation created to oversee the Port Mann Highway 1 Improvement Project. One of her projects is launching a new brand and marketing campaign over the next year for the open road tolling system on the new Port Mann Bridge (pmhproject.com).

2005

Steve McLaughlin, BCom, is the founder of the Angel Association for the Drive-Ins of North America, an advocacy organization focused on establishing new drive-in theatres in Alberta.

Goldie Luong, BSc, MBA, has transitioned from her position of project director of Community Care Initiatives to with the Vancouver Island Health Authority to the role of director of special projects in Vancouver Acute Services at Vancouver Coastal Health. Since her MBA, she completed a Lean Six Sigma Green Belt Certification and she is currently working toward Lean Six Sigma Black Belt Certification. Using Lean methodology, she achieved an effective increase in access and flow of acute care patients, resulting in a 74 per cent savings of hospital days. Luong is also the chair of the Canadian College of Health Leaders, Vancouver Island Chapter, and a Gustavson Board of Advisers member.

The Business of Imagination

Paisley Aiken (MBA ’10) has a passion for books, small businesses and vibrant cities. “The power of small businesses is that they connect and build communities,” Aiken says. Following this maxim, she created Story Studio, an Oak Bay writing space for young people, where they can engage their imaginations and explore literary impulses through camps and workshops. “I wanted to create a space where children have the opportunity to find their voice, tell a story and feel it’s worth being told,” Aiken explains. The studio’s yellow walls, blue beanbag chairs and wall of “story boxes”—which students use for inspiration—invite kids aged three to 16 to open their minds and move their pens. The very young learn basic creative expression and the staff members transcribe their stories. Teen writers take on more complex projects, culminating in a bound multi-chapter book.

Aiken’s studio sits alongside two other children’s fine arts education enterprises. Together they have established an arts hub where kids can learn music, visual art and creative writing. Aiken intends to implement outreach programs in the coming months with community partners to provide writing instruction. In the meantime, she allocates a portion of her profits to funding workshop spots for children who would otherwise not be able to participate in Story Studio’s programming. “My experience as a mom is that children love to work. My goal is to help kids fuel that creativity.”

—Krista Boehnert

2004

Doug Slater, MBA, is an operations service manager in the Business Performance Department at FortisBC’s gas division. He also recently completed his CMA designation. He lives and works in Kelowna.
The Long Leash of the Underdog

Are there advantages to being an underdog? “You bet,” says Matthew Butterfield (BCom ’10), who is regional brand manager for Bosch. Yes, that Bosch. The tool manufacturing giant may be known worldwide, but its woodworking tools division holds just 14 percent of market share in Germany, Austria and Switzerland. “It’s important to find that out to increase your chances of success,” Butterfield says. “It’s a very consultative, collaborative process where ideas and problem solving are discussed for many months before proceeding to the product stage.”

“Projects are approached very differently than in North America,” Butterfield says. “It is a very consultative, collaborative process where ideas and problem solving are discussed for many months before proceeding to the product stage. It’s a much slower approach than I am used to, but it has its advantages as well.”

Butterfield says that, “We got to test out several tools, and upon completing the circuit received a free branded guide rail. “The goal is to have all these people wandering around the show advertising our products, having fun with the tools, and leaving the show having had a good experience with our brand.”

Butterfield is based in Lienfelden, Germany, and has had to learn the language as well as the different working styles and cultural norms in his new home. “Projects are approached very differently than in North America,” Butterfield says. “It is a very consultative, collaborative process where ideas and problem solving are discussed for many months before proceeding to the product stage. It’s a much slower approach than I am used to, but it has its advantages as well.”

Butterfield also embraces guerrilla marketing tactics to raise the company’s profile. “We are an engaging sense of humour. He also truly enjoyed his work as a stockbroker and was well on his way to completing the CFA Charter Program.”

Malcolm was a gentle, understated person, who was deeply loved by his immediate family, extended family and friends. They have created an endowment in his name at the Gustavson School of Business. The endowment will provide much-needed support for students attending university and working on internships in China. Please make a donation in Malcolm’s honour at his memorial page: gustavson.uvic.ca/giving/manson
Seeing the Forest and the Trees

New Jarislowsky Chair offers insider and outsider perspectives

By Krista Boehnert

They say it takes a village to raise a child, but as Christian Kittleson (MBA ’06) argues, it also takes a village to raise tomorrow’s leaders. The support of friends and family is important, but the support of mentors is the game changer. “I’ve been fortunate with mentors in my career,” Kittleson says. “I’ve had people who’ve been able to see my development potential and then helped me to get there.”

