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Welcome to the first issue of Business Class, the Faculty of Business Alumni magazine. It is our hope that over the years this magazine will be something you look forward to receiving—an ongoing connection to the Faculty of Business’s growing community. As alumni, friends, and partners of UVic’s Faculty of Business, you have much to be proud of. The Faculty of Business continues to be among the most innovative business schools in Canada and continues to win awards for excellence in teaching, programs, and research. However, the strength of our programs, research, and co-operative education experience is proved in your career success. After 12 years, we are still a young business school, but this hasn’t stopped our alumni from becoming leaders in the local, national, and international business community. Take a look at the classnotes section for just a taste of your fellow classmates’ impressive accomplishments.

Over the past year, the Faculty of Business has been participating in a faculty and community-wide visioning exercise to identify key areas of strategic importance for the next five years. One key area of priority is to strengthen our ties with our community and in particular our alumni. This magazine is just one of many initiatives meant to do just that. In addition, we have collectively sculpted, through a series of retreats, a vision statement which we are very proud of (see page 3).

Our vision will continue to shape everything that we do. We hope that it also will inspire you, as your success and continued satisfaction gives our vision breath and life.

I hope you enjoy this issue and please contact me personally with your comments and ideas for the future. Your feedback is very important to us. After all, this is your magazine! My email is dastmal@business.uvic.ca.

Sincerely,

Ali Dastmalchian
Professor and Dean

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Design & production: Rayola Graphic Design
In today’s vibrant and multi-faceted world, change is constant. And the pace of change is accelerating faster than ever before. Organizations can no longer afford to stagnate, but rather must reinvent themselves, not once, but repeatedly. This reinvention is necessary to learn, adapt, innovate, compete, and indeed survive in complex and dynamic environments. Business schools as organizations are not exempt from this, particularly with today’s highly competitive and global world of business education.

Ali Dastmalchian, Dean of the Faculty of Business at the University of Victoria, is no stranger to leading organizations through the process of change. Not only has Ali done research, consulting, and executive development programs on the subject of leading change in Canada and internationally, he has also gained leadership experience at other business schools. The cumulative experience has prepared him to take the helm of UVic’s Faculty of Business at a critical point in its development. In his previous leadership capacity as dean, program director and department chair, Ali earned a reputation as an excellent communicator and visionary. Now, members of Victoria’s academic and business community are watching him closely as he guides UVic’s Faculty of Business through the process of establishing a vision of where it wants to go and how it plans on getting there.

Reinvention often begins with a vision, and a skilled leader knows that a successful vision is more than printed words tacked to a wall; it’s a process—changing and evolving as an organization grows and matures. Creating this dynamic vision is one of the most important things a leader can do for his organization and Ali is well prepared for the task of guiding the Faculty through this process. “My research and teaching is all about preparing people to lead organizations through change,” states Ali.

Ali adds that successful organizations adapt best to change when there is a strong sense of unity, trust and identification with a common purpose. These qualities are best cultivated by allowing members to learn about and take ownership of projects and issues. If an organization is to deal with the stress of change, a leader must give up a measure of control to the team. In the case of UVic’s Business Faculty, a voluntary change team was created known as the Delta Task-
The Delta Taskforce was step one to creating a collegial process involving faculty, staff, students, alumni and business leaders to work toward a common goal of developing a clear vision and strategy for the next five years. One of the important examples Ali set is his commitment to involve members of the UVic business community in the Faculty's reinvention process. “The interaction between the Faculty and the business community—the vital link between the teaching and practice of management—is paramount.”

The first project for the Delta Taskforce was the coordination of a retreat that took place in November 2002. Here, over 80 people came together for two days to ask themselves some tough questions designed to identify direction and purpose. In the end, Ali says they emerged with a clearer sense of the Faculty’s values and ideals, as well as five clear priorities that would guide the Faculty’s energy and resources for the next five years. These priorities were then translated into a series of mini-retreats where members of the community could have further opportunity for dialogue and re-examination. Results were collated by the Delta Taskforce and reported back to the larger group at a faculty-wide retreat held in May.

Remarkably, during this process, all participants were also able to create and agree to a carefully worded vision statement that reflects the character, goal and culture of a high quality, service-oriented and collegial business school. “This process has led us to reaffirm that we are a school that promotes integrative and holistic thinking. We want to try new things and be creative. And we want to infuse a global flavour to the hands-on educational environment we provide for our students.”

Ali says his role as Dean must also adapt and change. Presently, he is here to ask questions to clarify a common purpose and to help remove any blocks preventing the Faculty from achieving its goals.

“I see it as my responsibility to create an environment in the Faculty of Business that helps everyone to excel at what they do in order to reach our collective goals and vision with enthusiasm and passion. This latter part is clearly important for our colleagues; that’s why it is mentioned in our vision statement.”

But Ali says the process does not end here. “It’s fine to have a bunch of fancy statements that tells us what our vision should be,” says Ali. “But in reality, in order for us to be what we know we can be, that vision must be fully incorporated into every aspect of our school, from programs and services, to our community outreach and development. This will require a transformation and a constant attention to our culture which can only be achieved by the collective will of our Faculty of Business community.”

Successful organizations adapt best to change when there is a strong sense of unity
“Apply yourself. Get all the education you can, but then... do something. Don’t just stand there, make it happen.”

Thus spake Lee Iacocca, perhaps one of the most influential business leaders of the twentieth century. Distinguished as an innovator with impeccable business acumen, his talent for creative management led to a revolution in the North American automotive industry.

Generating similar innovation and creative thinking, supported by solid business fundamentals, is increasingly the aim of companies and organizations across the globe. When companies look at hiring young recruits, they look first to business schools with curricula and philosophies that support the same aim. UVic is one such school with a growing reputation for producing talented business innovators who meet their demands.

Yucel Cakmur, Patricia Jackson, and Cyril Elbers are recent UVic business graduates who have made an impact throughout co-op, and now at the organizations where they work.

Yucel Cakmur transferred from a MSc. in statistics at UVic to the MBA program in 2001, completing two co-op terms with BC Hydro before joining the corporation full time as a Treasury Analyst. Cakmur says co-op helped him acquire better understanding of the aspects of the power generation industry that relate to his statistical interests, specifically in the areas of potential credit and commodity risks and alternative risk mitigation strategies. Co-op was the catalyst for a career that continues to teach and stimulate.

