DOING THINGS DIFFERENTLY

YEAR IN REVIEW 2018
Message from the Dean

2018 was a year of blossoming partnerships, anniversaries and recognition at the Gustavson School of Business. To appreciate some of the notable events this year, consider the following numbers: 1 million, 10, 2, 21, 20, 50 million, 300 million, 5, 1. Each of these numbers tells a unique part of our story for 2018.

1 million: In April, the Aboriginal Canadian Entrepreneurs (ACE) program—a collaboration between TRICORP, Gustavson, Indigenous communities and government—received an incredible vote of support in the form of a $1 million gift from BMO Financial Group. This funding enables the continued expansion of our award-winning entrepreneurship training programs. One example of this expansion was the launching of the ACE-Artists program, which graduated its first cohort in November.

10: 2018 marked ten years since the founding of the National Consortium for Indigenous Economic Development (NCIED). In this time, the NCIED has contributed toward helping renew Canada’s Indigenous economy and reinforce the entrepreneurial spirit of First Nations. An initiative of Gustavson and the Faculty of Law at UVic, the NCIED offers important support for Indigenous programs, Indigenous-partnered research and other economic development initiatives. Gustavson is proud to lead this collaboration, and I look forward to what the next ten years will bring.

2, 21, 20, 50 million, 300 million: Two new programs saw their first graduates this year: the Weekend MBA and the corporate MBA for TELUS. The Weekend program included 21 professionals with an average of 12 years’ career experience, while TELUS’ first cohort comprised 20 executives from across the company. The TELUS program won three international awards for talent development, university-employer partnership and innovation in 2018. Through program assignments and other student innovations, TELUS estimates the program generated $50 million in cost savings and created another $300 million in net new revenue opportunities.

5: Gustavson was approved for another five-year renewal of its EFMD Quality Improvement System (EQUIS) accreditation. Gustavson is among the elite group of educators—less than one half of one per cent of all business schools worldwide—that is fully accredited by both the AACSB and EQUIS.

1: One team of students was voted the winner of our first carbon offset pitch competition. For the second year running, Gustavson has committed to fully offsetting its carbon footprint, including Scope 3 emissions. This means investing in carbon offset projects to compensate for the emissions we generate through student and faculty travel, activities which we consider to be essential to our mission as a globally minded business school. Students formed teams and submitted videos proposing a mix of carbon offset projects from around the world. The winning team put forward a portfolio consisting of a solar power project in India and the Great Bear Forest Conservation Project in BC.

Our school saw many highlights in learning, growth, research and partnerships during the course of another rewarding year at Gustavson. These successes are yours, our incredible network of supporters, as well as ours. Thank you for your ongoing support of our school.

Sincerely,

Dr. Saul Klein
Dean, Peter B. Gustavson School of Business
dean Saul@uvic.ca
Mike Corrigan, MBA '00, received Gustavson’s Distinguished Alumni Award.

BMO Financial Group gifts $1 million to Aboriginal Canadian Entrepreneurs (ACE).

Gustavson Brand Trust Index 2018 released.

First class of student portfolio managers completes new Applied Portfolio Management Program.

Master of Global Business (MGB) moves up Financial Times’ Top 95 Master in Management to #69 globally.

Corporate Knights Better World MBA Ranking lists our MBA program first among business schools in Western Canada.

First cohort of Weekend MBA graduates from the Sardul S. Gill Graduate School.

Students contribute to Gustavson’s carbon neutrality policy via first Carbon Offset Pitch Competition.

ACE-Artists first cohort graduates.

January

MOMENTS OF THE YEAR

February

March

April

May

June

July

August

September

October

November

December
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.

Winning Aspiration
CROSSING BOUNDARIES TO CREATE:
MEANINGFUL RESEARCH • IMPACTFUL LEARNING • ENGAGING RELATIONSHIPS

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

PEOPLE / PURPOSE / PASSION / ADVENTURE

STRATEGIC VISION

Gustavson’s 2016-2019 strategic plan (outlined on the following page) was collaboratively developed to map the school’s vision over a three-year period. With one full year left under the current plan, we continue to bring this vision to life in myriad ways, while preparing for the planning cycle that will culminate in our next strategic plan.

Throughout this annual report, you will see stories that reflect Gustavson’s daily commitment to our winning aspiration: we cross boundaries to create meaningful research, impactful learning and engaging relationships.

We are excited to continue making this vision a reality in 2019, and thank you for contributing to our success.
Gustavson Brand Trust Index 2018

Every year, we conduct the Gustavson Brand Trust Index (GBTI) to understand Canadians’ perceptions of trust in some 300 different brands. To do so, we survey nearly 6,500 consumers across the country. The GBTI produces a wealth of data that provides new insights into consumer behaviour and interactions with brands. Here, we look at a small subset of that data: brands that perform strongly with consumers over 55, with a marked difference in rank among younger demographics.

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<td>Home Hardware</td>
<td>30</td>
<td>59</td>
<td>9</td>
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<tr>
<td>Michelin</td>
<td>107</td>
<td>56</td>
<td>6</td>
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<td>WestJet</td>
<td>25</td>
<td>36</td>
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**Home Hardware:** In this year’s GBTI, consumers in the over-55 bracket ranked their trust in Home Hardware significantly higher than the younger generations did. The brand jumped seven spots overall this year based on its performance among this demographic. This age-based performance disparity could have various causes, perhaps including a combination of consistency in customer service and a higher likelihood for this age group to take on home improvement projects.

**Michelin:** Arguably the most recognizable aspect of Michelin is “the Michelin Man,” which has symbolized the brand for nearly 130 years and is still featured in Michelin’s advertising campaigns today. Such long-term consistency in positioning and delivery certainly builds trust.

