

Thrive

ISSUE 3
2011

THE EDWARDS SCHOOL OF BUSINESS MAGAZINE

AWARD WINNING MAGAZINE OF THE 2010
DISTRICT
CASE VIII
COMMUNICATIONS AWARDS

PM # 40013048

A Decade of Dedication

Lunch with the McCreaths

Media Goes Freestyle

Edwards entrepreneurs keep
their cameras rolling

Danger Zone

A strategy class with
paper Jet fighters

After the Dragon

An Edwards alum
discusses how his
company has evolved
after Dragons' Den



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thrive

(thrīv) verb

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

2 to grow vigorously; flourish.

08

5 people, 5 jobs

Several Edwards graduates describe
their experiences working in industry



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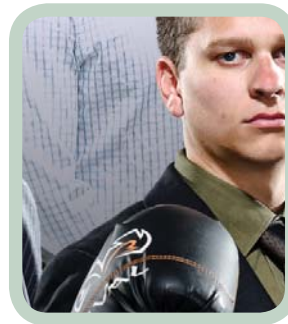
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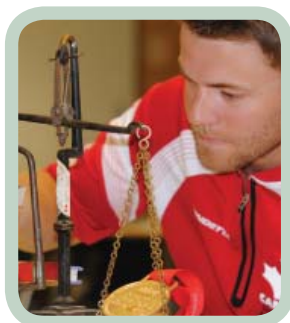
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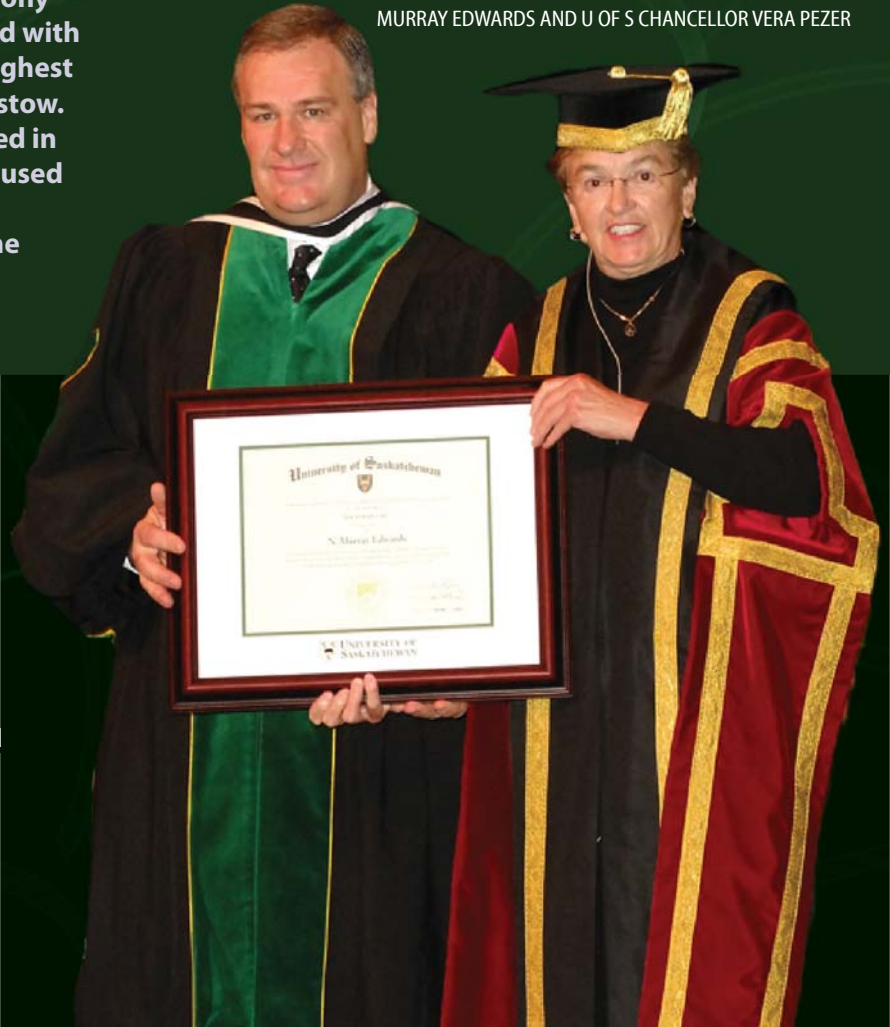
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N. Murray Edwards: Alumnus, friend, namesake

At the University's Spring Convocation Ceremony on June 2nd, 2011, Mr. Edwards was presented with an Honorary Doctorate of Laws degree, the highest honor the University of Saskatchewan can bestow. Mr. Edwards continues to remain truly engaged in the activities of the business school and is focused on ensuring students today have a valuable educational experience that will help to set the course for their future.

MURRAY EDWARDS AND U OF S CHANCELLOR VERA PEZER



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 or Vice Chairman

- Canadian Natural 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 from across campus.

Throughout his university years in Saskatoon, Mr. Edwards had a keen interest in the stock market and investing. On Oct. 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 today 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 school as one of the top five business schools in Canada. Not only has Mr. Edwards invested in our financial future, but he has also invested his time and knowledge by serving on the Edwards School of Business Dean's Advisory Council.

thrive

THE EDWARDS SCHOOL
OF BUSINESS MAGAZINE

2011

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Would you believe that the THRIVE committee has only five members, and that each of us has a regular position to fill at the Edwards School of Business? It's true. We also each have a pivotal role to play to make THRIVE happen.

Brooke Klassen
Director, Bachelor of Commerce Program
The Network

Brooke is our information hub and connection to everyone involved with the Edwards School of Business. Brooke networks with our students, staff and faculty to discover who, what and where exciting things are happening.

Jan Kalinowski
Development Officer
The Quarterback

We call Jan the quarterback because she's the "go to" person. She's the one who gets things done. Jan organizes, co-ordinates and arranges interviews, photographs and stories, and is also in charge of advertising, and our donor and alumni relations.

Jessica Wallace
Advancement Officer
The Writer

Jessica is our word wizard. As our in-house journalist, she arranges and administers almost every interview with our students and faculty. Jessica then compiles the information to write the inspiring stories that you'll find in this magazine.

Larry Kwok
Marketing Co-ordinator
The Designer

Larry makes things look pretty. After the information is gathered, the stories written, and the photographs taken, he puts it all together into a neat little package with a dabble of creative flair. Larry also doubles as a secondary photographer.

Daphne Taras
Dean

The Boss

Daphne oversees everything we do and gives our ideas the stamp of approval (or the thumbs down.) If THRIVE was a movie, Daphne would be our "Roger Ebert."

So, who's the Editor in Chief?

There is none. THRIVE is a collaborative effort and we're all editors, writers, quarterbacks, networks, designers, and bosses. The combined powers of the THRIVE committee produce, design, publish and deliver a spectacular

Jessica Wallace
The Writer



magazine worthy of a bronze win at the 2010 CASE District VIII Communication awards.

Letters to the Editor

I have just completed reading your latest edition. Please accept my congratulations on a well balanced, informative issue. I found all parts of the publication to be very interesting. I do choose to make a few comments on "What was the turning-----your success?" starting on page 34. These are indeed insightful comments by proven leaders in Canada's business world. I was struck by one fact that prevailed in each response; That is "humility", the willingness to give credit to others for their own achievements, no doubt an important element in their



PHOTO BY CHRIS HENDRICKSON

Start the Presses

success. This caused me to reflect on the 18 years I had as President of Sask. Wheat Pool. This was an experience in which I encountered hundreds of high ranking people in business, government and academic situations. It also encompassed competitors, colleagues and associates. It was the humble competitors that you had to watch out for. Those who were cocky, boastful and sure that they were smarter than anyone else, could easily be handled. I always tried to "acknowledge" and "encourage" to build a competent, effective and dedicated work force. Keep up the good work!

Ted Turner, Chancellor Emeritus, University of Saskatchewan
Prior to, and in preparation for meetings I had in Calgary, I read "Thrive" from cover to cover. Quite simply it is one of the best, if not the best, publication of its kind I have ever seen. The production is excellent; the content is very informative, and the writing/editing is first class. Congratulations to everyone involved! I look forward to reading future editions of this excellent magazine.

Peter MacKinnon, President, University of Saskatchewan

We appreciate any comments, suggestions or feedback about the magazine. Please feel free to email the THRIVE committee at: thrive@edwards.usask.ca.

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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.



craigreynolds
Chief Financial Officer,
Saskatchewan Roughrider Football Club Inc.
MPAcc 1999, B.Comm. 1998, CA

"Playing a leadership role with the Saskatchewan Roughriders is an incredible opportunity. Whether it is assisting with salary cap management or using analytical skills developed through the U of S's MPAcc & B.Comm. programs to look at Stadium solutions for the Club, there is never a dull moment. I've always shared the province's passion for the Roughriders. Being able to influence the club's strategies in my role is the fulfillment of a lifelong dream."



janadanielson
Owner and Instructor,
Lead Pilates
MBA 2000, B.Comm. 1995

"After completing my MBA and trying to balance a young family and my consulting firm, I discovered that pilates was a way to keep my life in balance. It did not take long for pilates to become my obsession. I found a training program in Phoenix, AZ, and became a certified pilates instructor. My passion became my career and Lead Pilates opened for business. I am so thankful for the knowledge I gained at university which has given me the skills needed to be a successful entrepreneur. Owning and teaching at my own pilates studio was not part of my 10 year plan, but I saw an opportunity and I went for it. I still can't believe that this is my job!"



timothylewis
Owner and Founder,
Tansi Clothing
B.Comm. 2007, CIBA 2001

"Creating a business has been enjoyable, rewarding and an experience filled with many trials and tribulations. My university education, as well as growing up as an older brother in a family of nine children, has given me the skills and confidence to succeed in my business. The best part about being my own boss is having the ability to create something new and having the freedom to carve my own path versus one that has been laid out before me. I love that my meetings can be held at the local Starbucks in my torn jeans and sandals."



douglasbrecht
Northwest Division Sergeant,
Saskatoon Police Service
EBAC 2011

"In my career as a police officer, I never know from one day to the next the situations I might face. It provides me with the opportunity to make a positive difference in the lives of others and improve the quality of life in the community. Thanks to my new position in middle management, I am gaining a better understanding of the concerns faced by the Saskatoon Police Service as a whole. The knowledge I obtained from the EBAC program is a definite asset when addressing those challenges."



carolyntastad
Global Market Operations,
P & G Prestige, Geneva, Switzerland
B.Comm. 1983

"For the past six years, I've been leading Global Market Operations for our multi-billion dollar Prestige business, working with luxury beauty brands like Gucci and Hugo Boss. I enjoy the scope and range of my role, which involves driving top and bottom-line growth, developing go-to-market strategies and capability, bringing new products and experiences to our consumers, and ensuring we have everything in place to run our business. I'm privileged to lead a global team of talented people who inspire me every day."

Taking Care of Business

Enhancing the First Year Student Experience

By Brooke Klassen



PHOTO BY CHRIS HENDRICKSON

At Edwards, we pride ourselves on being innovative in our curriculum, programming and support of the student experience. This commitment is reflected in the development of our newest first year course, COMM 119.3: Business Competencies.

We wanted students to have more exposure to business concepts, competencies and relevant skills in their first year. Through the introduction of this course, the first year curriculum will now be comprised of 50% business classes – a 10% increase from last year. Feedback from our students showed they wanted to get more of a feel for business in their first year and we responded.

Our new course combines skill development in the areas of technology and research with an introduction to the business environment and emerging business topics. Students are also introduced to programs designed to support their retention and success. The skills and competencies components of the course ensure that every student has a high level of expertise using business applications and library search techniques, providing them with a solid foundation to excel at university. COMM 119.3 is also designed to foster a sense of affinity with the Edwards School of Business.

The Edwards Undergraduate Office, under the direction of Associate Dean Alison Renny, previously developed a non-credit

voluntary course for first year students called Passport to Success. It was very 'successful', with 98% of students surveyed considering it a valuable addition to their first year experience. However, we realized that the program's success was affected by self-selection bias, in that many of the students who would have greatly benefited from the program did not sign up because it wasn't required. Our records indicate that over 90% of the first year students who were asked to discontinue studies due to poor academic performance in the 2010/2011 academic year did not attend any passport sessions. COMM 119.3 incorporates many of the concepts from Passport to Success and will be more widely available to all new Edwards students as a required core class within the first year curriculum.

We have also structured the class to include discussions on current business events and an explanation of business terms in language that students with little or no business experience can understand. We will also discuss business ethics and the duty of individuals to become socially responsible corporate citizens.

From the topics and skills covered, an alternate title to Business Competencies could have been "Everything You Need to Know about Business and Edwards!" We look forward to welcoming the first students taking this class in September and we anticipate that this program will be another step in transforming first year students into polished business professionals. 📚

Interested in reading more about our innovative curriculum? Check out page 42 for updates on the MBA program!

Major Gift Announcements



GEORGE S. DEMBROSKI

A \$1,000,000 gift from retired Cameco board member George S. Dembroski was announced in May 2011. As well as providing for new scholarships and enhancements, his gift has allowed the Edwards School to establish the George S. Dembroski Student Managed Portfolio Trust.

The portfolio will teach a select group of third and fourth year business students the intricacies of managing an investment portfolio through two new Investment Practicum courses. "We're entrusting our students with an incredible responsibility," Dean Taras said. "And we're expecting a high level of professionalism."

"I hope this will be an incentive for further donations to the business school to expand the whole area of corporate finance."

A portion of the income students earn will be reinvested into the portfolio and the remainder will go toward providing benefits to Edwards students. "I hope this will be an incentive for further donations to the business school to expand the whole area of corporate finance," said Dembroski.

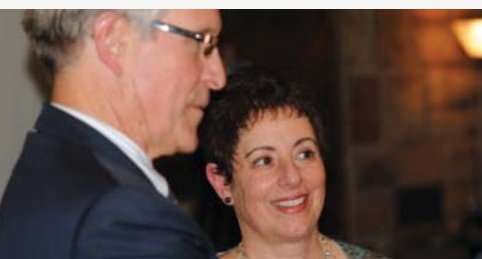


In June 2011, the Edwards School received a \$1,000,000 gift from then-Cameco Chief Executive Officer Gerald Grandey. The gift – a combined donation from Jerry and Tina Grandey and a legacy gift from Cameco Corporation – will be directed toward a variety of leadership initiatives within Edwards.

"Leadership development has been one of my passions in my tenure as CEO of Cameco," said Grandey. "Developing strong business professionals depends on fostering leadership skills. My wife Tina and I are thrilled to help out in this way."



GERALD AND TINA GRANDEY



"Developing strong business professionals depends on fostering leadership skills."

Dean Taras thanked Grandey on behalf of the school. "We are delighted to receive such a generous gift," she said. "And we are excited to match the interests of a supporter with a demonstrable need within our school."

More to come ... Watch our website for the launch of the Grandey Leadership Speaker Series, the Student Managed Portfolio Trust and other initiatives made possible by these generous gifts!

Featured Researchers

Maureen Bourassa has found that, though the idea of trust has been widely studied in the context of marketing relationships, “there’s the equally important phenomenon of respect that we haven’t reflected on or considered.” Her current research, thanks to a shared grant from the Social Sciences and Humanities Research Council, involves examining the role of respect in the context of stakeholder engagement. “What we’re trying to uncover is how respect specifically plays a role in these stakeholder relationships that are happening around issues and organizational interests,” Bourassa explains.

She also continues to research the role respect plays in business-to-business marketing relationships. Through interviews and experiments, Bourassa found that when two people are in a respectful marketing relationship they feel positive emotions. “My interview informants specifically described this as being more excited or more fulfilled or more enthusiastic about the relationship as compared to when they’re engaged in relationships they characterize as disrespectful. Then they felt more frustration, anger and indignation about that relationship.”

Bourassa says she wanted to know whether these business-to-business connections were close enough that emotional responses were triggered. “It’s not a personal relationship. It’s not a marriage. It’s not a friend. It’s a relationship you have with a buyer or a seller,” she explains. “Do you care enough about that relationship to be emotionally affected by it? That’s why it’s interesting.”



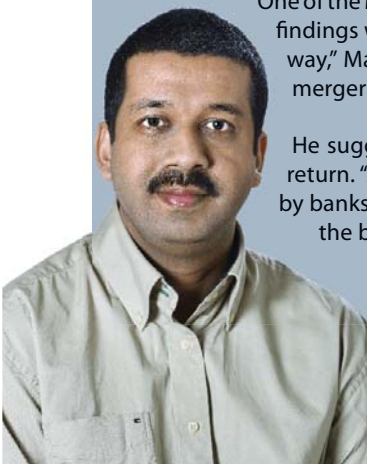
Maureen Bourassa
MANAGEMENT & MARKETING

Professor and recently appointed Scholar for the Centre for Strategic Financial Management Abdullah Mamun uses his background in economics when researching issues in finance. He has been studying risk management in banking and investment and continues to build on his Ph.D. dissertation. “I looked at one of the most important and most comprehensive deregulations that has happened in the banking industry,” he says. “In 1930 the US came up with regulations to restrict the financial services industry. It stayed partially deregulated until the deregulation was signed in 1999. I have always been interested in seeing how this affected the industry.”

