

Thrive

ISSUE 4
2012

THE EDWARDS SCHOOL OF BUSINESS MAGAZINE

Liar, Liar

Professor teaches MBA students about deception

A Need for Speed

Student overcomes all odds to chase his dream

Lifting Spirits

MPAcc students aspire youth into leadership

Game Day

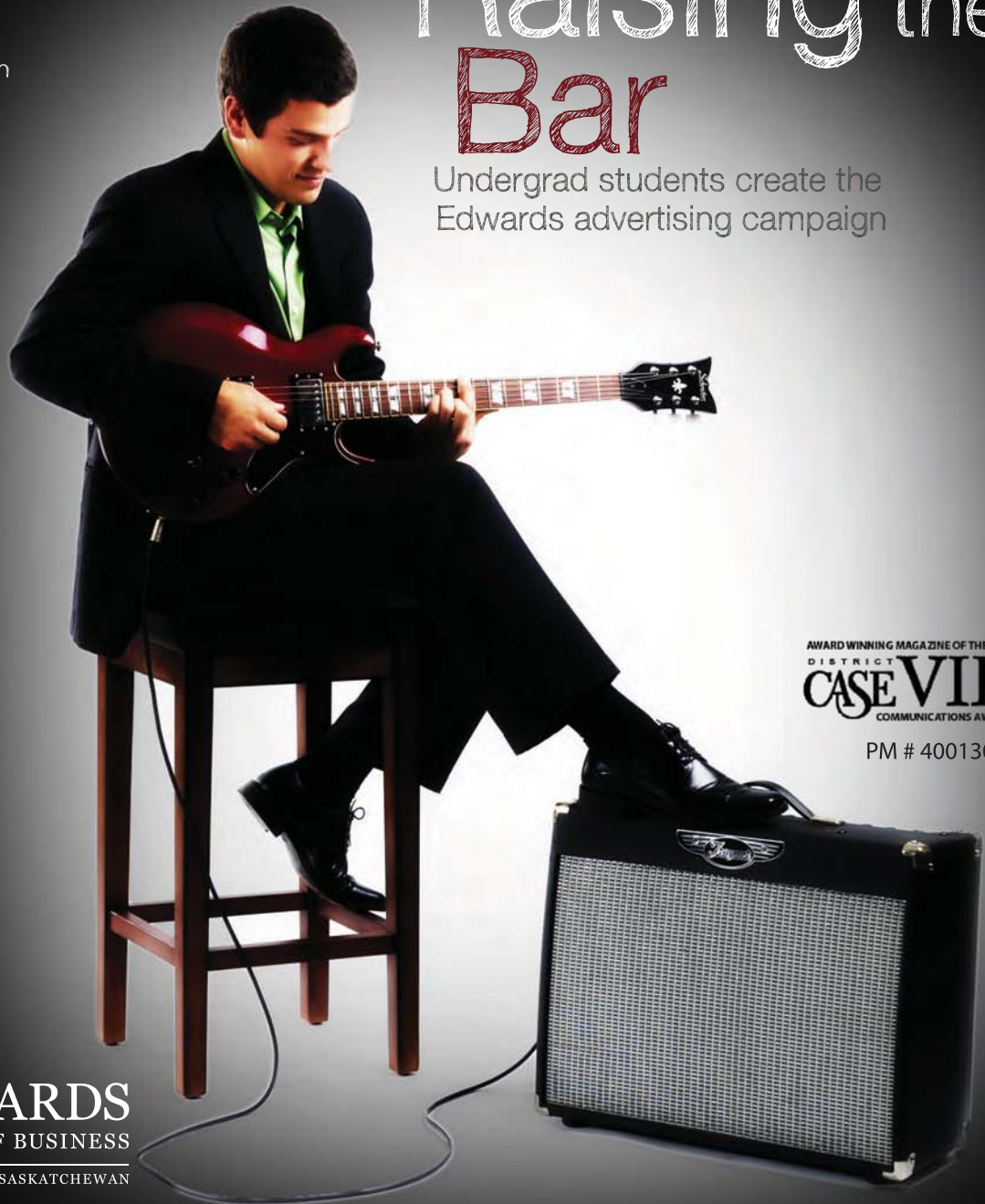
Edwards alum awarded Huskie Fan of the Year

Exploring Africa

Associate Dean travels to Africa and speaks to students in Kenya

Raising the Bar

Undergrad students create the Edwards advertising campaign



AWARD WINNING MAGAZINE OF THE 2011
DISTRICT
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thrive

(thrīv) verb

1 to make steady progress; to prosper; be fortunate or successful.

2 to grow vigorously; flourish.

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N. Murray Edwards: Alumnus , friend, namesake

Name N. Murray Edwards

Birthplace Regina, Saskatchewan

Education Bachelor of Commerce - U of S; Bachelor of Laws - U of T

Honorary Degrees LL.D. – U of S; LL.D. – U of C

Occupation President/Owner, Edco Financial Holdings Ltd.

Credentials Leading Investor, Managing Director and Executive Chairman

- Canadian National Resources Limited

- Ensign Energy Services Inc

Chairman and Co-owner

- Calgary Flames Hockey Club of National Hockey League



Mr. Edwards has had a long-standing relationship with the University of Saskatchewan's business school as a student, alumnus and donor. He believes strongly in the value of a business education. Over the years, he has given back to his alma mater so students today continue to receive an outstanding business education at the University of Saskatchewan.

In June 2000, when the PotashCorp Centre addition was opened, the N. Murray Edwards Case Room was unveiled. One of several smart rooms in the centre, this case room seats 75 students, is equipped with up-to date educational technologies and is used by faculty and students across campus.

Throughout his university years in Saskatoon, Mr. Edwards had a keen interest in investing. On October 3, 2002 he rang the official bell and the N. Murray Edwards MarketWatch went live. This stock ticker board, installed on the main floor of the PotashCorp Centre, still provides continuous stock and commodity information, bringing the business world to the halls of the business school. Faculty, staff and especially students benefit from the direct link to the investment industry.

On July 24, 2007, the University of Saskatchewan very proudly acknowledged Mr. Edwards' continued relationship with the business school by transforming the College of Commerce to the N. Murray Edwards School of Business. Mr. Edwards' investment in the business school allows us to gain recognition with our new brand and helps to position the business school as one of the top five in Canada.

At the University's Spring Convocation Ceremony on June 2nd, 2011, Mr. Edwards was presented with an Honorary Doctorate of Laws degree, the highest honour the University of Saskatchewan can bestow.

Mr. Edwards continues to remain truly engaged in the activities of the business school. His \$200,000 contribution to the George S. Dembroski Student-Managed Portfolio Trust during the 2011-2012 academic year allowed the fund to open with a pool of \$500,000 to invest.

Not only does Mr. Edwards continue to invest in our financial future, but he also gives his time and knowledge by serving on the Edwards School of Business Dean's Advisory Council. The students, faculty and staff of the Edwards School are grateful for Mr. Edwards' continued support.

thrive

THE EDWARDS SCHOOL
OF BUSINESS MAGAZINE

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Thrive takes Silver!

We are pleased to announce that the third issue of Thrive magazine received a second place **2012 CASE District VIII Communications Award!** This comes on the heels of the Bronze Award received for issue two. We're gaining momentum and have the achievements of the faculty, staff and students at the Edwards School of Business to thank! Thrive is published entirely in-house, by a talented team of Edwards' staff.

District VIII is the largest district of the Council for Advancement and Support of Education (CASE) and encompasses the provinces of Western Canada as well as states in the Pacific Northwest. The 2012 awards were presented at the district conference in Seattle last February. Both our Silver and Bronze Awards were in the Fundraising, Special Event and Other Publication category.

Got a thirst for more Thrive?

The Edwards School of Business' Thrive magazine is provided annually to faculty, staff, students, alumni and friends of the business school. If you would like to be added to our mailing list or would like additional copies, please contact the Thrive Committee at **Thrive@edwards.usask.ca.**

The Dean's



Daphne Taras

*Dean and Chair of the DAC
Edwards School of Business*

Advisory Council



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Shelley Brown

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*President and CEO
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James Estey

*Past-President
UBS Canada*



Tim Gitzel

*President and CEO
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Gerald W. Grandey

*Retired President and CEO
Cameco*



Grant Isaac

*Senior VP and CFO
Cameco*



Russel Marcoux

*CEO
Yanke Group of Companies*



George Marlatte

*Senior VP, Prairie Region
Scotiabank*



Keith Martell

*Chairman and CEO
First Nations Bank of Canada*



R. Scott McCreath

*Senior Investment Advisor
BMO Nesbitt Burns*



Neil McMillan

*President and CEO
Claude Resources Inc.*



Larry Moeller

*President
Kimball Capital Corp.*



Gordon Rawlinson

*CEO
Rawlco Capital Ltd.*



Tracy Robinson

*VP, Marketing and Sales,
Energy, Coal & Merchandise
Canadian Pacific Railway*



Marvin Romanow

*Distinguished
Alumnus*



Karen Stewart

*President and CEO
Fairway Divorce Solutions*



W. Brett Wilson

*Chairman
Prairie Merchant Corp.*



Greg Yuel

*President and CEO
PIC Investment Group*



A Fond Farewell and a Warm Welcome ...

Peter MacKinnon stepped down from his role as President of the University of Saskatchewan on June 30, 2012. As he departs, the Edwards School of Business would like to thank Peter for his 13 successful years as president and for his exemplary leadership at the U of S.

Peter was also an advocate for our magazine and the Thrive Committee thanks him for his ongoing support and wishes him well!



The Edwards School would also like to extend a warm welcome to **Ilene Busch-Vishniac**, who became the University of Saskatchewan's 9th president on July 1, 2012. We look forward to working with her as she continues the tradition of leadership excellence.

Faculty Awards



AMERICAN ACCOUNTING ASSOCIATION (AAA)
INNOVATION IN AUDITING AND ASSURANCE EDUCATION AWARD
(2012)

CANADIAN ACADEMIC ACCOUNTING ASSOCIATION (CAAA)
HOWARD TEALL INNOVATION IN ACCOUNTING EDUCATION AWARD
(2012)

CANADIAN ACADEMIC ACCOUNTING ASSOCIATION (CAAA)
L.S. ROSEN OUTSTANDING EDUCATOR AWARD
(2012)



ACADEMY OF MANAGEMENT,
HR DIVISION INNOVATIVE TEACHING AWARD
(2012)



HAAS SCHOOL OF BUSINESS,
CENTER FOR RESPONSIBLE BUSINESS MOSKOWITZ PRIZE
FOR SOCIALLY RESPONSIBLE INVESTING
(2011)



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08

5 people jobs

WHAT CAN YOU DO AFTER COMPLETING A BUSINESS EDUCATION? FIVE OUTSTANDING EDWARDS GRADUATES WANT YOU TO KNOW WHAT THEY LOVE ABOUT THEIR JOBS.



darcybear
Chief
Whitecap Dakota First Nation
BAC 2009

"It is an honour to represent my community as Chief of the Whitecap Dakota First Nation. My Certificate in Business Administration helped tremendously as I participated in creating an accountable, transparent government which has produced 21 consecutive unqualified audits. I have also worked with the community to create a land tenure system, opening doors for economic development. The results speak for themselves: an unemployment rate reduction from 70% to 4.1%. I continue to work with my community and the communities around us to create a better quality of life not just for Whitecap members but for everyone in our region."



kellymartin
Business Development Officer, Life Sciences
Saskatoon Regional Economic Development Authority
MBA 2011, B.Sc. 2009

"By combining degrees in Microbiology and Biotechnology with an Edwards MBA, I've been able to facilitate the economic requirements of business with the science industry through my work at SREDA. Assisting the two industries to better understand each other is both exciting and rewarding. Many brilliant ideas from our science community could make a difference at a global level if given the opportunity. By facilitating introductions and meetings between scientists and business leaders, these ideas can make a positive difference to the public and support economic growth. The Edwards MBA has helped me to bridge the gap between science and business."



devanmescall

*Assistant Professor of Accounting,
Edwards School of Business
Ph.D. (University of Waterloo), MPAcc 2001,
B.Comm. 2000, CA*

"An effective tax system is essential for the success of our country. I love having the opportunity to research and create new ideas in this area that can hopefully improve our society and maybe even make paying taxes a little less painful for all of us. Practitioners are an integral part of our tax system. I love getting to teach our next generation of practitioners a subject that can be the base for an exciting career and at the very least make them very popular with their friends and family every April."



robertdaniels

*Director of Marketing and Communications,
Saskatchewan Indian Institute of Technologies
MBA 2008*

"When I first attended the Edwards School of Business to attain my MBA I was very indecisive and nervous. Today, I see myself as confident and outgoing. I give credit to the MBA program and my new employer. I love my new job that I started right after graduation, because I am continuing my learning and meeting new people every day. The opportunity to work with some great mentors and leaders has given me an opportunity to develop and thrive. Achievement of every goal I set out in the MBA program and creating new goals is what I strive for."



staceygreen

*Vice President, Finance
Disney Music Group
B.Comm. 1998, CA, CPA*

"Quite simply put, I do what I love and I love what I do. Music has always been a big part of my life and I wanted to turn my passion for it into a career. My degree gave me that opportunity, by not only providing me with the accounting skill set I needed, but also a well-rounded business education. Every day, I contribute to the success of an individual artist or band, as well as participate in the global strategic decisions of Disney Music, all while helping to create the soundtrack to people's lives. What's not to love?"

At the **Edwards School of Business**, we **Thrive** on hearing the great things our alumni are up to. Our **Alumni and Friends webpage** is updated weekly with news of awards, appointments and other achievements of our grads.

Check out edwards.usask.ca/alumni to see what your former classmates have been doing since graduation!

If you have an interesting story to share, an achievement you'd like to see on our website, or even a new address, let us know!

Our Development Officer Jan Kalinowski would love to hear from you. Reach her at **306.966.5437** or alumni@edwards.usask.ca.



How Do People *connect* With Edwards?

social media



www.facebook.com/edwardsschoolofbusiness
1100 likes



@edwards_school
730 followers



www.youtube.com/user/esbuofs
over 15,000 video views



Edwards School of Business Group
590 members

our website



www.edwards.usask.ca

in person



UNIVERSITY
University of Saskatchewan
25 Campus Drive
Saskatoon
B.Comm., MPAcc, M.Sc. Finance

DOWNTOWN
K.W. Nasser Centre
256 Third Avenue South
Saskatoon
MBA, BAC, Exec. Education



DEAN TARAS PARTICIPATES WITH MBA STUDENTS IN THE BIG BIKE RIDE FOR THE HEART & STROKE FOUNDATION WHICH RAISED OVER \$3500

“I’m very pleased that our School has approved a new mission statement: ‘we develop business professionals to build nations.’”

in such fields as accounting, finance, marketing, human resource management, labour relations, operations management, and of course, business strategy and effective line-management.

But we don’t simply pump out professionals. We also encourage them to use their skills to build enterprises, to be entrepreneurial, curious about the world, and to contribute to the welfare of nations. A nation is a community of people who have things in common, without

Message from the Dean

By Daphne Taras I’m fairly sure that people would be surprised at my strong interest in the Tour de France cycling competition. The question that draws my attention each year, and keeps me riveted is simply “How does a rider distinguish himself from the huge lump of cyclists called the ‘peloton’?” There is a peloton of business schools, an agglomeration of 62 schools. Why is the Edwards School a great choice? If I was a student, what would draw me to Edwards? If I was a parent, why would I feel relieved that my child chose Edwards over other places? For faculty and staff, what would make me proud to be part of this School? What do our alumni say is the strength of our School? The role of a Dean is to develop a sense of place and articulate exactly how we are (in Tour lingo) “throwing down the hammer” against our rivals, and continue to “stretch the elastic” to keep ourselves at the front of the pack. Here are a few answers to these questions.

Any organization should be able to describe its mission in less than 20 words. I’m very pleased that our School has approved a new mission statement: “we develop business professionals to build nations.” This simple 7-word mission involved extensive consultation, and was adopted by our faculty council in Spring 2012. It honours the School’s history of mentoring generations of business professionals

necessarily having any type of border. The Edwards School built the “accounting nation” and has graduated thousands of accountants who are leading their profession. Our graduates have built oilsands. Our province created the Canadian medical system. How about our “Rider nation” contributions... The federal civil service is filled with Saskatchewanians. And we’ve produced graduates who are advancing the skills of Aboriginal communities. We are known for our work ethic, our integrity, and our devotion to community. We are nation builders, and it is time we stopped being humble about it.

We also need to be able to prove that we are a high-caliber business school by meeting international standards. We are in the process of attaining accreditation from the Association to Advance Collegiate Schools of Business. If you want to keep up with our quality initiatives, check out the rigorous standards we’ll be meeting at <http://www.aacsb.edu/accreditation/>.

Almost 100 years ago, the University of Saskatchewan gave out Canada’s first accounting degree, and we are one of Canada’s oldest business schools. We were among the first colleges to launch at the University, and the development of business professionals was a key way in which the University would build the province.

“Over 85 percent of our B.Comm. grads stay in Saskatchewan.

The economy is healthy here, and our students have benefitted.”



DEAN TARAS AND ADJUNCT PROFESSOR ALLEN PONAK PROVIDE TRAINING AT THE ARBITRATION COUNCIL OF CAMBODIA.

You will see statistics in this issue of Thrive showing that our students are finding excellent jobs in Saskatchewan. At one time, so many graduates had to leave their families in order to be employed in other provinces or around the world. Now over 85 percent of our B.Comm. grads stay in Saskatchewan. The economy is healthy here, and our students have benefitted. Our Cameco Co-op Program is a great

in Cambodia skills in dispute resolution in the workplace. I've also piloted a course that took 16 of our undergraduate students to Israel and Jordan to examine potash production and entrepreneurship. The course is described in greater detail on page 24, and also received terrific media attention. We demonstrated that we are indeed, on the move, and innovative, and breaking out of the peloton.


“We aren't a hidden gem; we are a hard-driving, high-aspiring place.”

success, now placing over 75 students into businesses, of whom 100 percent get jobs upon graduation. Our Rawlco Centre for Aboriginal students is making a big difference to Aboriginal student retention, and we are keeping our students through to successful graduation.

But the onus is on us as a School to break out of the peloton by adding more sophistication to our students' education. Through the Wilson Centre, we give opportunities to pitch entrepreneurial ideas. The Hanlon Centre for International Business gives our students exposure to global ideas and distinguished guests. This year, the Grandey Leadership Initiative is bringing fireside chats to the MBA program, allowing our graduate students to learn from major business leaders in an informal setting that encourages no-holds-barred question and answer sessions.

To keep up to date on ideas and trends, I've become a member of the Executive of the Canadian Federation of Business School Deans. To show our personal commitment to internationalization of the Edwards School programs, my husband and I have volunteered our time during some of the last two summers teaching arbitrators

And speaking of media, you'll see an ad that appeared for our School in the Globe and Mail's feature on Saskatchewan. We wanted to reproduce it in Thrive so you can see how we both value our sense of place but also celebrate our new optimism. Although it is in the nature of the province to avoid bragging, and to surprise outsiders with our quality, it is time to change our approach. Business professionals should make a compelling, evidence-based case for quality. We aren't a hidden gem; we are a hard-driving, high-aspiring place.

As you read through Thrive, you should notice that we are on the move, and that we have had a year of remarkable success for our students, faculty and staff. Like the province of Saskatchewan, our Thrive magazine embraces a sense of intimacy with people and their achievements, and we are ambitious. I'm proud to be Dean of the Edwards School of Business, and you should be proud to be a student or parent, alumnus, faculty member, staff member, or friend of the School. 

**CHANGE. IT'S MORE THAN JUST A CATCHPHRASE.
IT'S MORE THAN JUST DOING SOMETHING NEW.
IT'S NOT JUST A WORD. IT'S NOT JUST AN IDEA.**



CHANGE IS A MINDSET.



We drive change by developing business professionals whose integrity and work ethic lead our city, our province and our nation.

Edwards School of Business at the University of Saskatchewan has a long history of excellence in business education – in a city that is now taking centre stage in the world of business.

We continue to evolve our curriculum with five specialized centres and services across two campuses. Our goal is to ensure that students are exposed to both local and global opportunities while gaining invaluable hands-on experience.