“I work with people who are very experienced and knowledgeable in this field, and I learn a lot from each person I work with,” says Cakmur.

Patricia Jackson, an MBA graduate in Services Management in 2003, was hired full time as Communications Coordinator with Tourism British Columbia after spending her final work term there. Her career interests occupy the opposite end of the spectrum from Cakmur: she writes and distributes news releases, writes speeches and presentations, responds to inquiries from industry and the public, manages a departmental budget, oversees media monitoring, and organizes the BC Tourism Industry Awards.

Jackson says mentors were a big influence during her co-op terms. “I was fortunate to work with some amazing people who shared insights with me and who really helped and challenged me throughout my work terms. One specific memory I have is when the CEO of Providence Health Care met with me near the end of my work term and talked about health care and where it was going, his personal philosophies and work ethic, etcetera. He told me to really value my common sense, as it is not as common as we think, and that it will see me through anything. That comment has really stayed with me.”

Cyril Elbers, BCom. 2003, was named UVic’s business co-op student of the year in November 2002. His co-op career took him to the Netherlands, Japan and China, giving him the opportunity not only to explore his interest in international business, but also to practice and expand his knowledge of the five languages he speaks.

For Elbers, a co-op highlight was his five-month term as a commercial assistant with the Canadian Embassy in Beijing, where one of his principal tasks was to develop a portfolio of Canadian trade and investment opportunities for the 2008 Beijing Olympics. Elbers obviously made a name for himself in the Olympic field, because he has gone to work for the B.C. Olympic Games Secretariat with the provincial government following his UVic graduation. He is now directly involved in developing both the trade and investment strategy for the Vancouver 2010 Winter Olympics.

Co-op has opened doors for Cakmur, Jackson and Elbers by giving them the opportunity to take their education to the workplace. Particularly remarkable is the spectrum of work interests and specialties they represent—spanning from financial risk management, to corporate communications, to international trade relations. Their accomplishments speak of ample application—enough maybe to make even Lee Iacocca proud.

For more information on hiring a student and the Co-op and Career program, please contact Norah McRae, Manager. (250) 721-6065 nmcrae@uvic.ca.
Anatolijus Fouracre is at the helm of his 20 foot catamaran near Victoria, skipping over the crests of the whitecaps in Haro Strait. He squints through the salt spray as he trims the sail to take every advantage of the brisk southeasterly, managing the moment with the same keen sense he uses as a consultant with BearingPoint.

At the same moment, 16 hours and one calendar day later, Tina Passmore looks outside her office window at the China Europe International Business School. On a clear morning, Tina can see the Jin Mao Tower. The prominent Shanghai landmark, 18 kilometres away, rises heroically among a dense mass of financial buildings that herald the rise of Chinese commerce.

Despite the Pacific Ocean and some 10,000 kilometres, Tina and Anatolijus share a common link:
Raised in Victoria, B.C., Tina Passmore has been working in China as a Project Manager at the China Europe International Business School (CEIBS) since she graduated from her UVic MBA program in the autumn of 2000. CEIBS, a joint venture between the Municipal Government of Shanghai and the European Commission, was established in 1994 to be the leading institute for business and management education in China. As China has moved towards modernizing its economy, creating competitive business schools has become a key step in supporting an educated executive workforce.

“In China, management was only officially recognized as a field of study in the China Statistical Yearbooks last year,” explains Tina, putting perspective on the evolving Chinese attitude towards commerce for profit. “Education is now seen as a way to expand one’s mind and bring growth and economic development to China.”

Tina sees Chinese business programs progressing from past Communist Party leader Deng Xiaoping’s broad sentiment of ‘emancipating the mind and marching with time,’ to becoming continually more pragmatic in the vision of business providing China with profitable ventures and access to the world. Within this evolving climate of Chinese political-economics, her work activities are indispensably practical, and recognizable to business people everywhere.

“My duties? Everything. A typical job description of a manager,” says Tina. “I can’t even say it is specific to an overseas life.

“My responsibilities include standardizing the reporting processes that meet the contractual obligations between CEIBS’ two partners, the European Commission and the Municipal Government of Shanghai. A second project, and the majority of my time over the past year, has been a quality assurance process. CEIBS has already gained recognition in international media as being amongst the top 100 MBA programs and top 20 EMBA programs in the world—the next is to be recognized for its quality in standard accreditation units.
"Through it all, I do finance, human resources, submit project
tenders, work on processes for efficiency mechanisms—the list
goes on. I don’t think there is one topic that I learned in busi-
ness school that doesn’t apply to my everyday life."

Tina is clear on how her MBA from UVic has contributed to
her career trajectory.

“No question, it complemented my previous experience and
enabled me to learn many new ideas and concepts. I had every
intention to go on exchange in Europe or Mexico because I had
been working in China prior to my MBA. I had thought that the
exposure in Eastern Europe or Latin America would allow me to
build on my experiences in Canada and Asia.

“Then with the encouragement of the school, a small scholar-
ship, and a conversation with both my professor and mentor
Ralph Huenemann, I was back in China to finish my last semes-
ter at the University of International Business and Economics in
Beijing. And then—I just never left.”

For Tina, the opportunity to work in China complements her
long time interest in travel and Asian culture, beginning with a
background in Asian Studies and Mandarin at UVic, and later
with work experience in Thailand and China.

“It provides me with a lifestyle that enables me to travel, and
the many opportunities here enable me to build on the work I
have done in the past. I work for a university where I can apply
the theory and practice I learned in the classroom at UVic to be
a professional manager and a strong contributor to the eco-
nomic growth of this community.”

FROM THE BALTIC TO UVIC

Whereas Tina Passmore grew up in Victoria before embarking
on a career abroad, Anatolijus Fouracre provides another per-
spective. Anatolijus began life in Soviet-era Lithuania, where he
began to consider studying and working abroad only after
Lithuania gained independence in 1991. He graduated from the
UVic Faculty of Business in 2000 with a Bachelor of Commerce,
concentrating in International Business, and now works as a
consultant with BearingPoint in Victoria, B.C.