**WestJet:** For the second year running, WestJet stood out as the only airline to crack the top ten national brands overall while resonating especially strongly with older consumers. WestJet bucks the trend for airlines by providing good value and treating passengers courteously, things that should be taken for granted but apparently are not for most airlines. This is especially notable given that the transportation category overall came in at number 25 out of 26 categories, and several of our least trusted brands overall are airlines.
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. Graham Brown**
  - Appointed Associate Dean, Programs

**New Faculty Members:**

- **Dr. Kerstin Heiligenberg**
  - Assistant Teaching Professor
  - Global Business, Communications, and Culture

- **Mr. Kimball Ketsa**
  - Assistant Teaching Professor
  - Accounting

- **Dr. Jan Kietzmann**
  - Associate Professor
  - Management Information Systems, Innovation and Entrepreneurship

- **Dr. Cheryl Mitchell**
  - Assistant Teaching Professor
  - Organizational Behavior

- **Mr. Douglas Stuart**
  - Assistant Teaching Professor
  - Accounting

- **Dr. David Thomas**
  - Professor
  - International Business

- **Dr. Sarah Zheng**
  - Assistant Professor
  - Operations Management

**Words of Wisdom**

New on Gustavson shelves this year: books from faculty on service management, design thinking and creativity. Grounded in decades of experience and research, these books use the authors’ signature styles and teaching techniques to explore the connection between theory and practice.

- **Dr. Mark Colgate**
  - Professor, Director of Corporate MBA Programs
  - The Science of Service: The Proven Formula to Drive Customer Loyalty and Stand Out from the Crowd

  While it’s been proven that customer satisfaction can greatly impact many financial aspects of a business—from cash flow to profitability and share price—most companies have not considered the science behind customer service or built a system for it. Grounded in 20 years of service management research and consulting, Colgate’s second book sets out the FAME model—standing for Framework, Accountability, Moments, and Endurance—and how organizations can use it to differentiate themselves and communicate their service brand to their customers in a compelling, clear and memorable manner.

- **Dr. David Dunne**
  - Professor, Director of MBA Programs
  - Design Thinking at Work: How Innovative Organisations are Embracing Design

  The result of extensive international research with multinationals, governments and non-profits, Design Thinking at Work explores the challenges organizations face when developing creative strategies to innovate and solve problems. Design thinkers constantly run headlong into challenges in bureaucratic and hostile cultures. Through examples and stories from the field, Dunne explores the challenges they face, how many organizations are dealing with these challenges and what lessons can be distilled from their experiences. Design Thinking at Work challenges many of the claims that have been made for design thinking, while offering a way forward for those who are interested in how design works in the real world.

- **Mr. Dan Pontefract**
  - Adjunct Professor, former Chief Envisioner at TELUS
  - Open to Think: Slow Down, Think Creatively and Make Better Decisions

  In his third book, Pontefract postulates that there is a widespread cultural tendency toward quick decisions and quick action, a pattern that has resulted in many of our society’s greatest successes, but even more of its failures. Further, he observes, we have begun to reward speed over quality, and the negative effects suffered in both our personal and professional lives are potentially catastrophic. Pontefract offers his solution to this predicament with what he coins “Open Thinking,” a cyclical process in which creativity is encouraged, critiquing leads to better decisions, and thoughtful action delivers positive, sustainable results.
Research Impact Spotlight: Learning from Service Failures

Envision this scenario: a shopper orders a framed print online—a Fear and Loathing in Las Vegas black-and-white print, in this case. The order arrives, and the customer eagerly unwraps the package, only to discover that the product is defective. The issue is discussed with the seller, escalated and ultimately ends up unresolved, and the customer leaves even more dissatisfied than after the original error.

For most companies, this would be the end of it—in the worst case, the customer might give them an unflattering review online. But most companies aren’t unwittingly waiting on a renowned service management researcher who has an extensive knowledge of service dos and don’ts—indeed, who helped discover many of these core practices—and who can bring their experience to a class full of business students. Companies aren’t typically waiting on Dr. Steve Tax.

“Scenarios like this one provide the perfect learning opportunity for my customer experience management classes,” says Tax. “You’re a lot more likely to remember complaint-resolution best practice when learned via my Fear and Loathing poster exchange than when viewing it strictly from the perspective of theoretical models.”

Service failure and recovery, customer experience management, service networks, customer performance and service design has been the focus of Tax’s 30-plus-year career as a business researcher and professor. In this time, Tax has not only influenced nearly three decades of Gustavson students, he has also shaped the academic contours of his chosen field of study and helped practitioners bring the concepts he researches to life.

In 1998, Tax and co-author Dr. Murali Chandrashekaran of UBC published what would become his most-cited research paper (which now has more than 3,100 citations by scholars around the world). Titled “Customer evaluations of service complaint experiences: implications for relationship marketing,” the award-winning Journal of Marketing paper broke new ground in understanding how customers assessed a company’s response to their complaint. It concluded that an effective response to a service failure was the most critical determinant of the future relationship between customer and service provider.

“A customer complaint is an opportunity for organizations to demonstrate empathy and reliability and restore trust, if handled correctly,” says Tax. “It’s not just about the outcome of the complaint, however; our research shows that the process by which a resolution is reached, as well as interactions with the employee handling the complaint, are equally important.” In the case of the Fear and Loathing poster, the seller missed these opportunities and created a poor customer experience, but an excellent lesson plan.

“I’ve had several occasions to participate in Dr. Tax’s classes this past fall and in previous years,” says Philip Rubel, a member of Gustavson’s International Advisory Board. “Dr. Tax’s style is a combination of storytelling and rigorous, research-based knowledge sharing that ensures students not only understand the material but absorb it and own it. I believe that provides students the bridge they need to transform learning into practice as they pursue their career ambitions.”

Indeed, Tax has plenty of experience with building a bridge from theory to practice. In his own career, he has consulted with organizations from the transportation industry, financial institutions and public policy makers. In 2018, he was recruited to join the Canada Revenue Agency (CRA) External Advisory Panel on Service, a board of experts advising CRA on their service design and delivery with the goal of pursuing excellence in client experience. Although it is early days for seeing the impact of this most recent project, Tax’s seat on the panel speaks volumes about the significance of his lifelong dedication to meaningful research and its corresponding value to practitioners, academia and future business leaders.

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

IMPACTFUL LEARNING

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. Here are just a few highlights from our classrooms in 2018.

