doing things differently
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Message from the Dean

This has been a transformative year at Gustavson. In early 2016, the business school engaged in a collaborative process to determine our strategic direction for the next three years. The level of commitment amongst faculty and staff to broaden the reach of the business school through research, learning and relationship building was inspiring as was the commitment to a broader sense of purpose. It is what first enticed me to the role of dean. The opportunity to lead this talented group is one I’m grateful for as my first term comes to a close. Together we are raising the profile of Gustavson locally, nationally and internationally.

Our school isn’t such a well-kept secret anymore, and it’s becoming less so every day. At a time of global turmoil and uncertainty, Gustavson is steadfast. We know who we are, and we represent it with great pride. As an international business school, we open our doors to scholars the world over and our domestic students continue to embark on international study exchanges in large numbers. In 2016, 80% of our student population spent a semester abroad, and our MGB students continue to travel the world, spending two semesters at partner institutions in addition to their time in Victoria. We don’t just say we’re a global business school, we demonstrate it each and every day through our international connections and initiatives.

2017 shows great promise as we will welcome the world to the inaugural Victoria Forum in November. Bringing together policy makers, business leaders, academics, youth and leaders of society, this year’s event will discuss ideas for a better and more inclusive world. The Victoria Forum is an opportunity for us to connect with community partners—an activity we’re always keen to engage in—and combine our collective expertise to help solve some of the challenges facing business and the world today.

Gustavson’s success and growth is in no small part thanks to the efforts of our key stakeholders. Without the ongoing support of the business community, mentors, donors, advisers, co-op employers and alumni we would not be able to achieve all the amazing things you will read about in the pages that follow. I am always eager to hear from our external community members and look forward to hearing your thoughts and ideas.

Dr. Saul Klein
Dean & Lansdowne Professor of International Business
deansaul@uvic.ca
MOMENTS OF THE YEAR

From global recognition, to the ‘Woman of Steel’, 2016 was a banner year.
Gill Graduate School celebrates its first PhD

Dr. Sarah Easter was the first PhD to graduate from the Sardul S. Gill Graduate School of Business in June 2016. Easter spent the past two years in the field at the Greater Victoria Coalition to End Homelessness researching her thesis. She used qualitative research methods to explore how diverse, loosely-structured organizations, with representatives from private, public and non-profit sectors, work together, despite differences, to address complex social challenges. Easter’s research offers new insight into organizational identity and highlights five skillsets that enable individual participants to successfully collaborate across differences.

We are the champions (again!)

Sardul S. Gill Graduate School MBAs Dorothy Pan, Mukesh Dhatwalia, Laurent Sevigny and Bhupinder Dulku (left to right) successfully defended the school’s championship title at the Corporate Knights’ Business for a Better World case study competition during the World Economic Forum in Davos, Switzerland. This is the second year in a row that a team from the Gustavson School of Business, coached by Assistant Professor, Dr. Matthew Murphy, has won first place.

Lobby dedication recognizes Yeats’ generosity

Gustavson honoured Marjorie Yeats for her dedicated support of students for the past twenty-one years. The school unveiled that the Business & Economics building lobby would be dedicated to the Yeats’ and known as the “Lawrence and Marjorie Yeats Lobby.” The Lawrence and Marjorie Yeats bursary provides financial support for students studying in Gustavson’s Bachelor of Commerce Program and since its inception 83 bursaries have been awarded to students.
Gustavson Brand Trust Index reveals Canadian Top Ten

The school unveiled its second annual in-depth analysis of brands most trusted by Canadians, showing that customer perceptions of brand trustworthiness, integrity, social responsibility, functional performance and consumer relationships are all critical factors in building consumer trust and earning product recommendations. Tied for the top spot were MEC (Mountain Equipment Co-op) and President’s Choice.

Distinguished Entrepreneur of the Year 2016—Linda Hasenfratz, “Woman of Steel”

Linda Hasenfratz, chief executive officer of Linamar Corporation, a diversified global manufacturing company, was recognized as our 2016 DEYA recipient. In her tenure as CEO, Hasenfratz has grown the company from an $800 million enterprise to one worth more than $5.3 billion.

An MBA for the Weekend Warrior

In September 2016, the school welcomed its first class of the new UVic Weekend MBA program. The weekend program uses British Columbia as its live case study, exploring real business cases that are current and relevant from each of the province’s sectors, including technology, tourism and health care. Students attend on-campus classes once a month combined with flexible online learning in between sessions.

Global recognition for Aboriginal entrepreneurs

The Northwest Aboriginal Canadian Entrepreneurs (NW-ACE) program delivers business skills training in Northern BC Indigenous communities and in 2016 took home the top global prize in the annual Global Best Awards presented by the International Business Education Partnership Network. The annual Global Best Awards celebrate the achievements of outstanding education, business, and community organization partnerships. The NW-ACE program, a collaboration between Tribal Resources Investment Corporation (TRICORP), industry, government, representatives from Aboriginal communities and Gustavson also received the Alan Blizzard Award, a national recognition given to a project that reflects significant collaboration in student teaching or learning.
Dr. Roy Suddaby enjoys some ‘royal’ company

Dr. Roy Suddaby was elected to the Royal Society of Canada’s prestigious College of New Scholars, Artists and Scientists. The College is Canada’s first national system of multidisciplinary recognition for the emerging generation of Canadian intellectual leadership. Dr. Suddaby’s current research examines how organizations use symbolic resources—such as legitimacy, authenticity and history—to gain competitive advantage.

Hats off to Dr. Frank Parnell and Dr. Darren Entwistle, Honorary degree recipients

Dr. Frank Parnell (left), CEO of Tribal Resources Investment Corporation (TRICORP) and Dr. Darren Entwistle (right), president and CEO of TELUS, were awarded honorary doctorate degrees by the University of Victoria.

Parnell is an outstanding advocate for economic self-reliance in BC’s north coast region, especially among Indigenous Peoples. He is a member of the Haida Nation and has led TRICORP since its inception in 1989, managing the entire corporate entity and determining its identity, systems, internal structure and operations. In that time, the Prince Rupert-based commercial lender has provided more than $28 million in financing to Indigenous entrepreneurs.