Growing up under Soviet rule, Anatolijus had no exposure to
concepts of business and entrepreneurship. After Lithuania’s
independence, he says he seized the opportunity to study west-
ern business practices, start a business, and travel abroad. He
initially focussed on English, and through his English proficien-
cy gained admission to a prestigious local liberal arts and busi-
ness college in his home city of Klaipeda. He studied business
and marketing, and developed a long term infatuation with
computers and technology. He worked with a variety of compa-
nies involved in tourism and international trade, and even
started his own computer consulting business, before emigrat-
ing to Canada to study International Business at UVic.

Anatolijus is now with BearingPoint’s public services practice
in Victoria, working on large government and healthcare con-
tracts. “Our focus is strategic management consulting and busi-
ness process transformation,” explains Anatolijus. “We look at
how our clients do things at present, we provide analysis, and
we suggest new processes to improve their operations—most
often technological solutions.

This type of process analysis thrills Anatolijus. “I’m excited
when we go into different engagements, seeing what opportu-
nities exist for the project. No matter where you turn, there are
things you can improve, and there are always ways to find sav-
ings for the client.

“I’m also excited by technology, and technology is much of my
background. I like the way it can transform business process-
es—it can be something simple, like automating some minor
paper process, to something far more elaborate such as
automating an entire purchasing and procurement depart-
ment.”

Relating work to his UVic business education, Anatolijus is
clear on what the school has given him.

“Group projects were a great part of the program. Those expe-
riences related directly to the real work environment. Over the
course of my studies, I had the opportunity to experience many
different types of groups and different group dynamics, and
that was a tremendous learning benefit. Sometimes natural
leaders would emerge, and sometimes they wouldn’t. Some-
times there would be a dynamic to achieve, and sometimes not.
There were great groups where everyone enjoyed the project
and it all came together, and then there were others where it
was a struggle just to keep it from falling apart.”

“In the real world, you get the same thing—teams that work
well together, and teams that don’t. That’s where personal lead-
ership traits come into play and are really important.”

Outside the office, sailing is one of Anatolijus’ passions. He
began the pursuit as a student at UVic, when he discovered that
the university had a sailing club that had fallen inactive, along
with a number of Hobie Cat sailboats that were sitting idle.

“I grew up in Klaipeda, which is a port city, but because of the
Soviet economy, we didn’t have access to luxuries many Canadi-
ans take for granted. So when I had the chance to sail, I decided
to try it.

“I remember the first time I went out. I was sailing a 16 foot
Hobie Cat, and this big wind suddenly came up and lifted the
boat, and I thought if I go over, I’ll never make it to shore. It’s
like anything you try—maybe it’s frightening at first, but over
time it becomes familiar and comfortable.”

Changing countries while changing careers is perhaps the
ultimate work place adaptation. For Tina Passmore and Anatoli-
 jus Fouracre, two graduates with a penchant for pushing per-
sonal and geographic boundaries, their education in Interna-
tional Business at UVic has opened those boundaries to a world
of business opportunities, as well as personal growth in global
proportions. BC
Jane Collins, International Programs Exchange Assistant, opens up a file on her computer. "You can take a look at these if you want," she says to me as she scrolls down through fifty or so digital photographs taken by outgoing exchange students. "These are our photo contest submissions over the past three years."

I sit down and, one by one, open each file. European cityscapes, white solitary beaches, palm trees, and colourful people from all different cultures greet me with each click. One picture shows a student relaxing in a hammock, strung between two palm trees, a grass hut in the background and a look of relaxed contentment on her face. I start to think that exchange is looking pretty good.

“What was the inspiration for starting the photo contest?” I ask while staring at a picture of an elephant carrying a group of wide eyed passengers through the Thai jungle: It reminds me of a scene in Indiana Jones and the Temple of Doom.

“The idea behind it was to promote our outgoing exchange,” Jane answers, “The photographs are a great visual for students and seeing their fellow students in these exotic places shows them that they can also go on exchange. We make a big deal out of the five contest winners by having them blown up, framed and mounted on the wall so even someone who hadn’t considered going on exchange might see the photo and think about it.”

I nod my head in agreement. I never went on exchange when I was at University. At the time, I hadn’t traveled much and exchange to some foreign culture where I didn’t know the language seemed a bit, well, scary. However, as I scroll through the photos of smiling happy faces, dense green landscapes, ancient landmarks, and turquoise blue ocean, I start to think that I really missed out. I am impressed by these adventurous students. They are the modern day explorer, stepping off the familiar shore to share in the tastes, sounds, and sights of another land, foreign but really not so distant.

Sean Helmus, a fourth year International Business student, is the winner of this year’s photo contest. He spent his four month exchange at the University of International Business and Economics in Beijing, China.

“Going on exchange was an incredible experience,” says Helmus. “I learned what it was like to live as a visible minority and to walk around a city of 15 million and not understand what was being spoken. I think that helped me to sympathize with others as they come to Canada and study here. I now realize just how hard it is.”

Helmus is just one of 554 undergraduate and 46 graduate students who have participated in exchange since the Faculty of Business’ sent out its first students in 1993/1994. With over 30 exchange partners throughout the world, including countries like Japan, Sweden, Mexico, and Korea, aspiring exchange students have no lack of inspiration for their photo albums. Nor is there any lack of enthusiasm from returning students.

“I would definitely recommend international exchange to anyone who feels up to the challenge,” Helmus exclaims, “It’s a ton of fun if you can handle being away from home, living in another culture, or dealing with any of the other little differences/inconveniences that are associated with living in a foreign country. It was the best semester of my degree and I’d do it again in a second!”

As for Sean’s winning photo—it is now hanging in the Faculty of Business hallway, alongside the other photo winners. It is a splash of colour and inspiration to other student sojourners, who amid the papers and exams, take a moment to stop, look and ponder, “Perhaps I should go on exchange.”

Congratulations to Jane Collins, International Programs Office, the 2003 winner of the prestigious Internationalization Service Award by the Canadian Bureau for International Education.
“Most people can see the end point, but the process of getting there is more complicated. In the MBA program, we learned to think about inputs.”
In the Faculty of Business, two plus two far exceeds the number four. Besides providing a comprehensive education, the Faculty imbues its students with the well roundedness that spells success in today’s demanding environment. Grads demonstrate fluency as cross discipline learners that is as tangible as their mastery of marketing and finance. With its emphasis on real world relevance and the multi-dimensionality of its graduates, the Faculty’s curriculum and program design rate high marks from alumni and the business community. Since the program’s inception 13 years ago, the Faculty of Business has encouraged students to integrate across domains. According to A.R. Elangovan, Ph.D., Associate Professor and Director of International Programs, both the Bachelor of Commerce and the MBA programs foster the development of graduates who are “whole, global, real and creative”.

