

Thrive

ISSUE 5
2013

THE EDWARDS SCHOOL OF BUSINESS MAGAZINE

PM # 40013048

Through the Generations

Interviews explore three generations of women in business

Fingerprint Analysis

A student develops print technology to monitor and track health issues

We are the Champions

Edward School of Business is 2013 JDC West SCHOOL OF THE YEAR

Family Man

A finance student talks about balancing life with four kids and working towards a Ph.D.

Snow Day

A student with a love for extreme sports wins a luxury vacation heli-skiing



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(thrive) verb

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

2 to grow vigorously; flourish.

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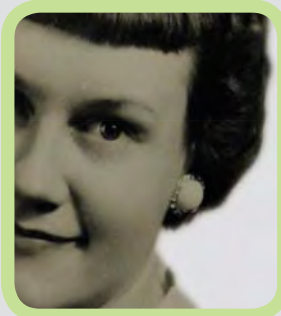
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N. Murray Edwards: Alumnus , friend, namesake

Name N. Murray Edwards

Birthplace Regina, Saskatchewan

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

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

Occupation President/Owner, Edco Financial Holdings Ltd.

Credentials Leading Investor, Managing Director and Executive Chairman

- Canadian Natural Resources Ltd.

- Ensign Energy Services Inc.

Leading Investor

- Imperial Metals Corporation

Chairman and Co-owner

- Calgary Flames Hockey Club of National Hockey League



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

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

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

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

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

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

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

The Edwards School of Business congratulates Mr. Edwards for a fantastic year. He was recently appointed Member of the Order of Canada, one of our country's highest civilian honours. The Governor General of Canada recognized Mr. Edwards for his contributions as an entrepreneur, as co-founder and chair of Canadian Natural Resources, and as a philanthropist. Mr. Edwards was also recently named the fourth most powerful businessperson in Canada by Canadian Business magazine. Congratulations as well to Mr. Edwards for his induction into the Saskatchewan Oil Patch Hall of Fame.

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THE EDWARDS SCHOOL
OF BUSINESS MAGAZINE

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This is Your magazine.

Thrive magazine is proudly created completely in-house for alumni and friends of the Edwards School of Business.

We're always looking for ideas and suggestions on how to make the magazine better. Tell us what you love or what you're not a fan of. What you want to see more or less of in future issues. Tell us what you think would make an amazing feature. Any and all feedback is welcome.

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Got a thirst for more Thrive?

If you would like to be added to our mailing list or would like additional copies, please contact the Thrive Committee.

Thrive@edwards.usask.ca.



The Dean's Advisory Council

The mission for the Edwards School of Business is:

“The Edwards School of Business develops business professionals to build nations.”

The Dean's Advisory Council shared with us how their personal or professional experiences reflect our mission.



Daphne Taras

Dean and Chair of the DAC
Edwards School of Business

As dean, I am guided by this mission every day. The mission was crafted in 2011 both to reflect who we are, and also in order to help us determine what innovations to bring to the business school and what opportunities we should decline. And personally I live by the mission as well, whether it is in my efforts to help the Cambodian Arbitration Council bring justice to that traumatized country, or my participation in Habitat for Humanity's home building last year. As an academic, I always try to create knowledge in my research, and mentor the next generation in my activities.

I have been fortunate since graduating from the Edwards School of Business (then the College of Commerce) to have been involved in numerous businesses in which I have had the opportunity to draw upon the skills learned at U of S. These experiences have allowed me to be part of numerous companies that have been able to create employment for many Canadians (over 25,000 direct employees) and have made substantial investments in our economy. The lessons learned at the Edwards School of Business, in terms of understanding the importance of strong financial principles and discipline and ensuring that one understands all aspects of a company's balance sheet, have been a big part of helping build these successful companies. These lessons learned at the Edwards School of Business have been a cornerstone of such success.



N. Murray Edwards

President/Owner
Edco Financial Holdings Ltd.



Shelley Brown

Partner
Deloitte & Touche LLP

My initial 12 years of service within the Saskatchewan Government provided me with a good understanding of how government's function and the basis for their policy and political decisions. Since then my nearly 25 years with PotashCorp implementing business strategies and pursuing business development opportunities in North America, South America, the Middle East and China have required a high sensitivity to geopolitical concerns both from competitors and possible additions to the building of PotashCorp. Transactions need to be mutually beneficial or they won't occur and how you conduct yourself becomes part of your "credibility portfolio". Without credibility, building relationships is impossible. Understanding, appreciating and finding the win/win solution are recipes for success!



Wayne Brownlee

Executive VP and CFO
PotashCorp



L. David Dubé

President and CEO
Concorde Group Corp.

Successful nations are built on strong economies. Strong economies require business professionals to develop, invest and manage opportunities. Their careers are built on team building, relationships and communicating the vision that creates broad opportunities for individuals, organizations and the larger society that surrounds them. These are the skills that the Edwards School of Business imprints on students during their education. Without opportunity nations flounder and fail. The skills taught at the Edwards School are required to propel nations from simply a vision into a sustainable reality.

Much of my career was spent as a business professional in the financial markets sector. Eventually, I became President and CEO of UBS Securities, and I have been involved in many other enterprises. The key is integrity; you can't manage or build without having a good reputation for promoting growth without sacrificing values.



James Estey
Past-President
UBS Canada



Tim Gitzel
President and CEO
Cameco

It is my experience that to build a nation, it starts with the person and the community. As individuals, we build our communities by volunteering to help those less fortunate, getting involved in activities or donating to worthy causes – and we build at home by supporting our families and striving for positive work-life balance. As a company, Cameco builds by making sure we provide a safe and rewarding workplace, respect and support our colleagues and protect the environment. As an industry, we build by helping provide safe, clean and reliable electricity to improve living conditions for millions of people around the world. One builds upon the other and together we make a difference.

Leadership is the key to building nations whether from the bottom up or the top down. Throughout my career, I emphasized the importance of developing leaders capable of doing the right thing no matter what their position or title. The organizations I worked for and led, devoted considerable resources to leadership training, making sure that our people were equipped to meet both day-to-day and extraordinary challenges. My own experience, over a 35 year career, to many diverse cultures illustrated the importance of quality leadership in business and government. I am gratified knowing that the Edwards School of Business recognizes the importance of developing leaders in support of its mission.



Gerald W. Grandey
Retired President and CEO
Cameco



Russel Marcoux
President and CEO
Yanke Group of Companies

I have been in business since graduating from university and have learned that a significant ingredient for success is education. Education provides a solid foundation, but learning from the experiences of others and personal mistakes is also key. All business ventures include highs and lows. I have come to understand that the true measure of success lies in the manner in which both are handled. For that reason, I am honoured to serve on the board. The position allows an opportunity to share hard-earned knowledge I have gained in the past 40 years with eager young minds that will shape our economic future.

My experience is in banking; however, our business is a reflection of our many customers who represent a large spectrum of business lines. The leadership skills I believe I acquired at the Edwards School of Business gave me the ability to exercise a positive influence over many communities, with nations being a collection of those communities. I have had responsibilities for our bank in numerous nations. While most business decisions are "micro" in nature, having a "macro" view as a background to decision making is important. I am proud that the mission of the Edwards School of Business reflects an understanding of this big picture.



George Marlatte
Senior VP and Special Advisor
Scotiabank



Keith Martell
Chairman and CEO
First Nations Bank of Canada

When I graduated from the College of Commerce, building nations wasn't on my "to do" list. I planned on building a professional life that would serve me, my family and my community. The Edwards School of Business gave me the background, relationship and credibility to start this process. As my sphere of responsibilities and influence grew, I started to see my small role in building Canada, our nation. When I had the opportunity to work with a dedicated group of individuals to start First Nations Bank of Canada, I could see a very direct role in helping to rebuild First Nations. Building nations is usually an evolutionary process, with many good people pulling in the same direction. The Edwards School of Business helped me be one of many nation builders.

As a proud alumni, one of the great Saskatchewan success stories that I have observed over the last 40 years is the stunning accomplishments of the graduates of this college. It is absolutely uncanny how, in a quiet way, many of them have worked their way to the top of countless successful private and public institutions and enterprises. Saskatchewan-educated nation builders to be proud of.



R. Scott McCreath
Senior Investment Advisor
BMO Nesbitt Burns Private



Neil McMillan
President and CEO
Claude Resources Inc.

We are a Saskatchewan-based resource company with dual listings on the Toronto and New York Stock exchanges. Our entire finance and investor relations staff are graduates of the Edwards School of Business. Their training and particularly their attitudes have resulted in them becoming professional business people, second to none in our marketplace. The Edwards School of Business has provided these people with a platform to become globally competitive professionals much to the benefit of our company, our province and our

The education that I received at the Edwards School of Business provided me strong business fundamentals that I have utilized as an owner, as an investor and as a director in many different businesses and locations. These businesses, ranging in size from 15 to 2,000 employees, with single facilities to multinational locations, all provide the one thing that builds nations, and that is employment. A strong nation requires a strong economy, and a strong economy can only be created if people are earning income, purchasing goods and services, and paying taxes. In my experience, jobs created by well-managed growing companies are essential for the success of a city, state, or nation. The Edwards School of Business develops business professionals to work at and ultimately to run these companies.



Larry Moeller
President
Kimball Capital Corp.



Gordon Rawlinson
CEO
Rawlco Capital Ltd.

As someone who built and operates a small business (Rawlco Radio), my business education at the University of Saskatchewan was and still is at the foundation of my company. I especially believe that the accounting and business law courses are as helpful to me today as they were when I started out.



Tracy Robinson

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

One of the most iconic scenes in Canada's psyche is a long railway crossing difficult terrain. When I graduated, I didn't know I would build my career at CP Rail, but now being at the centre of the industry, I have had time to reflect on nation-building. The capacity to manage a large organization as a business professional, and bring a nation together through the transportation of commodities and people – the Edwards School of Business mission is a perfect description of my world.

At Nexen we operated and were actively seeking opportunities in over a dozen countries around the globe. As CFO and CEO I had the opportunity to interact, negotiate, debate, and understand governments, executives and companies from many nations. The foundational training I received at the U of S in both the commerce and engineering faculties served me exceptionally well in equipping me for these roles. Saskatchewan-trained students can compete toe to toe with graduates of any school. I've seen this many times in my career.



Marvin Romanow

Distinguished Alumnus



Karen Stewart

CEO and Founder
Fairway Divorce Solutions

The Edwards School of Business aspires to make a difference beyond our own backyard by nurturing and developing the leaders of tomorrow. While I strive and endeavor to "Change the way divorce happens" internationally, I bear in mind my roots at the U of S that formed three fundamental personality traits that I live and hire by; humble, committed and hard working. To set aside the EGO and embrace a vision that can have an impact on the wellbeing of society, families and economics is what I think our School of Business is all about. I am a very proud graduate.

As an entrepreneur and philanthropist, I believe a crucial component in building nations is developing partnerships. Great partnerships are built on shared visions cemented with mutual respect and trust. I also believe that to develop into a good business professional you must have a foundation built on values and integrity. And it goes without saying that if you want to hire a hard-working, trustworthy person, hire someone from Saskatchewan!



W. Brett Wilson

Chairman
Prairie Merchant Corp.



Greg Yuel

President and CEO
PIC Investment Group

I exist to help people realize their career and business aspirations by facilitating, and mentoring, and supporting their goals. Through PIC Investment Group I provide any form of investment or loan and marry that support with oversight with the philosophy of growing one business at a time through patient development. Similar to the Edwards School of Business mission, I believe there is no upward limit to the potential of a business or a person. We enjoy helping unlock that ever expanding potential.

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5 people jobs

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

kevinpeesker *President* **Dell Canada Inc.**

B.Comm. 1989, MBA, Australian Graduate School of Management, UNSW
"I awake energized each day knowing I am part of a world class team relentlessly focused on delivering technology that is increasingly more accessible to people and organizations around the world. My degree at the Edwards School of Business along with extra-curricular leadership opportunities in AIESEC and other campus organizations provided me a solid business foundation that I have leveraged to realize a gratifying career with global scope and rich experiences across five continents and over 70 countries. Today I lead Dell's Canadian team delivering technology solutions to customers within public institutions, large businesses and SMBs - giving them the power to do more - that's my definition of fun!"



eugenemckay *Executive Director* **Aboriginal Financial Officers Association of Saskatchewan (AFOA SK)**

MBA 2007, B.Comm. 2006
"I have been working with the Aboriginal Financial Officers Association of Saskatchewan since I received my MBA in 2007. I consider myself very fortunate to work with an organization that contributes, promotes and supports capacity development for Aboriginal communities. We provide Aboriginal communities with relevant products and services to support and enhance the role of the financial officers, managers and the governing bodies of Aboriginal organizations. The MBA that I received from the Edwards School of Business has prepared me to serve the stakeholders of our organization in the best way possible."



stevechisholm

*Program Director/Morning Host
Magic 98.3*

EBAC 2013

"For more than 25 years radio has been my passion. It has provided me with unique experiences, from flying with the Snowbirds to being on the sidelines when the Riders won a Grey Cup. It has also opened the door to executive positions with major sporting events, including the World Junior Hockey Championship and the Memorial Cup. Having an EBAC provides me with greater opportunity in both radio and in the wider business community. I think life-long learning is an exciting opportunity that can bring you wealth or at the very least get you backstage at your favourite concert."



jenniferringrose

*Director Corporate Planning
WestJet Airlines*

MPAcc 2003, B.Comm. 2002, CA, CFA

"I've been fortunate to combine my accounting and finance background into a diverse role at a growing company. WestJet operates in a dynamic industry with constantly changing economic pressures. I've been able to participate in some exciting changes at the company including the evaluation and launch of Encore, our new regional airline, as well as the launch of Rewards, our frequent guest and credit card program. My job allows me to go beyond debits and credits to support my partners by providing financial advice on their major business decisions. I'm always looking forward to see what changes will come next."



rachellebrockman

*Principal, www.eurekaexperience.ca
Artist, www.rachellebrockman.ca*

MBA 2000, B.Comm. 1994

"Leading a passionate, productive life is my purpose and guiding others to do the same is my business. As the principal of Eureka Experience, I love working with unique and diverse people. I design and deliver professional development workshops, working with leaders from many industries across North America. As an artist, I love teaching about and sharing my view of our unique and diverse world. And as an alumna of the MBA and Edwards, I love that my educational experiences have inspired my unique and diverse life of developing self and others."



"There's so much you have to learn about university life, about yourself and about living on your own.

This broke it up into smaller steps."

Stepping Stones

PHOTO BY LARRY KWOK

by Jessica Wallace
An Edwards grad explains her pathway between high school and university

JENNA MOELLENBECK PONDERES HER STEPS FROM HIGH SCHOOL TO ST. PETER'S COLLEGE AND CONVOCATION FROM THE EDWARDS SCHOOL OF BUSINESS

At the Edwards School of Business Convocation Ceremony on June 5th, Jenna Moellenbeck became the first B.Comm. graduate to come through the program from St. Peter's College.

In 2009, the Edwards School began a partnership with St. Peter's College, allowing students to apply to and register at Edwards, but take their first year of courses at St. Peter's. For Moellenbeck, doing her first year at St. Peter's meant one more year she could live rent-free at home, and an easier transition to university life.

"I thought it might be kind of nice to stay at home for another year," says Moellenbeck. "And I saved a lot of money, which was good."

St. Peter's College is located in Muenster, Saskatchewan, a 20-minute drive from Moellenbeck's home in Lake Lenore. Moellenbeck says she felt semi-independent, and was able to learn how to study at university without worrying about adjusting to city life. And because her classes were small – 15 to 20 students – she says the professors were able to look after the students more.


Coming to Saskatoon for second year meant everything moved to a larger scale. Moellenbeck remembers taking a psychology class

that held 350 students. "That was crazy because the town that I'm from is about 300 people," she says.

At St. Peter's Moellenbeck had been involved with student government as a Member at Large. She got much more involved at the U of S, volunteering at the Help Centre and representing the Edwards School of Business in the University of Saskatchewan Students' Union (USSU).

Moellenbeck says Dave Muench, manager of Student Services at Edwards and winner of the USSU's 2012/2013 Academic Advising Award, acted as a bridge between the two campuses. "He came to St. Pete's and brought us to the U of S campus," she says. "When I came to campus in second year, I had a connection with Dave and went to his office whenever I had questions."

She recommends the St. Peter's program to those seeking a transitional year. "There's so much you have to learn about university life, about yourself and about living on your own," she says. "This broke it up into smaller steps."

And Moellenbeck is making up for the year she studied off-campus. She was recently elected VP operations and finance on the USSU Executive, a one-year paid position at the university. 

To learn more about the partnership between the Edwards School and St. Peter's College, visit http://stpeterscollege.ca/programs/esb_bcomm or contact Dave at 306.966.7138 or muench@edwards.usask.ca.

Leap of Faith

by Jessica Wallace

When Edwards B.Comm. graduate Conrad Neufeldt came to the University of Saskatchewan in 2006, he didn't feel that any of the student awards or bursaries applied to his situation.

"I was homeschooled from grade three on," he says. "Getting into university was a huge hurdle for most because grades were difficult to validate back then. And then when I looked into applying for a bursary, I found there were many for different categories of students, but homeschooling wasn't touched."

For Neufeldt, who has a strong philanthropic background and believes business should have social impact, the response was simple. He created his own. "I wanted to start a bursary that spoke to someone like me. Back then I didn't have the financial means to do it, but now I have my footing."

The Edwards School of Business advocates diversity in education and is pleased to announce that the inaugural Conrad Neufeldt Entrance Award for Homeschooled Students will be presented at the start of the 2014/15 academic year.

With the guidance of the Development Officer Jan Kalinowski, Neufeldt created an award with terms he felt were important, such as financial need and a history of volunteering. "I want the award to go to the person that

could have the largest impact on others going forward," he explains. "I hope whoever wins this award someday becomes very successful and creates an award that's personal to them."

Neufeldt says the \$500 annual gift isn't a huge commitment, but he believes if everyone gave just a small amount, the world would be a far better place. "Let's say you make \$50,000 a year. A \$500 bursary would only be one per cent of that wealth.

That should be very manageable for most people," he says.

Neufeldt intends to build upon the bursary as he moves forward in his career.

And he's set even higher standards for himself when it comes to philanthropy.

One of his goals is to influence and personally help one million people. "A bursary will help one person. It's the continuation of a long-term goal," he says.


To other alumni, Neufeldt says, "If you've already been thinking about giving back, stop thinking about it and do it. If you haven't been thinking about it, start thinking. It doesn't have to be big. Do what's in your means and just do it." 

PHOTO BY LARRY KWOK



"If you've already been thinking about giving back, stop thinking about it and do it."

To learn more about starting a student award or bursary, or supporting the Edwards School in other ways, contact Jan at 306.966.5347 or kalinowski@edwards.usask.ca.

Connecting with Alumni



Twenty-five years ago last fall, the Class of '87 stepped out into the world as University of Saskatchewan, College of Commerce graduates. Graduate Darren Witzaney initiated the idea of a reunion 25 years later. "I thought it was a good idea for us to reconnect for a weekend at the new-to-us Edwards School of Business."

With tremendous support from Jan Kalinowski, development

officer, the Organizing Committee moved forward to contact other graduates and gauge whether they felt the same. Fairly quickly, a plan was in place to resurrect the Reading Room Pub. Yes, we used to drink beer in the Reading Room!

U of S Homecoming September 21-23, 2012 was the target weekend. There were over 50 Class of 1987 graduates gathered on campus. The kickoff was in the Reading Room on Friday night, with some people attending the Huskies game, and joining in afterwards. Louis' may look a little different, but it felt the same to this 40-something crowd. On Saturday, current students led tours of the school. It was terrific to be able to swap stories, see the updated environment, and relive some experiences. The group gathered at the Faculty Club for cocktails and dinner, with special guest speaker Dean Daphne Taras. Post dinner plans were made spontaneously and ran late into the night. Although Sunday was a travel day for many, a brunch contingency managed to swap final stories.

Thank you to Darren for the spark, and to Michael Greenberg, Candice Selby, and Michelle Sluchinski for their time and talent. It was well worth the effort to celebrate our connection to the U of S. A group donation made up of proceeds from the weekend, as well as individual donations were proudly given to the Edwards School of Business for various student enhancements.



Our MPAcc students come to us from across Canada – but most often the western part of the country. And about a quarter of our B.Comm. grads who majored in accounting begin their careers in Alberta. This year, we decided to celebrate our accounting alumni and the recent changes to Canada's accounting landscape with a traveling reunion.

Three Edwards Accounting MPAcc Reunions were held this past winter: at the Hyatt Regency in Vancouver; the Fairmont



Hotel MacDonald in Edmonton; and the Petroleum Club in Calgary.

Alum were treated to a selection of hors d'oeuvres as well as presentations from Dean Daphne Taras and Shelley Brown, chair of the Canadian Institute of Chartered Accountants and partner with Deloitte. Taras informed alumni of the recent accounting successes at the Edwards School, and Brown spoke on unifying the Canadian accounting profession.

Action-Packed Calendar

Involvement with the Hanlon Centre keeps student busy throughout the year

by Jessica Wallace



SWEET AT THE ARCTIC SOVEREIGNTY MISSION IN PANGNIRTUNG, NUNAVUT

Most business students have pretty busy calendars. But thanks to her involvement with the Hanlon Centre for International Business Studies, marketing major Meahgan Sweet spent her last year at Edwards connecting with the international business community and preparing for the next step on her way to a career in international business.

