doing things differently

YEAR IN REVIEW 2017

PETER B. GUSTAVSON
School of Business

University of Victoria

The world looks different from here.
Message from the Dean

2017 marked the 27th year of our business school at UVic, and the 7th year under the name Gustavson. Young as we may be, however, we know what sets us apart from the crowd, and 2017 saw new recognition and awards on topics that are intrinsic to our identity as educators of tomorrow’s leaders: a global perspective, a commitment to sustainability and responsible management, a focus on services, and an embrace of innovation.

By extension, our successes are also triumphs for our community. The time, expertise, funding and ideas that are so generously offered by our local and international friends and supporters are at the core of our strength as a school, and we thank you for the multitude of ways you show your support: through judging case competitions and innovation pitches; sharing your expertise as mentors and speakers; inviting us into your communities and businesses; giving our students a leg up into the workforce through co-op positions; and so many, many more.

One endeavour that illustrated the commitment of our partners was the inaugural Victoria Forum this past November. Bringing together over 400 attendees and more than 75 nationally and internationally recognized speakers, the forum explored the themes of inclusiveness and diversity and their power to define the future. Developing ideas for a better world is critical as we contemplate our opportunity-rich and challenge-filled global context. The Victoria Forum explored some of the most intimidating and inter-connected questions facing us today, ranging from climate justice to trade and development, from the economics of Indigenous inclusiveness to diversity and economic prosperity. At times emotionally difficult, intense, uplifting and passionate, the forum provided a platform for essential discussion and we look forward to collaborating with our valued partners on these important topics again.

I am proud, too, of a decision that our faculty made this year for the Gustavson School to be fully carbon neutral. Aligned with our commitment to responsible management, we will offset all of the carbon emissions that we generate as a consequence of the extensive travel that is essential to our mission. We will continue to explore ways to reduce our footprint while pursuing the international perspective that gives our students wings and our faculty members first-hand expertise around the globe.

Incredibly, 2017 also marked the end of my first five-year term as dean at Gustavson, and I am delighted to have been reappointed for another five years. I hope you will continue to be part of the vibrant, inspiring community we have created together in 2018 and for many more years to come.

Sincerely,

Dr. Saul Klein
Dean, Peter B. Gustavson School of Business
dea nsaul@uvic.ca
Saul Klein renewed for another term as dean of Gustavson

Distinguished Entrepreneur of the Year awarded to Don Mattrick

The Applied Portfolio Management Program, a student-run investment program, launched

UVic team won Academic Achievement Award at MBA Games

Lenora Lee, BCom '02, received Distinguished Alumni Award

Brock Smith received the IAB Community Engagement Award

Roy Suddaby included in top one percent of most highly cited researchers in the world for third consecutive year (Clarivate Analytics’ Highly Cited Researchers List)

MBA team finalists at global Nespresso Sustainability MBA Challenge

MOMENTS OF THE YEAR

The Whistler Experience named finalist in the “Best Education and Training Project” category at the World Chamber of Commerce awards.

Gustavson Brand Trust Index 2017 released

MBA team finalists at global Nespresso Sustainability MBA Challenge

Master of Global Business (MGB) ranked among Financial Times’ Top 95 Masters in Management

Blair Hagkull became chair of International Advisory Board

Brock Smith received the IAB Community Engagement Award

MOMENTS OF THE YEAR

Goldcorp Inc. announced continued support for the Centre for Social and Sustainable Innovation

Gustavson committed to carbon neutrality with offsets for Scope 3 emissions

MBA for TELUS: second cohort began

Corporate Knights listed MBA program fourth in Canada on their Better World MBA Ranking

Inaugural Victoria Forum drew 400-plus attendees to address diversity and inclusiveness

MOMENTS OF THE YEAR

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Most Trusted Brand in Canada 2017

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Most Trusted Brand in Canada 2017

YEAR IN REVIEW 2017
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.

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: IIIS.
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
Gustavson Brand Trust Index 2017

Canada’s Top 10 Most Trusted Brands

1. Mountain Equipment Co-op (MEC)
2. Canadian Automobile Association (CAA)
3. Costco Wholesale
4. Fairmont Hotels & Resorts
5. IKEA
6. Chapters/Indigo
7. President’s Choice
8. Interac
9. Cirque du Soleil
10. WestJet

The Gustavson Brand Trust Index was established to raise awareness of the role trust plays in the minds of consumers when making purchasing decisions. It measures the relationship between social equity, trust and advocacy for brands in Canada.

The annual study uses a statistically representative sample of 6,560 consumers to score 294 Canadian companies and brands. It measures the performance of brands and companies in 26 industry sectors on a broad range of brand value measures, including values-based trust, functional trust, relationship trust, word of mouth and brand trust.

Faculty Appointments

It’s been a successful year for faculty recruitment, and we’re excited to welcome so many outstanding new researchers and instructors to our ranks.

Appointments:
- Dr. Saul Klein
  Reappointed Dean

New Faculty Members:
- Dr. Simon Pek
  Assistant Professor, Sustainability, Organizational Theory
- Ms. Susan Brenna-Smith
  Assistant Teaching Professor, Accounting
- Mr. Christian Van Buskirk
  Assistant Teaching Professor, Marketing
- Dr. Kristin Brandl
  Assistant Professor, International Business, Strategy
- Dr. Ricardo Flores
  Assistant Professor, International Business, Organizational Behaviour
Research Recognition: 2017 Grant Overview

The financial grants received by Gustavson faculty from institutions such as the Social Sciences and Humanities Research Council (SSHRC) and Mitacs offer a glimpse of the collaborative, innovative and ground-breaking research that the school produces. This year’s grant-funded projects range in subject from entrepreneurship to global institutional change and beyond. Here are just a few of the research projects receiving grant funding in 2017.