Embrace change and visit edwards.usask.ca



EDWARDS
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JDC WEST 2012 AWARDS GALA

SPONSORED BY:



The Secret to our Success

New course brings JDC West team success

THE HUMAN RESOURCES TEAM CELEBRATES AT JDC WEST GALA
L-R: TYLER WEBB, KRYSTAL AULIE, MITCHELL TAINSH

The Edwards JDC West team performed remarkably well at the 2012 competition in Edmonton this past January. The team took first place in four categories in the multi-university, multi-team undergraduate business competition: Finance, Human Resources, Athletics and Charity.


The success is likely due, in part, to a new course offered to Edwards undergraduates, Comm 498, where students earn credit while preparing for the case competition. "It was definitely a learning experience jumping in and figuring out what the best format for the class would be," says JDC West Co-Captain Jared Fingler. "We got a lot of really good feedback about what students took from the class and what can be modified."

Co-Captain Matt McIntyre says one of the most useful things in Trevor Maber's course was the structure of presentations. "You would do two presentations throughout the term with two other people that you wouldn't normally work with," he says. "It was nice to see how other people go about solving cases."

Although, as co-captains, Fingler and McIntyre didn't compete directly in the competition,

they agree the highlight of the weekend was the gala awards night. "Seeing the Sport, HR and Finance teams awards announced and being part of that moment – our whole job as captains is to share that with them," says Fingler. "All year we help them and we watch how hard they work and to see them finally be rewarded for it is awesome," McIntyre agrees. "Honestly, it's more rewarding seeing someone else win because you've seen all the work they put in."

It was the entire JDC team, though, that accepted accolades in the Charity category. Led by Justine Daum, Edwards students raised around \$67,000 for the Children's Hospital Foundation of Saskatchewan thanks to matched donations from both Murray and Heather Edwards and Federated Co-op.

"There are always two goals to JDC West," says Fingler. "One is to win the competition but the second goal, which should never be overlooked, is to enhance the student experience. Not every team is going to get on stage and win an award every year. That's the reality of it. But I think it's very easy, if you put the work into it, to guarantee that every student's going to have a good time and is going to come out with something to show for it." 

Finance Team

Coach: Brian Lane

Adam Stewart
Jamie Prefontaine
Matthew Bennett

Human Resources Team

Coach: Marc Mentzer

Tyler Webb
Krystal Aulie
Mitchell Tainsh

Athletics Team

Coach: Chris Hengen-Braun

Captain: Brayden York
Natasha Miller
Diana Bourque,
Tyler Haldorson
Nathan Thoen
David Martell
Colin Kikcio
Sheylee Belanger

For more information on Comm 498 or the JDC West competition, contact Trevor Maber at 306.966.7588.

Money Well \$pent

The George S. Dembroski Student-Managed Portfolio Trust provides students with a real-world trading experience

FOURTH YEAR FINANCE MAJOR DEAN HANSON READS THE FINANCIAL POST



The George S. Dembroski Student-Managed Portfolio Trust was launched last fall, allowing senior level students the opportunity to invest \$525,000 of real money. In May 2011, \$300,000 of a \$1 million donation from Dembroski was allocated to establishing the trust and inspired the development of two Investment Practicum courses.

With N. Murray and Heather Edwards' \$200,000 contribution and a \$25,000 donation from Scott and Grit McCreath, the trust opened at \$525,000. At the launch event, Dean Daphne Taras described the trust as "one of the finest examples of a partnership between our students and the business community."


She added, "We are excited to watch the students' performance as they navigate the complex world of portfolio management, including timely and professional-quality reporting and managing governance issues."

Fourth year finance major Dean Hanson spoke at the event on behalf of students in the investment courses. "I'm very privileged to be a part of the start of something so monumental," he said. "I hope that our progress will be something people are excited about and will talk about both inside the school and outside of it."

A securities trading floor display was unveiled at the event and monitored changes in the student-managed portfolio throughout the year. In their first year of trading, the students focused on companies with well-established performance and stable dividend

payments. Their selections included the top companies from each of several industries. "The objective was to build a portfolio for long term growth and relative stability," said the reporting committee at the end of winter semester. "Our investments rewarded us with modest positive returns and better performance than the overall market."

Dr. George Tannous, professor of the Investment Practicum courses, said the transformation of the students during the school year was remarkable. "Many students came to the class with the idea that they could outsmart the market and get rich quick but they graduated with the realization that they need hard work, discipline, and well-designed strategy to survive in a risky market," he said. "The practical experience that they went through is the only way to make these transformations."

A portion of the income students earn will be reinvested into the portfolio and the remainder will go toward providing benefits to Edwards students. Initiatives include scholarships, sponsoring guest speakers and funding additional activities to improve the student learning experience. 

Help us reach our goal of a \$1 million student-managed portfolio! For information on giving to the George S. Dembroski Student-Managed Portfolio Trust, contact Jan Kalinowski at 306.966.5437 or kalinowski@edwards.usask.ca.

Featured Researchers

Dr. Chelsea Willness's research on Corporate Social Responsibility (CSR) focuses on how organizational reputation impacts a company's ability to attract talent. "Past research, including some by me and colleagues, has pretty well established that job seekers tend to be attracted by CSR," Willness explains. "Our studies have also shown that CSR predicts job-seeker attraction over and above things like pay, location, or opportunities for advancement. However, little is known about why this is the case."

Through analyzing data collected from hundreds of active job seekers, she has found at least three reasons for the attraction. "It all revolves around the kinds of information CSR signals to applicants," she says. "We have tested three specific types of signals that can explain the relationship between perceptions of CSR and organizational attractiveness: perceived fit between job seekers' own values and those of the organization, the pride individuals expect to feel from working at a prestigious organization, and expectations of fair employee treatment. Results showed support for all three."

Further research examined the types of people who are attracted by CSR. Some preliminary studies by Willness and co-author David Jones (University of Vermont) have found that individuals drawn to CSR relating to community involvement were particularly conscientious. "This suggests these CSR activities may help organizations attract high-performing employees," Willness says. However, she cautions companies from over-promoting or 'greenwashing.' "CSR can have many positive implications but if stakeholders become suspicious of the company's motives, it can have serious backfire effects."



Chelsea Willness

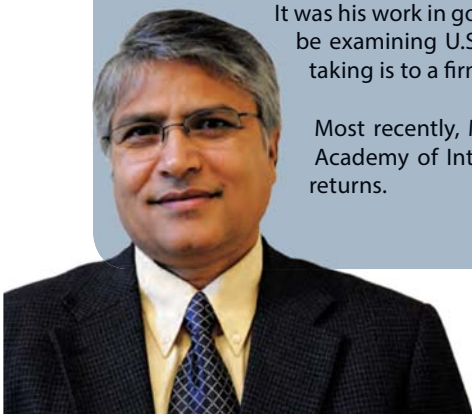
HUMAN RESOURCES AND ORGANIZATIONAL BEHAVIOUR

Professor and Centre for Strategic Financial Management Scholar Dev Mishra received multiple research awards as well as grants from the Social Sciences and Humanities Research Council (SSHRC) this past year. His recent research topics include corporate governance and risk taking; corporate social responsibility (CSR) and cost of capital; and political connections and cost of capital. His research has been published in journals such as the Journal of International Business Studies, Journal of Corporate Finance, Journal of Banking and Finance, and Financial Management.

The Centre for Responsible Business at Haas School of Business, University of California, Berkeley awarded Mishra the 2011 Moskowitz Prize for Socially Responsible Investing for his research on CSR. "My co-authors and I realized CSR is one of the important and emerging areas in finance and became interested in examining its effect on equity financing costs," he says. Their finding that firms with better CSR scores exhibit cheaper equity financing should encourage managers to pursue CSR activities as "not only do such activities contribute to society at large but they also benefit the firm by lowering their financing costs," Mishra explains.

It was his work in governance transfer and corporate risk taking that received SSHRC funding. Mishra will be examining U.S. domestic and global mergers and acquisitions to determine how important risk-taking is to a firm's value. "Our results should be of interest to investors and policymakers," he says.

Most recently, Mishra received the Research in International Business and Finance Prize from the Academy of International Business – UK & Ireland for his paper on large shareholders and target returns.



Dev Mishra

FINANCE & MANAGEMENT SCIENCE

One of the most common questions Assistant Professor Devan Mescall has been asked since entering the Ph.D. program as a student is: what can there possibly be to research in accounting? He's therefore become quite an advocate for accounting research. "I think that with a better understanding of what we gain as a society from research, all of us can better appreciate the challenging work that goes into it and the value of our universities as generators of brand new useful knowledge," he says.

Mescall's paper *Do IRS Audits Deter Corporate Tax Avoidance?* was recently accepted to the Accounting Review - arguably the top journal and authority on accounting research in the world. He and his co-authors were the first to document the effect that the threat of an audit has on companies. "When corporations are faced with higher probability of audit by a tax authority, they're less likely to use aggressive measures to reduce their taxes," he explains. "That effect is particularly strong if the company has poor corporate governance. So if they're not a well-managed firm, then the IRS threatening to audit them gets them to behave a lot better. But for well-governed firms, the threat of audit has much less of an effect."

He says that, although the results seem straightforward, the process of measuring the impact was quite difficult. "Companies have very limited disclosure in the tax area, and tax authorities don't show how they decide who they audit," he says. But through a combination of public IRS data, new measurements of tax aggressiveness and a large survey, Mescall was able to prove the correlation.

The paper has already caught the attention of the tax authorities, as Mescall and his co-authors were invited to present their findings at an IRS conference in June. "Although it took a lot of effort to get the research accepted at this level, you get the satisfaction of knowing that you've produced brand new knowledge that can hopefully improve our countries and effect positive change in some small way."



Devan Mescall
ACCOUNTING

"Think of brand names such as Hubba Bubba, Tutti Frutti, Jelly Belly, Lululemon, and Tostitos," Dr. Monica Popa tells her Management and Marketing students. "Now say these names out loud. If you found yourself giggling afterwards, don't worry: it's normal. What you just experienced is the positive affect generated by words that contain sound repetition in their linguistic structure."

Popa has explored the impact of brand naming strategies on consumers' evaluations and choices of products in a series of studies published in the Journal of Marketing. It seems that brands with alliteration or rhyme in their names have a positive impact on our emotions, especially when we hear or say the brand names aloud.

According to Popa's findings, the positive feelings we experience when hearing such brands makes us more likely to choose them over other brands. Further, the influence of emotions trickles down to other marketplace behaviours. Sound repetition in the name of a mobile phone brand not only stimulates consumer liking, but also increases the probability they will buy add-on features for the phone.

In a related stream of research funded by the Social Sciences and Humanities Research Council, Popa currently explores how social interaction impacts consumers' feelings and, in turn, their behaviour. She is fascinated with emotions and is on a continuous quest to understand the interplay between affect and cognition in guiding consumption decisions. "The sweeping effects of positive affect never cease to amaze me. At the end of the day, little things that make us smile or have a good laugh can often work wonders in marketing and in life."



Monica Popa
MANAGEMENT & MARKETING

For more information about these research projects, check the website at www.edwards.usask.ca/research

When Edwards Career Services Knocks...

An Edwards grad explains how he was able to land a great job after graduation

"I tell other students that within two months of walking through Career Services' door, I'd signed with a major bank within Canada."

Abraham Daniels has no trouble advocating for Edwards Career Services to other students. "I just use my story," he says. "I tell other students that within two months of walking through Career Services' door, I'd signed with a major bank within Canada."

Daniels says the mentorship he received from Director of Edwards Career Services Brent Wellman was key to finding a job in his field. "I spent a lot of time just talking with Brent," he remembers. "He told me when information sessions were, how to go about walking through the sessions and what kinds of networking events were available."

Wellman also advised Daniels how to speak with company representatives during information sessions. "He stressed knowing the company and making sure the questions you ask are intelligent because they kind of reflect your interest," says Daniels.

It was during an information session with TD Bank that Daniels was able to put this advice into action. Mike Street, Human Resources Manager for Commercial Banking in Western Canada, was one of the representatives who came to speak to Edwards students. "They talked for a bit and then you had your chance to go talk to any of the representatives," Daniels says. "I went and talked to Mike and we just had a great conversation. I told him about my interest, picked his brain about what to expect as a graduating student and what opportunities there are in commercial banking."

His preparation and professional approach earned him a direct contact during the application process. "I sent my resume through the website but Mike had it channelled right to him so I didn't have to go through the primary process that other students did. That alone set me apart," he says. "TD is the second biggest bank

in Canada so it was nice to know the person doing the hiring was directly connected to me."

When Daniels was called in for an interview, he touched base with Wellman again. "I went to ask him a few more questions and he gave me more guidance," he says. And it wasn't long before he saw the results of his efforts.

"The best moment was getting that email saying I got the position. It was 11:30pm. I woke up all my roommates and called my parents," he laughs. "I talked to Brent the day after and told him how much I appreciated his help."

Since getting his position at TD, Daniels has been reminding business students about the services and guidance the Career Services' staff can provide. "I spoke at a networking workshop, did a finance speaker night, and I do a lot of advocating in terms of the co-op program and letting people know that it's there and available," he says, and adds that he hopes to be a TD representative for future information sessions at Edwards.

Daniels also works to pass on the best advice he received from Wellman. "He said everything's an opportunity, regardless of whether it's a networking session, an information session or just popping in to see what's new," he says. "It's all an opportunity and the more opportunities you take, the more chances you have of landing whatever it is that you want." 🍀

For more information about Edwards Career Services, visit the website at: www.edwards.usask.ca/careers



Rachel Cuthbert, CMA
Business Intelligence Analyst, Aritzia LP

I HELP TURN DATA INTO LITTLE BLACK DRESSES.

What attracted Rachel Cuthbert to the Certified Management Accountant program was the opportunity it gave her to work in any industry. Fashion being one of her passions, it's no surprise Rachel landed at Aritzia, a North American fashion boutique. She credits her CMA with giving her the tools to understand the business side of fashion. It's a career choice that fits her perfectly. See Rachel's film at becomeacma.com.

Create Possibilities.

cma-saskatchewan.com



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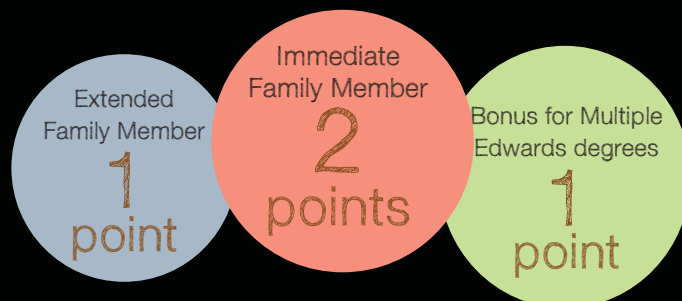
Did anyone Beat the Browns?

20

In the last issue of Thrive, the Edwards School of Business issued a challenge to our alumni. We discovered six members of the Brown family, including 2011 Edwards Business Student Society President Jay Brown, had received degrees from the Edwards School. We decided to have some fun with this and issued a challenge to Edwards alumni to meet or exceed the Brown family.

The Thrive Committee received responses from five families!

We designed a simple point system to see how the challengers stacked up ...



The Brown Family

Submitted by
Jay Brown
B.Comm. 2012

Kent Brown
(Brother)
B.Comm. 2011

Lee Brown
(Brother)
B.Comm. 2008

Troy Brown
(Brother)
B.Comm. 2007

Mark Brown
(Uncle)
B.Comm. 1991

Lorne Brown
(Father)
B.Comm. 1978

11 points



The Dobni Family

Submitted by
Brooke Dobni
B.Comm. 1986
MBA 1988

Paul Mantyka
(Nephew)
B.Comm. 2013

Toran Dobni
(Son)
Current B.Comm. Student

Ron Mantyka
(Bro-in-law)
B.Comm. 1991

Evan Dobni
(Brother)
B.Comm. 1990

Dawn Dobni
(Sister)
B.Comm. 1978
MBA 1988

Camille Dobni
(Sister)
B.Comm. 1979

14 points



The Deutscher Family

Submitted by
Carlene Deutscher
B.Comm. 2009

Bob Deutscher
(Brother)
B.Comm. 2010

Maryann Deutscher
(Mother)
BAC 1984

Ron Deutscher
(Uncle)
B.Comm. 1983

Benny Deis
(2nd Cousin)
B.Comm. 1979

Brian Deutscher
(Uncle)
B.Comm. 1978

Mike Deutscher
(Great Uncle)
B.Comm. 1969

Michael Deutscher
(2nd Cousin)
B.Comm. 1969

John Deutscher
(Grandfather)
B.Comm. 1956

Tony Deutscher
(Great Uncle)
B.Comm. 1948

13 points



The Wallace Family

Submitted by
Alexis Wallace Williams
B.Comm. 2005

Mark Stobbs
(Cousin)
B.Comm. 2011

Trenna Williams
(Sis-in-law)
MBA 2010

Damon Wallace Williams
(Brother)
B.Comm. 2008

Matthew Stobbs
(Cousin)
B.Comm. 2005

Bryce Wallace Williams
(Brother)
B.Comm. 2003

David Wallace
(Uncle)
B.Comm. 1987

Ron Williams
(Father)
B.Comm. 1972

12 points



The Langen Family

Submitted by
Laura Langen
Current B.Comm. Student

Joey Langen
(Brother)
Current B.Comm. Student

Shawn Langen
(Cousin)
B.Comm. 2009

Jenny Langen
(Cousin)
B.Comm. 2003

Joe Langen
(Uncle)
B.Comm. 1987

Mike Langen
(Father)
B.Comm. 1983

Dave Langen
(Uncle)
B.Comm. 1974

10 points

Thank you to all the families who made a submission to our competition. It was interesting to see the legacy that the College of Commerce/Edwards School of Business has had over the generations, and we know there are likely many other families. This business school has a long history at the University of Saskatchewan, and this becomes even more evident as we draw nearer to our 100th anniversary.

To thank these families for their commitment to business education and for participating in our competition, the Edwards School of Business will provide 5 - \$1,000 Edwards School of Business Student Awards in their honour. The awards will be presented at our annual Awards Ceremony held in November.

Mentoring Across the Miles...

Womensorship Initiative brings us together with women from Afghanistan

The fall of 2011 marked the culmination of a three-year project initiated by the Edwards School of Business and its Betty-Ann Heggie Womensorship Program. The Afghan Womensorship Program brought four Afghani women leaders to Saskatchewan for a month of mentorship and demonstrated what's possible when local and international organizations collaborate.

"It all began in 2009 when Dr. Sakena Yacoobi, a leader in education in Afghanistan, asked me to mentor some of her master teachers,"

"There were heart breaking stories about the risks they were taking by coming to Canada for this experience and by teaching women and girls at home."

says Heggie. Yacoobi worked on the project through her organization in Afghanistan, Afghan Institute of Learning, while Heggie led the steering committee in Canada and provided the majority of required funding. The committee liaised with the Canadian Women for Women in Afghanistan (CW4WA) to help secure visas. CW4WA communicated with the Canadian Embassies in Pakistan and Kabul while Heggie tirelessly lobbied Canadian politicians. CW4WA also provided the funds for the women to attend their conference in Ontario.

Several programs and centres within the Edwards School contributed to the Afghan Womensorship Program, as was the intent of the steering committee. "The initiative was created to engage the Edwards School of Business community in global mentorship by sharing its deep functional roots of education, leadership and social responsibility," says committee member Rachelle Brockman. Edwards Executive Education, the Hanlon Centre for International Business Studies, the Rawlco Resource Centre


and Dean Daphne Taras all worked to support the Betty-Ann Heggie Womensorship Program with this project.

"We visited more than 50 different organizations and institutions between September 26 and October 19," says Heggie. "The Afghani protégés met hundreds of accomplished and inspirational women, and every night they were guests for a meal or fellowship in a different Saskatchewan home."

Director of Edwards Executive Education Jill Salamon hosted two protégés and a translator in her home. "The whole time was just an amazing experience for me - right from the first evening of picking up my group at the airport. I thought it was incredible," she says. "There were heart breaking stories about the risks they were taking by coming to Canada for this experience and by teaching women and girls at home. But there were also amazingly uplifting moments."