October 2012

STEP Trade Conference, Saskatoon, SK

Sweet represented the Hanlon Centre at the Trade Conference. "The majority of buyers were from China," says Sweet. "They showcased Saskatchewan's importance in international trade. For the first time since aspiring to study and practice in international business, I knew it was possible to do so in Saskatchewan."

Arctic Sovereignty Mission, Pangnirtung, Nunavut

With 17 other Canadian students, Sweet participated in the Global Vision facilitated mission to Nunavut. "The trip connected the North with the South," she explains. "I learned

just how differently other Canadians live. The homes, food and jobs in the north are completely different from southern Canada."

SWITCH, Saskatoon, SK

Sweet began teaching internationally-themed cooking classes with the organization SWITCH: Saskatoon Community Initiative Toward Community Health. "For My Kids Can Cook program, I chose different countries to profile and we made ethnic food and learned about that region," says Sweet. "I often brought in music and pictures and I crafted passports for each student."

November 2012

Global Vision Leaders Centre, Halifax, NS

To recruit new students to Global Vision, the program's alumni are responsible for bringing in new students from their province. Sweet attended the regional summit in Halifax to encourage other students from Saskatchewan to join the program.

January 2013

Saskatchewan Youth Symposium, Saskatoon, SK

"The Saskatchewan Youth Symposium was my way of giving back to the province, which has been the ideal place to grow up," Sweet says. As programs officer, she was responsible for overseeing all aspects of the event, from fundraising to logistics. "The Hanlon Centre was my primary sponsor and the event was endorsed by the premier and attended by several ministers. It was neat to see all the support for university initiatives."

February 2013

Agriculture Awareness Summit, Regina, SK

Sweet was the only student to attend the summit, which was hosted by government and industry leaders. "It was amazing to see so many passionate people talking about ag," she says. "I think the most important thing I learned was that media are often swayed by the loudest voice. There's a power struggle between producers and activist groups."

April 2013

Honours Thesis, Saskatoon, SK

Sweet received the top mark in the Edwards School of Business's Honours Program for her thesis, *The Internationalization of Saskatchewan SMEs: Firm Strategy in the Ag Industry*. She presented her work to both STEP offices, and Professor David Zhang presented on her behalf at the Administrative Sciences Association of Canada conference.

Trade Research for Saskatchewan Trade and Export Partnership (STEP), Saskatoon, SK

Sweet's trade work with STEP spanned just over a month and resulted in a final report of recommendations. "I researched Indonesia," she says. "I had traveled there on a trade mission so it was extra interesting because I have a personal connection to the country."

Moving On...

Queens Master's of International Business, Ottawa, ON

"A master's degree will give me the edge that I want to start working in consulting. This program will be project based, much like the work done in a consulting firm," Sweet says. And she plans to spend a term studying abroad – likely somewhere in Europe – to continue her international experiences. "It was ultimately the Hanlon Centre that opened my eyes to international business," she says. "And now it's going to be my career." 🇨🇦

The Hanlon Centre for International Business Studies prepares students for an increasingly globalized business world. Thanks to a generous \$2 million donation from alumnus Ted Hanlon in 2008, the centre has been able to offer international education and training to University of Saskatchewan students as well as provide funding for research and student experiences abroad.

If you're interested in adding an international edge to your business education, contact Nick at the Hanlon Centre at 306.966.1324 or kokkastamapoulos@edwards.usask.ca.

Faculty Awards



DEAN'S AWARD FOR TEACHING INNOVATION (2012-13)



U OF S AWARD FOR DISTINCTION IN COMMUNITY-ENGAGED TEACHING AND SCHOLARSHIP (2013)



EDWARDS SCHOOL OF BUSINESS MOST EFFECTIVE PROFESSOR (2012-13)
EDWARDS SCHOOL OF BUSINESS SOMERS AWARD - MOST APPROACHABLE PROFESSOR (2012-13)



Medical Metaphors

by Kris Foster

Reprinted from On Campus News

PHOTO BY LARRY KWOK

PROFESSOR MARJORIE DELBAERE

It's the middle of the night. A woman is laying awake in bed with a look of pain on her face, beads of sweat on her forehead and a campfire blazing on her chest. There are marshmallows toasting over the open fire.

The print ad suggests, with not a great amount of subtlety, that she's suffering from a bad case of heartburn and needs the prescription medicine featured in the advertisement.

This type of pharmaceutical ad, because of how it uses metaphors, piqued Marjorie Delbaere's interest. "I became interested in what was going on in the background meaning in these types of ads, specifically the conceptual metaphors appearing in these ads," explained the associate professor of marketing in the Edwards School of Business. "A couple great examples of conceptual metaphors are that medicine is war or illness is a journey, 'fight off that cold' or 'long road to recovery.'"

"Metaphors are effective because they make abstract things concrete."

Prescription drug advertising to consumers is big business—in the U.S., pharmaceutical companies spent over \$4 billion in advertising to consumers in 2010. "These are controlled substances and consumers can't purchase them (without a prescription) because expert knowledge is required to understand how they work."

That's why, she continued, a lot of countries only allow prescription drugs to be advertised to physicians. So Delbaere began looking at how the use of metaphors in prescription drug ads differed between those targeting consumers and those directed at physicians. She and her research assistants began flipping through page after page of consumer magazines and journals for physicians.

What surprised Delbaere was that she found the same types of metaphors in ads directed to physicians as she did for consumers. "I thought advertisers would present physicians with mostly numbers and facts in the ads, but that's not the case. Metaphors were as present in these ads as they were for consumers."


Delbaere doesn't have an explanation for this yet, but thinks "doctors are just like us; they don't have time to read text heavy ads. These ads also provide a way to explain these concepts to patients."

The most common metaphors were those referencing magic, journeys, theft, sports and personifying the drugs. "Metaphors are effective because they make abstract things concrete. The appeal is powerful around complex topics. Drugs are the athlete, magic or weapon and disease is a villain, tormentor or monster. Fibromyalgia, for example, is not well understood, but referring to the pain that results as a thief makes it easier for the average consumer to understand."

Metaphors are persuasive and make the ads effective, but they can also lead to "people drawing conclusions that aren't accurate. The sports metaphors imply that someone is going to win and someone is going to lose. This can lead to false knowledge; sometimes you can't win and will have to live with the illness."

The other startling discovery was that ads "don't often talk about lifestyle changes. That's the dangerous side of it—lifestyle changes are often required and can make a medication more effective. We do have to take some actions ourselves."

These ads have a role, she continued, to help consumers better understand the topic. "If they can make consumers more aware of what it (the drug) does and doesn't do, then there is a better understanding of its limitations. There is no silver bullet."

Delbaere's research is being published in an upcoming issue of the journal *Social Science & Medicine*. In the upcoming year, her research will move to Germany where there is a "big pharmaceutical industry. We are going to collect information and talk to drug marketers, to get the other side of the story." 

Dean's Remarks

By Daphne Taras



There is something happening in Saskatchewan and I will make an attempt here to crystallize what I'm sensing.

There is a shift in the zeitgeist of the province, our students and the Edwards School. Zeitgeist is a wonderful word, meaning the spirit of the times, the type of energy that drives decisions and activities. Wherever I go in the province, people ask about business: how to start; how to attract; how to grow; and how to thrive. How can we assure our futures?

"Deans always say good things about their schools, but here is my personal view.

I am happy in Saskatchewan and I enjoy the zeitgeist."

The young mayor of La Ronge is keenly interested in building a community whose initiatives will give it a stable, secure and prosperous future.

Chief Darcy Bear, our first Grandey Leadership Honouree, is creating a new future for his First Nation and all of us, and we feel his energy and commitment.

Reading the province's Plan for Growth, there is a theme about the role of business schools in preparing graduates who have this sense of urgency to build -- not in a frenetic way, but a sustainable, prudent, thoughtful way.

We need graduates who become successful and also give back to their communities and help build nations.

What are some of the indicators that I use to sense zeitgeist?

- School of the Year! Strongest student performance of all business schools west of the Ontario border! This achievement deserves two exclamation marks. Read about it. Our students are playing to win, and using their victories to build pride in the Edwards School. Students also launched a National Mining Competition that brings both business and engineering teams from around the world to the Edwards School.




- Our Cameco Business Co-operative Education program met its target of placing 100 students into a paid co-op or internship each year. Employers are keenly interested in this program, and 100 per cent of co-op students are employed after graduation, with almost all of them remaining in Saskatchewan.
- Our students are gaining reputational advantages because of the emergence of the province. A concrete example is the QS Global 200 Business School Report, which in 2011 listed Edwards MBA students as 72nd in the world (out of thousands of business schools) and in 2012 in 42nd place. The Globe and Mail declared us among the top seven Canadian schools that “employers like best.” Edwards is described as having an “emerging global” reputation that extends well beyond our geographic region. Wow. In the middle of land-locked Saskatchewan, we are considered a global player.
- The accounting profession has achieved a heroic task of merging various designations into the CPA, and the Edwards School adapted immediately to the demands of a revised curriculum. We didn’t miss a beat!
- Every single one of our majors now have experiential courses that have students integrating their learning to take on real business projects or manage a large investment portfolio.
- The barriers that have inadvertently prevented many Aboriginal students from joining the Edwards School are being addressed and will continue to be the focus of our attention. We need to create the circumstances that lead to success.



- We trust the quality of our students. And these courses are effective. Let’s take just one of those courses and examine its effects. Professor Lee Swanson, a new Wilson Scholar, has been teaching a B.Comm. course that over five years produced 115 business plans, launched 17 businesses, and inspired more students to embrace entrepreneurial thinking as they move forward in their lives. There are many such courses, and they definitely inspire action.
- The faculty and staff have high aspirations to have their achievements recognized beyond provincial borders. Our research is appearing in pinnacle international journals, and this matters a great deal to the reputation of the School. Staff members prepare concrete evidence of the quality of their support units. We are not fearful of being scrutinized and we are ready for international accreditation.
- Our two-campus model is successful. In the downtown K. W. Nasser Centre the MBA has a strong sense of identity, and the building also is being filled more and more with the highest caliber of Executive Education in support of life-long learning.
- We have more international and out-of-province students than ever before. They are staying in the province, and the international students are remaining in Canada and are incredibly productive immigrants. At the convocation ceremonies, I asked every single student who crossed the stage about their plans, and the students from China, Thailand, Ghana, and all over the world plan to make their lives as our neighbours, our employees, our bosses, and our friends. They sense the opportunities and they appreciate the pluralistic culture, and the freedoms enjoyed by our citizens.

Deans always say good things about their schools, but here is my personal view. I am happy in Saskatchewan and I enjoy the zeitgeist.

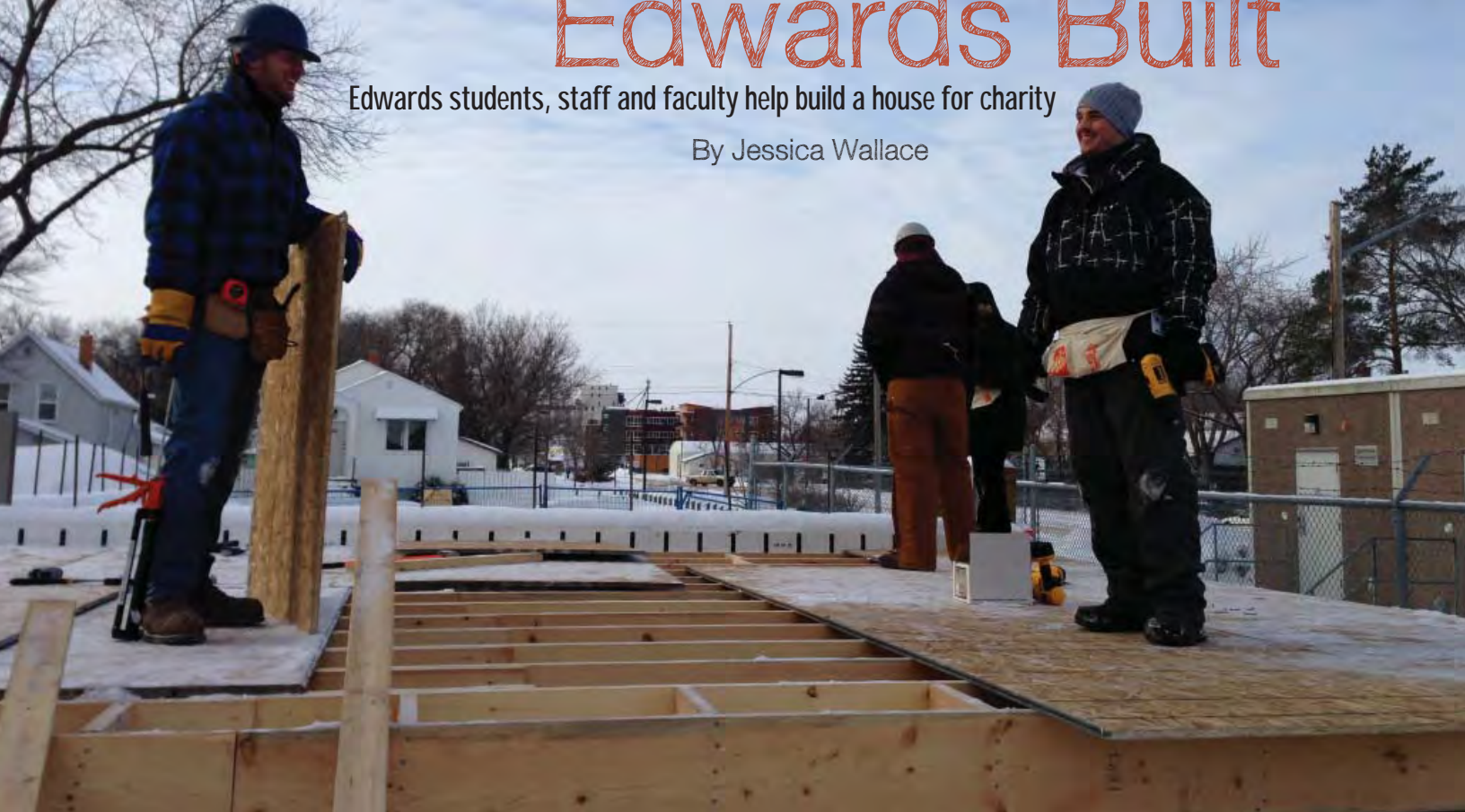
Would I send my own children to the University of Saskatchewan, would I urge them to come to the Edwards School, and would I tell them there are opportunities to be excellent in Saskatchewan?

Absolutely yes to all three questions. 

The House that Edwards Built

Edwards students, staff and faculty help build a house for charity

By Jessica Wallace



What began as a discussion among Dean Daphne Taras, EBSS President Spencer Hey and VP Charity Megan Orr turned into 40 Edwards students and faculty members bundling up to help build the main floor of a triplex last November.

Taras felt it important, as Edwards students participate in the annual 5 Days for the Homeless campaign, to add another level of community support. "It is important that we not only do the fund development, but we also roll up our sleeves and build homes for those in need. This is a two-pronged approach that shows our commitment to this cause," she says. "The day we built it was 15 below zero and we still had remarkable turnout because we believed in what we were doing."

Orr and Charity Director Kathryn Le contacted Habitat for Humanity Saskatoon as part of the Volunteer Opportunities Program. "I came into my position wanting to increase volunteer opportunities and engagement with the community," says Orr. "And Habitat for Humanity is always excited to have other people help."



Since 1992, Habitat for Humanity Saskatoon has partnered with low-income, working families in providing them a hand up to home ownership. "We believe that access to safe and decent housing is a basic human right that should be available to all people," says Volunteer Coordinator Shannon Durand. "Corporate and group volunteers are an integral part of our program as they contribute thousands of hours of volunteer labour throughout the year."



“A small action like spending an hour or two to work on building a house can make a difference in your community.”

Three families will be moving into the triplex on Avenue D South, including a total of six children. Amy Pollock, a member of one of the Partner Families, says, “When groups like Edwards School of Business volunteer to build homes it shows me what a great, supportive and caring community we live in. It is amazing to see all of the people who come out to help all of the Habitat families achieve the dream of home ownership.”

“A small action like spending an hour or two working on building a house can make a difference to your community,” says Orr. “I was really proud of what Kathy and I accomplished.”

And as incoming VP Charity, Le has maintained the Edwards School’s relationship with Habitat for Humanity. This fall, the Edwards team will return to their posts, this time spending five days with Habitat and Le hopes to get even more people out this year.

“It was great to see students and faculty come out and support a great community organization. Our goal is to get the whole school involved in giving back to the community,” she says. “As students, we don’t have a lot of disposable income so to give back to the community, we can give our time.” 🇨🇦

To read more about the fall 2013 build, check the Edwards School website at edwards.usask.ca.



Making a **difference**
in our community

 @camecocommunity


Cameco

Protégés Speak Out

By Jessica Wallace

For four years, the Betty-Ann Heggie Womentorship Program has offered one-on-one mentoring and professional development seminars to women in the Saskatoon business community.

This past year, founder Heggie and Coordinator Maryann Ross aimed to make the program more inclusive. Several tuition-free Protégé spots were reserved for women working in the non-profit sector, thanks in part to Robin Chapman of Chapman Wealth Management, bringing the benefits of mentorship to organizations that would not otherwise have the means.

The Thrive Committee spoke with sponsored Protégés Leanne Zacharias from the Saskatchewan Association of Rehabilitation Centres, Leah Sullivan, from the Lung Association of Saskatchewan and Sheri Willick from Wanuskewin Heritage Park to find out what this opportunity meant to them.

Thrive: What was it like having a mentor for a year?

Leanne: I've learned a lot from the one-on-one meetings with Heather Ryan. Some key areas of growth for me have been building connections with people, HR strategy and consulting, leadership skills and styles, and focusing on my strengths.

Leah: Having dedicated time with Robin Chapman has been so valuable. She has shared her own experiences with me and listened to some of my own challenges and experiences. I know that whatever is shared in our meetings is confidential and that she truly wants to help me in my professional development.

Sheri: I was very lucky to be matched up with Susan Lamb. She was an ideal match and has been extremely helpful and generous with her time and knowledge. Maryann Ross and the Womentorship program couldn't have done a better job.

Thrive: And what did you learn from the personal development sessions?

Leanne: The Presence workshop about creating an authentic personal brand hit home for me. I also attended the Myers-Briggs Type Indicator (MBTI) workshop, so was able to learn more about personality tendencies and working together with others.

Leah: Focusing in on the three elements that women must possess to have an impact – presence, belonging and resilience – has been invaluable learning. There are many professional development opportunities out there, but to

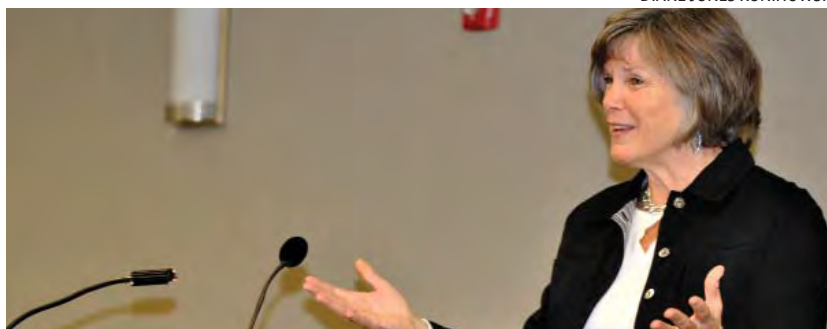


LAUREN MCCARTHY STUDIES WORKS ON AN EXERCISE AT A WOMENTORSHIP LUNCHEON

“The experience helped me build new relationships and connect with women in other sectors.”

be able to participate in the Womentorship sessions that specifically help female leaders grow and develop is truly unique and rewarding.

Sheri: I was extremely impressed with Rachelle Brockman and the Eureka Experience. Her session on Myers Briggs testing is the one that most affected me. When offered



BETTY-ANN HEGGIE

a position with a different company, I decided to take this new opportunity. I feel the different sessions and the Myers Briggs testing helped me to recognize my true self and I believe that this new position will allow me to grow more as an individual.

Thrive: How did this experience help your career and the non-profit organization you work for?

Leanne: The experience helped me build new relationships and connect with women in other sectors. This will only strengthen our sector and ultimately help my organization provide better support to its members.

Leah: My experience with Robin and the personal development sessions have provided me with resources and knowledge: additional contacts in the community and access to a mentor who is open and willing to share and provide guidance on my career and the challenges that I face. Each of these helps me develop professionally and become a stronger, more confident leader.

Sheri: Both the Wanuskewin Heritage Park and I have greatly benefitted from the program and from the fantastic match I had with Susan. Great things are happening at the park and the connections that I made through the program have directly benefitted Wanuskewin.

Thrive: Why do you think it's important to extend an opportunity like this to those working with charities and non-profits?

Leanne: People in community-based organizations will benefit immensely from opportunities like Womentorship because of the networking, collaboration, and innovation among all sectors. These organizations are an important part of what makes our communities strong, and everyone benefits when there is mentorship and strong leadership within them.

Leah: In my experience, our roles extend far beyond our job descriptions and we need to have knowledge in many more areas than a specialized position in a large corporation would. Resources are tight in this sector and this sponsorship opportunity allowed me to participate in the Womentorship program without a financial cost to my organization.

