

**ALBERTA**  
*School of*  
**BUSINESS**  
*Magazine*

University of Alberta

PEOPLE  
POWERED

The Importance and Impact of Human Resources

*Leading the way from the ground up - LARRY POLLOCK*

*Global recognition- FT MBA RANKINGS*

*Why do people work? - BRUCE RIGAL*

WINTER 2015

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# BUSINESS

## advisory council

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The Business Advisory Council was established in 1980 with a mandate to strengthen business and management education at the University of Alberta. The council has been an extraordinarily valuable resource for this school.

The council serves as a vital communications link among the school, the university and the business community. Through the council's efforts, we gain a better understanding of business in Alberta, Canada and the world.

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We are now three months into 2015 and it is certainly shaping up to be a great year for the Alberta School of Business. We returned from the Christmas break to news that our MBA program is now ranked in the top four per cent of all business schools worldwide and is tied for No. 3 in Canada. This makes me very proud of all of our accomplishments and of the tremendous team effort that contributes to our success. It is also wonderful news for our MBA students and graduates. You can read more about this achievement on page 8 of this issue.



While mindful of the impact slumping oil prices will have on our provincial economy and those in the public and private sector, I remain incredibly optimistic vis-à-vis our school's future. Alberta has been here before, and I am heartened by the fact our faculty, alumni and students continue to be part of the needed solutions to market and policy challenges—people remain our province's most important resource.

One person who has weathered his fair share of economic highs and lows during a long career in finance is our Canadian Business Leader Award winner, a former Canadian Western Bank CEO, Larry Pollock. He is a most deserving recipient of the school's premier recognition of a Canadian business leader. You can read more about Larry on page 4.

Finally, I'm pleased to introduce you to our new-look magazine. This issue includes a focus on human resources, a critical element for any successful business. With this issue,

we aim to expand our reach and focus. We look forward to featuring discussions on other relevant business topics in future issues. Until then, please keep in touch, follow us on Twitter and watch out for school events.

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## MESSAGE

from  
the dean:

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**Joseph Doucet, PhD**

Stanley A Milner Professor and Dean,  
Alberta School of Business



@josephdoucet

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# ALBERTA

School of

# BUSINESS

WINTER 2015

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A magazine for alumni  
and friends of the Alberta  
School of Business

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## LEADERSHIP

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*Leading the way  
from the ground up*

### LARRY POLLOCK

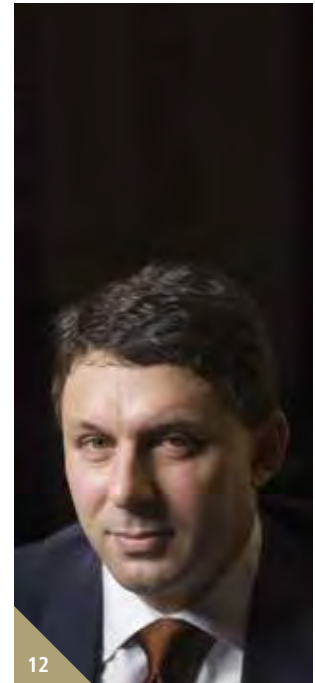
Canadian Business  
Leader Award winner



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*Global recognition  
for MBA excellence*

Alberta MBA posts highest  
ever spot on Financial  
Times ranking



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**EVENTS '15**

**Eric Geddes Lectures**

**March 19, Edmonton:**

**Speakers:** Rachel Miller, FCA, CEO and executive director of the ICAA, and CEO of the Alberta Accountants Unification Agency; Leland Oberst, '91 BCom, managing partner, Deloitte; Hon. David Dorward, '86 BCom, associate minister of Aboriginal relations, Alberta

**Topic:** Unification of Alberta's Accounting Bodies into the New CPA Designation

**April 7, Edmonton:**

**Speakers:** Chris Fowler, president and CEO, Canadian Western Bank; professor Barry Scholnick, Alex Hamilton professor and Winspear senior faculty fellow, Alberta School of Business

**Topic:** Alberta's Economic Future

**May 12, Edmonton:**

**Speaker:** Mayor Don Iveson, City of Edmonton

**Topic:** Vision for Edmonton and Ensuring Sustainability

**Other Events**

**May 14, Edmonton:**

Business Alumni Association Alumni Showcase Event at El CorteZ Cantina

**July 8, Calgary:**

9th Annual Calgary Stampede Breakfast at Ceill's Irish Pub and Restaurant on 4th Avenue

**Sept. 2, Edmonton:**

BAA Golf Tournament at Windermere Golf and Country Club

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# LEADING THE WAY

## from the ground up

by Gordon Pitts

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Larry Pollock helped build a bank—and the western Canadian economy—using hard work, an eye for opportunity and a healthy dose of Prairie pragmatism

As a kid growing up in Melville, Sask., Larry Pollock was an entrepreneurial whirlwind.

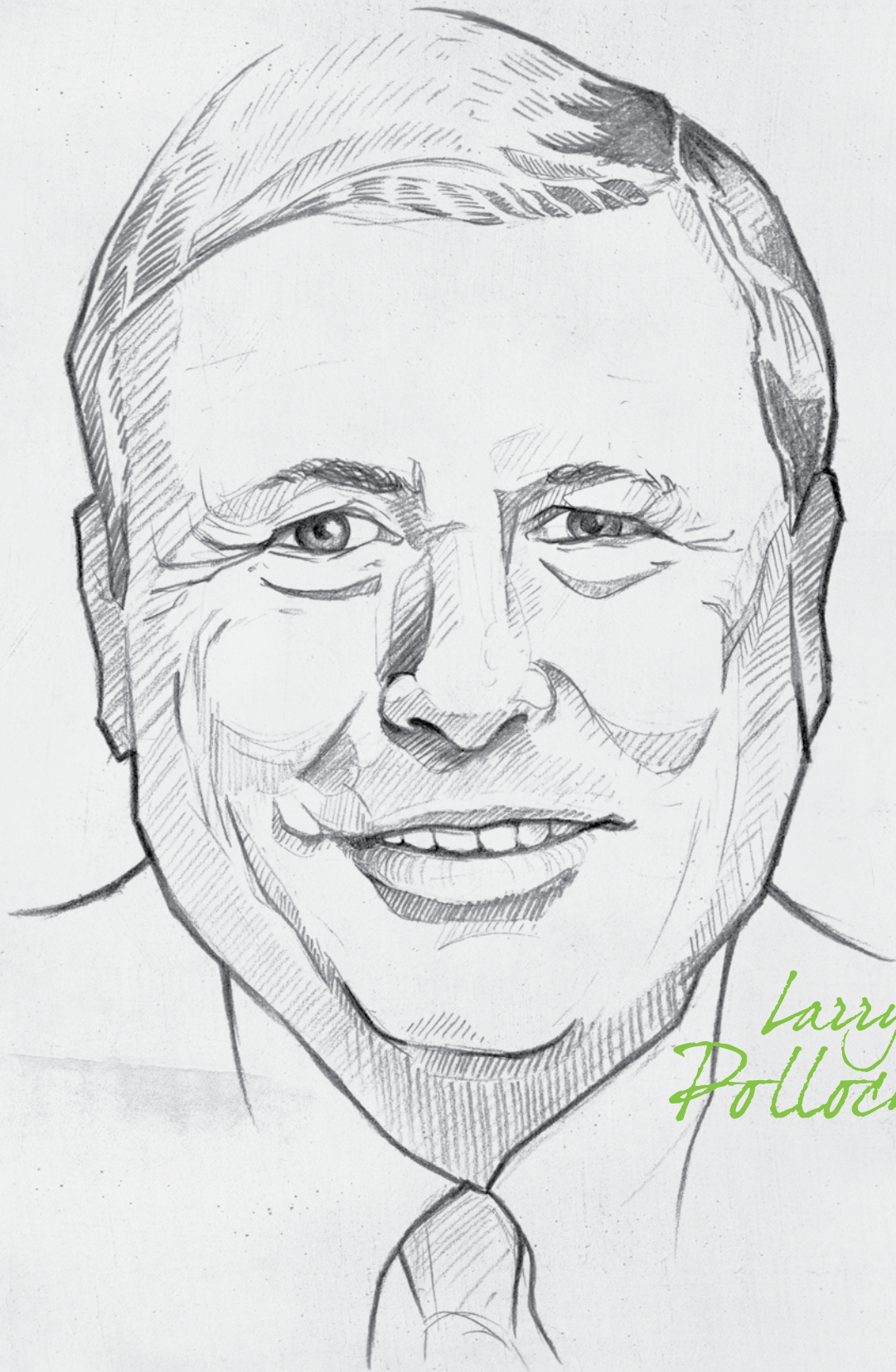
The Pollocks didn't have a lot of money—Dad ran a jewelry store. Mornings before dawn, Larry and his brother would hustle over to a poultry farm to catch chickens and gather them into crates. At noon, he delivered newspapers, and after school, he cleaned out milk vats for the local dairy. Donning a rubber suit, little Larry could crawl into the tightest corners.

“Today they wouldn't let you—it would be child labour,” a bigger, greyer Pollock, now 67 and the former long-serving CEO of Canadian Western Bank of Edmonton, says with a laugh.

Lessons from that Prairie childhood resonate through a banking career that includes 23 years as CWB's chief executive. He stepped back in May 2013 to become an adviser to the board. Very early, he learned the value of hard work, the role of small enterprise and how you can grow a business, even in hard times, if you are nimble like the eager kid in the milk vats of Melville.

The ability to drive growth in all economic conditions makes Pollock a timely recipient of the Alberta School of Business's Canadian Business Leader Award, since the western Canadian economy is once again buffeted by volatile commodity prices. As CEO of a smaller institution in an industry of behemoths, Pollock had a constant mantra: “If we were going to survive, we always had to make money and we always had to grow. We told our staff: ‘We grow or die,’ and we grew.”

During Pollock's tenure, CWB, a commercial lender primarily to small and medium-sized companies, never knew a money-losing quarter, and double-digit asset growth was about as regular as the sun coming up. The lowest annual growth during his leadership was nine per cent, in 2009 during the financial crisis. Bank assets grew during his tenure from \$400 million to \$17 billion.



Larry  
Pollock

For CWB, a downturn would signal not crisis but opportunity. While other banks were pulling back and turning down even good customers for credit, opportunistic CWB was picking up its rivals' neglected clients, as well as some employees. "It was a great opportunity to take advantage of others who were trying to shrink their way to greatness."

And shrinkage was anathema to Pollock, a big-personality leader with a positive take on life. CWB was always in position to absorb new clients—particularly in credit areas the bank knew inside-out, like equipment financing and real estate. Thus, it became a vital counterbalance in the harshly cyclical western economy. "We financed a lot of really good people who went out and developed businesses."

CWB felt a special responsibility as an institution of the West. "We live and breathe this environment," Pollock says. "We can't bail out and bail back in." Some institutions might decide, from their Toronto or New York boardrooms, to cut back in the West during the energy slumps and return when things get better. CWB can't do that, he says, which means "we have to be careful, and lend to clients who can hold their breath in these ups and downs."

Although he will finish his stint as board adviser in March, Pollock still talks about the CWB as "we"—and he probably always will. He is one of the bank's largest private shareholders, holding 320,000 shares and 375,000 share options.

As a leader, "Larry always set aggressive goals for himself and the organization," says **Bill Addington**, '74 BCom, '91 MBA, who worked with Pollock for two decades and who retired as executive vice-president in 2014. "He was always positive and optimistic, but he was also realistic."

Indeed, Pollock's rule was to run the bank conservatively even in the best of times, with a strong credit book and a higher-than-normal cushion of capital. Smaller banks don't have it easy in a market dominated by giants, and so a conservative balance sheet was absolutely vital—along with a powerful growth story.

But to build that kind of bank, you need hard-working employees who stay with you. The key was: "Make them owners." During his tenure, the percentage of employees taking advantage of the share-purchase plan reached 95 per cent. By owning shares, "employees are committed and engaged. They don't stay home and pick tomatoes in the garden because they don't feel like going to work." People feel they are part of something and they are vocal about their allegiance.

"We financed a lot of really good people who went out and developed businesses."





It helps to have a leader who, according to Addington, “has a talent for putting complex issues in simple, straightforward terms.” Outside the bank, he says, the personable Pollock was as comfortable dealing with a group of CEOs from other banks as standing out in an oilfield talking to a client about service equipment needs.

There is a vital corollary to employee share ownership—CWB has never had a layoff. “In fact, we loved it when the other banks did,” Pollock says, “because we picked up some really good people. When you are growing, you don’t have to lay people off.”