FAST FACTS

100% MBA & MGB

100% BCOM

86% MGB MBA PHD

87% BUSINESS MINOR

1,050 STUDENTS HAVE AN INTERNATIONAL EXPERIENCE

1,960 ALUMNI ARE EMPLOYED WITHIN 3 MONTHS OF GRADUATION

529 STUDENT ENROLMENT (2017/18)

EXECUTIVE PROGRAMS PARTICIPANTS

YEAR IN REVIEW 2018
Next Step in Carbon Neutrality

When Gustavson first invested in projects that reduce or sequester greenhouse gas emissions in 2017, all students and employees were invited to vote on a shortlist of projects selected by the school’s Carbon Neutrality Plus (CN+) committee. This year, before voting on which projects to invest in, CN+ designed a contest to further student learning and participation. In 90-second video submissions, students pitched a portfolio of up to five carbon offset projects from a previously approved short list. All professors, staff and students were then encouraged to vote on which proposed portfolio should receive the school’s offset dollars.

“The students did an absolutely amazing job selecting and pitching the projects they felt had the biggest impact, and fit with Gustavson’s values the best,” said Dr. Monika Winn, Director of the Centre for Social and Sustainable Innovation (CSSI). “The videos may be only 90 seconds long, but they are packed full with information, passion and persuasion, and—I have to say—reasons to be proud of our students!”

The portfolio that garnered the most votes school-wide was created and pitched by the team of Steve Hawkins, Miky Hobbs and Gabe Velasco, who called themselves The Redeemers. It included:

- 65% Bundled Solar Power Project, India
- 35% Great Bear Forest Conservation Project, Canada

The Redeemers chose these projects in this proportion because, they explained, “Supporting Gustavson’s commitment to its four pillars, our portfolio consists of two projects that integrate carbon offsetting with innovative economic development: Solar power in India and eco-conservation in the Great Bear Rainforest. These projects not only reduce CO₂ impacts, but also create new jobs for those communities.”

Members of winning carbon offset team celebrate with staff and faculty

Welcoming First Weekend MBA Alumni

November 2018 saw UVic’s first cohort of Weekend MBA students cross the stage and join our alumni family. The new Weekend MBA program brought 21 professionals to campus for 24 weekends, with course work completed online between in-person sessions. Three graduating students reflect on their experiences:

Melissa Uppal, Project Manager, Island Health: “I can easily say that one of the best things about the UVic Weekend MBA program was the diversity within my cohort. I always knew that no matter the problem we had to solve, someone in our class would have experience in dealing with it, which facilitated a lot of peer-to-peer learning and created an environment of openness and support.”

Brian Cant, Manager, Communications & Marketing, Victoria Harbour Authority: “In our final lecture, we were challenged to think about what type of leader we aspire to become. I’m proud to know that not one of us sought to become wealthy at any cost, to focus only on bottom-line growth, or to move forward without balance and well-being. Instead, we were inspired to leave things better than when we found them, to seek out a positive legacy, and to balance work with life.”

Graham Wood, Director of Real Estate, The Bloom Group Community Services Society: “My experience with the UVic Weekend MBA has been a wonderful journey that pushed me through my professional limits and opened up possibilities and connections, while allowing me to significantly strengthen my core values. The range of experience, personality and depth of the cohort helped enrich this journey—exposing me to other ways to approach problems, different ways of analyzing solutions and the continued drive to always question assumptions.”

Harry Hickman Alumni Award for Excellence in Teaching and Educational Leadership

Brian Leacock is an ardent educator who inspires his students and colleagues with his unfailing enthusiasm and passion for teaching. He is a renowned leader in intercultural competency development and training for undergraduate and graduate students at UVic and in the broader community. His contributions to educational leadership include a long history of impact and innovation in teaching methods, curriculum development, assessment technologies and a structured approach to learning about other cultures. Leacock cares deeply and sincerely about his students, and creates a relationship of trust both within and outside the classroom, nurturing the growth of students through mentorship, personalized feedback and an uniquely empathetic approach to teaching and learning in cross-cultural environments. His excellence as a teacher is evident in the authentic and trusting relationships he builds with students, personalizing their learning to meet the challenges of working across cultural differences.

MBA for TELUS program rewarded for innovation

2018 was a year of recognition for the MBA for TELUS program. The result of Gustavson’s collaboration with TELUS, this graduate degree program set out to create a corporate education model for customized leadership development. Building on the academic rigour of UVic’s internationally recognized MBA, this program was developed with a curriculum tailored specifically for TELUS’ professional development requirements. The program was designed around four key themes: delivering results, designing systems and culture, developing self and the team, and driving change and innovation.

In addition to achieving its first graduating cohort, the MBA for TELUS program received three international awards in 2018.

- The program was honoured with the QS Reimagine Education Bronze Award in the Best University – Employer Partnership category, for outstanding collaboration and innovation in student learning and leadership.
- Association to Advance Collegiate Schools of Business (AACSB) International recognized 30 global institutions that are cultivating a winning skillset in the next generation of business leaders. The 2018 Innovations That Inspire challenge acknowledged Gustavson and TELUS as champions of change in the business education landscape, with a specific focus on innovation in leadership development.
- The MBA for TELUS received a silver award in the talent development category of the universal Excellence in Practice Awards from the European Foundation for Management Development (EFMD), the world’s largest association in the field of management development.

Dean Klein accepts EFMD Excellence in Practice Award for MBA for TELUS
Business Co-op Student of the Year

Who: Miaoxin (Cheryl) Cui
Program: BCom
2018 News: Miaoxin (Cheryl) Cui, a graduating BCom student specializing in entrepreneurship, has always been driven by the idea of bringing people together, a passion that she successfully carried into each of her co-op work terms. During her last work term at the China Everbright Bank in Beijing, Cui developed an English Q&A resource to help employees deliver exceptional service to non-Mandarin speaking customers, developed a professional LinkedIn page for the branch and also spent her after-work hours creating an onboarding training package for future interns.

Cui is thankful for the foothold that co-op has helped her make in the financial industry. “The structure of many companies makes it nearly impossible to connect with employees if one does not work there,” she says. “Having the privilege to work in a bank as part of the co-op program has provided me with so many networking opportunities.”

While at Gustavson, Cui mentored two second-year students and actively volunteered with UVic’s International Conversation Cafe. She has also helped more than 20 UVic students find international internships and volunteer opportunities as vice-president of the youth leadership organization AIESEC.

MBA for TELUS Graduate Leading the Charge for Change

Who: Moutie Wali
Program: MBA for TELUS
2018 News: Moutie Wali, the director of technology strategy for TELUS, is one of 20 students in the first graduating class of the MBA for TELUS program. With more than 15 years of experience in the telecommunications industry, Wali worked with several of his colleagues on a project to improve TELUS inventory management, a project that saved the company $57 million by conversion in June 2018.