In addition to meeting with leaders in health care, government and education throughout the province, the protégés participated in several Edwards School of Business events. They attended the annual Women of Influence breakfast, met with Elders to learn about the history of First Nations people in Canada and were guests at several luncheons at the K.W.Nasser Centre. The luncheons were attended by three years of Womensorship alumnae and featured speakers such as Nick Kokkastamapoulos, Director of the Hanlon Centre.

The protégés also attended a Womensorship professional development session delivered by Heggie and steering committee member Rita Priestley. "We learned much from each other. We shared stories of our families, our work-lives, our hopes and dreams," says Priestley. "We came to understand more clearly the challenges our Afghan sisters face on a daily basis and they saw that we deal with some of the same challenges that they do—but we have more opportunities for education and leadership in Canada."

Heggie explains that the Afghani project, like the Womensorship program, followed principles based on McKinsey and Company's Centered Leadership theory. "Successful women worldwide need three things: Presence, Belonging and Resilience," she says. "Our Afghan Womensorship Program was a great example of putting them into action." 



To learn more about the Womensorship program, please visit: www.edwards.usask.ca/womensorship



■ Change the horizon for hundreds of future students.

"A person can grow only as much as his horizon allows." – John Powell

If you'd like to make a difference in the lives of students, speak to us about setting up a charitable estate gift at the University of Saskatchewan. Choose the program, college or area you would like to support—the sky's the limit. For more information about planning a gift to the University of Saskatchewan, please contact:

University Advancement

Phone: (306) 966-5297 or 1-800-699-1907 Email: giving@usask.ca www.usask.ca/plannedgiving



UNIVERSITY OF
SASKATCHEWAN

Prestigious
Studios
Ingenious
Curious
Adventurous

Grandey Leadership Initiative

Just one year after the launch of the Edward School's Grandey Leadership Initiative, students and faculty alike have seen benefits. The Initiative was developed thanks to a combined \$1 million donation from Gerald and Tina Grandey and the Cameco Corporation upon Mr. Grandey's retirement from Cameco.

Here are a few areas where the Grandey Leadership Initiative is making a difference in our school.

Student Enhancements

Scholarships for Undergrad and MBA Programs

Two undergraduate scholarships, one of \$3,500 and one of \$1,500, will be presented to Edwards B.Comm. students at our Fall 2012 Awards Ceremony.

Two new MBA scholarships will also be given out this academic year. The Grandey Leadership MBA Entrance Award is valued at \$9,000 and the Grandey MBA Entrance Prize is valued at \$2,500.

Outreach

Fireside Chats

The Edwards MBA Representative Council organized a series of Fireside Chats this past spring with local business and political leaders. The monthly chats were popular with both MBA students and the wider community, as the interactive format allowed for frank discussions on personal experiences, leadership and topics relevant to the audience.

Speakers included Past Premier of Saskatchewan Roy Romanow, President and CEO of Tourism of Saskatchewan Lynda Haverstock, and Executive Vice President and CFO of PotashCorp Wayne Brownlee.



Spring Forward Event

The inaugural Grandey Spring Forward leadership event will take place in March 2013. The luncheon event is intended to provoke and enhance a discussion on good leadership across different contexts and organizations. Members of a leadership panel will speak on their experiences as leaders and respond to questions from the audience.



MPAcc Gives Back

This year, the Grandey Leadership Fund supported student-led outreach activities, such as the youth leadership conference put on by Edwards MPAcc students. The one-day conference, themed "Who Do You Choose to Be?" brought grade seven and eight students to the U of S campus to discuss assertive communication and goal-setting. Read more about this year's MPAcc Gives Back on page 27.

Research

Grandey Leadership Scholars

Congratulations to our Grandey Leadership Scholars: Dr. Chelsea Willness, Dr. Dionne Pohler and Dr. Norman Sheehan.

Dr. Willness is an Assistant Professor in the Department of Human Resources and Organizational Behaviour. An accomplished researcher with several publications, her scholarly work focuses on corporate social responsibility and sustainability.

Dr. Pohler joined the U of S as an Assistant Professor in the Department of Human Resources and Organizational Behaviour. Her research explores the intersection between leadership, the environment, strategy and organizational systems.

An Associate Professor in the Department of Accounting, Dr. Sheehan joined the U of S in 2001. His scholarly work focuses on how business leaders can set a course for the organization, obtain employee buy-in for the organization's vision, and hold others accountable for their actions. The scholar positions are five year terms beginning July, 2012.

New Grandey Leadership Initiative projects are already in the works for 2013! Watch our website for the most up-to-date developments.



THE COMM 398.3: SPECIAL TOPICS IN INTERNATIONAL BUSINESS COURSE OFFERED THIS YEAR BROUGHT 16 UNDERGRAD STUDENTS TO ISRAEL AND JORDAN TO EXPERIENCE INTERNATIONAL MINING AND ENTREPRENEURSHIP FIRST-HAND

Learning Abroad

Undergrad students take the opportunity to learn about business overseas in Israel and Jordan



“The biggest lesson I’ve learned is to educate myself about something rather than drawing generalizations ...This will change the way I approach my university studies and professional career.”

LaBelle, President and CEO of the Saskatchewan Trade and Export Partnership; Steve Halabura of Concept Forge Incorporated and Executive Vice-President and CFO of PotashCorp, Wayne Brownlee. Key sponsors of the course were PotashCorp and the Government of Saskatchewan Ministry of Advanced Education, Employment and Immigration. “Having Wayne Brownlee’s expertise and contacts as we toured the potash mines added to the tour immeasurably,” says Taras. “He provided our students with an insider’s perspective on the industry.”

Students blogged about their experiences while in the Middle East and gave presentations upon their return. Many found the course was a learning experience in much more than business. “No two people had the same response,” says Taras. “It really affirmed that each individual who goes to Israel finds different points of meaning, often in unpredictable ways.”

“The trip encompassed religious, cultural and business aspects so well in such a short time,” third year finance major Qamar Ahmed wrote on his blog. “The biggest lesson I’ve learned is to educate myself about something rather than drawing generalizations. Whether in a business or everyday setting, it’s important to do research before drawing conclusions. This will change the way I approach my university studies and professional career.”

“I found the culture, history and people to be utterly fascinating,” says fourth year human resources major Kaliegh Zerr. “I would love to go back and explore more. Hopefully, a business career opportunity will lead me right back to Israel at some point.”

Future possibilities for the Special Topics in International Business course include travel to Chile or India. Taras says the idea is to follow Saskatchewan’s exports. “We will chase Saskatchewan,” she says. “We’re hoping to run the course every year, though the destinations will change.” 🌱

After an intense application and interview process, 16 B.Comm. students were selected for the inaugural Special Topics in International Business course. The course included an 11-day tour of Israel and Jordan, where students visited potash mines and learned about overseas entrepreneurship. They also met with the Canadian Ambassador to Jordan, the head of Arab Potash Company, and a senior lecturer at the Arava Institute for Environmental Studies.

Dean Daphne Taras and Associate Dean Academic Keith Willoughby led the course. They were accompanied by Edwards School Director of Aboriginal Initiatives Lois Standing; Lionel

Here's what the participants took away from their international experience:



"This trip exposes students to the vast opportunities available within the international market while giving them a chance to network, explore and dive into a foreign culture. All this leads to an incredible experience."

Qamar Ahmed



Aleesha Bitternose

"The chance to take a class like this was an amazing opportunity. We had nine full days with the privilege of listening to many knowledgeable and inspiring speakers. For me, a highlight of the trip was learning about the history and conflicts of the countries and between the people. The whole experience of being in Israel and Jordan was and is still surreal. The memories of this class will last a long, long time."

"This course presented me with the chance to tie in previous experiences at Edwards with a new global perspective. This is something that not all undergrads are fortunate enough to have access to, but here at Edwards, the opportunities are around every corner! Comm 398 was the perfect complement to an already dynamic management major."

Anna Burton



Talya Favel

"Whether it's joining a student society, studying abroad or gaining hands on work experience through the Co-op program, there are endless opportunities and unlimited resources available for students at the Edwards School of Business to help achieve your goals."



Nena Fyke

"The opportunity to go to Israel and Jordan changed my life. Not only did I meet amazing friends and business people, I was able to understand and appreciate a new culture for the first time in my life. This trip solidified that business is the right path for me, and I am so thankful that Edwards gave me the opportunity to be part of such an amazing experiential learning experience."



Brittany Graw

"Israel is a country with an exceedingly high number of successful entrepreneurs. Since 1972 over 160 Israeli ventures have been listed on the NASDAQ (more than any country outside the US and Canada.) The country has created products that have changed the world in which we live, from USB memory sticks, to instant messaging, and even electric cars. Our group was fortunate to visit some of these entrepreneurs' businesses (i.e. Shai Agassi's-Better Place) and learn firsthand what it took to become successful. Thanks to the amazing opportunity, the Israel/Jordan trip inspired me to start thinking seriously about entrepreneurship as a possible career choice."

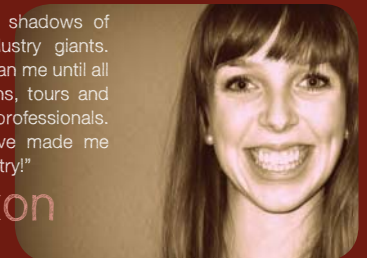
"A new perspective can open your eyes to the world and people around you. At some point everyone should get up and go someplace they have never been and experience things they have never done or thought of before. The experiences gained in the seemingly small encounters while abroad are immeasurable, and among my most valued and cherished memories."

David Neufeld



"I was born and raised in the shadows of Calgary's natural resource industry giants. They seemed so much bigger than me until all of the eye-opening presentations, tours and one-on-one time with business professionals. No other experience could have made me more comfortable with the industry!"

Kathryn Nixon



Kate Simpson

"The Edwards School of Business offers incredible learning opportunities for students. For me, that special opportunity was travelling to Israel and Jordan as a student of Comm 398.3. The hands-on learning that I experienced in the Middle East is a piece of my education that I will never forget. It allowed me to push the boundaries of traditional learning by networking and becoming integrated with business professionals and faculty."



Ian Stanley

"There is no doubt that this experiential learning opportunity provided valuable insight into the world of global business and will aid in the development of my professional career. I truly appreciate that the Edwards School of Business continuously develops new and differentiated offerings for its students."

"Today's business world requires an ever-increasing global mindset and the faculty at Edwards is committed to this by challenging us as students to think beyond our own borders. Having a chance to tour and study in the Middle East went a long way in shaping how I view the world of commerce overseas, as well as here at home."

Ryan Wig



Kalieggh Zerr

"The experiential learning trip to Israel and Jordan allowed Edwards School of Business students to live their education. It is truly the most informative and motivating business course I have had the privilege of experiencing while pursuing my degree at the Edwards School of Business."



To read student blogs of the tour or watch a video of the experience, visit: <http://esbtour398.ca>.

Lifting Spirits



MPAcc students deliver an uplifting conference to aspire youth into leadership

Each year, students from the Edwards Masters of Professional Accounting (MPAcc) program hold MPAcc Gives Back – an event that involves partnering with local schools and spending the day with students to work on literacy and leadership.

This past spring, MPAcc Gives Back was particularly successful, and involved a youth leadership conference. “We had a lot of fun participating in MPAcc Gives Back in our first year and were all very excited to plan the following year,” says Robyn Seetal, one of the event organizers. “When we were brainstorming ideas, we felt there was more that the MPAcc group could offer to the community based on our experiences and educational backgrounds and decided to structure the event around that idea.”


The Youth Leadership Conference, themed “Who do you choose to be?” was aimed at grade seven and eight students from several Saskatoon schools. “We wanted to target students who are at a pivotal point in their lives, who would make the most of the skills learned during our conference. We chose grade seven and eight students because they are just about to head into high school and are in a great position to start thinking and planning for their future goals and aspirations,” says fellow-organizer Mira Kim.

The MPAcc Gives Back committee liaised with Rachelle Brockman of Eureka Experience to come up with activities and themes for the event. “Rachelle was fantastic in providing ideas that would be most effective for our targeted age group,” says Seetal. “We started the day off with an Amazing Race-style activity that allowed for the newly created teams to bond with one another and their MPAcc leaders by racing around the beautiful U of S campus.”

Two breakout sessions then had MPAcc leaders give presentations on Assertive Communication and Goal Setting. “To facilitate the learning process, we used fun, interactive exercises to give students the opportunity to learn through participation,” organizer Jennifer Tang says. “By the end of the day, students seemed more comfortable with one another and we were able to recognize the positive changes in the students’ behaviors and attitudes.”

The day wrapped up with prizes to recognize the students’ hard work and to reinforce the message for the conference. “MPAcc students nominated one student from each group for an award for a student who exemplified leadership, personal leadership or for the most improved,” Kim explains. “All of the students were very excited for each other and were very encouraging of each other’s successes.”

Feedback from the students and teachers of participating schools was very positive. “After the conference, one of the teachers approached and mentioned how great it was to see students stepping up and breaking out of their shells,” Seetal says. “The teacher had mentioned how the awards recognized several students who wouldn’t ‘normally’ garner much attention and what a positive impact it had on the students.”

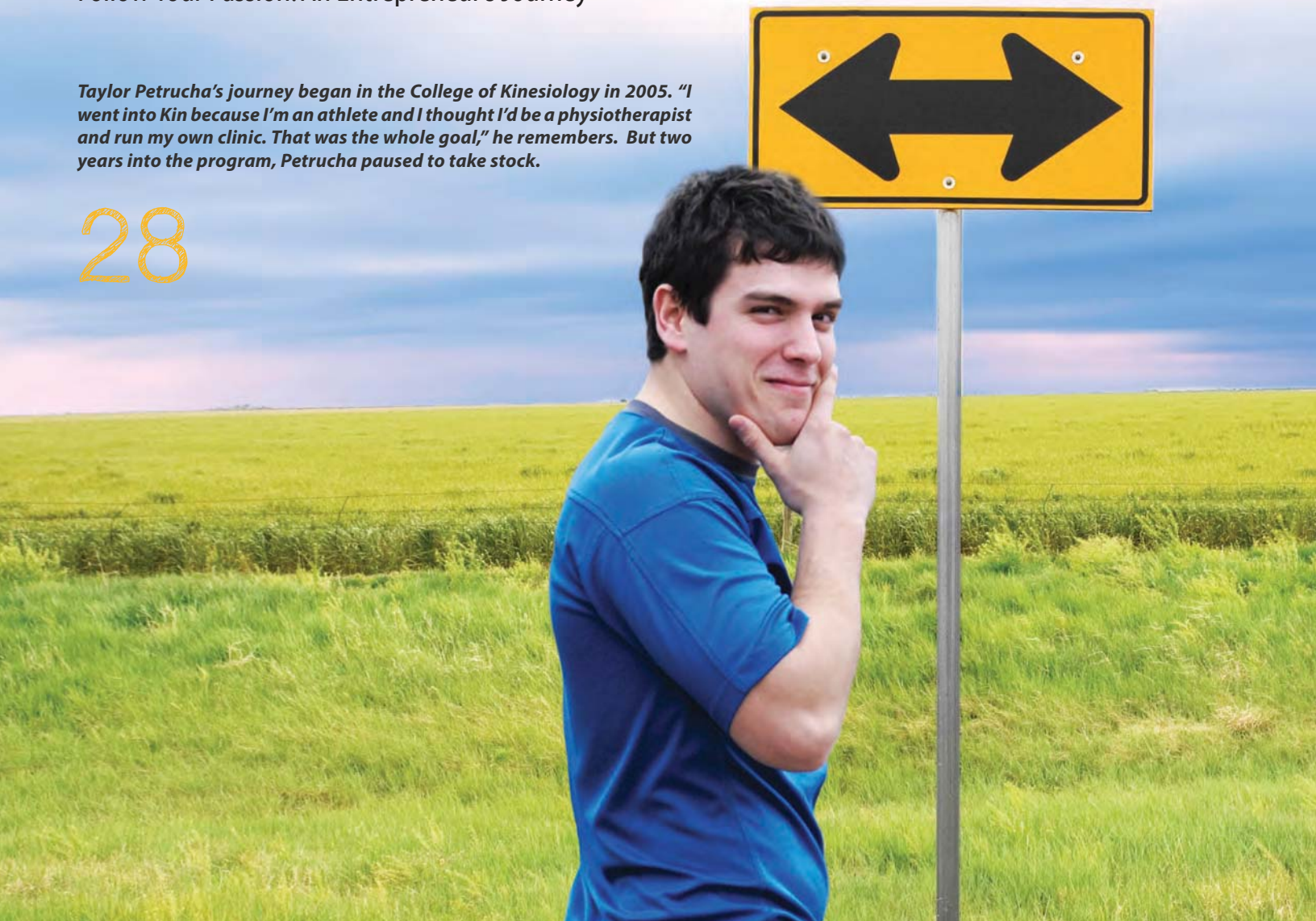
“MPAcc Gives Back is a great opportunity for MPAcc students to share their time, experiences and skills, and to give back to the community,” Kim says. “Regardless of our backgrounds, we all have something we can offer.” 

The Road Less Travelled

Follow Your Passion: An Entrepreneur's Journey

Taylor Petrucha's journey began in the College of Kinesiology in 2005. "I went into Kin because I'm an athlete and I thought I'd be a physiotherapist and run my own clinic. That was the whole goal," he remembers. But two years into the program, Petrucha paused to take stock.

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"I realized the only reason I wanted to be in physio was because I wanted to run a clinic. I sat with my mom and thought, 'Hmmm. I think I have to be in business. I think that's where I have to go.'"

Even before receiving any formal training, Petrucha was thinking like an entrepreneur: acting on a combination of intuition and feedback.

He entered the Edwards School of Business as a finance major, which felt closer to the right path but still wasn't exactly where he wanted to be. "I was trying to find something else that worked and then just stumbled into business strategy. As soon as I started to look at entrepreneurship, that's where it all started to change gears for me. And that's when I knew I was in the right place."

Petrucha was inspired by Lee Swanson's introductory entrepreneurship course. "He told a story in class about a friend

who devised an engineering system to harvest these trees in a lake. It made the lake safer and it fuelled the economy for the area," Petrucha remembers. "I thought, 'that's the power of entrepreneurship. That's when it really started to get interesting. Lee lit that spark just by giving me the information on what's possible. Then I met Marv Painter. His class took the spark and made it into a fire.'"

Petrucha's first invention came through Painter's class on business plans. "In class I often play with something in my hands. It's not because I'm not paying attention, it's because it helps me focus and concentrate," he explains. "I thought maybe other people need an outlet the same way I do, so I started looking at some sort of tactile stimulus that would help people focus in the classroom. That's when the Fidget came into being."

After Petrucha had a prototype, he called a researcher for feedback.

"I felt like there was something bigger. This was a neat idea but I felt like I could do something more."


"I asked if it would actually help someone with this kind of learning issue and he said it might but it would fatigue really quickly." Petrucha then came up with five ideas for phone applications that would alternate stimuli, but soon put the idea to rest. "I ended up killing it after the i3 Idea Challenge last year because I felt like there was something bigger. This was a neat idea but I felt like I could do something more."

He moved on to a business named Coffee Call, delivering hot drinks to office buildings, and then to a used book exchange. "Last September I became really frustrated with the used book exchange systems on our campus. I thought maybe I could do better so I started to explore the market on a national scale," he says. "I subcontracted people to do web design work that I have no idea how to do and hired a student to help me manage the business."

Petrucha not only made a bit of profit, but also gained some attention with his idea. "I pitched in classrooms; I did a print media thing; and I got the Sheaf to write an article, so I got a little bit of buzz going," he says.

And now that he's finished his degree, Petrucha is ready to take his entrepreneurial experience into bigger arenas. "I've been watching a lot on the World Economic Forum about scarcity of food, water and energy. I've also become fascinated with how new technologies are going to be able to solve these problems. That's where I want to be," he says. "These are opportunities to actually solve world problems. The challenge is that they need the right person behind them to actually bring them to market so my job is to learn how to be that person."

But Petrucha understands the journey of an entrepreneur often takes detours. "I don't really know what career path I'm going down yet, as most entrepreneurs don't," he admits. "So if not that, it'll be something else. There'll be some other opportunity."