Cutting people “is always an unsustainable strategy. You could lay people off this year and save five cents in earnings per share, but what are you going to do next year? Eventually you grind yourself into oblivion.”

The same philosophy applied to corporate acquisitions. People in acquired companies tended to stay with CWB, because the new owner let them run their businesses. “The only thing the bank would do is buy the shares and support the company in its efforts to grow faster,” Pollock says—and of course, give the new employees access to the share purchase plan and other CWB benefits.

Pollock is an acute watcher of Alberta public life—and part of a three-person panel mandated by Premier **Jim Prentice**, ’77 BCom, to review public agencies, boards and commissions. He is not a partisan Alberta Conservative, but he is a small-c conservative who has championed Saskatchewan Premier Brad Wall in his political career.

He has a phobia about excessive leverage, but is not averse to sensible public debt. Pollock is frustrated with the province of Alberta’s ingrained mistrust of debt, particularly in respect to funding necessary infrastructure. During the energy boom, the province added large numbers to its population, putting heavy pressure on hospitals, schools and roads.

“But we had the philosophy of not going into debt,” he said, which meant that the infrastructure needs kept accumulating. “You pay the price down the road. I think Jim Prentice is facing that today.” He sees this glaringly evident in the long-delayed twinning of the highway link to Fort McMurray. It could have been completed long ago, he says, by long-term borrowing at low interest rates.

Human enterprise is the key to any province’s, or any company’s, future, Pollock argues. A lot of leaders pay lip service to that credo—just before they announce crushing layoffs. Yet the fault, says Pollock, lies not with the cast-off employees but with CEOs caught up in grandiose dreams and excessive leverage.

After all, Pollock is still, at heart, a Prairie boy whose zest for growth is tempered by grounded realism. “You’ve got to keep some powder dry. I grew up in rural Saskatchewan and a good crop one year doesn’t make it good the next.”

**Larry Pollock** is the 34th recipient of the Canadian Business Leader Award, first celebrated in 1982 when Francis G. Winspear won the award.



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# GLOBAL RECOGNITION FOR MBA EXCELLENCE

## Alberta MBA posts highest ever spot on Financial Times ranking

by **Connie Bryson**

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**Andrea Wheaton**, '10 BCom, '14 MBA, couldn't stop smiling. On the day the Financial Times global MBA ranking was announced, her phone lit up with texts from fellow alumni, students currently in the program and—best of all—friends who texted “I should have gone to U of A.”

They were all reacting to same news: the Alberta School of Business ranked 86<sup>th</sup> globally, tied with Queen's University, and third in Canada. This is the school's highest ranking ever on the FT index.

“I was thrilled and surprised—I wasn't expecting this announcement to have such a broad reach across my friends and colleagues,” says Andrea, who works as a development analyst for WAM Development Group. “The Alberta MBA consistently ranks among the top programs in Canada, but this is different—it's global recognition. Even without the FT ranking, I'd still be a huge supporter of the Alberta MBA. I had such a great experience; the ranking doesn't affect what I got out of the program. It's just the cherry on top.”

“With our goal to attract talented students and talented faculty members, this recognition of the calibre of a U of A business degree is very important.”

— *ATB president and CEO, Dave Mowat*

It's a really big cherry. The FT ranking is by far the premier assessment of the quality of MBA programs worldwide. Criteria include career progression of alumni (assessed by salary), research strength, and diversity of students and faculty.

“The FT rankings are the only ones I look at,” says **Brian Pohl**, '90 MBA, a partner in Orthus Partners LLP, a U.K.-based investment firm, and a member of the Business Advisory Council. “It's a global data set, they're clear about the numbers they publish and they do good research. There's great pride in seeing a school I went to succeed on the global stage. Education is vitally important and a big contributor to nations and their GDP. The FT ranking is an independent, objective measure of the contribution of the Alberta School of Business.”

### Focus on career success

It can be difficult for smaller schools like Alberta to crack the FT rankings. Salary measures are worth 40 per cent of the overall ranking, and salaries tend to be higher internationally, especially in global financial centres. Nonetheless, the weighted salary of Alberta MBA alumni three years after graduation was \$92,370 US, the highest ever for the school.

# FT

## FINANCIAL TIMES

The Alberta/Haskayne EMBA, jointly offered by the University of Alberta and the University of Calgary, placed 87<sup>th</sup> globally in the Financial Times EMBA rankings.

The school's Executive Education programs are ranked in the top 100 for both open enrolment (66<sup>th</sup> place) and custom programming (77<sup>th</sup> place).



Brian Pohl, '90 MBA

The Alberta School of Business takes an innovative approach to the salary challenge, informed by lessons from the 2008 downturn. During that time, many professionals lost their jobs. They'd been attracted by high-paying jobs, perhaps without much thought to a long-term career, and many did not have the skills to get their career back on track quickly.

Over the last 10 years, the Alberta MBA program has shifted its emphasis from job-related services to comprehensive career education and coaching. These value-added services include personality testing, leadership skills training, a career management course, mock interviews, networking with alumni, one-on-one coaching and a mentorship program. First-year MBA students interact with the school's career team before they arrive on campus.

"We focus on helping individuals dig down deep, think about who they are and where their passion lies," says **Joan White**, associate dean of the Alberta School of Business. "We tell them that if you have passion for what you do, you'll be successful. Our advice is to not simply look for a 'big job' upon graduation but aim to forge a successful lifetime career by doing what inspires you. The money will follow, and we're seeing that reflected in our FT ranking."

“Our success is a celebration of the school as a whole. We’re a great business school in a great university.”

– dean Joseph Doucet

### Validation of excellence

The Alberta MBA’s FT ranking is also a statement about the overall excellence of the Alberta School of Business and an important signal to prospective students, faculty and staff. The ranking puts the school in the top four per cent of all business schools (about 2,500 worldwide) and the top two per cent of business schools in terms of research.

“With our goal to attract talented students and talented faculty members, this recognition of the calibre of a U of A business degree is very important,” says ATB president and CEO Dave Mowat, this year’s winner of the Alberta Venture Business Person of the Year Award and a member of the Business Advisory Council. “The success of U of A graduates figures prominently into these ratings. If we look at what we are trying to achieve—inspiring, teaching and providing the tools for U of A business students to have impact in communities around the world—we are headed in the right direction.”


This sentiment is echoed by dean **Joseph Doucet**. “Our FT ranking validates what we’ve invested in over many years, validates our approach to teamwork, validates our never-ending quest for excellence and global competitiveness, and also confirms—notwithstanding difficult budgets or other challenges—that we need to stay the course with regard to that future-focused investment. Our success is a celebration of the school as a whole. We’re a great business school in a great university.”


One of the criticisms of rankings is that the scoring doesn’t capture what’s important in MBA education. Doucet asserts that the FT ranking parameters are in fact closely aligned with the goals of the Alberta MBA program. “For example, we strive to ensure our students have all the tools to secure better placements with higher pay. When they do, our ranking gets a boost. When our faculty are more productive in research, that’s good for the ranking, but it also improves the learning environment.”


Given the volatility of the rankings and the tiny differences between individual scores, many schools choose to play down success in order to manage expectations for next year. Not so the Alberta School of Business. “I want to focus on getting better, not simply maintaining,” says Doucet. “It’s a challenge because the competition is intense. The 2,500 business schools around the world are all competing to do the same thing—hire the same professors, publish in the same journals, place students with many of the same firms. But we’re not daunted; it’s a challenge we relish.”


### Tweets


Follow


 **Joseph Doucet** @josephdoucet Jan 25  
Wow: @ualbertabus MBA now ranked 86th in the world and, FOR THE FIRST TIME EVER, third in Canada (tied with Queen’s)


 **Jim Prentice** @JimPrentice Jan 26  
Congrats to @josephdoucet & my Alma Mater @UAlberta for being ranked in the top 100 business schools in the world!


 **Dr. Amit Monga** @dramitmonga Jan 26  
Congratulations @josephdoucet on @ualbertabus rankings in the world’s best biz schools

 **Dave Mowat** @dmowat\_atb Jan 26  
Welcome back, @josephdoucet!

 **Senator Doug Black** @DougBlackAB Jan 26  
Congratulations to @ualbertabus for being ranked the 86th best business school in the world by the @FT

 **EEDC** @EEDC Jan 26  
@ualbertabus @UAlbertaMBA congratulations! A win for our city!

 **Larry Jenkinson** @RLJ\_YEG Jan 27  
@UAlbertaBus is ranked 86th in world! Proud to be helping out as an Advisory Board member @SchoolRetailing

 **James Cumming** @CummingK Jan 28  
@ualbertabus @EEDC\_BRAD @UAlbertaMBA Congrats to @josephdoucet and his team. #YEG #proudedmontonian

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# WHY DO PEOPLE WORK?

## Reflections from the investment banking industry

by Bruce Rigal, '84 BCom

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There is a new movie called *The Theory of Everything*, a biopic about physicist Stephen Hawking. According to the reviews, it does not give us such a theory.

It would be great to have a theory of everything. Maybe that's what I was looking for when I did my bachelor of commerce degree at the University of Alberta in the early 1980s. My interests were in economics, business administration and psychology, and I hoped the professors could explain how the world worked. I wanted to understand why some people and some countries are poor while others are wealthy. I thought that if only we could figure out the values for all those Greek letters in the formulas, we would know how best to run our countries, our companies—even our personal lives.

One area we studied was the trade-off between capital and labour as inputs into production. What was the right combination for highest efficiency? Who should get the returns from capital and from labour? Our teachers warned us the formulas were only models that would work in a “perfect world” but would not explain everything.

But I wanted to believe that the formulas could explain things. Take the value of labour. We were introduced to theories about motivational pay—if workers were given financial incentives to make more widgets per hour, they would make more.

This simple world of classical economics and rational expectations was appealing, but then I entered the “real world.” What I discovered is that humans are far more complex than those models suggested. Whether at Canadian Utilities in Edmonton or Deutsche Bank in London, I saw people motivated by all sorts of things that were not “money.”

In investment banking, conventional wisdom says bankers are “in it for the money” and will work harder if they are paid more. For most of the last decade, I was chief operating officer of a global investment bank in London. When our best people were unhappy and threatening to defect to competitors, we were quick to pull out the chequebook. This seemed logical, given what I had learned in economics classes and given conventional wisdom about bankers. In fact, it did not work. Often we found that those unhappy bankers remained unhappy. Some left. Others stayed and quietly reduced their efforts. Why? Because we had not addressed their underlying concerns—usually we had not even listened to those concerns. The result of these increases in pay was often declining profits, higher risk-taking (which contributed to the recent financial crisis), poorer shareholders and rich but unhappy employees.

So, how can we get employees to be more productive?

Our teachers warned us the formulas were only models that would work in a “perfect world” but would not explain everything.



## **RESUMÉ HIGHLIGHTS**

(1995-99)

**Building Deutsche Bank's Equity Capital Markets group to No. 1 position in Europe**

(1999-2000)

**Co-founding a technology, media and telecom investment company, Syntek Capital**

(2000-12)

**Building Deutsche Bank's corporate finance group into a consistent top-five global position**

(2011-12)

**Distinguished Executive in Residence, University of Chicago's Booth School of Business, London campus**

(2012-14)

**Shared responsibility for the human resources systems and operations for Deutsche Bank's 100,000 plus employees**

Many of the answers were in our business textbooks; more often they were in the psychology textbooks.

In my experience, workers feel motivated if they:

1. Feel their work has an impact and is a force for good
2. Are part of a shared vision with other employees and management
3. Are listened to by managers
4. Are assessed on transparent performance measures clearly aligned with the firm's goals and vision
5. Are told the results of those assessments in a constructive, engaging fashion
6. Feel they are being paid fairly
7. Feel they are progressing toward the firm's goals and their own goals.

Seems simple, but do managers really do this?

I was once speaking to Dan Ariely, author of *Predictably Irrational* and a leader in the relatively new field of behavioural economics. One of our teams had achieved a significant goal and we were planning a celebratory dinner for them at a fancy restaurant. Dan said I should propose a barbecue at the boss's house with the boss cooking. That would send a much clearer message of valuing employees. I followed Dan's advice and regularly invited my team to my house. They highly appreciated these events. Did it increase their motivation? Definitely!

Some readers may be thinking—how does this story relate to me and my biggest worry—the fall in oil prices? The answer is that in a crisis it is even more critical to motivate our employees and colleagues to achieve company goals. With money in scarce supply,

we will need to use things other than bonuses to motivate them! Things like listening, connecting and building relationships.

The “vision thing” is critical: What are the goals of the firm? As Larry Pollock says on page 7 of this magazine, it is important to be wary of “CEOs caught up in grandiose visions.” At Deutsche Bank, we set a clear (but not grandiose) goal of joining the top five “bulge bracket” firms in global corporate finance. We were able to engage more than 3,000 employees in pursuit of this goal, and we reached it.