“There are so many ways that my interactions and learnings from the MBA have contributed to the decisions I make every day,” says Wali. “But if I had to be specific about what influenced me most, I’d say it was learning how precious time is, how to have grit in the face of adversity, and to have confidence to pursue what I am truly passionate about.

“The concept of social intrapreneurship really hit home, as well,” he continues. “It just feels right to include the social dimension of business, and it transforms your perception of success in the business world.”

As Wali and his 19 colleagues return to offices around the world, they take with them new discoveries of self, an expanded understanding of business management and tools to continue translating coursework into career work.

MGB Student Empowering Artisans around the World

Who: Dara Jarallah
Program: MGB
2018 News: Dara Jarallah, Master of Global Business (MGB) graduating student and founder of Shoppinglee, spent the last two years scaling her start-up to work with 13 partners, from the Middle East to Haiti and Peru, all while completing her MGB. Jarallah created an online platform that connects buyers with disenfranchised artisans around the world, starting with communities in her native Palestine.

“I want to break the cycle of dependency that so many artisans—especially women—are trapped in,” says Jarallah. “Shoppinglee was started to break these chains, to break out of the cycle that puts you in a position of dependency and cycle of weakness.”

Her commitment to empowering artisans—and their families and communities—are not empty words for Jarallah. During a recent co-op term in Jordan, the determined young entrepreneur built a community-based network to export goods crafted by local artisans. Despite her full-time academic commitment, Jarallah managed to grow the business while in school.

“It certainly took planning,” she admits, “especially with the different time zones. But when you’re doing something that you love as much as I love Shoppinglee, you don’t feel the time and weight in the same way.”

Dara Jarallah, centre, with artisan-entrepreneurs Naima Zayyad (left) and Rhab Diasawiyat (right).
Launching and Financing a Successful Start-up

Who: Garry van Soest, BCom ’95
Position: CEO & Co-Founder, AVS Systems Inc.
2018 News: Garry van Soest has experienced his fair share of successes and failures in the high-tech start-up sector: he has created, nurtured and harvested nine new companies over the past 30 years. In 2018, he sold AVS Systems Inc. for $45 million, after building the company for 11 years.

As his track record suggests, van Soest isn’t just an expert on starting and funding a business—he has plenty of experience finishing the cycle by selling, as well. Says van Soest on this topic: “Never fall too hard in love with your business. It’s a vehicle, it needs to be serviced, and you will get tired of driving it. It’s great to believe in your business, but everything is for sale.” Interestingly, van Soest doesn’t identify finding funding as the difficult part of entrepreneurship. “Once you’ve got the initial funding in place, money isn’t tough to get. The tough part is understanding what you need and how you are going to use it,” he says. “If you have $500,000 cash and a compelling concept, you can start a business.”

Fostering International Trade

Who: Bolor Sambuu, MBA ’11
Position: Founder & Executive Director, Canada Mongolia Chamber of Commerce
2018 News: When Bolor Sambuu graduated with an MBA in entrepreneurship and a newfound appreciation for sustainability, mining wasn’t exactly top of her list as a sector to explore. And yet, Sambuu credits the MBA program with opening her eyes to the value in creatively exploring new ventures. “I was taught to look at things from all angles and realized I could make more of an impact from within an organization,” she says. And as a native of Mongolia—a country where mining is one of the top industries and a primary driver of bilateral commercial relations with Canada—it was a sector where she felt she could bring her unique insight and have the biggest impact.

Today, Sambuu uses networking and education to foster sustainable trade between Canada and Mongolia. She is the founder and executive director of the Canada Mongolia Chamber of Commerce in Toronto. “I didn’t consciously set out to promote sustainable international trade, but when I think about it, the idea of sustainability has always piqued my interest. As humans, our nature is to try new things and be curious. So if it’s done sustainably, why shouldn’t we promote international trade, too?”

Distinguished Alumni of the Year

Who: Mike Corrigan, MBA ’00
Position: Canada Chief Executive Officer, Interferry
2018 News: Mike Corrigan is Gustavson’s 2018 Distinguished Alumni Award recipient. After almost six years building a legacy of strong union relations and safety advancements as CEO at BC Ferries, Corrigan embarked on his next career adventure in 2018 as CEO at Interferry, the world ferry trade association. Looking ahead to his goals for Interferry, Corrigan says he is committed to growing the breadth, scope and influence of the organization.

“We represent the ferry industry worldwide, but there are still areas where we need to get more members and have a greater influence. We also need to make sure that the ferry industry is taken seriously by the International Maritime Organization, which is the regulatory body that sets shipping rules globally. Big as we like to think ferries are, they only represent three per cent of the entire shipping world population.”

At BC Ferries and Interferry both, Corrigan has combined his passion for the ferry industry and for safety. “I was taught to look at things from all angles and realized I could make more of an impact from within an organization,” she says. And as a native of Mongolia—a country where mining is one of the top industries and a primary driver of bilateral commercial relations with Canada—it was a sector where she felt she could bring her unique insight and have the biggest impact.

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Equalizing Investment

Who: Jill Earthy, MBA ’98
Position: Head of Growth, Female Funders
2018 News: Jill Earthy closed 2018 with a bang: she was one of two Gustavson grads to receive the Women’s Executive Network Top 100 Influential Women Award this year. “I have had an unconventional career and was honoured to be included on this esteemed list,” she says.

Earthy, who combines a long-standing interest in entrepreneurship with a career studded with leadership roles at investment organizations, is Head of Growth at Female Funders. “I have been fortunate to have had a career as an entrepreneur, supporting entrepreneurs and now increasing diversity in the investment sector to unlock new capital and expertise to support a broader group of founders,” says Earthy. “I am constantly inspired by the vision and determination exhibited by entrepreneurs and I find that energy addictive.”

Earthy took on the role at Female Funders in 2018, with the goal of helping build the new program, which focuses on increasing the number of female investors in early-stage start-ups across North America.