Title: Global Institutional Change, National Policy Interventions and Firm Strategies: Evidence from the Textile Industry
Principal Researcher: Dr. Ravindra Chittoo
At a glance: How do national-level institutions influence firms’ global competitive advantages? This is the question Chittoo and his international research partners have set out to answer. By examining the textile industries in India and China as they adapt to the abolishment of a global textile trade quota, the researchers seek to understand how national government institutions influence firms’ ability to compete on a global stage.

Title: How Do Bicultural Consumers’ Accessible Cultural Values Affect Luxury Product Consumption?
Principal Researcher: Dr. Huachao Gao
Gustavson Collaborators: Dr. Linda Shi, Dr. Ling Jiang
At a glance: Three trends have emerged recently in the international consumption of luxury goods: a shift from very visible logos to more subtle ones; an increase in counterfeit products; and a growing number of bicultural luxury goods consumers (i.e. people who have internalized values and practices from two cultures). This study seeks to understand the preferences of bicultural consumers in regards to conspicuous versus inconspicuous branding and counterfeit versus genuine products.

Title: Building Dynamic Capabilities for Resilience: A Study of Competitive Firm Strategies that Achieve Environmental Sustainability while also Increasing Competitiveness
Principal Researcher: Dr. Graham Brown
Gustavson Collaborator: PhD student Helena Zhu
At a glance: For entrepreneurs, the transition from a one-person organization to a small team can be incredibly challenging. This study explores how founders navigate their very first delegation to professional managers, and how this transition can enhance or undermine venture growth.

Research Grant Spotlight: For Better Understanding of World’s Financial System Stability, Zoom Out

Gustavson’s Dr. Bauma Majerbi has a vision of where the conversation on global financial stability could go next, and it involves a big-picture perspective. “You can read ten papers on financial stability and the authors will be using ten different measures and looking at ten different aspects of the picture,” says Majerbi. “They might be looking just at risk in banking, or the bond market, but there are many other players, like the housing market or non-bank financial institutions, that are contributing to the overall financial system stability, and these factors are not discussed in the same conversation. It’s a limitation on how accurate we can be in assessing macro-financial risk, currently.”

Majerbi’s ambitious three-year project proposal on this topic was recently awarded a Social Sciences and Humanities Research Council (SSHRC) grant of approximately $200,000, a powerful recognition of the research’s potential impact. The project, executed in collaboration with colleagues from McGill University, the International Monetary Fund, University of Geneva, and the International Research Centre on Cooperative Finance at HEC Montreal, has several intended outcomes, one of which is a brand-new, comprehensive framework influencing financial system stability around the world.

It is by no means an unexplored topic—experts have been seeking an understanding of what makes financial systems fail, and what the warning signs look like, for generations. What is new about Majerbi’s proposed research, however, is its very integrated and comprehensive approach to research and teaching in general.

Another characteristic that sets this research apart is its potential to affect the well-being of populations around the world. When analysts and policy-makers improve their ability to predict instability in a country’s financial system, it has the potential to avert major economic downturns. " That’s part of what feels so compelling about this study to me," says Majerbi. "Financial stability has far-reaching consequences on our lives and societies in ways that we don’t necessarily think about. Think for example of the global financial crisis in 2008. The crisis leads to an economic recession, and at this stage governments will typically intervene to bail out the major financial institutions with the taxpayers’ money—because the failure of these institutions can lead to even more important economic consequences. This is taxpayer money which then can’t be spent on healthcare, education, or social programs, however, so in addition to the economic and job losses from the initial financial crisis, the pressure is felt in other ways as well. Having financial systems that are stable and resilient to shocks is critically important to our wellbeing as a society.”

Majerbi and her co-authors hope the findings from this project will prove valuable to policy-makers and businesses alike, and enable further advances in research on macro-financial system stability.

More about research at Gustavson can be found at www.uvic.ca/gustavson/research

UVic business and economics students will get real-life experience investing $500,000 plus on the university’s behalf while learning how to make investment decisions that incorporate environmental, social and governance factors.

Launched in 2017, the new Applied Portfolio Management Program allows students to manage the funds in close coordination with academic and industry support to learn about investing responsibly, as well as fiduciary duty.

Students must first take Applied Investment Management, a third-year non-credit course offered through Continuing Studies and taught by practicing industry professionals. The students build the skills necessary to manage investment assets, and apply these skills in the fourth-year for-credit Applied Portfolio Management Program. An Investment Advisory Committee of industry professionals volunteers their time and oversees the decisions.

Program directors Jordie Hutchinson and Johann Kuntze, both from the Chartered Financial Analyst Society of Victoria, were key drivers in establishing the program. “Our mission is to provide students with investment education, hands-on experience and industry exposure, while simultaneously advancing the best interests of our donors, our mentors and the investment community,” Hutchinson says.

(Th)Inking on Lessons in Service Management

In the 2017 MBA service management specialization class, Dr. Steve Tax’s students participated in an exercise designed to make them always remember a key principle of service management.

Tax challenged his students to come up with a visual design that reflected the idea that services are systems, and to encourage them to think of decisions from a service perspective. Inspired by the butterfly effect (the idea that a small action can have big consequences) and the four elements of service systems (people, process, physical environment and technology), Gozde Ozbilim and Sohan Alam created a four-winged butterfly design, which was selected as the winner by a panel of judges.