Vision was only the beginning, though. I helped set up a model to measure performance items like revenues and market share and contribution to teamwork. It was based on “transparent performance measures” aligned with the firm's goals and vision. The model was quantitative, and we tested its output by using regression analysis (a tool my Alberta professors taught me). We used the model's output as an input in determining bonuses. We also used it to test our “mantra” that we “paid for performance.” Were we in fact paying more to employees who performed better? Within a few years, we found we had significantly improved our ability to pay relative to actual performance.

Still, it is relationships that matter most in motivation. In 1996, I was a junior director and my boss was giving me my annual review. His assistant knocked on his door and told him a board member wanted to talk right away. Without missing a beat, my boss said: “Please tell him that I am doing Bruce Rigal's review and I will be with him as soon as I am finished.” That had a big impact on me. The message was I was important.

So, subjective visions and goals are critical, but so are the more analytical, quantitative tools we learned in school.

Classical economics alone cannot provide a “theory of everything.” If we want to motivate people, we need to look also to psychology and political science. We need to trust our intuition around how we would like to be heard and valued, and manage on that basis.





Ruth Kelly



Hon. Anne McLellan



Right Hon. Kim Campbell

## Leadership and Edmonton's Potential - Creative Collaboration

The Alberta School of Business welcomed the Right Hon. Kim Campbell, Hon. Anne McLellan and publisher Ruth Kelly as panellists for 2015's first Eric Geddes Lecture in 2015 on the topic "Leadership—Is Edmonton Finally Growing Up?"

Edmonton's population has grown by more than 60,000 over the past two years. The growth in the working-age population and business puts Edmonton in a good long-term position. While the economic stability, educational opportunities and quality of life attract newcomers, the city faces pressure to manage growth responsibly and effectively. "Is Edmonton ready to lead?" and "Are there leadership models to emulate?" were two of the questions posed to the panel by moderator Joseph Doucet, dean of the Alberta School of Business.

Campbell said she has been buoyed by the friendliness of Edmonton, its tremendous community spirit and the incredible research depth of the university. Campbell served briefly as prime minister in 1993 and is the only woman to have held the post. She was recently named founding principal of U of A's Peter Lougheed Leadership College.

Campbell believes Edmonton has taken the notion of leadership to heart, and she applauded the vision of the leadership college and the efforts of leadership programs undertaken by the Alberta public service, the City of

Edmonton and the Institute of Chartered Accountants. Combined efforts and consultation are needed, she said, to address the issues Edmonton faces.

McLellan, a former deputy prime minister who taught law at the university in the 1980s and later became acting dean, said creative, innovative people—"people with diverse points of view who can intellectually clash"—are essential to the collaborative process. "We need to welcome crazy, disruptive ideas. This will lead to unexpected places; the magic happens when leaders step back."

Kelly gave specific examples of how Edmonton should maximize its strengths and minimize its weaknesses. "There are many well-meaning people working in isolation at cross purposes. We need to define our downtown. The capital region needs to get out of the mindset of 'What are you doing for me?' instead of 'How can we work together?'" said Kelly, president and CEO of Venture Publishing Inc. The community leader and U of A alumna also said Edmonton needs a culture of inclusion and creativity. "We need to welcome immigrants, involve Aboriginals and celebrate diversity."

Each speaker said collaboration among universities, the private sector and government is critical. Campbell said Edmonton could be—and should be—a leader for the world.

—by Monica Wegner

### PREVIOUS ERIC GEDDES LECTURES

**Feb. 12, 2015:**

**Panel Speakers:** Tony Briggs, Chris Lumb  
*Fostering Innovation and Technological Entrepreneurship*

**February 6, 2015, Calgary:**

**Panel Speakers:** Bruce Rigal, '84 BCom, David Tims, '87 MBA  
Moderated by Deborah Yedlin.  
*Unprecedented Times: Real Time Perspectives*

**Nov. 18, 2014:**

**Panel Speakers:** Marvin Washington, Margot Ross-Graham,  
*Leadership and Managing Change: Why Leaders Must Get Real*

**Oct. 2, 2014:**

**Panel Speakers:** Naseem Bashir, Tom Redl, John Radostits  
*Getting Over Thresholds of Growth*

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# SCHOOL news

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## **Margot Ross-Graham**

(CHRP, CPCC) is an experienced senior executive with an extensive background in human resources, leadership, change management and organizational development.

## **HUMAN RESOURCES FOR EXECUTIVES**

In collaboration with the Human Resources Institute of Alberta (HRIA), Executive Education is launching a new five-day Human Resources Executive Program in both Calgary and Edmonton.

The HRIA has approved the HR Executive Certificate toward CHRP recertification. The program facilitator is Margot Ross-Graham, who is featured in this Q-and-A. Ross-Graham's topics include strategic foundations of modern HR and risk and crisis management.

## *Margot Ross-Graham*

### On the importance of human resources

#### **Why do you think a program like this is important?**

I really feel that the U of A has created a very unique program for HR senior leaders. Consistently I hear the need for HR to be strategic business partners. My experience is that for many organizations the senior HR person is at the table but many of the leadership team don't know how to maximize their expertise. I think a program like this will provide HR leaders with the tools they need to maintain and further enhance their credibility in a very impactful way.

#### **Why is it so difficult for business partners to understand HR, and what can we do about it?**

My guess is that many executives understand transactional HR but not the strategic HR that makes organizations highly successful. Consequently HR executives need to gain the trust of their colleagues quickly. HR executives really need to develop the business acumen and strategic decision-making skills necessary to speak the language of their operations business partners while demonstrating their competence in people practices and talent development. This breaks down barriers quicker and helps your partners see you as part of the team.

#### **What will people learn in this program that they may not get elsewhere?**

I wish I had had a program like this as I was growing my career. The opportunity to speak with CEOs and other senior leaders in a casual environment will be so powerful. These leaders are planning to be asked tough and honest questions from the participants and are willing to have some very honest and thought-provoking conversations. It's true that they already understand the strategic value of human resource executives, but I know in some cases this is something they learned over time and in other cases they have worked with executives who really were not on board with HR. In addition, participants will have a chance to talk about the increasing complexity and globalization challenges that organizations face. It seems with the growth of many multinational players that

**Module 1 (3 days):**

- Strategic Foundations of Modern HR
- Execution and Implementation of an HR Vision
- Strategic Planning and Management for Senior HR Executives
- Influencing and Driving Culture Throughout the Organization
- Simulation – Change Management

**Module 2 (2 days):**

- Risk & Crisis Management
- Agile Thinking and Decision Making
- Integrated HR Strategy Capstone & Presentation

**Program Highlights:**

- Strategy capstone
- Change simulation
- CEO panel and guest speakers
- Executive coaching
- Executive-in-residence

there are increasing strategic issues to be addressed in terms of cultural identity and varied legal frameworks. I really believe that this program will deliver on practical ideas that will help participants drive strategy and provide insight into what it takes to lead at the table.

**What are the skills that HR professionals need to develop from a strategic perspective?**

In my experience, the best executives are those that have the ability to see and understand how their decisions and action impact the entire organization. There are very few portfolios whose span of influence crosses every boundary in the company, but HR is one of them. Consequently perspective, strategic agility and managing vision are just some of the competencies that are critical for senior leaders with human resource responsibilities. Every decision that is made in this portfolio will have a ripple effect across the board.

**How important is a people vision in light of falling oil prices?**

Every organization in Alberta will feel the effects of falling oil prices in one form or another and I truly believe that it is those organizations that already have a solid people plan that will weather the storm the best. My experience has been that it is relatively easy to talk about the value of people and what they bring when times are tough, but strong organizations recognize that the truth of those promises comes to life during difficult times. Connecting the people strategy to the companies' vision, values and strategic offerings is the only way organizations will maximize this resource. I think this is a really exciting time for human resource executives and I'm really looking forward to talking about this during the five-day program.



Margot Ross-Graham, CHRP, CPCC

“Leadership is reflected in our commitment to teaching and research **excellence**, in the **relevance** of our programming and the **impact** we have in our communities locally and globally.”

– Joseph Doucet, Dean, Alberta School of Business

The following quick facts about the Alberta School of Business were presented as part of our annual report to the community on Oct. 22, 2014.

# FAST FACTS

## ALBERTA SCHOOL OF BUSINESS

OUR VISION: "LEADERS FROM ALBERTA FOR THE WORLD"

RANKED IN THE TOP

# 100

BUSINESS SCHOOLS  
GLOBALLY

(Financial Times of London)

# 37<sup>TH</sup>

RANKED BUSINESS  
SCHOOL IN THE WORLD

(Shanghai Academic Ranking  
of World Universities)



25,000+ ALUMNI



**2,600+**  
STUDENTS

### BCOM

**2,045** BCom students  
**16** Majors  
**24** Undergraduate student clubs



**80%**  
Canadian  
**20%**  
International

### EXECUTIVE EDUCATION

**6,500** Registrants  
**75** Programs

*Executive Education is the largest and best source for professional development in Western Canada.*



**1968-2014**

*First and longest continually accredited business school in Canada*

### MBA

**479** MBA students  
**6** Specializations  
**17** Countries

### MFM (CHINA)

**29** MFM Students

### MFM (CALGARY)

**17** MFM Students

### PHD

**64** PhD Students

### INTERNATIONAL

**142** Students participated in international study tours

**36** International exchange partners



**\$1,487,230**  
RESEARCH DOLLARS

*Social Sciences and Humanities Research Council (SSHRC) grants*



**\$100 MILLION**  
MARKET VALUE ENDOWMENT

**200**  
FACULTY,  
LECTURERS  
& STAFF



### 4 DEPARTMENTS

- ▶ Accounting, Operations, & Information Systems
- ▶ Finance & Statistical Analysis
- ▶ Marketing, Business Economics & Law
- ▶ Strategic Management & Organization

# 10

CENTRES & INSTITUTES

### ENTREPRENEURSHIP

**\$203K**

*brought in by student entrepreneurs since the launch of eHUB*



**25 STUDENT STARTUPS**



### NEW GRADUATES

We are very pleased to congratulate the following PhD students, who successfully defended their theses in the past six months and graduated on Nov. 18, 2014.

**Michael Bourne** (accounting, supervisor David Cooper). His thesis is titled "Towards a Multidimensional Model of Power: The International Accounting Standards Board and its Amendment of International Financial Reporting Standard 5 ('Business Combination')."

**Mohammad Delasay** (OIS, supervisor Armann Ingolfsson). His thesis is titled "Essays on Queueing Systems with Endogenous Service Times." Mohammad is currently visiting assistant professor, post-doctoral fellow in operations management, Carnegie Mellon University, Pennsylvania.

**Yi-Chun Claire Liang** (finance, supervisor Vikas Mehrotra). Her thesis is titled "Essays on Capital Markets." Claire is currently assistant professor in finance at Southern Illinois University – Carbondale.

**Zhenyang (David) Tang** (finance, supervisor Randall Morck). His thesis is titled "Three Essays on Insider Trading." David is currently assistant professor in the Graduate School of Management, Clark University, Massachusetts.

**Haibin Wu** (accounting, supervisor Jason Lee). His thesis is titled "Three Essays in Capital Market Studies." Haibin is currently assistant professor of accountancy at City University of Hong Kong.

**Xiaowei Xu** (finance, supervisor Randall Morck). Her thesis is titled "Three Essays on Empirical Finance." Xiaowei is currently assistant professor in finance at California State University, Monterey Bay.

**Zhen Zhang** (SMO, supervisor Trish Reay). Her thesis is titled "Becoming an Entrepreneur: How Chinese Immigrants in Canada Created an Entrepreneurial Identity." Zhen is currently assistant professor, business administration, Winona State University, Minnesota.

**Eric Yanfei Zhao** (SMO, supervisor Michael Lounsbury). His thesis is titled "Institutional Complexity of National Systems and the Fate of Global Microfinance." Eric is currently assistant professor of management and entrepreneurship in the Kelley School of Business at Indiana University Bloomington.

**Hejun Zhuang** (marketing, supervisor Peter Popkowski Leszczyc). Her thesis is titled "Two Essays on Firm's Marketing Strategy: Auction Overlap Decision of Online Auctioneers and Product Positioning of Disadvantaged Firms." Hejun is currently assistant professor in business administration, Brandon University, Manitoba.

### MAJOR AWARDS

**Nicole Wilson** (SMO, supervisor Michelle Innes) is the recipient of a Social Sciences and Humanities Research Council (SSHRC) Doctoral Fellowship for her research proposal titled "From Rude Remarks to Death Threats: Examining Workplace Bullying and Its Escalation."