Entwistle is a Canadian telecommunications industry leader whose entrepreneurial achievements are matched by his commitment to community involvement and corporate social responsibility. During his tenure as CEO, Entwistle has grown TELUS into a global leader in data and wireless services. TELUS has been named one of Canada’s Top Diversity Employers and has been recognized internationally for its corporate social responsibility, sustainability and philanthropic efforts under Entwistle’s leadership.
2016 marked a cycle of planning for the business school. Our current strategic plan was nearing completion and it was time to take stock of our efforts and craft a vision for our future. A hallmark of our school is collaboration, and our strategic plan presents us at our best. We gathered all our critical stakeholders—students, faculty, staff, alumni, board of advisers members, co-op employers, and mentors—to give voice to the goals that would guide us for the next three years.

We’re excited about the results, and even more excited to pursue them.

It is our pleasure to share our vision with you and to thank you for having a hand in its creation.
Our Pillars

**INTERNATIONAL:**
Being appreciative, well-informed and perceptive of the diverse, complex world we live in and having the skill-set required to succeed in it.

**INTEGRATIVE:**
Having a deep understanding of the fundamental areas of business combined with an awareness of how these areas continuously interact with one another and the abilities to use this knowledge.

**INNOVATIVE:**
Being flexible and creative to view the world, issues and opportunities from different perspectives and secure enough to take risks and try new things.

**SOCIALLY RESPONSIBLE/SUSTAINABLE:**
Having the awareness to consider and the skills to incorporate the economic, environmental and social consequences of decisions in business and personal contexts.

Winning Aspiration

**CROSSING BOUNDARIES TO CREATE:**
- MEANINGFUL RESEARCH
- IMPACTFUL LEARNING
- ENGAGING RELATIONSHIPS

Our Promise

> To prepare leaders who think differently, act responsibly and have a global mindset.
> To generate insight, offering solutions for an inter-dependent world.
> To provide opportunities to learn by doing, to ensure our graduates are world-ready.

Our Priorities

A. Improve our Educational Experience based on our four pillars: IIIIS.
B. Support and encourage Scholarship aligned with our areas of focus.
C. Increase our Reputation in the markets in which we operate.
D. Strengthen and leverage our connections with our Community.

Cultural Values

We put **people** first  •  Our work has **purpose**  •  We have **passion** for what we do  •  We embrace **adventure**

PEOPLE / PURPOSE / PASSION / ADVENTURE
MEANINGFUL RESEARCH

BY THE NUMBERS IN 2016

26 PEER-REVIEWED ARTICLES PUBLISHED
3 BOOKS AND BOOK CHAPTERS
45 JOURNAL EDITORIAL BOARDS THAT GUSTAVSON FACULTY SIT ON
40+ ACADEMIC CONFERENCE PRESENTATIONS
RESEARCH AWARDS

Dr. Roy Suddaby

Hailed as one of the industry’s most influential researchers in business and economics, Dr. Roy Suddaby joined Gustavson in 2015 and is currently the Francis G. Winspear Chair and Associate Dean of Research & Faculty Renewal. In 2016, he was awarded two of the highest honours available to researchers: election to the Royal Society of Canada and inclusion on the Thomson Reuters list of Highly Cited Researchers.

The Royal Society of Canada announced the 2016 cohort of its College of New Scholars, Artists and Scientists, which included Suddaby, in September. The College is Canada’s first national system of multidisciplinary recognition for the emerging generation of Canadian intellectual leadership. Suddaby was elected in recognition of his significant contributions to business research and teaching.

One simple statistic that illustrates Suddaby’s influential role in the industry: he ranks in the top 1% of citations in his field. Each year, Thomson Reuters compiles the most-cited 1% of researchers in their respective fields internationally and publishes it in their list of Highly Cited Researchers. First named to the list in 2014, Suddaby was again featured in 2015 and 2016.

Suddaby’s research focus is on organizational and social change. He is specifically interested in how organizations use symbolic resources—such as legitimacy, authenticity and history—to gain competitive advantage. “For instance,” says Suddaby, “corporations are increasingly recognizing that their history is a competitive resource that they can use to their advantage. It can be used as a marketing tool to create a sense of identity for employees, or to gain an advantage over competitors by appearing environmentally sustainable (commonly known as greenwashing).” Often, turning corporate history into a marketing tool involves selective, persuasive rewriting—resulting in what Suddaby calls rhetorical history.
Dr. Rick Cotton

Research areas: Career success and extraordinary career achievement, mentoring & developmental networks, international HR/talent management

Methods: qualitative and quantitative

Faculty member since: 2015

Dr. Rick Cotton came to academia via a successful career as a change consultant and human resources senior vice president. With this background, his research naturally gravitated toward topics such as resilience, career success, mentorship and international talent management—areas that all have clear industry applications.

“The good thing about being a careers researcher is that careers matter to many stakeholders,” says Cotton. “Careers and career success are important to individuals, companies, industries, schools and entire societies. It’s a very practical area and besides, who doesn’t want to learn more about what makes people successful and resilient?”

This applicability was evident from his first publication. Titled “On Becoming Extraordinary: The Content and Structure of the Developmental Networks of Major League Baseball Hall of Famers,” Cotton and his co-authors examined the role relationships play in building successful careers by analyzing the induction speeches of dozens of baseball Hall of Famers. Who did they acknowledge as mentors? What type of support did ‘developers’ inside and outside of work provide? This data was engaging and unique because it allowed for a full life perspective on support that fosters success. Says Cotton:

“People care about success, and people relate to sports, so research that focuses on the intersection of the two sometimes helps crystallize the influence of variables that might be harder to understand in other industries.”

His most recent article explores ethical leadership theory at a company responding to two significant corruption scandals. It examines employee commitment during this very challenging period and how it was impacted by perceptions of the ethical leadership of the CEO and business unit leaders as they went about enacting a core set of values.

“The big question with corruption response really comes down to—is it a bad barrel or a bad apple situation? Is the company’s culture to blame or is it the acts of certain unethical people? In this case, rather than being an authoritarian ‘white knight’ galloping in to save the day, the new CEO led by example in a low-key manner. He laid out a core set of values and followed them himself as he demonstrated enormous transparency. There were some really interesting takeaways from this study because the press thought this company would disappear like Enron rather than recovering as it did.”