The creative teaching didn’t end there, however. Tax arranged for the service management class, teaching team and Gustavson Dean Saul Klein to receive a henna tattoo of the design as a reminder of this important concept—a temporarily unforgettable conclusion to a memorable lesson in service management!
International Internship Takes Student to DC
Who: Spencer Smitheman
Program: MGB, Path 3
2017 News: Smitheman spent four months in Washington, DC on an internship with the Canadian Embassy. Through his role there, Smitheman was on hand for some historic political moments—and to see first-hand how trade and economic policy in government affects microeconomic success.

“This experience emphasized the business implications of a cultural shift,” says Smitheman, “as seen in the change of American administration.

“I was lucky enough to work on briefings for the ambassador to the United States, and supported Prime Minister Trudeau’s first visit to Washington to meet with President Trump.”

Smitheman graduated with the November 2017 MGB class and works full-time in Ottawa as an analyst with Innovation, Science & Economic Development Canada.

Bringing Positivity, Perspective and Leadership to Public Service
Who: Alana Green
Program: BCom
2017 News: Alana Green, Ch’nook Scholar valedictorian and positive-minded change-maker, takes her role as public servant very much to heart. Green, a member of the Cree community of Duncan’s First Nation in northern Alberta, currently works for the Canadian Coast Guard.

Green came to the BCom program with previous career experience and an interest in the public sector. “In every avenue of government I’ve worked with (municipal, provincial and federal) and in my experiences with First Nations governments, there’s a focus on the well-being of people,” says Green. “The questions often asked are: ‘What can we do to serve people better? Is this the best way we can do this for the public?’ I like the focus on improving lives.

“I know Indigenous youth, like myself, hold great responsibilities to support our communities and preserve our culture, land, language, and heritage. I hope to be someone who can bring people together and create a stronger partnership for a better future for everyone.”

Green graduated with the November 2017 BCom class.

MBA Snags First Gustavson Co-op at Electronic Arts Canada
Who: Gozde Ozbilim
Program: MBA
2017 News: Ozbilim, a second-year MBA student from Turkey, changed countries and industries when she joined the MBA program and landed a co-op job as a business analyst at leading international video game developer Electronic Arts (EA) Canada. Ozbilim had previously worked in telecommunications, and had sufficient professional experience to opt out of the MBA co-op requirement; however, she saw the opportunity to try her hand at a new industry while experiencing work life in Canada.

“One of the most surprising things for me during my time at EA was witnessing how even large organizations can make innovation their daily goal, and become the drivers of change by having the right culture and mindset,” says Ozbilim. “As we have been taught in the UVic MBA program, revealing the full potential of employees is one of the most significant, game-changing factors a company can take to become leaders in its industry. At EA I’ve observed the truth of this statement, and personally experienced its professional impact: being in an environment where commitment to high quality and continuous innovation is rewarded has inspired me to be my very best at work every day.”

Looking at the results of six FIFA and UEFA European Championship tournaments, Szymanski found that teams led by a bicultural manager or coach were more likely to win when they were playing against a team that was culturally very different from themselves.

The implications for business? Whether in a locker room or boardroom, teams working in international, multicultural settings may perform better with a bicultural manager.

Szymanski began his new post in Mexico as assistant professor at EGADE Business School in fall 2017.
BCom Grad’s Start-up Cuts Clinic Wait Times

Who: Blake Adam, BCom ’11
Position: Co-Founder at Medimap.ca
2017 News: Riding the wave of success from his start-up venture, Medimap, Adam was chosen as one of BC Business’ Top 30 Under 30 in 2017.

Adam and his co-founder created the service out of simple frustration that there were no tools to track wait times at walk-in clinics. The online service allows clinic staff to log in and update estimated wait times. Patients looking for a clinic can go to the website to compare wait times in their area, improving the patient experience and making things simpler for clinic staff.

Created in 2015 in Adam’s hometown of White Rock, BC, Medimap is now used by over 600 clinics in 6 provinces. Adam says of his early entrepreneurial experience: “If you have an idea, don’t be afraid to take the leap. Creating a successful business is about partnering with the right people, so don’t be afraid to ask for help. You will find people are so generous with their time, and they really want to help see an idea they believe in come to life.”

Distinguished Alumni of the Year

Who: Lenora Lee, BCom ’02
Position: Partner, KPMG Enterprise
2017 News: Lee, the 2017 recipient of Gustavson’s Distinguished Alumni Award, joins an illustrious lineup of previous winners. Lee is a partner with KPMG’s assurance practice in Victoria, a position she has held since 2011, when she was the first female to be promoted to partner in the Victoria office. She also received the Early Achievement Award for accomplishments in her career from the Institute of Chartered Accountants in 2009, and is one of the founding members of the School of Business Alumni Chapter in Victoria.

Lee is often on campus recruiting for new CPA articling students, volunteering as a mentor to BCom and MBA students, and teaching as a sessional instructor. Congratulations to Lee on this well-deserved honour. Her commitment to her profession, her clients, the business community and the university is second to none and we’re proud to recognize her efforts in business and volunteerism.

Panel Tackles Inclusive Socio-Economic Progress

Who: Christian Kittleson, MBA ‘06
Position: Associate Partner, EY Advisory Services
2017 News: This year’s inaugural Victoria Forum brought together global and national policy makers, business leaders, academics and civil society representatives to take stock of Canada’s successes and challenges on questions of diversity and inclusiveness, and to chart a way forward. Many of these voices hailed from within the Gustavson community, and one of these was MBA alumnus Kittleson.

In his capacity as associate partner at Ernst & Young (EY), Kittleson leads the BC Public Sector Practice and the Indigenous Practice nationally; he came to EY from the Province of BC’s Ministry of Aboriginal Relations and Reconciliation, where he served as Assistant Deputy Minister.