“We don’t want students to think in silos,” he says. “We want to instill a multidimensional sense in them so they can see a problem in its many facets.”

Integration (the “whole” aspect) takes the stage beginning with the undergrad years. The “2+2” program, in tandem with its lock-step component, allows the curriculum to be linked across subject areas. All BCom students spend their first two years enrolled, in the University of Victoria or other institutions, in pre-requisite and general education courses. Then each student is slotted into a cohort and all those in that group work closely together across all their courses in a term. “This allows us to coordinate the timing and delivery of courses and material,” says David McCutcheon, Ph.D., Director of the Bachelor of Commerce program. “We can connect material across courses now. It increases the program’s integrative potential.”

MBA students aren’t left out of the integrative process. Integrative Management Exercises (IMEs) plunge them into real corporate issues while teams of students corral their resources to tackle the problems. The resulting findings are presented to the participating companies and then judged.
Richard Fyfe, Director of Partnerships British Columbia, touts the benefits of the IMEs. “They gave me a much greater appreciation of the value of what’s learned. They were enlightening.”

The global facets of the programs, both undergrad and graduate, are legion. The IMEs cross the line from integrative to international when MBA students head for either Mexico or Korea. There they visit companies, receive lectures at host universities and attend receptions at Canadian embassies.

Timothy Morris, a second year MBA student, claims that he “learned things you would never learn in a textbook when I went to the IME in Korea; the international perspective is a part of all of our courses.”

And it pervades the whole faculty. Twelve nationalities and all five continents are represented among the 29 members of the faculty. With 70 exchange students hailing from 13 countries each year, the student population can be dubbed “very international,” says Elangovan. “Our students feel comfortable walking on the global stage of business. We’re producing business people for the world.”

While MBA students delve into real life situations when confronting IMEs, undergrads apply the theoretical to the practical when they engage in their three mandatory Co-op semesters. Working in local or international organizations, students are trained, supervised and debriefed as they derive valuable skills “which make it easier to understand classroom concepts,” says McCutcheon.

Denise Cuthbert-Sinkevicius agrees. A recent BCom graduate with a concentration in international business, she now works as Marketing Manager, mobile devices for Microsoft Corporation, based in Redmond, Washington. “I started with Microsoft straight from my Co-op position,” she says. “Without question, the most valuable component of my education was the Co-op program. It is experience that counts. Everyone has a degree, or probably an MBA, so what you can demonstrate speaks volumes.”

The business students who temporarily take positions in their offices wow employers. “I love the program,” says Purdy McDonald, Branch Manager, Victoria Scotia Bank. “It’s extremely beneficial for our company and for the students. They bring a high level of expertise to our front line, and their enthusiasm is contagious. In addition, they impart a freshness and a degree of creativity that we value.”

Another peek into reality is supplied by the MBA mentoring program. Students are paired with a local business person, and the relationship can run the gamut from twice-monthly phone calls to deep friendship.

“I try to be the older and wiser advisor,” says Walter Donald, Vice President, Right Axmith Management Consultants. “It’s a tough slog for the students, dealing with their courses and their career plans. And the mentor usually has had those experiences. Besides helping them, I have been personally enriched by the four students I’ve mentored.”

Veteran mentor Daniel M. Paterson, Ph.D. and consultant, has provided guidance to more than 30 students and was awarded the Mentor of the Decade award in 2002 for his work. “I wanted to give something back, and the experiences have benefited me,” he says. “I believe in mentoring since it provides interaction between the university and the community.”

While community and university links generate new ideas, creativity and innovation rate top priority in the Faculty. “We’re always experimenting,” says McCutcheon. “We recently revamped our business skills course to allow integration, and in 2004 we’ll be offering an internal case competition.”

Innovation is one hallmark of the Faculty, which decisively jumped outside the box with its mentoring program and its IMEs. “The idea is to get people to think freely,” says Elangovan.

“Learning to ask the right questions is an essential goal of the Faculty of Business, says Elangovan. “We want the students to push the boundaries, to venture outside their comfort zones and to challenge everything. If they develop the ability to think critically and creatively, they’ll continue to learn and to teach themselves.”
If we think of business and the environment, we often imagine two irreconcilable principles bound for perpetual discord. Greens with a penchant for villain archetypes will cast business into an active nefarious role, like the black hats riding into the tranquil western town to pillage all that is wholesome and pure.

It has almost become a part of our popular culture to view business and environmental sustainability at cross-purposes. In recent years, both the news media and popular movies have frequently portrayed business and industry as perpetrators of crime against nature, as well as the common citizenry. Our collective unconsciousness is saturated with stark images of industrial revolution factory chimneys belching black smoke, manufacturing plants in Mexico spilling chemical waste into neighbouring rivers, and logging clearcuts littered with bare stumps and charred slash.

But is this the only reality? Or do viable business models exist that actually support enterprise and the environment simultaneously?

Instructors in the UVic Faculty of Business are teaching that it can be so. Largely through the impetus of professors Monika Winn and Boyd Cohen, sustainability is becoming a central theme to business studies at UVic. The challenge before Winn and Cohen: shifting the consciousness of students from seeing business as strictly part of the problem, to seeing business as part of the solution.

Winn has researched and published extensively on issues of corporate greening, where corporations adjust products, production methods, and service delivery to become better environmental stewards. Cohen’s work has focussed on incorporating sustainable models into the initial formation of companies and their business plans, especially as an entrepreneurial market advantage. Within the UVic business program, both Winn and Cohen are teaching students that green business can be profitable, and they are doing it in a manner different from other business schools.

“We’re showing students that you don’t have to sacrifice profit to create sustainability,” says Cohen. “Our program is especially unique because we are integrating sustainability concepts into our core business courses, which is different from simply offering electives in sustainability. It means that each of our students is guaranteed to leave here with a basic understanding of sustainability, and eco-literacy in concepts such as ecological footprints and carrying capacity.”

“These are becoming strategic issues for many large companies,” explains Winn. “If our students have a background in sustainability, that knowledge is an asset in their work, and they can even play a role in shaping the operations of these businesses. Our emphasis on sustainability is one of the features that distinguishes us from most other business schools in the U.S. and Canada.”