Now, over ten years later, Mamun is able to look over the data and study the impact deregulation has had on banking and investments, especially in the context of the recent financial crisis. “What I’m trying to do is see whether deregulation has benefited the financial services industry.” This research is particularly important given there is current research that argues that Neo-Liberal policy is the root or one of the causes of the financial market meltdown.”

One of the M.Sc. students Mamun supervised during the 2010/2011 academic year came up with interesting findings while writing his thesis. “We found no evidence that deregulation had harmed the banks in any way,” Mamun says. “Rather we found evidence that the banks became more efficient because of the merger between banks and insurance companies.”

He suggests that corporate governance practices likely have more of an impact on a bank’s risk and return. “A lot of what happened in this financial crisis is probably not due to the new products offered by banks, but how the banks were governed. I think it has a lot to do with corporate governance within the banking industry, so that’s another area of research that interests me.”



Abdullah Mamun
FINANCE & MANAGEMENT SCIENCE

Working in public practice has given Professor and Chartered Accountant Regan Schmidt a clear idea of the issues auditors deal with. "I always inform my students that, in my opinion, audit experience is among the best business experience you can get," he says. "In public practice, you see the issues that auditors encounter, and academic research is best suited to provide the answers."

Schmidt's research focuses on one such issue in the area of control environment evaluation. "This study is the first, to my knowledge, that actually tries to grasp how an auditor goes out and gathers information on client management's ethicality and competence as it relates to financial reporting practices."

"What the study results show is that auditors are striving to conduct their audit procedures in a diagnostic fashion," he says. Moreover, Schmidt also looked at whether the current decision aid used in practice – a checklist tool – was effective in assisting auditors to evaluate the control environment. "The literature has found that if you are given a checklist, you tend to tick boxes rather than think. Stated differently, a checklist may interfere with how an individual uses their knowledge on a particular task," he states. "In contrast, I developed a decision aid which is structured differently in order to assist the auditor in applying their knowledge in the task. I found the new decision aid was the most effective tool in helping the auditor to increase the extent of diagnostic testing which means that it aided the auditor to search for the most informative information on which to base their decisions."

The completion of Schmidt's research is timely. The Committee of Sponsoring Organizations of the Treadway Commission (COSO) announced in November 2010 that it will be revising the current internal control framework and checklist-style decision aid – the most widely used framework and tools among publicly traded firms in North America.



Regan Schmidt
ACCOUNTING

Industrial Relations professor and Hanlon Scholar in International Business Scott Walsworth finds the workplace fascinating – the conflict within it, especially. "It's where cold, profit-driven, calculated corporate strategy meets the human need for financial and social rewards," he says of the workplace environment. "It can be rife with conflict and struggle or it can be full of compromise and co-operation."

One of his streams of research focuses on the impact unions have on the workplace. After finding very little empirical evidence for the popular belief that unions are bad for business, Walsworth began his own study and found several interesting patterns. It seems unions do have some negative effects – they slow employment growth – but the effect is decreasing. And actually, unions seem to positively impact workplace innovation. "The presence of a union had a very small but positive effect on the firm's ability to innovate," Walsworth says, and links the results to job security found in the unionized workplace.

A recent grant from the Social Sciences and Humanities Research Council will allow Walsworth to go into workplaces and speak with management and human resources directly. "That's something I'm pretty excited about," he says. "I've, to some degree, taken on a bit of a myth in popular culture, found some empirical evidence that overall dispels it and now I have the money to go in and find out what exactly is going on."



Scott Walsworth
HUMAN RESOURCES AND ORGANIZATIONAL BEHAVIOUR

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

Dean's Message



By Daphne Taras

I find much to be proud of when I look back on the 2010/2011 academic year. I feel honoured to have joined the Edwards School of Business at such an exciting point in its history. We continue to provide our students an environment in which to thrive, especially as our city and province take centre stage in the world of business.

I share with you some of the recent successes of the Edwards community; the things that keep us competitive with some of the best business schools in the country and help us fill the pages of another fantastic issue of Thrive.

We support the teacher-scholar model and stress the high calibre of our faculty, but this February the claim gained more traction as professor of accounting Fred Philips received the 3M National Teaching Fellowship: Canada's highest teaching honour.

Our research productivity was exceptionally high in 2010/2011. We just started benchmarking, and it already has given us the hard data we need to demonstrate what we feel is in the air - that we are becoming a more research-intensive faculty. Several members of our research faculty have recently obtained highly coveted and competitive grants from the Social Sciences and Humanities Research Council and we developed a new talent stream of Academic Programming Appointees - business professionals who will have permanent teaching careers with us.

Our MPAcc has grown and is a flagship program. Our MBA has been revamped to provide high quality, on-load professors who are sure to please the MBA students. The Undergraduate Office has achieved so much in one year that it boggles the mind. The business skills course, experiential class for case competitions and finance classes in portfolio management are examples of innovation.


Our over 17,000 alumni continue to play a vital role in the success of the Edwards School. We have had some significant gifts in the past year and are building our alumni base in a concerted way.

But we won't allow our successes to make us complacent. Our work isn't done. Rather, the accomplishments of this past academic year have given us momentum.

I am pleased to announce the appointment of Dr. Keith Willoughby as Associate Dean Academic. Professor Willoughby is a Hanlon Scholar in International Business and an Associate Professor of Operations Management and Management Science. Along with Dr. Alison Renny, our Associate Dean of Undergraduate Programs, we plan to be an effective team that moves the school into AACSB accreditation, ensuring we remain competitive with Canada's top business schools.

The launch of the George S. Dembroski Student Managed Portfolio Trust will provide third and fourth year students the opportunity to earn credits toward their degrees while investing real money.

A recent gift from Gerald Grandey and the Cameco Corporation will be directed toward various leadership scholarships and initiatives. The Grandey Leadership Speaker Series promises to bring in some fantastic guest speakers to enlighten our students, faculty and members of the external community.

Don't forget we are leading up to our Centennial Celebration in 2014. We haven't wavered from our mission of producing confident, well-rounded business professionals since our founding year in 1914. Please visit our website at www.edwards.usask.ca to keep up to date on our 100-year anniversary plans. 



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PHOTO BY LARRY KWOK

Cleared for Takeoff

A former student's career takes flight with help from Edwards Career Services

Elise Truscott's career has already taken off – especially considering she only graduated last spring. "I do everything in the recruitment process, from putting up the postings to screening applications, conducting interviews and making job offers," she says. Truscott's Human Resources Representative position is at West Wind Aviation, which means the people she's hiring include flight attendants, ground services, aircraft maintenance engineers and even pilots.

And despite being a new grad, Truscott has already been promoted. "I'm moving into a Corporate Training Specialist role, which is a newly developed role" she says. "I'll be responsible for developing training programs through conducting a needs analysis. I'm excited as I'll be able to make the position my own."

She attributes her early success to the extracurricular programs and initiatives she took advantage of during her B.Comm. at Edwards – particularly the Cameco Business Co-operative Education Program. "Co-op was a very good insight to the work environment," she says. "It was great to be placed at West Wind Aviation. My supervisor knew my skill sets and would continue to push me into different areas."

Her placement at West Wind provided other perks as well. "One day I was ready to go home and a pilot said, 'we're just going for a test ride. Do you want to come along?'" she remembers. "I went for a flight around the city. That was fun."


The co-op program also included workshops on resumes, cover letters and interview skills – providing tips that Truscott continues to use at her job. "When I'm screening resumes. I look for things I was taught. I can tell if it's a standard cover letter and know what things

to look for in resumes, including employment breaks," she says.

While a student, Truscott was also involved in the HR Student Society – first as a social co-ordinator and web designer and then as president. "That was a very good opportunity to develop leadership skills," she says. "I really enjoyed it. And once I was involved in the society I developed great relationships with students, faculty and the HR community. I started to see what other work and student opportunities were available just by talking to different people."

She decided to add an additional semester to her degree to take part in the Study Abroad program. With help from the Undergraduate Office and the Hanlon Centre, Truscott studied for four months in Rouen, France – a city near Paris. "It was an awesome experience," she says. "I met some great people from all over the world and I got to travel quite a bit."

Even though her B.Comm. lasted five years rather than four, Truscott knew taking advantage of the opportunities at Edwards would be worthwhile. "Co-op is the reason I have my job right now and Study Abroad definitely developed my cultural awareness skills," she says. Other initiatives Truscott was involved with – the Excalibur Case Competition and Mentorship Program – provided her with impressive presentation skills and valuable knowledge of the industry.

This September will be the first time Truscott won't be a student, but she's not overly concerned. "I don't think it'll be a hard transition because I've worked for the last three years. I think what might be hard for me is to not be in an academic learning environment, which I really enjoy," she says. "Maybe I'll take a French class." 

For more information about the co-op program, visit the website at: www.edwards.usask.ca/careers



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Beat the Browns

The Challenge: A large family of Edwards B.Comm. graduates heavily involved in extracurricular activities.
How many members of your family are graduates from the Edwards School of Business?

Continued on the next page >>

Can your family Beat the Browns?

Incoming Edwards Business Students' Society President Jay Brown is the youngest of his six family members who've gone through the B.Comm. program at Edwards. He didn't always know he was going to follow the family tradition though. "When I graduated high school I was thinking I'd go into engineering. But then I went to a couple engineering seminars and said 'no chance' and then went into commerce," he laughs. "I think with all of us, it's just our personality type. Edwards was the perfect fit."

Jay's father Lorne started off the B.Comm. tradition in 1978, followed by his uncle Mark in 1991 and his three older brothers – Troy, Lee and Kent – between 2007 and 2011. And having a family full of commerce graduates definitely has its perks. Having majored across the board, the Browns can refer to each other for expert advice on management, marketing, accounting and finance. But who acts as CEO of the Brown family? "My dad for sure," Jay says. "If anybody ever has a business related question, we call or e-mail dad because he's been a manager longer than I've been alive. We all use his experience."

Each of the Browns was highly involved in extracurricular activities while attending university. "All my brothers and I were in the Students' Society for at least two years," Jay says. "My oldest brother Troy competed on the JDC West team when it first started off and I was the captain this past year. Both Lee and Kent were social directors at one point so we've always been pretty heavily involved in the university."

Between case competitions and numerous sports teams, it's clear the Brown family enjoys competing. "We're competitive but we like to be in that team environment," Jay explains. "All of us enjoy being on teams and being around people. That's always been our mentality – to always have fun with different people."

And so the Browns bring more to this challenge than graduating with B.Comm. degrees. "Between all of us, we have over 20 years of involvement in terms of the extracurricular things we've done," Jay says. "All of us came to school with the mentality that the opportunities you have at university and at Edwards are what make it worth it. We had a blast and we learned tonnes. For us, this school was more than just a school. It was where we went to begin our lives."

Can your family Beat the Browns?

As a business school that's been around for nearly one hundred years, we're sure there are many legacy families up to the challenge. If your family can meet or beat the Browns, let us know! We look forward to celebrating and profiling your family!

If you're an alum who comes from a long line of B.Comm. graduates, email us at: alumni@edwards.usask.ca.

And in this corner...

the Browns

DAD

lorneBrown

Graduation Date: 1978

Major: Marketing

Doing Now: Executive Director, Enterprise Projects & Risk Management

Company: Ministry of Social Services – Government of Saskatchewan

UNCLE

markBrown

Graduation Date: 1988 - B.A.; 1991 - B.Comm.

Major: Psychology/Accounting

Doing Now: Manager-Finance for a real estate maintenance & construction company for the largest privately owned portfolio in Western Canada

Company: Strategic Maintenance Ltd.

BROTHER

troyBrown

Age: 29

Graduation Date: 2007

Major: Finance

Doing Now: Natural Gas Marketing Analyst

Company: Tidal Energy Marketing Inc.

Extra Curricular: President of Commerce Students Society, VP Corporate Relations of Commerce Students Society, Member of Finance team JDC West

BROTHER

leeBrown

Age: 25

Graduation Date: 2008

Major: Management

Doing Now: Sales and Business Development

Company: ICON Stone and Tile
Extra Curricular: Chair Person, Golf Tournament; Director, 3rd Year Rep - Commerce Students' Society

BROTHER

kentBrown

Age: 23

Graduation Date: 2011

Major: Management

Doing Now: Business Analyst Assistant

Company: TRILabs

Extra Curricular: 1st Year Rep, Sport Director-Commerce Students' Society, Member of Entrepreneurship team JDC West

BROTHER

jayBrown

Age: 21

Graduation Date: 2012

Major: Management

Doing Now: Student/Summer Account Manager

Company: Coca-Cola Refreshments
Extra Curricular: Chairperson, JDC West Captain, President EBSS, Member of Entrepreneurship team (2009 and 2012)

Edwards on the Brain

Think about the Path to Success ...

Over 83% of our 2010 graduates who were looking for employment secured positions within six months of finishing their degree, with nearly 77% finding work before graduation. Our co-op program ensures even greater odds of success, as 100% of our 2009 and 2010 participants found employment. The program offers paid, relevant work experience within a number of highly reputable organizations and in every area of specialization.

Our graduates also go on to earn impressive salaries within their first years of employment. In 2010, reported annual salaries were as high as \$57,000.

Think about a Strong Foundation ...

A Bachelor of Commerce degree from the Edwards School of Business at the University of Saskatchewan provides the foundation for a successful and lucrative career in a variety of fields and industries. Edwards students choose from six major specializations; polish their strategic thinking, communication and management skills; gain experience in the business world through the co-op program; and may even represent Edwards in future business case competitions.

The university itself may be one of Canada's best kept academic secrets. It is one of the preeminent centres of learning and research in Canada, welcoming over 17,000 undergraduate students and 1,800 graduate students each year – including international students from 80 different countries.

The classically designed campus is located on the banks above the South Saskatchewan River overlooking downtown Saskatoon. The university is in a period of renewal, adding innovative renovations to several of our colleges as well as the Physical Activity Complex – a vibrant hub of physical fitness. The immaculately kept campus is renowned as one of the most beautiful in Canada and is well served by the city's public transportation service.

Think about Having the Opportunity to Shine ...

The Edwards Business Students' Society (EBSS) supplements the university experience with a number of social, academic, athletic, and charitable events throughout the school year. The organization fosters cohesiveness and pride throughout Edwards while helping students acquire the skills necessary for their future careers. In addition to the Council, students can join any of the eight student groups housed within the EBSS or the numerous

campus groups part of the University of Saskatchewan Student's Union.

Edwards will offer some exciting new classes starting in the 2011/2012 academic year, each designed to help students flourish. The experiential learning course will help students better prepare for the national business competitions offered throughout the year, and third and fourth year students will be able to enrol in the investment practicum courses, managing a portfolio of real money.

Think about Feeling at Home ...

Student residences are fundamental to the learning experience of many students, and demand for residence is very high. In December 2009, the U of S began construction on a new 400-bed undergraduate student residence in College Quarter, helping us to reach our goal of housing 15% of our student population by 2012. The Undergraduate Student Housing Residence Project, planned by the University in partnership with Meridian Development Corporation, will move us significantly closer to that goal. The first phase of construction will provide 400 new beds in 2011, with a 400 more beds following closely after.

Think about Making the Right Choice ...

Edwards is home to five specialized centres and services across two campuses, ensuring students get the perfect mix of local and global opportunities. The Hanlon Centre for International Business Studies offers internships, volunteer opportunities with international trade organizations in Saskatchewan as well as a variety of seminars and workshops to keep students informed on issues in global business. The Wilson Centre for Entrepreneurial Excellence provides students with access to mentoring, coaching, and networking in the discipline of entrepreneurship and the Rawlco Centre for Aboriginal Initiatives supports student success through dedicated services like the Rawlco Resource Room and the Aboriginal Business Students' Society.

Our downtown campus, the K.W. Nasser Centre, puts our graduate students right in the heart of Saskatoon's business district, providing the perfect environment for community engagement.

Consider a future in business ... at a business school that's just the right size. Our 100+ award winning faculty and friendly staff allow for small class sizes and individualized support while the larger campus and Saskatoon community provide the social and professional activities business students crave!

Check out this year's winner of the Edwards on the Brain contest on the back cover of this THRIVE issue.
For full details on the contest, visit: [www.edwards.usask.ca/undergrad/Current Students/New-Students](http://www.edwards.usask.ca/undergrad/Current%20Students/New-Students)

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PHOTOS BY LARRY KWOK

Media Goes Freestyle

Edwards entrepreneurs keep their cameras rolling

When Stephanie Yong was working on her MBA project less than two years ago, she had no idea it would lead her to a CEO position ... at her own company. "It all started with a report designed to attract and retain youth in Saskatoon," Yong says. "I always thought there were so many different fragments of Saskatoon – so many different people, so many different groups – and there wasn't one central sponge that concentrated on all the activities and events."