Cotton has several papers under review, including one exploring the developmental networks of female miners in Australia; another on the importance of developers beyond traditional mentors; and a third using ‘big data’ analytics to go beyond Moneyball measures by incorporating the powerful effects of social capital on team performance. He looks forward to continuing his explorations on how human, social, and positive psychological capital help individuals, teams and organizations survive and thrive.
Faculty Appointments

It’s been a year of successful faculty recruitment and we’re excited to have so many new faculty joining us. As the school grows in size, it provides us the opportunity to hire the best and brightest business minds to help us increase the school’s research and teaching capacity.

**Appointments**

- **Ravee Chittoor,** Associate Professor of Strategy and International Business
  Named Canada Research Chair in Global Economy

- **Roy Suddaby,** Professor; Francis G. Winspear Chair
  Appointed to the role of Associate Dean, Faculty Renewal and Director of Research

- **Mary Yoko Brannen,** Professor; Jarislowsky CAPI East Asia (Japan) Chair
  Elected as Fellow, Academy of International Business and received an Honorary Doctorate from the Copenhagen Business School

**New Faculty Members**

- **Sara Elias,** Assistant Professor
  **Research Interests:** Creative entrepreneurial processes, entrepreneurial imagination, arts entrepreneurship, aesthetics in organizations and entrepreneurship, prospective strategic sense-making

- **Huachao Gao,** Assistant Professor
  **Research Interests:** Status consumption, status dynamics in hierarchical loyalty programs, cross-cultural consumer research

- **Zhi Lu,** Assistant Professor
  **Research Interests:** Consumer judgment and decision-making, with theoretical interests in understanding how consumers process and respond to social hierarchy in the marketplace, and substantive interests in creativity and innovation, pricing, services, and branding

- **Jie Zhang,** Assistant Professor
  **Research Interests:** Design and performance of service operations through effective co-production between the service provider and the customer, sustainability issues in services, service triads, knowledge-based services, and resource configuration strategy
Gustavson Brand Trust Index 2016

On September 22, we released our second in-depth analysis of the brands most trusted by Canadians. Undertaken to expand understanding of what drives consumer trust, the 2016 Gustavson Brand Trust Index revealed that consumers increasingly support brands that display a strong commitment to a range of values, including customer service, authenticity and social and environmental responsibility. These factors were demonstrated to be critical for brands aiming to build trust and to earn product recommendations.

“We examine the importance that Canadian consumers place on different factors that lead to trust of companies and their brands,” says Dean Saul Klein. “Over the last year, we have seen some disappointing examples of where companies have undermined consumer trust through misguided behaviours, but also some inspiring cases of good conduct that have enhanced trust.”

A statistically representative sample of 6,384 consumers were asked to score 276 Canadian companies and brands on five distinct measures of trust. These criteria were:

- **Brand trust** – consumer perception of whether the brand is trustworthy and acts with integrity
- **Values-based trust** – consumer perception of the brand’s social responsibility
- **Functional trust** – consumer perception of how successfully the brand’s products or services function
- **Relationship trust** – consumer perception of how the brand interacts with its customers
- **Net Recommendation** – whether consumers recommend the brand to others

A variety of trends emerged in the results of the 2016 Gustavson Brand Trust Index that provided meaningful insight for brands. For example, values-based trust was seen to be increasingly important in driving overall brand trust, highlighting the importance of a brand’s social and environmental responsibility to consumers. Additionally, consumer demographics were seen to play a key role in brand trust: according to our research, brand trust increases with age, decreases with income, and female consumers were found to be more trusting than their male counterparts.

Overall the majority of brands included in the survey were perceived positively, with only two brands receiving a negative score on brand trust. The Top 10 most trusted brands were as follows, including two ties for 1st and 9th place.

**Canada’s Top 10 Most Trusted Brands**

* Indicates a tie

<table>
<thead>
<tr>
<th>Rank</th>
<th>Brand</th>
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</thead>
<tbody>
<tr>
<td>1. *</td>
<td>MEC (Mountain Equipment Co-op)</td>
</tr>
<tr>
<td>1. *</td>
<td>President’s Choice</td>
</tr>
<tr>
<td>3.</td>
<td>Costco</td>
</tr>
<tr>
<td>4.</td>
<td>Home Hardware</td>
</tr>
<tr>
<td>5.</td>
<td>Shoppers Drug Mart / Pharmaprix</td>
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<tr>
<td>6.</td>
<td>Canon</td>
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<tr>
<td>7.</td>
<td>DAVIDsTEA</td>
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<tr>
<td>8.</td>
<td>Fairmont Hotels &amp; Resorts</td>
</tr>
<tr>
<td>9. *</td>
<td>Band-Aid</td>
</tr>
<tr>
<td>9. *</td>
<td>Columbia Sportswear</td>
</tr>
</tbody>
</table>

MEANINGFUL RESEARCH
Impactful learning is one of the cornerstones of Gustavson. Providing students with hands-on, in-depth and interactive learning experiences helps them develop and refine the skills required to excel in the workplace post-graduation. Here are just a few highlights from our classrooms in 2016.

FAST FACTS

95% of Gustavson students have an international experience.

1083 BCOM 91 MGB
12 PHD 119 MBA 20 MBA TELUS
Student enrolment (2015/16)

88% of alumni are employed within 3 months of graduation.

3267 executive programs participants.
The Future of Business: BCom Workplace Skills Conference

In September, 300 Bachelor of Commerce students attended a two-day conference as part of their introduction to the BCom program. The Workplace Skills Conference, now in its thirteenth year, equips students with the skills needed to excel in their studies and careers. Focusing on soft skills like networking, presentation skills and time management, the conference provides hands-on practice for students to refine their skills in a safe, supportive setting.

The conference experience is enhanced by participation from the local business community. Students got to meet and connect with over 15 speakers including David Miller, President & CEO of WWF; Stacey Toews, Co-Founder of Level Ground Trading, Rob Gialloreto, President & CEO of Consumer Protection BC, Frank Low, Branch Manager of RBC, and Clemens Rettich, Principal Consultant of Great Performances Group.

RBC Case Competition

Our annual RBC Internal Case Competition is held for all third year BCom students. Student teams have two hours and fifty minutes to prepare a presentation for a panel of judges, comprised of faculty and members of the business community, giving their recommended solutions to a business challenge. “I underestimated just how imperative this event would be for students at Gustavson,” says BCom student Madison Yesaki. “In reality, many students leave university without the ability to present or respond quickly to real interactions such as important job interviews or meetings with clients or superiors. This case competition solves the issue by giving students the chance to practice on a real [business] case.”