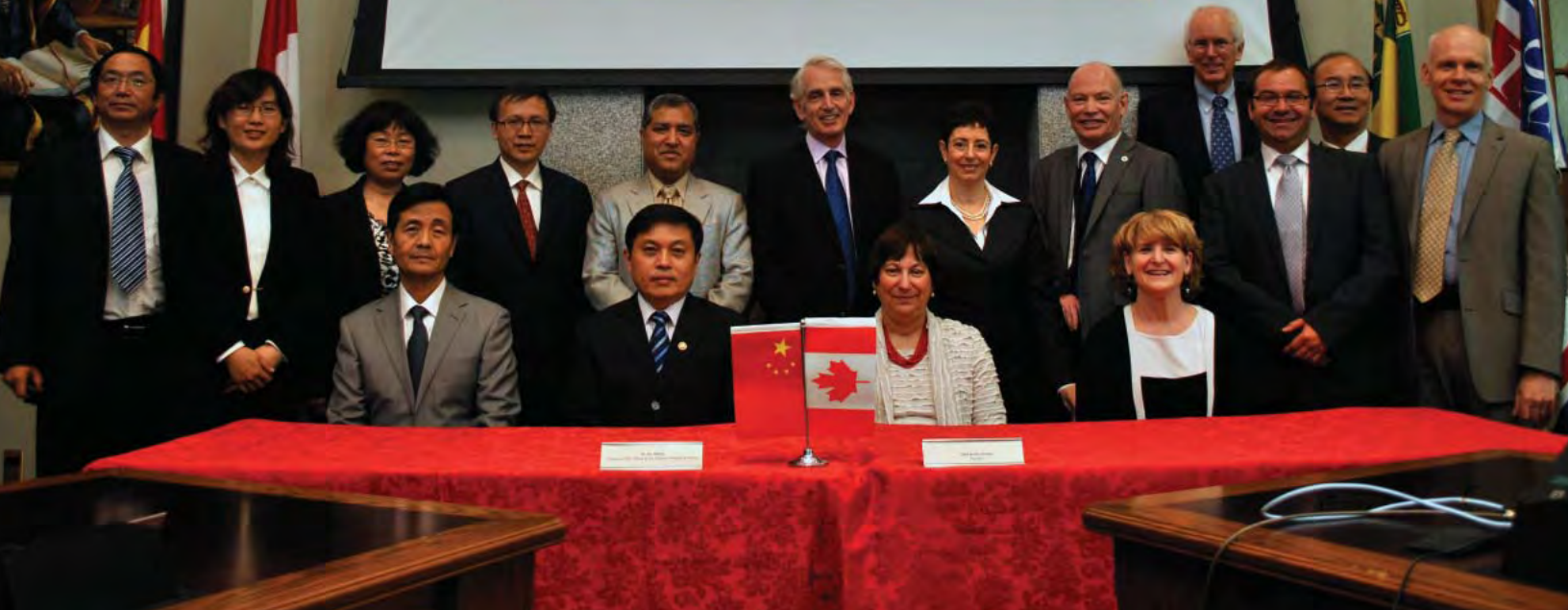
Sheri: Having funds set aside for something like this is difficult for most non-profits. And as community members, I believe it is important to all of us to ensure that we remember our non-profits and charities; not just in fundraising, but in mentoring. We all have something to offer and through programs such as the Womentorship program, we are able to do this. 🙌

To learn more about the Betty-Ann Heggie Womentorship Program, contact Maryann at 306.966.2586 or ross@edwards.usask.ca.

The University of Saskatchewan is delighted
to welcome Delegates from
Beijing Institute of Technology

OUTREACH & ENGAGEMENT

热烈欢迎北京理工大学校长
胡海岩院士
率代表团访问萨大！



Worldly Connections

The Edwards School of Business signs a partnership agreement with Beijing Institute of Technology

By Jessica Wallace

The Edwards School of Business has had a positive relationship with the Beijing Institute of Technology's School of Management and Technology for several years and has now made it official.

The two schools entered into a formal Memorandum of Agreement (MOA) last May to promote greater ties for students and faculty, which aligns with the Edwards School's efforts to bring greater global opportunities for students, faculty and staff.

"As we signed the Memorandum in Saskatoon, our entire MBA program was in Beijing at BIT," says Dean Daphne Taras.

Kaili Xu, manager of admissions and recruitment, Graduate Programs says 2013 was the second time the MBA International Study tour has included a visit to BIT.

"Under the MOA, the institutions work to help each other enrich

business education through international study tours, student and faculty exchanges as well as research collaborations," he says.

The MOA is part of a larger Flagship Agreement that will see the two universities continue to develop their longtime partnership. "This type of agreement fits exactly within the University of Saskatchewan's internationalization objectives for the Integrated Plan," says Nicholas Kokkastamapoulos, director of the Hanlon Centre for International Business Studies. "It can only lead to more exciting opportunities for our Edwards faculty and students."

The Flagship Agreement, a first for the Edwards School, will help bring greater preparation for mutual visits. "BIT is going to host us, we're going to host them, and we will learn more about each other's culture and business practices. That's really what this is about," says Taras.

Watch the Edwards School website for more information on the Flagship Agreement.

Full Circle

An Edwards alum, grateful of the support he received as a student, gives back

By Jessica Wallace



ROBERT AND BRENDA GORDON GIVE BACK TO THE EDWARDS SCHOOL OF BUSINESS

Robert Gordon graduated from the College of Commerce with his B.Comm. in 1970. Soon after, he left Saskatoon and has spent his career working in the United States. Recently, Robert and his wife Brenda gave a \$250,000 gift to the Edwards School of Business.

The Thrive committee spoke to Robert about what made him decide to give back to his alma mater, and why he chose to direct his gift to the MBA program.

"One of my best memories of university was the encouragement I got from the faculty. I graduated with a focus in finance and I was encouraged by the department to take MBA classes in my senior year and to write an honours thesis," said Robert. "That encouragement to go above and beyond what might have been comfortable helped give me the confidence to pursue career goals I might not otherwise have."

Robert was in the doctoral program in statistics and econometrics at the University of Chicago when he got a position with a well-known social science research group called the National Opinion Research Centre. "I was appointed as senior study director while I was working on my thesis. That got me interested in business. I was good at that. I had technical skills and a good business sense."

Robert realized he wanted to be involved in business full time and was offered a position as a management consultant

at McKinsey and Company – one of the most prestigious management-consulting firms in the world. He went on to hold CEO positions at several business information systems companies. Now retired, Robert retains an active business interest through participation on company boards and public service work.

Being willing to take risks and step out of his comfort zone is what Robert said created his career opportunities. "If you're not willing to try different things, you'll never find out what you're good at. I never would have thought of myself as the CEO of a company but it turns out I was really good at things that are important in that job," he said. "I found those things out over a period of time. It's hard to know when you're starting out where it is that life will take you and what you're going to be good at."

Forty-two years after receiving his B.Comm. Robert was invited to return to Saskatoon to speak at an Edwards School of Business MBA Fireside Chat. The change he saw in the pulse of Saskatchewan was obvious and inspired the Gordon's gift to the school. "Saskatchewan was a great place to grow up – terrific people, great educational opportunities, but at the time limited business opportunities. Many of my peers left for Alberta, British Columbia, Ontario or the United States as I did," he said. "It's a very different place today. I saw that in the energy of the people at the Fireside Chat. I saw it when I talked to people around campus and in the business community."

That got me excited about the future and providing support to the MBA program encouraging entrepreneurial activity.”

He and Brenda developed a charitable giving strategy with a focus on education. And while Brenda did not attend the

entrepreneurial zeal. “We hope to create some spark around people from other disciplines rounding out their technical skills with an understanding of business,” he explained. “I think it’s a great opportunity to add those skills and will make a huge difference in their ability to be successful in their careers.”

“There’s an obligation that grows over time in one’s heart to the kindness that was directed your way.”

University of Saskatchewan, Robert said, “she wholeheartedly supports giving back to the university because it’s clearly made a difference in both our lives.”

Their Edwards scholarships are earmarked for students entering the MBA program from disciplines outside of business. There will be five \$10,000 Robert and Brenda Gordon Business Catalyst MBA Awards each year to students with

Robert added that the gift brings the support he received as a student full circle. “I came from a modest background and had to work to support my education,” he said. “I was fortunate to be the recipient of some academic scholarships and Canada Council Grants. There’s an obligation that grows over time in one’s heart to the kindness that was directed your way by many people.”

Interested in setting up a scholarship for Edwards School of Business students?
Contact Jan at 306.966.5437 or kalinowski@edwards.usask.ca.



Unleash Your Potential

Robert and Brenda Gordon Business Catalyst MBA Awards

Five annual awards valued at \$10,000 each will be awarded to full-time Edwards MBA students who demonstrate a keen interest in transforming their good ideas into great businesses. Recipients will have non-business academic backgrounds and the desire to use the MBA to accelerate their progress towards participating in a strong and sustainable provincial and national economy.

In order to be eligible, students must:

- not have obtained a previous business discipline degree.
- provide a two-page statement outlining how they will parlay their prior training (e.g. engineering, medicine, arts, etc.) in tandem with an MBA into a transformative venture or innovative career path that benefits the province and nation. The statement should discuss the student’s motivation for the MBA, leadership ability, and the type of positive outcome that could be expected from the combination of a good idea with sound business training.

Selection will be made on the basis of the overall merits of the MBA admission package as well as the submitted statement, as determined by the Award Committee.



www.edwardsmba.ca

Kathryn Nixon made two decisions that surprised her parents: one, she decided to move from Calgary to Saskatoon for university and two, she decided to stay here after graduation.

"Both my parents are Edwards alumni," Nixon says. "They had those sweatpants with the paw prints. Plus everyone in my family is from Saskatchewan and I always wanted to come here."

She spent her four years at Edwards studying marketing and getting involved in various extracurricular activities. She was the public relations officer for the Edwards Business Students' Society, on the Organizing Committee for the inaugural National Mining Competition, and helped the JDC West marketing team place second at last year's competition in Vancouver. Nixon also participated in the Special Topics Course to Israel and Jordan and studied abroad in the Czech Republic for a semester.

"I like the city because it has everything you want...the people often have small town backgrounds and are really friendly."

In her last year of study, Nixon began looking for work in her field. "Marketing jobs aren't usually posted," she explains. "I started emailing people at agencies, asking them to go for coffee."

Nixon's efforts to build a network paid off and helped her find a job, although not in the way she expected. When Nixon was meeting with a woman who worked in television media sales, she also ended up meeting her new employer. "She brought Aqeel Wahab along because they're friends," Nixon says. "It was totally lucky. I was meeting with someone totally different and Aqeel invited me for a job interview."

Wahab (B.Comm. 2003) is the director of brand strategy at Blaqmap, a small marketing agency in Saskatoon where Nixon now works as the junior co-ordinator. "I get to do some creative things. That's what's good about working at a boutique agency. I get to do a little bit of everything."

By Jessica Wallace

Homeward Bound

A Calgary born Edwards student finds roots in Saskatoon

She explains that Wahab is known for his guerilla marketing and that she's been learning a lot from him. "He really thinks outside the box. If you're selling a car, you could rent a \$2,000 billboard or put the car in a cage downtown for two dollars an hour and get 10 times the reaction," she says. "I'm learning to think about who you're targeting and what they're doing in everyday life and how you can reach them in ways they wouldn't expect."

But Nixon says it wasn't just the job that kept her in Saskatoon. "I like the city because it has everything you want, but you don't have to drive an hour to get there," she says. "And the people often have small town backgrounds and are really friendly. I really love the city and all the people I met here. I'm really happy here." 🍷

PHOTO BY LARRY KWOK

Kathryn's Favourite Things about Saskatoon:

- Foxy's Restaurant
- Bars that play country music
- The river
- The festivals
- The friendly people
- Downtown is small and walkable



The Bigger Picture

By Nicole Walsh

Students Combine Entrepreneurship and Philanthropy with the help of the W. Brett Wilson Centre for Entrepreneurial Excellence

Entrepreneurship and philanthropy are far from competing interests. In fact, both require the same creative energy to be effective. A new initiative launched by the W. Brett Wilson Centre for Entrepreneurial Excellence gives students the chance to practice entrepreneurial thinking while giving back to the community.

Startup Projects pair students from different disciplines with non-profit organizations to complete a six-month project. With coaching from the Wilson Centre, student teams create timelines, budgets, operations and marketing plans, and determine funding for their projects.

One team's goal was to raise awareness and funds for the Saskatchewan Cerebral Palsy Association (SCPA). They decided to organize an event called Bigger Picture.

This unique fundraising event began with a large cube composed of over 800 smaller boxes. Each side of the cube started out blank, but hidden underneath was a large image illustrating the inspiring story of a mother diagnosed with Cerebral Palsy. As a box was purchased, that section of the cube was flipped to reveal a part of the bigger picture.

As an added incentive to participate, the students partnered with WestJet. Each person who purchased a box could enter a draw for a return trip for two to anywhere WestJet flies.



The Bigger Picture event took place at the Centre at Circle & Eighth Mall in Saskatoon from April 19th to 21st, 2013. With major event sponsors including WestJet and Scotiabank, the group raised a total of \$3,200 for the Saskatchewan Cerebral Palsy Association.

"I learned so much throughout the process of creating Bigger Picture," says Veronica Neufeldt, a member of the Startup Projects team and Edwards School of Business student. "From building connections within the community, to setting a timeline, pitching sponsorship opportunities and managing a budget, this was an incredible learning experience." 🍀

Information on Startup Projects and other programs hosted by the Wilson Centre for Entrepreneurial Excellence are available at usask.ca/wilsoncentre.



NATHALIE JOHNSTONE



25 Years of Taxes

By Jessica Wallace

The Edwards School of Business Tax Prep Program celebrates 25 years of helping others with income taxes

Twenty-five years ago, Professor George Baxter arranged for his accounting students to prepare tax returns for the seniors in his church community.

"George's goal was to help individuals who couldn't afford to pay to get their taxes done," says Assistant Professor Nathalie Johnstone. "It grew from there. We do more locations, and the program isn't just for seniors anymore, but the goal is the same."

Johnstone is the resident expert of the Edwards School of Business Tax Prep Program. She spent one year in the program as a student, five as a CA reviewer and nine (so far) as the co-ordinator.

Having participated in several roles gives Johnstone a unique perspective. "I know what the accountants need when they get there and I organize the faculty members to make sure they know what their role is," she says. "I also understand the difficulties and challenges the students have going in. Fear is the biggest thing, so I try to bring a lot of fun into it."

The program is set up to make the students comfortable. They're able to ask professional reviewers questions and the people getting their returns done understand that this is a learning process.

"It was scary going in as a student and doing tax returns for the first time," she remembers. "But after my first return it got easier and more fun. You spend a lot of time talking to the person you're doing the returns for, so there's a social aspect to it."

When she began working as a CA, Johnstone saw volunteering

as a reviewer as a way to give back to the program she learned so much from. "I had the opportunity to instruct and help other students learn the process. Plus I got to go back and see a lot of the seniors."

"It was scary going in as a student and doing tax returns for the first time, but after my first return it got easier and more fun."

Taking on the role of co-ordinator was another way to give back. And not a small way: Johnstone put in 187 volunteer hours this past season. That meant coordinating students, faculty, professional accountants, and locations for 17 sessions. With an average of 45 – 50 returns prepared each session, Johnstone facilitates the completion of around 750 tax returns each year.

And everyone involved is grateful. "The comments I get from the students are that it was probably the best opportunity they've had to learn. It really solidifies what they learn in their tax classes."

The seniors show their thanks by knitting Johnstone tissue box covers and socks or baking cookies. "The seniors love it," she says. "They start calling me in November." 🍪

For more information on the Tax Prep Program, contact Nathalie at 306.966.6478 or johnstone@edwards.usask.ca.



Show Me the Money

Students gain confidence in investing from the George S. Dembroski Student Managed Portfolio Trust

By Jessica Wallace

The investment practicum courses for the George S. Dembroski Student Managed Portfolio Trust (SMPT) have completed their second year. Although the students' investments were rewarded with significant financial returns that exceeded returns on major North American indices, Dr. George Tannous, investment practicum professor, says the major accomplishment has been the learning that took place.

"The students are now confident to invest without anxiety and know that investing money is not a game. They learned that successful investors must be well informed, cautious, and well disciplined," says Tannous. "All these are valuable lessons that cannot be learned from investment games or reading textbooks, newspapers, or journal articles."

Tannous adds that the Board of Trustees of the SMPT has initiated the Investment Excellence Prize to reward students who demonstrate leadership in investment management. These awards are funded by the investments earned in the Trust. We

were delighted to present nine awards to students in this year's practicum courses.

"The students are now confident to invest without anxiety and know that investing money is not a game."

In May 2011, the George S. Dembroski Student Managed Portfolio Trust was established, through an allocation of \$300,000 from a \$1 million donation provided by George S. Dembroski. This



“We are one of the most significant student-managed portfolios in Canada, but **we want to crack the big leagues and be a Top Five.**”

inspired the development of the Investment Practicum courses for undergraduate and graduate students.

With additional donations, including those from N. Murray and Heather Edwards, Scott and Grit McCreath, as well as Dan and Nicole Halyk, the trust has received \$650,000 in donations so far.

“We are one of the most significant student-managed portfolios in Canada, but we want to crack the big leagues and be a Top Five. The new goal is \$1 million in donations by the time our school

turns 100,” says Dean Daphne Taras. “One very exciting way to donate is by gifting stock as the students have to immediately make a sell or hold decision. Now that’s a realistic challenge.”

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

For more information on giving to the George S. Dembroski Student Managed Portfolio Trust, contact Jan at 306.966.5437 or kalinowski@edwards.usask.ca.

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PHOTO BY DAVID ROBINSON

Master Teacher

By David Robinson

Edwards Professor Norman Sheehan Receives Master Teacher Award

Professor of Accounting and Grandey Leadership Scholar Dr. Norman Sheehan received the University of Saskatchewan Master Teacher Award at Spring Convocation on June 5, 2013. The award is given in recognition of outstanding contributions to teaching and learning at the university and beyond.

"Through his commitment to the active engagement of students and his pedagogical innovation, Dr. Sheehan has a track record of changing the lives of his students. His students credit him with their professional successes and speak to their continued and daily use of what Dr. Sheehan teaches them," said Vice-Provost, Teaching and Learning Patti McDougal at convocation.


Sheehan is an associate professor in the Department of Accounting at Edwards. His teaching is revered by colleagues and students both at Edwards and around the world. Professor of Accounting Fred Phillips said, "Peers in Australia, New Zealand, Europe, the United States, and throughout Canada wrote to say that Norman's exercises and cases were exceptional and often their students' favourites. One professor went as far as to say that 'if Norman doesn't win the Master Teacher Award at your school, perhaps he should be nominated at ours!'"

Describing his first time teaching in Norway, Sheehan said, "I didn't feel that I could speak Norwegian well enough to get the concepts across, so lecturing wasn't an option." This meant that he would have to develop a teaching method that would make the concepts he was teaching clearer. "I tried to simulate what actual managers do and give the students situations that would say, 'you're now a manager. Here's the information that you have. What decisions would you make?'"

Sheehan says he sees himself as a facilitator. "My job is to make learning seem natural, to make you want to talk about it because you've had an experience and you want to share it and bring out what you've learned to kind of push it down into that deeper part of your learning where it will be 10 years from now."

"I think it's a peer effect. Because we see other teachers doing well we also want to do well.

I think we're all pushing each other."

A rare occurrence, it is the second consecutive year that the University of Saskatchewan Master Teacher Award has been given to an Edwards faculty member. When asked why instructors at Edwards in particular are so innovative, Sheehan said, "I think it's a peer effect. Because we see other teachers doing well we also want to do well. I think we're all pushing each other." 



MIKE WYNES WITH HIS FAMILY

He chose the M.Sc. in Finance at Edwards because of its focus on research. The day after his orientation, Wynes and his wife were in the hospital, having their third child. “She was our hardest one and my grades reflect that,” he says. “There were a lot of late nights.”

“Everybody has a relationship that they need to fix whether it’s shareholders and managers or spouses and friends.

We’ve all experienced that.”

But for the most part, Wynes’ family is a well-oiled machine, giving him enough time to work on his thesis, *The Value of an Apology*. He looks at corporations that issue an apology during a crisis: “Can three words – I am sorry – have enough power to drive a stock price and to sway people’s views of the firm?”

Wynes anticipated that stock prices would drop initially but that in the long term, companies that apologized would outperform those that followed a different response. This idea concerned

Family Man

By Jessica Wallace

A M.Sc. Finance student talks about balancing his life with four kids and working towards a Ph.D.

“I’m an atypical student,” says M.Sc. Finance student Michael Wynes. He could be referring to how he dropped out of high school and is now on his way to a Ph.D., how he did his undergraduate degree at Brigham Young University-Hawaii (BYUH) in only two and a half years; or how he uses empirical research to study behavioral finance.

But Wynes is telling the Thrive Committee that not many graduate students balance their busy academic life with raising four children. (In fact, we met with him just days after his fourth baby was born.)