### CANDIDACY

Students who have passed candidacy are:

- **Nicholas Fairclough** (SMO, supervisor P. Devereaux Jennings)
- **Qin Han** (SMO, supervisor Jennifer Jennings)
- **Moein Khanlari** (marketing, supervisor Paul Messinger)
- **Onnolee Nordstrom** (SMO, supervisors Jennifer Jennings and Trish Reay)
- **Behnam Torabi** (finance, supervisor Masa Watanabe)
- **Anming Wu** (finance, supervisor Felipe Aguerrevere)
- **Nicole Wilson** (SMO, supervisor Michelle Innes)
- **Rengong (Alex) Zhang** (accounting, supervisor Heather Wier)



Recipients of the business undergraduate student awards gather at the Fairmont Hotel Macdonald. Photo Credit: Cassian Solytykevych

## UNDERGRADUATE STUDENT AWARDS

**Ramya Kandala**, '14 BCom, spoke to donors and scholarship recipients at the business undergraduate student awards ceremony and luncheon held Jan. 24, 2015, at the Fairmont Hotel Macdonald, Edmonton.

She said in her native Telegu language that the greatest and best donation that one can ever make is the donation of education.

"I have recently graduated from the Alberta School of Business. It is both an honour and a moment of pride to have graduated from the University of Alberta. This would have not been possible but for the support of donors like you. I came to Edmonton from India to pursue my undergraduate degree on a 90 per cent academic excellence scholarship in 2010.

"I sincerely thank you on behalf of all the scholarship recipients for trusting and giving us the opportunity to prove ourselves. Your gesture motivates us to pay forward. When I start earning, I'd like to give back to the school and community in the form of scholarships and mentorship. I once again thank you all for your wonderful gift and the kindest gesture."

*Kandala received a Cougar Drilling Solutions Business Award in Operations Management in 2013 and the Robert M. Pogue Award in 2014.*



Ramya Kandala, '14 BCom

Photo Credit: Cassian Solytykevych



Sixty-one students attended the luncheon, where they were able to celebrate with family and thank scholarship donors who support business students. Over 200 business scholarships valued at more than \$440,000 are awarded. On Feb. 11, MBA students celebrated with their families and donors who fund scholarships valued at more than \$290,000.



## SUCCESS AT JDC WEST

The JDC West BCom team returned home with an armful of awards from the 2015 competitions in January.

The team finished second overall for School of the Year, Academic School of the Year and for Participation, while team captain Adam Danyleyko won the David Hunynh Legacy Award, voted by his fellow captains as Executive of the Year.

Forty-nine students accompanied by professor **Richard Field** travelled to the University of Victoria for the event. Alumnus **Nathan Petersen**, '12 BCom, a financial analyst with Epcor Utilities who was team captain in 2011, was the team coach. Nearly 650 students from 12 of Canada's top universities came together to take part.

The students also fundraised and volunteered as part of the competition, raising \$7,465 for the United Way working with charities including Santas Anonymous and Chillin' for Charity. Danyleyko said sponsorship for the team's participation came from ATB, Alberta School of Business, the Business Alumni Association, Grant Thornton, Melcor, Landrex and the UAlberta Students' Union.

### **The team's full list of placings:**

Executive of the Year – Adam Danyleyko  
School of the Year – second place  
Academic School of the Year – second place  
Participation – second place  
Athletics – first place  
Marketing, Accounting and  
Not for Profit Strategy – second place  
Finance and Human Resources – third place

## ADAM DANYLEYKO: Q-AND-A

**Felicia Liang** sat down and talked with JDC West team captain and fellow BCom student **Adam Danyleyko**.

### **Tell us a bit about yourself and your involvement with JDC West.**

I'm currently a fifth-year human resources major with a natural resources, energy and environment minor. I've been involved quite a bit in the School of Business, mainly with case competitions. I started out with JDC West as a volunteer head referee when it was held in Edmonton in 2012. Then in 2013, I proceeded by participating as part of the human resources team in Vancouver and we took home first place. Last year, I was on the business strategy team, and now I am running the team as captain!

### **What is it like to take on the leadership role?**

One of the most important things about being a leader is to trust your team and know that you aren't necessarily the best person on your team in a particular field. Instead, be able to find out who is competent and help them advance their skills.

### **What is a challenge of being a leader?**

You don't always have the right answer. Sometimes you just need to figure out things as you go and be able to step up, take responsibility and own the decision even if it doesn't go properly. It's also important to be consistent with the messages and advice you give to your team so that they know what is expected of them and what they can expect of you.

### **What is the best part of being a leader?**

One of the most fulfilling feelings is watching how much time and effort your team puts into things and how it pays off at the end.

### **What is the value in case competitions?**

You are able to get so much from them. Aside from practical skills such as public speaking, problem solving and time management skills, you also form a lot of relationships through case competitions. The camaraderie that formed within my teams is something that I wouldn't have been able to find had I not participated in all these case competitions.

### **Any tips for students participating in case competitions?**

Be confident. Own your idea and go in there and trust that your idea is the best idea.

– by Felicia Liang (Reprinted in part from LazyFaire magazine winter issue)





BCom, student Felicia Liang

## **BUSINESS STUDENT SECURES COMPETITIVE INTERNSHIP IN SHANGHAI**

Intrepid University of Alberta business student Felicia Liang has landed a prestigious internship in the fast-paced entrepreneurial centre of Shanghai.

Liang, a fourth-year business student, beat dozens of candidates from across Canada to secure a six-month internship with the trade section of the Consulate General of Canada in Shanghai, offered through the Government of Canada's Canadian Missions in China program.

"I am still in awe at how vibrant the city is," Liang said by email shortly after arriving. "The city is very diverse, with a harmonious blend of oriental charm and western influence."

Liang will work until June as an intern on the trade section's science and technology / innovation team. She will support the group in planning and executing events, conferences, festivals, high-level visits and delegation activities that foster Canada-China trade relations.

Liang learned about the internship opportunity by exploring the U of A's Education Abroad website last summer. She had just returned to Canada from an exchange study term at Hanyang University in Seoul, South Korea, and knew she wanted to go abroad again.

"I was so excited because I was told that the internship is a very competitive, Canada-wide competition, and that no University of Alberta student had ever been selected before," said Liang.

### **Global opportunities, broader perspectives**

Her latest international adventure builds upon an already impressive roster of globally minded activities during her studies at the U of A. Before studying abroad, Liang worked for University of Alberta International as the volunteer co-ordinator for International Week and volunteered as senior peer mentor in UAI's Peer Program, meeting students from around the world. She also joined the Education Abroad Squad: International to help promote global opportunities to other U of A students. And she's enrolled in the Certificate in International Learning, which she will earn alongside her undergraduate business degree.

"These experiences were all wonderful ways to connect with like-minded peers and remain 'international' while back home," said Liang.

Liang hopes the internship experience in China will give her the chance to develop professionally, build networks and become more independent.

Liang envisions a career in an international environment where she can use her language and cultural skills, but she is still figuring out exactly what that will look like.

"Going abroad is so much more than just attending school or going to work in another country. Meeting people with different backgrounds taught me how to be open-minded and it has definitely helped me develop my communication and interpersonal skills, which are essential in any career field," she says.

—by Amanda Martin, University of Alberta International



E101 students, faculty and judges gather after their pitching competition in December.

## E101: A CREATIVE SUPERCOLLIDER

E101, the Alberta School of Business entrepreneurship program, is a “creative supercollider,” according to University of Alberta senator **Kurian Tharakan**, ’86 BCom.

“People + Ideas + Mentorship = New Business Acceleration,” he tweeted at a December event where E101 students pitched their startup ideas. Tharakan, founder and CEO of Strategy Peak Consulting, was one of three judges at the event. The others were **Darren Kelly**, ’91 BCom, a Colorado-based angel investor and president of Socialgist, and Randy Boissonnault, founder and president of Xennex Consulting.

First place and a \$1,000 prize went to No Lemon, an innovative second-hand car sales platform. Second place, a \$500 prize, went to Rentzry, a one-stop shopping website that links renters and landlords. The prizes were courtesy of Sara and Kurian Tharakan.

Kelly said No Lemon’s winning pitch combined many of his favourite characteristics of a startup: a proven entrepreneur, a big market, an adaptation of a new technology (Go-Pro cameras) and a way of using that technology to create a personalized, custom experience (a video of the car you want to buy). The No Lemon team members are Ola Cislik

(political science), Michael Tessier (business) and Bradley Jeremy (business). Rentzry team members are Brian Zisin (business) and Lindsay Hofer (business). “E101 is a demanding yet thriving class where, by the means of an excellent professor and mentor team, one’s idea can turn into fruition,” Cislik said.

The pitching competition featured the work of five startup teams selected from the 14 created by the first cohort of 40 E101 students. The course launched in September and teaches students what it takes to turn an idea for a startup business venture into a reality.

“We want to provide skills to take ideas from outside of the ivory tower and into the marketplace,” said assistant professor Matthew Grimes, who heads the course.

“I am often asked whether it is possible to teach entrepreneurship,” he said in his opening remarks. “Tonight should be proof that you can.” He said the course gives students access to mentors and guest speakers to inspire and support them in their business pursuits.

Grimes said the sold-out E101 would likely be offered again in the fall of 2015.

— by Wanda Vivequin

## THE ALLURE OF BIG DATA ////////////////////////////////////

Walking past the Alberta School of Business walls featuring photos of graduating classes, **Darren Kelly**, '91 BCom, easily spots his wife **Michelle Shewchuk**, '91 BCom, in the lineup. Kelly was on campus meeting business students and representatives from EHub and E101 and it was his first extended visit to campus in 15 years. "I love the vibe that comes from the students and the incredible diversity I have seen on campus," he says.

These days the Colorado-based Kelly, who along with his wife completed an MBA at Harvard (she in 1996 and he in 1997), works for a company called Socialgist.

Kelly says the world of social media, and the big data it generates, is more important today for business than ever before. Socialgist gathers the data and packages it for use by hundreds of analytics platforms, which create algorithms to get to the heart of what the information is saying. "In the old days, it was all about listening, but these days people are talking among themselves with social media, and companies need to understand and use this information to expand and improve their business," he says.

Kelly has long recognized the potential and value to business of big data. He left a career in investment banking (at Burns Fry) and management consulting (at Bain & Co.) to work in the startup-friendly community of Boulder, Colo. Over the years, Kelly has learned that staying on top of the latest technologies is essential to survival. "If you are a 60-year-old senior executive and you don't know how to tweet, then hire someone who does."

We asked Kelly, as an Albertan and a social media expert, what strategy he would use to turn around the negative image of Canadian oil outside of the country. "We need to humanize the issue and get away from the talking heads so that people can relate to those working in the industry. If the media conversation includes the perspective of real employees, the world might figure out that oil companies aren't run by evil robots. These are real people who care about their kids and grand-kids and are trying to do the right thing every day."

More recently, Kelly has become involved in an innovative health initiative in Kenya called Penda, a pay-per-service, for-profit clinic run for Kenyans by Kenyans. The business model has proved successful, and Kelly says Penda is looking to expand across Africa and show the world that for-profit health care can achieve better outcomes than government or NGO-based care.

As a parent and a social media expert, Kelly finishes the interview with a word of advice. "I urge people to think very carefully about what they post on social media. In fact, I would rather my kids get tattoos than post something they may regret later. The Internet is so permanent. At least with a tattoo you can get it removed."

— by Wanda Vivequin



Darren Kelly, '91 BCom

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# FACES OF A CENTURY

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In honour of the University of Alberta Alumni Association's 100th anniversary in 2015, the U of A's alumni magazine, *New Trail*, published a feature issue entitled 100 Faces.

We are pleased to reprint eight amazing faces of Business.



Photo Credit: John Ulan

**2012 Jeremy Bryant**, '12 BCom | Edmonton

He is co-founder of Mealshare, helping restaurants across Canada donate money to food programs based on how many diners buy Mealshare-starred dishes.



Photo Credit: Kenneth Lim Photography

**2003 Carrie Lam**, '03 BCom | Hong Kong

A dedicated volunteer with the Hong Kong alumni chapter, Lam works in the financial industry. She and her husband are expecting their second child.



Photo Credit: John Ulan

**2000 Natasha Staniszewski**, '00 BCom | Toronto

This co-anchor for SportsCentre made the jump to broadcasting after university. Her love of sports comes from growing up watching the Oilers and Eskimos.



Photo Credit: John Ulan

**1989 Lynn Hamilton**, '84 BA(Spec), '88 MBA, '89 LLB | Edmonton

A lawyer, mother, volunteer and owner of an aviation forest-fire-fighting company, she has competed in the world's toughest horse race, the Mongol Derby.