Enter the Wilson Centre for Entrepreneurial Excellence.

"I didn't approach them," Yong remembers. "It was more like, 'remember that idea we were talking about? I've got some people I want you to meet.'"

She, Edwards B.Comm. honours graduate Devon Hennig, Edwards B.Comm. student Jackie Cook and film school graduate Roddy Gall met for coffee soon after and then began emailing each other.

"The Wilson Centre connected us," says Hennig. "We had this idea,



YONG (LEFT) AND HENNIG (RIGHT) SIT INSIDE A TENT DURING THE SET-UP OF WAKERIDE, THE NEXT EVENT COVERED BY THEIR MEDIA COMPANY, THREAD

“There are people doing some really amazing things in the city that were missing their time in the spotlight ... There was nothing to showcase who they are and what they do.”

and they connected the people that made it happen.”

Yong and Hennig agree that their Edwards School education prepared them for being young entrepreneurs. “I didn’t know much about business before I did my MBA,” Yong says. “In terms of being able to write business plans, have a five-year plan, consider risks and have a contingency plan, it was really beneficial.”

“I was really able to customize my degree for what I wanted to do in the future. How cool is it to be able to do an honours project where you can choose the topic?” Hennig says. His project, on understanding online video mavens, has proven quite valuable when it comes to the company’s social media strategy.

Thread Media is quickly becoming a presence in Saskatoon. Their black t-shirts and video cameras have been seen at all the city’s summer events – the major ones and those that otherwise might not have made headlines. “There are people doing some really amazing things in the city that were missing their time in the spotlight,” Yong says. “There was nothing to showcase who they are and what they do.”

“We’re trying to be the un-newsy news in the city,” Hennig says, and adds that the media company becomes better known with each event they cover. “Everyone’s usually involved in some event or they volunteer or know someone who’s put something on and they get really enthusiastic about us.”

This summer’s Jazz Festival was a turning point for Thread, as not only did the Marketing Director, Rob McGuire, incorporate them

into the festival’s coverage, but they were also one of only three media companies allowed to record the Sheepdogs’ performance. “The Sheepdogs were pretty fantastic,” Yong says. “We had fun with that. They were fun to interview.”

But as it was only in April of 2011 that the Thread Media crew decided to make the company a full time gig, they’re still trying to find out what works best. “It’s all about building a brand right now. There are huge business decisions as well as figuring out what we want our videos to look like,” says Hennig.

One major decision was a name change - Thread Media was originally known as TVZ. “We found that promoting TVZ was an uphill battle,” Yong explains. The partners involved their audience in the rebrand, testing out possible names while on location at various events.

The launch of the new name and logo has been a success, moving Thread Media toward their goal of franchising. “We’d like to be able to package this up and put it in other cities in Canada using the same structure,” says Yong.

Hennig is also looking forward to the future of Thread Media, though some of it remains a mystery.

“We’ve often been told by mentors and people who support us that as long as you have the right team, the right ideas will come,” Hennig says. “I’m confident that maybe all the kinks aren’t ironed out, but we’re getting there.” 🍀



The Gift of a Lifetime

Attending university is a turning point in life. It's a decision that impacts the future for the student, their community and our world. In the Edwards School of Business, we work hard so that students get the most of their U of S experience. From ensuring they have the financial support to focus on their studies to providing leading faculty and innovative programming, we strive to prepare every student for a lifetime of learning.

You can help. Many of our alumni and friends have stepped forward to tell us that in addition to giving now, they have remembered students, faculty and college programs in their estate plans. Bequests are the most common type of planned gift provided by alumni and friends.

A bequest often is referred to as "the gift of a lifetime" not only because it is a gift of cash or property you make in your Will, but because it is a reflection of the beliefs and values you embrace during your lifetime. A gift through your Will can help you make a significant gift that may not have been possible during your lifetime, and that won't diminish your lifestyle now. Arranging a charitable bequest to the university is easier than you might think. Please contact us to find out how you can make a lifetime of learning possible for students.

Jan Kalinowski, Development Officer
Edwards School of Business
(306) 966-5437
kalinowski@edwards.usask.ca



EDWARDS
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**UNIVERSITY OF
SASKATCHEWAN**

edwards.usask.ca

Not Too Taxing

Accounting students help others with their income taxes



PHOTO BY LARRY KWOK

Sarah Guina and Nicholas Dunne are 2 of the 150 Edwards accounting students who were involved in the 23rd year of the Edwards Tax Program. Partnering with over 40 local Chartered Accountants, the students prepared approximately 700 tax returns for low-income earners in the Saskatoon community.

Assistant Professor Nathalie Johnstone was first involved as a student and has been organizing the program for the past six years. "Our clients appreciate this vital service as many of them do not understand the tax system or are not as mobile," she says. This past year, sessions were held at several senior communities, the Saskatchewan Abilities Council and the Frances Morrison Library.

"It's nice to have different locations because the people don't have the means to travel to the university," says Guina. "They're always really welcoming and everyone I helped was really grateful."

Dunne adds that the program benefits not only the community, but also the students themselves. "It's hands-on knowledge," he says. "You get an idea of what these forms really look like. So it really helps the community and it's good experience."

It's clear why the program has been running successfully for so many years. "It's needed," Guina says simply. "They need their tax returns to qualify for low income housing and it's used to calculate old age security and GST cheques so it is really important for them

to get their returns in and to know they're done accurately." To ensure accuracy, each return is reviewed by a volunteer CA from the community or an Edwards faculty member.

"Every year the library starts getting calls as early as January from excited patrons wanting to know when they can register for the Income Tax Help Sessions," says Saskatoon Public Library Marketing Co-ordinator, Kathryn Thompson. "Year after year this program continues to be very popular."

But the program isn't only about helping people with their taxes. "Many of our senior clients enjoy the social aspect of this service. Visiting with our Edwards students is as important as getting their tax return prepared," Johnstone says.

Indeed, Guina met an interesting woman from Alberta who asked whether she'd ever jumped or swam in a pool of Jell-o. "I told her I hadn't and she said, 'I want to do that!'" Guina laughs.

Guina and Dunne both recommend getting involved. "It's really easy because there are so many sessions in so many locations in the city. It's easy to find a night or two that works with your class schedule," Guina says.

"It's volunteering, which is always great," Dunne adds. "And there's pizza." 🍕

Accounting students who want to volunteer with the Tax Program for this upcoming year can contact Nathalie Johnstone at: johnstone@edwards.usask.ca

Danger Zone

Norman Sheehan teaches strategy with paper Jet fighters

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PHOTO BY LARRY KWOK

The air in Professor Norman Sheehan's MPAcc classroom this afternoon is laced with tension. No, it's not exam day, and the students aren't about to give presentations.

They're going to make Jet fighters.


"I think it's an extremely powerful tool," says Sheehan, of the simulation. The Jet fighter exercise took nine years of development, beginning when Sheehan was an accounting professor in Norway. "It's quite taxing to teach in a second language and I was looking for ways I could convey subject matter without having to say anything," he explains. "So that's one of the ways I got into experiential learning."

"Everyone just thought it was about knowing how to fold the planes properly but it was way more than that."

The simulation has teams of students competing to make the most profit through selling paper airplanes with Sheehan acting as buyer, but it's really an exercise on strategy. "What are some strategic tactics you can use to try to get me to buy more? What are some things you can do to drive your cost down? The hardest thing about strategy is that it forces you to integrate all the parts of the organization," says Sheehan. (And, in this particular exercise, folding the intricate paper planes.)

MPAcc students Alana Sedgwick and Philip Bshouty agree that the experience serves as an effective learning tool. "Everyone just thought it was about knowing how to fold the planes properly but it was way more than that," Sedgwick says. "How you folded the planes didn't matter if you didn't have the proper strategy in place."

Bshouty explains how Sheehan's class often makes use of such experiential learning. "There's three or four distinct scenarios he creates which mimic real world scenarios and it's as if you're doing improv," he says. "You come prepared with a certain amount of reading and knowledge but then it's off the cuff and you just see what happens."

The structure of Sheehan's class reflects his outlook on teaching. "Our job as instructors is to help students master these tools and to give them opportunities to try them in different places and different ways," he says. "I really tried to make this class extremely interactive. I think it's the best way to learn." 

Our Helping Allies

Womentorship year-end event

PHOTO BY RYAN DIEKEMA

DIRECTOR RACHELLE BROCKMAN (RIGHT) LISTENS TO A KEYNOTE SPEAKER

The second year of the Betty-Ann Heggie Womentorship Program drew to a close in style at the Saskatoon Willows Golf and Country Club on June 2nd. The year-end event, Our Helping Allies, brought in national and international speakers, each with a connection to the women of Afghanistan.

Keynote Barb Stegemann spoke on women affecting change in Afghanistan and other war torn nations through their buying power. Her company, The 7 Virtues Beauty, Inc. sources organic oils from countries experiencing turmoil to support the economy and build peace in new ways.

Stegemann is a strong believer in the mentorship process and its relevance in all stages of life. "Mentorship is really powerful," she says. "I always suggest people look around their own lives to assess who would be a good mentor. None of our ideas make it to light without others lifting along the way. And the wisdom of those who guide us lives on in us and we must pass that torch on to others."

Stegemann considers one of her current mentors to be her investor and business partner, W. Brett Wilson. "He believes in me. He backs me. He pushes me to be my best. And he is a friend," she says.

Former PotashCorp Senior VP Betty-Ann Heggie established the Womentorship program in partnership with the Edwards School to ensure more women receive professional support. "If you ask successful women, 98% of them say they've had a mentor so it says to me that mentorship is very important," she explains. "We need

more women at the decision-making table and the way we'll get them there is to have mentorship programs for women."

Other speakers included human rights activist and founder of two chapters of Canadian Women for Women in Afghanistan, Lauryn Oates, as well as founder of the Afghan Institute of Learning, Dr. Sakena Yacoobi.

"Women tend to think as a network and reach out to everyone that they can involve and think about how to find support from other people," Oates says. She and the other guest speakers demonstrated this community-thinking at the event, learning from each other and continuing to network.

"Every conference I go to, everywhere I go, I learn. And I know these people are my mentors," Yacoobi says. "Like today, I learned from Barb. I am an entrepreneur and I try to create businesses for the women of Afghanistan because I believe that people should not just depend on somebody else to support them."

Heggie has been working with Yacoobi, as well as Womentorship organizers Rachelle Brockman and Maryann Ross, to extend the program to Afghan women. "We haven't been able to get visas so far, but we think we'll get them this fall," Heggie says. "We're looking for entrepreneurship opportunities for them and that's part of the reason we have Barb here. She's been able to talk to Sakena about having Sakena's women grow oils in Afghanistan that Barb could buy, so we're trying to make these connections." 🌱

To read the full interviews with each of the guest speakers, go to: www.edwards.usask.ca/womentorship

Our sincere thanks to Director Rachelle Brockman for all her hard work with the Betty-Ann Heggie Womentorship Program this past year and a warm welcome to new Co-ordinator Maryann Ross!

For more information about the Betty-Ann Heggie Womentorship program, contact Maryann Ross at: ross@edwards.usask.ca

Closing the Deal

Edwards students place first in national marketing competition



L-R: MIKE VOSSSEN, KEVIN OSTAFIE, JESSE MAERZ

Less than a year ago, Edwards students Mike Vossen, Kevin Ostafie and Jesse Maerz would never have imagined they'd be spending their summer living in a three bedroom high rise in downtown Toronto and working for major corporations. But a four month paid internship was one of the prizes of the Nestea® 2010 national marketing competition, The Recruit™. And Vossen, Ostafie and Maerz – The CLOSERS – won.

"Always Be Closing," Ostafie laughs, quoting a line from 1990's Glengarry Glen Ross, the film that inspired their team name. "Closing deals." The competition consisted of three separate challenges, each using social media to earn votes and promote Nestea® products. Vossen explains how, much like television's The Apprentice, "judges would score you and then you advance. It's all about marketing and exposure for the brand."

For the first challenge, each team had to build up a Facebook page. "I think we had 900 to 1000 people 'like' that page within 10 days. So then we had to use that to market a charity event," Ostafie says. "We actually had a packed house."

"We had people that we didn't know coming up to us and saying, 'Hey, did you make that sick¹ video?'"

The CLOSERS used humour when it came to making videos and drawing people to their Facebook page. "We went the comedy route because of the nature of the product," Vossen says. "It wasn't something you'd want to sell in a serious tone." Their approach earned them a cult following after the second challenge – a 30 second commercial promoting Pizza Pizza and Nestea® products. "We had people that we didn't know coming up to us and saying, 'Hey, did you make that sick¹ video?' so that was pretty sweet," Ostafie says.

But not only were The CLOSERS entertaining, they were also quite effective. Their pub night charity event raised over \$1,200 in online donations and Facebook 'likes' for the Children's Health and Hospital Foundation. Their 30 second commercial and accompanying gift-with-purchase then increased Nestea® sales

¹ For our readers over 30, this is actually a compliment.

at a Saskatoon Pizza 73 location 50 to 60% over the previous year.

The third and final challenge consisted of filming another commercial; this one to fit with Nestea's® new ad campaign. The final eight teams were flown to Toronto, like "economy class rock stars" Vossen laughs, to present their strategy to Vice-Presidents of Nestea's® parent company, Coca Cola. After the 45 minute presentation, each team was interviewed by representatives from Pizza Pizza, Inventa Marketing, Nestea® and Coca Cola. "We were drilled with questions for an hour. It was just like a real business interview," Ostafie says.

It's probably worth mentioning that none of The CLOSERS are marketing majors. So what helped them beat out the 23 other teams from eight major universities across Canada? "What I believe we really sold them on were the interview and presentation. We were able to present our ideas quite clearly and concisely," says Vossen, and Ostafie agrees. "If there was a list of 100 things that they could have chosen for the final challenge, I would have chosen interview and presentation," he says. "That's where we like to be so it worked out really well for us."

The teammates attribute their public speaking skills to the various extracurricular activities they've joined at Edwards. "Mike and I were on the Edwards Business Students' Society on the Corporate Relations Team so all we do is present to corporations and businesses around Saskatchewan," Ostafie says.

"I would never have this opportunity if I hadn't gotten involved in student council, JDC West – all those things students are so hesitant to step into. It's been an absolutely invaluable thing," Vossen says. "It's real world experience."

The CLOSERS had another taste of the real world this summer and this time they were paid for it. Now that their internships are finished, the team has returned to Edwards to claim the second part of their win – a year's paid tuition.

They'll all continue to stay involved with activities and competitions and urge other students to do the same. "I can understand hesitancy toward joining extracurricular activities because school comes first – you want to get those marks," Vossen says. "But at the end of the day it's what makes you different from everyone you're graduating with. The more different you are the better, and that's what we always aim to do." 🍀

To read Mike Vossen's Blog about his summer internship, go to: www.edwards.usask.ca/programs/undergrad/Student Blog/my-summer-in-toronto

Are you a student with an amazing personal story? Let us know about it. Email us your story at: thrive@edwards.usask.ca

Snippets



Alberta Energy Challenge

The Edwards School of Business case team placed second at the inaugural Alberta Energy Challenge (AEC) Case competition held from September 16th – 19th, 2010. The competition, hosted by the University of Alberta and the Commerce Energy and Environment Group, brought in 10 teams from universities across North America to focus on exploring the opportunities and challenges present in the dynamic energy sector. The students representing Edwards were Michelle Lang (Finance), Krystyna Olchowecki (Human Resources and Organizational Behaviour), Brandon Hicks (Management and Marketing) and John Irwin (Finance).

CEO of the Year

Third year Accounting Major Matthew Taylor was awarded the 2010 CEO of the Year Future Fund Scholarship for his academic and extracurricular leadership. Taylor has been involved in the Edwards School of Business Tutoring Program, PAL Peer Mentoring, notetaking with Disability Services and various community organizations all while maintaining an average of over 90%. With his hard work and dedication, Taylor embodies the values of the Edwards School.



Roundtable

2012 will mark the 10 year anniversary of Roundtable, Canada's largest and most prestigious business student conference, being held in Saskatoon. The conference brings together over 300 top students from over 35 Canadian business schools for sessions on leadership, risk management and stakeholder engagement. Edwards students Amber Johnson and Jamie Prefontaine attended the 2011 Roundtable conference in Kelowna this past March. They brought with them a 14-page bid document and 20 minute presentation; the combination of which earned them the vote of Canadian Association of Business Students (CABS) member schools.

National Business Student Conference

Edwards students took first place in the charity component of the 2010 National Business School Conference put on by the Commerce Students' Association at the University of Winnipeg. Teams competed in raising money for Free the Children, a Canadian organization that works to empower children around the globe through education. The Edwards team brought in over \$1,600 of donations through a beer night and, in return for their efforts, won credits to have a speaker present at the U of S in the upcoming year.