And get there he has. Kittleson started out as an analyst with the BC government, working under Vancity CEO David Maclagan, whom he credits with not only helping him realize his career potential, but also influencing his views on mentoring. “She said to me that one of her goals as a leader is to find someone who can take her job,” he says. “I’ve adopted that philosophy myself by keeping succession planning top-of-mind in matters of talent management.”

Kittleson left the government to consult for BearingPoint (Deloitte) before ending up at Vancity. “Her culturally specific skills, too. “The helicopter business was, and is, thriving. With the worldwide expansion of offshore oil exploration, the need for helicopter transport to get crew to and from rig sites is steadily increasing. But between the $30-million price tag per helicopter, and the highly specialized technical skills required to operate a fleet of the aircraft, there are only a handful of companies worldwide that are capable of meeting this growing global demand.”

In the months following the Cougar investigation, CHC Helicopter, the world’s largest helicopter company, recruited both Burt and Kittleson. These days Kittleson lives in Perth, Western Australia. He is finance director and regional CFO for CHC’s Southeast Asian and Australian regions, which operate 60 helicopters from 30 bases in Australia and offshore oil company.

By Brad Bure

When Dr. Mary-Yoko Brannen, inaugural Jarislowsky East Asia (Japan) Chair, immigrates to another country, finding a suitable stable to board her dressage horse is likely to be a more difficult task than navigating cultural twists and turns. After all, her CV reads like a path to global-minded enlightenment. She was born to American missionary parents and raised in Japan, studied various disciplines—organizational behavior (PBU), international business, anthropology and comparative literature—at American and French universities, taught on both sides of the Atlantic and, as a cross-cultural consultant, aided Fortune 500 companies in devising and implementing global strategies.

The new chair position, to be shared by Dr. Brannen and I will watch her progress through to the end of her term. She was born to American missionary parents and raised in Japan, studied various disciplines—organizational behavior (PBU), international business, anthropology and comparative literature—at American and French universities, taught on both sides of the Atlantic and, as a cross-cultural consultant, aided Fortune 500 companies in devising and implementing global strategies.

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The Group Dynamic

Team projects are guaranteed to bring out the best and worst in your cohort

By Rachelle LeBlanc Quiney, MBA ’10

If there’s one thing all business students have in common, it’s group work. (Well, either that or keeping a tally of how many times you hear the word “synergy” during student presentations.) There’s just no getting around the fact that one has to work with other people at business school. After all, it’s distinctly possible that one might, in fact, have to work with others when one gets out of the classroom and into The Real World.

Yet nothing engenders quite so much dread among business students as the prospect of a team project. If only Charles Dickens knew how apt this passage would be for us, he might have called his story A Tale of Two Group Projects: “It was the best of times, it was the worst of times, it was the age of wisdom, it was the age of foolishness, it was the epoch of belief, it was the epoch of incredulity, it was the season of Light, it was the season of Darkness ....”

As I understand it, the idea behind group work is “co-operative learning.” Obviously, my own attitude toward group work was always nothing less than expressly co-operative. Of course.

In my group, we created and followed a “talking stick” rule: if you didn’t have the stick (which was actually a juice bottle, for lack of a stick), you couldn’t talk. If you spoke without the stick, you risked a thump. (What can I say? Corporal punishment worked for us.) Eventually the stick disappeared. And, fortunately, the good manners remained.

It’s easy to find reasons to dislike group work:
• Everyone talks at once.
• One person never talks at all.
• Someone always takes over.
• Someone else never contributes.
• Someone is going to yell.
• Someone is going to cry.
• You might make an enemy for life.

But in the name of cheerful optimism, there are some silver linings, too:
• The project always gets done.
• You share a lot of laughs.
• You learn from your group members.
• If you’re not solid on the financial front, you can always volunteer to write the report.
• You can complain in solidarity about the injustice of exams, projects and student life in general.
• When you can hear another group having a loud disagreement, you can feel smug with your own oh-so-cohesive group.
• You might make a friend for life.

Looks to me like the benefits far outweigh the negatives. Easy for me to say now, right? I’m a couple of years out of my MBA experience. But you know what? I miss that group. I’d love to get them back together for one of my current projects. Sure, we’d disagree, and we’d definitely need to reinstitute the talking stick, but I bet we’d have some great ideas. Who knows, we might even have some fun while we were at it.

Window to wow: Derek Juno (BCom ’11) shot this stunning image of Budapest, Hungary while on a break from his exchange at Jönköping International Business School in Sweden.
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