Wynes and his wife each attended BYUH, coordinating their schedules to take care of their first two children. Wynes studied accounting and initially planned to become a CA, but was drawn to the academic lifestyle. “I worked as a teacher’s assistant doing research and I really enjoyed that,” he says. “I decided that was the route I wanted to go.”

him. “I might have been telling managers that as long as they apologize, it doesn’t matter if they’re sincere or not,” he says. “In business research, we have to be aware of that. Are we showing managers how to do bad things without people noticing?”

But after looking at his sample of companies, Wynes found this isn’t the case. “The companies get hit and they stay down,” he says. “This is the fun of research. Now I’m trying to figure out what the data are saying; trying to pull the story out of that.”

Wynes says he’s had a lot of interest in his research because it’s something people can relate to. “Everybody has a relationship that they need to fix whether it’s shareholders and managers or spouses and friends. We’ve all experienced that.”

But has looking at apologies helped his own relationships? “I’ve looked at sincerity; all the things you should do when you apologize. My wife says I haven’t learned anything,” he laughs. 🧐

For more information on the M.Sc. in Finance graduate degree program, visit edwards.usask.ca/programs/mscfinance.

Happy Anniversary to the M.Sc. Finance Program!
In honour of the 10th anniversary of the M.Sc. Finance program at the Edwards School of Business,
Thrive presents the Top 10 reasons to celebrate this unique graduate program.

10 **Small class sizes** More dedicated
attention and lasting connections with peers.

9 **Cultural diversity** The countries represented by
M.Sc. Finance students include: Bangladesh, Brazil, Bulgaria, China, India,
Iran, Mauritius, Nepal, Russia and Turkey.

8 **Academic Honesty and Integrity seminars** During
the university's Academic Integrity week, the M.Sc. Finance program brings in experts from the Research
Ethics office and the Teaching and Learning Centre.

7 **International potlucks**
An annual event for faculty, staff and students.

6 **Faculty supervisors who love what they do** Professors
who stay to chat for an extra hour after a three-hour class. One-on-one connections that become friendships.

5 **Alumni successes** M.Sc. Finance grads
have moved on to top Ph.D. programs and industry careers.

4 **Collaborative research energy**
Existing ideas are refined, new ones are born and faculty create new
research partnerships.

3 **Extensive databases and software**
The program provides a wealth of resources for researchers.

2 **FIN 990 course** Each week,
faculty, visiting scholars and students share their
research and knowledge.

1 **A campus family** The students, staff
and faculty make the M.Sc. Finance program as successful as it is.



The Real World

By Jessica Wallace

Students get a real world experience with a course in which they are paid for their consulting services

Project-based courses inspire Edwards students to start a real business, Capstone Consulting. Here is how it started.

Fourth year business students got a taste of real-world consulting through Edwards undergraduate course COMM 448 Management Consulting Projects.

"The course is designed to allow students to work on a real project with a real client where decision-making has real impact on the business," says Assistant Professor Vince Bruni-Bossio. "It allows students to apply their skills in a way they would not be able to in a classroom setting."

"I've consulted for a long time and these are the happiest clients I've ever seen."

In this second year of the course, Bruni-Bossio and Management and Marketing Department Head Dr. Marv Painter enlisted the


help of the Management Students' Association (MSA) for a student and community awareness campaign.

"Once we decided to get more involved, we created an extension of the organization called Capstone Management Consulting," says MSA President and CEO of Capstone Toni-Lynn Beckman. With Capstone's help, 13 local companies brought projects forward for the student consultants.

While there are other consulting courses in the Edwards School, COMM 448 is the only one where companies pay for the service. "It adds value to the client and the student," Bruni-Bossio explains. "It ups the stakes."

And that's not the only added pressure on the student consultants. The top five teams compete in a Dragons' Den-style presentation for MSA scholarships valued at \$1,500 each. The competition is based equally on process and the final report, with Edwards faculty serving as judges.

At the end of term, Capstone hosted a gala for students, their clients and Edwards faculty to announce the winners: Qamar Ahmed and Julian Nahachewsky for their project with the Industry Liaison Office at the University of Saskatchewan.

Bruni-Bossio says it was a great experience for all clients and student consultants. "I've consulted for a long time and these are the happiest clients I've ever seen," he says. "I think there are two levels of value for them. They do get a high level project, but I think they also really like taking part in the learning process. They get really excited." 

CONSULTANT TEAM: Diana Bourque, Marketing; Kate-Lynn Merkowsky, Marketing
CLIENT: Saskatoon Summer Players
PROJECT: Marketing and Funding Plan

Did having a paying client add more pressure? "It wasn't the money. It was people's expectations. We wanted to make them proud." – Kate-Lynn

What was the highlight for you? "At the gala our client came with the sponsorship package we helped her with. She was really happy with it and we actually got to hold it and see the final result. That was really satisfying." – Diana

How were Diana and Kate-Lynn as consultants? "It was great to work with Diana and Kate-Lynn, and results were satisfying. I haven't seen much difference from professional consultants in terms of work methods and professionalism. The overall process was very positive." - Véronique Eberhart, Manager, Saskatoon Summer Players



CONSULTANT TEAM: Regan McGrath, Management; Kent Janostin, Finance
CLIENT: Western Heritage
PROJECT: Business Plan – strategy and integration

Did it help to have two different backgrounds? "Having opposite skillsets allowed us to take the project and analyze it from different perspectives. It allowed us to provide a pretty strong final product." - Regan

What were some of the key moments of your project? One of the moments for me was going in and meeting the client for the first time. That's when it became real for us, realizing this is a real project, we have a job to do." - Kent

What impact did Regan and Kent's work have on your company? "Our board was quite impressed with both students, and their report, and we have already acted on some of their suggestions. The efforts of Kent and Regan and the Edwards' program allowed us to complete several critical business operations in a single quarter." - Jim Finnigan, President, Western Heritage

CONSULTANT TEAM: Qamar Ahmed, Finance; Julian Nahachewsky, Management
CLIENT: Industry Liaison Office, University of Saskatchewan
PROJECT: Business Plan - radio frequency antennas

What was your partnership like? "I usually dread group projects, but Qamar was great. I don't like someone who's not going to challenge me. But from the beginning, we were really honest with each other. If we thought an idea was dumb, we'd say so and back it up why." - Julian

Why do you think your project was so successful? "We were able to look at what the organization is capable of and what the market wants and match those needs. In the presentation, when they asked why we did what we did, we went back to what we'd proven in our analysis. We used all the research we did as a protective shield." - Qamar

How did Qamar and Julian meet the challenges of this project? "I'm dealing with some very sophisticated technologies. Qamar and Julian had to get a fairly good grasp of the technology and it's value proposition and they did a very, very good job. They were able to convey the business opportunity into something we could go forward with. I've used their plan and it's certainly serving an important purpose." - Glenn Laba, Technology and Transfer Manager, Industry Liaison Office





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Co-op student impresses employer with work ethic and skills

By Jessica Wallace

PHOTO BY LARRY KWOK



“The first month learning curve was exhausting.

It felt like I had just ran a marathon
and I was sitting in a chair all day.”



Management major Zach McKeown went through 17 applications and six interviews with four companies before securing his co-op placement with Archer Daniels Midland Agri-Industries Ltd. (ADM). As a full-time student he also managed to stay on top of the weekly sessions and assignments from Edwards Career Services during fall semester.

It took a lot of work, but McKeown found a great employer. "That position jumped out at me right away. I liked the idea of trading commodities," he says.


The pace at ADM is fast and McKeown worked hard to learn everything he could when he began his placement. "The first month learning curve was exhausting. It felt like I had just ran a marathon and I was sitting in a chair all day," he says. On some days, the office was so loud he couldn't hear the person he was talking to on the phone. "The markets were up and we would get hundreds of calls in a few hours."

As a merchandiser, McKeown had several core responsibilities, including contract management and producer relations. But as his supervisor, Commercial Manager JP Montalvo explains, not all of the responsibilities are defined coming in. "I structure 20 to 30 per cent of the position around each student's unique set of gifts and talents."

Montalvo has had the opportunity to perfect the co-op experience, as ADM has hired co-op students for the last four years. "There's a confidence now that there will be a caliber of students that will step in and perform the duties we have lined up for that position," he says. "We want to put people in a position to win and to add value to the company so we get them involved in things that are a strength for them and things they enjoy."

Four months into his placement, McKeown talked to Montalvo about getting involved in currency and futures transactions. "As soon as I started doing that, I started to see the size and scope of the company and it was incredible. Then it got really exciting."

The co-op program doesn't guarantee that students will be offered full-time jobs after graduation. Montalvo tells students to think of the placement as an eight-month job interview. "Seeing someone perform over a period of time gives you insight as to how they'll fit with your organization," he says. McKeown's work ethic and natural skills proved him to be a good match for ADM. He worked for their Toepfer office during the school year and was also provided a summer internship in Windsor.

ADM will return as a co-op employer for the foreseeable future. "The program has been a great fit for us," Montalvo says. "It's our shared value of great students combined with the structure here that enables them to participate in real business." 

Interested in hiring a student or applying to the Cameco Business Co-operative Education Program? Contact Brent, Jamie or Kim at Edwards Career Services at 306.966.1454 or coop@edwards.usask.ca.



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Mohammed Husain has accomplished more than the average second year business student. The accounting major is simultaneously pursuing a degree in health sciences through a double-degree program and also runs his own business: Konexa Consulting. And not only has he developed an electronic medical record software, but he used the profits from the program to create a revolutionary non-profit software to help people living with HIV/AIDS in Bihar, India.

"When I was taking courses in health care economics and development economics, I learned that people in impoverished places like Bihar are the poorest of the poor. They really have to live with a double stigma: The stigma of poverty and the stigma of HIV," Husain explains. "People are hesitant to get the proper health care that they need. Confidentiality is a very big issue, especially in a place like rural India where education is lacking."


Bihar's software, SYTARA, uses fingerprint technology to track and monitor the health status of people living with HIV/AIDS. "NGOs [Non-Governmental Organizations] and

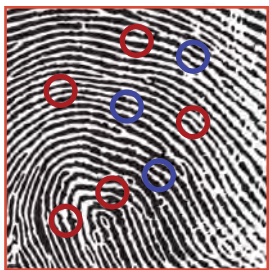
volunteer workers go into rural areas. SYTARA creates a unique patient ID that's linked to each patient's fingerprint. Physicians in urban centres can monitor and track how patients are doing and adjust medications as needed," Husain explains. "It creates a veil of confidentiality."

Husain spent much time researching NGOs before partnering with Bihar Mahila Seva, an organization that works with women in impoverished rural areas. So far, his software has been used in 14 villages across the state of Bihar. "I'd really like to put together a proposal and see it implemented across the state. And once that state is covered, move down into other impoverished areas," says Husain. "The software was developed in Hindi, but it can be used anywhere by changing the native language. If we could harvest that technology in English, I think there could be some applications here, closer to home."

Husain plans to visit Bihar in December 2013 to see how his software is affecting people.

He already has plans for future software development. "I'd like to develop a program to teach financial literacy to children or to people living in impoverished areas or even here in Canada," he says. "It's surprising the level of financial literacy we have here."

Despite his achievements, Husain is modest about his work. "There's really no such thing as a big or small part in the world," he says. "I think everyone has a unique talent and capability and if we use that we can make the world a better place." 



"I think everyone has a unique talent and capability and if we use that

we can make the world a better place."

Watch the Edwards School website for a follow-up story on Mohammed's visit to Bihar.

Fingerprint Analysis

A second year business student develops fingerprint technology to track and monitor health status

By Jessica Wallace

PHOTO BY LARRY KWOK



PHOTOS BY LARRY KWOK

By Jessica Wallace

Spring Forward!

The Grandey Leadership Initiative opens the season with a luncheon celebrating great leaders


The first day of spring has become a celebration of leadership thanks to the Edwards School of Business and its Grandey Leadership Initiative.

The inaugural *Spring Forward!* luncheon was held on March 21st, 2013 at TCU Place in Saskatoon and featured a panel of distinguished leaders. Jerry Grandey, retired president and CEO of Cameco Corporation, Chief Darcy Bear of Whitecap Dakota First Nation and Head Coach of the Saskatchewan Roughriders Corey Chamblin each spoke about Leading through Adversity.

The Spring Forward! event is the most recent project stemming from the \$1 million gift Jerry Grandey announced in 2012. The gift—a combined donation from Jerry and Tina Grandey and a legacy gift from Cameco — enhances leadership development

opportunities for students and to make leadership part of the fabric of the school.

As part of the Grandey Leadership Initiative, the Edwards School has designated a special role – the Grandey Leadership Honouree—to highlight the significant accomplishments of a leader in the business community and to offer students the chance to learn from this remarkable individual through various activities throughout the year, such as speaking engagements, guest lectures, and events.

At this year's *Spring Forward!* luncheon, the Edwards School proudly announced that the inaugural Grandey Leadership Honouree is Chief Darcy Bear for his focus on partnerships, community, and collaboration. 

Ralph Waldo Emerson wrote, "Do not follow where the path may lead. Go instead where there is no path and leave a trail." For over 20 years, Chief Darcy Bear has planned, cut and scraped a road for the Whitecap Dakota First Nation, fostering opportunity and building prosperity. He has worked to bring greater fiscal accountability, transparency and good governance to his community. Still, the chief recognizes that no man is an island. It takes the support of a community, of a dedicated council and of a strong team of professional staff, connected by the common goals of overcoming challenges and creating new opportunities for the future.

Included below are a few of Chief Darcy Bear's thoughts on leadership and its significance.

What qualities do you think makes for a good leader?

When I think of leadership, the first qualities that come to mind are: honesty, integrity, a strong work ethic, and, perhaps most importantly, the ability to find solutions in spite of challenges. Any person can identify a problem, but a true leader has the ability to find solutions to a problem. The principal challenge is to communicate that change is possible. Different leaders perceive the future differently, but all of them believe that the past need not determine the future.

I believe one way of visualizing leadership might be called the Wayne Gretzky model. When the great one has the puck, he does not look at it, but at where it is going. The same anticipatory perspective is one of the greatest qualities a leader can have.

Who was your leadership role model or mentor?

The person in my life who was most instrumental in teaching me leadership values is my grandfather, Nicholas Bear. He always stressed the importance of honesty, humility, hospitality and integrity. He taught me to help others because one day I may also be in need. He shared the Dakota history, tradition and culture with me, and said to never forget who we are and where we come from as Dakota people.

Growing up, we had next-to-no modern infrastructure. Each day we did chores, hauled water, cut wood to heat our homes, and tended to our cattle and horses. We had purpose.

Through my grandfather's life lessons and his strong work ethic, he instilled in me an entrepreneurial spirit and the strong desire to make my community a better place.

What is your advice for aspiring leaders?

Aspiring leaders must focus on developing well-crafted negotiation skills, have a determination to do more for the people they represent, build lasting relationships through partnership and consensus decision-making, develop harmony and respect among people, and look towards finding practical solutions when faced with adversity. Further, it is important that aspiring leaders embrace past traditions and a vision for the future. Through vision, determination and the art of listening, a solution will arise.

2013 Grandey Leadership Honouree – Chief Darcy Bear

Chief of the Whitecap Dakota First Nation

Business Administration Certificate (2009)
from the Edwards School of Business

Leadership focus:

progress through financial accountability and partnerships

Previous Awards

2005 Commemorative Medal for the Centennial of Saskatchewan
2006 Named one of the Ten Most Influential People in Saskatchewan
by Saskatchewan Business Magazine
2006 CANDO Economic Developer of the Year
2011 Saskatchewan Order of Merit
2012 Diamond Jubilee Medal reflecting his commitment to service

Community Achievements

Whitecap Dakota Elementary School (1996)
Modern Infrastructure (1996)
Dakota Dunes Golf Links Championship Golf Course (2005)
Dakota Dunes Casino (2007)
Unemployment Reduction - 70% - 4.1%
Chief Whitecap Trail - Tourism Corridor (Hwy 219)
Primary Health Care Centre (2012)
Dakota Dunes Hotel & Spa (construction to begin 2014)

PHOTO BY CHRIS
HENDRICKSON





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We are the Champions

By Jessica Wallace

PHOTOS BY JUSTIN LEE

The Edwards School of Business awarded **School of the Year** at JDC West 2013!

For the first time in history, the Edwards School of Business has been named School of the Year at JDC West!

JDC is Western Canada's largest business school competition and was hosted this year at the Sauder School of Business in Vancouver, BC from January 18th to 20th. The School of the Year award is based on a composite of the performance of the academic, athletic, debate and social teams, along with performance tied to charity fundraising and participation.

Co-captains Cole Thorpe and Kelsie Heggie say their vision for the year wasn't to take home any specific awards. Rather, when they applied to be co-captains back in January of 2012, they based their goals on three key elements:

Educate. Motivate. Innovate.

"We were able to establish a Team Sasky family.

The amount of camaraderie among the teams was just amazing."



Educate.

The academic competition is the backbone of JDC West. Teams compete in 10 academic fields including accounting, business strategy, finance and marketing. For each area, faculty members from the Edwards School stepped up.

"We wanted to make sure we involved the coaches in passing on their knowledge to the participants," says Thorpe. "We got the teams practicing on a weekly basis. Especially for our MIS team. They were very fresh, and new to Management Information Systems."

"Being able to rely on faculty to help the teams with their educational growth and share their knowledge was a stress that could be taken off our shoulders," Heggie says. She adds that the coaches also gave their time to the mock case competitions and charity events.

"Anything we could do to make the weekend easier on them – that's what our role was.

If that involved not sleeping, that was fine by me."



THE WINNING MOMENT



JDC WEST CO-CAPTAINS COLE THORPE AND KELSIE HEGGIE

Motivate.

Thorpe explains that *motivate* referred to developing each student's passion for the competition. They did this through weekly team meetings and several events to create bonding.

"Cole and I both take great pride in our participation because we wanted our team to be the best ambassadors possible for the school," says Heggie. "We were able to establish a Team Sasky family. The amount of camaraderie among the teams was just amazing. It was an incredible experience."

The participation of the Edwards School team led to a second place finish in the Participation category. "Our theme was based around safety. We named ourselves the Sasky Safety Squad. We had hard hats. We had stickers and took white garbage bags to the competition and were helping clean up," says Thorpe. "The Organizing Committee said it was a great idea and set us apart."

It was critical to keep the team motivated during the three-day event. "During the weekend, mental and physical fatigue is a big aspect," Heggie says. She and Thorpe scheduled team meetings to reinvigorate the competitors and re-instill a desire to succeed.

"Throughout the weekend, especially in the morning, I would end my speech with an inspirational quote," Thorpe says. "I think for a lot of people on a personal level, it helped."

The co-captains say they didn't mind sacrificing sleep for the greater good. Each had about four hours of sleep total over the three-day event. "We weren't competing so we wanted to make sure our team was in the best physical and mental state possible to do well," says Heggie. "Anything we could do to make the weekend easier on them – that's what our role was. If that involved not sleeping, that was fine by me."

Innovate.

Thorpe and Heggie were innovative in several areas of the JDC West competition: communication, mock case competitions, alumni support and sponsorship.

"One thing that worked really well was having individual meetings with coaches before the selection process," says Thorpe. "We talked to them about what worked well last year, what they wanted to see this year, and what to expect of us. That established trust and opened a line of communication."

Communication was also improved among team members through weekly team meetings. "Being able to see the team every week was a really big thing," Thorpe says.

In November 2012, the co-captains organized a mock case

competition, giving students their first glimpse of what JDC West entails. "You simulate the competition as closely as possible," says Thorpe. "We held it at the Edwards School's downtown campus, the K. W. Nasser Centre, to get the students in a less familiar environment and we woke people up earlier this year."

He and Heggie also decided to increase the mock competitions, holding a second event in January. "I think one of the great things we accomplished was having both case competitions at the Nasser Centre, getting the team away from the main university campus. It really worked out well."

Heggie explains how they formed a network of JDC West alumni to offer their knowledge and experience. "We sent an email telling alumni how we really wanted them to come and help with our academic teams," she says. Eight to 10 alumni attended practices when they were able. "That was such an additional benefit. And it's an alumni network that will only continue to increase in size, which is awesome."

The JDC West Red Carpet



Minister of Advanced Education Don Morgan invited the Edwards JDC West team to Regina to recognize their School of the Year achievement. Dean Taras accompanied the team to the Legislative Building. "It was so meaningful for the Edwards School to be recognized by the Legislature," she says. "Our JDC West team has done the school proud."

The co-captains had high goals when it came to finding sponsorship. With help from Dean Daphne Taras, they were able to bring BHP Billiton on as a title sponsor. "BHP was new to the community and wanted to support students at a greater level," Thorpe says. "It was a good fit and Dean Taras was very supportive in the process."

BHP Billiton approved a three-year sponsorship of JDC West, including a performance bonus. The agreement is potentially worth \$54,000.

"Education is important. It helps secure our future and the success of generations to come, not only in Saskatchewan, but around the world," says Chris Ryder, VP External Affairs, BHP Billiton Canada Inc. "BHP Billiton has a strong commitment to education and development and we are proud to be part of the team supporting the Edwards School of Business and their first ever School of the Year award."

"For us, it meant knowing that not only was this team going to be financially stable, but that next year's team already has \$15,000 coming their way," says Thorpe.

He adds they were also able to get title sponsors for the major JDC West fundraiser Chillin' for Charity and for the Academics portion of the event. As well, nine of the 10 academic case teams received financial support from local businesses.

The co-captains were clearly successful in their three-tiered approach to JDC West.