Photo Credit: John Ulan

**1974 James Ralston**, '74 BCom | Orleans, Ont.

As comptroller general of Canada, Ralston and his office were devoted to the responsible stewardship of taxpayer dollars.



Photo Credit: John Ulan

**1953 David Gell**, '52 BA, '53 BCom | Calgary

A familiar voice in both Alberta and the United Kingdom, Gell was the first Canadian DJ on the BBC and hosted the popular U.K. quiz show *Concentration*.



Photo Credit: John Ulan

**1942 E. Betty Thomson**, '42 BCom | Edmonton

A lifelong volunteer, Thomson devoted much of her time to the Edmonton Art Gallery (now Art Gallery of Alberta) and the Allen Gray Continuing Care Centre.



Photo Credit: Catch Light Photography

**1936 Irene Coulter**, '36 BCom | Olathe, Kan.

Two weeks after graduation, Coulter married and moved to the United States with her husband. She has had a busy life of church work and raised two children.

## Did you know the Alberta School of Business turns 100 in 2016?

We look forward to celebrating our centennial with our alumni family, friends and wider community.

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# CLASS notes

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If you have a class note  
you wish to share,  
please email us at  
[alumni.business@ualberta.ca](mailto:alumni.business@ualberta.ca)

We would love  
to hear from you!

## 1940s - 1970s

'54 **Bill Tye, BCom**, of Calgary, Alberta, along with classmates **Bill Stephen** and **David Van Helden**, organized a dinner during Alumni Weekend to celebrate their 60<sup>th</sup> class reunion. The Calgary-based members of the class chose to hold an event in Calgary to mark the occasion, instead of travelling to Edmonton. On Sept. 26, six members of the class and their spouses enjoyed a dinner at the Calgary Golf and Country Club. The school produced special laminated placemats for the event, which recreated the original Commerce graduation dinner program from 1954. Members of the class who were unable to attend received one of the placemats as a memento.

'61 **Joan Cowling, BCom**, of Edmonton, Alberta, was recognized on Sept. 4 as one of the Daughters of the Year at the Stanley A. Milner Library. The event recognized the contributions of women in the community who have raised awareness of gender discrimination. In an interview with the *Edmonton Journal*, Joan said that when she did her commerce degree at the University of Alberta in 1961, the environment for women was very different from what it is today. She was one of just four women graduating from a class of 60. Because women were not allowed to run for president of the commerce society, she became vice-president instead, Joan said. She has been actively involved with the school and over the years has organized a few of her class reunions during Alumni Weekends.

'64 **Robert Sexty, BCom**, of St. John's, Newfoundland and Labrador, published a new edition of his book, *Canadian Business & Society: Ethics, Responsibilities and Sustainability*, with McGraw-Hill Ryerson in January. Robert attended the Alberta School of Business open house over Alumni Weekend 2014.

'69 **Tim Melton, BCom**, of Edmonton, Alberta, president and CEO, Melcor Developments Ltd., was named in an article by the *Edmonton Journal* on Nov. 15 as one of the titans who have shaped the city.

'71 **Bob Bertram, MBA**, of Aurora, Ontario, was appointed to the board of directors of Alaris Royalty Corp. Bob is a corporate director and the retired executive vice-president of the Ontario Teachers' Pension Plan board, a position he held from 1990 through December 2008. Bob led the Teachers' Investment Program and oversaw the pension fund's growth to approximately \$108 billion from \$19 billion since its establishment in 1990.



**Glen Patterson, '42 BCom**, of Vancouver, British Columbia, recently celebrated his 93<sup>rd</sup> birthday and continues to enjoy adventurous world travels and photography. Glen writes: "I seem strong and well enough to likely be still around for my 103<sup>rd</sup>. Half of my time is now spent travelling! This year, for example, I spent a month in Maui; then I took a small cruise-ship exploration of the early Viking settlements from Denmark through Norway, then across to the far north Scottish islands, ending in Edinburgh." Glen said he also flew to Alaska in the spring, although he said the most exciting travels of 2014 were to New Mexico, where he enjoyed touring natural and historic areas. Glen's most recent trip was to Banff National Park.

'72 **Michael Ross, BCom**, of Edmonton, Alberta, joined the Board of Governors of the University of Alberta.

'73 **Allen Hagerman, BCom**, of Calgary, Alberta, recently retired from Canadian Oil Sands Ltd.

'73 **John Knebel, BCom**, of Edmonton, Alberta, a lawyer for Primed Medical Products Inc. and John A. Knebel Professional Corp., participated in the MBA International Business Speakers Forum on Oct. 6. John spoke to MBA students about client relationships and international business consulting.

Thank you to **Lorne Braithwaite, '63 BCom**, president and CEO, Park Avenue Holdings, and member of the Dean's Business Advisory Council (see inside front cover), for hosting alumni at an Innovative Leaders Breakfast at the Toronto Club in late November. Lorne introduced guest speaker Robert Burrell, who holds a Canada Research Chair in Nanostructured Biomaterials, who spoke on "Nanomedicine: The Future is Now." His talk generated a lively Q and A with many questions focused on the business aspect of medicine, patents, and collaborative governments. BAC member Amit Monga also hosted a table of business alumni at the event.



(L to R) Bill Charnetski, '85 BCom, Robert Burrell, Robert Ferguson, '84 BCom, Lorne Braithwaite, '63 BCom

**'73 Ralph Young, MBA**, of Edmonton, Alberta, chancellor of the University of Alberta, was named in an article in the *Edmonton Journal* on Nov. 15 as one of the titans who have shaped the city.

**'76 Tim McGillicuddy, BCom**, of Westeros, Alberta, from McGillicuddy Advisory Services, was honoured with the 2014 ICAA Merit Distinguished Service Award for his achievements in business and contributions to the community.

**'77 Jim Prentice, BCom**, of Calgary, Alberta, was elected as leader of the Progressive Conservative Party of Alberta. He was sworn in as Alberta's 16th premier at Government House in Edmonton on Sept. 15. Hon. Jim Prentice was MP for Calgary Centre North from 2004 until 2010. He held a number of cabinet positions including Industry, Environment, and Indian Affairs and Northern Development. In 2010 he resigned from federal politics to take a job as vice-chairman of the Canadian Imperial Bank of Commerce. His alma mater bestowed an honorary degree on him in 2013.

**'78 William Fowlis, BCom**, of Calgary, Alberta, a partner at Miller Thomson LLP, was honoured with the 2014 ICAA Merit Fellows of the Chartered Accountants Award for his achievements in business and contributions to the community.

**'79 Greg Cameron, BCom**, of Edmonton, Alberta, chief executive officer, Noralta Lodge Ltd., was honoured with the 2014 ICAA Merit Fellows of the Chartered Accountants Award for his achievements in business and contributions to the community.

## 1980s

**'80 Brian Ferguson, BCom**, of Calgary, Alberta, president and CEO Cenovus Energy Inc., was selected as the Alberta Chamber of Resources Resource Person of the Year. In announcing the winner, ACR made the following statement: "Over his term in office, Mr. Ferguson has become an exemplar of the visionary leadership that drives the responsible growth of Alberta's resource industry on an especially strong foundation and long record of innovation and social responsibility."

**'80 Barry James, BCom**, of Edmonton, Alberta, is the chief corporate development officer at Lloyd Sadd. He has recently joined the ATB board and is also a member of the school's business advisory council.

**'81 Barth Bradley, BCom**, of St. Albert, Alberta, a partner at Kingston Ross Pasnak Chartered Accountants, was honoured with the 2014 ICAA Merit Fellows of the Chartered Accountants Award for his achievements in business and contributions to the community.

**'81 Larry Jenkinson, BCom**, of Edmonton, Alberta, is the new chief financial officer of United Cycle. Larry was previously the vice-president and chief financial officer of Blu's Clothing Ltd.

**'81 Doug Goss, BCom**, of Edmonton, Alberta, chairman of the University of Alberta Board of Governors and chair of both the Telus Edmonton Community Board and the Fort Edmonton Management Co., was named by the *Edmonton Journal* as one of the city's 30 most powerful people.

**'82 Mark Dzenick, BCom**, of Zurich, Switzerland, is the chairman and chief executive officer of Olympic Spirit Group. Mark and his family returned to Edmonton for a visit and attended the Alberta School of Business Open House over Alumni Weekend 2014.

**'84 Curtis Palichuk, BCom**, of Vegreville, Alberta, managing partner at Wilde & Company Chartered Accountants, was honoured with the 2014 ICAA Merit Fellows of the Chartered Accountants Award for his achievements in business and contributions to the community.

**'84 Bruce Rigal, BCom**, of London, England, who recently retired as global chief operating officer, Human Resources Division, Deutsche Bank London, participated in an Eric Geddes breakfast panel on finance on Feb. 6 with fellow alumnus **David Tims, '87 MBA**. Bruce's article on human resources can be found on page 12 of this magazine.

**'85 William Charnetski, BCom**, of Toronto, Ontario, former vice-president, corporate affairs international, AstraZeneca, participated in the MBA International Business Speakers Forum on Oct. 20. Bill spoke to MBA students on the topic of building a pharmaceutical company's government affairs capability globally. Bill and his family recently moved to Toronto, where he attended the Innovative Leaders Breakfast Series.

**'86 David Dorward, BCom**, of Edmonton, Alberta, was named associate minister of Aboriginal Relations for Alberta. Elected as a member of the legislative assembly for Edmonton-Gold Bar in 2012, David previously served as deputy government house whip and as a member of the Treasury Board. He has also served as deputy chair of the select special Conflicts of Interest Act review committee, deputy chair of the standing committee on public accounts and as a member of the special standing committee on members' services, the standing committee on Alberta's economic future and the standing committee on the Alberta Heritage Savings Trust Fund.



Ernie Zelinski, '86 MBA

Hi Ernie,

I thought you might be interested in my little story.

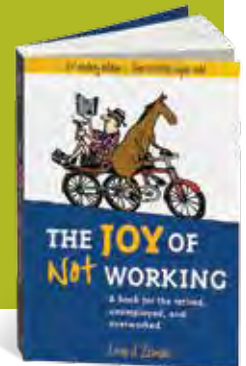
When I was working as a chemical industry executive in my late 30s, I decided to retire at age 50, in 2003. During the '90s, I discovered your book *The Joy of Not Working* on a business trip to the United States. Inspired by you and by the book *Your Money or Your Life* to think about finance, I hit my goal. In fact, I stopped working full time at age 46.

After 50, I was having a great time doing just a little well-paid work and really enjoying life. I had been interested in politics many years earlier and eventually decided to pursue that interest in a purposeful way by running for office. Because your methods gave me time to campaign, I got the most startling result of the U.K. 2010 general election and found myself in Parliament as a Liberal Democrat representing my hometown. I got the biggest vote swing between the main parties in the U.K. since the Second World War.

It's hard work, but I have been able to do major things for my community and done things and met people I could only dream about. Living in the moment is one skill I constantly have to practise. I guess you won't be surprised at the next bit: I am quitting in 2015, at age 62, and have just reread your book to help me get the most out of the next stage of my life.

Thanks again for what you have done.

Ian Swales, MP  
Redcar, England



**'86 Kurian Tharakan, BCom**, of Edmonton, Alberta, is the founder and chief executive officer of Strategy Peak Consulting. He was a guest judge for the E101 Final Pitch event on Dec. 3 organized by eHUB at the University of Alberta. Prizes awarded to the two winning teams were supplied by Kurian and his wife Sara.

**'86 Ernie Zelinski, MBA**, of Edmonton, Alberta, is an international bestselling author, prosperity life coach and unconventional career coach who inspires adventurous souls to live prosperous and free. Ernie writes that he flew first class to Istanbul care of the Turkish National Society for Quality to speak about the joy of not working to 2,000 executives and scholars attending its 17<sup>th</sup> annual convention in Istanbul.

**'87 Linda Banister, MPM, '83 BCom**, of Edmonton, Alberta, is the president and owner of Banister Research & Consulting Inc., a firm specializing in market research and program evaluation/performance measurement. Linda is active on a number of boards, including the Alberta School of Business Advisory Council, U of A Alumni Council, the Canadian Evaluation Society credentialing board and Northlands. She was most recently appointed to the board of directors of STARS Air Ambulance.

**'87 David Tims, MBA**, of Vancouver, British Columbia, managing director, RBC Dominion Securities, participated in the MBA International Business Speakers Forum on Nov. 3. David spoke to MBA students on the topic of taking a desk at the sales and trading division of an international investment bank. David participated in an Eric Geddes breakfast panel on finance with fellow alumnus **Bruce Rigal, '84 BCom**. The event was held on Feb. 6 at the Calgary Petroleum Club.