When it came to class, I didn’t feel like I was just memorizing information. Instead, I felt engaged through a huge variety of opportunities: learning from guest speakers, participating in debates, doing case studies that got me thinking about real-life challenges, learning about other perspectives, attending a semester of school in Morocco, and more. – Marina Hutton, BCom, ’14
Scholarships

Thanks to the generous contributions of donors, Gustavson students received financial support through scholarships, awards and bursaries opportunities. These funds make a tremendous difference to our students. BCom student Ashley Desautels, featured in the Maple Ridge Times on her appreciation for her Black Press $5000 scholarship, sums up the impact access to funding support can have on a student’s study experience: “For me, that meant peace of mind through my first year of university.” Alleviating financial strain for students through scholarships and bursaries continues to be a focus of the business school.

WE’RE LUCKY TO OFFER A VARIETY OF STUDENT FUNDING, INCLUDING:

- CIBC Scholarship in the Peter B. Gustavson School of Business
- CIBC Bursary in the Peter B. Gustavson School of Business
- David Ritchie International Study Abroad Business Grant
- James A. Mossey (SM) Award
- Jeff Mallett Leadership Award
- Marjorie and Lawrence Yeats Bursary
- Michaela Tokarski Entrepreneurship Bursary
- Murray and Lynda Farmer Scholarship
- Thomas Bill Orr Scholarships in Business
- Tim Price Scholarship in Entrepreneurship
- Weston Family Foundation Scholarship in Hotel and Restaurant Management

2015-16 GRADUATE SCHOLARSHIPS & AWARDS: $223,598.63

2016-17 GRADUATE SCHOLARSHIPS & AWARDS: $212,218.00

2015-16 BCOM SCHOLARSHIPS & AWARDS: $783,067.92

2016-17 BCOM SCHOLARSHIPS & AWARDS: $803,544.68
Student Spotlight

Raman Dhade, BCom
Kick-starting Careers with Co-op

Building a career in the tech industry had always been a goal for 4th year BCom student Raman Dhade (far left). Her co-op workterm at Workday, one of the world’s largest enterprise cloud application developers, truly affirmed her decision. “Within my first few weeks at Workday, I knew I was in good hands,” Dhade reflected. “I was working on projects that I owned, projects that helped me learn and grow. My manager gave me opportunities that allowed me to push myself further and do things that even I didn’t know I had the ability to do.”

As Media Coordinator for Workday, Dhade took on a diverse range of projects. From basic research and designing infographics, to writing business cases, creating presentations and recording video content, she gained critical insight into the operations of a creative, vibrant tech environment… and had a great time doing it. “One of my favourite projects has to be video production,” Dhade says of her portfolio. “In the Victoria office we create educational courses that are shared with our customers, for them to utilize in their own organizations. Video production is a big deal: we have voice coaches, makeup-artists and video producers join our team to create the courses. From the preliminary preparation to the hectic production period, a lot of work goes into making these courses a success, yet they have offered undoubtedly the most fun and rewarding weeks.”

This ability to explore her interests in tech, learn outside of the classroom and develop her own skills and interests didn’t only solidify Dhade’s goals. It gave her professional, real-world experience that she would use on her way to achieving them, making her a strong advocate of co-op in the process. “My time at Workday has been nothing short of incredible,” Dhade concludes. “This experience has truly changed my life. If there is one piece of advice I could give future students, it would be to take advantage of co-op work terms: the experience is invaluable, and the opportunities and skills gained can set you on the path to an inspiring and fulfilling career.”

If there is one piece of advice I could give future students, it would be to take advantage of co-op work terms: the experience is invaluable...

– Raman Dhade, BCom student
Student Spotlight

Hazen Fowler, MBA
Learning and Leadership in Case Competitions

Pose a problem for an MBA, and you’re likely to get an answer that includes many factors. In case-based learning, MBAs spend a lot of time trying to deduce these factors to arrive at the problem’s best possible solution. They learn models and frameworks, patterns of thinking, hear tales of success and failure, and acquire the skills needed to analyze the various options before them. MBA student, Hazen Fowler, says of his case competition experience, “Ultimately, we must have the confidence to trust in our abilities to incorporate this learning and effectively make decisions, take risks and add value. While classroom learning is a substantial part of this transformation into a leader—and provides, as our strategy professor always puts it, ‘a safe place to fail’—case competitions offer a stepping stone between a safe learning environment and the reality of making business decisions in a non-academic context.”

Fowler’s team signed up for the SFU Net Impact Case Competition and, as with most case competitions, they went in blind—his group didn’t know anything other than a general theme: sustainability. The group received a very robust 12-page case briefing to review. “We knew instantly that our direction was not to start researching,” Fowler says, “but to cut it down into manageable chunks and to identify the specific pieces we needed to know more about.”

Their mission was to determine the CO$_2$ reductions that ships originating in Asia and sailing into Port Metro Vancouver would achieve if they switched fully to liquefied natural gas, and then to develop a stakeholder engagement plan. “We won the case, amidst very tough competition, because we combined a robust mathematical estimation of reductions with a straightforward presentation,” Fowler explains. “In this presentation, we also recommended developing partnerships with First Nations, the community of Vancouver, policy makers and the shipping industry to validate and discuss the individual needs of each partner group.”

As well as offering opportunities to build real problem-solving experience, case competitions are chances to network with other schools, to integrate classroom learning, and to receive crucial independent feedback. “After two constantly challenging, often sleepless, always amazing two semesters of my MBA, I’ve found that the best experiences have often come from participating in these events,” says Fowler.

Ultimately, we must have the confidence to trust in our abilities to incorporate this learning and effectively make decisions, take risks and add value. – Hazen Fowler, MBA student
Alumni Spotlight

Rohit Boolchandani, MBA ’14
James DeGreef, BCom ’98
Samarth Mod, MBA ’15

Start-up Business Success

Originally from India, Rohit Boolchandani, MBA ’14, and Samarth Mod, MBA ’15, moved to Victoria to attend the Sardul S. Gill Graduate School. During their studies, Boolchandani was hired to create an app for UVic’s Department of Linguistics, which showed the duo the enormous potential for mobile app development in the non-profit, education and government sector.