“2019 will be focused on building out the Female Funders program and community to inspire more women to invest in early-stage companies. It is more than a movement, it is a mission that can be measured with tangible results and benefits for all.”
Points of Pride

We are proud to share some of our teaching and learning accolades from the year:

- **March 2018:** Canada’s Outstanding CEO of the Year Scholarship: Thomas Cecchi, 4th year BCom, was 1 of 10 business students from across Canada to receive a Futures Fund Scholarship.
- **April 2018:** Association to Advance Collegiate Schools of Business (AACSB) International awarded 1 of 30 Innovations that Inspire to our tailored MBA for TELUS program.
- **May 2018:** EFMD Excellence in Practice Award: Our award-winning partnership with TELUS continued to gain global recognition by winning the Silver Award for Talent Development at the Excellence in Practice Awards.
- **June 2018:** Harry Hickman Alumni Award for Excellence in Teaching and Educational Leadership: Gustavson faculty member Brian Leacock was celebrated by the UVic Alumni Association for his renowned leadership in intercultural competency development and passion for teaching.
- **September 2018:** Jamie Cassels Undergraduate Research Awards (JCURA): Granted to BCom students Ryan Grills for his paper entitled “China’s Growing Debt is a Global Problem” and Sadee O’Shea for “Smoking Kills: A Look at the Tobacco Industry in France.”
- **September 2018:** QS World University Rankings: Sardul S. Gill Graduate School programs continued to climb on diversity. In 2018, the QS World University Ranking diversity assessment scale scored both our MBA and Master of Global Business programs at 79 —up from 50 for MBA and 75 for MGB in 2017.
- **September 2018:** Financial Times Masters in Management Ranking: The Master of Global Business program moved up this year to a ranking of #69 from #71 in 2017. It also remains one of only three Canadian universities to be listed in the worldwide ranking.
- **October 2018:** BC MBA Games: Our MBA students did exceptionally well in this year’s BC MBA Games with a first place in the Pecha Kucha Case Competition and second place in two additional case competitions.
- **November 2018:** Corporate Knights Better World MBA Ranking: Our MBA program came 19th globally and finished first among business schools in Western Canada in the inaugural Corporate Knights Better World MBA Ranking, which assesses the integration of sustainability practices, research and teaching among the world’s leading business schools.

New Scholarships Give PhD Students a Boost

Two new scholarships with distinct—and distinctly important—aims were awarded to our PhD students for the first time in 2018. The Dr. Ian Stuart Memorial PhD Award honours the legacy of one of the business school’s most transformational service management professors. This award is donated by Ian’s family in memory of an energetic, generous and authentic man, with the intention of easing the financial burden of a PhD student at the business school who has a dependent child or children. The Jawl PhD Student Scholarship for Research was created by Robert and Devi Jawl to recognize academic and research excellence among incoming PhD students at the business school, with emphasis on helping the school attract and retain top PhD candidates.

“It is so encouraging to see our students supported in this way,” says Dr. Carmen C. Galang, Director of PhD programs at the Sardul S. Gill Graduate School. “Awards such as these, which provide substantial and tangible support, go a long way toward ensuring the success of our PhD candidates as they pursue meaningful research at the school.”

Saeed Rahman, a fifth-year PhD candidate who received the Dr. Ian Stuart Memorial PhD Award, can attest to this. “The demands of earning a PhD and nurturing a family can be difficult to balance. My PhD journey, with a young family, has been a massive commitment and stress for us all. Leaving a well-paying job and moving to a new part of the country had a significant impact on our family. This award will undoubtedly have an enormous personal impact for me, not only in my PhD journey but also in my future career.” Rahman’s work explores how agri-food organizations help set new industry standards for sustainable business practices that protect or even restore ecosystems and biodiversity, and how they can do so while improving the social conditions of farmers and their communities.

Two first-year PhD students—Trevor Israelson and Sanaz Matin Koosha—received the Jawl PhD Student Scholarship for Research. For her part, Matin Koosha values the support at this critical transition point in her academic journey. “I am so grateful to receive this support to conduct research on respectful behaviours across cultures and contribute to making the world a better place to live.”

Left to right: PhD students Saeed Rahman, Sanaz Matin Koosha and Trevor Israelson.
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 more than 100 international post-secondary institutions, where our students study and learn abroad. Closer to home, members of our business community offer their time and talent in many ways. From judging our case competitions to mentoring students staging mock interviews and guest teaching, the business community is a key ingredient in the Gustavson student experience.

MAKING CONNECTIONS

Message from the International Advisory Board (IAB) Chair

2018 was another banner year for Gustavson’s International Advisory Board (IAB). In the past five years, the board has put its considerable collective experience and expertise to work helping the school advance its vision and achieve its goals, and we continue to explore new ways to accomplish this in future.

The board continues to provide advice on strategic initiatives for the business school. More IAB members are involved with the school in new ways, such as supporting faculty in their research, providing advice on marketing and branding, giving guest lectures, teaching courses, mentoring students, working with our ACE-Artists program and advocating for the school.

Starting 2018 with a presentation and discussion with UVic’s Vice-President Academic Dr. Valerie Kuehne, board members were engaged throughout the year, with an average of 80 per cent of members attending each meeting. This is a strong indicator of engagement, as most board members travel from around the globe to participate and are busy with their careers. The group continues to gain momentum, and in 2018 we welcomed several new members, including Dr. Yan Shen, who has joined as one of our faculty representatives. One of the IAB’s founding members, Peter B. Gustavson, also re-committed to the board and joined us at the September 2018 meeting. The board looks forward to being involved in the school’s strategic planning in 2019.

2018 also saw progress on administrative work, including development and approval of Board Terms of Reference, agreeing to term lengths for board members and implementing a board evaluation system.

As always, the annual IAB Community Engagement Award is a high point of the year. In 2018, the award was given to Gustavson’s Dr. Sudhir Nair, in recognition of his work in partnership with the Inter-Cultural Association of Greater Victoria (for more on this, see story on p. 24).

I would also like to take the opportunity of recognizing Gustavson’s students, faculty, staff and leadership for their ongoing focus on making a lasting and positive impact in our local and global communities. These efforts are especially important in light of the changes and challenges we see unfolding in our world, and the correspondingly great need to equip students to celebrate differences while working towards a greater awareness of tolerance, optimism, hope and forgiveness.

As committed members of Gustavson’s community, the IAB thanks you for your ongoing support of this unique school and anticipates great things to come in 2019.