Within the Faculty of Business, the Entrepreneurship concentration has been one of the first areas to integrate sustainability into core course work. “We have one of the best entrepreneurship programs in the world, recognized in the U.S. and Canada for innovation,” says Cohen. “One feature of our innovative approach has been to build into the Entrepreneurship program the idea of creating products and services that are sustainable in their use, so they will create positive impacts on the natural environment now and for years to come.”

In 2003, the summer entrepreneurship program at UVic found six of the eleven student groups creating business plans that had a sustainability component, and at least two were complete sustainability concepts. One of the eleven student projects created a business plan for a company to build ‘green’ roofs, wherein advanced materials and designs would be used to construct building roofs to support green space. Another business plan proposed to harness tidal power on Vancouver Island, using turbines installed in a lagoon causeway, and succeeded in attracting the attention of prospective investors.

Do business plans such as these seem like flights of fancy or whimsy, unlikely to profit? Cohen and Winn point to numerous companies that are creating substantial revenues with business concepts equally as unlikely, if not more so. Try Ballard Power Systems, successfully manufacturing power cell technology when such ideas were mocked by many mainstream business pundits not so many years ago. Or Victoria’s own Carmanah Technologies, which is generating worldwide sales for its solar-powered lights for marine navigation and road marking.

While sustainability is presently taught mainly within the Entrepreneurship concentration, Winn and Cohen hope to promote a basic understanding of sustainability in the International Business and Services Management concentrations as well. Throughout, they hope to maintain sustainability as an integrated theme within the core curriculum of the programs.

“If we don’t provide the background, where and when will students be exposed to these concepts?” says Winn. “We are giving students a foundation for looking at new ways of doing business, whether they are working in the largest corporations or the smallest start-ups.”
Entrepreneurship

BRINGING ENTREPRENEURIAL COGNITION SCHOLARS TO UVIC
Using UVic’s Dunsmuir Lodge, the Entrepreneurship Research Team hosted the 2002 Victoria Conference on Information Processing and Entrepreneurial Cognition, the first of its kind to bring Entrepreneurial Cognition academics together from around the world. Cognition scholars from Australia, Canada, the United Kingdom, and the USA attended. Presented at the conference were the top papers from a special issue of *Entrepreneurship Theory & Practice* (December 2002), which had Ron Mitchell as the lead editor, and Brock Smith, Eric Morse, and three other leading scholars as the editorial team.

UVIC HOSTS CCSBE CONFERENCE
In November 2003, the International Centre for Venture Expertise (ICVE) will host the Canadian Council for Small Business & Entrepreneurship (CCSBE) Conference. The theme for the 2003 Victoria conference: Small Business and Entrepreneurship as Engines of Progress will have three tracks. Papers, workshops and symposia will be presented in French and English by professionals working in Research, Education, and Practice. Peter Thomas, longtime friend of the UVic ENT Program will give the keynote address.

CURRENT FACULTY RESEARCH
• Boyd Cohen and Monika Winn are making strides with their research program on Sustainable Entrepreneurship. Their paper “Market Imperfections, Opportunity and Sustainable Entrepreneurship” was accepted at the Greening of Industry Network conference in San Francisco. The premise of this paper is that the current trend of environmental degradation has created market imperfections and misappropriation of value with respect to the natural environment. These market imperfections create opportunities for the introduction of innovative technologies and entrepreneurial change in industries ranging from construction to transportation to energy.

• Boyd Cohen’s paper entitled, “Information Asymmetry and Investor Valuation of IPOs: Top Management Team Legitimacy as Capital Market Signal” is under third review at a premier management journal, *Strategic Management Journal*. This research, stemming from Boyd’s dissertation, examines the role that quality top managers play in influencing the value of firms when they issue an initial public offering (IPO).

• The path to prosperity for First Nation groups may be smoother and more easily traversed thanks to a task force’s recently completed work. Organized in 1999 by the Skeena Native Development Society, the Think Tank on Wealth Creation explored options and ideas that could forge economic buoyancy in a free market environment on reserve. Determined to overcome First Nation’s long-standing economic dependency, the members aimed to initiate change. Made up of tribal leaders and others including University of Victoria professor Ron Mitchell, the Think Tank resolved to find the tools to help break the cycle of poverty. With an emphasis on solid business techniques, these innovative findings could have far-ranging impact. The findings of the Think Tank are detailed in *Masters In Our Own House*, written for the Think Tank by Ron Mitchell and Graham Allen, and available at http://www.snds.bc.ca/master.htm.

• Ron Mitchell and Brock Smith have completed a project that analyzes the Canada – US softwood lumber dispute as: a nation-state international joint venture (a NAFTA IJV), viewed from the perspective of the entrepreneurial thinking patterns of the parties. Based on analysis of a sample of 417 business people from Canada, Mexico, and the USA, they found dramatic differences in the parties’ thinking patterns that make them dramatically less capable of seeing the other’s point of view regarding either the necessary arrangements, or the basis for willingness in transacting. This difference in entrepreneurial cognitive stance can explain, for example, why US negotiators are adamant advocates for policies that impact individual businesses, while Canadians seem willing under the name of principle, to sacrifice the welfare of individual businesses to preserve policy options for the future.

• Ron Mitchell, Eric Morse, and Pramodita Sharma recently published their analysis of family business from the perspective of non-family members in the *Journal of Business Venturing*. Their research suggests that employees who are not family members in the family business have over three times the cognitive complexity, than do employees in regular firms. sc
PROGRAM WELCOMES NEW ACADEMIC DIRECTOR
The International Business concentration welcomes Saul Klein, Lansdowne Professor in International Business, as the new program area champion. Klein’s international experience and academic successes commend him to the position. Born in Zimbabwe and spending significant time in South Africa, Israel, Singapore, Australia, Canada and the United States, Saul comes with a global perspective formed from first hand experience. Professor Klein specializes in the areas of Marketing Strategy, Global Business and International Marketing and has provided consulting assistance to over 40 different organizations in these areas.

A key interest for Klein is how business can be more successful in the global marketplace, especially for those coming from or going to emerging markets. Klein’s interests and experience will be a driving force behind keeping the IB concentration accountable to the key global drivers and making sure its graduates are not only prepared but have the competitive advantage they need to make their mark and champion the success of their companies.