And with that epiphany, AirSenze—a Canadian technology company that designs futuristic mobile apps—was born.

Setting up shop in Victoria, with its tight-knit tech sector, offered the chance to be mentored by some of the industry’s best. But Mod admits, it took them some time to recognize this advantage. “We were too enthusiastic and had tunnel vision. We thought what we were doing was the best thing ever, and not taking opinions from outside.”

A second hard lesson was also in store. Despite the solid tech and user-friendly design behind their mobile apps, they discovered that getting an app to market in the non-profit sector can take many months of consultation between the client’s internal stakeholders. It certainly proved a change of pace from the rapid turnaround time Boolchandani and Mod were used to in the private sector, and the slow progression of projects meant a lack of cash flow for the duo.

Mentor James DeGreef, BCom ’98, understood the challenges of the slower-moving public sector, and how the pair could scale their offerings to a new client base—the faster-moving private sector. FreshWorks Studio was created to cater to companies looking for mobile apps to support their business pursuits, while AirSenze remains active to help government and non-profit entities do the same. The twin tech companies are operated as separate brands to allow Boolchandani and Mod to cater to each client stream’s unique needs.

In the short time since they launched AirSenze and FreshWorks Studio, in 2015 and 2016 respectively, the two brands have launched popular mobile apps for the City of Victoria, BC Highways, PetComm and the Vancouver International Wine Festival, with many more apps slated for release in the coming months. In 2016, they were listed in the Top 10 App Developers in Canada by Clutch.co.
Alumni Spotlight

Garret Senez, MGB ’11
Multinational Dream Job

Six years ago, Garett Senez was amongst the legions of young talent being turned down for junior career positions due to lack of experience. Today he is enjoying his “dream job” as trade marketing manager for the world’s second largest brewer, SABMiller Canada.

While his success is due to many factors, including a ferocious capacity for hard work, he credits the Sardul S. Gill Graduate School Master of Global Business (MGB) program for getting his foot in the door. “There’s no other program like it in Canada,” he enthuses.

In 2010, Senez heard about the new MGB program. “Back then, it offered one path of studies in Taiwan and Austria as well as at UVic. This appealed to my passion for travel, so I applied.”

Senez summarizes his stint at the National Sun Yat-sen and Johannes Kepler universities as “unforgettable… being immersed in radically different lifestyles gave me a wonderful sense of a ‘bigger picture.’”

At the end of his term, Senez interned at the L’Oréal Management Development Program. “Finally, I had my in,” he says. “The hours were long, but from there I got a job as junior brand manager for Garnier Haircolour in Montreal.” For four years, Senez assisted in the management of a $54-million business and helped bring to market Garnier Olia, which proved to be the most successful hair colour launch in the history of L’Oréal Canada.

Returning to BC in late 2014, Senez approached major breweries and was snapped up by SABMiller Canada. Today, Senez is responsible for the development of national and regional promotional strategies for Miller Genuine Draft, Miller Lite, Fosters and other well-known brands. “I feel like this is what I was born to do,” he says.

For those seeking career advice, he says, “It’s not enough to have a dream—you have to make it happen, even if you have to spend 14 hours a day hunting for a job, which I did after L’Oréal. Also, travel breeds curiosity, which is crucial in having a fulfilling career—and life. That’s one of the many benefits to be had from the MGB program, which as far as I’m concerned is better than dynamic: it’s on hyper drive.”

AWARDS & ACCOLADES

Alan Blizzard 2016 Award – The Northwest Aboriginal Canadian Entrepreneurs (NW-ACE) Program, a partnership between the Tribal Resources Investment Corporation (TRICORP), regional and provincial governments and Executive Programs at Gustavson, has been honoured by the Society for Teaching and Learning in Higher Education (STLHE).

Global Best Award 2016 Award – Awarded to the NW-ACE Program by the International Business Education Partnership Network and the Conference Board of Canada for outstanding education through business and community partnerships.

The Harry Hickman Alumni Award for Excellence in Teaching and Educational Leadership – Dr. Brent Mainprize. Mainprize strives to help his students feel the transformational power of education, instead of simply gaining knowledge. He continually improves his curriculum to challenge students to be better entrepreneurs, through innovative exercises like the Venture Challenge (start with $5 and build a business in a month). The Hickman is the highest award for teaching excellence at the University of Victoria.

The Gilian Sherwin Alumni Award for Excellence in Teaching – Prof. Mark Bridge. Bridge uses an engaging classroom style and focuses on helping students apply law to business situations they might expect to meet in life. As a first-time instructor in 1993, his course was such a success students sent an unsolicited letter to the Dean of Law recommending Bridge stay on so that future students could benefit from his teaching. The Sherwin award is an honour given to one Sessional Lecturer or Lab Instructor at UVic that recognizes teaching of the highest caliber.
ENGAGING RELATIONSHIPS

Gustavson’s relationship with the business community and its school partners is critical in helping us create the student experience we strive to offer. To help our students develop a global mindset, we have partnerships with over ninety international post-secondary institutions where our students study and learn abroad. Closer to home, our business community, including our vibrant group of executive mentor volunteers, offer their time and talent in many ways to our students. From being judges at our case competitions to mock interviewers to guest lecturers the business community is a key ingredient in the Gustavson student experience.

MAKING CONNECTIONS

346
EXECUTIVE MENTORS

5321
ALUMNI

845
845 CO-OP PLACEMENTS WITH 449 EMPLOYERS
# International Partners

## EXCHANGE PARTNERS

<table>
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## DUAL DEGREE PARTNERS

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## MASTER OF GLOBAL BUSINESS PARTNERS (MGB)

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<td>National Sun Yat-sen University — Kaohsiung</td>
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## STUDY ABROAD PARTNERS

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<td>Munich Business School — Munich</td>
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<td>Keio University — Kobe</td>
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<td>Soka University — Tokyo</td>
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YEAR IN REVIEW 2016 | 21
International Board of Advisers

Our International Advisory Board (IAB) is comprised of representatives from industry and alumni from our programs. Members from around the globe meet in Victoria several times a year to help the school achieve its strategic goals by offering their insights and expertise on projects we are undertaking.