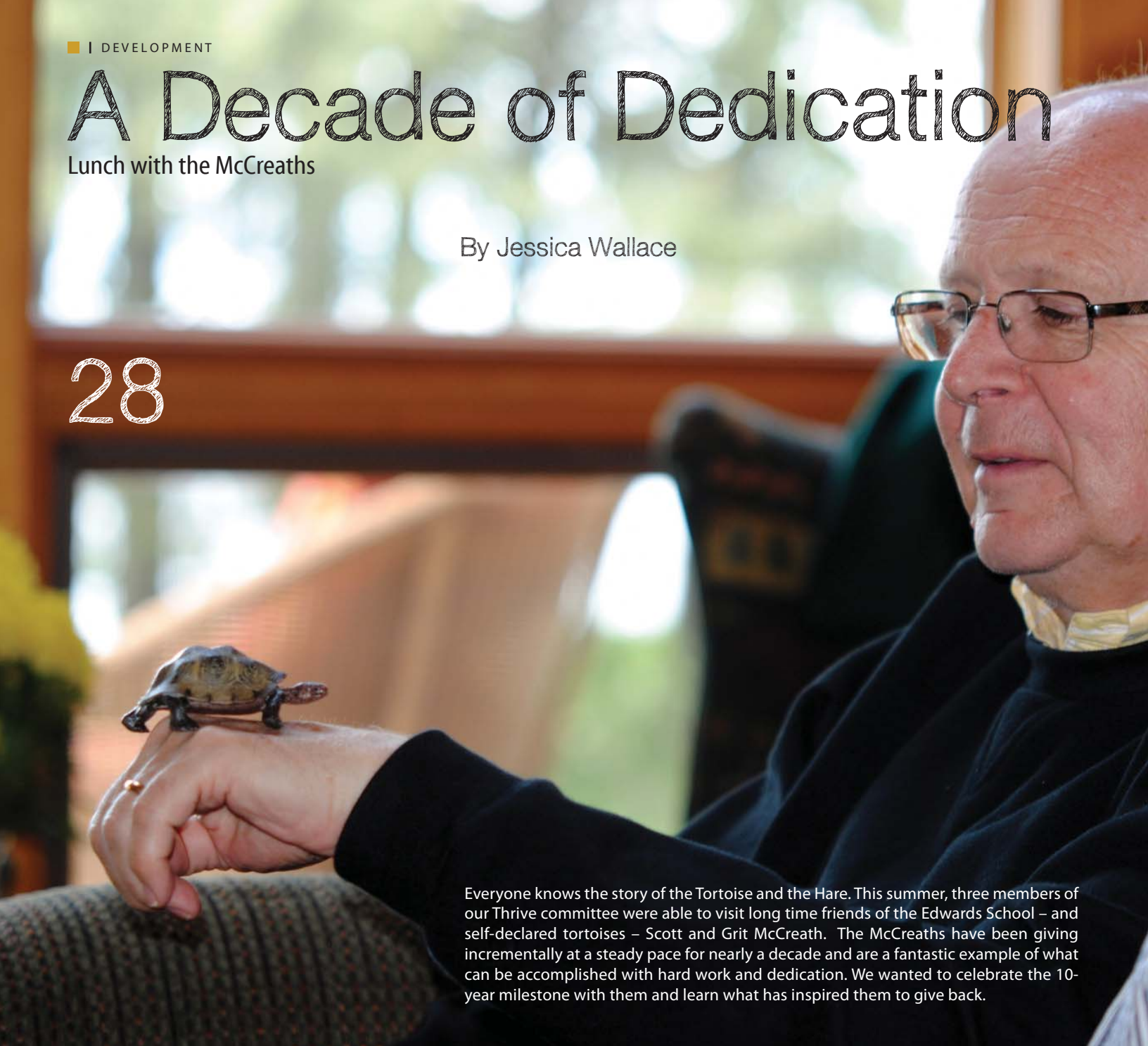


A Decade of Dedication

Lunch with the McCreaths

By Jessica Wallace

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Everyone knows the story of the Tortoise and the Hare. This summer, three members of our Thrive committee were able to visit long time friends of the Edwards School – and self-declared tortoises – Scott and Grit McCreath. The McCreaths have been giving incrementally at a steady pace for nearly a decade and are a fantastic example of what can be accomplished with hard work and dedication. We wanted to celebrate the 10-year milestone with them and learn what has inspired them to give back.

The McCreaths welcomed Jan Kalinowski, Larry Kwok and me to their cabin at Waskesiu Lake for lunch and, as we settled into their comfy living room, Scott and Grit began to reminisce about their early connections to the university.

"My parents were always students," Grit said. When she and her family arrived in Canada, her parents were given credit for only one year of university, despite both having completed graduate degrees in Europe. "We had a small house filled with books and music and

my mother would often bring University of Saskatchewan students home for dinner."

"Growing up in Saskatoon, the university was ever-present," Scott said. He told us how he and his friends would watch hockey games at Rutherford Rink, football games at Griffiths Stadium and attend science fairs in the Chemistry Building. He also recalled the U of S students who used to hitchhike along Cumberland Avenue, and how his father would pick them up and drive them to school. "It was



PHOTOS BY LARRY KWOK

the end of the summer. The dean agreed to let Scott continue with his education, so long as he checked in with his first term marks in December. "That came as a great relief to me," Scott remembered.

"All the young people who graduate now don't have to do what I did. I had to leave because there was no work ... It's wonderful that the situation has changed and people now want to stay in Saskatchewan."

And although he was off to a bit of a slow start, he worked his way through the degree and finished successfully. "I had a second chance and I never looked back."

The year after he graduated from the College of Commerce, Scott worked at an investment firm in downtown Saskatoon. One day he stayed late and left work with a craving for fish and chips that changed his life. "Grit had come from Grosvenor Park School, where she was a teacher, over to Gibson's Fish and Chips," he remembered. "We stood at the back wall waiting for our orders." The two began talking and Scott left with Grit's phone number.

"After our very first date, I went home and got my mother out of bed and said, 'this is the person I'm going to marry,'" Grit said. "Can you imagine? I was twenty-one years old."

She received a scholarship to attend university in Munich, Germany soon after, while Scott moved to Toronto. "I knew if I really wanted to learn the finance business, I had to go to Bay Street," he said. "All the young people who graduate now don't have to do what I did. I had to leave because there was no work," Scott explained. "It's wonderful that the situation has changed and people now want to stay in Saskatchewan."

Scott's work in Toronto during the '70s was a significant learning experience. His firm eventually transferred him to Edmonton and then to Calgary in 1988. Grit took up new teaching positions – and eventually administrative roles – in each new location.

Despite being out of the province, the McCreaths remained connected to the university, attending various alumni events (like Roughrider games) across the country. "I've always owned a U of S sweatshirt," Grit said.

And Scott added that the friendships he made with other B.Comm. students have also followed them across the country. "That's really been a remarkable thing in my life. Some of my best friends today are lifelong friends I met in the College of Commerce."

And it seems their fellow graduates have made quite an impact on the McCreaths' lives. It was Gordon Plaxton, a U of S grad from Prince Albert, who pushed Grit to finish her education degree so she could move into administration and Barry Wigmore, a grad from

always assumed you would go to university and ... there was never any thought to go anywhere else."

Indeed: between Scott and Grit's immediate families, there are 22 degrees from the University of Saskatchewan.

When Scott became a student at the U of S, he didn't have a very easy time during his first year. "I knew it was up to the dean whether or not I came back," he said, and so spoke with then-Dean Barber at



Moose Jaw, who hired Scott at the Toronto investment firm.

"You run into people from the University of Saskatchewan everywhere and they're always at or near the top," Scott said. "I work in an incredible industry where U of S graduates have made a significant mark."

"You run into people from the University of Saskatchewan everywhere and they're always at or near the top," Scott said. "I work in an incredible industry where U of S graduates have made a significant mark."

The McCreaths anticipate the trend will increase as Saskatchewan continues to boom. "I just think the province is on fire right now," Grit said. "The university seems to have a higher profile across the country. I think a lot of that has to do with President MacKinnon and the exceptional leadership team at the U of S."

"Up until five years ago, this was a have-not province," Scott said. "The people of Saskatchewan are on the cusp of becoming incredibly well off because the broad economic base is shared by just over one million people."

It was about 10 years ago in New York City when the McCreaths were inspired to give back to the university. They were able to hear Nelson Mandela speak at Amherst College's commencement ceremony (thanks to tickets from a fellow U of S grad, of course.) "It just rocked our world," Grit said of Mandela's speech.

"He said, 'You are incredibly fortunate people on this side of the ocean and in your good fortune, you have an obligation. I can't tell you what your obligation is – you figure it out,'" Scott said. "That's when we started to step up our giving. We had reached a point in our lives – through hard tortoise work – where we had a surplus. So we decided to give."

"Everything aligned," Grit said. "I feel we owe a debt of gratitude and it's just our way of giving back to the community. The University of Saskatchewan gave my parents the opportunity to start all over. Scott and I both felt very strongly that in some small way we're the product of all those people and all those efforts."

"I have this obligation, I felt, ethically and morally because of Dean Barber," Scott said. "So that's how it really started."

The McCreaths haven't expected any fanfare for their ongoing donations. They have often gone without formal recognition for their contributions, some of which include a scholarship, plasma screen display boards, collaborative mediascape rooms, graduate photo board restoration and the school's first common area computers. The McCreaths choose to leave their gifts undesignated, which is always much appreciated by the Edwards School.

"They have allowed us to do or purchase things that we wouldn't otherwise have funding for," Jan, our development officer, explained. "Things that are important to the school."

And having been fortunate enough to work closely with Jan throughout their years of giving has only strengthened their ties to the Edwards School. "Jan's been great to work with," Scott said. "Despite all the changes, she's been there for the decade." (But in total, Jan's been with Edwards for almost three decades!)

"She always comes to us with great ideas," added Grit.

The McCreaths' most recent gift has gone toward a fund for the education of First Nations students and they confirmed with us that they'll be expanding the program.

"Probably one of the things in life that we have derived the most satisfaction from is giving," Scott said. And it seems only natural that both he and Grit readily give back, as they both grew up in giving environments. "In my family there was a very specific culture

of giving back to your community," Grit remembered.

Scott and Grit's sons, Andy and James, have already taken up the family tradition of generosity, setting up scholarships and raising money for literacy, health and youth sport programs. "That's one thing we're incredibly proud of – these boys," Scott said. "Our kids are way ahead of us."

"The first thing is to take the step to get started ... It doesn't matter how much you give. It matters that you do give and the easiest thing is to make it habitual."

After our lunch was finished, Scott showed the three of us his office, where he continues to work eight hours a day while at the lake. Grit hasn't stopped working either, despite being retired. "Grit's been retired for 10 years and has always given of her time. It's all been projects she's really enjoyed and it's all been not-for-profit," Scott said. Grit served on the University of Saskatchewan Senate for three years and has been on the Board of Governors since 2009. She also serves as a board member for the YWCA and Famous 5 Foundation boards and recently co-authored a book – *Waskesiu and its Neighbours: A Casual Illustrated History*.

And the McCreaths aren't slowing down on their giving either. Scott has recently joined our Dean's Advisory Council, and he and Grit have set a goal for themselves as Edwards approaches its Centennial. "We're committed to get our giving up to \$250,000," Scott said. "We're 60% of the way and working to get there."

The McCreaths have advice to others considering giving to the Edwards School. "The first thing is to take the step to get started," Scott advised. "It doesn't matter how much you give. It matters that you do give and the easiest thing is to make it habitual."

"Every little bit counts," Grit said. "No matter what you give it's appreciated."

And despite their generosity having already spanned an entire decade, the McCreaths have remained humble. "We are simply a couple of Saskatoon kids who have worked hard all our lives and tried to raise our kids as best we could," Scott said. "It's no more complicated than that." 🏡

To learn more about giving to the Edwards School of Business, contact our Development Officer Jan Kalinowski at 306.966.5437 or email kalinowski@edwards.usask.ca.

Faculty Awards



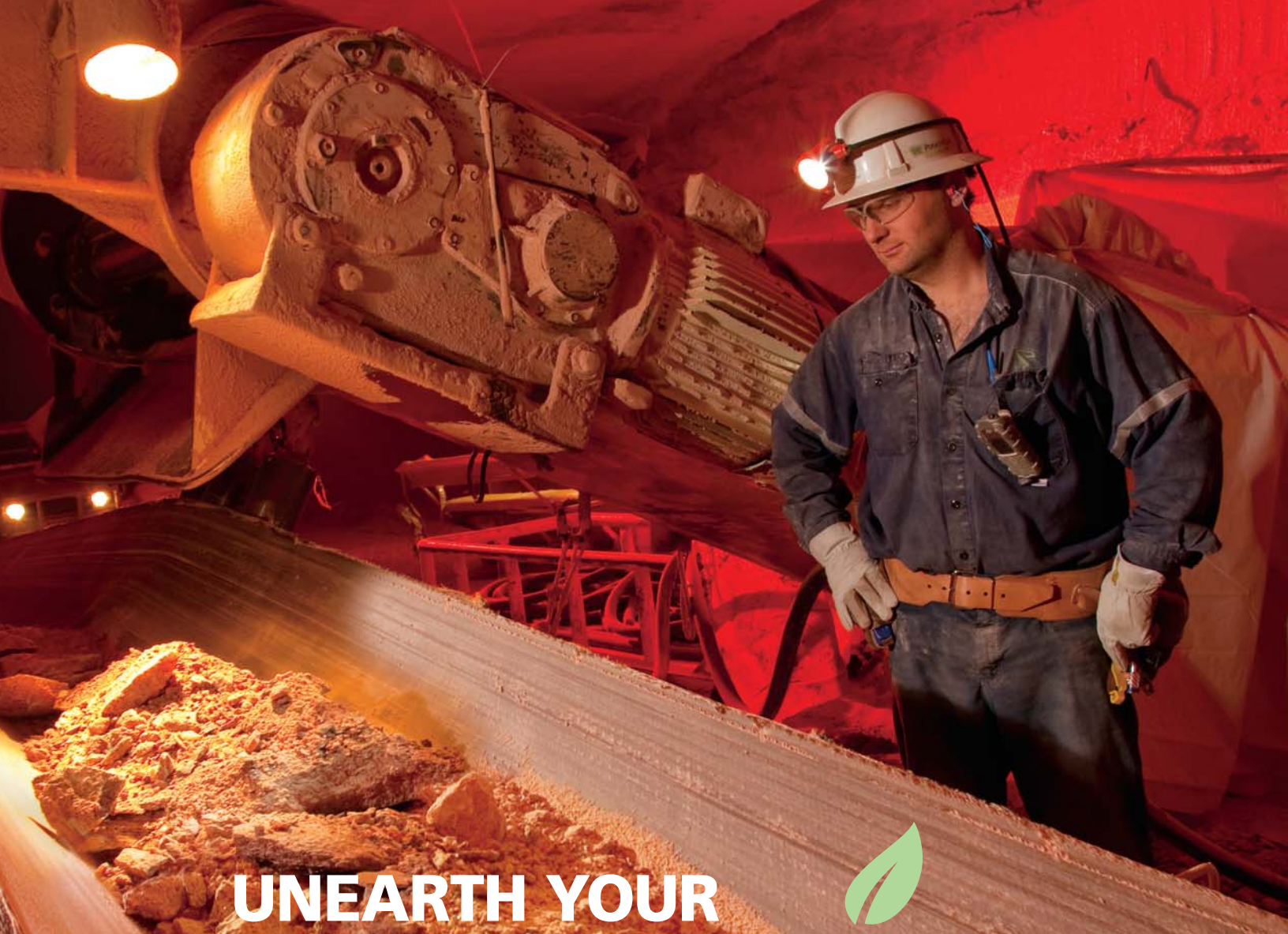
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After the Dragon

Bryan McCrea discusses how his business has evolved
after appearing on the popular TV show

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It's hard to believe Bryan McCrea's fame was contained within the Edwards walls only a year ago. As it turned out, winning the first annual i³ Idea Challenge was only the beginning of his success. McCrea's innovative business idea, 3twenty Solutions, has brought his name to a national level.

"3twenty Solutions designs and builds camps for the mining, oil and gas and resources sectors," McCrea explains. "Our building blocks are the most durable, transportable and stackable because we utilize shipping containers to build our structures."

He and his partners, Evan Willoughby and fellow B.Comm. grad Channing McCorriston, are quite practiced at promoting their company. They've already done so in front of over 2 million people as contestants on CBC's *Dragons' Den*. "We went on the show to seek a strategic, high profile investor," he says. "Dragons' Den was a unique opportunity to showcase our business and it turned out well for us."

A screening event at Louis' Pub on campus brought in over 500 people to watch the results of the show and celebrate 3twenty's new business partner – W. Brett Wilson. "Brett's a terrific guy," McCrea says. "He's brought us credibility and we get a wealth of knowledge and contacts from him. He's just a great sounding board if we ever need it."