Blair Hagkull
Chair, Gustavson International Advisory Board
Expertise from around the globe

Our IAB comprises representatives from industry and alumni from our programs. Members from around the world 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:**
- Blair Hagkull (member 2013 – 2018, Chair 2018 – present), Former Managing Director, Jones Lang LaSalle – Canada and Middle East and North Africa, Victoria, BC

**Board Members:**
- Abel, Merrick (2015 – present). Founder and CEO, Fouracre
- Anatolijus, UVic BCom ‘00, CEO, Harris, Jeffrey (2013 – present). UVic MBA ‘95, Associate Dean, External
- Elemans, Patricia (2013 – present). Assistant Dean, External
- Klein, Saul (2013 – present). Dean
- Elangovan, A.R. (2013 – present). Director, International Programs; UVic Distinguished Professor, Organizational Behaviour
- Shen, Yan (2018 – present). Associate Professor, International Business, Organizational Behaviour

**Faculty Representatives:**
- Kirtleson, Christian (2014 – present). UVic MBA ‘06, Associate Partner, Ernst & Young LLP, Victoria, BC
- Koolakoski, Brent (2013 – present). UVic MBA ‘99, Senior Director of Marketing, 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
- Rubel, Phillip (2016 – present). Partner, KPMG
- Thompson, Mike (2014 – present). CEO, GoodBrand, Adjunct Professor, Peter B. Gustavson School of Business, Tokyo, Japan
- Vadivelu, 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

**Ex Officio Members:**
- Hall, Matt (2013 – present). Former Managing Director and CEO, Food, Coffee and Beverages Division, Nestle Canada Leadership Team, Montreal, QC
- Fyfe, Gordon (2017 – present). CEO, BCI, Victoria, BC
- Gustavson, Peter (2018 – present). Founder & CEO, EncoreFX, 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). Adjunct Professor, Peter B. Gustavson School of Business, serial entrepreneur with experience in technology start-ups in Canada, and in the university sector, Victoria, BC
- Kelly, Patrick (2014 – present). Member of the Leq:am First Nation (Sto:lo Nation) and business consultant, Victoria, BC
- Kirton, Christian (2014 – present). UVic MBA ‘06, Associate Partner, Ernst & Young LLP, Victoria, BC
- Koolakoski, Brent (2013 – present). UVic MBA ‘99, Senior Director of Marketing, 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
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- Zhu, Jane (2014 – present). UVic MBA ‘06, Co-founder & General Manager, DragonPass Company Ltd., Guangzhou, China

**Returning Member Spotlight:**

Peter B. Gustavson

The business school’s long-time champion and namesake, Peter Gustavson, rejoined the International Advisory Board in 2018.

Over the years, Gustavson has contributed his inimitable business knowledge to the school in numerous ways. A member of the school’s original board of advisers—which has since grown into the IAB—Gustavson is also a founding member and chair of its Distinguished Entrepreneur of the Year Award. In 2010, he affirmed his commitment to the school’s advancement with a $10 million gift, the largest the school has received, and the school was renamed in his honour.

Born and raised in Winnipeg, Gustavson trained as a chartered accountant and ran his own firm for 10 years before refocusing on entrepreneurial interests. Relocating to BC, he founded Custom House Ltd, one of the world’s largest non-bank foreign exchange companies, and guided it through more than 17 years of growth up until its sale to Western Union in September 2009 for $370 million USD. Currently, Gustavson is the president and CEO of Gustavson Capital Corporation and founder and CEO of EncoreFX, in addition to his active involvement in the community and as a board member.

**New Member Highlight:**

Cameron Bailey

The IAB was pleased to welcome new member Cam Bailey to its ranks in January 2018.

Currently, Chief Strategy Realisation Officer, World Vision International, Bailey has 30 years’ experience assisting organizations in strategy development, transformation and organizational performance improvement. Most of his career was spent with Boston Consulting Group, first in Hong Kong, then Kuala Lumpur and Moscow. He returned to Calgary in 2009 and accepted a position with McKinsey & Company until his retirement in 2013.

His work with non-profits ranges from his current post with World Vision International—which is the world’s largest child-focused non-governmental organization and wields an operating budget of $2.7 billion US—to board positions with such organizations as the Calgary Homeless Foundation and the TELUS Spark Science Centre Board.

In addition to his impressive professional achievements, Bailey brings a personal connection with Gustavson: the Victoria-born Bailey attended UVic for a year (prior to the formation of the business school), and his daughter Mackenzie graduated with a BCom degree from Gustavson in 2014. Bailey and his wife reside in Eton, UK.
IAB Community Engagement Award—Sudhir Nair

Associate Professor Sudhir Nair was the 2018 recipient of the IAB Community Engagement Award, an award set up by the Board to recognize a faculty member who forges exceptional bonds with the community. Nair has created strong community connections in recent years, especially through his involvement with the Inter-Cultural Association (ICA) of Greater Victoria and the Greater Victoria Local-Immigrant Partnership, helping them to build capacity to provide services for newcomers to Victoria.

On October 4, 2018, Gustavson had the privilege to co-host a Canadian Citizenship Ceremony, congratulating 34 individuals on becoming new citizens of Canada. Having also recently gained Canadian citizenship, Nair reflected on the experience and atmosphere of a day celebrating what it means to become Canadian and practicing good citizenship.

“...The Canadian story is a story of immigration. For me, becoming a new Canadian citizen this year was a conscious choice... For others, it can be a fairly arduous and emotional journey.” Hearing others’ stories reaffirms his dedication to providing strategic and institutional knowledge and support for facilitating services for new immigrants in the area.

VIATEC Award—Mia Maki

Entrepreneurship and finance professor Mia Maki was awarded VIATEC’s Colin Lennox Award for Technology Champion in 2018. The VIATEC awards honour tech companies and the individual leaders, creators and innovators whose achievements have made Greater Victoria the fastest growing tech region in BC.

Considered the local industry’s highest honour, the award was given to Maki in recognition of her passion, innovation, consulting, mentorship and recruitment in the sector. Dan Gunn, VIATEC’s CEO, states: “Mia has participated and supported our local tech community since 1993 and she deserves to be held up as an example of what a technology champion looks like.”