Board Chair:

- Matt Hall – former Managing Director and CEO, Food, Coffee and Beverages Division, Nestle UK, Vancouver, Canada

Board Members:

- Merrick Abel – Founder and CEO, Primeserv Group Limited, Johannesburg, South Africa
- Susan Barry – Head of Human Resources and Organizational Transformation, Nestle Nespresso Canada, Montreal, Canada
- Elizabeth Dutton – President, Used.ca, Victoria, Canada
- Anatolijus Fouracre – UVic BCom ’00, CEO, Swiss Post Solutions, Saigon, Vietnam
- Blair Hagkull – Adviser, Jones Lang LaSalle, Victoria, Canada
- Jeffrey Harris – UVic MBA ’95, Global Account Manager, Oracle, San Jose, USA
- Rob Inkster – Serial Entrepreneur with experience in the university sector and early stage technology companies in Canada, Victoria, Canada
- Patrick Kelly – Member of the Leq’amel First Nation (Sto:lo Nation); Business Consultant, Victoria, Canada
- Peter Kibiuk – Strategic Management Consultant, Vancouver, Canada
- Christian Kittleson – UVic MBA ’06, Associate Partner, Ernst & Young LLP (EY), Victoria, Canada
- Brent Kokoskin – UVic MBA ’99, Senior Director, Head of Professional Marketing, Philips Oral Healthcare, Seattle, USA
- Bjorn Moller – former President and CEO, Teekay Corporation, Vancouver, Canada
- Narasimhan (Nara) RL – Sr. Manager, Finance & Accounts, Aban Singapore Pte Ltd, Singapore
- Laura Nashman – Chief Executive Officer, British Columbia Pension Corporation, Victoria, Canada

New IAB Members: Merrick Abel and Susan Barry

This year we welcomed two new members to our International Advisory Board: Merrick Abel and Susan Barry.

Merrick Abel joins the Gustavson IAB following a diverse career in property development, industrial and automotive component manufacturing and retail, and human capital services. After completing his BA(Hons) at the University of Natal and MBA at the University of Cape Town’s Graduate School of Business in his native South Africa, Abel developed the APW Group between 1988-1998, and founded the Privest Group (now Primeserv Group Limited) in 1997. With Abel at the helm as CEO since 1997, the Group went on to be listed on the Johannesburg Stock Exchange in 1998, before becoming a leading integrated Human Capital Services provider to major companies, multinationals and parastatals in Southern Africa, with Merrick serving as Executive Chairman from 2000 to 2003.

With over 25 years’ experience in an extensive range of regional, national and international leadership roles with Nestle, Susan Barry comes to our IAB in possession of an exceptional breadth of knowledge and expertise. Barry’s deep interest in sustainability and creating shared value in business, her passion for mentoring youth, and her focus on strategy, customer service, technology, diversity and trust, makes her a natural fit to our Board.

We are thrilled to have them join our IAB, and look forward to the contribution and benefits their myriad of strengths will bring.
IAB COMMUNITY ENGAGEMENT AWARD

Community engagement and relationship building are key to Gustavson’s continued success. In 2015, our International Advisory Board established the IAB Community Engagement Award, to be given out each year to recognize the efforts of faculty members who contribute exceptional service in this area. In appreciation of her work forging connections with local businesses, Mia Maki, professor of entrepreneurship, received the 2016 IAB Community Engagement Award.

“Mia is actively engaged with the business and non-profit communities, including her work with VIATEC and the Victoria Foundation,” said International Advisory Board member Blair Hagkull, who presented Maki with her award at the Dean’s Community Conversation on April 5, 2016.

Maki’s work in the community also includes involvement with the CMA Society of BC, the CPA Western School of Business, Archipelago Marine Research and regular contributions as a volunteer, speaker, facilitator, judge and moderator. We’re thankful for her efforts to strengthen Gustavson’s ties to our community.
One example of Gustavson’s commitment to partnerships and custom-tailored training is the success of The Whistler Experience™ program. Founded in October 2014, The Whistler Experience is the brainchild of the Whistler Chamber of Commerce and is powered by Gustavson’s service management faculty and executive programs team. Made up of a series of seminars and events both on and off the resort, The Whistler Experience offers business owners and employees at Whistler-Blackcomb and elsewhere the opportunity to incorporate outstanding customer service tools for a powerful competitive advantage and ensures guests at the resort have an unforgettable experience from the moment they set foot on the mountain.

Taught by Gustavson professors Dr. Mark Colgate, Dr. Vivien Corwin and Mr. Brian Leacock, content draws on service management best practices and human behaviour research to create a culture of service excellence. Immediately applicable concepts provide a framework for exceptional customer interactions that owners, managers and front-line employees alike can put to use the next day in their businesses.

Foundational courses include:

- The 3Rs of Service Excellence: Representing the three core elements of an outstanding customer experience, the 3Rs are: Be Reliable, Be Responsive and Build Relationships. The 3Rs workshops emphasize using these concepts in customer interactions and giving managers the coaching tools to guide employees in their use.
- Dr. Colgate’s signature 8 Moments of Power courses offer The Whistler Experience attendees insight into critical points in a customer’s experience and how to maximize benefit from these moments.

Since its inaugural 2014 season, over 15,400 attendees have passed through The Whistler Experience training, including roughly 3,000 per year who participate in the online forum. With consistently high ratings from participants and easily transferrable content, demand is high for The Whistler Experience program and seminars to be adapted for other service management environments in the future.
Northwest Aboriginal Canadian Entrepreneurs

2016 saw the Northwest Aboriginal Canadian Entrepreneurs (NW-ACE) program recognized with several prestigious awards and increasing demand for its business training content.

The program—a partnership between Tribal Resources Investment Corporation (TRICORP), the Gustavson School of Business, industry and government, and representatives from Aboriginal communities—provides Aboriginal Canadians in Northwest British Columbia with the skills, knowledge and mentorship to start their own businesses.

In September, NW-ACE was selected as the overall winner of the Gold Global Best Award, an international honour that was presented in Oslo, Norway after the program emerged on top of a competitive international pool made up of six categories, seven regions, and 84 finalists. NW-ACE first won the Entrepreneurship and Enterprise Skills category based on the success of the partnership in supporting the development of Indigenous entrepreneurship in BC and across Canada.

The award followed June’s announcement that NW-ACE had received the Alan Blizzard Award from the Society for Teaching and Learning in Higher Education, the organization which also administers Canada’s national 3M Teaching Fellowships.