CURRENT FACULTY RESEARCH
• When Charles Darwin published his findings on natural selection in *Origin of the Species*, it is certain that he was not thinking in terms of the business world. However, Saul Klein’s research on global competitiveness and emerging markets is not unlike Darwin’s finding on ‘survival of the fittest’. Klein states that for emerging markets globalization isn’t just an option, it is an imperative. And, a healthy competitive environment is what will drive ultimate survival and success of an economy. The ability to thrive or fail in a competitive environment determines whether a company will grow the muscle and longevity to make it the distance.

• Along the same lines, Klein’s work in “Competitiveness and Public Policy” explores the nature of competition and anti-trust law. Klein’s research shows that good anti trust law stimulates competition and bad competitive law is worse than no law at all. As an outflow of his research, Saul is currently consulting for the Ministry of Forests on a regulatory framework for the Forest industry. This framework aims to ensure strong competition between forest companies and could have far reaching effects on issues such as the soft wood lumber dispute, and alleviate current trade concerns with the US.

• Interested in expanding your business network into China? Ignace Ng’s research on how Chinese business people network and to what extent it is different from the Western network style could aid you in decreasing the learning curve. Ng’s research explores questions such as: How do women network differently than men? Is there a greater emphasis on family members or on friends, classmates, etc? And, How does the network develop over time?

• Ignace Ng’s research on the office of the CEO and how it is organized attempts to uncover to what extent an organization’s design is linked to the CEO’s personal philosophy. In addition, the research examines whether design differences vary across industries, with a particular emphasis on the Banking and Telecommunications industries.

• Carmen Galang’s current research, alongside Irene Chow of the Chinese University of Hong Kong and Stephen Teo of the University of Technology in Sydney, will focus on Southeast Asia and the way HR is used to improve firms’ competitive advantage.

For emerging markets globalization isn’t just an option, it is an imperative.
QUIS 8 CONFERENCE—FIRST TIME IN CANADA
The UVic Faculty of Business, led by Ian Stuart and Steve Tax of the Service Management Concentration, coordinated and hosted the 8th Quality and Service Conference in June 2002. For the first time in 16 years the conference was held outside Europe and the US. UVic was selected because of its emerging presence in the area of Service Management. This conference was unique in its ability to attract both academic and business attendees. Presenters represented over 20 different countries and 100 academic and 50 business delegates attended. A conference proceeding and two journal special issues resulted from the conference.

TEACHING INNOVATION RECOGNITION AWARD PRESENTED TO UVIC SERVICES MANAGEMENT PROGRAM
The UVic Services Management program’s unique emphasis on integrative, cross disciplinary learning and its use of the business community in the delivery of its classes was rewarded with the McConnell Foundation’s Teaching Innovation Award.

PROGRAM ESTABLISHES LEADERSHIP FORUM AND ALUMNI CLASS
The Services Management Leadership Forum provided students with a better appreciation of the roles played by and challenges faced by leaders of firms trying to instill strong service values in their organizations. Stacy Kuiack, FOB Visiting Business Leader, organized and moderated this event which featured a panel consisting of Samantha Holmes, President, Bolen Books; Mohan Jawl, President, Cordova Bay Golf Course; and James McKenzie, President, Monk Office Supply.

The Leadership Forum was very special for another reason, as the first four years of services management alumni had been invited to join the class. Response from alumni was tremendous and, because of that, an annual alumni reunion is in the works.

TOFINO, BC—LIVING MODEL OF SERVICE TRANSFORMATION
Situated on Clayoquot Sound, at the northern boundary of Pacific Rim National Park on Vancouver Island, Tofino is rapidly becoming an internationally renowned vacation destination; a place to get back to nature and experience west coast British Columbia. It wasn’t always this way. At one time, Tofino, along-side its neighbour, Ucluelet, were strictly resource-based economies struggling against dwindling resources and pressure from outside interest groups. Clayoquot Sound and Meares Island became coffee table conversation about the struggle between the logging industry and personal livelihood and environmental preservation. This semester, students will participate in a case study to see how two communities reacted differently to outside pressure and why Tofino succeeded in reinventing itself as a service based economy while Ucluelet didn’t. Students will explore the key drivers in Tofino’s transformation.

EXECUTIVES IN THE CLASSROOM
Don Taylor, IBM and Mark Hill, Westjet, will host a session on service growth strategies. Mark Hill will touch on the different approaches to geographic growth as Westjet expands into Eastern Canada and looks at the potential for international linkages. Don Taylor will explore acquisition related challenges, using IBM’s acquisition of a new consulting company as a living example. Additional guest speakers in the services program include Chuck Burkett of Burkett and Company discussing service pricing, Jacquie Brennan of Vigil Health Solutions leading a class on training the customer to effectively use the Vigil system, and Brian Martindale, Shopper’s Drug Mart, speaking on service strategy.

CURRENT FACULTY RESEARCH
• Steve Tax and Mark Colgate are researching ways firms can better their performance by improving the job customers do in their co-production role. While firms like McDonald’s have long relied on customers to line-up, take their orders to the table and finally clean their table, more and more firms like banks, accountants, auto repair firms and the like are asking customers to perform more of the service activities. The research titled “Improving Customer Performance and Preventing Customer Failures,” studies the impact of customer performance of service activities on firm productivity.
Partners for outstanding business education

The Faculty of Business greatly appreciates the support of its donors. Their generosity is an excellent example of how the community and Faculty of Business work hand-in-hand to ensure that our students receive an outstanding business education.

Through the Faculty of Business Development Office we strive to work in close partnership with individuals, alumni, small business, corporations, foundations, service organizations, and government. The funding we secure supports research, teaching and learning initiatives that allow us to deliver an outstanding education that is innovative, integrative, international, and experiential.

KEY THEMES FOR DEVELOPMENT:
• Faculty enrichment
• Program enrichment
• Student enrichment

Now, more than ever, gifts are a crucial part of sustaining the university. Below are just some of the ways you can support the University of Victoria and the Faculty of Business.