For other students up to the entrepreneurial challenge, Petrucha already has sage advice: "Check your passion constantly and follow it," he says. "That passion is what's going to make you strong enough to endure the not-so-fun elements." 

Are you a student with an amazing personal story?
You could be featured in the next THRIVE.
Email us your story at: thrive@edwards.usask.ca

Faculty Awards



THOMAS A. KOCHAN & STEPHEN R. SLEIGH BEST DISSERTATION AWARD
(2011)
USSU TEACHING EXCELLENCE AWARD
(2011)



CANADIAN ACADEMIC ACCOUNTING ASSOCIATION (CAAA) AWARD -
INTEGRATIVE CASE CATEGORY
(2012)



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Raising the

Bar

Undergrad
students
create the
Edwards
advertising
campaign

We have so much confidence in our Edwards students, we put them in charge of creating our 2012/2013 advertising campaign. We figured, who better to say what's great about our B.Comm. program than our current students?



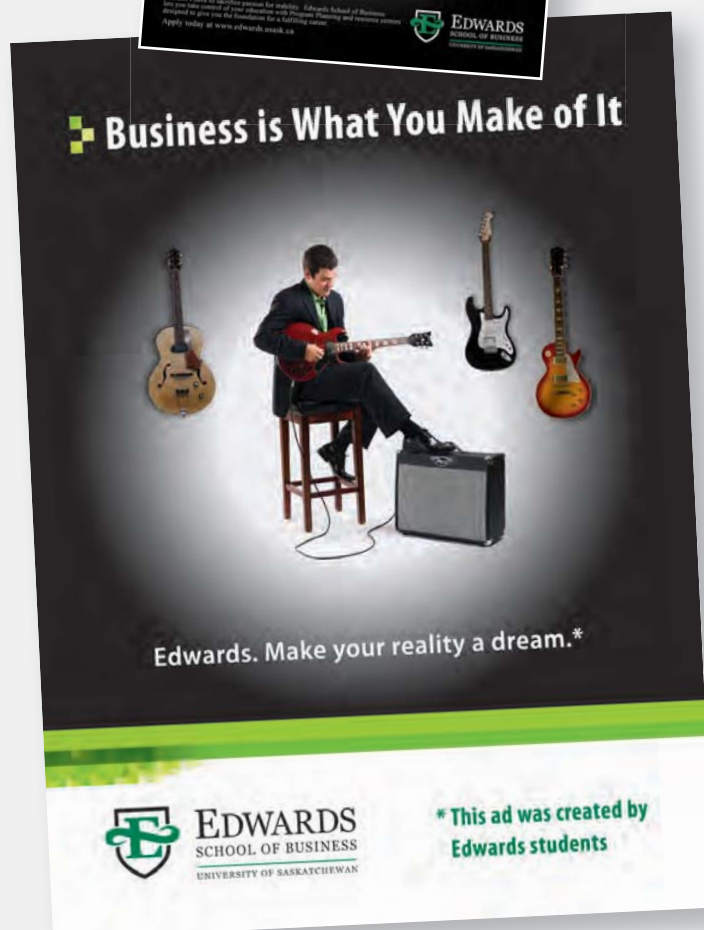
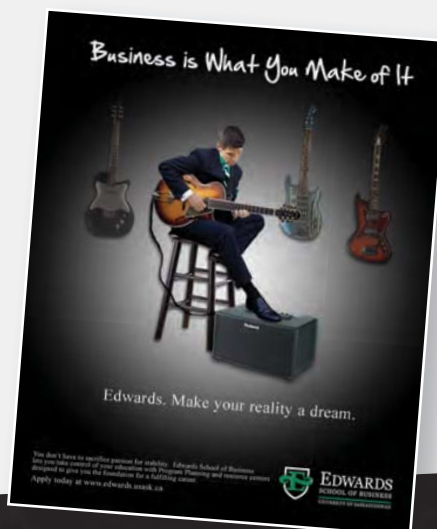
“After recalling our own concerns at their age, we felt that loss of passion was a big issue...

Many high school students don't realize that business is a very broad category and allows for inclusion of these passions.”

Recipient of the 2012 Master Teacher Award Dr. Barbara Phillips taught the Advanced Advertising course, supported in part by Proctor & Gamble. Teams of senior level undergraduate students competed to create this year's advertising campaign and receive the Proctor & Gamble Marketing Prize. Each series of ads was presented to a panel of judges and the winning team will be rewarded by seeing their work on Saskatchewan buses and billboards and at Calgary LRT stations this fall. Spoken ads will also appear on Saskatchewan radio stations, thanks to the expertise at Rawlco Radio.

“In this class, students get to combine theories of how to be more personally creative with advice on how to develop great ad executions, and apply both to the important problem of attracting top high school students to the Edwards School of Business,” Phillips says. “After this experience, students feel confident they are ready for the working world.”

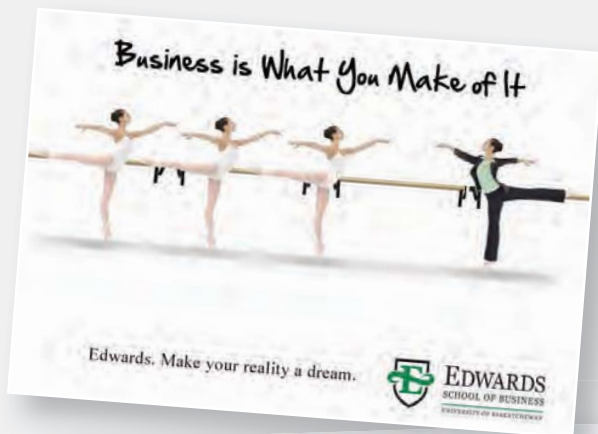
ORIGINAL
MOCK-UP
ADS (TOP)
AND FINAL
EDWARDS
ADS
(BOTTOM)



The Thrive team spoke to the creators of the winning ad, Cassie Wallace, Jaden Dirk, Tara Larson and Leanne Smith, to find out more about their advertising strategy and overall experience in the class. Each of the groups was formed strategically, Wallace explains. “Barb asked everyone to take the Basadur Applied Creativity test to analyze our strengths and weaknesses in the creative process. Each of our team members filled a quarter of the Basadur pie chart and each brought their strongest skills to the table.”

Larson's writing ability helped when coming up with ideas for

“The highlight of the class for me was truly identifying with the target audience when making an ad.”



advertising copy. Smith's attention to detail came in handy when editing the creative strategy report. Dirk is a confident speaker and shined when presenting to the panel of judges, and Wallace handled production and visual layout due to her artistic ability and experience with Photoshop.

To come up with their strategy, the group began with an in-depth analysis of the situation. "Brooke Klassen, head of recruitment at Edwards, presented information on the target market and concerns to address with the campaign," says Smith. "As a group, we then conducted our own research through various marketing analytical tools such as zig-zag, day-in-the-life and consumer profiles."

Next, the team sat down and mind-mapped ways to address the concerns of the target consumer: high school students. "After recalling our own concerns at their age, we felt that loss of passion was a big issue. Often students feel like they have to sacrifice what they love, like music, art, or a favorite sport, in order to get a 'real'

job," Wallace says. "Many high school students don't realize that business is a very broad category and allows for inclusion of these passions."

With the tagline, 'Business is what you make of it,' the team addressed the concern. "The Edwards School of Business is great because of program planning," Smith explains. "At Edwards, students take the reins by choosing most of their own classes and can tailor their degree and major. The class options within each major are very broad, so students can take business in a wide range of directions."

All six groups presented their ideas to the judges – staff, faculty and advertising professionals – in early April, which Wallace says the team was well-prepared for. "We met several times before the final presentation to go over every single detail. Even though only Leanne and Jaden presented, we still met as a full group with Tara and I working as harsh critics," she says. "Fortunately this plan paid off. The judges were pleased with our thorough presentation."

THE WINNING TEAM
(L-R): JADEN DIRK,
LEANNE SMITH,
TARA LARSON,
CASSIE WALLACE.



“Good ads take time to come up with and I learned that **very rarely does the first idea you have become the idea that works.**”


When the Thrive Committee asked the team why they thought they won the competition, they attributed the success to their focus on real concerns and on their healthy group dynamic. “We stayed focused and productive and maintained very open lines of communication. No one was shy to question each other and we made sure to ask for outside perspectives to avoid tunnel vision,” says Smith. “We worked hard and used everyone’s strengths to the fullest in order to get the best end result, and we really tried to listen carefully to what Edwards wanted.”

The group says they learned a lot from the process of creating the advertising campaign. “The highlight of the class for me was truly identifying with the target audience when making an ad,” Smith says. “There are a lot of bad ads out there and when you don’t take that needed time to place yourself in their shoes, campaign money is going down the drain.”

“Good ads take time to come up with and I learned that very rarely

Advanced Advertising isn’t the only course where students get to see their designs out in the world. Phillips also teaches Integrated Marketing Communications, where students create advertisements for local non-profit organizations. This year, a competition had student groups selecting communication objectives, the target market, the media strategy, and the creative strategy for the Native Plant Society of Saskatchewan.

does the first idea you have become the idea that works,” says Larson.

The team is looking forward to seeing the idea that *did* work reach the public. “We all feel extremely excited! It’s really rewarding to know that Edwards believes in our strategy enough to put it out in the real world,” Wallace says. “It’s a really good way to finish university and we feel excited about leaving our mark. It’s cool to see what we learned and created come to life.” 

Myles Shedden is the first to admit he's not a typical M.Sc. Finance student. "I didn't have spectacular grades leaving my undergrad. Other M.Sc. students – every year – are really intelligent and have spectacular grades and I didn't." He describes himself as a wild card, with a full spectrum of both experiences and future plans.

Before entering graduate school, Shedden had played five years of Huskies soccer and traveled to Thailand, studying under the now-Director of the Thai Stock Exchange. "I was fortunate enough to meet one of the coolest guys I've ever met," he says. "He told me things that I didn't know – not those things you can look up – things you just have to know."

Shedden decided to apply to the M.Sc. program after looking at people who were in positions he'd like to be in when he's older – those who are "impactful," he says. "They create change. Lots of them have more than an undergrad. I think a master's brings a different level of maturity and a different level of thinking."

After a year of graduate studies, he can attest to the differences between the B.Comm. and the M.Sc. "The workload, for sure," he says. "I've never worked this hard at anything. It's something else. It's a whole new level." He also says moving from a class of 40 to one of six was an interesting experience. "There's some different dynamics there. We have a very competitive but also helpful group. At the end of the day you compete with yourself more than anything."

And Shedden does hold himself to a very high standard, taking advantage of learning opportunities wherever he can. This includes actively participating in the 990 Seminar of the M.Sc. Program and getting involved with the George S. Dembroski Student Managed Portfolio Trust. He also works part time with Autism Services and listens to audiobooks "when I'm doing anything, really," he laughs. "Instead of listening to songs I've heard a million times, I can read an extra book a week."

He still has another year of the program to work on his thesis with Dr. Abdullah Mamun, but Shedden already has several career plans in mind. "I think if you go into banking, you can really do anything because you've seen things from a different angle," he explains. "I'm incredibly indebted to Dr. Racine and the M.Sc. program. It's changed the entire course of my life."

And so, although a creative investment banking or finance position is his immediate goal, Shedden adds, "I imagine at some time in the future, I'll go into politics. I just want someone who's willing to try to change things rather than just going with the flow. Hopefully at some point I can be that person." He also says he may eventually return to academia. "I would consider doing a Ph.D. in history – maybe when I'm 50 or 55."

Wild Card

A voracious learner with the prairie work ethic takes on the M.Sc. in Finance

35

"I think if you go into banking, you can really do anything because you've seen things from a different angle."

For more information about the M.Sc. Finance program, visit the website at: edwards.usask.ca/programs/mscfinance

"It's wonderful, but it's not about getting the award. It's about doing what's important and giving back to the community."

Giving Back

Dr. Nola Buhr, Accounting Professor and former PotashCorp Enhancement Chair for Saskatchewan Enterprise, was presented with the University of Saskatchewan's 2011 Award for Distinction in Outreach and Engagement at the 2011 Fall Convocation.

Buhr has been volunteering extensively with the Canadian Institute of Chartered Accountants (CICA) since 1991, but began her current path of outreach in 2003. "I took on a volunteer position with the Public Sector Accounting Board which sets standards for all governments in Canada," she says. When then-Auditor General Sheila Fraser was Chair of the Board in 2005, the two connected on concerns about First Nations and accountability.

"The next thing I knew, I was asked to be the researcher for the CICA Study Group doing a study on financial reporting by First Nations," she remembers. The Study Group looked at the various standards of accounting used in Canada and examined whether or not government standards were most suitable for First Nations. "They had no explicit guidance so financial statements were being prepared using all sorts of standards. Anyone who wanted to use the information, whether it was the Government of Canada or a member of the First Nations community, wasn't sure what the standards were for reporting."

When Financial Reporting by First Nations was published in 2008, it laid the groundwork for giving guidance on appropriate reporting standards. "Uniformity ensures users know what they're getting from a set of financial statements from a First Nation. They're more understandable because there's a single set of principles guiding them," Buhr explains. "Uniform standards help in a number of ways. If the First Nation is doing well financially, it will mean a lower cost of loans and more flexibility in terms of government funding."

Standard and transparent financial statements have further benefits to First Nations communities. "It is also a tool to help the community members understand what their elected leadership has done and to hold their elected leadership accountable. That presumes that members have knowledge of accounting, which not all of them do. So it's a start."

During her work with the Study Group, Buhr met then-President & Chief Operating Officer of the Aboriginal Financial Officers Association (AFOA), Ernie Daniels, who was a member of the Group. "I got to know and admire the organization a great deal," she says.

"The AFOA provides training to financial managers of First Nations communities and has a professional designation known as the Certified Aboriginal Financial Manager (CAFM)."


This led to another of Buhr's recent major achievements – facilitating the signing of an Articulation Agreement between AFOA and the Edwards School of Business. "It's important both for the school and the AFOA," she explains. "From the school's point of view, it demonstrates that we are actively seeking to recruit and retain Aboriginal students. From AFOA's perspective, it's saying 'the CAFM is a quality program. It's recognized by a well-known university and a well-known business school and we have a partnership to further develop the education of Aboriginal financial managers.'"

According to the agreement, students who complete the AFOA certification will be admitted to the Edwards B.Comm. program with advanced standing. "It gives substantial advancement toward a degree," says Buhr.

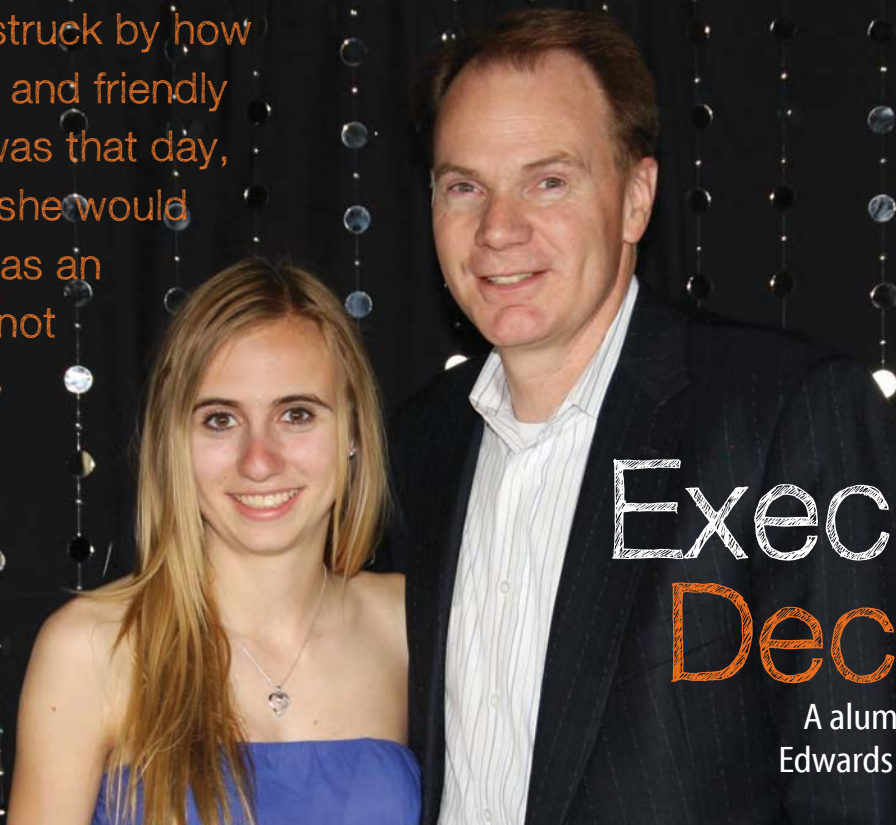
She became so impressed with the AFOA that, in her role as PotashCorp Enhancement Chair for Saskatchewan Enterprise, Buhr has turned her outreach and engagement work into a research project.

"My goal is to learn best practices about how we can build organizations that are good for capacity building for First Nations communities and Aboriginal people, in general," she says, and has already begun interviewing those who were instrumental in building AFOA BC and AFOA Canada.

Buhr continues her outreach in other related areas, having joined the external audit committee for Aboriginal Affairs and Northern Development Canada in 2009. "We provide advice to the Deputy Minister on internal audits, accountability and control systems and that very much relates to the relationship the federal government has with First Nations communities."

She is pleased with having won the award but says her work is more about giving back. "I'm flattered," she says. "It's wonderful, but it's not about getting the award. It's about doing what's important and giving back to the community. And when I say community, I'm talking about Saskatoon, Saskatchewan, First Nations communities, the federal government and the professional accounting community. There's a whole variety of communities." 

"She was struck by how welcoming and friendly everyone was that day, as though she would be treated as an individual, not a number."




Executive Decision

A alumni's daughter makes Edwards her school of choice

Alexandra Munro was accepted into several universities after graduating high school in Calgary this past June. She chose the Edwards School of Business at the U of S – the alma mater of her father, Managing Partner of Ernst & Young Calgary, Barry Munro – over many schools in Eastern Canada.

"I didn't choose the Edwards School of Business just to follow my dad's footsteps," says Alexandra. "I carefully evaluated several schools across Canada and ultimately, the choice was easy! The Edwards School of Business offers a great reputation within the Calgary business community; small class sizes; the opportunity to complete international study terms; a location close to home – but not too close; and personal touches from the faculty and leadership team who really made me feel like they wanted me to attend."

Barry says touring the Edwards School in September of 2011 helped Alexandra make her decision. "She was struck by how welcoming and friendly everyone was that day, as though she would be treated as an individual, not a number. Alexandra studied organizational culture in one of her high school classes and she determined that the culture of the business school was reflected that day – and what she experienced that day is what she was looking for," he says.

"Obviously I am delighted with her decision – not for my sake, but for hers. She had the marks and resources to go anywhere – and she picked the U of S. The best part was that it was her decision." 

The Edwards School also boasts:

Impressive employment rates for graduating students

Over 86% of 2010 graduates who were looking for employment secured positions within six months of finishing their degree, with nearly 76% finding work before graduation. The Cameco Business Co-operative Education Program ensures even greater odds of success, as 100% of 2011, 2010 and 2009 participants found employment.

An orientation class to ease the transition to university

COMM 119.3 (Business Competencies) introduces key business concepts and provides tips on ethics, time management and personal financial planning. The course was designed to increase the success of first year students and create a sense of belonging at the Edwards School of Business.

Six major specializations

A Bachelor of Commerce degree from the Edwards School of Business provides the foundation for a successful and lucrative career in a variety of fields and industries. Edward's students may choose to major in Accounting, Finance, Human Resources, Management, Marketing or Operations Management.

Five centres and services across two campuses

The Hanlon Centre for International Business Studies offers internships, volunteer opportunities and a variety of seminars and workshops to keep students informed on issues in global business. The Wilson Centre for Entrepreneurial Excellence provides access to mentoring, coaching, and networking in the discipline of entrepreneurship and the Rawlco Centre for Aboriginal Initiatives supports student success through services like the Rawlco Resource Room and the Aboriginal Business Students' Society. The main University campus also houses Edwards Career Services Centre – a dedicated service for Edwards students and home to our co-op and internship programs. The downtown campus, the K.W. Nasser Centre, provides the perfect environment for graduate students – right in the heart of Saskatoon's business district.