After the episode aired in February 2011, 3twenty seemed to grow overnight. "My phone never stopped ringing," he remembers. "There were a lot of people who wanted to invest in us. That's what I was most surprised with – I got 20 calls from people who wanted to put more money in us."

McCrea also had several requests for things 3twenty didn't build. "Our biggest challenge is growing smartly," he says. "We really focus on the sales that matter. It's about balancing our customers' expectations and needs with capital, people and space." 3twenty is currently involved in projects with Claude Resources and Cameco, among others. "There's an incredible demand for what we provide, and 3twenty is really excited to be in Saskatchewan and call Saskatchewan home."

He says this is partly because local businesses have shown such support for his new company. "I think this province is really excited about the new generation of entrepreneurs. You see that in companies like Claude Resources and Cameco, who believed in us from day one," he says. "We had never built a full camp, and

Continued on the next page >>



sold one to Claude Resources with 3D renderings. They gave us a chance and, to me, that's pretty special about this province."

McCrea says the company is still seeing the effects of their appearance on *Dragons' Den*. "Our business has a longer sales cycle because it's a big purchase. If you're going to buy a few million dollar mining camp, it takes awhile to think about," he explains. "As far as direct sales, the increase is happening now because of our sales cycle."

"Even though I'm always the last person to get paid, it feels pretty darn good to be able to sign your own paycheque."

And with their sales climbing, 3twenty has been able to grow in new directions. "One of our recent developments is a new company called Summit Living Solutions," McCrea says. The company, shared among 3twenty and two other companies, takes accommodation to another level. "If you need a camp for your crew, we'll not only build and develop it, but we can also do the food, cleaning and security. We're being more innovative and taking a new approach to developing worker villages."



INSIDE A MODULAR MOTEL UNIT

McCrea says he also plans to extend the company outside Saskatchewan and work with clients in other areas. "Because of the nature of our product, we can ship anywhere, so the plan is to satisfy our customers on a global level."

Although McCrea only laughs when asked about a summer vacation, he says he doesn't mind all the work that goes into being an entrepreneur. "The most rewarding thing to me is that I'm able to create value out of nothing," he says. "Even though I'm always the last person to get paid, it feels pretty darn good to be able to sign your own paycheque." 🍀

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Faculty Awards



MBA PROFESSOR OF THE YEAR (2010)



USSU TEACHING EXCELLENCE AWARD (2011)
SOMERS AWARD, B.COMM. PROGRAM (2011)



MOST EFFECTIVE PROFESSOR, B.COMM. PROGRAM (2011)



When Life Gives You Lemons

The Wilson Centre organizes the very first Lemonade Day

By Daniel Dalman


In keeping with their reputation for innovation and invention, the W. Brett Wilson Centre for Entrepreneurial Excellence at the University of Saskatchewan teaches kids from kindergarten to grade eight that if life hands you lemons, it's a business opportunity.

The Wilson Centre brought the very first Lemonade Day to Saskatchewan – and Canada – in partnership with title sponsor PotashCorp. The project was started in Houston, Texas by the Prepared4Life organization and teaches kids the value of entrepreneurship through the operation of their own lemonade stands. Incredible results have been seen in recent years.

This past academic year, Jessica Richard from the Wilson Centre took on the role of City Director for the project, establishing her team of volunteers to help distribute 3000 backpacks to the young people of Saskatoon and area. Within each backpack the kids found all the tools they needed to create and understand how to run a successful business. From scouting a location to finding an investor

to marketing and selling the final product, every step of the process was helped by the Lemonade Day Workbook and Caring Adult Guide. Distributed to Co-op grocery stores throughout the month of April, the kids had time to work on their business plans in preparation for the big day on May 1st.

Thanks to community sponsors and the support of the Saskatoon Mayor Don Atchinson, the excitement for Lemonade Day grew to great heights as kids, families, and classrooms of students got on board. On the big day, stands popped up all over the city, with innovative and inventive products sold. With sugar-free drinks, various snacks and even treats for dogs, every stand appealed to their customers with great results.

In the survey returned by 80 stands, the kids earned \$3,600 and gave \$1,500 to charities ranging from the SPCA to the Ronald McDonald House. By teaching kids to spend, save and share, the project was a resounding success. 

For more information about the W. Brett Wilson Centre for Entrepreneurial Excellence, visit: www.wilsoncentre.ca

From Bangladesh to Ithaca, New York

Recent M.Sc. in Finance graduate Abdullah Shahid didn't know much about Saskatoon before he arrived here two years ago. "People were trying to scare me. They told me there was a movie about a very bad hailstorm set in Saskatoon," he says. And before he left his town in Bangladesh, Shahid's new father-in-law prepared him with two full baskets of heavy jackets. The winter clothing came in handy at first, as Shahid would wear it even in the classroom. "It was kind of funny," he says. "But as the winter went on, I adapted."

Shahid chose the University of Saskatchewan for his second Masters degree – his first is an MBA from a university in Bangladesh – because he knew the research aspect of the M.Sc. program would best prepare him for a Ph.D.

"They gave me a call within an hour and a half and said, 'you've blown our minds. We don't want you to take any other offers. Are you in?'"

Both the thesis requirement and the weekly seminar, where research was discussed among students, faculty and guests, made the Edwards School of Business stand out from other Canadian business schools. "I could really see how people generate their research ideas," Shahid says of the seminars. "The professors have diverse interests and they approach the research from all different directions. That helps develop a holistic perspective."

When he began to apply to the top Ph.D. programs in Canada and the US, Shahid found he was competitive with graduates from Harvard and Cornell. "What I learned here gave me the edge," he says. "Writing my thesis, I made so many mistakes and faced so many stumbles because I was doing it for the first time. But now going into my Ph.D. I know what to do."

Shahid was called for interviews from New York University, the University of Chicago, Cornell University, the University of Minnesota and the University of Toronto. He remembers his first interview with Duke University as being a bit daunting. "It was a Skype interview," he says. "I was in a suit and all the professors were sitting in a room together. The whole department was present." But it was the interview with Cornell where he really shone. "They gave me the floor and I had questions ready for all the streams of research they were doing," he says. "They gave me a call within an hour and a half and said, 'you've blown our minds. We don't want you to take any other offers. Are you in?'"

Shahid's experience has equipped him with wisdom he readily passes on to others hoping to do a Ph.D. program. "The most important thing is to know the kind of research you want to do and who does this research," he says. "And the Statement of Purpose is very important. People tend to write it at the last moment, which is not ideal," he adds. "They read it line by line."

While writing his own Statement, Shahid received help from his supervisors Dr. Abdullah Mamun and Dr. George Tannous as well as Department Head Dr. Craig Wilson and M.Sc. Program Director Dr. Marie Racine. "The help I got from this program I will always be grateful for," Shahid says. "They really looked at the material I wrote and they gave me feedback."

Shahid also received some sage advice from Racine: don't be modest. "There are many engaging things about Abdullah and one of them is his modesty," Racine says. "Top Ph.D. programs are inundated with applications from smart people so they look far beyond numerical indicators. Abdullah's initial Statement of Purpose drastically understated his accomplishments, abilities, and potential. All Abdullah had to do was tell the truth, but in a stronger voice, and I knew, we all knew, he would be on every Ph.D. program's short list." 🍀

quickfacts

M.Sc. Graduate: Abdullah Shahid
Thesis: Are bank-and-insurance mergers efficient in the post Gramm-Leach-Bliley Act period?
Supervisors: Dr. Abdullah Mamun and Dr. George Tannous
Headed to: Cornell University, Ithaca New York

For more information on the M.Sc. Finance program or the Friday seminars, visit the website at: www.edwards.usask.ca/programs/mscfinance

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Sask meets West

Two Years in the Making: Edwards Hosts JDC West

The amount of work that goes into organizing a major event can easily be overlooked. Those that run smoothly give the impression of being somehow effortless. And so, because the 2011 JDC West Business Competition went well, it's hard to remember that co-chairs Stephanie Ulm and Matthew Bennett spent two years behind the scenes, putting in tremendous time and effort to pull everything together for those three days in January. "Even months after the competition, some of us are still having weird JDC West nightmares," Ulm laughs.

It's understandable that the event was all-consuming for the organizers. JDC West is Western Canada's largest undergraduate business competition, with almost 600 students from 11 business schools coming to compete.

At the bid in August 2009, Ulm and Bennett showcased why Edwards and Saskatchewan were great places to study using the theme Going Against the Grain. "In 2009, the global recession was in its slump and in Saskatchewan we were really doing well at that point. Saskatchewan and our business school were going against the grain and getting different results than were happening in other provinces," Ulm explains. Nine votes to one decided the University of Saskatchewan would hold the competition in 2011 – the first time in JDC West history that a Saskatchewan school would play host.

But, of course, the work wasn't over yet. Ulm and Bennett were set to chair a 14 person executive plus the extended planning committee. "It was basically a 200 person operation with the judges

and the volunteers and the organizing committee," Ulm says. And to add a bit more pressure, they were dealing with rather large figures. "All these teams have operating budgets of at least \$50,000 and there are 11 schools. Then you add our half a million dollars, so really we ran an organization across Western Canada worth over a million dollars," she says.

"I remember Friday night I didn't even sleep. I just lay down in bed for an hour ... And then your alarm rings and it's like, 'Okay. Let's go.'"

One of the first steps was to separate the budget into more manageable portions. "Everything was divided into portfolios," Bennett explains. "When you were dealing with that amount of money, it was easy. They were all like pieces of the puzzle almost." There were 10 portfolios in all, ranging from academics to finance, with different members of the JDC West Organizing Committee acting as director for each.

In the year leading up to the competition, Ulm and Bennett met

with their committee on a weekly basis, all the while planning several pre-conferences and continuing as full time students. None of the lead up, though, compared to the whirlwind of the event itself, as the co-chairs held their first meeting at 3:15am the first night. "Stephanie made a schedule for our organizing committee members and we scheduled in blocks of an hour and a half sleep," Bennett says. "It was intense."

"I remember Friday night I didn't even sleep. I just lay down in bed for an hour," Ulm says. "And then your alarm rings and it's like, 'Okay. Let's go.'"

The competition's tight schedule and large number of participants called for precision in logistics. "JDC West runs 24 hours around the clock. Within those first 2 hours, you have 600 business students arriving. They attend the Buffer Zone, which is a big welcoming event, get checked into the hotel, go downstairs for supper, go back upstairs, get ready, and get bussed to opening ceremonies," Ulm says.

"It was really cool because there were all sorts of myths we were dispelling. We showed 600 students who probably wouldn't have had the opportunity to see Saskatoon what was going on; what it was all about."

And throughout the three days, several surprises kept the organizers on their toes. The Buffer Zone required a last minute venue switch due to poor weather, computers with Internet access were accidentally moved into the case rooms where outside resources are strictly prohibited, and a box of awards was misplaced the day before the closing ceremonies. (They were found in time, thankfully – at Handyman Rentals.) Plus, the organizing committee was responsible for tallying 500 score cards between the time the cases finished at 6pm and the awards ceremony began at 9pm. "It was spreadsheet madness," Ulm remembers.

But the co-chairs managed to keep participants unaware of any hiccups and left them with a great impression of the school and province. "Everyone has this misconception about Saskatchewan like it's this backward little place and I think that we really disproved it," Bennett says. He explains how, during the bid, he and Ulm were asked whether the Saskatoon airport was big enough to bring in all the delegates, and if the university could even round up enough people to volunteer. "It was really cool because there were all sorts of myths we were dispelling. We showed 600 students who probably wouldn't have had the opportunity to see Saskatoon what was going on; what it was all about," he adds.

And, of course, the team had a bit of fun with the stereotypes too. "The social component of the competition was called Pioneering through the Prairies, so they went and did a scavenger hunt at the Western Development Museum and actually picked a needle out of a haystack," Ulm laughs.

Tourism Saskatchewan was able to put a dollar amount on the work Ulm and Bennett did for the city. "They say it benefited the Saskatoon economy about \$780,000 above our \$500,000 budget, just with visitors spending money on meals, gas, extra things," Ulm says. She and Bennett were honoured with a Saskatoon Shines! Tourism Leadership award for their efforts and were the first undergraduate students invited to present to the Dean's Advisory Council.



"Beforehand we were like, 'wow, we're presenting to some really big dogs,'" Ulm says. "We hadn't really made a big presentation since our bid two years ago and it was like night and day. Our presentation skills and our demeanour and our ability to answer questions. It wasn't scripted and we just had confidence."

"It's really interesting how you learn to grow with somebody," Bennett adds. "When we presented to the Dean's Advisory Council we just knew when the question was asked who was going to answer it. It was like this intuition that we've developed almost."

So, although the amount of work that went into planning JDC West left the co-chairs exhausted, they both agree it was worth it. "We had a slogan at the beginning of the year," Bennett says. "The reward is the journey." And, intense though it was, the journey helped the organizing committee members form a tight bond.

"They're like our best friends," Bennett says simply. "We're meeting up tonight for a BBQ." 🍷

For more information on the next JDC West competition, contact Trevor Maber at 306-966-7588 or maber@edwards.usask.ca.



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President & CEO, Saskatoon Health Region

Maura embraces over 35 years of experience in health care as a clinical dietitian, educator and senior executive. She is a Fellow of the Canadian College of Health Service Executives and a surveyor for Accreditation Canada. Maura is board chair for the Canadian Patient Safety Institute and serves on numerous other boards. She has been recognized as one of Saskatchewan's Top 10 Women of Influence and as one of Canada's Top 100 Most Powerful Women.



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Karen has over 20 years of experience in the Financial Industry. She is recognized by the business community as a leader, visionary, author, motivational public speaker and entrepreneur. Karen is an alumnus of the Edwards School of Business having received her MBA in 1988. She is a member of the Certified Financial Planners, ADR Institute of Canada and other community organizations. Karen received the prestigious Woman of Vision Award and was named one of Canada's Top Women Entrepreneurs.

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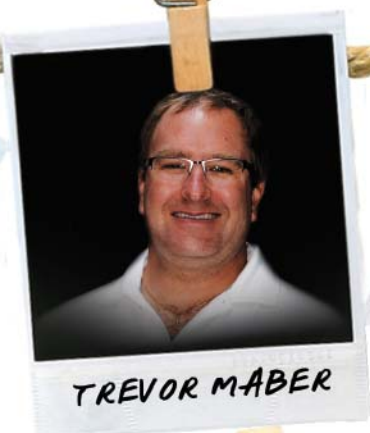


DESARÉE LARSEN

janetteboden joined the Edwards School as an Instructor in the Department of Management and Marketing in July 2011. Janette has worked in manufacturing and not-for-profit industries which have provided her with the opportunity to experience the various business functions through many different perspectives. Having obtained her B.Comm. and MBA from the University of Saskatchewan, she is very excited to have the opportunity to be a part of the Edwards School once again. **vincebruni-bossio** joined the Edwards School as a Lecturer in the Department of Management and Marketing in July 2011. He is an alumni of the MBA program at the Edwards School of Business and taught at Edwards as a sessional lecturer in 2010/2011. His work experience includes working as the "Strategic Planning Leader" for Morris Interactive. In this role he has consulted in the area of strategy, governance, team building and conflict resolution. Vince is very excited about expanding his teaching responsibilities at Edwards. **richardclatney** joined the Edwards School in January 2011. After teaching Human Resources Management in the winter session he will be teaching Organizational Behaviour, Leadership and Management Skills. Richard is a seasoned Human Resources Practitioner with experience in both the public and private sectors. He will be celebrating his 10 year anniversary as a CHRP this year. With a B.S.Sc. from the University of Ottawa and a M.C.Ed. from the University of Saskatchewan, Richard hopes to begin post graduate studies in the next couple of years. His interests lie in the areas of workplace learning, career counseling, performance management systems and the evolution of the field of Human

Resources. **zaheedbardai** joined the Edwards School in August 2011. As the AACSB Co-ordinator, his responsibilities include working with faculty and staff to fulfill accreditation requirements and promoting the University of Saskatchewan's Edwards School of Business to the ranks of AACSB accredited institutions – a distinction held by fewer than 5% of the world's business schools. Zaheed received his M.A. Corporate & Public Communication and MBA from Monmouth University in New Jersey. **jenniferdrennan** joined the Edwards School staff in September 2010. She currently holds the position of Program Co-ordinator for Business Advisory Services, which delivers Edwards' Executive Education programming. She is the contact for prospective and current students of the Business Administration Certificate (BAC) and Executive Business Administration Certificate (EBAC) programs, and contributes to the planning and coordinating of Schulich partner programs, Management Development initiatives and other executive education programming. Jennifer received her B.Comm. in Human Resource Management from Edwards in 2009. **cynthiakovacs** began her position as Departmental Assistant for the Departments of Accounting and Human Resources and Organizational Behaviour in May 2011. Cynthia began her career at the University of Saskatchewan in 1988 and during this time has worked in several departments. Her knowledge of campus and the colleagues she has met along the way will be a definite asset to her in this new position. **desaréelarsen** is an Undergraduate Programs Advisor in the Edwards School. After taking some time to explore and travel the world she is extremely