**'88 Glenn Arnold, BCom**, of Suzhou, China, and his wife, **Xinhui Liu, '10 PhD**, are now living in China and teaching at Xi'an Jiaotong-Liverpool University. Glenn is teaching at the International Business School at Suzhou and Xinhui in the Language Centre. They are both enjoying the new experiences as they search for bridges over the many canals of the city.

**Trevor Mak, '84 MBA, '82 BCom**, helped to bring together Hong Kong-based alumni for a wonderful dinner on Nov. 23. Attending the dinner were dean Joseph Doucet and associate dean international Edy Wong, who shared news from the school. Of particular interest was the Master of Financial Management Program now offered in China.







David Tims, '87 MBA

## 1990s

'90 **Pat Kiernan, BCom**, of New York, New York, morning news anchor of NY1, will be MCing the 2015 Canadian Business Leader ceremony on March 5.

'90 **Brian Pohl, MBA**, of London, England, chief executive officer of Pulsar Light of Cambridge, and partner at Orthus, participated in the MBA International Business Speakers Forum on Sept. 29. Brian spoke to MBA students on the topic of engaging in difficult deals and renegotiating troubled investments.

'91 **Bill Addington, MBA, '74 BCom**, of Edmonton, Alberta, retired from Canadian Western Bank as executive vice-president. Bill was an active member of the Alberta School of Business Alumni Association and served as president in 2003. He is looking forward to spending time with his family and travelling.

'91 **Gregory Burghardt, MBA**, of Edmonton, Alberta, co-founder, president and chief executive officer, Arrow Engineering Inc., was recognized in the July 2014 issue of *Business in Edmonton* as one of the "2014 Leaders of Tomorrow." Greg was also a finalist in the Professional and Financial Services category of the 2014 Ernst and Young Prairies Entrepreneur of the Year.



## BAA ALUMNI weekend 2014

Alumni Weekend 2014 provided past students and their families plenty of opportunities to relive and reflect on their time on the U of A campus. On Thursday evening, alumna **Karima Bapoo-Mohamed, '11 MBA**, and **Lesley-Anne Scorgie, '05 BCom**, were presented with Alumni Awards. Bapoo-Mohamed received an Alumni Honour Award and Scorgie an Alumni Horizon Award. The class of '64 was given an opportunity to re-enact their graduation with a special Cap and Gown ceremony in the old Convocation Hall, while the class of '54 decided to gather in Calgary for a dinner. The School's brunch is a wonderful opportunity for sharing stories and catching up with fellow alumni, professors and staff. Over 100 alumni stopped by to reconnect with professors and staff. Interested in organizing a class reunion in 2015 or have an anniversary you want to celebrate? Alumni Weekend 2015 will be held Sept. 24 - 27.

Please contact **Jami Drake** ([jami.drake@ualberta.ca](mailto:jami.drake@ualberta.ca)).

1. **Russell Cherneskey, '75 BCom, Adam Cook, '05 BCom** (BAA president) 2. Members of the Commerce Class of '64 celebrate the Golden Grad re-enactment of their convocation 3. (L to R) **Larry Bourk, '64 BCom, Robin Higham, '64 BCom, Dean Joseph Doucet, Louise Higham, Janis Sharp, Joan Bourk.** 4. **Gay Young, U of A Chancellor Ralph Young, '73 MBA, Hedy Denham, Ross Denham, '58 BCom**



Shane Fildes, '93 BCom

Photo Credit: Reprinted with permission of *The Calgary Herald*



Cindy Gange-Harris, '91 BCom

'91 **Cindy Gange-Harris, BCom**, of Edmonton, Alberta, regional director of operations, Central Canada, for Starbucks Canada, won the School of Retailing Alumni Award.

'91 **Darren Kelly, BCom**, of Boulder, Colorado, is an angel investor and president of Socialgist, provider of global social media data for analytics, monitoring and business intelligence applications. He was a guest judge for the E101 Final Pitch event on Dec. 3 organized by eHUB at the University of Alberta. (see page 25 for more information)

'92 **Lindsay Dodd, BCom**, of Edmonton, Alberta, chief executive officer, Savvia Inc., was recognized in the July 2014 issue of *Business in Edmonton*, a monthly publication dedicated to promoting entrepreneurial spirit in Alberta's capital city, as one of the "2014 Leaders of Tomorrow." Lindsay is a past chair of the Edmonton Chamber of Commerce.

'93 **Shane Fildes, BCom**, of Calgary, Alberta, is the head of the Global Energy Group at BMO Capital Markets. He was named one of Alberta's 50 Most Influential People by *Alberta Venture*

magazine for underwriting some of the energy sector's biggest deals and dealmakers. Shane is responsible for the firm's investment and corporate banking operations in key energy hubs like London, Beijing, Hong Kong and Melbourne, as well as overseeing BMO's offices in Calgary and Houston.

'94 **Jane Halford, BCom**, of Edmonton, Alberta, president, Halford Consulting, received the 2014 CAEF Impact Award honouring her contributions to the work and goals of the Chartered Accountants Education Foundation of Alberta. Jane was executive director of CAEF from 2006 to 2013. Previously, she has held the roles of senior manager at Grant Thornton Chartered Accountants LLP, director of practice review and then chief executive officer for the Institute of Chartered Accountants of Alberta. Jane also sits on the U of A Council.

'95 **Brad Ferguson, BCom**, of Edmonton, Alberta, president and chief executive officer, Edmonton Economic Development Corp., was named in an article in the *Edmonton Journal* on Nov. 15 as one of the city's 30 most powerful people.

'95 **Barbara McKenzie (previously Engelbart), BCom**, of Edmonton, Alberta, writes: "After taking on a new role as executive director of the Leduc-Nisku Economic Development Association in August of 2013, I made another big plunge and married my longtime love of 13 years, Darren McKenzie, on March 17, 2014, in Samana, Dominican Republic. We took family and friends from Canada and Germany on a family vacation, highlighted by our wedding ceremony."

'95 **Sean Price, BCom**, of St. Albert, Alberta, accepted a new position as vice-president, corporate sales and new business development, with the Edmonton Eskimos. Sean has experience in the sports industry, having held various sales positions with the Edmonton Oilers. Most recently, Sean was the U of A associate vice-president, Alumni Relations. On Dec. 12 a farewell reception was held for Sean at the Faculty Club to celebrate his contributions and congratulate him on his new position.

'98 **Craig Patterson, BCom**, of Sherwood Park, Alberta, founder and editor-in-chief of *Retail Insider*, was profiled in the October issue of the business students magazine *LazyFaire*. He talked to the students about what it takes to run a successful online news magazine, his choice to leave a secure position in the legal profession to pursue his passion, and his take on the future of Canadian retail.

'99 **Roberta MacGillivray, BCom**, of Edmonton, Alberta, president of the Filter Shop, was recognized in the July 2014 issue of *Business in Edmonton*, a monthly publication dedicated to promoting entrepreneurial spirit in Alberta's capital city, as one of the "2014 Leaders of Tomorrow."

'99 **Rob Parks, MBA**, of Sherwood Park, Alberta, is a partner at RC Strategies. He recently joined the board of governors of the U of A.



# 26<sup>TH</sup> BAA DINNER

## winspear centre

NOVEMBER 6 - EDMONTON

She was widely considered a perfect speaker for Edmonton's burgeoning entrepreneurial climate and a perfect ambassador for showcasing the school's entrepreneurial impact. All who attended found out first-hand why **Bindi Karia**, '94 BCom, 20 years out, is known as the Queen of Startups in the United Kingdom.

Bindi leads Silicon Valley Bank's early efforts in Europe as vice-president of entrepreneur banking. She has also led Microsoft UK's Emerging Business BizSpark Group. Bindi was recently named one of the Silicon 60 by the London Evening Standard. *The Guardian* named her one of 10 women in tech to meet.

The lively Q-and-A format was moderated by Chris Lumb, CEO of TEC Edmonton.

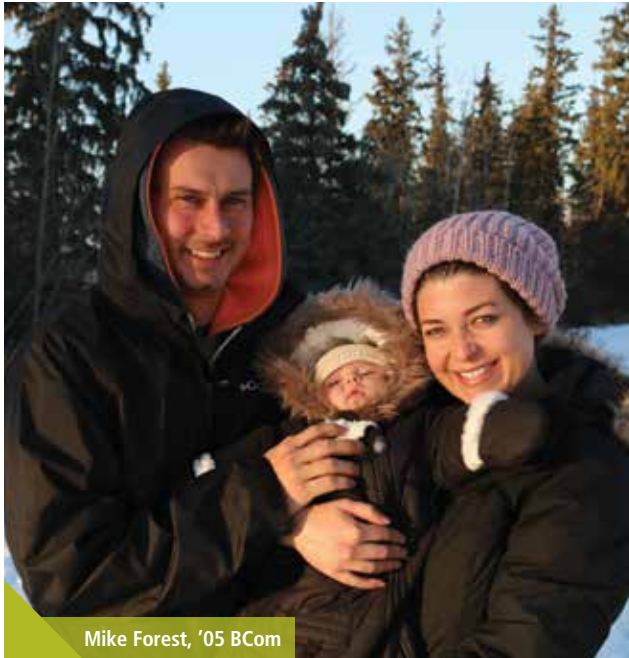
Bindi's thoughts on failure included:

- "It's never been so cheap to fail fast."
- "You're nobody until you've failed three times."
- "Failure is a lesson, not a stigma."

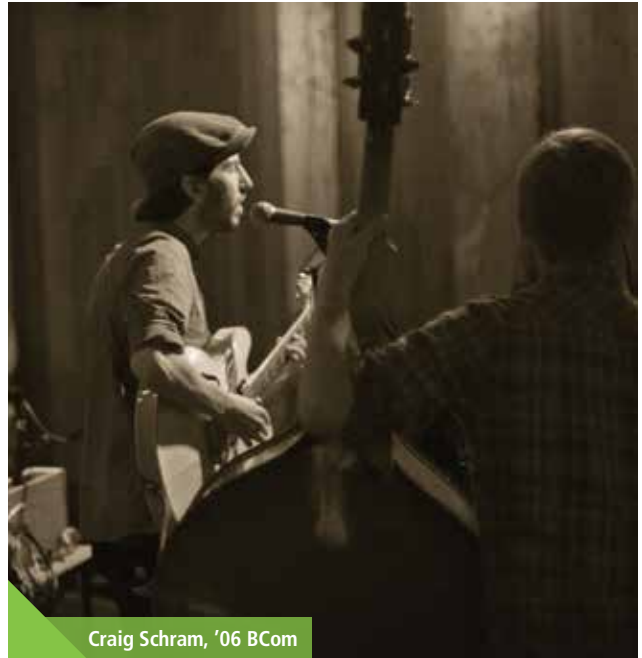
Fellow alumna **Pamela Walters**, '12 MBA, '96 BCom, was master of ceremonies. Barth Bradley, representing the keynote sponsor, Alberta's Unifying Accounting Agency, introduced Bindi.

Thanks to all participants and attendees. Each ticket also provided a meal to an Albertan in need through our partner Mealshare, founded by another enterprising alumnus, **Jeremy Bryant**, '12 BCom, and his cousin Andrew Hall. Additional thanks to Bindi for meeting with student groups during her visit. You can follow Bindi on Twitter (@bindik), where she has 12,000 followers.

1. **Pamela Walters**, '12 MBA, and **Bindi Karia**, '94 BCom. 2. (L to R) Friends of the Alberta School of Business BJ Laiss, Maple Rose Furigay, student ambassador Rebecca Scammell and Heather Layton. 3. Top row L to R: **Loren Miller**, '12 MBA, **Chris Carr**, '04 BCom, **Kelly Gibbon**, '06 MBA, **Cheng-Hsin Chang**, '06 MBA. Middle row L to R: **Amir Tabet**, '12 MBA, **Ashton Paulitsch**, '11 BCom, **Marissa Warshawski**, '12 MBA, **Adrienne Stewart**, '09 MBA. Front row: L to R: **Kierstin Smyth**, '09 BCom, **Pamela Walters**, '12 MBA, **Bindi Karia**, '94 BCom, **Charlene Butler**, '09 MBA, **Deepa Maisuria**, '07 BCom. 4. **Bindi Karia**, '94 BCom



Mike Forest, '05 BCom



Craig Schram, '06 BCom

## 2000s

**'00 Aly Virani, BCom**, of Edmonton, Alberta, president, KV Capital Inc., was recognized in the July 2014 issue of *Business in Edmonton*, a monthly publication dedicated to promoting entrepreneurial spirit in Alberta's capital city, as one of the "2014 Leaders of Tomorrow."