New student residences in the centre of the U of S campus

Student housing is fundamental to the learning experience of many students. In December 2009, the U of S began construction on a new 400-bed undergraduate student residence in College Quarter. The College Quarter Residence opened 250 bed spaces for single students in September 2011 and an additional 140 in January 2012, offering a unique residence experience in a brand new building.



Student Entrepreneurs Rise to the Challenge

What do an ergonomic dishcloth, a web platform for landowners and renters to connect, and a pulse-based snack bar have in common? They are all winning ideas in the 2012 i³ Idea Challenge. The fourth annual i³ Idea Challenge, put on by the W. Brett Wilson Centre for Entrepreneurial Excellence at the University of Saskatchewan, gave aspiring student entrepreneurs the opportunity to get their ideas up and running.

Students were asked to submit an executive summary of their business idea along with a video pitch. A panel of judges from the business community narrowed down the entries, listened to the top 11 teams pitch live, and announced the top three winners - all of which are now well on their way to developing their businesses.


In addition to cash prizes totaling \$10,000, the top three also received six months of in-kind assistance worth tens of thousands of dollars. This includes legal and accounting services, office space, strategic planning, graphic and web design, printing services and mentorship.

"Money is great, but having access to mentorship, support and guidance from these in-kind services is even better," says first place winner Lyndon Lisitza. Lyndon, who just received his Masters in Agricultural Economics, won the challenge with Renterra Land Auctions, a web-based platform that makes it

easier for landowners and land renters to connect.

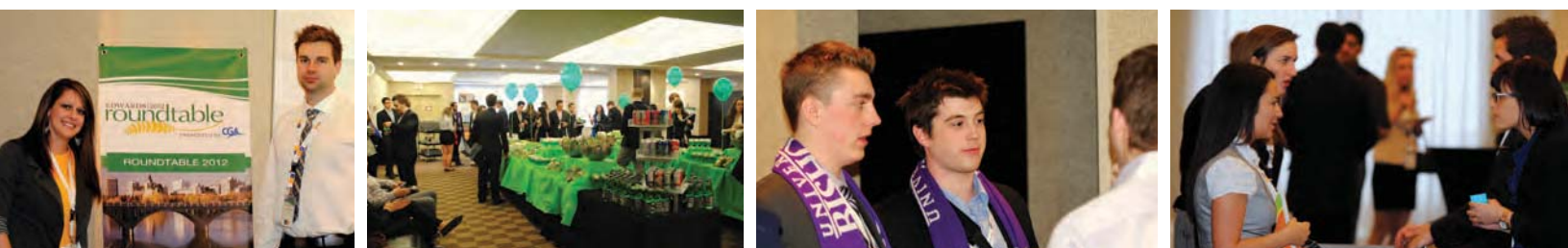
Second place went to food science students Caitlyn Olauson and Erin Bershied for Pulse+, a nutritional snack bar that comes from simple ingredients produced by Canadian farmers. It is nut-free, gluten free, and contains no preservatives. In third place was medicine student Benjamin Leis, with Glovelly Cleaning Solutions. The Glovelly is a unique 5-fingered cloth that is more ergonomic and efficient than competing products.

All three winning entries, while vastly different, had similarities. "They were viable ideas that have the potential to be well-received in the marketplace," said Taunya Woods Richardson, Director of the Saskatchewan branch of Canadian Youth Business Foundation, and one of the judges.

Although the competition is over, the work is just beginning for the i³ winners. Over the past few months they've been working hard to further develop their businesses. Lyndon's goal is to establish Renterra throughout Western Canada, Caitlin and Erin are working to see Pulse+ commonplace on grocery store shelves, and Ben hopes to see Glovelly's sales expand throughout North America. They will all be sharing their progress at Pitch Party V in November 2012. 

For more information about the Wilson Centre for Entrepreneurial Excellence or about the i³ challenge, visit: www.wilsoncentre.ca

Nights at the Roundtable



Edwards Students have done it again.

The nine members of Roundtable 2012's organizing committee, led by Co-Chairs Amber Johnson and Jamie Prefontaine, pulled off a flawless three-day conference in the afterglow of JDC West 2011.

"We really started getting a reputation as a premier school for conferences after having done JDC West last year," says Prefontaine. "After we won the Roundtable bid, someone said, 'the West knows what Edwards can do and now Canada wants a taste.'"

Roundtable is the flagship conference for the Canadian Association of Business Students (CABS) and is touted as Canada's largest and most prestigious undergraduate business student conference. From March 1st – 4th, 220 delegates from 30 universities across Canada attended the conference to learn about leadership through sessions led by local experts.

Johnson and Prefontaine share their tips for pulling off a successful conference.

Start Early

"It's been a two year process," says Johnson. "I attended Roundtable in Windsor in 2010. I figured it was a good fit to bring to Saskatoon so from there I started working with hotels."

Be Willing to Learn

"You learn a lot about leadership working with different people. Every team you work with is different so you learn something new every time," Prefontaine says. "I've never worked with someone who has the same type and level of experience that Amber has."

Choose Great Speakers

"The education component can sometimes be really dry at these things," Johnson admits. "I looked at alumni that were involved

with the student society and are now working in industry. They can balance that student society knowledge with real business knowledge. We've had some great feedback about how great the sessions were. People are talking about what they're taking away and that's great to see."

Balance Education with Entertainment


"We've worked with the hotel and other venues to balance the education component with some fun events so that everyone's excited and happy to be here," Johnson says. "Thankfully the students notice the effort that's gone into the event."

Create a Network

"There's a massive number of stakeholders involved," Prefontaine says. "The Organizing Committee, the university, corporate partners, volunteers, delegates, alumni, the national body CABS, student societies and all the people who work at the venues. Something like a 220 person conference really involves thousands of people throughout the country."

Strut your Sasky Stuff!

"Putting on a conference that's of equally high quality and as logistically efficient as JDC West solidifies that Edwards is the premier university where conferences are held," says Prefontaine.

"We've always had the capacity to hold large events in Saskatoon but I think with the recent exposure Saskatoon has had, people are more open to coming here," Johnson says. "There's a lot of students here that had never been to Saskatoon before but they were excited to come and they're having a great time now that they're here. The fact that people are learning about Saskatoon, seeing what we can do and what we're capable of ... That's great for them to go away with." 



Reprinted from On Campus News

“At first I’d go alone but I guess I’m not that approachable. Then we tried all of us going together. Essentially we used the kids as bait, because blond-haired, blue-eye children hold something of a fascination in India. They really broke down borders and gave us a chance to say a few lines.”

– and ended up completing 500 surveys “although the students would do the survey with the understanding we could talk a bit afterward.”

The survey data is not yet compiled but Walsworth and Somerville did make some initial observations. The students were fascinated by western culture, he said, “by the MuchMusic culture and the stories of wealth, but the thought they’ll come to Canada and drive a cab or clean hotel rooms is absurd.”

And while many of the students were communicating with people in Canada “there’s some weird black box around the economic information.” Immigrants are often viewed as the winners who are able to leave home for a better place and Walsworth suspects there is an element of family pride and personal shame that prevents them from sharing the realities of their situation.

Some blame can also be laid at the feet of the immigration consultant industry in India – “they’re the ones feeding people with these ridiculous expectations.”

Another issue related to the economic success of immigrants could be that Indian university degrees are not well respected in Canada. Walsworth is curious as to whether the data will show that a better strategy for the students might be to earn their degree here.

Walsworth expects three journal papers to come out of the research, with findings that may eventually influence policies and programs that address issues like foreign credential recognition. “In some ways, this is a very satisfying area of research, seeing others who can take that intellectual leadership and put it to use.” That said, he believes the U of S could do more to support out-of-country research that holds so much potential back home.

The India trip was difficult to organize, largely because India shares Canada’s academic calendar so the two had to be away from their teaching responsibilities to conduct their research.

“I recognize it’s a challenge for the department but there needs to be more support, more flexibility. We were privileged to be able to go and do this research but it also comes with tremendous responsibility in the form of meaningful papers in peer-review journals. It’s worth it for the university to have its faculty out there travelling. It’s the only way we’re going to truly internationalize the university.” 🌱



Research travel with kids

Scott Walsworth has some advice for researchers considering travelling with their children: “Just do it. It seems scary but once you get out there, it’s a wonderful experience.”

Even though Walsworth and Kara Somerville, who took their four young sons to India with them, are experienced travellers in the developing world, “there were parts of every day that were difficult – finding food for the kids, or a green space where they could run and play.” And it was certainly no holiday when all four children were sick early in the trip.

Their philosophy, explained Walsworth, “was to put the kids in positions where they would ask questions.” That meant visiting non-governmental organizations and slums “where the kids saw people who were happy, who were having relationships with each other but were certainly poor by our standards. The message for the kids was that money and happiness are separate.”

New Faces



JAMES CAO



KEN FOX



WAN LI



NICOLE KEHRIG



SARAH SAVAGE



WENDY SLOWSKI

jamescao is an Assistant Professor in the Department of Finance and Management Science. He received his B.S. in Mathematics, B.A. in Economics, and B.A. in Psychology during his undergraduate studies at the University of California at Irvine. After that, he completed his Ph.D. in Operations Management from the same school. His current research interests lie in the field of supply chain management, which deals with the matching of supply with demand and the coordination of multi-party decision making. James likes research that is theoretical in nature and also research that has real world implications.

kenfox is an Assistant Professor in the Department of Accounting. He is a Chartered Accountant, and is also a Certified Internal Auditor. Ken's public accounting experience was gained with the Saskatoon offices of PricewaterhouseCoopers and Hergott Duval Stack LLP, now Ernst & Young.

Before returning to academia, most recently Ken worked in the Internal Audit department at PotashCorp. Ken received his B.Comm. and his MPAcc from the University of Saskatchewan, and is a Ph.D. Candidate at the University of Alberta School of Business. Ken's research is directed at the use of accounting information in equity valuation models.

wanli joined the Edwards School of Business as an Assistant Professor in the Department of Management and Marketing in July 2012. Wan is completing her Ph.D. in Strategic Management at Schulich School of Business, York University. Her primary research interests include the governance and performance implication of inter-organizational relations and networks, innovation and entrepreneurial activities in high-technology industries. Wan is also interested in interdisciplinary work that bridges strategy, entrepreneurship, and institutional theory.



Meet the new faculty and staff at the Edwards School of Business

finance. She is recently working on papers exploring the effect of asymmetric information on firms' payout policies and product market outcomes. She is also interested in investment and working on projects about organic growth strategy and the investment of retirement money. She will be teaching the course of Spreadsheet Modeling in Finance.

nicolekehrig began her position as Marketing Coordinator at the W. Brett Wilson Centre for Entrepreneurial Excellence in January 2012. She is involved in the planning and promotion of several entrepreneurial events and works closely with students across campus to encourage them to explore entrepreneurship and how it fits into their career aspirations. Nicole received her B.Comm. in Marketing with great distinction from Edwards in 2011.

sarahsavage is the joint Research Facilitator for the Edwards School of Business and the Division of Humanities and Fine Arts, College of Arts and Science. She applies her expertise on pre-award research facilitation, including specialized knowledge of the research community and the research funding enterprise. In coordination with the University's Research Services team, she also liaisons with various funding agencies to gain expert knowledge and develop productive relationships. Sarah earned a Bachelor of Arts (Psychology/Anthropology) from the University of Regina in 2003 and went on to complete a Masters Certificate in Project Management in 2012, as well as other professional certificate programs. At the University of Regina, she spent five years as research assistant and over six years as a grant Research Facilitator in the Office of Research Services.

wendyslowski joined the Edwards Undergraduate Program office as an Office Administrator in September 2011. She received her B.A.(Adv) from the U of S in 1986. She returned to the University in 2008 and has worked in the Department of Psychology, at the University Learning Centre, at Student Central and in Payroll.

stephanieyong joined the W. Brett Wilson Centre for Entrepreneurial Excellence in October 2011. She is currently the Director of the Wilson Centre, which provides UofS students with the applicable training, networks and tools they need to start a business. Stephanie received her B.A. in Political Studies from the University of Saskatchewan in 2001 and her MBA at the Edwards School of Business in 2010. Stephanie's experience both as a business strategist and an entrepreneur has helped her to develop new programs and leverage the Centre to support start-up businesses at all levels.

jamessmith joined the Edwards School of Business as an Assistant Professor in the Department of Accounting in July 2012. James received his undergraduate degree in neuroscience from the University of Lethbridge. James worked as an auditor with Grant Thornton for three years and received his MPAcc degree from the University of Saskatchewan prior to his doctoral studies at the University of Texas at Austin. His research focuses on how investor judgments are influenced by what company managers publicly disclose and he is thrilled about the opportunity to continue that research at the Edwards School of Business.

miaomiaoyu is an Assistant Professor in the Department of Finance and Management Science. She received her M.Sc. in Economics from the University of Nebraska at Omaha and Ph.D. in Business Administration from the University of Iowa. Her research focuses on empirical corporate



Scotiabank Donation

L-R: ALEESHA BITTERNOSE, EDWARDS SCHOOL OF BUSINESS STUDENT; DAPHNE TARAS, DEAN, EDWARDS SCHOOL OF BUSINESS; RICK WAUGH, PRESIDENT AND CHIEF EXECUTIVE OFFICER, SCOTIABANK; GEORGE MARLATTE, SENIOR VICE-PRESIDENT PRAIRIE REGION, SCOTIABANK


Scotiabank has supported Aboriginal initiatives at the Edwards School of Business since 1996 and a \$200,000 gift announced in April renewed their commitment.

At the Client Reception of Scotiabank's Annual General Meeting in Saskatoon, President and CEO Rick Waugh announced the gift and Dean Daphne Taras accepted on behalf of the School. "The Edwards School is delighted with Scotiabank's generous support of Aboriginal business students," said Taras. "Scotiabank has had a long-standing commitment to our business school and this gift continues the tradition. We are planning more effective recruitment and we are creating internships that will make a major difference in the lives of our Aboriginal students."

Edwards student Aleesha Bitternose joined the dean on stage after being chosen as one of four people to be interviewed on their volunteerism in the community.

The gift will be designated to Scotiabank Aboriginal Financial Officers Association (AFOA) Student Bridging Awards, Scotiabank Aboriginal Initiatives Student Intern positions, and the Scotiabank Aboriginal Business Education Award.

"We are planning more effective recruitment and we are creating internships that will make a major difference in the lives of our Aboriginal students."

"This funding demonstrates our strong belief in education, recognition of the academic excellence of the University of Saskatchewan and our commitment to Canada's Aboriginal communities and individuals," said Waugh. "We have long believed in providing students with the necessary tools to achieve their full potential and are particularly pleased to know that this gift will help remove financial barriers for Aboriginal students seeking a business education and shaping the future of Canadian business and Aboriginal communities." 

For more information on Aboriginal initiatives at the Edwards School of Business, please visit our website at: www.edwards.usask.ca/programs/aboriginal

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SAMY

THE
ADVISOR

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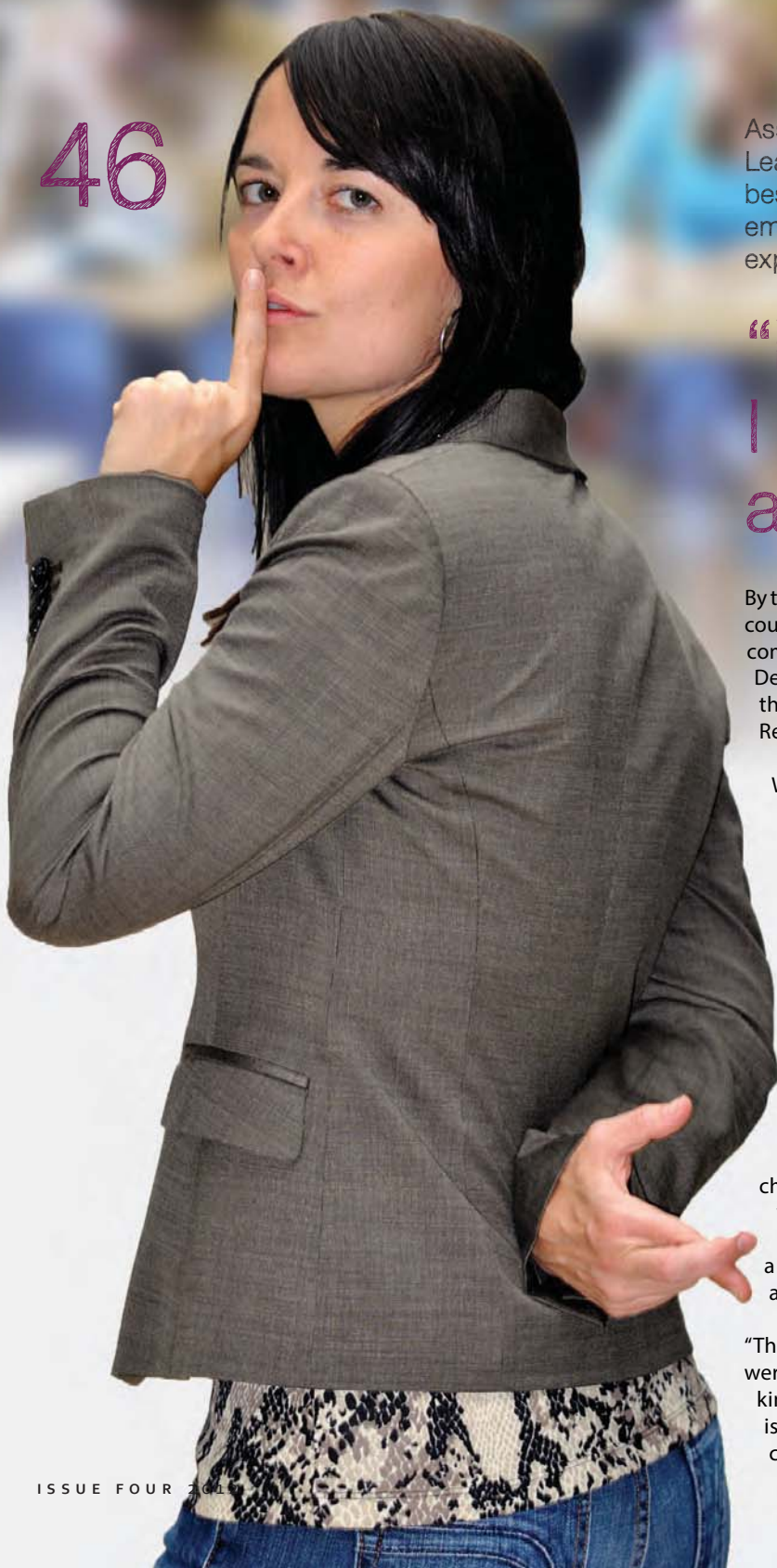
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Liar, Liar...

46



Assistant Human Resources Professor and Grandey Leadership Scholar Dionne Pohler believes the best way to get a message across is to tie it to emotion. This past spring, students in her MBA class experienced this first hand.

“Like most students, I was shocked and angry.”

By the second week of their Strategic Human Resource Management course, students had already gathered course materials and completed their first assignment. It was at this point that Edwards Dean Daphne Taras stood at the front of the class and announced that Pohler had been suspended, to be replaced by fellow Human Resources Associate Professor/accomplice Scott Walsworth.

Walsworth then told the students they would be required to purchase a textbook, and that the work they had done in the class up to that point would be disregarded. “My immediate response was total shock,” remembers student Jan Baxter-Jones. “Scott played his part extremely well.”

When Walsworth went to get copies of a new syllabus, the class erupted. “Like most students, I was shocked and angry,” says Erin Holm. “There was an immediate group ‘gasp’ as soon as Scott started making changes to our course and when he left the room there was an uproar.”

Marvin Loeppky was the only student in on the deception. “Dionne asked if I would participate in the deception. My role was not to try to lead organized resistance to the proposed changes but to act as more of a catalyst,” he says. Loeppky spoke with MBA Student Society member Lyle McRae as well as Jan Baxter-Jones about the need to take some sort of action. “Jan is a leader in the class. She ultimately went to the front of the class and began to organize a petition.”