"The focus is on the team, not the end result. Your goal as a captain is to make sure your team is able to grow and do the best they possibly can," says Heggie. "Your focus isn't on how they're going to place overall. Winning School of the Year is more like a reward for all their hard work."

"That's something that's never been accomplished by the Edwards School of Business, so having it happen for the first time ever means so much to not only me and Kelsey, but to the alumni, the coaches," Thorpe says. "This is definitely going to be a year to remember."

School of the Year by the Numbers

50 Students
17 Coaches
10 Alumni
15 Sponsors
2 Third Place finishes
5 Second Place finishes
Management Information Systems
Finance
Not-for-Profit
Sport
Marketing
Social
Participation
1 Broken Arm
4 Hours sleep over 3 days
And a puppy named **Marcus**

What's Next For School of the Year?

JDC West's new Captain has a tough act to follow. But fourth year management major Mike Tastad is up for the challenge. "There's always going to be pressure when you take a leadership role. You have to be prepared for that like a Zen Buddhist. You have to just go with it."

He felt, after two years on the debate team plus one as team captain, that applying for JDC West captain was the next logical step. "I wanted to do more than be on a case team this year," he says. "That wouldn't match the passion I have for the competition." And Tastad thinks of this leadership role as his way of giving back to the team. "It was past captains that made me try out. I owe it to these new first year students to keep that going."

His approach as Captain is to "sharpen the saw" rather than reinvent the wheel. "We do a lot of things really well but there are a few things that need to be refined," he says, naming communication and succession planning as areas to sharpen.

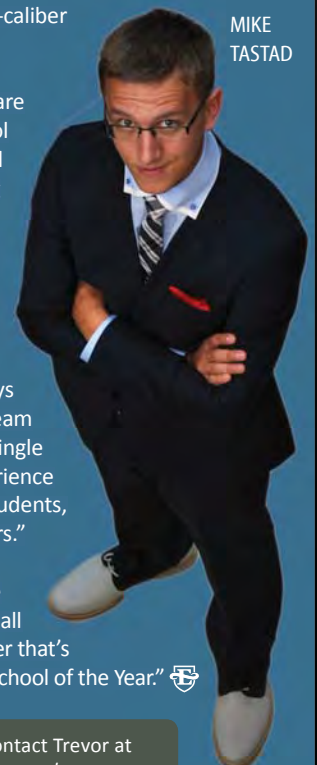
And like the Captains before him, Tastad will have guidance from JDC West Faculty Advisor Trevor Maber. Since 2011, Maber has offered year-round, behind-the-scenes support as well as taught the for-credit JDC West course, Comm 486.3.

Maber says it's important to celebrate the 2012/2013 win, but the JDC West team should also look ahead. "It's important to pay attention to a long-term strategy to ensure the sustainability of the foundation we've built up to now," he says. "This includes building on the generous sponsorship of several corporate partners, ensuring the on-going involvement of the business community and building awareness and interest toward an even larger pool of high-caliber student candidates in the years ahead."

Though both Maber and Tastad are immensely proud of Edwards' School of the Year title, both speak with equal pride of the relationships formed during the competition.

"There is an extraordinary level of collaboration and commitment by the student team members, team leadership, faculty coaches and other business community leaders," says Maber. "Regardless of how well each team places at the competition itself, every single student takes away invaluable experience and a remarkable network of other students, business leaders and potential employers."

"You form tight relationships with people on your team," Tastad says. "If you count all those friendships and bring them together that's probably more rewarding than winning School of the Year."



MIKE
TASTAD

For more information on JDC West, contact Trevor at 306.966.7588 or maber@edwards.usask.ca.

Big Experience in Little China

Students experience overseas business firsthand on the MBA International study tour in China

By David Robinson

The Edwards MBA program has finished its 2013 International Study Tour, a requirement for completion of the program that is included in tuition costs. This year the students visited China, dividing their time primarily between Beijing and Shanghai and the surrounding areas.

The tour struck a balance between academic, professional, and cultural aspects. Students attended lectures at Beijing Institute of Technology (BIT) and visited Chinese and Canadian businesses, such as Manulife-Sinochem Life Insurance Co. and Bombardier China. They also toured the Great Wall of China, Tiananmen Square and the Forbidden City.

Although China's ascent to its status as the world's second largest economy has been well reported, for Evans, this has done little to detract from the impact of a first-hand experience in the country. "You hear a lot about China in the news and how the future of business and economic strength is coming from China," says Evans. "But until I actually got there it wasn't really something that resonated with me."

Evans, a commercial account manager for RBC who has also worked in personal banking, says that what stood out most for him was how relatively new certain aspects of personal banking are in China. After speaking with the president of Manulife-

"Now that people are getting better healthcare and living longer, things are starting to blossom. It really stuck with me how a thing like that can change the people's mentality."

The tours come near the end of the program, allowing students to apply what they have learned. "I think they did a really nice job selecting the different businesses to visit as a fairly holistic cross-section of what the MBA provides in education," says MBA student Lee Evans. "We got to see people in advertising, in finance, in political science; we got to speak with MBA students, and actually see people in factories."

Sinochem, he discovered an interesting development in China's personal banking sector. He explains that while financial planning for people in Canada is divided into life stages with a long-term focus on saving for retirement, in China this type of thinking is still quite new. "We think, 'okay, you've got to save because when you're not working you're going to need money.' In China, they worked until they died, and they died at 40 or 50,"



For more information on the MBA program,
contact Kaili at 306.966.2697 or xu@edwards.usask.ca.

“It’s a trip that has
affected me in so many ways.

On a personal
level, career wise,
academically.”

he says. However, with so much advancement and growth, life expectancy in much of China has kept pace with its economic rise and, as a result, people are planning their finances differently. Evans says, “now that people are getting better healthcare and living longer, things are starting to blossom. It really stuck with me how a thing like that can change the people’s mentality throughout the entire country.”

MBA student Lina Foster says that what struck her was the lack of brand loyalty in China. From speaking with marketing companies in China she learned that because many Chinese brands do not have twenty-plus years of brand history, it is much more difficult to garner the loyalty that brands like Coca-Cola have. While a brand loyal person in North America is more likely to try a new product from a brand that they trust, in China the situation is much more dynamic. “Companies may have certain consumers for the moment, but then all of the sudden they may completely jump over to the competitor and then over to someone else. Where we have shifting of say 20 to 30 percent but still have a core, they don’t have that core. Everyone moves.”

The tour not only provides an opportunity for MBA students to learn about business in China, it also allows students to determine whether business in China is something they would consider as part of their careers. “Would I be able to go over to a place like China for five years and live and work there and immerse myself in the culture? Or, would I be able to go over, do intense business and come back? That’s a huge time change, a big stress, to stay sharp and focused,” says Foster. “So, if someone’s looking at doing either consulting or international business, or working for a multi-national company, doing a trip like this gives you an opportunity to step into a culture that’s completely different.”

Evans says the tour has played a crucial role in his MBA education. He expects business to become increasingly globalized and believes it is important to understand how different countries interact with each other. He says that for anyone taking an MBA, international business is “really good stuff to know now, instead of trying to learn it as you go while you’re working. Especially with how big China is going to be on the grand scale, and how much it’s going to play into our careers.”

Summing up the impact the study tour has had on him, Evans says, “It’s a trip that has affected me in so many ways. On a personal level, career wise, academically. Since I’ve been back I’ve just been gushing to everybody I know about all the different experiences that I had.” 🇨🇦

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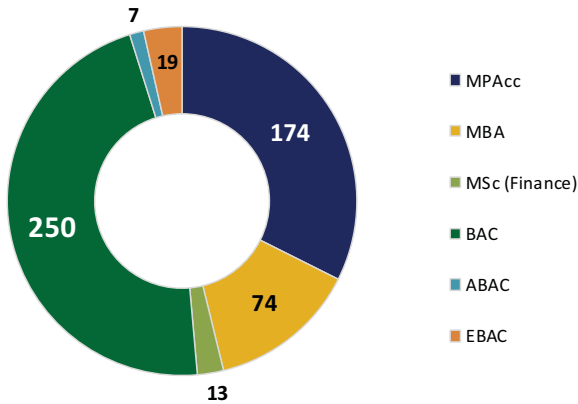


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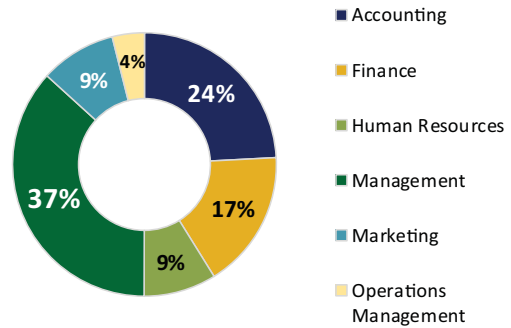
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STUDENTS

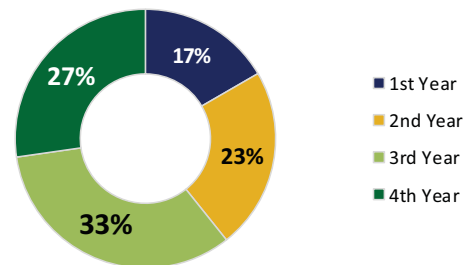
Enrolment in Degree & Certificate Programs
(excluding B.Comm.)



B.Comm. Students by Major

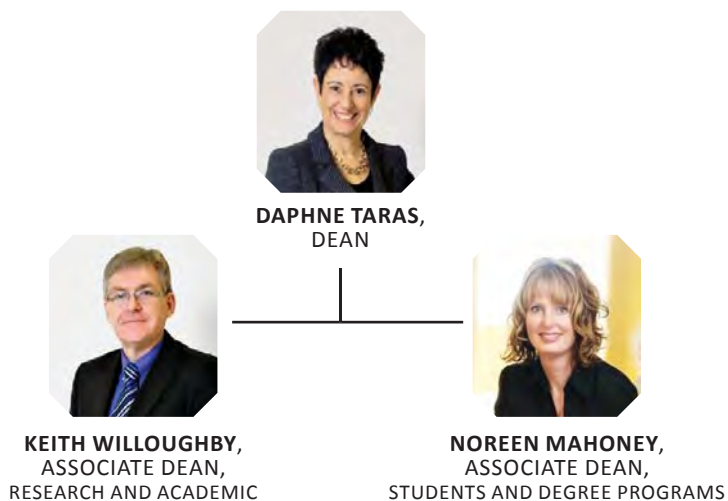


B.Comm. Students by Year



★ In 2012-13, there were **1,763** students pursuing a B.Comm. degree

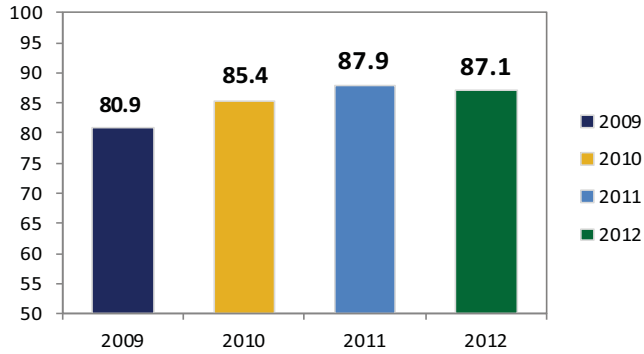
FACULTY & STAFF



CAREER SERVICES

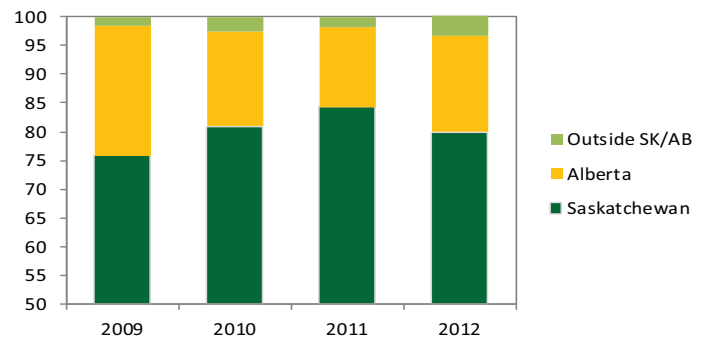
B.Comm. Employment Rates

(% based on those looking for work)



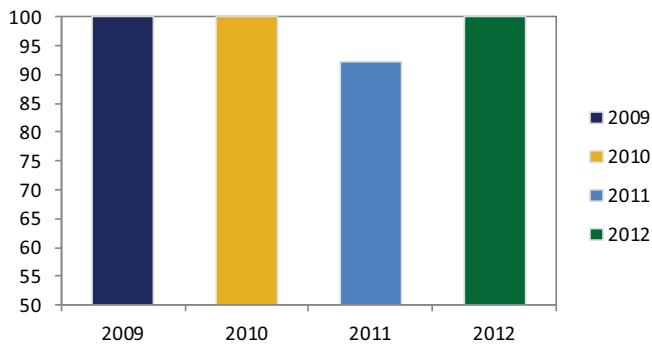
★ 80% of students secured employment before they graduated.

B.Comm. Employment by Geographic Location



B.Comm.w/Co-op Employment Rates

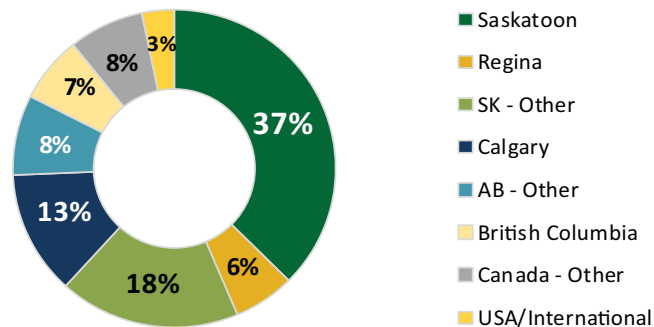
(% based on those looking for work)



ALUMNI

Alumni by Geographic Location

(based on valid addresses in the University database)



★ Edwards has **24,084** alumni and counting...



Through the Generations...

By Jessica Wallace

Interviews with the Aulie family compares three generations of women in business

When Krystal Aulie graduated with her B.Comm. this spring, she followed in the footsteps of her mother Karen and grandmother Adelaide. The Thrive Committee spoke to the alumnae to find out how getting a business education has changed over the years, from technology to being a woman studying business.

“We were required to wear uniforms to class – bobby socks and pleated skirts. We were never to wear pants.”

2013

Krystal Aulie
B.Comm. 2013

Major: Human Resources

Favourite Class/Professor: Strategic Human Resource Management with Dionne Pohler

After Class Hangout: EBSS office

Technology Level: Slide presentations, video clips, and digitally responding to in-class questions. Assignments were submitted by email or through the Blackboard online portal. There was not a day in my university career that I did not use a computer. I took all my notes electronically and constantly used Microsoft Word, Excel, PowerPoint and the Internet.

Contact with Professors: Email

Extracurricular Activities: Edwards Business Student Society, the National Mining Competition Organizing Committee, the JDC West Team and Organizing Committee, Five Days for the Homeless, and several rec sports teams.

Dress Code: Fairly casual, except presentation days where we all 'suited up.'

Gender Demographics: The majority of my classmates were women, especially in Human Resources classes. I felt like I needed to do more to stand out against my peers. I wanted to learn and experience as much as possible before I entered the job market because I knew it would be competitive.

After Graduation: After a quick trip to Asia, I started working with the Government of Saskatchewan in the Ministry of Agriculture as a Provincial business Management Specialist.



1985

Karen (Weckman) Aulie
B.Comm. 1985

Major: Double Major of Human Resources & Finance

Favourite Class/Professor: Human resource and labor relations classes. One of my favorite professors was Marvin Painter.

After Class Hangout: Louis' Pub, Commerce Reading Room, AIESEC office

Technology Level: Everything was submitted on paper. We had access to a computer room but it was still a punch card programming method. The Business Game class was done through a computer and our weekly decisions were inputted into the software that managed the simulation.

Contact with Professors: Telephone or mail

Extracurricular Activities: AIESEC executive, Saskatoon Personnel Association, volunteer DJ at the campus radio station CJUS-FM

Dress Code: Most of the time we wore jeans but we normally dressed in business attire when doing presentations in class.

Gender Demographics: Pretty balanced

After Graduation: Government of Saskatchewan. I started as a financial analyst and then moved into a staffing consultant role. I am currently the assistant chair of the Saskatchewan Public Service Commission.



1957

Adelaide (Bowden) Weckman
B.Comm. 1957

Major: With only three streams to choose from, I focused on finance and accounting.

Favourite Class/Professor: I enjoyed all my accounting courses and I remember enjoying Georgia Goodspeed's class.

After Class Hangout: Commerce Work Room playing bridge

Technology Level: Occasional use of a typewriter or adding machine. Most of our work was done by hand. After graduation, our only method to communicate was letter writing and none of the men wrote letters.

Contact with Professors: The university and professors had no contact with students outside the classroom.

Extracurricular Activities: Bridge, bowling club, university dances

Dress Code: Required to wear uniforms to class – bobby socks and pleated skirts. We were never to wear pants.

Gender Demographics: There were three girls in my class of approximately 40. One girl quit and the other flunked. Even as the only woman in the class, I didn't feel like a minority. I was treated well, although sometimes jokes and comments were held back that weren't 'appropriate' for female ears.

After Graduation: Most companies had no interest in hiring women at that time, because they often just finished getting the new female employee trained and then she would leave to start a family. However, I was able to get a job with the Government of Saskatchewan on the Economic Advisory and Planning Board and then later with the Industrial Development Board.

Once I got married I was expected to take care of the men on the farm. Later on I continued taking classes and was active in provincial politics.



Featured Researchers

"A big eye-opener for me was when I was taking an undergraduate accounting course and realized that accounting wasn't just about numbers," says Assistant Professor of Accounting Dr. James Smith. "Accounting is about people."

Unlike most accounting researchers, Smith often employs theories from psychology to predict how investors behave. "I look at psychology because that's how people work. We have biases; we have problems with how we make decisions," he says. "Instead of just looking at how the markets react and how they're supposed to run, I look at the decisions of the individuals in those markets."

Smith's research interests are based on how investors react to managerial communications. His dissertation investigates whether investors are able to fully unravel the impacts of known managerial biases on firm disclosures. "In my experiment, I would tell investors that managers have always been optimistic or pessimistic," he explains. "Then I'd see how that knowledge changed how investors used the information that managers provided. That is, if they used the fact that managers were always biased in determining whether a company was a good investment or not." He found that investors did recognize the biases that managers had, but their judgments did not adjust for the full extent of those biases.

Smith has also studied how investors respond to partial disclosures by managers. "Partial explanations provide information that describes some, but not all, of what accounts for an event," he says. In this area, as well, investors often react irrationally. "Investors need to check themselves. They should ask 'Am I reacting to some information that's not useful or do I know more information than I'm incorporating into my decision?'"



James Smith
ACCOUNTING

Marketing Professor, Master Teacher and Rawlco Scholar in Advertising Dr. Barbara Phillips expected her research semester away from teaching would be more focused. "I like teaching a lot, but I thought it would be nice to be able to focus on one thing," she says. "But I took on a lot of extra projects so I seem to be just as busy."

The research she has on the go touches on each of her interests, all having to do with images in advertising. "It's always the pictures that get me excited," she says.

Along with writing a book chapter on the Geico gecko and the Afflack duck – the most successful spokes-characters of the past 20 years – Phillips is also working on two studies around visual brand identity.

She thought her work with fashion advertising would finish with her recent paper on fashion blogging, published in the *Journal of Consumer Research*. With former student Jessica Miller, Phillips looked at 10 successful women's fashion blogs and analyzed the strategies the bloggers used to become popular with a mass audience. However, Phillips will soon return to researching fashion advertising, but now with images used in men's fashion for a male audience.

She has also been working with Miller on another online-based project, this one surrounding Pinterest, an increasingly popular pinboard-style photo sharing website. "We planned to do an analysis of Pinterest by interviewing women who scrapbook," Phillips says. "It was funny because the two didn't go together at all."

She explains that the surprises are part of the fun of research. "We're lucky that we get to do such cool, interesting stuff," she says. "I see something like the fashion ads and I think *I don't understand how this is working* and I want to know how it works. We don't know what we're going to find. And then we find something new and it builds knowledge."



Barbara Phillips
MANAGEMENT & MARKETING

Operations Management Professor James Cao applies the well-known nature vs nurture debate to supply chain management. "I believe in the latter: We do the things we do because we're incentivized to do them," says Cao. He explains that in any supply chain, there are multiple parties who are interested in maximizing their own profits and often do this to the detriment of the whole supply chain. "My field looks at how we can incentivize these independent members of the supply chain to maximize the profits for the entire chain. Then how we divide the spoils fairly."

Cao's recent paper, Impact of an "Online-to-Store" Channel on Demand Allocation, Online Pricing and Profitability looked at what effect an online-to-store channel has for a retailer and its customers. "This new channel is beneficial to customers because online prices are often 9 – 16 percent lower than prices in stores," says Cao.

He explains there are tradeoffs for a retailer that offers this new channel. "When a retailer adopts this channel, they can capture more demand which is a huge upside," he says. But some of this demand comes from online and in-store customers switching to the new channel. "When customers switch, the retailer will lose some of its higher margin customers to a lower margin channel. A lot of cannibalization can happen when this new channel is introduced."