Kittleson joined the conversation at Victoria Forum as a panelist in the session titled “Inclusive Socio-Economic Progress.”

“There is a tremendous business case for the inclusion of Indigenous peoples,” says Kittleson, “and we need to roll up our sleeves on creating the process allowing for that inclusivity to occur. I think it’s important to find ways to create a common intent, or a common philosophy, a common culture across diverse populations. Once we have that, I think we’re on our way to building trust and having a truly equal partnership across Canada, between all our diverse groups.”

MBA Grad on the Art of Business

Who: Mischelle vanThiel, MBA ’98
Position: CEO, Victoria Hospice
2017 News: From a UVic art history and museum studies degree to an MBA; from public sector success to non-profit leadership; and on subjects as varied as time management and creativity, vanThiel has a wide array of knowledge and life learning that she has regularly returned to campus to share. 2017 was no exception, as she spoke on several panels, gave an interview to Business Class magazine, and is an active participant of the mentorship program. Her message to students is to embrace what makes them unique, their quirky or offbeat passions, and combine those with their solid business education.

“Young uniqueness is what will make you stand out as a leader,” she says. “Professor Rebecca Grant once said to me, ‘Trying to be someone else is a waste of who you are. Embrace your inner geek/artist/whatever and shine it out in the world fully. The most inspiring people are those who are living the fullness of who they are. And that advice has served me well.’

ALUMNI SPOTLIGHTS

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The Whistler Experience on the Podium Again

One of Gustavson’s key program partnerships received international honours twice this past year. The Whistler Experience began 2017 on AACSB’s list of 33 Innovations that Inspire, and in the fall was named as a finalist in the Best Education and Training Project category at the World Chambers Competition.

The Whistler Experience—a collaboration between Gustavson and the Whistler Chamber of Commerce—is a community-wide training program developed to ensure visitors to Whistler receive a consistent standard of service excellence throughout the resort.

Being selected from 315 submissions from 33 countries to become one of AACSB’s Innovations That Inspire, and competing as the only Canadian finalist out of 18 at the World Chamber Awards, reinforce the success of The Whistler Experience, both in creating a culture of service excellence in Whistler, and as an original, highly effective program and partnership.

Gustavson Recognized by Corporate Knights for Sustainability Quest

Gustavson was pleased to place 4th in Canada and 21st in the world in the 2017 Corporate Knights Better World MBA ranking, which evaluates the integration of sustainability practices, research and teaching among the world’s leading business schools.

As one of the school’s pillars, sustainability/social responsibility is deeply woven into our MBA program.

Sharing in our ethos that business does best when it does good, Corporate Knights’ recognition of our achievements in this area reiterates our commitment to sustainable business practice and reinforces our knowledge that we are preparing extraordinary, responsible leaders for the world stage.

International Nod from FT Top 95 Masters in Management Ranking

The Sardul S. Gill Graduate School celebrated its Master of Global Business (MGB) program breaking into the Financial Times’ Top 95 Masters in Management ranking this year.

One of only three Canadian business schools to make the list, Gustavson ranked 14th in the international course content category, which measures the extent to which graduates study in countries other than that in which the business school is based. This placing underlines the MGB program’s world-class ability to prepare graduates with a global mindset, and the school’s success in positioning itself as a leader in international education.

MBA for TELUS Milestone: Second Cohort Kicks Off

This year we celebrated two milestones in our customized MBA for TELUS program, offered through the Sardul S. Gill Graduate School: the completion of the program for its inaugural cohort, and the beginning for its second.

A collaboration between UVic and TELUS, the MBA for TELUS is a two-year degree specializing in leadership and strategy, developed by Gustavson to meet the specific needs of the national telecommunications company.

With each cohort comprising 20 individuals, this customized program significantly enhances TELUS’ leadership skills and capacity, and offers Gustavson the opportunity to work closely with a leading-edge company.

Two years into this exciting phase of the Gustavson/TELUS partnership, we tip our hats to the achievements of our soon-to-be alumni, who will graduate in June 2018, and welcome the program’s next cohort.

Aboriginal Canadian Entrepreneurs (ACE) Program by the Numbers

The award-winning ACE program, a partnership between Tribal Resources Investment Corporation (TRICORP), representatives from Indigenous communities, industry, government and Gustavson, continues to thrive and expand. Here is a glance at the numbers from the program’s inception in 2013 to September 2017:

- 14 ACE cohorts have graduated
- 217 entrepreneurs

Out of these graduates:
- 56 have started new businesses
- 110 are actively working on completing their business plan
- 66 have successfully completed a business plan
- 26 are continuing their education in the field of their business plan

Locations where ACE is currently offered: Prince Rupert, Terrace, Masset, Old Massett, Skidegate, Endersby, Salmon Arm, Vernon, Gitlaxt’aamiks
ENGAGING RELATIONSHIPS

Gustavson’s relationship with the business community and 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 100 international post-secondary institutions, where our students study and learn abroad. Closer to home, members of our business community—including our vibrant group of executive mentor volunteers—offer their time and talent in many ways. From judging our case competitions to staging mock interviews and guest lecturing in classes, the business community is a key ingredient in the Gustavson student experience.

MAKING CONNECTIONS

EXECUTIVE MENTORS

5,342

ALUMNI

935

935 CO-OP PLACEMENTS WITH 535 EMPLOYERS

James A. Mossey Award Recognizes MBA Students with Humour and Joie de Vivre

The James A. Mossey (SM) Award recognizes a student who consistently and positively contributes to the lives of others.