“The classroom was in chaos,” says Baxter-Jones. “Some students were very vocal and others were totally silent. I tried to bring some kind of order to the chaos by suggesting that we formulate our issues in written form and give everyone an opportunity to contribute.”

Pohler listened from outside the classroom as her students felt firsthand what it's like when 'management' makes an arbitrary decision without consultation. "Nothing gets a lesson across quite like tying it to an emotion, but the experience has to feel very real. They have to perceive those emotions," she says. "That actually cements the lesson better than just reading about people who are very angry about an arbitrary management decision in a textbook or a business case."


"The experience had tremendous impact.

There was a lot of baggage and back story to the responses which was the most valuable take away."

Pohler was more than pleased with the results of the class. "It turned out even better than I thought it would, mainly because of their reactions," she says. "There were a lot of things that came out in the debrief that I didn't anticipate, like cultural differences across how people would interpret or respond to arbitrary actions by managers."

The students agree that the deception was a very effective teaching tool. "The experience had tremendous impact," Baxter-Jones says. "There was a lot of baggage and back story to the responses which was the most valuable take away. People bring individual values, ideas and emotions to professional situations. It was a valuable experience in helping me to be a good leader in that it heightened awareness of process and procedure when dealing with difficult situations."

"My mom worked in the health care industry and was laid off or 'bumped' quite a bit in her career," says Holm. "This experience finally showed me how my mom and many others feel when they lose a lifeline. It demonstrated how crucial it is for me, as a future business leader, to make ethically and morally sound decisions and to consider those individuals who are affected by my decision making."

"I tried to put the students in the shoes of their potential future followers. I think that's going to make them better leaders because it's going to give them empathy and compassion," says Pohler. "It might have come naturally to some of them but I think experiencing it firsthand will make them think twice about some of the decisions they make as future leaders." 

For more information about the Edwards MBA,
visit the website at www.edwardsmba.ca

Faculty Awards



CANADIAN ACADEMIC ACCOUNTING ASSOCIATION (CAAA) AWARD -
FOCUSED CASE CATEGORY
(2012)

CANADIAN ACADEMIC ACCOUNTING ASSOCIATION (CAAA)
HOWARD TEALL INNOVATION IN ACCOUNTING EDUCATION AWARD
(2012)

INSTITUTE OF CHARTERED ACCOUNTANTS OF ALBERTA (ICAA)
MPACC TEACHING EXCELLENCE AWARD
(2011)



CANADIAN ACADEMIC ACCOUNTING ASSOCIATION (CAAA) AWARD -
INTEGRATIVE CASE CATEGORY
(2012)



CANADIAN ACADEMIC ACCOUNTING ASSOCIATION (CAAA) AWARD -
FOCUSED CASE CATEGORY
(2012)

Snippets



Edwards Students win 1st Place at Brock Accounting Conference

The Edwards School accounting team, comprised of students Landon Grubb, Steven McKillop, Ying Zhang and Zhen Zhang, placed first out of 14 teams at the Brock University Accounting Conference held November 18 – 20, 2011. McKillop says the Edwards accounting program helped prepare them for the two rounds of presentations and question periods. "The fact that our program focuses on more than just accounting courses helped us develop a well-rounded presentation. The judges were impressed with all the points we covered compared to the other teams."

Edwards Places 2nd at the Alberta Energy Challenge

The 2nd annual Alberta Energy Challenge was held at the University of Alberta, in Edmonton, from September 29th to October 2nd, 2011. Edwards sent four students to this year's competition: Adam Stewart, Tyler Webb, Kelsey Heggie and Cole Thorpe. After a grueling set of 35-minute final presentations and several tough questions from the 10-judge panel, it was announced that the Edwards team had taken second place for the second straight year!



Edwards Team Takes First Place in Four Categories at JDC West 2012

The Edwards JDC West team took first place in four categories at the 2012 competition in Edmonton: finance, human resources, athletics and charity. Congratulations to the Edwards finance team (Adam Stewart, Jamie Prefontaine, Matthew Bennett and coach Brian Lane), the HR team (Tyler Webb, Krystal Aulie, Mitch Tainsh and coach Marc Mentzer), the athletics team (captain Brayden York, Natasha Miller, Diana Bourque, Tyler Haldorson, Nathan Thoen, David Martell, Colin Kikcio, Sheylee Belanger and coach Chris Hengen-Braun), Justine Daum for leading the JDC West team in the charity component, and the JDC Co-Chairs Jared Fingler and Matt McIntyre.

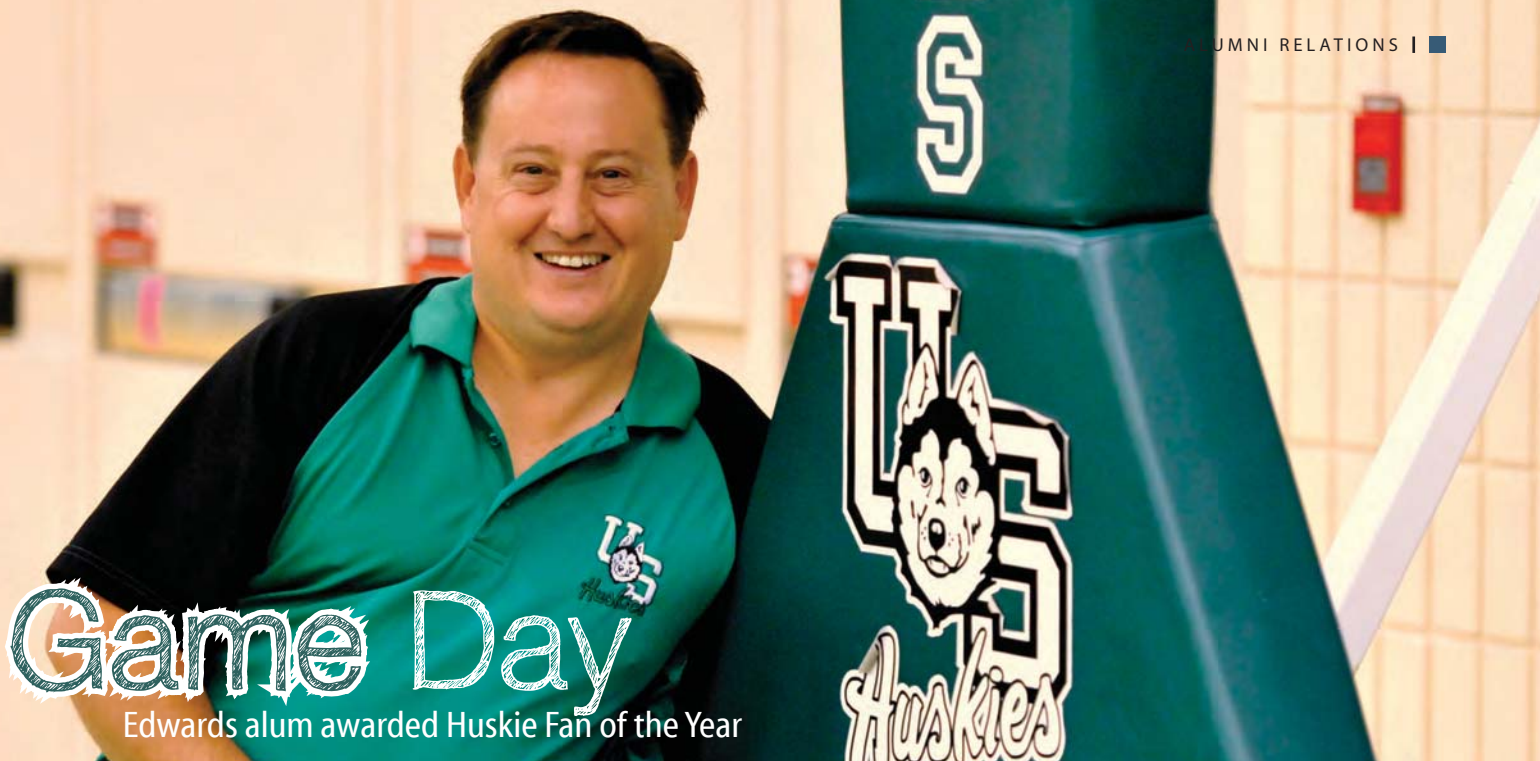
Edwards Investment Banking Team Finalists at NIBC

Our National Investment Banking Competition team (NIBC), consisting of Adam Stewart, Jamie Prefontaine, Chris Menzies, and Matthew Bennett did well at the NIBC competition held at UBC. This is the most sophisticated investment banking competition and conference catered to students in North America. Out of close to 100 undergraduate business school teams, the team finished 2nd in their pool, and 5th overall. Well done!



Finance Student Wins Business Competition in Norway

Kyle Malach, a fourth year Finance student, won a business competition while studying abroad at Finnmark University College in Alta, Norway. Seven student teams from four universities competed to come up with the best idea for an extreme bike race - offroadfinnmark (www.offroadfinnmark.com). The students developed their ideas for four days before presenting them to the company's board of directors and a live audience. For first place, Malach received 5000 Kroners (~\$900 CDN) in cash.



Edwards School alumnus Dean Claypool has been a fan of the Huskies since he attended the U of S in the 1980s. This March, Claypool was presented with the 2012 Huskie Fan of the Year Award in honour of his commitment to all things Huskie Athletics. We spoke with Dean to find out how he became known as Huskie Fan of the Year.

Thrive: What does it take to be Fan of the Year?

Claypool: When I talked to Basil Hughton, the Huskie Athletic Director, he mentioned that what put me over the top was when I planned my three-week trip to Costa Rica to coincide with the Huskie Basketball teams being out of town, and arrived back in Saskatoon on Friday afternoon so I could make it to the women's and men's basketball games that evening. Plus, I didn't miss a single home game for football or basketball, and I take every opportunity to meet the young men and women who represent us so well and thank them for their hard work.

Thrive: What has been your favourite Huskie moment?

Claypool: The moments people would normally focus on are the number of championships won by our athletes. The 2010 run by the Huskie men's basketball team that culminated in a national championship is something I will never forget, but the moment I am most proud of happened a year later. In March of 2011, the Huskie women's basketball team played Windsor in the national championship game after a fabulous year. Our women played their hearts out and battled but came up a little short. The reason it was so special for me is that four of the five starters for the Huskies in that national championship game were Academic All-Canadians¹ that year and the fifth had been an Academic All-Canadian in the previous year. That is what being a student athlete is all about!

Thrive: Do you have a favourite player?

Claypool: I have been fortunate to get to know quite a few of the athletes, especially in basketball, and honestly all of them are terrific people. If I was to pick one person, though, it would probably have to be Nolan Brudehl. Nolan is a terrific basketball player but an even better man. He is grounded but charismatic, a leader and also the hardest worker. The glass is not half full, but always full when Nolan is around. He's the kind of young man you hope your kids will

be friends with; you hope your daughter marries; and any employer would love to have working for them. His mom and dad did a great job of raising this young man.

Thrive: What has been your reaction when top Huskie players are recruited to the CFL?

Claypool: I am always happy when our athletes achieve their goals, whether it's going to the CFL, playing pro basketball, or becoming engineers and lawyers, doctors and teachers. Our Huskies have represented the University of Saskatchewan well both during and after their time at the U of S for decades. Based on the quality of the men and women I've met over the past few years, it isn't going to stop anytime soon.

Thrive: What's your reaction when the Huskies don't win a game?

Claypool: Fortunately for most Huskie athletes that doesn't happen too often, so if they do come up short on that day I usually take that as a sign that the fans probably didn't put enough into their job so I go out to work harder the next game to cheer on our team.

Thrive: You worked at Ernst & Young in Calgary for 15 years. Did you still follow the Huskies when you lived there?

Claypool: I went to most of the Huskie football games while I lived in Calgary, and our group would always gather to watch the Vanier Cup if the Huskies were in it.

Thrive: Why do you think you've remained a loyal fan for decades?

Claypool: I had such a tremendous experience at university I have always had a great sense of pride in the U of S. But I have always remembered that the value of my degree is only as good as the reputation of that institution today. There are many ways to support the university whether it's through donations in time and/or money, recruiting from the great talent that is produced, and supporting the students in their endeavours whether that is music, drama, sports or otherwise. The Huskies have always been one of the most visible ways of maintaining the quality of the U of S brand throughout the country and I am proud to say the Huskies continue to add value to the U of S brand. 🐾

¹ CIS Academic All-Canadian team includes those student athletes who consumed a year of eligibility while maintaining a minimum 80% average on at least 18 credit units from September to August.

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Through the Looking Glass

EBSS students experience real-world business



OUTGOING EBSS PRESIDENT JAY BROWN

Outgoing Edwards Business Students' Society (EBSS) president Jay Brown says the society operates like a business because it is a business – a not-for-profit business. “The president at the top, and then there are six executives underneath and each of them has a team responsible for different things,” he says. “Students on the executive get to take things they’ve learned in the classroom and apply them to a real world business.”

And real-world business involves working with a budget. Brown says the executive generated around \$70,000 in sponsorship over the 2011/2012 academic year. “One thing we focused on this year was getting to know the companies and what their needs are so what we offered matched their goals. This made the relationship between the students and the business community quite a bit stronger.”

Thanks to the executive’s innovative sponsorship model, Federated Co-operatives Ltd. became the Presenting Sponsor for the 2011/2012 EBSS. “Federated Co-op’s goals were to make a better connection with students here. They hire from the co-op program and a large part of their head office is made up of Edwards alumni, but the problem was that a lot of students don’t know what Federated Co-op does,” Brown explains. “We gave them the chance to connect with students directly at our events. They got to sit with students and talk to them. They got that one-on-one engagement.”

The EBSS executive also had to decide where to spend their sponsorship money. “Most of it goes to our academics,” says Brown. “My executive and I sat down at the beginning of the year and decided to fund academic initiatives that were really going to put Edwards on the map.” After a thorough application and interview process, the EBSS chose several students and teams to fund at this year’s academic conferences and competitions. “We sent our best

students to represent Edwards so people know nationally and internationally who the Edwards School of Business is and that we foster these great students.”

“Students on the executive get to take things they’ve learned in the classroom and apply them to a real world business.”

During 2011/2012, the EBSS provided funding for students to participate in the Brock University Accounting Conference, the Rocky Mountain Business Seminar, the National Investment Banking Competition and the Net Impact conference, among others.

Brown says the strengthening relationship between EBSS and the business community benefits both parties even after students graduate. For example, students apply to companies they know best. So that gives sponsorship companies the ability to recruit the top talent out of the school.” And he says students in the EBSS, “get jobs that are in line with the positions they’ve held in EBSS. When students go into an interview and are asked about their experience, they actually have something.”

The new sponsorship model of the 2011/2012 EBSS likely will continue into future years, says Brown. “It’s something I tried to instill this year and I think it’s going to be carrying forward. It’s about engraining it into the culture.”

For more information on joining the EBSS, check out the EBSS website at www.ebssociety.com.

Global Experience

An Edwards alum explains how the Hanlon Centre and working at SREDA have influenced her career



MEGAN DOEPKER WITH TIM LECLAIR, PRESIDENT & CEO OF SREDA

From acting as a greeter during its 2011 launch to hosting diplomats during university visits, recent B.Comm. graduate Megan Doecker was highly involved with the Hanlon Centre for International Business Studies during her time at the Edwards School.

She was the first student Director Nick Kokkastamapoulos recommended when a partnership between the Hanlon Centre, the Saskatchewan International Trade Officer Program (SITO), and the Saskatoon Regional Economic Development Authority (SREDA) gave six university students the opportunity to partake in actual foreign direct investment (FDI) research.

“No matter where you go, the place and people will have a niche that the world will want.”


“Doing proactive FDI is something fairly new to SREDA, but with all the competition it’s a must now,” Doecker says. When she graduated, she was offered a paid contract position with SREDA which included a business trip to Germany. “Germany was a great opportunity to actually apply the FDI research I had been doing to a real situation,” she says. “We went to Agritechnica to look for FDI opportunities. Prior to the show I had researched different companies that would be attending. It’s great to see the fruits of your work really having a direct impact.”

When her contract with SREDA finished at the end of 2011, Doecker took her knowledge and experience to Patiala, India. Along with volunteering at a school and a girls’ orphanage, Doecker was

involved with a project to bring the traditional embroidery of the region, Phulkari, to international markets. “One of the things I’ve learned from SREDA is that no matter where you go, the place and people will have a niche that the world will want,” says Doecker. “There is now demand from the west for fashion that is transparent and ethical. There is an allure to preserve these dying arts as they are replaced by mass production.”

Doecker found success with her entrepreneurial project. UNA Fashion launches in the fall of 2012, offering a chic line of eco-

leather bags. “I’m working with artisans through different Non-Governmental Organizations (NGOs) in and around the villages of Kolkata, India. They are all fair trade certified and have missions that go beyond the fair trade principles,” she says. For example, one of the NGOs uses all profits to run support programs for former sex trade workers in Sonagachi, India. Another runs a Development Centre to bring together and empower individuals from a variety of marginalized situations.

“Through my work with the Hanlon Centre, whether it was the networking events or hosting diplomats or the research I did for SREDA, I had the necessary connections, contacts and experience to start a great career that I’m passionate about.” 



Discovering New Landis

The Edwards School's reputation as a supporter of project-based learning and corporate social responsibility is fast making its way around the province. So when Guy Tétrault, Director of Education for the Sun West School Division, was looking to partner on innovative education, he came to us.

"Guy was serious about innovation and I knew we had huge talent at Edwards," says Edwards School Dean Daphne Taras. "All the right ingredients were there, and the vitality of the Landis educators and volunteers won us over completely. A business school in a partnership with a small town in Saskatchewan; we were honoring the tradition of the University in contributing to the development of the province."

"A lot of us were interested insofar as it involves engaging with communities that are being threatened with school closure—many of us can relate to that experience," says Dr. Chelsea

"A lot of us were interested insofar as it involves engaging with communities that are being threatened with school closure—many of us can relate to that experience."

Willness. "Keith Willoughby, Lee Swanson and I were interested in community engagement to begin with. Our classes interact with the community in various ways."

Willness began working closely with Douglas Drover, Research and Development Co-ordinator for Sun West and a teacher at Landis High School. In one of Willness' classes, students were paired with community organizations for an experiential learning project focused on Recruitment and Selection. Five of the 17 student groups were paired with Landis organizations, one being Landis School itself. Meanwhile, Drover had developed a



“Our students were shining ambassadors for Edwards.

They engaged with the younger students and demonstrated real leadership capabilities, and moments later transitioned into conducting professional business meetings with their organizations.”

leadership class for grade 11 and 12, and these classes assisted with the Edwards students’ projects by providing information and setting up meetings.

Willoughby was also running a class that involved hands-on experience, and had connected his students with organizations in Landis. “The primary purpose of the Field Investigation in Operations Management course is to offer students a hands-on experience in the practical application of operations management approaches,” he explains. “During this past semester, two of my student groups pursued projects within Landis and area. One group investigated lean process improvement principles and shop-floor layout for an agricultural equipment manufacturer, while another developed optimization models to analyze rural school district configuration.”

Willness took these student groups on an excursion to Landis in the spring to meet with some of the organizations they had been working with, and she explains how the visit turned into much more. “The Grade 11-12 class in Landis had been asked to organize the visit as part of their Leadership course. From that small connection, rural hospitality took over and spread – classroom visits, a special lunch prepared for the Edwards students at the school library, and personalized tours of the town and its organizations,” she says.


Human Resources major Angelise Kildaw was one of the students involved in the field trip to Landis. “Not only do I feel that being involved in such projects provides invaluable experience to the students but I also feel proud to be a part of a project that has the potential to give back to the community,” she says.

“Our students were shining ambassadors for Edwards,” says Willness. “They engaged with the younger students and demonstrated real leadership capabilities, and moments later

transitioned into conducting professional business meetings with their organizations.”

A Memorandum of Understanding (MOU) was signed between the Edwards School of Business and the Sun West School Division for developing jumpstart business programming in the high school system. Since then, several Edwards professors have been helping to develop an Introduction to Business high school course, a project based out of Kenaston School. “It touches on all of the major areas of business education,” Willness explains. “Members of our faculty were identified as experts in each area and have been assisting with the curriculum development by suggesting in-class activities or things that can be done on a distance learning platform.”