With his co-authors, Cao is working on extending this paper and incorporating the element of competition. "Once Walmart introduces this online-to-store channel, how is Amazon going to react?" he asks. "There's so much lost opportunity because of the lack of understanding between companies. When we can help these companies properly align their incentives, we find that all the parties can enjoy higher profits and customers can enjoy lower prices."



James Cao

FINANCE & MANAGEMENT SCIENCE

Human Resources and Organizational Behaviour Assistant Professor and Grandey Leadership Scholar Dr. Dionne Pohler categorizes her research into two broad areas: labour-management relations; and the role of human resource departments and the development of HR as a profession.

Last year she received the international Thomas A. Kochan & Stephen R. Sleight Best Dissertation Award for her work in the former. Pohler's dissertation, *To Compete or Cooperate? Three Essays on the Relationship between Unions and Employee and Organizational Outcomes*, looked at the effects of management's response to the union.

More recently, she has had three papers published in one of the Financial Times 45 top-ranked journals: *Human Resource Management*. With co-author Julia Brandl, Pohler interviewed CEOs about their perceptions on the role of their senior HR leaders. "We looked at what kind of things affect the development of the department and senior HR leaders having a strategic role in the organization," she says.

Her research showed many factors constraining and enabling the role HR leaders can play. "There are a lot of factors – the type of environment, the organization's strategy, whether the CEO has a lot of HR experience, the competence of the HR department ... It's more complex than we initially thought."

Pohler also sits on the Board of Directors for the Saskatchewan Association of Human Resource Professionals and the Canadian Council of Human Resources Associations Standards Advisory Council.



Dionne Pohler

HUMAN RESOURCES & ORGANIZATIONAL BEHAVIOUR

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

Making Connections

By Jessica Wallace

In addition to giving personalized career advice and organizing workshops, Edwards Career Services also hosts several large-scale events per year. The two most popular events – Resumania and the Edwards Networking Event – help many Edwards students secure jobs in their field after graduation.

Recent B.Comm. graduate Katie DeJong is one such student. In her final year majoring in human resources, DeJong began

And she returned to the event after graduating, now on the other side of the table. “Mosaic goes to the Networking Event every year to get their name out there and to see who wants to present themselves as a potential candidate,” says DeJong. “It was neat to tell people that this was how I got my job last year. It gives more hope to the networking process.”


I’d say the Networking Event was the best tool I used to secure employment after graduation.”

serious preparation for her job search. At Resumania, where members of the business community volunteer their time to critique resumé, she received helpful advice. “The best piece of advice I was given was to have a specific career objective in mind and to tailor everything toward that,” DeJong says. She then reorganized her resumé, according to her career goals: to work as a human resources professional and eventually become a labour relations specialist.

At the Edwards Networking Event in January 2012, DeJong met her future boss at the Mosaic Potash booth. “We hit it off really well,” she says. “She told me to email my resumé to her and then we met a few times for coffee. I’d say the Networking Event was the best tool I used to secure employment after graduation.

Her best piece of advice for students networking at the event is to follow-up. “If someone says ‘send me a resumé,’ just send a quick email that says ‘it was nice to meet you,’” she says. “It puts you on their radar a little more.”

DeJong’s position as a human resources associate at Mosaic Potash included recruitment and selection, workforce planning and payroll. And, although it was a generalist position, she says labour relations was the biggest part of her job.

And so, thanks to Edwards Career Services, DeJong was already well on her way to obtaining her career goals with her first post-university position. 

For more information on Edwards Career Services events, contact Brent or Maryann at 306.966.2586 or careers@edwards.usask.ca

National Mining Competition

Inaugural Year of Competition is a Success

by Nathan Hursh

Reprinted from SK Mining Magazine

PHOTO BY NMC ORGANIZING COMMITTEE



A new mineral has been found and initial studies show that it has the potential to be a sustainable energy source. The mineral, named Lyra, can be used as a catalyst for fusion reactors with the ability to create a continuous and stable reaction. Your company has exclusive rights to develop Lyra and mineral deposits have been found in Southern Australia, Brazil, Northern Saskatchewan, Russia and South Africa. Based on feasibility studies, geo-political assessments and findings of a junior mining company, you must answer the following questions for your company:

- *Which of the five deposits discovered should you encourage your company to purchase the mineral rights for?*
- *Which deposits should your company pursue developing a mine and production facility for?*
- *How can your company best prepare to achieve its strategy over the long-term, based on the 20-year Lyra demand analysis?*
- *What are some of your company's alternatives to continue to implement its strategies, even though it will not be able to meet the 20-year demand forecast on its own due to capital constraints?*
- *What can your company do to provide value-added opportunities to local stakeholders in order to obtain regulatory and social support for the development of the chosen deposits?*

Initial planning for the event began in the fall of 2011 with the creation of an organizing committee who approached Edwards School of Business Dean Daphne Taras, who immediately jumped on board. "Our Edwards students are keenly interested in initiatives that showcase Saskatchewan and allow their own skills and leadership abilities to be challenged," explains Dean Taras. "A couple of proven undergrads came to my office filled with confidence after their year of hosting a complicated major competition (JDC West) on behalf of almost a dozen universities and explained that they had an idea for something new. They pitched and I listened. My only contribution to the idea was to insist that we bring engineering students into the competition; there are a lot of business competitions, but a joint business and engineering vision suits the mining industry and would be truly unique."

Dean Taras also accessed a fund from the Edwards School of Business Annual Campaign called The Next Big Thing, which is money from donors that has been allocated to enrich the opportunities available to Edwards' students. She advanced the students \$7,500 as a soft loan; if they were successful, they would pay it back and if they couldn't recoup the costs, it would simply be a write-off. This allowed the students some breathing room and initial capital to get the ball rolling.

As companies in the mining sector are hiring a large majority of business students, it was a no-brainer to get this event in motion. Invitations were sent out to business schools across Canada and in the US, then to schools with mining engineering programs to

"We heard lots of positive feedback, especially considering it was our first year, We were worried about a few things, but **We were pleasantly surprised with the comments from faculty and sponsors.**"

This is the case study that was presented to 12 teams from eight different universities with backgrounds in business and engineering at the first-ever National Mining Competition in Saskatoon. Creating a business competition with a mining focus was the idea of three students at Edwards School of Business Krystal Aulie, Matt Bennett and Adam Stewart—who recognized that it was the type of event that would be greatly beneficial to students everywhere. "We'd been part of competitions and organizing committees before, but we were all really excited about the mining industry and the direction it is going," explains Competition Chair, Krystal Aulie. "We found that a lot of people from across Canada and even in our own city don't know what mining means for our economy and the direction of our province. What we wanted to provide was an opportunity for students to learn about it and we thought a competition would be the best way of doing that, given our experiences."

see if they would be interested in participating. The response was extremely positive from all schools that were approached, but due to the short timeframe, many had to decline, although they showed interest in being part of the next year's competition pending the inaugural event's success. The National Mining Competition ended up with 12 teams from five provinces and one American state.

The NMC was spread out over four days and consisted of a number of different events including networking opportunities and instructional sessions, but for students the most beneficial aspect of the event was the in-depth approach they had to take to come up with a solution for the case study. Every step of the competition was a learning experience as the students compared different mining techniques and considered transportation options and sustainability issues.

Being forced to look at both long-term vision and initial planning allowed the students to develop strategies and compare the case study to mining operations that are firmly established in different countries.

The supposed Lyra deposits shared common characteristics with deposits of other resources in Australia, Brazil, Canada, Russia and South Africa, which forced the students to look at things like:

- *number of years and costs of construction required to render the deposit to production;*
- *quantity of production the mining company would need prior to being profitable depending on the mining model;*
- *applicable taxes;*
- *environmental risks;*
- *availability of resources such as skilled labour, technology, water, transportation and other infrastructure and capital; and*
- *proximity to customers.*

Cameco presented the top award to a team from The Hill School of Business at the University of Regina, while two teams from the Edwards School of Business rounded out the podium in second and third places.

“We heard lots of positive feedback, especially considering it was our first year,” says Aulie. “We were worried about a few things, but we were pleasantly surprised with the comments from faculty and sponsors.”

A lot of students came back just to say it was one of the most logistically smooth events they had been a part of and they were excited to be able to network with other students and our corporate partners.

Our judges were really impressed with the quality of the strategies that were presented. There were areas where we have criticized ourselves, but overall it is a great building block for next year.”

Right now, the outgoing organizing committee is recruiting for a 2013 committee as most of those involved this year are graduating. Outgoing chair of the event, Krystal Aulie, reinforces the fact that the new committee will have some autonomy as to the direction they would like the event to take, and the outgoing

“I couldn’t be prouder. When given an opportunity, our students seized it. And from start to finish, they managed the competition with professionalism, even to the point of repaying a gift for their future classmates.”

“Judging was based on presentation style, the feasibility of their strategies and whether the students understood what it would take to open a mine while considering the financial needs that would have to go into it,” explains Aulie. “Things like external factors including environmental concerns, Aboriginal affairs and the possibility of the ‘not in my backyard’ mentality in some areas were all included in the assessment to get a holistic view of the overall process.”

A closing gala for the National Mining Competition was held at the Western Development Museum and was open to competition delegates, sponsors, university faculty and business people from the mining community. Representatives from sponsors including PotashCorp, Saskatchewan Ministry of the Economy and Federated Co-operatives Limited spoke emphatically about how excited they were to have a competition of this magnitude being established in Saskatoon and they praised the work done by the organizing committee.

committee has left some suggestions regarding integration of more informative and educational aspects to the competition that could include mine tours and roundtable discussions with industry leaders.

The incoming organizing committee has pretty big shoes to fill, but, if they need it, they have access to the same \$7,500 from The Next Big Thing fund that Krystal and her committee had. At the end of the event, Krystal was able to walk in to Dean Taras’ office and hand her a cheque for the amount they were loaned.

“I couldn’t be prouder,” explains Dean Taras. “When given an opportunity, our students seized it. And from start to finish, they managed the competition with professionalism, even to the point of repaying a gift for their future classmates.”

PLEASE JOIN US
AT THE 2ND ANNUAL
NATIONAL MINING COMPETITION GALA

SUNDAY, NOVEMBER 3RD 2013

FEATURING KEYNOTE ADDRESS

N. MURRAY EDWARDS

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35 - 22ND STREET EAST
SASKATOON, SK
SALON A & B

STUDENT - \$25.00
INDIVIDUAL - \$100.00
CORPORATE TABLE (8) - \$700.00

Tickets are available via
www.picatic.com/nmcgala2013

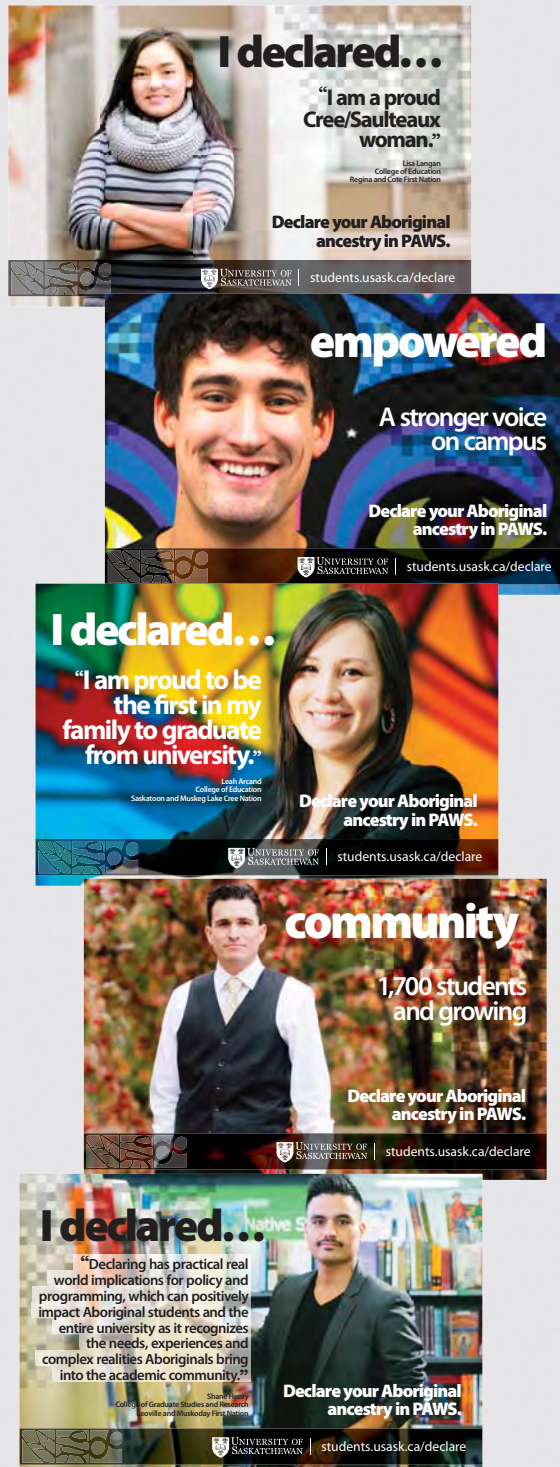
For more information please email
contact@nmcompetiton.com



I Declare...

Rawlco Centre for Aboriginal Initiatives takes part in a university-wide campaign

By Jessica Wallace



For more information on the Rawlco Centre for Aboriginal Initiatives or the Rawlco B.Comm. Awards, contact Shanelle at 306.966.1307 or labach@edwards.usask.ca.

This past academic year, the University of Saskatchewan launched the I Declare campaign, encouraging students to declare their First Nations, Métis, or Inuit heritage and to take advantage of the services offered to Aboriginal students.

Students who self-declare are invited to events and activities specifically for Aboriginal students, such as the Graduation Powwow and Aboriginal Achievement Week. They are also notified of mentorship, volunteer, job and scholarship opportunities.

"I hope this plan will encourage more enrollment and eventually graduation."

At the Edwards School of Business, self-declaring provides students with additional benefits. The Rawlco Centre for Aboriginal Initiatives has been providing dedicated support and services for self-identified First Nations, Métis, and Inuit business students since 2001.

Thanks to the support received from Gordon Rawlinson, the Edwards School has significantly increased the number of Rawlco Awards available to undergraduate Aboriginal students.

The Rawlco B.Comm. Awards recognize Aboriginal students who successfully progress through the Bachelor of Commerce degree program. Every Aboriginal student will receive \$1,000 for successful completion of each of the first three years as long as they are registered for full-time studies in the following year. They will also receive \$1,000 upon graduation, for a total of \$4,000.

"My wish is that there be more Aboriginal business leaders trained in all that a degree from the Edwards School provides," says Rawlinson. "I hope this plan will encourage more enrollment and eventually graduation."

Students who wish to self-declare their First Nations, Métis, or Inuit heritage may do so on PAWS, the university's campus portal. Aboriginal students only have to provide proof of ancestry once in order to receive the Rawlco B.Comm. Award each year.



GORDON RAWLINSON

Snow Day

By Jessica Wallace

A student with a love of extreme sports
wins the luxury vacation of his dreams

The itinerary included:

- Limo rides to the airport
- Executive class flights
- Meals in gourmet restaurants
- One day of heli-skiing in the Andes
- One day of regular skiing
- Rock climbing
- Tour of Santiago, Chile
- Indoor surfing
- Private yacht experience
- Wine and food tour
- As many Magnum bars as they could eat



NATHAN THOEN WITH FRIENDS IN CHILE

What's Your Dream Vacation? When fourth year Marketing student Nathan Thoen saw the Magnum Pleasure Quest contest on Facebook, the answer was simple. Heli-skiing.

He and five friends entered the contest by describing the most elaborate and unique vacation they could think of. "I thought it might not be luxurious enough to stay in Canada, so I looked up heli-skiing in Chile," Thoen says.

"I can't help looking at it from the business side. Companies are looking for something unique and they want a lot of people to see it."

It was midway through first semester when he received a call from Magnum asking him to get the team together for an


afternoon conference call. They gathered in one of the Edwards meeting rooms and heard the news together: they'd won.

"We just started freaking out and going crazy," Thoen says. "It was like we won the lottery. That's the feeling that I had." And, with a vacation budget of \$100,000, the reaction was understandable.

Thoen says he used his marketing skills to enhance his submission and while working with the people from Magnum to plan and promote the trip. "I can't help looking at it from the business side," he says. "Companies are looking for something unique and they want a lot of people to see it. I wanted to meet those demands."

Thoen and his friends documented their adventures through photos and film, giving more promotional footage to Magnum than required. "I said '50 photos isn't going to do justice to the amount of effort you guys are putting in,'" Thoen says. "This is a huge opportunity to showcase the trip you're taking us on."

Luckily for Magnum, adventure-filmmaking is right up Thoen's alley. In fact, everyone who went on the dream vacation is involved with the Grizzly Den – a website/clothing company started by Thoen and his friends in 2009. The blog-style site features tons of snowboarding and skateboarding videos they've taken of each other over the years.

And so the trip's footage helps their business as well. "A video of us snowboarding in Saskatchewan is one thing, but a video of us heli-skiing in Chile is going to get a lot more attention." 

Learn more about Thoen's adventure at edwards.usask.ca.



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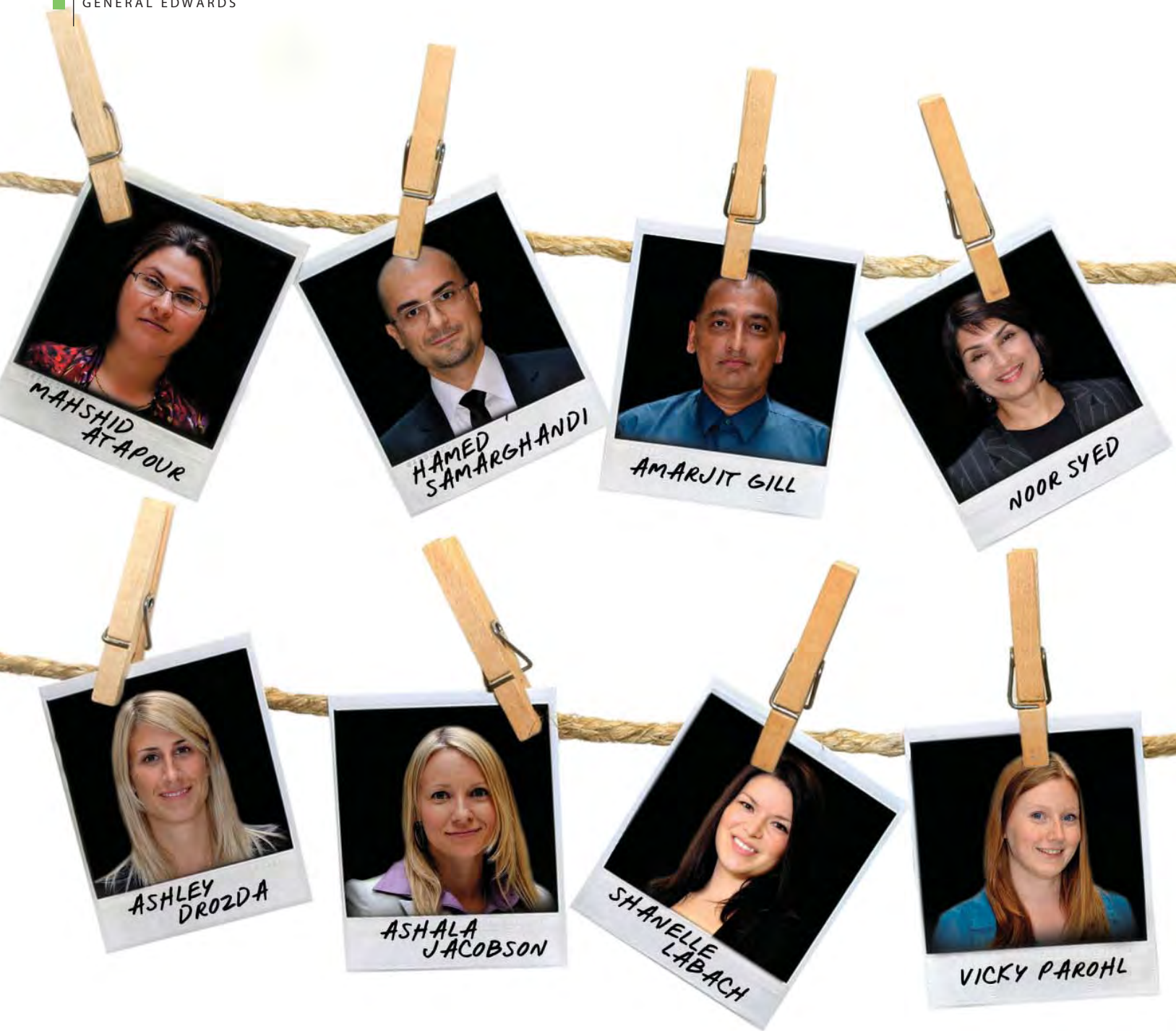
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Mahshid Atapour

Mahshid Atapour started a lecturer position in the Department of Finance and Management Science in July 2013. She received her M.Sc. in Mathematics from Sharif University of Technology and Ph.D. in Applied Mathematics and Statistics from the University of Saskatchewan. She completed a three-year postdoctoral program in applied probability at York University and was then awarded an eight-month MITACS-Accelerate postdoctoral fellowship. Her research focuses on modeling polymers (such as DNA) by mathematical objects (such as random self-avoiding walks in a lattice) and investigating the entanglement and knotting of these polymers. She is also interested in using probability and statistical models (such as Hidden Markov Models) for investigating a variety of problems in public health.