James Mossey, MBA ’01, was a passionate, driven and accomplished individual who took pride in his achievements and consistently searched for his next challenge to conquer. In 2014, at the age of 38, Mossey faced his greatest challenge when he was diagnosed with Stage IV colon cancer. Without an outward complaint, he set out to not only beat the unbeatable, but to live each day as if it was his last. Mossey inspired all who witnessed his journey to stop being complacent, take nothing for granted, and most importantly, to live life with no regrets. Mossey, who loved movies, truly believed that while “every man dies, not every man truly lives.”

Created by Mossey’s friends and family, including many MBA 2001 alumni, the award is provided annually to a second-year MBA student. In 2017, that recipient was Shashank Shekhar. Originally from India, Shekhar has embraced all the unique experiences Canada, British Columbia and UVic have to offer.

“I do my best to be always cheerful no matter what the circumstances, and God knows the MBA syllabus truly tests that in a person,” said Shekhar in his application for the award. “But beyond this, I truly believe that the best way to live and enjoy every moment is meeting new people and having new experiences every day.”

His classmates agree about the impact he’s had on the cohort, both in the classroom and out.

“From simple moral support during stressful times by sharing laughter, to making sure everyone is fed, and effortlessly bringing diverse students together for social events, the situations in which he’s had a positive impact on other students are countless,” says fellow MBA student Bodie Elliott. “Shashank just keeps everyone he knows together, in joy and good humour, as they find their way through the MBA program.”

2017 recipient of the James A. Mossey Award; Shashank Shekhar

Student Support and Financial Aid

JANUARY 1, 2017 – DECEMBER 31, 2017

Students in the Gustavson School of Business are eligible to receive a wide array of scholarships, awards and bursary funds from sources across the University of Victoria. The following numbers represent financial support provided by the business school to students during the 2017 calendar year.

UNDERGRADUATE

Total amount of scholarships, awards & bursaries: $410,146

Number of awards given: 224

GRADUATE

Total amount of scholarships, awards & bursaries: $408,301

Number of awards given: 162

360

5,342

935

935 CO-OP PLACEMENTS WITH 535 EMPLOYERS
Message from the International Advisory Board (IAB) Chair

It is my distinct honour to accept the role of chair of Gustavson’s IAB. From the moment I first connected with the business school, I have been impressed by their ambitious goals, innovative spirit, supportive culture and youthful energy. I am excited to play a larger role, as board chair, to help the school achieve their many objectives and vision.

This year, the board expanded our connections with faculty, staff and students. In the spring, two of our members gave presentations to the school on their areas of expertise to further share learnings from the private sector with academia and to explore opportunities for collaboration. Susan Barry spoke about *The Nespresso Story: From Internet Startup to Global Company*, while Mike Thompson shared insights from GoodBrand’s *Total Value Creation Report*. As we move forward into 2018, the board will increase its outreach efforts by connecting with students when they are studying and working abroad in our members’ home cities. We will also focus on making corporate connections for the business school in our home communities. When in Victoria, board members will participate in classroom speaking engagements and collaborating with faculty member on projects.

It promises to be another busy and exciting year for the business school, and on behalf of all members of the IAB, we are excited to be a part of your continued success.

Blair Hagkull
Chair, Gustavson International Advisory Board
Adviser, Jones Lang LaSalle Canada

Expertise from Around the Globe

Our IAB comprises 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:**

Hagkull, Blair (2013 – present). Adviser with Jones Lang LaSalle Canada, Victoria, BC

**Board Members:**

- Abel, Merrick (2015 – present). Founder and CEO, Primeserv Group Limited, Johannesburg, South Africa
- Barry, Susan (2016 – present). Head of Human Resources and Organizational Transformation, Nestle Nespresso Canada Leadership Team, Montreal, QC
- Fouracre, Anatolijus (2015 – present). UVic BCom ’00, CEO, Swiss Post Solutions, Ho Chi Minh City, Vietnam
- Fyfe, Gordon (2017 – present). CEO, bcIMC, Victoria, BC
- Hall, Matt (2013 – present). Former Managing Director and CEO, food, coffee and beverages division, Nestle UK, Vancouver, BC
- Harris, Jeffrey (2013 – present). UVic MBA ’95, Associate Partner, McKinsey and Company, San Jose, USA
- Inkster, Rob (2016 – present). Serial entrepreneur with experience in technology startups in Canada, and in the university sector, Victoria, BC
- Kelly, Patrick (2014 – present). Member of the Leq:amel First Nation (Sto:lo Nation) and business consultant, Victoria, BC
- Kittleston, Christian (2014 – present). UVic MBA ’06, Associate Partner, EY Advisory Services, Victoria, BC
- Kokoskin, Brent (2013 – present). UVic MBA ’99, Director of Marketing and Professional Sales, Philips Oral Healthcare, Seattle, USA
- Moller, Bjorn (2013 – present). Former President and CEO, Teekay Corporation, Vancouver, BC
- Nashman, Laura (2016 – present). CEO, British Columbia Pension Corporation, Victoria, BC
- Rabel, Phillip (2016 – present). Managing & Representative Director, Designit Tokyu, Tokyo, Japan
- Thompson, Mike (2014 – present). Adjunct Professor, Peter B. Gustavson School of Business, London, UK
- Sadhukhan, Jawahar (2013 – present). Chairman, Cameo Corporate Ltd., Chennai, India
- Zhu, Jane (2014 – present). UVic MBA ’06, Co-founder & General Manager, DragonPass Company Ltd., Guangzhou, China
- Elgens, Patricia (2013 – present). Assistant Dean, External Ex Officio Members:
- Klein, Saul (2013 – present). Dean, Director, Executive Programs
- Suddaby, Roy (2015 – present). Francis G. Winspear Chair; Director, Research; Associate Dean; Research and Faculty Renewal
- Dangovan, A.R. (2013 – present). Director, International Programs; UVic Distinguished Professor, Organizational Behaviour
- Shen, Yan (2018 – present). Associate Professor, International Business, Organizational Behaviour
- Dangovan, A.R. (2013 – present). Director, International Programs; UVic Distinguished Professor, Organizational Behaviour
- Shen, Yan (2018 – present). Associate Professor, International Business, Organizational Behaviour
- Suddaby, Roy (2015 – 2017). Francis G. Winspear Chair; Director, Research; Associate Dean; Research and Faculty Renewal