These awards recognize the program’s collaborative success. From its inception in 2013 to October 2016, nine NW-ACE programs (cohorts) have graduated 137 Aboriginal entrepreneurs. Out of these graduates, 37 have started new businesses, 73 are actively working on completing their business plan, 51 are working in the field of their business plan or are gainfully employed, and 21 are continuing education in the field of their business plan.

The NW-ACE collaboration is unique in that, upon invitation, it brings leading business education to Aboriginal communities instead of requiring students to leave their home communities to participate. This allows students to give flight to their business plans while drawing on the support and context of their own culture and families, and ultimately develop businesses that tap into economic opportunities in BC while invigorating their communities.

YEAR IN REVIEW 2016 | 25
MBA for TELUS

In 2016, our inaugural class of TELUS MBA students entered their second year of courses. Our MBA degree for TELUS employees offers specializations in leadership and strategy and uses telecommunications case studies throughout its course content. Some studies are tailored to leadership and strategy issues specific to TELUS and the telecom industry. The customized degree program combines traditional classroom settings with video lectures on demand and virtual classrooms as well as an international learning experience.

Partnership collaboration plays a large part in this corporate-tailored degree. Senior leaders at TELUS teach in the program via executive-in-residence and guest lecture opportunities. These executives continue to mentor participants and share their leadership knowledge throughout the company. Participants in the customized MBA continue to work full-time with a reduced workload to accommodate their studies.

We are pleased to collaborate with TELUS to help facilitate their goal of building leadership capacity within their organization. This first cohort of 20 will graduate in the fall of 2017.

Executive Mentor Program

Gustavson boasts one of the largest executive mentor programs of any business school in Canada, with more than 300 mentors on our roster. Since the program's inception more than 20 years ago, over 1500 graduate and undergraduate students have benefited from the expertise gained from someone else's career journey. Executive mentors help to bridge academic study with real-world experience and get to know the next generation of business leaders in the process.

I hope all the mentees and mentors get as much out of this program as I do. I still have contact with all my mentees, some of which go back several years now; and formal relationships have morphed into something more like friendships. Somewhat to my surprise, there are still discussions which arise over both workplace and career challenges, but also just some good old-fashioned camaraderie!

– Roger Wheelock, Mentor
The Community Comes to Gustavson

Sébastien Beaulieu, adjunct professor and Executive Director, Middle East Relations, Global Affairs Canada, chats with MBA students.

Celebrating our Distinguished Entrepreneur of the Year! On Sept. 12, 2016, the university and business community gathered to honour Linda Hasenfratz (upper left).

Mission Impossible sustainability challenge judges chat with BCom students.

Miles Richardson address MBA students (left). Friends and members of the Mossey family present the inaugural James A. Mossey (SM) Award.
Centre for Social and Sustainable Innovation (CSSI)

The Centre for Social and Sustainable Innovation is dedicated to cultivating sustainability and social responsibility thinking and to catalyzing meaningful action at Gustavson and beyond—through research and teaching, the School’s operations and community engagement. This is demonstrated through impactful sustainability research, integration of sustainability concepts and cases throughout the curriculum, collaborative work with key stakeholders and the championing of operations initiatives that reduce our footprint.

**Carbon Footprint (Summary)**

Total emissions for 2015 come to 812.3 tCO₂e, a decrease of 5% over the previous year. Since the baseline year of 2010, emissions have been reduced by 39%.

**Carbon Footprint (by Activity)**

- **NATURAL GAS USE**: 26% has been reduced since 2010.
- **ELECTRICITY USE**: 30% has been reduced since 2010.
- **OF COMMUTES PER WEEK MADE BY SUSTAINABLE METHODS**: 40.2%.
- **TREES SAVED SINCE 2010**: 145 trees.

**2015 EMISSIONS**

- **812.3 tCO₂e**

**DECLINE OVER PREVIOUS YEAR**

- **5%**

**DECLINE SINCE 2010**

- **39%**

**Funding for CSSI is proudly provided by Goldcorp Inc.**
NCIED

Indigenous businesses and communities throughout Canada have tremendous potential to revitalize regional economies, contribute to national prosperity, and strategically move forward on their respective agendas in governance, cultural protection, and sustainable community development.

With this opportunity in mind, the National Consortium for Indigenous Economic Development (NCIED); a collaboration between Indigenous communities, the University of Victoria, business and government, was established to help advance and share knowledge of best business practices, economic enablers and the institutional mechanisms that foster Indigenous economic development across the country.

Mandate and Research

The mandate of the National Consortium for Indigenous Economic Development (NCIED) is to create sustained programs of research and action in order to maximize conditions for Indigenous economic strength and resilience.

To achieve this, the NCIED identifies seven key areas of community-based education and research, focused on facilitating innovative change in Indigenous communities.

- Entrepreneurship
- Leadership and Management Development
- Effective Regulation for Economic Prosperity
- Securing Resources, Stewardship, and Sustainability
- Economic Development Strategies
- Structures for Economic Activity
- Working With and Creating Business – Non/Indigenous Business Nexus

Team Members

- Mr. Miles G. Richardson, director
- Dr. Brent Mainprize, business faculty champion
- Dr. John Borrows, law faculty champion
- Ms. Renée Letellier, manager

The NCIED is made possible through generous funding from the Government of Canada, the Government of British Columbia, EnCana Corporation, and BC Hydro.
Donor Profiles

Our generous donors help us support the next generation of business leaders, research, innovators and entrepreneurs. Thank you to all our supporters for your ongoing contributions to the business school. Your gift makes a world of difference to our school.

A Fund for the Future: Thanking Marjorie Yeats

The lobby of the Business and Economics (BEC) building, a bustling hub where students, faculty and visitors mingle, conversations happen and ideas unfold, has been named: The Lawrence & Marjorie Yeats Lobby.

What’s in a name? The brushed-aluminum characters gracing the lobby stand testament to an incredible legacy inspired by love and recognition of the opportunities created by education.

As a young woman growing up in rural Saskatchewan on her family-owned wheat farm, Marjorie Yeats dreamed of completing her grade twelve education (equivalent to two years of college-level studies today). Growing up during the Great Depression, money was scarce, but her father had a plan to help his daughter achieve her dream. “Instead of paying a hired hand, he hired me to work in the fields.”