• Student Awards
• Endowment Funds
• Planned Giving
• Annual Giving

In addition to gifts of cash, the Faculty of Business also welcomes the valuable gift of your time and expertise. Below are many ways to support the Faculty of Business:

• Alumni affairs
• Board of Advisors
• Business Co-op and Career Services
• Services Advisory Group
• Speakers Bureau
• Mentoring Program
• Consulting Projects

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For more information, please contact:
Joanne Ballance
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Faculty of Business
2nd Floor Business and Economics Building
3800 Finnerty Drive
Victoria, BC V8P 5C2
1.250.472.4279 (telephone)  jballanc@uvic.ca

• Steve Tax and Amy Smith (George Washington University) are examining how customers evaluate service networks. Service networks refer to the notion that multiple firms may be involved in satisfying a particular need. For example, a lawyer, accountant and financial planner may all be involved in providing estate planning for a customer. The research examines how the performance of the members of the network influences each of the firms’ and the overall network satisfaction.

• As more companies focus on core competencies, the more they realize that some of their service processes shouldn’t be done by themselves. Ian Stuart’s current research and field work explores the “Insourcing and Outsourcing of the Service Process.” Stuart’s field work looks into the challenges, opportunities, risks, and rewards from both the outsourcer’s perspective and the insourcing firm. His research has significant potential to broaden to public sector, specifically to private/public partnerships. Stuart is actively looking for additional field-sites. Please contact him directly at istuart@business.uvic.ca if your company is involved in either insourcing or outsourcing.

• Mark Colgate, prominent researcher in the New Zealand banking industry, is bringing his expertise here to Canada. Now an Associate Professor in UVic’s Business Program and Chair of the Hospitality/Services Program, Colgate will be launching the Canadian Banking Study, a national survey which will poll the opinions and attitudes of 14,000 Canadians toward their primary financial institution. This survey is directly modeled from Colgate’s New Zealand study, now in its sixth year, which has become the industry benchmark in that country. This will be the first time that banking services and customer attitudes will be surveyed and published for cross comparison in the Canadian media.

• If you are tired of counseling your friend that it is time to leave a longtime ‘rocky’ relationship, maybe you are misunderstanding why they stay to begin with. In Mark Colgate’s newest research efforts, he suggests that the same reason someone might stay in a dissatisfactory marriage is the same reason someone stays in a dissatisfactory service business relationship. Among his findings in “Why customers stay in service business relationships when they have seriously considered leaving,” Colgate outlines some interesting findings including the importance of shared history, the lack of a major cataclysmic problem, dependence on the provider, fear of change, and a simple lack of alternatives. SC
Mind your Manners

Sunday dinners with grandparents often provided the scenario. During those special meal times, children learned the art of dining. Mothers instructed them to keep elbows off the table and to politely ask siblings to pass the potatoes. Proper handling of silverware and glassware was gleaned while children downed hearty fare. As adults, Faculty of Business MBA and BCom students get a refresher course when they participate in the Business Etiquette Luncheon. Developed by Norah McRae, Manager, Business Co-op and Career, and Axel Binneboese, Acting Director of Operations at the Fairmont Empress, the annual interactive events draw raves from participants, who acquire the skills to successfully dine with potential business partners or employers. And a full stomach is just one of the favourable outcomes.

Classnotes

1994

PETER SPEE, MBA has recently relocated to Tokyo, Japan from Dublin, Ireland. Peter is pricing and trading structures derivatives for TD Securities Tokyo. He lives in Japan with his wife, Louise, and they are expecting twin girls in October.

1995

JEFFERY HARRIS, MBA. Since March, 2000, Jeff has worked in Mountain View, California, where he is a Director with KPMG’s Silicon Valley Office, and National Product Champion for KPMG’s Systems Stabilization and Improvement Methodology, which he co-developed. Jeff continues to develop expertise in his consulting business and has recently published an article on risk management in Risk Management Magazine. Jeff and his wife Lisa, (UVic alumna ’91) are enjoying California and have recently purchased a home in San Jose.

• DARREN REDIES, BCom ENT, married Allison Waldie (BFA 1991 and BEd 1997) on July 21, 2003 on Motu Koromiri in the Cook Islands. They currently reside in White Rock, BC. • RICHARD YOUNG, BCom writes: “Our family has moved our growing business to the Sunny Okanagan (Vernon). If any other alumni are living here, I can be reached at 503-5460.”

1996

DALE RICHARDSON, MBA IB, writes: “I am just completing 3 years in the Midwest US as an Account Manager, Styrenic Polymers, with NOVA Chemicals, Inc. In January 2004, I will be assuming a new position—Marketing Program Coordinator. Together with my wife, Lana and our 4-year old daughter, Georgina, I will be relocating from Minneapolis, MN to Pittsburgh, PA. Email address remains the same—richard@novachem.com.”

1997

DEAN CHAN, BCom, finally settled in Vancouver after numerous years living across Canada and internationally. You can reach Dean at dean_r_chan@hotmail.com.

• CHRISTINE JAKOVIC, MBA, is currently the Brand Manager for Procter & Gamble, Global Business Unit Promotions, her second promotion since she started with the company 6 years ago. She continues to be a contributor to numerous charities including the United Way and has recently started a small real estate business.

• KATSUYOSHI (Kats) NAITO, BCom IB, writes: “Hi all! I’ve been living in Tokyo since grad and working for SAP as an application consultant. Please come & visit Tokyo and I will take you out for great sushi! Write me!”—kats_naito@yahoo.co.jp or katsuyoshi.naito@sap.com

• DENISE (CUTHBERT) SINKEVICIUS, BCom, writes: “I just got married on a cruise to Alaska on August 24, 2003. I still work at Microsoft Corporation (7 years) as a marketing manager in the mobile devices division here in Redmond, WA.”

• ROB SORENSEN, MBA, is back at UVic teaching Strategic IT in the MBA program. Rob also keeps busy as a business development consultant and, when he’s not working, he can usually be found playing Lego or trains with his 5 year old son Erik.

1998

TIM McGUIRE, BCom IB. After graduation, Tim worked with HSBC in Victoria, Vancouver and London, UK, in Corporate Banking. In 1999, he was nominated as HSBC’s Global Trainee of the Year. In 2003, Tim moved to EDC in Vancouver as Manager, Business Development and has recently been promoted to their Toronto office.

• CATHY (WHITEHEAD) MCINTYRE, MBA ENT, has been elected to the Board of Directors of the United Way of Canada. Cathy is the Principal of Strategic Initiatives Inc., a Victoria-based consulting firm specializing in market research and marketing planning.

1999

DARYL J. DESMARAIS, BCom ENT, is currently growing sales for a few businesses in the BC region and beginning to present motivational speeches on personal success. Daryl can be reached at djdesm@yahoo.ca.