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- Fouracre, Anatolijus (2015 – present). UVic BCom ’00, CEO, Swiss Post Solutions, Ho Chi Minh City, Vietnam
- Fyfe, Gordon (2017 – present). CEO, bcIMC, Victoria, BC
- Hall, Matt (2013 – present). Former Managing Director and CEO, food, coffee and beverages division, Nestle UK, Vancouver, BC
- Harris, Jeffrey (2013 – present). UVic MBA ’95, Associate Partner, McKinsey and Company, San Jose, USA
- Inkster, Rob (2016 – present). Serial entrepreneur with experience in technology startups in Canada, and in the university sector, Victoria, BC
- Kelly, Patrick (2014 – present). Member of the Leq:amel First Nation (Sto:lo Nation) and business consultant, Victoria, BC
- Kittleston, Christian (2014 – present). UVic MBA ’06, Associate Partner, EY Advisory Services, Victoria, BC
- Kokoskin, Brent (2013 – present). UVic MBA ’99, Director of Marketing and Professional Sales, Philips Oral Healthcare, Seattle, USA
- Moller, Bjorn (2013 – present). Former President and CEO, Teekay Corporation, Vancouver, BC
- Nashman, Laura (2016 – present). CEO, British Columbia Pension Corporation, Victoria, BC
- Rabel, Phillip (2016 – present). Managing & Representative Director, Designit Tokyu, Tokyo, Japan
- Thompson, Mike (2014 – present). Adjunct Professor, Peter B. Gustavson School of Business, London, UK
- Sadhukhan, Jawahar (2013 – present). Chairman, Cameo Corporate Ltd., Chennai, India
- Elgens, Patricia (2013 – present). Assistant Dean, External Ex Officio Members:
- Klein, Saul (2013 – present). Dean, Director, Executive Programs
- Suddaby, Roy (2015 – present). Francis G. Winspear Chair; Director, Research; Associate Dean; Research and Faculty Renewal
New Voice at the IAB table

Gordon Fyfe, who joined Gustavson’s IAB in October 2017, brings a deep background in leadership roles in the investment and finance industry. Originally from Victoria, Fyfe started his career at JP Morgan in New York and London before shifting into senior executive positions at TAL Global Asset Management and Caisse de dépôt et placement du Québec, both large Canadian institutional investors.

Fyfe spent 11 years as President and CEO of the Public Sector Pension Investment Board in Montreal. In 2014, he returned to his hometown of Victoria and took the helm at bcIMC as CEO and Chief Investment Officer. bcIMC is the fourth largest fund manager in Canada and manages more than $130 billion on behalf of BC’s public sector. Gustavson is pleased to welcome Fyfe to the IAB and back to Victoria!

2017 Influential Woman in Business

Gustavson congratulates IAB member Laura Nashman for being honoured as one of Business in Vancouver’s 2017 Influential Women in Business! Nashman, CEO of BC Pension Corp. since December 2008, has spent her career in the public sector, starting with Legal Aid Ontario and the Region of Peel in Ontario before moving to her current role.

In her award acceptance speech, Nashman spoke of her approach to leadership, and how former U.S. President Barack Obama in particular had inspired her. “I, and I think many of us in Canada and throughout the world, were buoyed and emboldened by Obama to talk about hope, change and diversity; to think about our world, our government and our organizations differently, and to be reminded that our organizations are instruments to make a positive difference in the communities where we operate.”

Inspiring words, and we extend our congratulations to Nashman on this well-deserved recognition.

IAB Community Engagement Award

One of Gustavson’s greatest strengths is the supportive and inspiring community in which it operates. In acknowledgement of the importance of this connection, the IAB recognizes one Gustavson faculty member each year for their exceptional community engagement.

Established in 2015, the Community Engagement Award was given to Brock Smith in 2017.

Smith, a professor of entrepreneurship, Francis G. Winspear Scholar and champion of the entrepreneurship specialization at Gustavson, contributes to the school’s strong community connections through his activities as a board member for the Vancouver Island Social Innovation Zone, Scout leader and regular media commentator on marketing and entrepreneurship topics. He has served several times as a judge in Canada’s Next Ad Exec Competition, and sat on the board of New Ventures BC and the Advisory Board for the UAlbany Genome British Columbia Proteomics Centre.

Fast Facts: New Adjunct Professor Dr. Alan Winter

He’s the latest in an impressive lineup of adjunct professors, and his CV is packed with awards and C-level titles. Difficult though it is to pick just four, here are a few fast facts about the campus’ newest business leader:

1) While at the federal Communication Research Centre in Ottawa, he was responsible for the satellite-aided search and rescue project (SARSAT). The international COSPAS/SARSAT system continues to be instrumental in saving lives.

2) During his tenure as President and CEO at MPR Teltel Ltd, the Vancouver-based tech company incubated six spinoffs, including Sierra Wireless and PMC-Sierra.