Gustavson is honoured to have Maki as part of our entrepreneurship team, sharing her professional experience and knowledge with students and stakeholders.

Community Connection Brings Sustainability to Life

As a co-founder of Level Ground Trading, Stacey Toews’ mission and vision is direct fair trade with farmers in developing countries, to alleviate poverty and offer consumers ethical choices. Since the company was founded in 1997, he’s been achieving those goals and more.

Gustavson is fortunate that Toews’ work also reaches hundreds of Gustavson students every year. Through his active involvement in school activities, he models international, sustainable and socially responsible business in action.

Since 2007, Toews has presented eight times at the Workplace Skills Conference that jumpstarts the year for all Gustavson third-year BCom students. In 2017 he was the opening keynote speaker for the event, putting sustainability front of mind for almost 250 students as they embarked on the intensive third year of their commerce degree.

“Toews’ talks blend his personal story with his business,” says Audrey Audibert, manager of admissions, advising and operations for the BCom program. “They’re engaging and very relevant to our students and to Gustavson’s pillars.”

Toews is also an active mentor, often with undergrads, and he’s been a panelist for both MBA and BCom events.

“It’s a privilege to meet students on their journey,” says Toews. “I value the thoughtfulness of the business program and its development of students to recognize their capacity both to evolve individually and effect positive change in the world around them. My involvement with Gustavson’s students is a great source of learning and inspiration.”

“Stacey is very passionate about what he does, and about people,” says Malcolm Webster of Gustavson’s mentorship program. “He’s very interested in the students—and very generous with his time.”

Business leaders like Toews are a vital ingredient in the Gustavson student experience. In 2018, Gustavson’s mentor program had a roster of 350 active alumni and professionals from the community. Dozens of speakers come to campus each year to share expertise as guest lecturers, judge case competitions and collaborate with faculty on research projects. To learn more about getting involved, contact businfo@uvic.ca.
DEYA Celebrates 15 Years of Recognizing Entrepreneurial Excellence

Gustavson’s Distinguished Entrepreneur of the Year Award (DEYA) turned 15 in 2018. Launched in 2004, DEYA recognizes the achievements of visionary and innovative business leaders that strive to make a positive change in the global community through their work and ideologies. To date, Gustavson has honoured 15 renowned entrepreneurs.

This year’s annual gala celebrated homegrown talent Stewart Butterfield. Butterfield, co-founder and CEO of Slack, earned his undergraduate degree in philosophy from the University of Victoria and is the first UVic alumnus to receive the award.

Award Committee Chairman Peter B. Gustavson reflected on the long history of DEYA and the renowned honourees. “At each gala, we’ve been inspired by the incredible individuals we had the privilege to honour. Their words of wisdom are timeless. Thanks again to all of our sponsors for your exceptional support, and cheers to 15 great years.”

DEYA Celebrates 15 Years of Recognizing Entrepreneurial Excellence

$1 Million Donation Empowers Aspiring Indigenous Entrepreneurs in Canada

The unique community-based Aboriginal Canadian Entrepreneurs (ACE) program—developed by a partnership between the Tribal Resources Investment Corporation (TRICORP) and Gustavson—has been a key driver in supporting the empowerment of Indigenous entrepreneurs since its inaugural class in 2013. Bringing tailored business education, by invitation, to Indigenous communities across BC, the impact of this unique program has been immense—and is continuing to gain momentum.

“The participation of Aboriginal people in the economy as business owners contracting and doing business with other Aboriginal businesses and with non-Aboriginal businesses is the highest form of economic development,” says Frank Pamell, CEO of TRICORP. “And it provides the greatest promise for our people.”

To help expand ACE throughout BC and other regions across Canada, in 2018 BMO Financial Group committed $1 million to create the BMO Aboriginal Canadian Entrepreneurship Catalyst Fund. The first program expansion, ACE-Artists, launched on Vancouver Island in 2018 to support entrepreneurs in the arts and culture area of interest.

The unique community-based Aboriginal Canadian Entrepreneurship Catalyst Fund will enable ACE graduates to pursue further education, or secure employment in their business area of interest. “Supporting the ACE program with customized, in-community entrepreneurship training is aligned with our desire to support new business leaders,” says Mike Bonner, BMO senior VP. “At BMO we’ve been thrilled to learn about all the business enterprises that have started in various communities and are honoured to support a program that has collaborated so successfully to support Indigenous entrepreneurs in advancing their business goals.”

Since its inaugural class in 2013, more than 309 graduates from 36 Indigenous communities across BC have taken the program, 84 business ventures have been launched, with many more in the planning stages. By the end of the program, ACE graduates create a business plan, many of which spawn ventures that continue after graduation. In addition to entrepreneurial start-ups, program graduates pursue further education, or secure employment in their business area of interest. “We greatly appreciate BMO’s support for the ACE program,” says UVic President Jamie Cassels. “The BMO Aboriginal Canadian Entrepreneurship Catalyst Fund will enable us to expand this program and build on the wonderful collaboration we have with TRICORP. This gift will allow the partnership to bring entrepreneurship courses to more Indigenous communities throughout the country.”

DEYA 2018 Honours Visionary Behind Slack and Flickr

Stewart Butterfield, Slack co-founder and CEO and our 2018 DEYA honouree, shared his philosophy on business, life and success in the tech world with award gala attendees. The lessons shared from his time developing photo-sharing service Flickr, which he later sold to Yahoo!, and collaboration platform Slack, showed insight into the serial entrepreneur’s successes—and failures.

Interestingly, both of Butterfield’s greatest commercial successes—Flickr and Slack—grew out of the demise of his video game ventures, Game Neverending and Glitch, respectively. As the games failed, he was able to recognize the real asset in each of them that would ultimately provide the foundation for Flickr and Slack. His conclusion from these experiences? “Drop your ego and learn when to move on,” said Butterfield. “We’re often told to follow our dreams and never give up, but there’s also a point where you should stop throwing good money after bad, and realize that this thing just isn’t going to work.”