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TREVOR MABER



JOSEPH SCHMIDT



NASHA SPENCE



JESSICA RICHARD



LOIS STANDING



JESSICA WALLACE

excited to be back in Saskatoon working with undergraduate students. Besides daily academic advising she keeps busy working on recruitment, admissions and liaising with the Rawlco Resource Centre. She received her B.Comm. from Edwards in 2009. **trevormaber** is a Lecturer in the Department of Human Resources and Organizational Behaviour. Previously a Sessional Lecturer with the Edwards School of Business, he has nearly 20 years of experience in human resources with the Saskatoon Health Region and most recently as the Director, People Strategies with SIAST. He received his B.Comm. from the University of Saskatchewan, M.A. (Leadership and Training) from Royal Roads University, and is currently pursuing his Ph.D. with Fielding Graduate University. He will be teaching courses in management skills and training and development along with coordinating the Edwards School business case competition teams. **josephschmidt** is an Assistant Professor in the Department of Human Resources and Organizational Behaviour. He received his M.Sc. and Ph.D. in Industrial/Organizational Psychology from the University of Calgary. Joe most recently worked for Hay Group in Vancouver, consulting with a variety of public and private sector organizations in the areas of leadership development, talent management, and compensation. His current research interests include workplace assessment, motivation, team processes, and managing group performance. **nashaspence** is a lecturer in the Department of Accounting. She received her B.A. and B.Comm. at the University of Saskatchewan. Nasha's professional experience was received from industry in audit and financial statement reporting. She will

be teaching introductory courses in Financial Accounting and Management Accounting. **jessicarichard** is an Edwards School graduate and joined the W. Brett Wilson Centre for Entrepreneurial Excellence in 2010 as their Marketing Co-ordinator. She works closely with students across campus to encourage them to explore entrepreneurship and how it can fit into their career aspirations. She is also the City Director for the Wilson Centre's Elementary School Initiative Lemonade Day Saskatchewan which teaches kids the basics and values of entrepreneurship through running their own lemonade stand. **loisstanding** joined the Edwards School of Business in September as the new Director of Aboriginal Business Education Programs. She will be helping to provide leadership and guidance to the Edwards School of Business in the areas of recruitment, retention and graduation of Aboriginal students, both undergraduate and graduate. Lois is a graduate of the Masters of Business Administration program at the University of Saskatchewan. She also holds an undergraduate degree in Business Administration and a Creative Fashion Design Diploma. **jessicawallace** joined the Edwards School as an Advancement Officer in April 2011. She is responsible for the Edwards School's internal and external communications, and also supports the Advancement Team's work with alumni relations and development. Jessica holds an M.A. in Creative Writing from the University of Sussex as well as undergraduate degrees in English Literature and Psychology.

A New Look for the MBA

The upcoming academic year will see the inauguration of a new and improved MBA program at the Edwards School of Business' downtown Nasser Centre. Thorough research and input from students has ensured the program will better meet student needs and keep Edwards competitive with other MBA programs across the country.

"The program redesign does not include a significant redesign in content. It is simply a change in the mode of delivery," says Noreen Gregor, Director of Professional Programs. "Some courses were streamlined, but all core courses remain intact."

Gregor prepared for the revamp by researching MBA curriculum changes and discussing the current program with students, staff and faculty. As Director of two graduate programs, Gregor can also apply best practices from Edwards' flagship MPAcc program. "I have the ability to capitalize on successes from one program to the other. The new cohort style programming in the MBA comes from seeing the success of this approach in MPAcc."

With the cohort style, fulltime MBA students will take all their classes together. "The benefits are the lifelong relationships you develop with your classmates. They become your future network in the business community," Gregor explains. "Spending so much time together and working through a rigorous program really binds people together and makes the experience richer."

Returning students Anas El-Aneed and Lyle McRae are looking forward to the tighter knit group of students. "Part of the program is networking," says McRae. "I'd like to see how some of the relationships we've created grow, to see if they become future business partners."


As both El-Aneed and McRae work full time, the new format will

help them get more out of the assigned readings. "Some of the courses we did last year were every day. With a daily class, I didn't do some of the reading – I couldn't," El-Aneed explains. "Having a day off with the new design is a big deal for me. I need time to absorb the material and understand it."

The international study tour remains one of the highlights of the program and, like most students, McRae is looking forward to the China tour planned for the coming year. "It's going to be a great trip," he says. "Especially with the connections that [Professor] William Murphy and [Director of the Hanlon Centre for International Business Studies] Nicholas Kokkastamapoulos have there."

To replace the work experience entrance requirement, Gregor has introduced an internship option to the program. "We help the students find a placement and provide support for resume writing, interviews and presenting a professional image," she says. This, coupled with a schedule better suited to working students has led to an increase in enrolment even beyond the 50 student limit for the 2011/2012 year.

The structural changes will also move Edwards toward AACSB accreditation, meeting the required balance between academically and professionally qualified instructors. "Having less choice in terms of electives allows us to maximize the capacity in each class and requires less instructional staff. Our solid core of courses also allows us to select the strongest faculty to participate in our program."

"It's really nice to have the top teachers," McRae says. "The program is moving in the right direction and, ultimately, that's what I care about. When I'm finished, I'd like to know the program is moving forward and making my MBA more valuable." 

To learn more about the new design of the MBA program or to find out how to register for next year, check out the website: www.edwardsmba.ca

A portrait of Rachel Cuthbert, a woman with long dark hair, wearing a grey blazer and a blue scarf. She is standing in front of a colorful, abstract mural featuring stylized figures and foliage in shades of blue, orange, and red.

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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Ken Kouri FCA and Jennifer Kouri Award in Accounting



Presented by Fred Phillips

Recipient: Matthew Taylor

MATTHEW TAYLOR RECEIVES AWARD
FROM PROFESSOR FRED PHILLIPS

The Road to \$1 Million

Edwards Centennial goal for student awards



PHOTOS BY LARRY KWOK

The number of scholarships, awards and bursaries given out by the Edwards School of Business continues to grow. The criteria for our awards include traits such as academic achievement, community and extracurricular involvement, financial need and/or leadership.

We are proud to announce that at the Edwards Awards Ceremony

in November 2010, over \$886,000 in scholarships, awards and bursaries went to undergraduate students!

Such financial assistance allows our students to focus on their academic careers, growing to become better business professionals. "The scholarships I received bought me the precious time needed to become immersed in my studies and excel in my program," says fourth year accounting major Matthew Taylor. "I spent my summers attending Leadership Conferences and taking internship positions – things that will make me more employable when I graduate, and that wouldn't have been possible without the support I received."

As tuition rates increase, it is crucial that we continue to recognize the accomplishments and potential of our students with financial support.

That's why the Edwards School of Business has set a goal to increase the amount of our annual scholarships to \$1,000,000 by our 2014 Centennial.

To reach and maintain our target, we need your help!

Giving to the Edwards School of Business is easy and always greatly appreciated. If you want to make a difference to the life of a deserving Edwards student, contact Development Officer Jan Kalinowski at 966-5437 or kalinowski@edwards.usask.ca.

The future is BHP Billiton. The future is yours.

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jobs.bhpbilliton.com



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PHOTO BY LARRY KWOK



Balancing Act

Kirk Muyres finds a balance between schoolwork and the Canadian Junior Men's Curling Championships

For third year Edwards student Kirk Muyres, life is a careful balance – but it's one he's quite practiced at.

"I started curling when I was 7 and then I quit hockey when I was 12 or 13 to focus," Muyres says. "From there it was every weekend I was gone curling and just trying to get better."

His dedication paid off last January when his Callie Curling Club won the 2011 Canadian Junior Men's Championship. The final was a close game – close enough that the judges needed a measurement to confirm the win. "We were pretty sure we had it and then when the measuring stick went around and we knew, it was a pretty cool feeling," Muyres remembers. "We just went nuts."

The victory took Muyres and his teammates to Perth, Scotland to compete in the World Championships in March, where they made it into the semi-finals. "We just lost on the last rock in the semi-final, so that was pretty heartbreaking, but we did okay. To have the chance to go is something I'll never forget," Muyres says. And spending time in Scotland was more exciting than he had anticipated. "I've always been sort of a homebody; I've never

really wanted to go travel the world or anything like that but it was beautiful."

"With school work, I just focus on what I have to do and then when I want a break, I go to the rink. It's almost like watching TV for me."


And, other than the semester between Nationals and Worlds, Muyres has continued as a full-time student, maintaining a strong B average. This may seem a daunting task, but Muyres says it's all about keeping organized. He uses a combination of routine and to-do lists to make sure everything gets finished on time. "One

thing I've always done is looked at my schedule and if I can get something done three weeks early, I'll do it instead of leaving it until the last minute," he says.



Of course, there are some things that can't be done in advance. "Sometimes you'll be curling Sunday night and you'll have an exam on Monday morning so you don't have a choice. I carry my laptop around with me and nowadays you can do everything on there. So I'll be sitting on my bed in the hotel room doing homework probably six or seven times a year, but it's okay. There's usually time in between curling games where you can get a little work done."

It also helps that, for Muyres, curling is a release rather than a chore. "That's kind of my relaxing time," he explains. "I like going to sit on the ice by myself and throwing rocks. With school work, I just focus on what I have to do and then when I want a break, I go to the rink. It's almost like watching TV for me."

And Muyres knows his love of curling is helping him develop skills that will help him in the future. "That's going to be part of life – you're going to have to balance family, you're going to have to balance work and play and all that stuff. I think if you learn to stay organized, learn to stay on top of things, it's really going to help you," he says. "Hopefully I can keep curling for another 30 years and balance a career with it. You never know where life takes you but that's the end goal – to be able to work out and curl every day along with keeping a career and a family." 

If you're an Edwards student who balances academics with achievements in your personal life, we want to know your story. Email us at: thrive@edwards.usask.ca

Four Years after the Name Change

The Class of 2011 was the first to have registered AND graduated from the Edwards School of Business!

We're thrilled to celebrate the first B.Comm. graduates whose entire four year program took place under our new name. Since the name change in 2007, 32 Edwards Undergraduate Scholarships of \$6000 have been given out every year from the Edwards Endowment Fund.

We did the math: a total of \$768,000 from the fund has already been awarded to our students!

We're thrilled to celebrate the first B.Comm. graduates whose entire four year program took place under our new name.

One of the first recipients of the Edwards Undergraduate Scholarship was Stephen Yong, who graduated with his B.Comm. in 2009 and is now an MPAcc student.

Yong received the honour for his academic achievement, having maintained an average of over 80% while involved in extracurricular activities like the Edwards Business Students' Society, JDC West, the Accounting Club and ACE/SIFE Saskatchewan.

"Receiving the Edwards Scholarship definitely lessened the financial burden of university," says Yong. "I wanted to be, and still am, debt free from school."

The financial support also gave Yong a head start to a great career in accounting. He was able to take an internship position at Ernst & Young LLP in Calgary during the summer, which has led to a paid position with the firm.

Congratulations to the graduating class of 2011: Edwards School of Business students start to finish!





PHOTO BY LARRY KWOK

JACQUELINE COOK WORKS WITH DIRECTOR OF THE HANLON CENTRE NICHOLAS KOKKASTAMAPOULOS

Mission: International

The Hanlon Centre helps Jacqueline Cook engage with the international community

It was only last February that the Hanlon Centre for International Business Studies held its official launch party in the Edwards Reading Room. The Chinese New Year themed event brought in prominent members of the business community, government officials, Edwards faculty, staff and students – everyone seeming to understand the enormous potential behind such a venture.

"This is the time, more than ever," the centre's founding donor, Ted Hanlon, said at the event, "for our students to learn the importance of international studies."

Those students fortunate enough to get involved with the Hanlon centre in its genesis, like third year marketing major Jacqueline Cook, were able to make great strides toward their own potentials under the Centre's guidance. "They were incredible mentors," says Cook. "A lot of it is raising sponsorship, but mentorship is something you can't put a price tag on and that's definitely what the Hanlon Centre provides."

Cook's journey took her from a conference at the Global Leadership Centre in Saskatoon to Yokohama, Japan when she was selected as one of the four Canadian delegates to attend the 2010 APEC Summit.

But Cook and her colleagues weren't sent to simply watch the Summit. The Hanlon Centre helps students become active participants in the international business community through providing specific challenges. Cook explains the method of Hanlon Centre Director, Nicholas Kokkastamapoulos: "Here's the resources. Here's what you need to know. Here's your mission, a mandate while you're there, but you figure out how to do it."

Cook was given two missions for the APEC Summit, the first of which involved connecting with the CEOs of 19 top Japanese corporations. "Our job was to identify these people in the crowd and find a way to break the ice. And it's often difficult with language barriers because when there's a group of Armani suit business men speaking Japanese and you come up and say, 'Hi, I'm from Canada! How are you?' there's not really any relevance," Cook laughs.

She and her team came up with innovative ways to strike up conversations, like 30 second escalator rides and probably-more-than-necessary coffee breaks. "I drank probably about 25 coffees a day," Cook says. "But you have to be fearless because some of the other CEOs wouldn't even talk to the CEO of Toshiba."

Cook's second mission, one she needed to complete to receive

sponsorship from the Hanlon Centre, was to deliver a letter from Premier of Saskatchewan Brad Wall and CEO of Great Western Mineral Group Jim Enghdahl to a member of Japanese government. The letter officially invited Japan to investigate Saskatchewan's rare earth minerals – a commodity required for several Japanese industries.

The Vice Minister of Foreign Affairs spoke at the APEC opening ceremonies surrounded by a 12-person entourage, but Cook knew this was her chance to complete the mission. "As she was making her presentation, my colleague and I kind of went to the side of the auditorium and as they left we just kind of left with them," Cook remembers.

Another highlight of her amazing year was being among the five Saskatchewan students selected to attend a national youth caucus in Ottawa. Cook took part in discussions with Prime Minister Harper on branding Canada and what each province brings to international trade. "In years past, Saskatchewan has been sort of underestimated but, especially when it comes to food security, we play a key role in the global stage."

Cook was then chosen to represent Saskatchewan with My Summit 2010. The group of young leaders from across Canada attended both the G8 and G20 Summits, but first



"I remember taking a step forward and seeing President Obama and my heart just dropped to the floor ... I was totally star struck."

participated in plenary sessions. "We learned how to engage in multilateral trade negotiation. It was pretty incredible to see what goes on at some of those talks," Cook says.

They then drafted a 25 page communiqué of recommendations on the four issues to be discussed at the G8 Summit – nuclear non-proliferation, maternal health, food security and the environment – and Cook's peers voted her as the team member to present the document at the G8. "Oh my gosh," she says, remembering the moment she was selected. "I think about it even now and it seems like a dream."

When Cook entered the reception room of the Deerhurst Resort, she met the leaders of the eight countries represented at the G8 Summit. "I remember taking a step forward and seeing President Obama and my heart just dropped to the floor," she says. "You see him on TV, you see all these people on the news and in photographs everywhere, but living and talking and breathing and moving right in front of you ... I was totally star struck."

Cook's journey has come full circle, as she has not only gained a new

perspective on international relations but has also strengthened her ties to home. "The contacts that I made internationally I still keep in touch with and it's great on that front, but what I learned from the connections I made in Saskatchewan and Canada is invaluable," she says.

Cook continues to be involved with the Hanlon Centre – now working with other Hanlon Centre students to enhance the centre's current pilot Saskatchewan International Trade Officer Program. "What we're trying to do is create a generation of students that are not only informed about global trade but are well equipped with the tools and the knowledge that they need to engage in these professional careers," Cook explains.

The program will consist of eight modules on various aspects of international business and will eventually lead to a certificate. "I think the Hanlon Centre is finding its groove, not just in the Edwards School of Business but across different faculties," Cook says. "Starting with Edwards students is an awesome flagship because I think the business students are the ones that are going to drive this program forward." 🇨🇦

March 25/2011	Single	Small	Large
Veggies	3	4	5
Potatoes	1	2	3
Soup	2	3	4
Glass Xtra	1	1	1
Canned Protein	1	2	3
Canned Veggies	1	2	2
Juice	3 sm	2	2
Frozen Xtra	1	2	3
Meat	2	3	4



PROFESSOR CHELSEA WILLNESS AT THE FOOD BANK

Food for Thought

Helping the community help others

What began as a leadership course offered in the 2010/2011 academic year has resulted in an intricate web of community engagement for Edwards students.

Under the guidance of Human Resources and Organizational Behaviour (HROB) Professor Chelsea Willness, fourth year students toured the Saskatoon Food Bank and Learning Centre. "This tour served as a reminder of how fortunate I have been throughout my life," says Edwards student Angelise Kildaw. She and classmates Kristin Foy, Janelle Geisel and Josh Reis acted on their own recommendations for the Food Bank and organized a Food and Clothing Drive at Edwards. The drive ran from January 31st – February 3rd and brought in four barrels of clothing, a half barrel of food and over \$40 in cash.