**'02 Tim Maloney, MBA**, of Halifax, Nova Scotia, was named director, Varsity Athletics, at Dalhousie University. "It is a privilege and honour to join an institution of Dalhousie's calibre," says Tim. "I look forward to joining the Black & Gold family and contributing to the rich history of academic and athletic excellence at Dalhousie. I am very excited about our future." No stranger to Dalhousie, Tim was raised in Halifax and earned his BSc in kinesiology at Dalhousie while playing for the varsity men's basketball and soccer teams. For his efforts on and off the field, he was named a CIS Academic All-Canadian in 1998. Before assuming this position, Tim spent over 10 years in the private sector gaining valuable experience in marketing, sales and leadership at Canada Basketball, Purolator Inc. and Promotivate LP.

**'02 Von Whiting, MBA, '96 BCom**, of Edmonton, Alberta, writes: "While I have retired from the U of A, I have accepted a position as the executive associate with Alberta Health Services, reporting to the new official administrator and former U of A provost Carl Amrhein." Von was previously a senior administrative officer on campus.

**'03 Tyler Arnold, BCom**, of Calgary, Alberta, writes: "I graduated from the University of Saskatchewan College of Law with a juris doctor degree and will be articling at my family's firm, which has served High River, Alberta, for 114 years."

**'04 Tracey Martin, BCom**, of Calgary, Alberta, chief financial officer, Cathton Investments Ltd., was honoured with the 2014 ICAA Merit Early Achievement Award for her achievements in business and contributions to the community.

**'04 Justin Reynolds, BCom**, of Edmonton, Alberta, president and chief executive officer, Align Fence Inc., was recognized in the July 2014 issue of *Business in Edmonton*, a monthly publication dedicated to promoting entrepreneurial spirit in Alberta's capital city, as one of the "2014 Leaders of Tomorrow."

**'04 Jeff Schellenberg, MBA, '01 BCom**, of Sherwood Park, Alberta, is now co-chief executive officer and chief financial officer at TerraPro, a company that provides remote access, terrain protection products and reclamation services to a wide array of industries and applications. Jeff's previous role within TerraPro Group of Companies was vice-president, finance.

**'05 Shermie Au, BCom**, of Edmonton, Alberta, joined the Office of Alumni Relations as assistant, alumni recognition, in January 2015. In this role, she will assist with the annual Alumni Awards selection and ceremony as well as with ongoing recognition projects.

'05 **Blaire McCalla, BCom**, of Edmonton, Alberta, accepted a position as manager, marketing and communications, with Noralta Lodge. Previously, Blaire was a strategic planner with Incite.

'05 **Mike Forest, BCom**, of Los Angeles, U.S., and his wife Christina—a broadcaster with ABC television, formerly on Global TV—have recently bought an old house in an interesting area near Burbank. They have been very active, thanks to their new home's proximity to Griffith Park, a huge mountainous park with a variety of trails. Mike has done a lot of reconstruction in the house and recently resurrected an old suite above the stand-alone garage. After his Formula Atlantic racing, he went into the Grand-Am (now American Le Mans), which is long-distance sports car racing such as the Daytona 24 hour. Mike, Christina and Mike's mother Jean, a former U of A chancellor, welcomed the couple's first child, Gabriella, in September.

'05 **Kristina Williams, MBA**, of Edmonton, Alberta, was appointed president and chief executive officer of Alberta Enterprise Corp. Kristina has been with the company for five years and has an extensive background in the technology industry. She is also the honorary consul of Sweden.

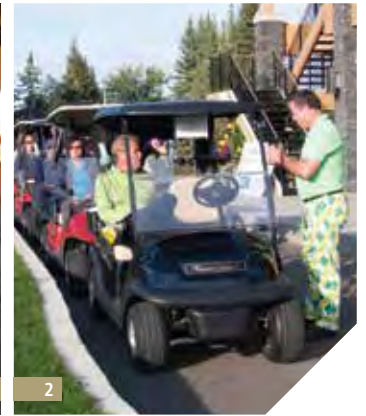
'06 **Craig Schram, BCom**, of Edmonton, Alberta, returned in December from a European tour with his band the Provincial Archive to news that their third and latest album, *It's All Shaken Wonder*, had won the 2014 Edmonton Music Prize.

'06 **Jim Gibbon, MBA**, of Edmonton, Alberta, is now executive director at the Fort Edmonton Foundation. Jim ran for office in the 2013 Edmonton civic election.

'06 **Rohit Gupta, MBA**, of Edmonton, Alberta, president of Rohit Communities, Rohit Group of Companies, was named in an *Edmonton Journal* article published Nov. 15 as one of the city's 30 most powerful people.

'06 **Michelle Malin, BCom**, of Edmonton, Alberta, instructor, School of Business, MacEwan University, was honoured with the 2014 ICAA Merit Early Achievement Award for her achievements in business and contributions to the community.

'06 **Andrew McCready, BCom**, of Edmonton, Alberta, is now vice-president at First Commonwealth Mortgage Investment Corp. He is also the president of Stark Financial Inc. Andrew was previously business development manager with Canadian Brewhouse.



# BAA GOLF

## windermere golf and country club

SEPTEMBER 3 - EDMONTON

Over 130 golfers enjoyed great playing conditions at the Windermere Golf and Country Club in early September 2014, raising almost \$30,000 in the process to support ongoing student and alumni initiatives at the School. The always-popular event attracted both loyal long-term and new sponsors for each of the course holes, and organizers said participants enjoyed outstanding weather and a great atmosphere. Players representing Financial Services Group won the CPA Cup for a second year running.

**The 2015 event is scheduled for Wednesday, Sept. 2. Mark the date!**

Potential sponsors and golfers can contact **Jami Drake** for more information ([jami.drake@ualberta.ca](mailto:jami.drake@ualberta.ca)). See you at the Windermere!

Thank you to all of our generous sponsors:



1. (L to R) **Ivor Lee**, '01 BCom, 2014 BAA Golf Tournament chair, and winning team members (and defending champions) **Scott Kwasnecha**, '06 BCom, **David Reynar**, '06 BCom, **Dean Evanger**, '06 BCom, Adam Telenko, and CPA representative Liza Worthington.

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NETWORK  
See pg. 3 for upcoming events



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Justin Wong, '06 BCom at the BAA Dinner in November

'06 **Sherilyn Trompetter, MBA**, of Edmonton, Alberta, has taken on a new role as director, international and practicum development, at Concordia University College. Sherilyn, who was previously international internship manager for U of A International, writes: "I will take with me the lessons learned and practised here. I am excited to remain in the field of international education and look forward to new challenges." Sherilyn is also on the AIESEC board of advisers.

'06 **Erica Viegas, BCom**, of New York, New York, is completing a master of public relations and corporate communication at New York University. Erica recently authored a feature in the *Globe and Mail* titled: How Young Leaders Can Overcome the 'Imposter Phenomenon' as part of the Globe Careers' Leadership Lab series. She was also recently invited by the World Economic Forum (WEF) to attend its Annual Meeting of New Champions (Summer Davos) in Tianjin, China. Erica was chosen as a member of Global Shapers, a WEF-affiliated group of leaders under 30 from around the world. Erica said she was proud to represent her Edmonton hub, bringing a youth voice to the discussions.

'06 **Justin Wong, BCom**, of Edmonton, Alberta, supervisor of business planning and forecasting, Atco Electric, was honoured with the 2014 ICAA Merit Early Achievement Award for his achievements in business and contributions to the community.

'07 **Grace Choo, BCom**, of Edmonton, Alberta, is now vice-president and board member at Ainembabazi Children's Project, a non-profit that does grassroots international development work in Uganda and Tanzania. Previously, her role with Ainembabazi was as social enterprise lead. She is also a business analyst with Creative Door, a leader in industrial and garage doors. It was the winner of the Northern Alberta Overhead Door Consumer Choice Award for 2014.

'07 **Damian Zapisocky, MBA, '00 BCom**, of Red Deer, Alberta, chief operating officer, Studon Electric and Controls Inc., was honoured with the 2014 ICAA Merit Distinguished Service Award for his achievements in business and contributions to the community.

**'08 Taisa Ballantyne, BCom**, of Shanghai City, China, is now global accounts team manager at Ziva Co. Ltd. As the founder of Brightbird Group, Taisa also pursues project management in the spheres of health and wellness, leadership and training, and goodwill works. As a former communications executive in Hong Kong and a regional manager for a national marketing company in Canada, she hosts a wealth of experience representing consumer brands at exhibitions, conferences and special events. In 2010, she was recruited by the Canadian government to serve as the personnel supervisor at the Shanghai World Expo Canada Pavilion.

**'08 Greg Dearden, MBA, 01 BCom**, of Edmonton, Alberta, is the senior manager, category management, for Enbridge Pipelines. Greg was an MBA Forum speaker at the school in January. He spoke to a select group of MBA students about his experience in supply chain management at a strategic level, one of the industry sectors asked for by MBA students.

**'08 Natasha Genoud, BCom**, of Edmonton, Alberta, is now business sales supervisor at Ledcor. Previously, she was the assistant store manager for Lululemon Athletica.

**'08 Shawn Halvorson, BCom**, of Edmonton, Alberta, is now a process improvement manager at Leder Steel Ltd. Previously, he was a project manager with Darkhorse Analytics.

**'09 Patricia Misutka, MBA**, of Edmonton, Alberta, was named principal secretary for the government of Alberta. Patricia previously served as a chief of staff for former Edmonton mayor Stephen Mandel. Patricia was also named in an *Edmonton Journal* article on Nov. 15 as one of the city's 30 most powerful people.

## 2010s

**'10 Raj Dhunna, MBA**, of Edmonton, Alberta, chief operating officer, Regency Developments, was named in an *Edmonton Journal* article published Nov. 15 as one of the city's 30 most powerful people.

**'10 Alexandra Eakins, BCom**, of Calgary, Alberta, is now integration and communications intern at Sobeys. She is completing her MBA degree at the University of Calgary.

**'10 Jessica Leung, BCom**, of Toronto, Ontario, is now director, brand strategy, at Exact Media, a high-growth, innovative agency working with top brands to deliver unique and superior consumer engagement and trial opportunities. Previously, she was senior assistant brand manager, family care and sports marketing, with Procter & Gamble Co.

**'10 Maureen Walsh, BCom**, of Calgary, Alberta, is the principal and owner of Little Red, a Calgary-based marketing firm, specializing in branding, communications and marketing strategy. Maureen recently joined Strategy Peak Sales as a director.

**'11 Shraddha Brahmabhatt, MBA**, of Edmonton, Alberta, accepted a new position with Alberta Energy. Previously, Shraddha was a senior consultant at MNP LLP.

**'11 Carmen Cuartin, MBA**, of Anacortes, Washington, is a plant operations manager at Puget Sound Refinery with Shell, where she is responsible for the refinery operations. Carmen lived and worked in Venezuela and Canada prior to moving to the U.S.

**'11 Amanda Goss, BCom**, of Edmonton, Alberta, is now a human resources manager at Translational Research in Oncology. During her time at the school, Amanda was the vice-president of the Business Exchange Association from 2009 to 2011, a student group that promotes international exchange opportunities to domestic students.

**'11 Leaticia Kaggwa, BCom**, of Toronto, Ontario, is now social media co-ordinator and assistant graphic designer at MMODERN. Previously, she was a marketing assistant and mobile content creator at Sentaca Consulting.



Andrew Wong, '11 MBA

**'11 Brooke Lazor, BCom**, of Edmonton, Alberta, started her own business in health and fitness, Brilliant by Brooke Fitness + Food. Over the past 10 years, Brooke has gone through her own journey through health and fitness that includes losing 22 kg, running two half-marathons, completing a 90-day hot yoga challenge, competing as a bikini fitness athlete and working as a fitness model. She started her own business to ignite in others the fire and passion she has for health, fitness and nutrition. In addition to being a personal trainer and nutrition coach, she is a motivational speaker. Her talks include a little about her own journey and tips on getting into a healthy routine.

**'11 Linda Lu, BCom**, of Edmonton, Alberta, is now an educator at Lululemon Athletica, Australia and New Zealand. Previously, Linda was the visual merchandising lead for the company.

**'11 Sebastian Panciuk, MBA**, of Edmonton, Alberta, is now research associate at Davies Park. Previously, he was the executive director at Pilgrims Hospice.

**'11 Andrew Wong, MBA**, of Calgary, Alberta, is an associate at Stikeman Elliott. He recently became engaged to Chantel Cabaj, a lawyer at Workers' Compensation Board Alberta. They both studied at the Alberta School of Business. Chantel chaired the Rocky Mountain Business Seminar in 2009. Congratulations to the happy couple!