3) While he was President and CEO of Genome British Columbia from 2001-2016, the not-for-profit research organization raised over $750 million in its quest to establish BC as a world leader in selected areas of genomics R&D and develop a vibrant life sciences cluster in the province.

4) In 2018, he was named BC’s first innovation commissioner, a role designed to act as the province’s technology advocate in Ottawa and overseas.
Canada @ 150: Promoting Diversity and Inclusion—
the Inaugural Victoria Forum was a Transformative Gathering

When plans began for the inaugural Victoria Forum, the committee had no idea how critical the conversation on diversity would become in 2017. With the emergence of populist agendas and a declining trust in our key institutions, a trend towards increasing protectionism and anxiety about migration worldwide emerged this past year. The University of Victoria—led by Gustavson—and Global Affairs Canada hosted the inaugural Victoria Forum Nov. 17-19, 2017 to discuss these topics in-depth.

The Victoria Forum provided an opportunity to present an alternative narrative highlighting the benefits of diversity, openness and inclusiveness in modern global society. The three-day event brought together policy makers, business leaders, academics, youth, Indigenous leaders, activists and civil society to debate and discuss critical issues facing the world today and to devise ideas for policy recommendations to further the implementation of diversity and inclusion initiatives worldwide.

Martin Rissley, Executive in Residence, Cruises onto Campus

During his 15-plus years as Hotel Director for Royal Caribbean Cruiselines, Martin Rissley has had an exciting career on the high seas. Much of this experience was shared along the way with Gustavson students, through his involvement with the school from 1992 onward. He was on the steering committee that developed what is now the service management specialization in the BCom degree; he shared his insights and connections with students looking to get a foot in the door with the hospitality industry. When it came time to “return to dry land,” however, he knew he wanted to lean into his relationship with the school even more.

“I was a guest lecturer in several classes with the BCom service management students over the summer 2017 term,” says Rissley. “Similarly, in the fall semester I worked with MBA service management students, and both were really wonderful groups that will no doubt go on to do great things.”

“I thoroughly enjoy my role as Executive in Residence. I am always impressed by the relevancy and depth of the curriculum. My favourite role in the classroom is relaying real life experiences and supporting the students in their professional endeavors.”

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Rissley, right, joins MBA service management students for a class demonstrating how the service environment can be influenced by elements such as colour.
NCIED Explores Indigenous Economic Reconciliation

In 2017, the National Consortium for Indigenous Economic Development (NCIED) brought world-renowned speakers and critical discussion to campus through their participation in two events.

On March 8th, the NCIED hosted what transpired to be one of the most impactful sessions of the 2017 IdeaFest conference. Titled Brave Spirits on New Paths: The Road to Indigenous Economic Reconciliation, the session was held at the Alix Goolden Hall in Victoria and drew a crowd of 400 that filled the venue with energy and engaged in discussion for a full hour past the intended conclusion of the program.

The program, hosted by Miles Richardson, NCIED director, began with research insights from NCIED business and law champions Dr. Brent Mainprize and Dr. John Borrows (who also serves as Canada Research Chair in Indigenous Law at UBC). The illustrious list of panelists included Ovide Mercredi, Guujaaw, Arthur Mercer and Dr. David Suzuki.

From sustainable development to the legal and political framework of Indigenous economic reconciliation, the panelists shared their personal perspectives and expertise with powerful storytelling.

On November 17-19, Richardson and Borrows brought the conversation to the stage again with their thematic partner, Haida Enterprise Corporation, by co-chairing Theme 2 of the Victoria Forum: Economics of Indigenous Inclusiveness. For three days, the theme’s focus weaved through the forum, from the opening plenary—featuring distinguished panelists Assembly of First Nations National Chief Perry Bellegarde and Roberta Jamieson, president and CEO, Indspire—to the closing reception, hosted by the Honourable Judith Guichon, lieutenant governor of BC.

The NCIED launched the second day of the forum with the plenary session Defining the Nation to Nation Paradigm. Richardson moderated the conversation with panelists Dr. John Borrows, Ms. Ava Hill, chief of Six Nations of the Grand River and Ms. Sophie Pierre, OIC, OBC, elder advisor to the Ktunaxa Nation.

Three think tank sessions held in the first Peoples House on day three of the forum engaged audience members in topics ranging from First Nations leadership and governance; defining the nation-to-nation relationship; and action initiatives, including entrepreneurship. Demonstrating an impressive breadth of expertise, moderators and panelists included Dr. Brent Mainprize; Kary Wilson, executive director, Aboriginal Initiatives and Partnerships, BCIT; Carol Anne Hilton, CEO, Transformation Economics of Indigenous Relations, government of Yukon. Kelly, post-doctoral fellow at Gustavson; Mohan Denetto, Partnerships, BCIT; Carol Anne Hilton, CEO, Transformation.

Partnerships, BCIT; Carol Anne Hilton, CEO, Transformation; Estella White, JFK Law Corporation; Dr. Dara Partnerships, BCIT; Carol Anne Hilton, CEO, Transformation; Estella White, JFK Law Corporation; Dr. Dara

Executive Mentor Program Spotlight: The Trickle-Down Effect

With over 350 professionals available through its Executive Mentor Program, Gustavson offers students access to first-hand knowledge and personalized guidance from mentors representing just about any industry you can think of.

The knowledge and confidence built through the program often cascade through future generations of students, as mentees become mentors and share the inspiration they received with the next group of rising stars.

Nor do these relationships end with graduation. Charlotte O’Reilly, BCom ’09 and senior strategist at Upanup Studios, participated in the mentor program while an undergrad, but connected with her current mentor Betty-Ann Thomson about four years ago.