It was a gift Yeats would never forget, and one that she wanted to pay forward to others. Her education opened the door to many exciting life opportunities, bringing her to Victoria and a 40-year career at CIBC. It was also in Victoria that she met her future husband, Lawrence Yeats, her bus driver on her daily commute to work. The two shared a strong work ethic, sense of fun, and the conviction that “business makes the world go ‘round.”

When Lawrence passed away in 1994, Yeats contacted the University of Victoria about establishing a bursary. She wanted to support business students who would otherwise not have the opportunity to attend a post-secondary institution, in honour of her husband’s enterprising spirit. “Lawrence was talented, successful and hardworking, but never had the opportunity for an education,” Yeats says. In 1995 she made her first gift to the University of Victoria.

Over the intervening two decades, 83 BCom students have received financial support through the Lawrence and Marjorie Yeats Bursary, and for many it is this financial support that makes their education possible. When asked what she hopes students will achieve through her support, Yeats says she “hopes their adventures lead them on an amazing journey,” just as her own opportunity for an education did.
Coast Capital Savings Ignites Innovation

Entrepreneurs at UVic received a huge infusion of support this year from Coast Capital Savings Credit Union. The credit union donated $450,000 to fund the Coast Capital Savings Innovation Centre (CCSIC) an on-campus hub dedicated to supporting and mentoring fledgling entrepreneurs.

The CCSIC provides tools, expertise and space on campus for business founders to take their idea to the incubator-ready stage. The centre also provides seed money for new ventures prototype development, an entrepreneurship scholarship and an entrepreneurship co-op term for students so they can work on their own ideas while earning course credit.

One of the best known—and most fun—offerings of the Coast Capital Savings Innovation Centre is its PitchIt! and PlanIt! competitions. Open to current students, faculty, staff and recent alumni, the competitions provide a platform for business start-ups to compete for prize money to help grow their idea. The judging panel is comprised of representatives from academia and industry who determine the most viable business ideas.

It’s with a special pride that we’re excited about Coast Capital Savings Credit Union’s commitment. The innovation centre was first initiated by the school in 2012, offering services to students studying business. The following year, services were extended to the entire campus community to help deepen its support of new business ideas and innovative strategies to deal with society’s complex challenges.

With Coast Capital’s support and partnership we will be able to create more opportunities, enhance the spirit of innovation and entrepreneurship on Vancouver Island and the province, and extend and amplify our positive social and economic impact.

– Jamie Cassels, University of Victoria President.
Ensuring Entrepreneurial Endeavours: Timothy R. Price helps budding business owners

Timothy R. Price has long been impressed by the entrepreneurial mindset. Price admires their creativity, passion and savvy. The natural charisma of entrepreneurs, Price explains, pushes their peers and competitors alike to strive for excellence. The benefits are many. Not only do entrepreneurs set the bar for success high, but their progress, in turn, compels their competition to find ways to better them. The end result is a vast and exciting array of new innovations entering the marketplace.

Price’s profound respect for entrepreneurs is evident in his dedication to helping them realize their vision. Since 2001, three awards have been given annually in his name to students and faculty exemplifying the curiosity and drive needed to bring a business idea to life. The awards come with a monetary prize that students can use to assist them in the launch of their business. Faculty funding allows professors to put the money toward their scholarly research.

In both cases, Price hopes to build entrepreneurial knowledge and capacity. For students in particular, it allows them to take knowledge gained in the classroom, pair it with their business idea, and continue their learning by pursuing the launch of their enterprise.

In 2016, Price pledged $250,000 to create the Aboriginal Entrepreneurship Catalyst Fund. This fund will be used to support the delivery and expansion of the Northwest Aboriginal Canadian Entrepreneurs Program (NW-ACE) which offers highly specialized entrepreneurship education and training tailored to meet the specific needs of First Nations communities in Canada.

Price’s generosity ensures budding entrepreneurs will have the opportunity to make the world a better place, one brilliant business idea at a time.

FINANCIAL REPORT

Gustavson prides itself on performing to our utmost with the resources provided. We continue to grow innovative opportunities for other sources of revenue such as the development of self-funded programs and our international and executive programs.

Statement of Sources and Uses of Funds (’000s)

<table>
<thead>
<tr>
<th>SOURCES</th>
<th>Year Ended March 31, 2017 (estimate)</th>
<th>Year Ended March 31, 2016</th>
<th>% change</th>
<th>USES</th>
<th>Year Ended March 31, 2017 (estimate)</th>
<th>Year Ended March 31, 2016</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>University Allocation</td>
<td>$9,874</td>
<td>$10,177</td>
<td>-3%</td>
<td>Salaries</td>
<td>$9,354</td>
<td>$8,843</td>
<td>6%</td>
</tr>
<tr>
<td>Degree Programs</td>
<td>2,301</td>
<td>1,990</td>
<td>16%</td>
<td>Operating Expenses</td>
<td>4,304</td>
<td>4,635</td>
<td>-7%</td>
</tr>
<tr>
<td>Gifts &amp; Endowment Income</td>
<td>2,040</td>
<td>2,098</td>
<td>-3%</td>
<td>Scholarships*</td>
<td>427</td>
<td>423</td>
<td>1%</td>
</tr>
<tr>
<td>Research Income</td>
<td>635</td>
<td>517</td>
<td>23%</td>
<td>Executive Programs</td>
<td>3,035</td>
<td>2,172</td>
<td>40%</td>
</tr>
<tr>
<td>Executive Programs</td>
<td>4,055</td>
<td>2,915</td>
<td>39%</td>
<td>New Initiatives</td>
<td>1,785</td>
<td>1,624</td>
<td>10%</td>
</tr>
</tbody>
</table>

*excluding University scholarship funds
The inaugural class of UVic’s Weekend MBA practiced their teamwork while dragon boating on the Gorge Waterway during their orientation week.
GUSTAVSON AT A GLANCE

STUDENT ENROLMENT (2015/16)

- BCOM: 1083
- MGB: 91
- PHD: 12
- MBA: 119
- MBA TELUS: 20

EXECUTIVE MENTORS: 346

ALUMNI: 5321

845 CO-OP PLACEMENTS WITH 449 EMPLOYERS

INTERNATIONAL PARTNER UNIVERSITIES: 94

FACULTY & STAFF: 120

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