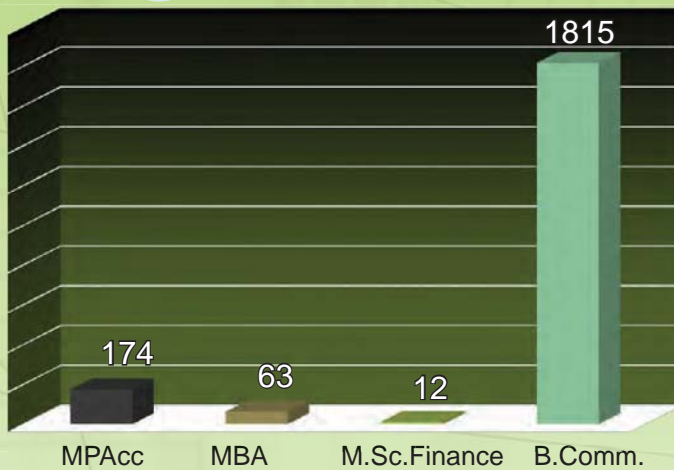
“The course, delivered by Sun West teachers, will most likely feature Edwards faculty as guest lecturers,” Willoughby says. “Upon admission to the Bachelor of Commerce program at Edwards, high school students who successfully complete this course will receive advance standing.”

“The community of Landis is full of remarkable people achieving amazing things,” Willness says. “Parents, business owners, farmers, and teachers have banded together in numerous committees and citizen groups to grow the town’s economic viability and keep the doors of their school open, despite a gradually dwindling population.” 

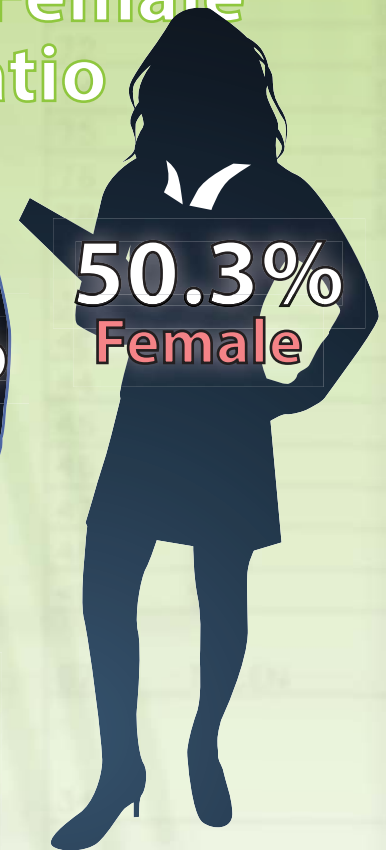
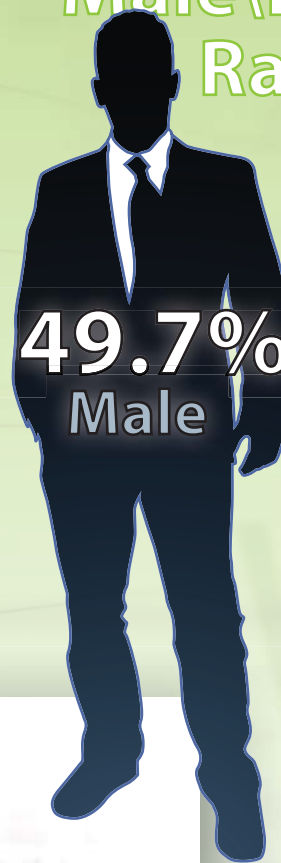
Stats at a Glance

Program Enrolment Numbers

2011/2012

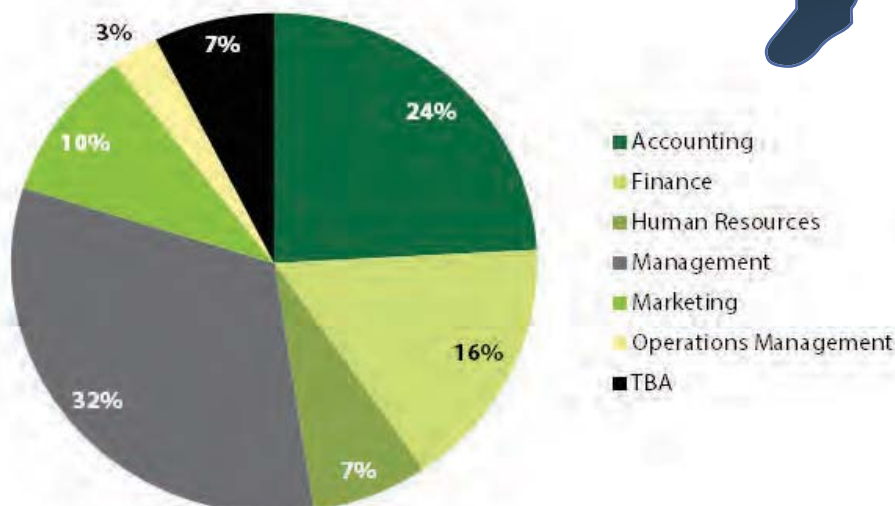


B.Comm.
Male\Female
Ratio

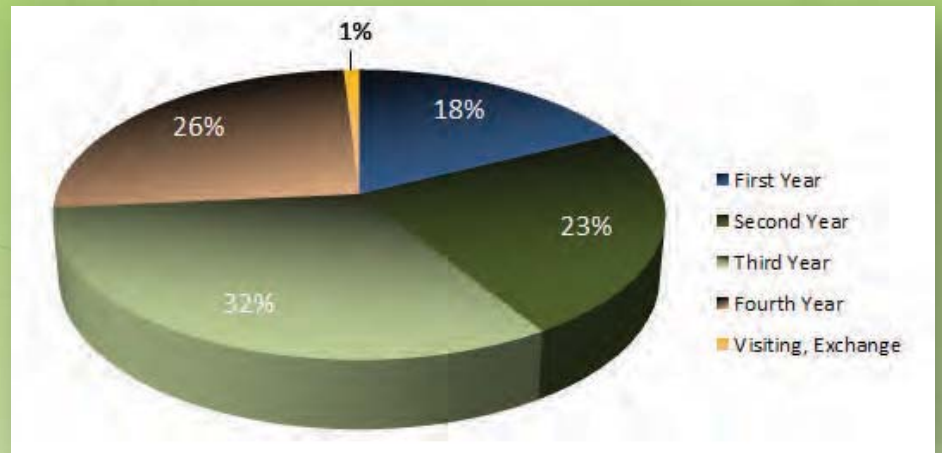


Upper Year Enrolment by Major

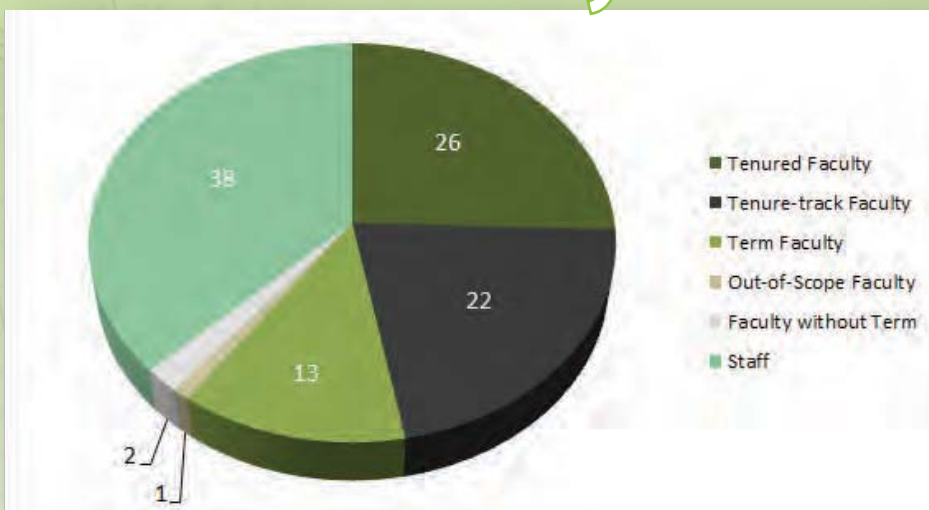
A comparison of the upper year B.Comm. students by major



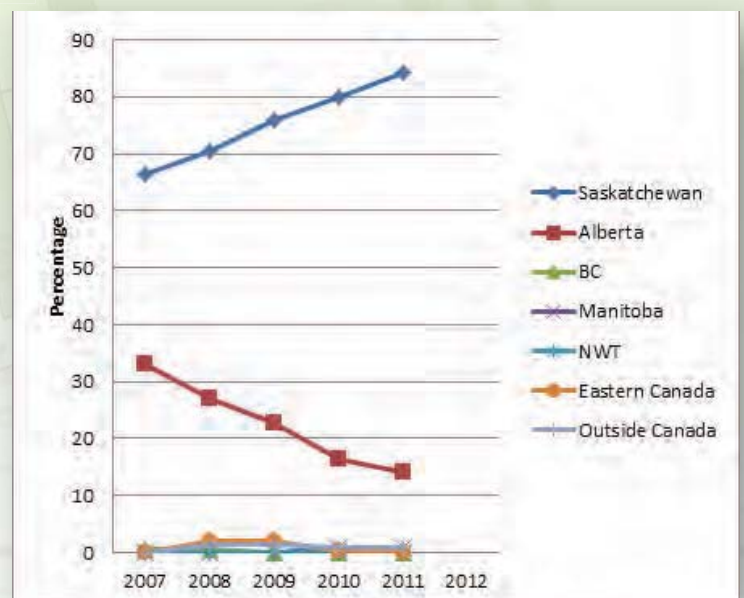
B.Comm. Enrolment 2011/2012



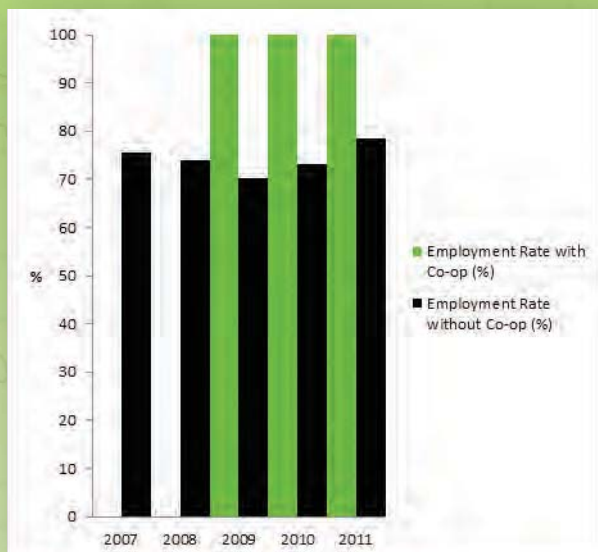
Faculty & Staff



Employment Location of B.Comm. Graduates

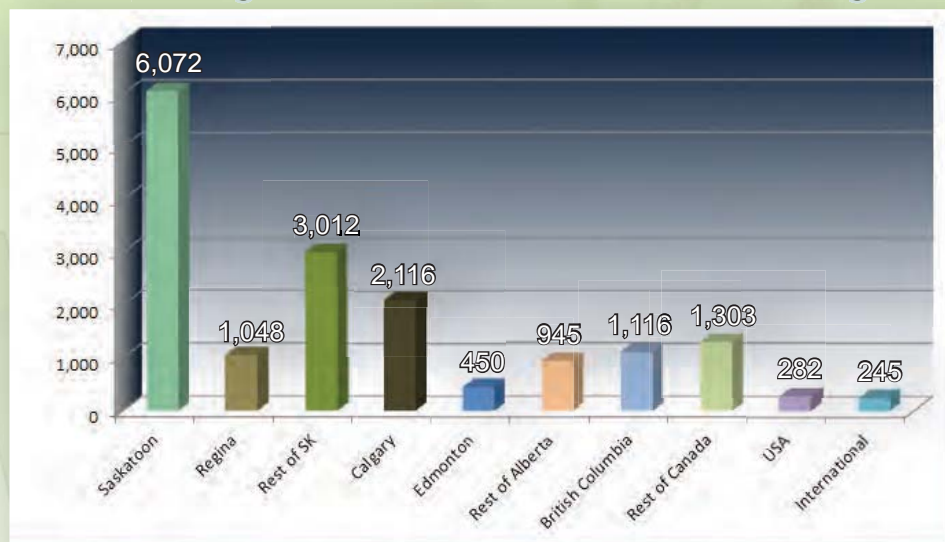


B.Comm. Graduate Rates



Alumni Count with Valid Addresses by Geographic Location

Undergraduate, Graduate & Certificate Programs



23,514
Total Alumni



Professional Bonds

The evolution of a Wommentor/Protégé relationship

Another successful year of mentorship and professional development has come to a close for the 68 participants of the Betty-Ann Heggie Wommentorship Program. We talked to Wommentor Jan Hiebert and Protégé Karri Howlett about their experience in the program and what's next for them.

Thrive: *Why did you join the Wommentorship program? What did you hope to get out of it?*

Karri: I joined because, as a CEO, I am often a mentor to others and could use additional mentorship for myself. I have much more wisdom to gain in my career and, by surrounding myself with women who have experienced many things, I can gain many lifetimes of wisdom without having to experience it myself!

Jan: I met Betty-Ann through a mutual friend and we got together for lunch one day. As we were chatting and getting to know each other, Betty-Ann asked me if I would be interested in becoming a mentor. As much as I have a passion to mentor others, I feel that I am still learning and growing and always need mentors in my life. And I think that is what I was hoping to get out of the program. Not only to be a mentor, but to learn from my protégé.

Thrive: *What do you remember about your first meeting? Was there an instant connection?*

Karri: It was like meeting with a good friend. Jan was so easy to

talk to and wanted to learn about me as much as I wanted to learn about her. We have many characteristics in common - we are both mothers, in committed relationships, we work hard, we like to have fun, and we sometimes put ourselves last on the priority list. But we both have unique life experiences that provide us with rich conversations.

Jan: I experienced the familiar apprehension of whether we would be a good match but by the end of our lunch, I was certain this was a great match. There were many common denominators and I was confident that we would no doubt have a lot to share with each other through our upcoming sessions. I'm not sure what magic happens behind the scenes when matching mentors and protégés, but I have certainly had a connection with both protégés I've had the privilege of mentoring.

Thrive: *How did your relationship evolve over the year?*

Karri: We evolved quickly from "getting to know you" to problem solving, to times where Jan just listens to me think out loud. I also know I can email Jan anytime I need an outside opinion on

“I’m not sure what magic happens behind the scenes when matching mentors and protégés, but I have certainly had a connection with both protégés I’ve had the privilege of mentoring.”



JAN HIEBERT (LEFT) AND KARRI HOWLETT (RIGHT) MEET FOR A COACHING SESSION.

work challenges. She has given me so much advice. She has many contacts that she has shared with me to help me address specific needs. Jan also shared many experiences that shed light on my own experiences.


Jan: I laugh now because, at times, I’m not sure who was mentoring who. Karri and I have learned so much from each other. I am a firm believer in the concept that to become a strong leader, one must also be a strong servant. It is a balance that should be fine-tuned on a daily basis. If we forget to learn, we will not be the teachers we could be.

Thrive: *What’s next for you? Will you keep in touch?*

Jan: The mentorship program has come to a close; however the

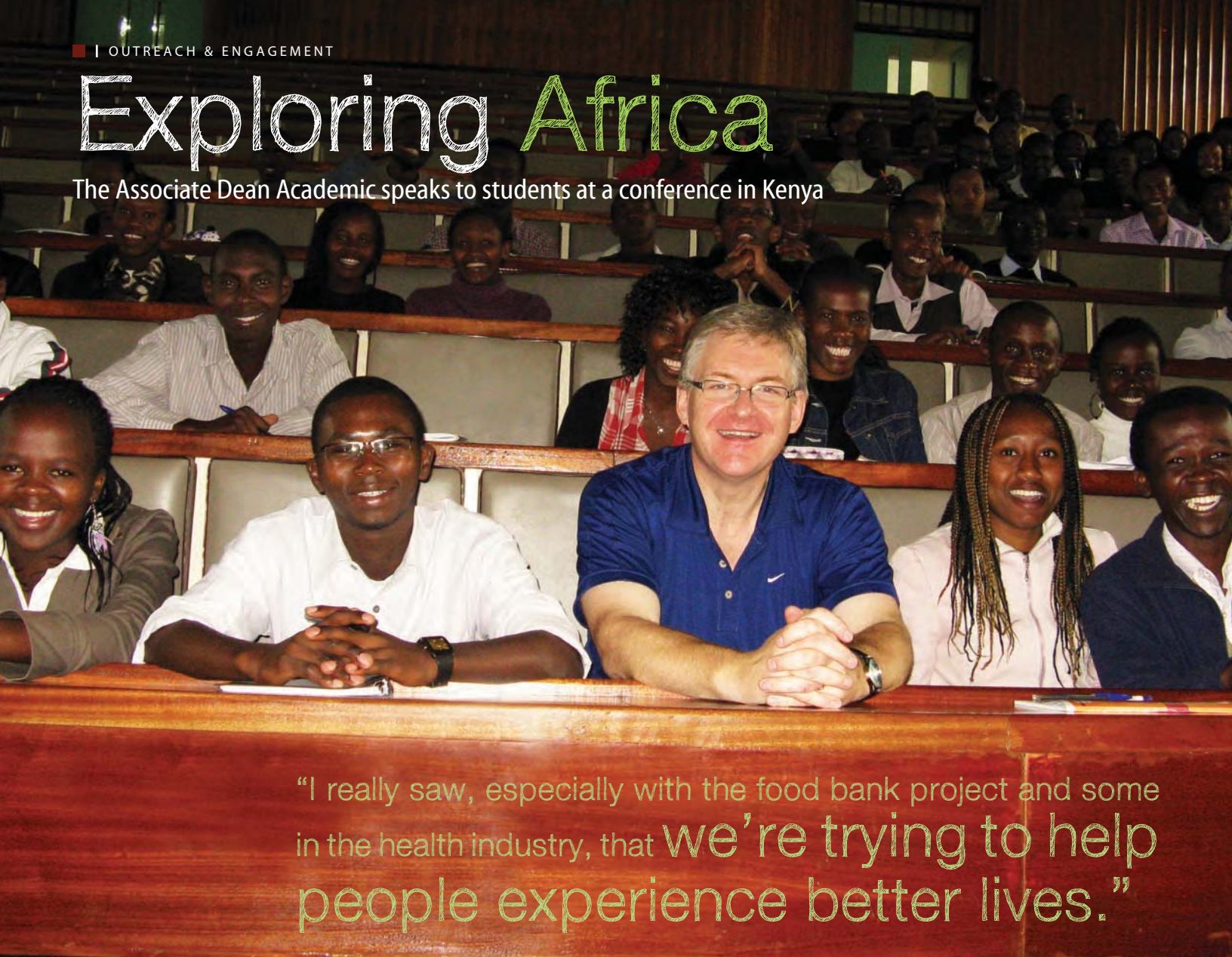
relationship that Karri and I have continues to develop. We have now ventured to more of an informal life coach endeavour. We are going to continue our coaching sessions on a monthly basis and see how things evolve. Without reservation, I can certainly say that a great friendship has developed.

Thrive: *Karri, did having a Womenter meet your expectations?*

Karri: Definitely. I was matched with someone I can relate to, who is genuinely interested in my success, and is unafraid to share her experiences - even the challenging ones - to help me gain the wisdom that I need to grow in my professional and personal life. The Womenter program also exceeded my expectations. I was impressed with the format of the program - following the McKinsey study - and was surprised at the additional opportunities to connect with the greater community of women. 

Exploring Africa

The Associate Dean Academic speaks to students at a conference in Kenya



"I really saw, especially with the food bank project and some in the health industry, that we're trying to help people experience better lives."

ASSOCIATE DEAN ACADEMIC PROFESSOR KEITH WILLOUGHBY SITS WITH STUDENTS IN KENYA.