“To this day, I get so much out of our relationship, especially in helping with key career milestones and decision points,” says O’Reilly. “For instance, when I was coming up to an annual review and wanted to put my best foot forward, she gave me the confidence and outside perspective about my value, my accomplishments and my strengths. She encourages me, she helps me see myself from a peer’s point of view, and she is a role model for where I want to be. Sometimes I don’t know what I’d do without her. I know I certainly wouldn’t be where I am today.”

Thomson, who has been a mentor with Gustavson since 2011, estimates that she has met with 20 students and alumni over the years. She views mentorship as a two-way street: “The benefit of the Gustavson program is mutual,” she explains. “For mentees, it’s an ongoing, unique opportunity to give back, and for students, the experience and networks give them the edge after graduation.”

O’Reilly has become a frequently requested mentor herself, and meets with several students each year.

“I have mentored students from several institutions and Gustavson students stand out in that they are competent and prepared to better themselves and their careers,” says O’Reilly. “They ask great questions and seem to run with the advice provided to them from various sources.”

Natalie Sauve, BCom ‘17 and publisher development manager for Pretio Interactive, recently connected with O’Reilly for the first time.

“Within just one meeting, [O’Reilly] was able to provide me with several different resources to look into and read about in order to help me gain a better understanding of what my true skills and interests are and how they could help guide my future career choices,” says Sauve. “It was really helpful.”

Mentors, mentee or both, the ripples of inspiration emanating from the Gustavson mentor program are a testament to the exceptional professionals who consistently improve outcomes for future graduates.

To get involved with the mentor program, visit www.uvic.ca/gustavson/faculty/executive.
2017 was a landmark year for carbon management at Gustavson: in October, faculty and staff voted to make the school fully carbon neutral, with all emissions from 2016 forward being offset.

The decision has been years in the making. Guided by Associate Professor Basma Majerbi, the school began measuring its carbon emissions in 2009. We tracked our Scope 1 (natural gas for heating), Scope 2 (electricity) and Scope 3 (paper, travel and commuting) emissions. Since 2010, the university as a whole has been mandated by the Province to offset Scope 1 and 2 and paper. In 2011, with the formation of the Centre for Social and Sustainable Innovation, the school approved a goal of total carbon neutrality.

But as we discovered, there is no hard and fast definition for carbon neutrality, so it was up to us to determine how we could have the biggest positive impact for the planet and our students.

Thanks to our annual measurement practices, we knew that our largest source of carbon emissions, and therefore the source of our greatest impact, was faculty and student travel. Travel emissions amounted to 714 tonnes of CO2e in 2016, which comprised over 80% of the school’s total carbon footprint that year. Because a central focus of the school is international business and research, cutting out all travel isn’t an option for us; therefore, offsetting those emissions became the logical target.

A committee made up of faculty, staff and students created a shortlist of specific offset projects that not only reduce carbon but also generate many other social benefits, and in the school’s usual collaborative fashion, students and employees voted on which ones best fit our values. Projects selected include the Great Bear and Quadra Island Forests in BC and wastewater treatment, chlorine dispensers and cooking stoves in Thailand, Uganda and Honduras, respectively.

“After eight years of measuring and consistently reducing our energy, paper and waste, we are now focused on the impact of our travel,” says Dean Saul Klein. “Offsetting these emissions that we can’t straightforwardly reduce is a way that we’re enacting our school’s values and demonstrating integrity and timely, responsible leadership to our students, and to the world. In doing so, we believe that we are the first carbon-neutral business school anywhere.”

SUSTAINABLE INNOVATION, the school approved a goal of total carbon neutrality. Since 2010, the university as a whole has been mandated by the Province to offset Scope 1 and 2 and paper. In 2011, with the formation of the Centre for Social and Sustainable Innovation, the school approved a goal of total carbon neutrality.

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Gustavson chose the Great Bear Rainforest in BC as one of its carbon offsetting projects.

Gustavson’s CSSI has a lofty mandate: to increase and strengthen sustainability and social responsibility concepts, cases and tools throughout the business school’s programs. The goal? To ensure students graduate with the knowledge and skills required for responsible leadership.

Their efforts have been supported since 2013 by Goldcorp Inc. 2017 marked Goldcorp’s third gift to CSSI, a contribution in the amount of $600,000 that brought their cumulative total to $1.85M. Their generosity has had a tremendous impact on CSSI’s ability to provide research opportunities to students and faculty; to hire post-doctoral students engaged in sustainability and social responsibility research, host thought leaders in the field and collaborate with institutions around the world.

“Supporting the Centre for Social and Sustainable Innovation is aligned with our desire to equip the next generation of business leaders with skills businesses like Goldcorp need,” says Brent Bergerson, Goldcorp’s executive vice-president, corporate affairs and sustainability. “Goldcorp is committed to sustainable and socially responsible business practices and CSSI is a thought leader in this field. We’re proud to support the incredible work they have started.”

Goldcorp Inc. and Gustavson celebrate renewed support for CSSI. Left to right: Brent Bergerson, Goldcorp Inc.; Saul Klein, Gustavson; Monika Winn, Gustavson; Jamie Cassels, UVic; Ian Telfer, Goldcorp Inc.
Gustavson prides itself on performing to our utmost with the resources we have. 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)

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**ZOOM LENS:** While studying with the MGB program in Taiwan, Mark Bakare, MGB ’17, posed for this photo on the slopes of Mt. Hehuanshan. “Although Taiwan is quite warm, we faced cold, harsh weather on top of the mountain. Part of my smile was feeling warm again!”