Hamed Samarghandi

Hamed Samarghandi earned his B.Sc. (2006) and M.Sc. (2008) in Industrial Engineering from Amirkabir University of Technology and Sharif University of Technology, Tehran, Iran, respectively. He received his Ph.D. from the Department of Mechanical and Manufacturing Engineering, University of Manitoba in January 2013. His research interests are scheduling optimization, facility layout planning, healthcare optimization, and application of integer programming in various settings including service and manufacturing industries. Hamed has published papers in refereed journals such as *EJOR*, *EJIE*, *IJAMT*, *IJMHEUR*, *IJPR*, *CIE*, etc. Hamed's work experience includes several years of management consultation in different settings such as the automotive industry, not-for-profit healthcare environments, and the banking industry.

New Faces

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

Amarjit Gill

Amarjit Gill joined the University of Saskatchewan in July 2013 as a lecturer in corporate finance and investments. Before joining the University of Saskatchewan, he taught for eight different universities. He was a lecturer at the University of British Columbia (Okanagan Campus) and served as the faculty lead (department head) for the finance courses in the MBA program at the Trident University International, CA, USA. Amarjit has written 77 research papers and 71 of them were accepted / published in high quality peer reviewed journals, seminars, and conferences within last nine years. He has also developed 11 courses in the areas of finance and investments. Amarjit worked as a manager in Canadian financial management and service sectors for over 20 years. He has been providing consulting services in the areas of financial management and small business development for the last 10 years. He has been supervising BSBA and MBA students' independent study projects and serving on Ph.D. students' dissertation committees in the areas of finance and management for the last seven years. In addition, he has been reviewing research papers for finance and management journals for the last four years.

Noor Syed

Noor Syed joined the Edwards School of Business as a lecturer in the Department of Management and Marketing. She is an alumna of the University of Saskatchewan with B.Sc. (Hons) (Biochemistry), Ph.D. (Biochemistry) and MBA (Canadian Institutes of Health Research - CIHR Science to Business Scholarship) degrees. Noor has been active in providing consulting services in areas of biomedical / life sciences research and development, strategic business development, knowledge translation / mobilization, and technology transfer and commercialization. Prior to joining the Edwards School, Noor was a Lecturer in the Department of Physiology. She is very excited to have the opportunity to be a part of the Edwards School of Business and expand her teaching experience.

Ashley Drozda

Ashley Drozda began her position as the program coordinator with Edwards Executive Education in April 2013. Situated at the downtown campus, she is responsible for organizing and promoting Open Enrollment Programs to the surrounding business community. She is also involved in coordinating

partnership programming with Schulich School of Business, York University. Ashley received her B.Comm. in Marketing from the U of S in 2006 and is excited to be back at Edwards in her new role.

Ashala Jacobson

Ashala Jacobson joined the Edwards School of Business in June, 2013. As the director of development she heads up the schools fundraising campaigns. Programs, scholarships and other enhancements require outside funding from our generous donors. The Edwards Associates, the Dembroski Student Managed Portfolio Trust and the Hanlon Centre for International Business Studies are just a few examples of how donors can make a difference in the life of an Edwards student. An Edwards alumna herself, Ashala completed her B.Comm. in 2004 and her MBA in 2011. With experience in both fund development and the business world she is excited about helping connect the alumni and business community with our business students.

Shanelle Labach

Shanelle Labach began her position with the Edwards School of Business Undergraduate and Certificate Programs Office as an undergraduate programs advisor in January 2013. She is involved in academic and career advising, traveling throughout Saskatchewan and beyond for recruitment activities, and engaging with the Aboriginal community on and off campus to build lasting relationships. She strives to motivate students in reaching their potential while providing the support in creating a successful path forward. Shanelle received her B.Comm. majoring in human resources from Edwards in 2011.

Vicky Parohl

Vicky Parohl joined the Edwards School of Business in the Undergraduate and Certificate Programs Office in July 2013 as an undergraduate programs advisor, where she works to support and engage current and prospective Edwards students through academic advising and various activities and events. After completing her B.A. in English at the University of Saskatchewan in 2009, Vicky remained on campus and worked for four years in Residence as a residence life coordinator where she gained experience in supporting undergraduate and graduate students through many aspects of student life.

EDWARDS SCHOOL OF BUSINESS: RECIPE FOR SUCCESS

By Vicky Parohl

Ingredients

1 Acceptance Letter

1 pinch of adventure

1 dash of determination

3 cups of hard work

2 bushels of new friends

NOTE: Directions are a rough guide. Over half of Edwards students no longer take 30 credits per year and many are extending their program over five or six years. Adjust recipe to flavour the B.Comm. experience to your taste.

PREHEAT YOUR MIND AND PREPARE FOR FIRST YEAR BY REGISTERING FOR CLASSES AND NEW STUDENT ORIENTATION.

FIRST YEAR:

Mix in some new friends at Orientation.

Strive for a 75% average to get on the Dean's Honour Roll.

Eat soup and bannock and get acquainted with the Rawlco Centre for Aboriginal Initiatives.

SECOND YEAR:

Apply for the Cameco Business Co-operative Education program. Set aside until Third Year.

Volunteer for Open House and sprinkle wisdom among prospective students.

Get help with your resume and cover letter at Edwards Career Services.

Attend a Second Year Advising session. Sift through possibilities until major choice becomes clear. Choose your major and select your classes for Third Year. Let rise.

THIRD YEAR:

Work from January to August to complete the Cameco Business Co-operative Education program.

Attend the Edwards Formal hosted by the Edwards Business Students' Society.

Become a Mentee in the Edwards Mentorship Program.

Stir in some culture and Study Abroad for a term.

Become a member of the Edwards Business Students' Society Executive.

Contact the Haulon Centre for International Business Studies about international opportunities.

For full flavor, apply to the Honours program. Let marinate.

Select classes for Fourth Year. Bring to a boil and let simmer.

FOURTH YEAR:

Strive for a 75% cumulative average to graduate with Distinction or, for those with a stronger palate, 80% for Great Distinction.

Complete an Honours project with the assistance of a faculty advisor.

Join a JDC West Business Case Competition Team.

Apply for the i³ Business Idea Competition sponsored by the Wilson Centre.

Mix in the Edwards Networking Event.

Register in an experiential learning class to manage a stock portfolio or complete a consulting project.

Attend the Graduation Banquet hosted by the Edwards Business Students' Society.

Apply for graduation and bake until Convocation.

**BEST SERVED IN A CAP AND GOWN WITH COLLEAGUES,
FRIENDS AND FAMILY AT CONVOCATION.**

Volunteer Opportunity

Helping Hands

The EBSS once again gives back to the community

By Jessica Wallace

SPENCER HEY

Operations management student Spencer Hey set four goals for his term as Edwards Business School Students' Society (EBSS) president; three relating to specific portfolios (academic, social and charity) and one relating to the council as a whole.

While EBSS was successful in each of these areas – sending more students to competitions than ever before, branding a second LB5Q event called LB5Q Presents: White Out and creating a formalized succession plan – it was the new Volunteer Opportunity Program that has caused the most buzz.

“At the beginning of the year our charity portfolio was essentially in charge of a few BBQs and a couple of fundraising events,”

“Students have a lot of different interests. We want to keep them engaged, so it’s great that we’re able to offer a wide variety of opportunities.”

says Hey. He adds that the work of the charity team is nothing to scoff at: total funds raised during the 2012/2013 academic year – all designated to the Children’s Hospital Foundation of Saskatchewan – were \$51,547.92.

“We wanted to do a little more outside the financial realm and what

we came up with was the Volunteer Opportunity Program,” he says.

Hey explains that because students are so busy, volunteering often falls to the backburner, even though community involvement is a valuable part of the university experience. Through the Volunteer Opportunity Program, EBSS acts as a facilitator between Edwards students and the Saskatoon community, making the process easier. “We do all the groundwork,” Hey says.

The EBSS establishes relationships with organizations in the Saskatoon community and passes volunteer opportunities on to Edwards students. Details are communicated through a weekly email and notices on the volunteer board in the Reading Room.

In this first year of the program, over 90 volunteers found positions with organizations ranging from the Salvation Army to Lowe’s in Motion to the New Hope Dog Rescue. “Students have a lot of different interests. We want to keep them engaged, so it’s great that we’re able to offer a wide variety of opportunities.” While some opportunities are one-time events, others are longer-term projects like tutoring or office administration.

Hey says the formalized succession plan for the EBSS will ensure the Volunteer Opportunity Program continues to grow. As well, Kathryn Le, who played a large role in initiating the program, will be stepping into the VP charity role. “Kathryn has a strong grasp of the program and is passionate about it. I have no doubt that she will continue to propel this forward.

Hey’s hope for the program is to have 300 to 500 Edwards students giving back to the community per year. “There’s constant demand for more helping hands,” he says. “The Children’s Hospital Foundation of Saskatchewan will continue to be the major charity that we give back to, but Saskatoon is a big community and there are a lot of different ways you can give back. It’s been home to us for a number of years during our education and it’s always good to give back and show support.”

Organizations interested in becoming part of the Volunteer Opportunities Program can email EBSS VP of Charity Kathryn Le at kathryn.le@usask.ca.

Making Process

A new Executive Education course allows participants to see processes in a different light

By Jessica Wallace

“After this course I started seeing everything as a process. There really are processes everywhere. It’s viewing life through a different set of lenses.”

Edwards Executive Education really seemed to scratch an itch when it began offering a Process Mapping and Process Improvement (PMPI) course in November 2012. The two-day course quickly sold out in both Saskatoon and Regina locations. Additional offerings in the spring also were well received.


Instructor Dan Madison of Value Creation Partners literally wrote the book on PMPI (bestseller *Process Mapping, Process Improvement and Process Management*) and makes sure his students get the most use out of his course. “People know that this class is about real material, not theory,” he says. “The participants work on processes from their own organization. There is no gap or delay from learning a method or technique and then seeing how it applies to their organization.”

Mike McKibben, director of technical support at Canadian Light Source, says the course more than met his expectations. “The concepts are drawn from best practices from leading companies and the PMPI course puts it all in one package that’s easy to understand,” he says. “I’ve always been process-oriented and this course confirmed that this is the right way to be going.”

By the end of the second day of the seminar, Madison says participants have found numerous opportunities for

improvement. “They redesign their process with a clean sheet of paper. For the class and me, this is the most exciting part of the seminar,” he says. “The difference in the current process versus the newly designed process can be dramatic. People can hardly wait to get back to work to show the newly designed process to their colleagues.”

McKibben did take new ideas back to work and it’s already started to make a difference. “We’re trying to implement some of the process mapping methodology all through the facility. I’m really hopeful that it’s a way of moving forward for the Light Source.” And McKibben says PMPI training has affected more than his job. “After this course I started seeing everything as a process. There really are processes everywhere. It’s viewing life through a different set of lenses.”

This fall, PMPI will be offered in Saskatoon on October 29th and 30th. Edwards Executive Education will also be expanding its offerings with Madison to include the Operational Excellence Certificate. The certificate program is composed of PMPI and three additional courses: Analyzing and Improving Office and Service Operations (Lean Office), Process Metrics, Management, and Controls and Master Clinic on Solving Tough Problems. 

For more information on PMPI or the Operational Excellence Certificate visit edwards.usask.ca/execed, call 306.966.8686 or email execed@edwards.usask.ca.



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Alumni Updates

Our Edwards alumni have had a busy and impressive year: winning awards, becoming hall-of-famers, receiving designations and acquiring new positions.

There were far too many achievements to list here, but the full list can be found on our Alumni and Friends page online.

Classes of the 1950s



Merlis Belsher (B.Comm. 1957) received a Queen Elizabeth II Diamond Jubilee Medal from His Excellency the Right Honourable David Johnston, Governor General of Canada.

Classes of the 1970s

Ms. **Sandra Finley** (B.Comm. 1971) was elected Member-at-Large, U of S Senate.

Mr. **James Davidson C.A.** (B.Comm. 1975) was appointed CFO, Corporate Secretary and Director of Falco Pacific Resource Group.



The Hon. **Robert Richards** (B.Comm. 1975) was appointed Chief Justice of Saskatchewan.

His Worship **Ian Hamilton** (B.Comm. 1977) was acclaimed Mayor of the City of North Battleford and received a Queen Elizabeth II Diamond Jubilee Medal.

Ms. **Laura Kennedy** (B.Comm. 1977) received the University of Saskatchewan President's Service Award.



Ms. **Shelley Brown**, F.C.A. (B.Comm. 1978) was appointed Chairman of the Board for the Canadian Institute of Chartered Accountants and was named one of 2012 Canada's Most Powerful Women by the Women's Executive Network.



Ms. **Susan Milburn** (B.Comm. 1978; MBA 1980) was appointed Chair of the U of S Board of Governors.



Mr. **Ray Basler** C.A. (B.Comm. 1979) received a Queen Elizabeth II Diamond Jubilee Medal.



Mr. **Greg Smith** F.C.A., C.F.P. (B.Comm. 1979) was appointed Vice Chair of the U of S Board of Governors.

Classes of the 1980s



Mr. **Garnet Garven** (MBA 1980) received a Queen Elizabeth II Diamond Jubilee Medal.



Mr. **Marvin Romanow** (MBA 1980) was inducted into the Saskatchewan Oil Patch Hall of Fame.

Ms. **Donna Birkmaier Tillotson** (BUSADM 1981) was re-elected Board Member of Saskatchewan Institute of Applied Science and Technology.



Ms. **Bev Dubois** (BUSADM 1981) received a Queen Elizabeth II Diamond Jubilee Medal.



Dr. **Lou Hammond Ketilson** (MBA 1981) received the University of Saskatchewan Award for Distinction in Community-Engaged Teaching and Scholarship.



Mr. **Doug Hodson** Q.C. (B.Comm. 1981) received a Queen Elizabeth II Diamond Jubilee Medal.



Mr. **Bob Kenny**, F.C.A. (B.Comm. 1981) was awarded his Fellowship of Chartered Accountants of Saskatchewan.

Mr. **Rick Van Beselaere** Q.C. (B.Comm. 1981) was appointed to Queen's Counsel by the Government of Saskatchewan.

Her Worship **Debra Button** (B.Comm. 1982) was appointed President of Saskatchewan Urban Municipalities Association and was re-elected Mayor of the City of Weyburn.



Dr. **N. Murray Edwards** (B.Comm. 1982) received the Order of Canada from His Excellency the Right Honourable David Johnston, Governor General of Canada. Mr. Edwards was also named the fourth most powerful businessperson in Canada by Canadian Business magazine and was inducted into the Saskatchewan Oil Patch Hall of Fame.



Mr. **Beaty Beaubier** Q.C. (B.Comm. 1983) was appointed to Queen's Counsel by the Government of Saskatchewan.



Mr. **Stewart Hanlon** (B.Comm. 1984) was inducted into the Saskatchewan Oil Patch Hall of Fame.



Ms. **Kelly Strueby** (B.Comm. 1984) was elected to the 2013 - 2014 Alumni Association Board of Directors.



Ms. **Beth Williamson** (B.Comm. 1987) was appointed University Secretary at the University of Saskatchewan.



Mr. **James Carriere** (BUSADM 1987) was re-elected as Greater Saskatoon Catholic Schools Board Trustee.

Ms. **Pam Leyland** (BUSADM 1987) received a Queen Elizabeth II Diamond Jubilee Medal.

Mr. **Donald Windels** (B.Comm. 1987) received a Queen Elizabeth II Diamond Jubilee Medal.

Dr. **Wayne Craig** (BUSADM 1988) received a Queen Elizabeth II Diamond Jubilee Medal.

Ms. **Holly Hetherington** (MBA 1988) received the 2012 ABEX Business Leader of the Year Award from the Saskatchewan Chamber of Commerce.



Mr. **Jim Nicol** (B.Comm. 1988) was elected U of S Senate District 14 Representative.



Ms. **Laura Small** (MBA 1988) received the 2012 World of Difference Award from the International Alliance for Women.



Mr. **Kevin Peesker** (B.Comm. 1989) was appointed President of Dell Canada Inc.

Classes of the 1990s



Mr. **Doug Kosloski** (B.Comm. 1990) was appointed Public Representative of the Institute of Chartered Accountants of Saskatchewan.



Mr. **Terrence Shields** (B.Comm. 1990) won the Brandes Institute's 2012 Manager Challenge for Investment Professionals.



Mr. **Greg Fowler** (MBA 1992) was appointed VP Finance & Resources of the University of Saskatchewan.



Mr. **Kelly Klatik** (B.Comm. 1992) was appointed President, CEO and Director of Falco Pacific Resource Group.

Chief **Brian Bentley** (BUSADM 1993) received a Queen Elizabeth II Diamond Jubilee Medal.

Ms. **Jerri Hoback** C.M.A., C.Dir. (B.Comm. 1993) was elected U of S Senate District 11 Representative.

Ms. **Dawn Luhning** (B.Comm. 1993) was elected City Councillor of the City of Moose Jaw.

Mr. **Murad Al-Katib** (B.Comm. 1994) received the 2012 ABEX Export Award - Alliance Grain Traders from the Saskatchewan Chamber of Commerce.



Ms. **Sherie Lucas** C.A. (B.Comm. 1994) was named one of 2012 Canada's Most Powerful Women by the Women's Executive Network.

Staff Sgt. **Mitchell Yuzdepski** (BUSADM 1994) was awarded the Saskatchewan Protective Police Services Medal.



Mr. **Trevor Meier** (B.Comm. 1995) was appointed VP Sales & Marketing at Pulse Seismic Inc.



Mr. **Rick Peddle** C.A., F.C.A. (B.Comm. 1995) was appointed President and Chair of the Institute of Chartered Accountants of Saskatchewan.



Mr. **Mike Delainey** C.F.P., F.M.A. (B.Comm. 1996) was appointed Regional Vice President for Saskatoon by RBC Royal Bank.



Mr. **Craig Hinz**, F.C.A., (B.Comm. 1996) was awarded his Fellowship of Chartered Accountants of Saskatchewan.



Ms. **Corinna Stevenson** (B.Comm. 1996) was acclaimed U of S Senate District 9 Representative.

Mr. **Lee Ahenakew** (B.Comm. 1997) was appointed to the U of S Board of Governors.



Mr. **Sandy Edmonstone** (B.Comm. 1997) was appointed Executive Director and Deputy Head of Global Oil and Gas for Macquarie Capital.



Ms. **Shelley Boutin-Gervais** (BUSADM 1999) was elected Town Councillor of Battleford.



His Worship **Jerrod Schafer** (B.Comm. 1999) was acclaimed Mayor of the City of Swift Current and received a CBC Saskatchewan's Future 40! Award.



Mr. **Bryan Popowich** C.A. (B.Comm. 1999) was appointed Partner at KPMG Enterprise.

Classes of the 2000s



Ms. **Kara Baker** (B.Comm. 2000) was appointed Senior Financial Planning Associate at ScotiaMcLeod.



Mr. **Glenn Hollinger** (MBA 2001) was appointed Acting Chief Information Officer and Associate Vice-President, Information and Communications Technology at the University of Saskatchewan.

Mr. **Karl Miller** (B.Comm. 2001) received the 2012 Young Alumni Achievement Award from the U of S Alumni Association.



Ms. **Amberlea Chabot** C.A. (B.Comm. 2002) was appointed Partner at Thomson Jasper & Associates.

Mr. **Tyler Kachur** C.A. (B.Comm. 2002) was appointed Associate Partner at Ernst & Young LLP.

Mr. **Denis Perrault** C.A. (B.Comm. 2002) was re-elected City Councillor of the City of Swift Current.



Mr. **Kevin Tooley** (B.Comm. 2002) was elected City Councillor of the City of Warman.



Ms. **Shannon Whyley** (B.Comm. 2003) was appointed Partner at MLT LLP Saskatoon.



Ms. **Lisa Dunville** (B.Comm. 2004) was appointed Partner at KPMG LLP.

Ms. **Holly Kelleher** (B.Comm. 2004, MBA 2011) was re-elected as the Saskatoon Public School Board Trustee - Ward 1.



Mr. **Marc Kelly** (B.Comm. 2004) received a CBC Saskatchewan's Future 40! Award



Dr. **Regan Schmidt** (MPAcc 2004) received the Outstanding Dissertation Award from American Accounting Association's Auditing Section.



Mr. **Christian Braid** (B.Comm. 2006) received a CBC Saskatchewan's Future 40! Award.

Mr. **Bradley Sylvester** (BUSADM 2006) received a Queen Elizabeth II Diamond Jubilee Medal.

Ms. **Shannon Lindsay** (B.Comm. 2008, MPAcc 2010) received the USSU Engaged Young Alumni Award from the University of Saskatchewan Students' Union (USSU) and the U of S Alumni Association.



Chief **Darcy Bear** S.O.M. (BUSADM 2009) was re-elected Chief of the Whitecap Dakota First Nation.



Ms. **Jennifer Campeau** M.L.A. (MBA 2009) was appointed Legislative Secretary to the Minister of Education (Anti-Bullying Initiative); Chair, Premier's Aboriginal Youth Task Force and received a CBC Saskatchewan's Future 40! Award.



Ms. **Ainsley Robertson** (B.Comm. 2009) received a Queen Elizabeth II Diamond Jubilee Medal.