• REBECCA (RADICK) MYERS, BCom GB, is now working with the Young Entrepreneurs Association of Canada (www.veya.ca) as the National Director of Operations. She’s also running a company called Shockwave Productions doing events and PR contracting and looking forward to starting another new business soon. Find Rebecca at radicalbees@hotmail.com.

• ROBERT STURGEON, BCom ENT, has been named Post-Investment Manager for SEAF-Bolivia, a private equity fund manager in South America.”
“The seminar focuses on opportunities for the students to impress and to come across as professional as possible,” says Binneboese.

After the three-course meal accompanied by wine and a Power Point presentation, the students leave the table equipped with a set of skills for wining and dining business associates. And these skills are guaranteed to enhance many meals in the future.

Even before the first guest enters the restaurant and extends his or her hand, the host should have made preparations, says Binneboese. Billing can be arranged beforehand so that the cheque never comes to the table. Hosts should opt for menu items they’re comfortable consuming in a group. Rather than settling for unfamiliar foreign dishes, diners may ask the waiter for clarification.

Wine plays a crucial role. “It must be thoroughly understood,” he says. “But it’s also a great subject for conversation and it can break down barriers.” He recommends students conduct their own in-depth study of wines.

Relying on traditional values helps students to make “educat-ed decisions” while they’re in the company of their guests, says Binneboese. “They need to know the classical repertoire of behaviours for that situation. Their consistency will be noted by their fellow diners. “And in addition to the flavour of wonderful food, diners will enjoy a comfortable and professionally satisfying meal experience. “The dining event should be a string of seamless moments,” says Binneboese.

America. He also continues to be involved in the launching of the Fund Management Company for the first listed venture capital fund in Peru.

2000

MIKE AUSTIN, BCom, IB. Living in London, UK for the last three years, Mike has recently taken on a new position as Senior Account Manager at AKQA, a large digital marketing agency in Lon-don. After three years in automotive online mar-keting with past agencies, Mike has decided to take the opportunity to work solely on the Microsoft UK account. Still keen on seeing as much of Europe as possible, Mike recently finished a trip around Southern Italy and Sicily he has been dreaming about for years. • JOSEPHINE CHENG, BCom HOS, is attending UBC to pursue a BSc in Pharmacy. She is still currently work-ing at Cloverdale Pharmasave Health Centre.

2001

SHANNON GALLAUGHER, BCom writes: “After traveling South East Asia, I moved to Toronto a few months ago to work in Accenture’s marketing and communication department. I am still curling competitively, but having finished my second season of dragon boating, and will soon be starting training for my first marathon!” • FRANK HARDY, MBA (Geology, Geochemistry) writes: “I am working for Kinross Gold Corp. as the Senior Mine Geologist at the New Britannia gold mine. I am also actively staking my own gold properties so that some day I can be the boss.” • STEVE BOCSKA, MBA ENT , has been hired as a communications consultant at Partnerships BC. She will lead media and community relations for a new hospital and can-

2002

JORDON ANDERSON, BCom. Last seen fumbling his way up the corporate ladder in Toronto—reports confirm he’s playing the Investment Banking game with TD Securities. Between working 14 hours a day, trying to figure out which subway stop to get off at, and pining for the west coast, his plate is pretty much full. Jordon can be reached at jordon.anderson@alumni.uvic.ca. • STEVE YI-LI TIEN, MBA ENT, has been hired as a producer at Radical Entertainment in Vancouver. He was recently Associate Producer on “Simpsons: Hit & Run” and will be the Producer and Creative Lead on the upcoming sequel to the PC video game based on CBS’s CSI: Crime Scene Investigation television show. • JEFF GAULIN, MBA manages government relations for Molson in Western Canada. In August, he and his wife Alana celebrated the first birth-
day of their son Jonah. Jeff also con-tinues to operate his journalism career web site, at www.gaulinmedia.com. • JODI REGTS, MBA IB, has been hired as a communications consul-tant at Partnerships BC. She will lead media and community relations for a new hospital and cancer centre being built in Abbotsford, BC.

2003

NATALIA DOROFEEVA, MBA ENT writes: “Pursuing the western Canada technology commercial-ization entrepreneurial training (Westlink) over years 2003-2005, working in a venture capital firm, technology start-up and tech-transfer office.”
UVic business alumni chapters form to help you stay connected, increase your network, and re-kindled old friendships.

With the launch of three business alumni chapters in 2003, it has been an exciting and busy year for many of you as you made new connections with old acquaintances and discovered ways to stay connected with the Faculty of Business.

Alumni in Victoria, Vancouver and soon Calgary launched UVic Faculty of Business Chapters; to find out about alumni activities in your community, check out the new alumni page on the Faculty of Business website. Under ‘community,’ click on alumni. There, you will be kept informed about upcoming alumni mixers, professional development opportunities, and current student and alumni news. http://www.bus.uvic.ca/aboutfob/alumni.html

UVic’s OLC Network™ On-line Community is simple to join and you will benefit from the resources it offers.

- Add your listing. Connect with alumni who share common interests. Find members in a particular city of interest. Join a bulletin board discussion

- Alumni! Share your news with fellow grads. Submit a copy of your on-line class note to be published in the Torch. Find out what your fellow alumni are doing.

- Search out advisors who are in career areas that interest you. Share what you have learned with someone who could benefit from your experience. Join a career related bulletin board discussion.


- For alumni only: choose a permanent e-mail address to which your contacts may write.

- Going to a new city? Search for On-line Community members who have offered to be contacted by email for advice on their home city. List yourself so others can contact you for advice.

- Post your business card. Search for other On-line Community members who are offering the services/products you are looking for.

- Share your thoughts with other members of the On-line Community. Forums include: Careers/Job Related, Recreation and Hobbies, Keep in Contact, and Miscellaneous.

Building Better Networks

Vancouver Chapter alumni re-connect at a reception hosted by Yaletown Brew Pub, January 15, 2003.
Donations to UVic help fund bursaries, scholarships and other financial supports that help students realize their potential. It’s a way for the community to tell a student “we’re behind you.” It’s a way for the donor to invest in the human resources that will make the world better. Inspire a student.

CALL 250-721-7624 or VISIT alumni.uvic.ca/development
Everything.

whatsinittome.ca