Associate Dean Academic Professor Keith Willoughby spent a week in Nairobi, Kenya in October to attend the 2011 Operations Research Society of Eastern Africa International Conference. This was the first year the Conference included an Operations Research Teaching Effectiveness Colloquium. "They brought together four faculty members – three from the US and me – to deliver 90 minute plenary sessions on teaching effectiveness," says Willoughby.

He spoke on the Comm 498 class at Edwards, where students do real projects with real clients including one with the Saskatoon Food Bank that garnered local attention. "I talked about some of the projects that the students did and I described the background of the Edwards School of Business and where this fits into our overall curriculum," he explains. "I went into a lot of detail in terms of what I did to develop this course and about the operational running of the course. We allocated time for students to work on their projects but there was a variety of lectures that I would do on a just-in-time basis."

Willoughby also linked the course to a growing initiative within the operations management field. "We're trying to do more service-

based learning or community work. Within Africa, that would be a compelling reason to want to do one of these projects – to give back to the communities. And I really saw, especially with the food bank project and some in the health industry, that we're trying to help people experience better lives."

While in Kenya, Willoughby also connected with the University of Nairobi School of Business. "I had the privilege to deliver a seminar to a group of undergraduate and MBA business students on some of the global aspects I've seen with lean process improvement in health care," he says. "I tried to point out that this is a global phenomenon that can work its way into Africa. Despite the fact that in Africa there can be some different urgency and different prevalence than we might have in Canada or the US, there are ways to work within your defined system to ensure that you have structures in place that can improve the process for the patient."

Willoughby says both his presentations sparked interesting discussion and many questions. "There was a lot of really good take up," he says. "And it was a great chance to be able to communicate with students and faculty in an international context." 



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Outside the Textbook

Executive Education added professional credentials to Jeff Banow's experience



After working in the project management field for eleven years, Jeff Banow decided to add professional credentials to his experience. He says choosing the Masters Certificate in Project Management (MCPM) had a lot to do with the reputation of the Edwards School of Business – something he was familiar with as a U of S computer science graduate. “It’s something I’m proud to hang on my wall,” he says of the MCPM.

Although Edwards Executive Education offers shorter courses, Banow wanted a program that would give him more time to network with professionals in the field. He and his classmates worked together on a simulation project that ran throughout the six month, nine module course. “It was a great way to learn,” he says. “Everything was immediately put into context, and everything ties together.”

Banow adds that much of the learning happened outside the textbook. “There was a lot of open floor time to learn from examples of classmates and instructors.” And because the program is offered in partnership with the Schulich School of Business at York University, instructors are brought in from around North America,

each bringing “different backgrounds, different perspectives and different stories,” he says.

After receiving the Masters Certificate in Project Management in Saskatoon in spring of 2012, Banow went on to write the Project Management Professional (PMP) designation exam the following week. He began preparing for the exam during the final three months of the Masters program, which was easy to do as both were based on the same textbook. He says the course provided an excellent foundation for the exam. “I had a base to prepare for the PMP exam and a lot more. It was better than going into a bookstore and just getting the PMBOK textbook.”

Banow is a Partner and Principal Analyst at ESTI Consulting Services and says the MCPM program would be useful to both new and experienced project managers. “I’d recommend the program to anyone who’s interested in project management as well as anybody who’s been working in it for a period of time and wants a better set of tools, and a better knowledge base. After each day in the course I came away with something I could immediately use at work.”

“The partnership between The Schulich Executive Education Centre and Edwards School of Business has been very successful for both organizations. Our flagship program, The Masters Certificate in Project Management, has been running in Saskatchewan since 2006 and has graduated almost 200 students! This is a great example of a partnership working well for everyone involved producing great results for our customers and our two organizations.”

- David Barrett, National Program Director, Schulich Executive Education Centre



For more information on Project Management or other Edwards Executive Education programs and courses, visit www.edwards.usask.ca/execed

“Failure is not a reason to give up. Dust yourself off when you fall, get back up and try again.”

Making B.A.D. into Good

A newly elected MLA explains how an MBA helped her with her career

MBA alumna Jennifer Campeau has found her Edwards degree a “tremendous asset” to her political career. Campeau was first elected to the Saskatchewan Legislature in the 2011 provincial election, which marked only the second time a First Nations woman was elected to the Legislative Assembly in Saskatchewan and the first time an Aboriginal Canadian woman won a seat for the Saskatchewan Party.

“I actually didn’t think I would be involved in politics at this stage in my life, but the opportunity to put my name forward presented itself and, after much soul searching, I decided it was a perfect time to do so,” she says. “I was involved in the Aboriginal political realm from a young age but was always the person behind the scenes. I didn’t think I would be involved in mainstream provincial politics. However, this is where my path took me, and it has been a great experience.”

Campeau says the MBA program at Edwards prepared her for being an MLA in several ways. “There’s a huge focus on leadership development in the program and leadership is central to any politician,” she says. As well, “When preparing for a campaign there is a lot of research and strategic planning. You have to understand statistics and follow the numbers back far enough to build a plan to increase support. Public speaking is another key factor of politics. Being articulate and well-versed is important. The MBA fine-tuned these skills and taught me how to be well-prepared and to know my topic.”

Her experience in networking was also helpful, which Campeau gained both from MBA events and from joining student groups.

“I held a silent auction for Team Diabetes at the Aboriginal Business Student Society gala,” she remembers. “The gala kicked off the Role Model campaign. Celebrating such successes is important because students get to meet alumni and see where their Edwards degrees took them. By getting involved with student groups, you meet people you otherwise wouldn’t have met.” Campeau says networking as a business student eased her transition into serving the people of Saskatchewan. “I think it helped that I knew many people in the business community.”

Campeau also gained experience in managing her time and meeting challenges while a student in the MBA program. “Every student faces challenges and I was no different,” she says. “I was a single mother. Trying to figure out how to make ends meet as well as have my child live a comfortable existence was daunting.” Campeau’s determination to do well in school was rewarded several times over. “The many hours researching scholarships and filling out 14 page forms with essays paid off. I am always encouraging students to do their best, get decent grades and apply for scholarships. It’s worth it because if you can work less while you take a full course load, you have more time for schoolwork.”

She would also pass on this message to students: “Failure is not a reason to give up. Dust yourself off when you fall, get back up and try again. Remember the acronym B.A.D. Belief, Action and Discipline: Believe in yourself and what you want to achieve, follow up with concrete action, and use discipline to achieve what you want in life. Incorporating those three little words has changed my life tremendously.” 📖

For more information about the Edwards MBA program, please visit: www.edwardsmba.ca



A Passion for Marketing

Phillips honoured with Master Teacher Award

Professor of Marketing and Rawlco Scholar in Advertising Barbara Phillips was presented with the University of Saskatchewan Master Teacher Award at Spring Convocation on June 6th, 2012. The award honours superior teaching, community engagement and innovation.

"We are privileged at Edwards to have many exceptional educators whose achievements are recognized with top awards, and Barb joins their ranks," says Dean Daphne Taras.

Phillips says her motto for the classroom is telling is not teaching. "Although I think it is important to convey the strategies, steps, tools, and techniques of marketing in my courses, I believe that the key to learning is for students to practice and use the concepts in real settings," she explains. "In my Branding course, my students and I discuss how to evaluate brand extensions, and then we eat Kraft Dinner crackers and judge whether those crackers are going to be successful."

In other courses, students learn how to develop an ad campaign and then apply those ideas to a real not-for-profit institution in Saskatoon. Phillips' students also explore sociological theories about why violence is popular and then play violent video games to experience different attitudes toward violence.

"Why did Tim Horton's change its cup sizes?"

I love marketing, and I love helping students learn about marketing, so that fascination and curiosity drives me."

Phillips says she's motivated to keep innovating because the marketing field is constantly changing. "There are hundreds of new ideas to explore every year," she says. "Starbucks has a new logo—is that going to help or hurt the company? McDonald's is copying Starbucks with its McCafe line—what will that do to the coffee house industry? Why did Tim Horton's change its cup sizes? I love marketing, and I love helping students learn about marketing, so that fascination and curiosity drives me."

To celebrate the news of her award, Phillips had a pizza party with her kids and her husband, Fred, also a Master Teacher at U of S. "I feel grateful to receive this award because I know the amount of great teaching that occurs at the Edwards School of Business and the University of Saskatchewan," she says. "To know that I am a part of that tradition is gratifying." ☺

Edwards Graduate Programs Excel at Graduate Program Reviews

“This outstanding review is the result of the hard work and enthusiastic dedication of our faculty, staff and students.”

The three graduate programs at the Edwards School of Business – Masters of Professional Accounting (MPAcc), Masters of Business Administration (MBA) and Masters of Science in Finance (M.Sc.) – underwent Graduate Program Reviews this past spring. Three external evaluators assessed the programs in each of six categories:

- Program objectives and curriculum;
- Program enrollment and student funding;
- Student outcomes;
- Learning environment;
- Faculty profile;
- Program administration.

External examiners Latha Shanker, Harry J. Turtle and Robert Lucas were highly impressed with the confidence and professionalism of Edwards School graduates, the commitment and quality of faculty and the academic achievements of the students.

The review team praised the M.Sc.’s innovative curriculum, which includes a weekly research seminar, hybrid undergrad/graduate courses, and external examiners for each thesis defense. “The program provides students a wealth of opportunities for intellectual development, excellent resources to pursue their academic activities, and excellent support services,” the report concluded. “It is rare to see such passion from both students and faculty at the Masters level. Student passion for the program is apparent in first year students, second year students and alumni.” Program Director Marie Racine was more than pleased with the results. “It is hard to imagine a research based program receiving a better review,” she says. “It is especially gratifying to see the uniformly positive – and often exceptionally positive – response that our academic peers had to the M.Sc. in Finance program. This

outstanding review is the result of the hard work and enthusiastic dedication of our faculty, staff and students.”

The MPAcc program was described as “innovative and creative” for its interdisciplinary courses and workshops. As well, reviewers found MPAcc faculty members “actively engaged in developing teaching cases and publishing academic journals” and well-qualified to provide a “quality, interdisciplinary, and integrated learning experience” to students. They were also impressed by the academic achievements of MPAcc students, evidenced by their extraordinary pass rates on national qualifying exams. “The committee noted our extraordinary achievements with the CA profession and the confidence and professionalism of our students,” says Director of Professional Programs Noreen Gregor. “The Edwards School of Business is proud of its reputation as the leader in accounting education in Western Canada.”

The MBA review was also successful, with positive assessments given in five of the six categories. The review team noted a number of unique strengths, including the structure of the program in which courses are organized into 3-week blocks. They also agreed that the mandatory international trip is a distinctive and valuable element of the program. “The committee recognized that we are in a period of re-development and growth. They were supportive of the redesign and noted the improved program quality as perceived by the students,” says Gregor.

Dean Daphne Taras called the results a “thrilling achievement” and offered her congratulations to M.Sc. Finance Director Dr. Marie Racine, Director of Professional Programs Noreen Gregor and everyone working in the three departments for achieving such an exemplary report. 🏆

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An Edwards student overcomes adversity and turns it into.....

A Need for Speed

67

"What works for me isn't going to work for everyone else, but just do something you enjoy and get your mind off it.

Roll with the punches."

Third year Edwards student Julian Nahachewsky has always loved playing sports and took up a new one after he broke his back in 2009. Just two days after he was released from rehabilitation in Saskatoon, Nahachewsky joined a local race team and began wheelchair racing.

"I've been asked how I got over being in a wheelchair," he says. "It's different for everyone. What works for me isn't going to work for everyone else, but just do something you enjoy and get your mind off it. Roll with the punches."

Now three years later, Nahachewsky has raced in countries around the world. "I've been to Switzerland, France, the UK, Australia, Brazil, and the US. And I've wanted to be at the Paralympics since I broke my back," he says. "I've trained with the national team and I'm working on it. I'm already ranked fifth or sixth in Canada."


Although Nahachewsky didn't make it to London this year, he still has plenty of time to reach his dream. "I can compete as long as I want. All the best racers have been racing for 15 years. They're the ones that are best in the world. They're insane."

This past summer, Nahachewsky competed in a triathlon – the first paraplegic in Saskatchewan to do so. "The experience was awesome – a little nerve racking but at the same time exciting," he says. "I enjoyed the swim. The bike was the hardest part for me, and I have done the run portion for the last three years so that went well." He finished the Genki-Craven Triathlon in an hour and 38 minutes and has already signed up for future triathlons. "I plan on getting a better time. It's important for me to keep active and challenge myself."

Even when not competing, Nahachewsky is definitely active, practicing six to eight times per week, with each session lasting

about an hour and a half. "A regular workout would be eight or nine kilometres, changing up speeds but pushing the whole time. There are jog days, interval days and distance days."

On top of his intense training schedule, Nahachewsky remains a full time student at Edwards, taking five classes per semester. He admits he's not naturally organized, but says it's necessary to stay on top of things. "I want to finish my degree here, and it's a dream of mine to be at the Paralympics. It's hard not to want to chase a dream. You have to stay organized or you won't be able to do it."

Nahachewsky hopes to combine his business education with his travel experience once he graduates, helping to make travel easier for people with disabilities. "I've traveled a lot. When we travel we have to crawl out of our chairs lots because things aren't accessible. I think that's something that would be important to me, is to help others. There are business opportunities, like starting a travel agency." 



U of S Alumni Honoured

The University of Saskatchewan's Alumni Association held its annual Alumni Achievement Awards event on October 28, 2011. These awards recognize graduates of the University of Saskatchewan for excellence, leadership, and innovation as well as social, cultural, and economic contributions to society. The recipients positively reflect on the University of Saskatchewan and the Alumni Association.

Congratulations to these Edwards School of Business alumni and friends who were recognized during this evening of celebration.

Alumni Achievement Award Recipients:



USSU Engaged Alumni Award:



We also congratulate Bryan McCrea, B.Comm. 2009 who received the 2011-12 USSU Engaged Alumni Excellence Award. This award was established in 2010 through a partnership between the University of Saskatchewan Alumni Association and the University of Saskatchewan Students' Union (USSU).

For bios on the above award winners, or to nominate an Edwards School graduate for an award, please see:
alumni.usask.ca/awards/alumni_association_achievement/index.php

Faculty Awards



MBA PROFESSOR OF THE YEAR
(2011)



EDWARDS SCHOOL OF BUSINESS
MOST EFFECTIVE PROFESSOR
(2011)



EDWARDS SCHOOL OF BUSINESS SOMERS AWARD -
MOST APPROACHABLE PROFESSOR
(2011)

It is with sadness that we share the news of the passing of three former colleagues.

Dr. Lloyd Barber, C.C, S.O.M., B.A., B.Comm., MBA, Ph.D., L.L.D, Hon. CA., passed away >> on September 16, 2011 at the age of 79. Dr. Barber joined the faculty of the University of Saskatchewan in 1955 and became the Dean of the Edwards School of Business, then the College of Commerce, in 1966. He became the Vice-President of the U of S from 1968 – 1974 and afterward returned as a Commerce Professor until 1976. Dr. Barber served as President of the Association of Universities and Colleges of Canada, on the executive council of the Association of Commonwealth Universities and was a founding member of the Natural Sciences and Engineering Research Council. Dr. Barber was awarded the Vanier Medal in 1979 by the Institute of Public Administration of Canada and became Honorary Saskatchewan Indian Chief Little Eagle in 1980. In 1985, he received the Aboriginal Order of Canada and became the Companion of the Order of Canada in 1993. Dr. Barber also received Honorary Degrees from three universities, including the University of Saskatchewan, and was listed in several Who's Who publications.



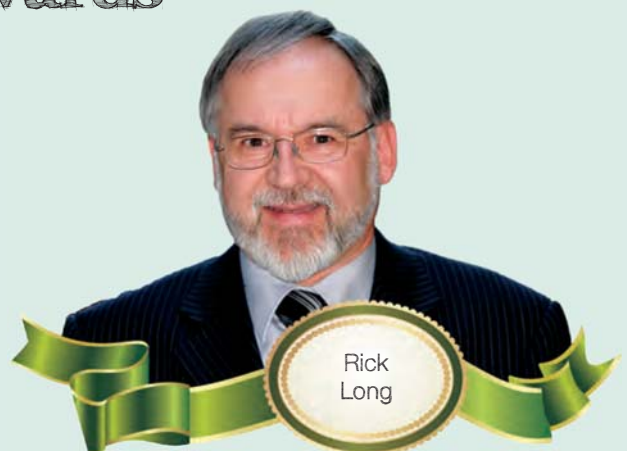
<< Former Director of the MPAcc Program **Marg Forbes** passed away on February 29, 2012 after battling cancer. Marg was a graduate of the MSc. in Accounting program and returned to the Edwards School as Director in 2000. She was an unabashed champion of the MPAcc program. In large part to her dedication and commitment, the program grew to include over 60 students in the span of a few years. Marg did an excellent job of bridging the accounting department with the CA School of Business and incorporating educational resources from the three Professional Accounting Associations into the MPAcc teaching curriculum. She was a fierce supporter of the students and encouraged them to form a student executive to give voice to their issues and concerns. Much of what Marg pioneered continues to exist in various forms in our current program.

Associate Professor **William (Bill) Wallace** passed away on July 29, 2012. Professor Wallace taught in the College of Commerce from 1964 through to his retirement in 1992. During these years he was a popular and effective administrator and teacher. He was active in the CA profession and served on a number of provincial and national committees. With student volunteers, he ran a free tax prep program through the Accounting Department for seniors and other groups. This program is still in existence today. Professor Wallace was an avid supporter of the U of S Husky Hockey and Football programs, and rarely missed their home games. He was also a community minded person who served on Executives and Boards for a number of organizations.

Faculty Awards



INSTITUTE OF CHARTERED ACCOUNTANTS OF ALBERTA (ICAA)
MPACC TEACHING EXCELLENCE AWARD
(2011)



PROVOST'S COLLEGE AWARD FOR OUTSTANDING TEACHING
(2012)

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The annual donor roll lists supporters who gave \$500 or more from May 1, 2011 to April 30, 2012. For a complete list of annual donors, including gifts of \$1 - \$499, please visit the Edwards School of Business website at www.edwards.usask.ca. Although every effort has been made to ensure the accuracy of this report, we acknowledge that errors may have occurred. If you have questions about the list, please contact Jan Kalinowski, Edwards School of Business Development Officer, at 306-966-5437 or kalinowski@edwards.usask.ca. Thank you for your continued support of the Edwards School of

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IN MEMORIAM

(1954) Lloyd Ingram Barber, B.Comm. '54
of Regina Beach, SK, passed away
September 16, 2011.

(1956) Mervyn John Hunchak, B.Comm. '56
of Saskatoon, SK, passed away
November 4, 2011.

(1964) Bethal Eileen Bouey-Adolph, BAC '64
of Saskatoon, SK, passed away
October 26, 2011.

(1964) Edward Stuart Tucker, B.Comm. '64
of Vancouver, BC, passed away
September 15, 2011.

(1971) Brian David Hickie, B.Comm.'71
of Saskatoon, SK, passed away
August 13, 2012.

(1972) Robert Wallace Hugg, BAC '72
of Sifton, SK, passed away
October 23, 2011.

(1975) Brian Patrick Kindrachuk, B.Comm. '75
of Calgary, AB, passed away
October 27, 2011.

(1975) Marjorie Alwena Tutty (Price), HCAC '75
passed away October 3, 2011.

(1980) Donald William Thomas, B.Comm. '80
of Saskatoon, SK, passed away
August 31, 2011.

(1985) Howard Douglas R Steen, BAC '85
of Prince Albert, SK, passed away
November 30, 2011.

(1985) Gregory Scott Woronuik, B.Comm. '85
of Vancouver, BC, passed away
September 5, 2011.

(1987) Leigh Ann Hengen (Brennan), B.Comm. '87
of Henderson, Kentucky, passed away
March 14, 2012.

(1991) Lorraine Maureen Hart (Lerat) HCA Cert. '91
of Saskatoon, SK, passed away
December 10, 2011.

(1993) Laurie Jamesina Brower, BAC '93
of Saskatoon, SK, passed away
December 27, 2011.

(1996) Thomas Edward Feltham, B.Comm. '96
of Calgary, AB, passed away
June 16, 2012.



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