"This tour served as a reminder of how fortunate I have been throughout my life."

"What was really unique was that the students actually took action. They didn't just make a recommendation that this would be really valuable; they actually carried it out in the following semester, basically all on their own time," says Willness.

Debbie Werezak, another Edwards student, was also inspired by the site visit to the Food Bank. "I decided to try and implement one of our team's recommendations to improve their warehouse space and get the Food Bank some better shelving equipment," she explains.

After Werezak spoke with Finance Professor Keith Willoughby, additional projects with the Food Bank emerged to give more

students the opportunity to use their theoretical knowledge in meaningful, practical work.

While other teams in Willoughby's second semester class were matched with companies or governing bodies like Cameco and the Saskatoon Health Region, fourth year student and team leader Kelsey Tulloch feels lucky to have been able to work with a non-profit organization. "A healthy, thriving community depends on volunteerism, and being given the opportunity to work with a non-profit in a learning setting made this project all the more interesting," she says.

Tulloch's team came up with a series of recommendations to improve the Food Bank's warehouse space. "Our first and foremost concern was separating the inbound and outbound areas from one another," she explains. They also recommended redesigning the layout of the outbound area. "The open design will ease the flow and traffic," Tulloch says. "Employee delays and unnecessary waiting time will be eliminated."

Laurie O'Connor, Director of Operations at the Food Bank, explains how the project held value for both the organization and the students. "It's amazing to see how the partnership with the Edwards School of Business students has unfolded," she says. "Not only are students getting hands-on experience, it's benefiting the community in real and valuable ways."

Although the leadership courses have come to an end, the work of Edwards students isn't over. Werezak continues to be involved behind the scenes despite not receiving academic credit for her work. "I believe in corporate social responsibility," she says. "And by collaborating with local businesses that have the required skills, resources and materials, we can collectively address these challenges and help to strengthen the communities we all live in."

"I think the leadership course started a lot of good things," says Willness. "This semester I actually had 16 other non-profit agencies paired with 16 student teams in a different course entirely. It kind of got the ball rolling for other good things." 🌱

Edwards Gives Back

Edwards students make charity their business

PHOTO BY CHRIS HENDRICKSON

OUTGOING EBSS PRESIDENT AMBER JOHNSON

People often underestimate the level and amount of charity work that Edwards students do.

Amber Johnson, the 2010/2011 Edwards Business Students' Society president, is aware that many contributions of the student body go unnoticed. "A lot of people think that business students don't care about the community; they're focused on marks and making money and that's all that matters to them," she says. But in fact, Edwards students place considerable value on giving back to the community and, thanks to an agreement made with the school's namesake Murray Edwards, their contributions to local organizations like the Children's Hospital Foundation of Saskatchewan (CHFS) and youth-at-risk focused EGADZ have been matched up to \$25,000 since 2007.

Although Edwards students make serious cash for charity each year, they keep the atmosphere fun and entertaining. Chillin' for Charity, proceeds of which go to CHFS, saw students jumping into a pool of freezing water in late November. "There was a lot of snow on the

"Charity definitely does set us apart from the other schools and is something we can all be proud of."

ground and it was about -15 to -20 degrees but everyone did it with spirit." Johnson explains that students come in costume every year, which always keeps things interesting. "We had one group go in a bunch of red unitards to be like the Incredibles, and after that point the water was dyed red, so everyone's costume after that came out red," she laughs. "Wash your unitards before you wear them, is the moral of the story."


Through Chillin' and other events, such as the Little Buddy Big

Buddy Bar-B-Q (LB5Q), Trick or Eat and Change n' Diaper, Edwards students brought in over \$52,000. Community Relations Director Kim Gilbert says the organization greatly appreciates the efforts of Edwards students. "Their support over the years is invaluable to us and we are thrilled to be beneficiaries of their hard work," she says. "It's so inspiring to see young people contribute to their local communities – to look outside themselves in service of others."

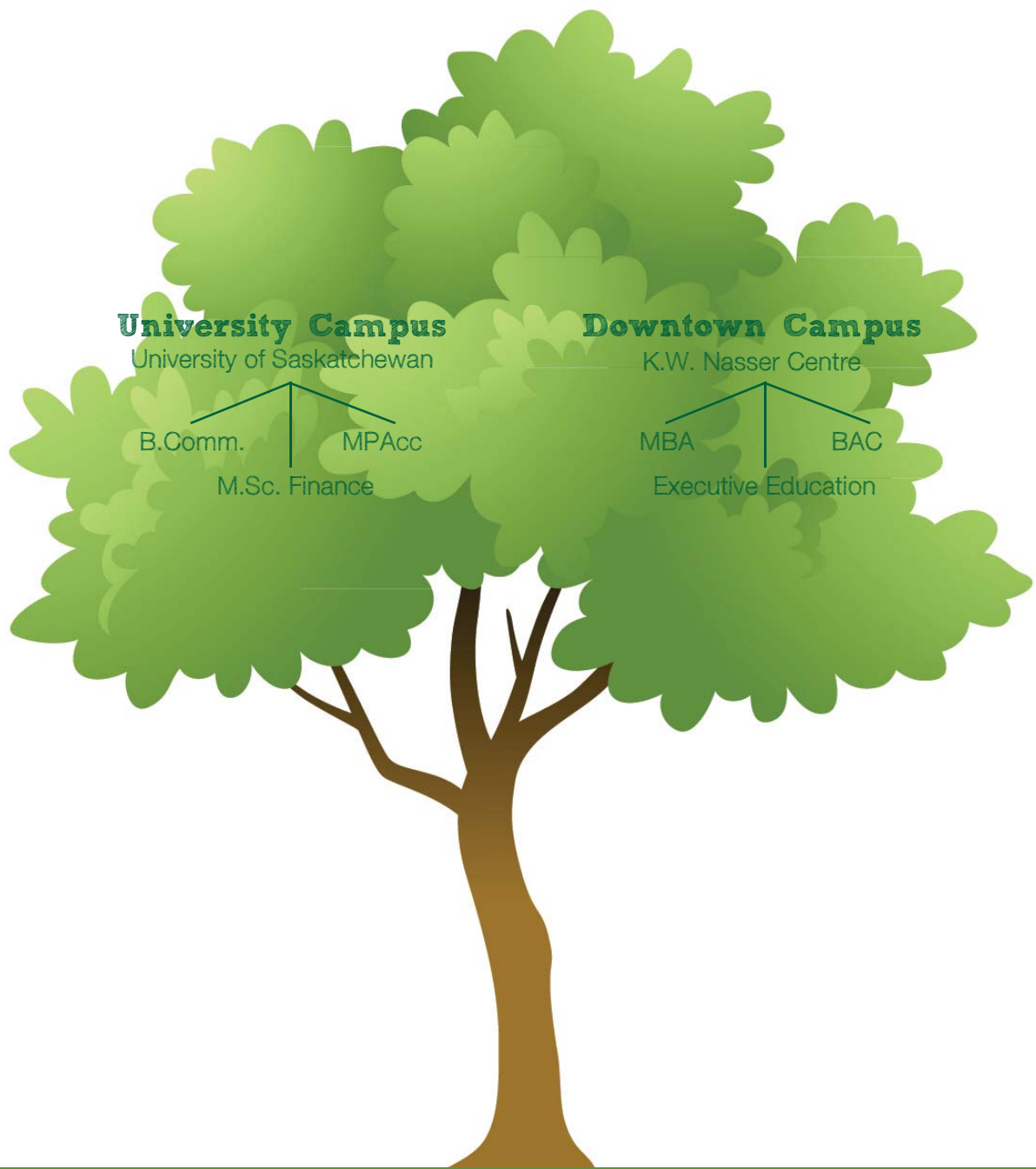
Edwards students participated once again in the national 5 Days for the Homeless campaign, raising over \$18,000 for EGADZ. "My personal experience with the organizing committees and volunteers from the Edwards School of Business has been an amazing experience," says EGADZ Executive Director, Bill Thibodeau. "Their work, support and compassion are admirable and appreciated beyond what any words can express."

Members of the student body also continue to spread their charitable reach outward. Johnson explains how 2010/2011 was the first academic year that Edwards students raised funds for the international organization Free the Children. "That was something we'd never focused on before but we felt – why not? Raising money is something that comes pretty easily for us so we may as well just do it and see what comes." EBSS ended up raising over \$1,600 for the charity through a beer night.

Perhaps, though, the charitable side of Edwards is beginning to get the attention it deserves. The Edwards team placed second in the charity category at JDC West this year and first in the charity component of the National Business Student Conference in Winnipeg. After attending such national events, Johnson notes, "Charity definitely does set us apart from the other schools and is something we can all be proud of."

She urges new and returning students to get involved with EBSS. In addition to the pride that comes from giving back, the society offers Edwards students a range of activities to diversify the business school experience. "It's not just social," Johnson explains. "We do academic, we do charity and we focus a little bit on sports too so that Edwards students come out as well-rounded as possible." 

To get involved with the 2011/2012 council or to find out about upcoming charitable events, check out the EBSS website at www.ebssociety.com.



Connect with Edwards

The K.W. Nasser Centre was added to the Edwards family tree in September 2009. While our university campus site continues to house our undergraduate, MPAcc and M.Sc. in Finance programs, the Nasser Centre allows our MBA, Executive Education and Executive Business Administration Certificate students to be conveniently located in the downtown core.

Connect with us.

In Person.

UNIVERSITY
University of Saskatchewan
25 Campus Drive
Saskatoon

DOWNTOWN
K.W. Nasser Centre
256 Third Avenue South
Saskatoon

Online.

www.edwards.usask.ca



Adventures in Accounting

Professor Fred Phillips wins Canada's Highest Teaching Honour

PHOTO BY KRIS FOSTER



It's not every year that one of the 3M National Teaching Fellowships goes to a professor of accounting. But the genuine excitement Edwards professor Dr. Fred Phillips has for the subject resulted in him being one of 2011's 10 recipients of the award.

"A teacher, a really good teacher, can awaken an interest in learners," says Phillips. "Most people already hold views about what an accountant is and does, and often times those views aren't terribly accurate. It's fun to help them discover where their perceptions are not on point."

"I fondly remember narrating videos one evening in my car while my son attended fencing lessons."

Phillips has always kept his undergraduate students interested with hands-on learning and real life examples, but after attending a conference in 2009, he was able to do this even more effectively. "I started transforming my PowerPoint presentations into a video lecture that students could view before class," he says. With the 30 minutes of in-class time this freed up, Phillips was able to introduce more high-level case problems, ensuring his classes were spent engaged in "meaningful discussion and problem-solving adventures."

And when Phillips discovered few of these case problems actually existed, he began writing his own; even creating news magazine-style videos to provide his students with the background stories

of well-known accounting frauds. "It wasn't always pretty," Phillips says of the juggling act he'd created. "I fondly remember narrating videos one evening in my car while my son attended fencing lessons."

Phillips' commitment to teaching can also be seen through his research, which he considers a "valuable part of continuous learning." Phillips says he is intrigued by the way people think, and looks at ways of making teaching more effective. "My research is solely about how can we better structure the learning environment or how can we make better materials that lead to either faster or more efficient learning."

In addition to studying the structuring of using case studies and lectures in class, Phillips has collaborated with co-founder and President of Quantum Simulations, Benny Johnson, on studying the effectiveness of Artificially Intelligent Tutors. "I was the accounting guy and he was the software engineer," he says. "But, of course, the question always is – is that as beneficial as other forms of instruction that had been around for a long time?" In studies comparing AI Tutors to paper and pencil exercises and to online homework systems, the Tutors came out on top. "What the older methods don't have is the opportunity for students to ask questions of the tutor and have the tutor respond dynamically to that," Phillips explains.

His newest study uses the AI Tutor as a platform to look at variations on course organization. "It's seeing questions that haven't yet been answered that lead instructors to become better instructors," says Phillips.

The Society for Teaching and Learning in Higher Education (STLHE) presented Phillips with the national award at their annual conference, hosted at the University of Saskatchewan June 15-18. 🏆

executive eDuCaTION



PROGRAM TIMETABLE

Date	Program	Location	Cost
LEADERSHIP PROGRAMS			
Feb. 4 - 10, 2012	Effective Executive: Winter Program	Elk Ridge Resort	\$7,500
May 25 - June 1, 2012	Effective Executive: Summer Program	Waskesiu Lake	\$7,500
NATIONAL PARTNERSHIP PROGRAMS			
Sept. 19 - 21, 2011	The Business Analyst's Course	Saskatoon	\$1,895
Sept. 29, 2011 - Jan. 21, 2012	The Masters Certificate in Business Analysis	Regina	\$8,100
Oct. 3 - 4, 2011	Using Microsoft Project 2010 Workshop	Saskatoon	\$ 995
Oct. 12, 2011 - Feb. 25, 2012	The Masters Certificate in Project Management	Regina	\$8,100
Oct. 18, 2011 - Mar. 24, 2012	The Masters Certificate in Project Management	Saskatoon	\$8,100
Oct. 24 - 26, 2011; Mar. 14 - 16, 2012	The Project Management Course	Saskatoon	\$1,895
Nov. 21 - 23, 2011; June 18 - 20, 2012	The Project Management Course	Regina	\$1,895
Jan. 2011 - Sept. 2012	The Masters Certificate in Business Leadership for HR Professionals	Saskatoon	\$9,000
Apr. 23 - 25, 2012	The Business Analyst's Course	Regina	\$1,895
MANAGEMENT DEVELOPMENT FALL PROGRAMS			
Sept. 29, 2011	Communication Skills that Build Trust	Saskatoon	\$ 350
Oct. 20, 2011	Internet Marketing	Saskatoon	\$ 350
Nov. 17, 2011	Business Etiquette	Saskatoon	\$ 275
Nov. 24 - 25, 2011	Financial Management for Non-Financial Managers	Saskatoon	\$ 695
Nov. 29, 2011	Organizational Culture	Saskatoon	\$ 350
SPECIAL EVENTS			
Oct. 18, 2011	Women of Influence Breakfast	Saskatoon	\$ 50
CREDIT PROGRAMS*			
T1, T2, T3	Business Administration Certificate	Saskatoon	\$ 600/class
T1, T2	Executive Business Administration Certificate	Saskatoon	\$ 684/class
* Term 1: September - December Term 2: January - April Term 3: May - June			

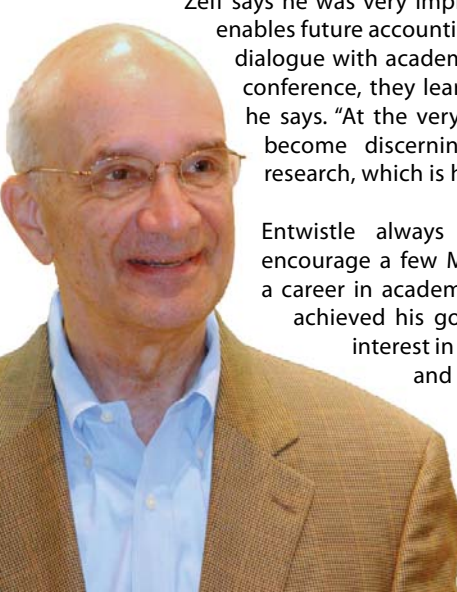


Hall of Famer at MPAcc Research Course

This past June, MPAcc students took part in the 10th annual Research Conference, part of the research project course led by Professor and Sutherland Scholar in International Business Gary Entwistle. "The course is designed to give our MPAcc students a sense of what accounting professors do when they're researching," Entwistle explains. "We run the conference trying to mirror what an academic conference might look like."

The students role play both as authors of academic papers and as discussants of their colleagues' papers during the two day event. "It was a very hands-on way of learning about accounting research," says MPAcc student Stefan Koo. "You definitely learn a lot more from actually getting into the details of the paper and having to present and explain it to the rest of the class."

Each year, high profile members of the academic and professional accounting community are invited to speak at the conference. The keynotes this year included the Chair of the Canadian Accounting Standards Board Gord Fowler, as well as an award-winning accounting professor from Rice University in Houston, Texas and member of the Accounting Hall of Fame Stephen Zeff. "It felt like we were being exposed to something a bit beyond what we would normally be pushed to look at," says student Jennifer Gill. "It was really kind of exciting to see these people and how comfortable they were with these things that are still so challenging for us."



Zeff says he was very impressed with the conference. "It enables future accounting professionals to engage in a dialogue with academic researchers because, in the conference, they learn how research is conducted," he says. "At the very least, they are more likely to become discerning consumers of accounting research, which is healthy for the profession."

Entwistle always hopes the conference will encourage a few MPAcc students to think about a career in academic research, and this year he's achieved his goal. "It's definitely elevated my interest in accounting research," Koo says, and Gill agrees. "I'm now thinking about a Ph.D. It's something to consider."