Butterfield believes that transparency and the creation of a shared company vision are integral to leading a successful company. “To the extent that people are able to know how decisions are being made, they are much more empowered and more capable,” says Butterfield. Slack now boasts over eight million daily users and allows teams and businesses of all sizes to communicate effectively.
Ten-Year Milestone for BC Ferries Advanced Leadership Program

In May 2018, the most recent cohort of the BC Ferries Advanced Leadership Program completed customized training provided by Gustavson Executive Programs. The program brings together BC Ferries leaders from Victoria and beyond to engage in leadership courses and projects. Since 2008, three cohorts of selected participants have taken the program.

“The BC Ferries Advanced Leadership Program has been a successful partnership for many years now, blending Gustavson’s strength in applied, integrative management education with the willingness of BC Ferries’ leadership to openly explore issues and opportunities facing the organization in real time,” says Dr. Vivien Corwin, program director of the 2018 course. “Above all else, the BC Ferries Advanced Leadership Program highlights the power of cohort-based learning. Bringing a diverse group of leaders together in the classroom not only creates a vibrant interdisciplinary learning environment, but also adds significantly to the BC Ferries culture by creating a cadre of leaders with a shared leadership philosophy and strong bonds which cross geographic and functional boundaries.”

The format includes a series of two-day modules held over nine months and is delivered by Gustavson faculty members. Topics focus on aspects of leadership including leading organizations, innovation and change, people, service excellence, and most importantly, leadership within the BC Ferries context.

“Effective leadership and managerial skills are instrumental to the success of today’s organizations, where new leadership challenges and dilemmas are frequently being faced,” says John D’Agnoilo, director, corporate human resources at BC Ferries. “Executives and managers who can understand global trends and developments, embrace change and innovation, design and structure operations efficiently, set challenging goals and motivate employees to perform above the call of duty will be able to achieve success in this environment. The UVic Advanced Leadership Program accomplishes all this and more. It is a testament to the participants, faculty and members.”

The pinnacle of the program is a team project and presentation that applies ideas generated throughout the modules to real issues facing BC Ferries. These projects sometimes result in a workable business case or a practical proposal that is adopted by BC Ferries.

Stephen Jones, who participated in the BC Ferries Advanced Leadership Program, says the course played a large role in his choice to pursue an MBA at UVic. “I found the course material relevant and engaging and with practical takeaways that could be immediately applied in the workplace,” says Jones. “I was very impressed with the content of the material delivered and the quality of the lecturers who participated.”

Faculty Expertise Shaping Policy and Practice

Gustavson faculty members were busy in 2018 using their expertise to help organizations shape policy and best practices. A few notable highlights of this work:

- **Canada Revenue Agency (CRA)—Service Management**
  Champion & Professor Steve Tax was invited by the Chief Service Officer of the Canada Revenue Agency (CRA) to serve on an external advisory board panel to provide advice and share emerging trends and best practices in the fields of service.

- **Canadian Federation of Business School Deans (CFBSD)**
  —Dean Saul Klein was appointed as Director, Western Deans. The CFBSD mission is to promote quality in management education and the professional development of business school administrators.

- **Chartered Professional Accountants of British Columbia (CPABC)**
  —Academic Director, Undergraduate Programs and Assistant Teaching Professor Mia Maki participated in a CPABC economic roundtable that discussed the economy of South Vancouver Island, including successes and challenges; additionally, she was appointed to the CPABC Member Recognition Committee.

- **EFMD: EQUIS Committee**
  —Dean Saul Klein was appointed to the European Foundation for Management Development (EFMD) EQUIS Committee, which advises on relevant policies, criteria and processes in management education.

- **European International Business Academy (EIBA)**
  —Assistant Professor Kristin Brandl was appointed as the National Representative for Canada. EIBA is a professional society for academics, practitioners, and others interested in the evolving international business spectrum.

- **Global Affairs Canada and Asia Pacific Foundation of Canada**
  —Associate Director, International Programs and Assistant Teaching Professor Brian Leacock was a guest speaker invited to a roundtable discussion on connecting Canadian students and graduates with China-related careers.

- **Global Affairs Canada, Department of Foreign Affairs, Trade and Development**
  —Associate Professor Jen Baggs was invited to the Trade Experts Round Table to help formulate recommendations on economic policy and research agendas in.

- **Prism Johnson Ltd.**
  —Canada Research Chair and Associate Professor Raveendra Chittoor was appointed as non-executive independent director on the board of Prism Johnson Ltd., an integrated building materials company that provides products in India and internationally.

- **South Island Prosperity Project (SIPP)**
  —Assistant Dean, External Pat Elemans was appointed to the board of SIPP. She was also made a member of the International Women’s Forum. Elemans is on the Executive of the Institute of Corporate Directors BC chapter and chair of the Victoria branch. She is also on the nomination and cabinet committees of the Laureates of BC Hall of Fame.

- **Victoria Foundation**
  —Academic Director, Undergraduate Programs and Assistant Teaching Professor Mia Maki has been appointed to the governance committee of the Victoria Foundation, a registered charity that manages charitable gifts from donors whose generosity allows them to create permanent, income-earning funds. In 2018 she also served on the board of directors and shared the investment committee.
INTERNATIONAL PARTNERS

103 PARTNER UNIVERSITIES IN 40 COUNTRIES

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CHILE
- Pontificia Universidad Católica de Valparaíso (Valparaíso)

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- IESEG Business School (Saint-Ouen)
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KENYA
- University of Nairobi (Nairobi)

MALAYSIA
- Universiti Teknologi Malaysia (Malaysia)

MEXICO
- Instituto Tecnológico Autónomo de México (Mexico City)
- Tecnologico de Monterrey (Monterrey)

MOROCCO
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YEAR IN REVIEW 2018

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- UNITED ARAB EMIRATES

*New relationship as of December 2018

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*New relationship as of December 2018
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)

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ZOOM LENS: During her summer 2018 co-op with the Canadian Coast Guard, BCom student Sarah Bickerton posed with the Arctic icebreaker Sir Wilfrid Laurier. “As the Operations Assistant, I worked on various projects around the office and helped to make sure crew members could do their job and protect our oceans.”
GUSTAVSON AT A GLANCE

1,050 BCOM
69 MGB
10 PHD
136 MBA
STUDENT ENROLMENT (2017/18)

350 EXECUTIVE MENTORS

5,756 ALUMNI

909 CO-OP PLACEMENTS WITH 484 EMPLOYERS

103 INTERNATIONAL PARTNER UNIVERSITIES

126 FACULTY & STAFF

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