Classes of the 2010s



His Worship **John Enns-Wind** (MBA 2010) was elected Mayor of the Town of Kindersley.



Ms. **Gabrielle Scrimshaw** (B.Comm. 2010) received an Inspire Aboriginal Achievement Award.

We love hearing from you! Email your achievements – and a headshot if possible – to alumni@edwards.usask.ca. On behalf of the Edwards School of Business faculty, staff and students, congratulations to all of our alumni on their recent successes!

Retirement



Associate Professor Dr. Lou Hammond Ketilson joined the Department of Management and Marketing at the Edwards School of Business after completing her MBA at the U of S in 1981. She taught as assistant professor while working on her Ph. D. in Management and became an associate professor in 1992.

Dr. Hammond Ketilson has been heavily involved in the Centre for the Study of Co-operatives since the 1980s, serving as acting director on several occasions, and officially taking the director position in 2005. She was also the associate dean of Graduate Programs and the director of the Centre for International Business Studies of the Edwards School of Business from 1998 – 2003.

Dr. Hammond Ketilson has been recognized nationally and internationally for her research and publications on financial co-operatives, Aboriginal co-operative development, gender diversity and leadership in co-operatives.

She took on a leadership role in the social economy research project Linking, Learning, Leveraging: Social Enterprises, Knowledge Economies and Sustainable Communities and worked with 25 academics and 53 community partners (from four countries) to conduct 90 community-based research projects. The resulting exhibition was featured at the Diefenbaker Centre and later taken to several other Canadian communities.

Dr. Hammond Ketilson received the Merit Award for Exemplary Contributions to Co-operative Studies from the Canadian Association for Studies in Co-operation in 2008. She was also the 2013 recipient of the University's Award for Distinction in Community-Engaged Teaching and Scholarship.

On behalf of the Edwards School of Business, we thank Dr. Hammond Ketilson for her many years of service and wish her the very best in the future.

Marg Forbes Memorial Award



In 2012, the Edwards Master of Professional Accounting (MPAcc) program lost one of its most influential administrators. Marg Forbes was MPAcc Director from 2000–2007 and found great joy and professional

satisfaction in recruiting, instructing, mentoring and supporting young accounting professionals from Western Canada and beyond.

MPAcc alumni Darcy Gonci (2003) and Alim Boflo (2006) wanted to honour the legacy, dedication and impact Forbes had on their careers and on the MPAcc program.

"Marg was passionate about us as students and about our success," says Gonci. "From the initial MPAcc interview to my time in the program, and even during chance meetings after I graduated, Marg always conveyed a sense of genuine interest in how I was

doing, my career plans and what my classmates were up to."

Gonci and Boflo worked with the Edwards School of Business to create the Marg Forbes Memorial Award and reached out to other MPAcc alumni to contribute to the fund. Boflo says they were sure others would also want to honour Forbes in this way. "Marg influenced MPAcc profoundly which has, in turn, benefitted our lives as professionals and CAs," he says.

The response has been positive and the first annual Marg Forbes Memorial Award was presented at this year's Edwards MPAcc Farewell Luncheon.

The Marg Forbes Memorial Fund is an ongoing initiative. To remember and honour Marg through supporting future students of the MPAcc program, give online at <https://give.usask.ca/online/edwards.php> or contact Jan at 306.966.5437 or kalinowski@edwards.usask.ca.



INSTITUTE OF CHARTERED ACCOUNTANTS OF ALBERTA (ICAA)
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INSTITUTE OF CHARTERED ACCOUNTANTS OF ALBERTA (ICAA)
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MBA PROFESSOR OF THE YEAR
(2012)



UNIVERSITY OF SASKATCHEWAN STUDENTS' UNION
ACADEMIC ADVISING AWARD (2012-13)



WOMEN'S EXECUTIVE NETWORK 2012 TOP 100
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PHOTOS BY LARRY KWOK

Farewell Alison Renny



After her 22 years of service to the College of Commerce/Edwards School of Business at the University of Saskatchewan, we bid a fond farewell to Associate Dean Alison Renny.

Alison received both her B.Comm. and MBA degrees from the College of Commerce, and began teaching for the college in 1991. From 1998 until 2013, she was assistant / associate dean of undergraduate programs.

Throughout the years, Alison has been nominated for and received several teaching excellence awards and in 2006 received the designation Fellow of the Society of Management Accountants.

She is probably best known across the bowl for her prudence in budgeting and financial management, often eager to share her comments as a member of the Finance Sub-Committee and Planning and Priorities Committee of Council.

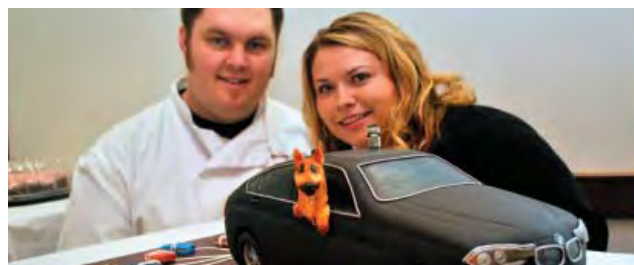
At Alison's last faculty meeting, Dean Daphne Taras announced the Associate Dean Alison Renny Bursary, established in honour of Alison's service and dedication.

"Alison has been a pillar in the Edwards School of Business for many years and has served our students, our college, and our university extremely well," says Taras. "As Alison has always had compassion for students who persevere in their education despite financial difficulties, we felt a student award based on

financial need was most appropriate, and one that Alison would be honoured to have presented in her name."

Alison has made an impact as a teacher, facilitator, active committee member, colleague and friend. She has made significant contributions within the Edwards School and across campus and her presence will be greatly missed. 🐾

If you would like to honour Alison Renny by giving to the Associate Dean Alison Renny Bursary, visit www.edwards.usask.ca/alumni/Make-a-Gift-Today.html



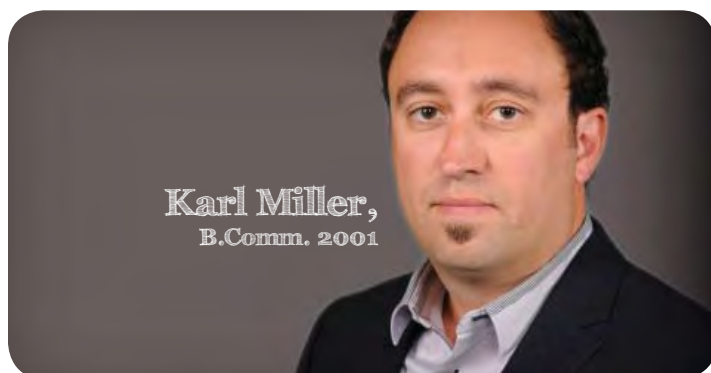
Alison's connection to the Edwards School community was honoured in another way at her informal farewell. Bridge City Cakes surprised her with a custom cake! The business is owned and operated by Edwards B.Comm. alum Arvelle Van Dyck and her husband Wayne, Saskatoon's only certified cake designer and artist. Need a custom cake? Check out bridgecitycakes.com.

Edwards School of Business Alumni Honoured by U of S

Alumni Achievement Award:

The University of Saskatchewan's Alumni Association held its annual Alumni Achievement Awards event on November 2, 2012. These awards recognize graduates of the University of Saskatchewan for excellence, leadership and innovation in their achievements and contributions to the social, cultural and economic wellbeing of society, which positively reflect on the U of S and the Alumni Association.

Congratulations to Edwards School of Business alumnus Karl Miller (B.Comm. 2001) for his contributions as an entrepreneur and businessperson.



USSU Engaged Alumni Excellence Award:

We also congratulate Shannon Lindsay (MPAcc 2010, B.Comm. 2008) who received the 2013 USSU Engaged Alumni Excellence Award. This award was established in 2010 through a partnership between the University of Saskatchewan Alumni Association and the University of Saskatchewan Students' Union (USSU).



For bios on these award winners or to nominate an Edwards School graduate for an award, visit alumni.usask.ca/awards

Research Achievements

Our faculty members are encouraged to publish in top-tier journals. Here are a few of the many research achievements of this past academic year.

Richard J. Long, and Fang, Tony. "Do Employees Profit from Profit Sharing? Evidence from Canadian Panel Data," *Industrial and Labor Relations Review*.

Hoopes, J., **Devan Mescall** and J. Pittman, "Do IRS audits deter corporate tax avoidance?" *The Accounting Review*.

Kamoche, K. and **Aloysius Newenham-Kahindi**. "Knowledge appropriation and HRM: the MNCs experience in Tanzania," *International Journal of Human Resource Management*.

Dionne Pohler & Luchak, A. "Are Unions Good or Bad for Organizations? The Moderating Role of Management's Response," *British Journal of Industrial Relations*.

Jones, D.A., **Chelsea R. Willness**, & Madey, S. "Why are job seekers attracted by corporate social performance? Experimental and field tests of three signal-based mechanisms," *Academy of Management Journal*.



Financial Advice

by Barry Munro

The phone rings. Someone at the other end makes a compelling case for you to support the terrific work underway at the Edwards School of Business. As a member of the alumni, you reflect fondly back on your time at the U of S. You wonder whatever happened to that girl or boy who you could never get the courage up to ask out on a date. You remember that professor who took the extra minute or two to help you on an important project — or who challenged you to think more about strategy, innovation, globalization, Saskatchewan's opportunities, or about the role of finance in decision-making. You decide it's time to make a difference in building the skills of tomorrow's leaders by making a financial contribution to support the Edwards School of Business.

Now that you've made your decision, it's time to consider how to donate in a way that benefits both the Edwards School and you.

Start by reviewing your investment portfolio and give a gift of securities. Properly structured, a donation of securities can create a significant tax advantage over donating cash — allowing you to donate more while costing you less. This is because the Canadian tax rules relating to the gift of securities to charitable organizations effectively result in no tax being paid on any capital gain embedded in the securities donated.

Let's look at an example of how this works:

Assume you donate \$10,000 to the Edwards School of Business. In one instance, you simply write the cheque. The alternative is to donate shares that have appreciated in value since you acquired them. While everyone's circumstances are different, the results often come as a surprise, and certainly should motivate you to carefully evaluate your giving strategy. Plus, the tax win on a gift of securities should allow you to share that win with the Edwards School.

		Sell shares and donate cash \$	Donate shares directly to the charity \$
Amount of donation	(a)	10,000	10,000
Adjusted cost base of shares		4,000	4,000
Capital gain		6,000	6,000
Taxable portion of capital gain at 50% inclusion		3,000	0
Tax on capital gain at 44%	(b)	(1,320)	0
Tax benefit of gift at 44%	(c)	(4,400)	(4,400)
Net cost of donation (a+b-c)		6,920	5,600
Advantage of donating securities			1,320

For purposes of this example, the maximum marginal tax rate in Saskatchewan of 44% was used. The maximum rate in Alberta is 39%; BC is 43.7% and in Ontario is 46.4% (49.53% for taxable income > \$509,000).

The tax savings achieved will depend on the gain or loss in the security being donated, but in general, if an individual with a 44% income tax rate decides to donate stocks or securities directly to a registered charity rather than selling them and



BARRY MUNRO

making a cash donation, the amount saved will be 22% of the difference between the securities' value and their cost base — in other words, 22% of the gain.

As is always the case, there are lots of definitions to be aware of in the specific tax rules governing the gifts of securities (for example, the donation of flow-through shares results in a capital gains exemption that is limited to the original amount paid for the share). But all are generally easy to understand and work with. And there is a multitude of other guidance available from many sources, including the Edwards School of Business.

Capital gains savings aren't the only benefit. Donating stocks and securities also comes with the advantage of easy handling. Stocks, shares and securities can all be transferred electronically. The Edwards School of Business can easily accommodate your gift of securities. Donors can also carry forward excess credit for up to five years if the donation exceeds the amount eligible for a tax credit that year. That's not all. Donating stocks and securities as part of your will also has direct tax benefits for your estate. Credits from these donations can reduce the amount of tax payable for the year of death and the year before death. Individuals should also consider combining donations with a spouse for greater tax savings.

The choice is clear: the tax savings of donating stocks and securities speak for themselves. But what's most important is that you take time to think about how you can give back in a way that works for you. And with capital gains savings on charitable donations of stocks and securities, you might just choose to give a little more this year. 🍀

Barry Munro is a partner with EY (formerly Ernst & Young) and an Edwards School of Business alum. He is a member of the Major Donor cabinet of the United Way and sits on the board and chairs the Audit and Financial Committee for the Calgary Stampede Foundation. He is based in Calgary.

For more information on how you can donate to the Edwards School of Business, please visit give.usask.ca/how

DONORROLL

THANKS TO OUR DONORS AND FRIENDS

by Jan Kalinowski

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 from May 1, 2012 to April 30, 2013. For a complete list of annual donors, including gifts of \$1 - \$499, please visit the Edwards School of Business website at www.edwards.usask.ca. Although every effort has been made to ensure the accuracy of this report, we acknowledge that errors may have occurred. If you have questions about the list, please contact Jan Kalinowski, Edwards School of Business development officer, at 306-966-5437 or kalinowski@edwards.usask.ca. Thank you for your continued support of the Edwards School of Business.

- All donor recognition categories are exclusive of corporate matching gifts.
- Those who have passed away are gratefully acknowledged and marked with an *.

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or email kalinowski@edwards.usask.ca.

IN MEMORIAM

(1940) Edgar Arnold Chater, BAcc 1940 of Stittsville, ON, passed away April 9, 2013.

(1940) Percy Herbert Miller, BAcc 1940 of London, ON, passed away February 1, 2013.

(1942) Robert Edward Brunelle, BAcc 1942 of Nipawin, SK, passed away December 27, 2012.

(1946) Shirley Mae Wilde, B.Comm. 1946 of Regina, SK, passed away March 21, 2013.

(1947) George Donald Campbell, B.Comm. 1947 of Fort Quappelle, SK, passed away March 10, 2012.

(1947) Jack Holden Gordon, BAcc 1947 of Vernon, BC, passed away June 5, 2013.

(1947) Erna Alfrieda Lenz, B.Comm. 1947 of Regina, SK, passed away December 24, 2012.

(1947) Victor Hubert Pizzey, B.Comm. 1947 of Saskatoon, SK, passed away October 9, 2012.

(1948) Marion Isabel Buckle, B.Comm. 1948 of Hamilton, ON, passed away October 26, 2012.

(1948) Edwin Ferdinand Wolfe, B.Comm. 1948 of Minneapolis, MN, passed away May 23, 2013.

(1950) Douglas Warren Carson, B.Comm. 1950 of Saskatoon, SK, passed away March 2, 2013.

(1950) Phyllis Marjorie Irvine, B.Comm. 1950 of Saskatoon, SK, passed away December 3, 2012.

(1950) Stanley Krawchuk, B.Comm. 1950 of Regina, SK, passed away February 3, 2013.

(1950) Alexander Ray Paton, B.Comm. 1950 of Bechard, SK, passed away May 14, 2013.

(1950) Glenn Orphie Rui, B.Comm. 1950 of Calgary, AB, passed away January 18, 2013.

(1950) Frank Sojonky, B.Comm. 1950 of Edmonton, AB, passed away October 15, 2012.

(1951) Robert Therol Laking, B.Comm. 1951 of Ottawa, ON, passed away January 22, 2013.

(1953) Harold Phillip Milavsky, B.Comm. 1953 of Calgary, AB, passed away December 4, 2012.

(1953) Robert Joseph Pulak, B.Comm. 1953 of Calgary, AB, passed away January 4, 2013.

(1955) Scotty Wallace Cameron, B.Comm. 1955 of Calgary, AB, passed away June 18, 2013.

(1957) Joe William Kanuka, B.Comm. 1957 of White Rock, BC, passed away October 22, 2012.

(1957) Donald David Quiring, B.Comm. 1957 of Ottawa, ON, passed away May 12, 2013.

(1959) Andrew Stanley Svetkov, B.Comm. 1959 of Regina, SK, passed away November 23, 2012.

(1959) Sheila Rae Walker, B.Comm. 1959 of Edmonton, AB, passed away June 29, 2013.

(1960) Velma Mae Kinsman, ACC 1960, passed away October 19, 2012.

(1960) Robert Frank Nelson, ACC 1960 of Regina, SK, passed away March 5, 2013.

(1960) Walter Thomas Wilhelm, B.Comm. 1960 of Whitehorse, YT, passed away July 11, 2012.

(1962) Raymond William Pacholek, BAC 1962 of Regina, SK, passed away August 19, 2012.

(1962) Allan Ross Patterson, B.Comm. 1962 of Saskatoon, SK, passed away July 12, 2013.

(1963) Donald Richard Luchsinger, PUBADM 1963 of Regina, SK, passed away December 30, 2012.

(1964) Ernie Ernest Downs, B.Comm. 1964 of Swift Current, SK, passed away August 4, 2012.

(1964) Herbert Earl Evoy, PUBADM 1964 of Regina, SK, passed away March 18, 2013.

(1964) Arthur James Matley, BAC 1962, ACC 1964 of Saskatoon, SK, passed away February 15, 2013.

(1964) Philip Peter Schell, HOSADM 1964 of Balcarres, SK, passed away November 26, 2012.

(1964) Maurice Marion Towstego, BAC 1964 of Saskatoon, SK, passed away September 4, 2012.

(1965) William George Feader, B.Comm. 1965, of Courtenay, BC, passed away November 30, 2012.

(1965) William Bruce Pogue, HOSADM 1965 of Comox, BC, passed away February 2013.

(1965) Irene Mary Suveges, BAC 1963, ACC 1965 of Saskatoon, SK, passed away May 19, 2013

(1966) Ted Anaka, B.Comm. 1966 of Hudson Bay, SK, passed away March 3, 2013.

(1966) Frank Fred Wiens, HOSADM 1966 of Wetaskiwin, AB, passed away September 17, 2012.

(1968) Andrew Baran, LOCADM 1968 of Lafleche, SK, passed away October 1, 2012.

(1969) Ralph Edward Vickaryous, B.Comm. 1955, LOCADM 1969 of Richard, SK, passed away October 12, 2012.

(1970) Cliff Douglas Belter, LOCADM 1970 of Herbert, SK, passed away August 18, 2012.

(1970) Morris Peter Kowaluk, B.Comm. 1970 of Saskatoon, SK, passed away February 1, 2013.

(1971) John Daniel Arnsten, HOSADM 1967, LOCADM 1971 of Delisle, SK, passed away July 2, 2013.

(1971) Adam Anton Bishoff, PUBADM 1971 of Regina, SK, passed away March 11, 2013.

(1971) Donald Richard Cleaveley, LOCADM 1971 of Biggar, SK, passed away August 3, 2012.

(1971) Allan David Derges, BADMIN 1971 of Deer Valley, SK, passed away June 26, 2013.

(1971) Donald Melvin Felstrom, PUBADM 1971 of Regina, SK, passed away July 22, 2013.

(1973) Gertrude Miller, HOSADM 1973 of Saskatoon, SK, passed away June 8, 2013.

(1973) Keith Keith Palmer, B.Comm. 1973 of Saskatoon, SK, passed away August 24, 2012.

(1973) Mervin Nicholas Prystupa, HOSADM 1973 of Leask, SK, passed away December 5, 2012.

(1973) Donald Albert Trew, BADMIN 1973 of Regina, SK, passed away May 1, 2013.

(1974) Kenneth Daniel Shaw, BADMIN 1974 of Regina, SK, passed away March 1, 2013.

(1976) Hal Haldor Lackie, B.Comm. 1976 of Saskatoon, SK, passed away August 3, 2012.

(1976) Walter Menzies MacLean, HOSADM 1976 of Saskatoon, SK, passed away November 8, 2012.

(1976) Lynne Ellen Semenchuk, B.Comm. 1976 of Saskatoon, SK, passed away in 2013.

(1978) Howard George Lawson, HOSADM 1978 of Saskatoon, SK, passed away August 30, 2012.

(1983) Irvin Wilfred Weber, HOSADM 1983 of Fort SK, AB, passed away October 5, 2012.

(1983) Cheryl Anne Wilmot, B.Comm. 1983 of Carnduff, SK, passed away November 11, 2012.

(1985) Lucien Alfred Chicoine, HECADM 1985 of Regina, SK, passed away January 29, 2013.

(1986) Arden Dale Giesbrecht, B.Comm. '86 of Regina, SK, passed away August 25, 2013.

(1986) Larry Keith Hesje, B.Comm. 1986 of Saskatoon, SK, passed away May 18, 2013.

(1986) Gerald Bruce Robertson, BAC 1986 of Saskatoon, SK, passed away October 5, 2012.

(1988) Frank Ross Allan, B.Comm. 1988 of Calgary, AB, passed away December 7, 2012.

(1988) Aleida Ann Jordens, HECADM 1986, HECADM 1988 of Kamsack, SK, passed away March 28, 2013.

(1994) Brenda Marlene Adams, BAC 1994 of Saskatoon, SK, passed away July 5, 2012.

(1994) Gerald Howard Waldman, B.Comm. 1994 of Toronto, ON, passed away September 28, 2012.

(1995) Chad D. Clarke, B.Comm. 1995 of Calgary, AB, passed away August 15, 2012.

(1998) Barbara Anne James, B.Comm. 1998 of Saskatoon, SK, passed away June 13, 2013.

(2004) Benton Matthew Tinson, B.Comm. 2004 of Saskatoon, SK, passed away December 13, 2012.

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