SPECIAL GUEST ACCOUNTING HALL
OF FAMER STEPHEN ZEFF CAPTIVATES
THE MPACC AUDIENCE

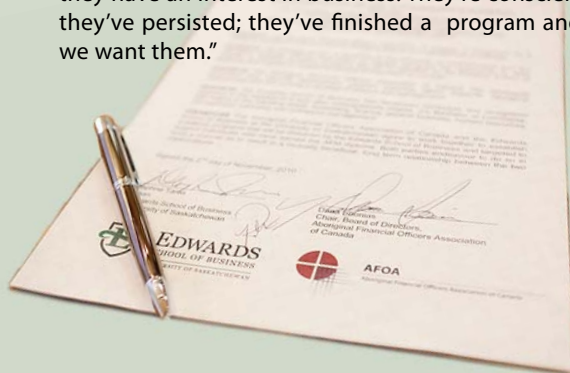
AFOA Agreement

Since its inception in 1999, the Aboriginal Financial Officers Association (AFOA) of Canada has been creating educational and certification programs for financial managers. The Aboriginal Financial Management (AFM) program was designed to lead to the Certified Aboriginal Financial Managers designation. And now, thanks to an Articulation Agreement between AFOA and the Edwards School of Business, graduates of the AFM diploma will also find it easier to pursue a B.Comm.

"This represents an exceptional opportunity for Aboriginal people who are trying to pursue an education in the field of finance," says President and Chief Operating Officer of AFOA Canada Ernie Daniels. "Aboriginal communities are in dire need of educated finance and business professionals."

The November 2010 Agreement gives holders of the AFM diploma the option of entering the Edwards B.Comm. program with advanced standing, thereby finishing their degrees in less time.

"I've very anxious to see some of the students who have graduated from this program come to us," says Dean Daphne Taras. "I know there is a pressing need for this in the Aboriginal communities and I would welcome any student from the AFM diploma program. I know they have an interest in business. They're conscientious; they've persisted; they've finished a program and now we want them."



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

Retirements



Dr. Louise Clarke, Associate Professor in the Department of Human Resources and Organizational Behaviour, has retired after 20 years of service. Louise joined the College of Commerce in 1991 and taught at both the undergraduate and graduate levels in the areas of industrial relations and organizational behaviour.

Louise served on many university committees during her career, including the University Council, the College of Graduate Studies Equity Committee and the International Activities Council Committee. Louise also spent six years on the College Aboriginal Access Committee and five years as the Chair of the College Equity Committee. Louise became a Scholar associated with the Centre for the Study of Co-operatives in 2001 and served three years as the Head of the Human Resources and Organizational Behaviour Department.

Louise's career was marked by her passion for social research, which she pursued throughout her time at the U of S. The Edwards School of Business thanks Louise for her many years of service and wishes her a happy, well-deserved retirement.

U of S Alumni Association Award presented to Garth Herbert for Humanitarianism

At the University of Saskatchewan's Alumni Association's Honoring our Alumni Gala Dinner held November 4, 2010, Edwards alum Garth Herbert was presented with the Alumni Humanitarian Award. This award recognizes distinguished community or volunteer service that's made a difference to the wellbeing of others.

Garth graduated with his B.Comm. in 1991 and was an active and engaged student on campus. He first became involved with the Canadian Diabetes Association after university. Even though Garth does not have diabetes himself, his passion for the cause has driven him for more than 20 years, from local community work to being named the chair of the national board in 2006.

Garth has also been involved in various professional organizations including the Council of the Institute of Chartered Accountants of Saskatchewan (chair until June 2011). He is active at the Holy Family Church in Regina, where he is part of Parish Council, and the Knights of Columbus as the finance committee chair. His Chartered Accountant designation has led to a wide range of opportunities, most recently at the Saskatchewan Ministry of Health.

The Edwards School of Business is proud to offer congratulations to Garth on this award.



Honours Projects

Fourteen students completed honours projects this past academic year. With the help of their supervisors, the students researched their topics of interest and came up with these interesting findings!

Mitchell Thomas William Haver and Dr. Barbara Phillips

Ethical Issues in Online Dating: Creating an Ethical Profile for Online Matchmaking through a Content Assessment

Finding: "While all the sites had issues with a lack of evidence for claims on their websites, it was due to the number of claims without evidence from two of the sites that gave them major issues. Specifically, one gave inconsistent numbers throughout their website regarding the research done for their compatibility test."

Rayme Schultz and Dr. John Rigby

Green Consumers and Purchase Decisions: An Exploratory Study

Finding: "While eco-labels were a good premise because of the standardized process, they were unnecessary in the decision process if a consumer was involved enough to self-educate. Respondents indicated eco-labels would gain attention, and encourage them to do further research."

Amy Andrew and Dr. Isobel Findlay

Building Bridges: Opportunities & Challenges of Aboriginal Recruitment & Retention in Saskatoon

Finding: "To break down systemic and epistemological barriers, organizations should build awareness of both the cultures of Aboriginal peoples and mainstream culture, its assumptions, privileges and daily (invisible) accommodations."

Jennifer Bayne and Dr. Dionne Pohler

Discrimination in Screening Procedures for Job Applicants

Finding: "When applicants are unqualified, Caucasian males are rated most highly, suggesting that both Aboriginals and females face greater challenges than other groups when they are under-qualified for a position."

Elise Calvert and Dr. David Zhang

The Government or Your Peers: Whom Do You Trust?

Finding: "Analysis revealed that the Government of Canada endorsement was the most trusted among all endorsers (environmental action group, celebrity, Facebook) for green products regardless of the level of the participant's environmental consciousness or level of scepticism toward advertising."

Kelsey Gehlert and Dr. William Murphy

University Students' Views of Sales as a Career

Finding: "It is interesting that non-business students seem far more likely to have an interest in pursuing a career in sales. This suggests that recruiters should not limit themselves to business schools when seeking to fill sales positions."

Grant A. Wilson and Dr. Barbara Phillips

Prescription Drug Advertising Compliance and Appeals in the United States and Canada: A Content Analysis

Finding: "Although Health Canada regulation stipulates that the product claim method of advertising is prohibited, 43.8% of sampled Canadian advertisements explicitly named the drug and its benefits and risks, characteristics of product claim messages, thereby explicitly not following the law."

Devon Hennig and Dr. Barbara Phillips

Understanding Online Video Mavens

Finding: "The interviews revealed that viral video mavens act as retailers of viral media, preferring to source videos from approved Web sites. Also, they do not mind forwarding commercial messages."

Duke Li and Dr. Nola Buhr

Graphical Communication in Corporate Annual Reports: Canadian Oil and Gas Corporations in 2004 and 2009

Finding: "Canadian oil and gas corporations generally keep the same practice of graph usage over time and this conclusion is not affected by the corporation performance or corporation size."

Rui Sun and Dr. Nola Buhr

Local Governments and Amortization Expenses

Finding: "2009 is the first time for most municipalities to report tangible capital assets and amortization expenses. There is 33% room of total revenue or \$466 million dollar amount on average for local governments' managers to manipulate the financial numbers on average of total revenue."

Sarah Guina and Dr. Fred Phillips

Effectiveness of Instructional Materials: The Interaction of Illustration Function and Placement

Finding: "The same basic illustration can improve or impair student learning, depending on subtle influences such as where it is positioned and how decorative or conceptual it appears."

Colton Daniels and Dr. Ganesh Vaidyanathan
and Dr. Norman Sheehan

Managing Operation Risks: A Value Logic Approach

Finding: "The way a firm creates value for its customers, or what we call Value Logic, can help predict operational risks, which are hazards that may impede a firm's daily operations and its profitability."

Nicole Mackisey and Dr. Gary Entwistle

Examining Pro Forma Earnings Per Share Disclosures Across Markets

Finding: "By studying Canada, Australia, Germany, the United Kingdom and the United States, I found that when comparing companies across these five countries, pro forma earnings per share numbers are reported differently in their 10K and annual reports."

John Irwin and Dr. Zhenyu Wu

Venture Capital and Job Creation: A Literature Review

Finding: "It is recognized that Venture Capital backed businesses have higher survival rates which is directly attributed to creating jobs. Therefore, governments will better aid in job creation by passing legislation to facilitate the venture capital market."

Stephanie Prefontaine and Dr. Lee Swanson

Assessing Community Engagement

Finding: "The case study indicated that the Community Engagement Sustainability Initiatives assessment tool advanced sustainability at the University of Saskatchewan."

DONORROLL

THANKS TO OUR DONORS AND FRIENDS

The Edwards School of Business acknowledges, with gratitude, our many donors who generously support the school and the programs and services offered. Through gifts of time, knowledge, and resources, you inspire students, faculty and staff to be creative, meet new challenges and continue to be leaders in business education. Be assured that your contributions are being used effectively to enhance the school's ability to provide quality education opportunities, undertake research activities and share the results with local, national and international communities.

The annual donor roll lists supporters who gave \$500 or more between May 1, 2010 to April 30, 2011. 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/alumni/donor-recognition. 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 Business.

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- Those who have passed away are gratefully acknowledged and marked with an *.

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It is with sadness that we share the news of the passing
of one of our Professors:



Geoffrey England

Professor Emeritus Geoffrey England passed away on August 24, 2011. Geoff spent 10 years teaching employment and labour law – fields in which he was recognized nationally and internationally – for both the Edwards School and the College of Law. Geoff retired in December 2010 and was diagnosed with terminal pancreatic cancer shortly thereafter.

While Geoff took pride in his scholarship, he was also a person who had the ability to touch the lives of those he knew. Geoff was honored to hear that the Edwards School of Business established an award in his name to recognize his contribution to the school and its students.

If you wish to make a donation to the Professor Emeritus Geoff England Scholarship in Employment Law, contact Jan Kalinowski at kalinowski@edwards.usask.ca or 306.966.5437.

If you would like to make a gift to the Edwards
School of Business, please contact Jan Kalinowski
at 306.966.5437 or email kalinowski@edwards.usask.ca.

IN MEMORIAM

- (1939) Charles Victor Gladwell (Bud), B.Acc. '39 of North Battleford, SK, passed away January 22, 2011.
- (1945) Walter Frederick Cooke, B.Acc. '45, passed away October 15, 2010.
- (1945) John Robert Dunnet, B.Acc. '45 of Calgary, AB, passed away October 31, 2010.
- (1948) Irving Barclay Coleman, B.Comm. '48 of Palm Beach, Florida, passed away July 2010.
- (1948) Frank McNamee Jacobson, B.Comm. '48 of Calgary, AB, passed away June 21, 2010.
- (1950) Glen Hassard Stinson, B.Comm. '50 of Regina, SK, passed away September 18, 2010.
- (1953) Wellington Hugh Phillips, B.Comm. '53 of Kelowna, BC, passed away August 5, 2010.
- (1957) Rudy Mayer, Certificate in Bus Admin '57 of Regina, SK, passed away November 20, 2010.
- (1958) Egler, Arnold, Acc Cert. '58, BAC '59 of Saskatoon, SK, passed away May 4, 2011.
- (1958) Martin, John, BAC '58 of Kayville, SK, passed away January 1, 2011.
- (1959) James Alfred Slimmon, BAC '59 of Saskatoon, SK, passed away December 5, 2010.
- (1960) Brian Desmond Leddy, B.Comm. '60 of Ottawa, ON, passed away August 31, 2010.
- (1960) William Douglas Mullen, BAC '60 of Regina, SK, passed away September 12, 2010.
- (1962) Bruce Corbet Bowyer, BAC '62 of Regina, SK, passed away April 2011.
- (1963) Earl Clarence Gedir, B.Comm. '63 of Markham, ON, passed away July 2, 2010.
- (1964) Jack William Sirrs, B.Comm. '64 of Calgary, AB, passed away November 15, 2010.
- (1969) Henry Donald Jantzen, Certificate in Admin '69 of Regina, SK, passed away December 1, 2010.
- (1972) Philip John N. Flory, B.Comm. '72 of Regina, SK, passed away December 19, 2010.
- (1973) Sister Marcella Haag, HCA Cert '73 of Humboldt, SK, passed away May 25, 2011.
- (1977) Peter Guzak, HCA Cert '77 of Saskatoon, SK, passed away November 27, 2010.
- (1982) Barbara Lynn Bauer (Mitchell), MBA '82 of Saskatoon, SK, passed away April 19, 2011.
- (1985) Gayle Heather Braun (nee Johnson), BAC '85 of Saskatoon, SK, passed away September 27, 2010.
- (1993) Shelley Pearl Clouse, HCA Cert – Long Term Care '93, HCA Cert '90 of Regina, SK, passed away January 16, 2011.
- (1996) Anita Lynn Cochrane (nee Bassett), B.Comm. '96 of Burnaby, BC, passed away October 5, 2010.
- (1997) Neil Garnis Johnson, B.Comm. '97 of Saskatoon, SK, passed away January 20, 2011.





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Linking Students with Industry

The Edwards School of Business would like to recognize and thank the following employers of our work experience students over the past four years.

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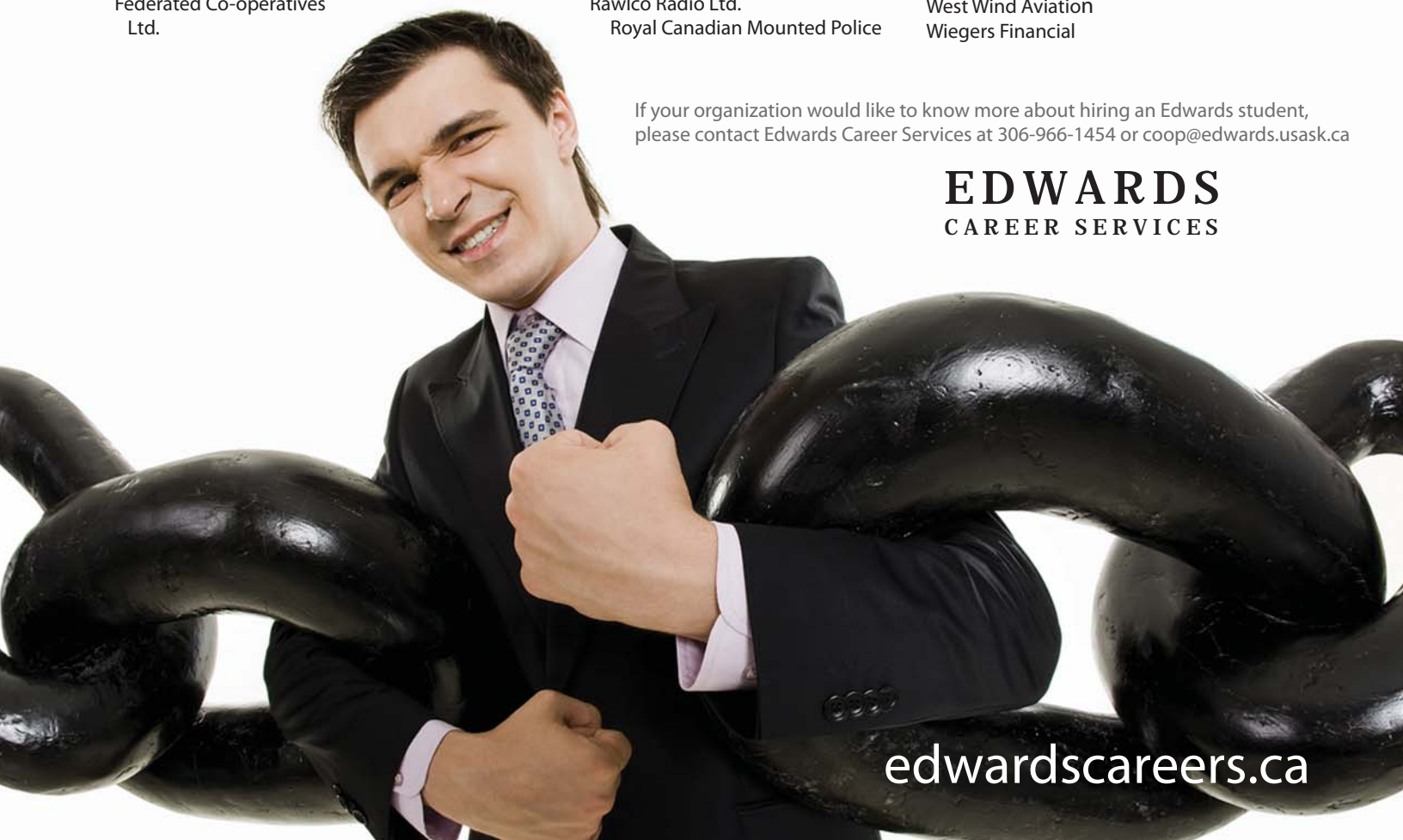
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THE NEW ECONOMY:

CANADIAN BANKS

Will you be ready for it?

In Canada, June retail sales, which exceeded expectations, and a third-quarter earnings report from Bank of Montreal, which



We're Ready.



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