Ashlyn Bernier, '13 MBA

Photo Credit: Curtis Comeau

**'12 Alex Jamshedji, BCom**, of Edmonton, Alberta, is now a business analyst with the government of Alberta. Previously, he was a project assistant with Alberta Health Services.

**'12 Ajit Sandilya, MBA**, of Perth, Australia, is a senior partner, portfolio program management, for Ernst and Young in Perth.

**'12 Sarah Spenrath, BCom**, of Edmonton, Alberta, accepted a position as a human resources program co-ordinator with the government of Alberta. Previously, she was a human resources adviser at Ogilvie LLP.

**'12 Koryn Stamler, BCom**, of Edmonton, Alberta, is now a financial analyst, corporate development, at Telus. Her previous portfolio with Telus included the positions of financial analyst, Telus Health and Capital Management.

**'12 Pamela Walters, MBA, '96 BCom**, of Edmonton, Alberta, is now a principal at Russell Farmer and Associates Consulting Ltd. Pam also MCD at November's Business Alumni Association Dinner.

**'13 Ashlyn Bernier, MBA**, of Edmonton, Alberta, was named Top 40 under 40 in 2014 by *Avenue Magazine* in its November issue. Ashlyn is a lead with the U of A's Venture Mentoring Service. Modelled after a similar program at MIT, the service pairs young aspiring entrepreneurs with established mentors in the community who coach them through the challenges and opportunities of starting their own ventures. She has so far managed to recruit 29 mentors to the program. "The fact that the U of A sees the importance of programs like VMS, supporting those students and alumni who are taking risks for a shot at changing the world, gives me such pride as an alumna," says Ashlyn.

**'13 Braden Lauer, BCom**, of Vancouver, British Columbia, was named Canada's smartest person after taking part in a CBC television program testing participants' mental agility. Every week, contestants battled it out in front of a studio audience in six categories: musical, physical, social, logical, visual and linguistic. Braden won over seven other finalists and earned the title of Canada's Smartest Person. He is now a law student at the University of British Columbia.

**'13 Bartek Kienc, MBA**, of Calgary, Alberta, was named special adviser to the premier, market access, at the government of Alberta. Bartek started his career with the government 12 years ago. In 2008, he joined the Department



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# IN memoriam

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The Alberta School of Business regrets  
the passing of these alumni and friends:

**Bessie Thomson**, '28 BCom, Banff, Alberta

**Rose Jefkins McDonald**, '40 BCom, of Niagara Falls, Ontario

**David Beatty Mundy**, '40 BCom, of Sidney, Ontario

**Janet Isabel Hartford**, '43 BCom, of Tumbler Ridge, British Columbia

**Jean Alberta Williams**, '45 BCom, of Chilliwack, British Columbia

**Maury Roe**, '49 BCom, of Williamsburg, Virginia

**Enid Kathleen McGuffin**, '47 BCom, of Calgary, Alberta

**Gordon Frederick McLean**, '47 BCom, of Toronto, Ontario

**Douglas Clarke**, '48 BCom, of Edmonton, Alberta

**Eugene Charles Audell**, '49 BCom, of Edmonton, Alberta

**John Cameron Sadleir**, '49 BCom, of Edmonton, Alberta

**Robert Bodner**, '50 BCom, of Edmonton, Alberta

**Blaine Leon Hudson**, '56 BCom, of Cochrane, Alberta

**Jerry Kwan**, '64 BCom, of New Territories, Hong Kong

**Gary Frederick Aitken**, '67 BCom, of Calgary, Alberta

**John Peter Barford**, '67 BCom, of Vancouver, British Columbia

**John Peter Soucek**, '68 BCom, of Calgary, Alberta

**Arlene Joy Flock McKen**, '70 BCom, of Calgary, Alberta

**John Douglas Binder**, '73 BCom, of Edmonton, Alberta

**Gregory Ward Berg**, '80 BCom, of Drayton Valley, Alberta

**Sheena Elizabeth Bethell**, '82 BCom, of Binningen, Switzerland

**Perry James Millar**, '84 BCom, of Peace River, Alberta

**Burt Cecil Smythe**, '85 BCom, of Edmonton, Alberta

**Charlene Marie Duke**, '86 BCom, of St. Albert, Alberta

**Carole Lynn Hunt**, '91 MBA, '81 BCom, of Edmonton, Alberta

**Todd William Sherman**, '99 MBA, of Calgary, Alberta

**William Robert Dean**, '00 MBA, of Edmonton, Alberta

**Natalie Dawn Paeuser**, '01 BCom, Ardrossan, Alberta

**Alex Kim**, '05 BCom, of Edmonton, Alberta

**Surjan Singh Sanghera**, '10 BCom, of Sherwood Park, Alberta

**Jacob Adeniyi Moibi**, '11 MBA, of Edmonton, Alberta

of Energy, where he held a number of key roles in the deputy minister's office, including executive director of international energy policy, responsible for developing market access strategies focused on Asia. Most recently, he served as executive director of energy infrastructure in the office of the vice-president, CIBC World Markets Inc.

**'14 Lorina Herbert, MBA, '06 BCom**, of Edmonton, Alberta, is now an analyst for the Management Consulting Division at Tantus Solutions Group Inc. Previously, she was the director of sponsorship at Recruit Fast Media.

**'14 Jordyn Lugg, BCom**, of Edmonton, Alberta, is now an accounting articling student at Doyle and Company. Previously, she was the property administrator at Aim Real Estate Corp.

**'14 Jen Panteluk, MBA, '03 BCom**, of Edmonton, Alberta, accepted a new position as president and chief executive officer with Junior Achievement Northern Alberta and Northwest Territories. Jen was previously the senior development officer, principal giving, for the Stollery Children's Hospital Foundation. She writes: "While I am sad to be leaving an incredible team at the Stollery Children's Hospital Foundation, I am very excited for the new opportunity."

**'14 Jean-Paul Tsotsos, MBA**, of Etobicoke, Ontario, accepted a position as equity research associate at BMO Capital Markets.

**'14 Andrea Wheaton, MBA**, of Edmonton, Alberta, recently accepted a position as development analyst at WAM Development Group. Andrea was featured in a *Globe and*

*Mail* article on Nov. 5 on how business schools are responding to the persistent gender gap in the MBA program.

**'14 Joel Wegner, BCom**, of Edmonton, Alberta, is the chief executive officer and co-founder of GrooveDish, a venture that won the 2014 VenturePrize Telus ICT Competition. GrooveDish is a software application that customizes a restaurant's menu to accommodate personal dietary restrictions. This is the first year that Telus partnered with VenturePrize to introduce the new Telus ICT competition stream, which focused on the technology space. GrooveDish won the \$12,000 award as well as a partnership with Telus.

**'14 Sasha Yelisyyev, BCom**, of London, England, is now a corporate finance analyst at Deutsche Bank.

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# UPLIFTING of the whole people

CAROLE HUNT: 1958–2014

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Henry Marshall Tory, the first president of the University of Alberta, said of the institution: “The uplifting of the whole people shall be its final goal.” This was also the calling of **Carole Hunt**, '91 MBA, '81 BCom.

“Carole always wanted to help make the world a better place and was an active volunteer over her lifetime, having served on multiple community and charitable boards, and as well for the U of A,” her obituary in the *Edmonton Journal* read.

Carole served on both the school's Business Alumni Association and Business Advisory Council. Most recently she was chief legal officer for the Alberta Investment Management Corp.

We would like to thank **Lynne Bigam**, '91 MBA, for sharing her memories of Carole.



## *Remembering Carole Hunt*

Carole was my friend, my colleague and my company's lawyer.

I first met Carole at the U of A. Carole had her LLB and was working on her MBA, and I was in the combined MBA/LLB program. We were at different stages of our lives—Carole was studying while raising three young children and I had returned to study after raising two sons—yet we connected and became good friends. While we didn't share classes often, I soon recognized that Carole was an outstanding student with an exceptional capacity to remember an extraordinary amount of detail. This, of course, made her an award-winning student, but in her interactions with other students there was no hint that she was at the top of her class.

After receiving our MBAs, we both served on the Business Alumni Association Board. It didn't matter how busy she was, Carole found the time and energy to help advance the interests of the School of Business by attending and volunteering and securing sponsorships for BAA events.

While she was at Bennett Jones LLP, Carole acted as corporate counsel for our family business, Kinnikinnick Foods Inc. Carole was able to take a complex deal and make it work seamlessly. She was always so well organized and had an incredible work ethic.

I have a vivid memory of Carole that still makes me smile. We met for lunch to catch up on events in our lives. Carole looked fabulous. I was so happy to see her looking great as she had been through a lot with treatment for cancer even though very few people were aware of her illness. After lunch, Carole said she wanted to show me her new car—a Jaguar. I was really happy for her, but I have to admit that we did differ in this regard: For me a car is simply something to get me from A to B; for Carole a car was clearly something to get her from A to B in style and very fast! In retrospect, I wonder whether my reaction to the Jaguar was what Carole was expecting. Perhaps her approach to life is encapsulated in this memory—anything that needed to be done was done not only with speed but with class.

Rest in peace, Carole.

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# BUSINESS

## alumni association

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Formed in 1988, the University of Alberta Business Alumni Association represents more than 25,000 BCom, MBA, MFM and PhD graduates of the Alberta School of Business with branches across Canada and around the world.

**Ross Bradford**, '79 LLB, '85 MBA  
Faculty Representative  
Alberta School of Business

**Charlene Butler**, '09 MBA  
**Alumni Council Representative**  
Butler Business Solutions Ltd.

**Chris Carr**, '04 BCom  
Director and Management Consultant  
SAO | Strategy, Analytics  
and Operations Consulting

**Cheng-Hsin Chang**, '06 MBA  
**BAA Past President**  
Program Director, Executive Education  
Alberta School of Business

**Elke Christianson**  
Assistant Dean, External Relations  
Alberta School of Business

**Adam Cook**, '05 BCom  
**BAA President**  
Corporate Controller  
Landmark Group of Builders

**Jami Drake**  
Manager, Alumni Programs  
Alberta School of Business

**Kate Farlinger**  
President, Business Students' Association  
Alberta School of Business

**Kelly Gibbon**, '06 MBA  
Director / Principal  
Royal Park Realty

**Sam Jenkins**, '05 BCom  
Co-Founder & CEO  
WellNext Systems

**Ivor Lee**, '01 BCom  
**BAA Treasurer**  
Sr. Director of Finance, Canadian Operations  
URS

**Deepa Maisuria**, '07 BCom  
Consultant

**Barbara McKenzie**, '95 BCom  
Executive Director  
Leduc Nisku Economic Development Association

**Loren Miller**, '12 MBA  
Senior Manager  
ATB Financial

**Ashton Paulitsch**, '11 BCom  
Communications & Marketing  
Alberta Cancer Foundation

**Kierstin Smyth**, '09 BCom  
**BAA Secretary**  
Management Consultant  
Kierstin Smyth Consulting

**Amir Tabet**, '12 MBA  
Associate  
CIBC Mid-Market Investment Banking

**Lekan Oladokun**  
President, MBA Association  
Alberta School of Business

**Rob Veronovici**, '01 BCom  
**BAA Vice-President**  
Manager, Operations and Performance  
Retail Food Services, Alberta Health Services

**Marissa Warshawski**, '12 MBA  
Western Management Consultants

### BRANCH REPRESENTATIVES:

**Lee Close**, '85 BCom – **Ottawa**  
Vice-President, Transaction Advisory Services  
Ernst & Young LLP

**Ryan Payne**, '08 BCom – **Toronto**  
Creative Business Consultant

**Karen Taguchi**, '86 BCom – **Calgary**

**Rochelle Estoque**, '14 BCom – **New York**

**Alvin Chow**, '91 BCom - **Vancouver**  
Director, Integrated Advertising  
Western Canada  
Postmedia/Integrated Advertising

**Brenda Yanchuk**, '89 MBA - **Victoria**  
Bank of Montreal  
Harris Private Banking

**Trevor Mak**, '84 MBA, '82 BCom – **Hong Kong**  
Head of Relationship Management for Hong Kong  
Standard Chartered Private Bank



# True leaders build a legacy.



## Congratulations, Larry, on earning the 2015 Canadian Business Leader Award.

CWB Group was built on a vision of common sense, local decision-making and unrivalled service, and it was Larry Pollock's leadership as President and CEO for 23 years that inspired all employees to bring these ideas to life on the job every day. Because of this,

CWB Group has established itself as a reliable financial partner in the West that has always put the client first. His strong work ethic and legacy of success carries on today through the leadership team and more than 2,000 employees across Canada.



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