The Telfer School of Management at the University of Ottawa is uniquely positioned to link with and learn from Canada’s leaders.

With some 3,300 students, 200 full- and part-time faculty and 20,000 alumni, the Telfer School of Management is a diverse and vibrant environment in which students, faculty, researchers and alumni can forge rewarding lifelong relationships. Beginning September 2007, the Telfer School of Management will be located in the new Desmarais Building—an impressive 12-storey structure that features a variety of cutting-edge facilities.

Our distinctive programs include: Bachelor of Commerce, MBA, MHA, Executive MBA and MSc programs. The Telfer School of Management is accredited by AACSB and AMBA, ranking us among the best business schools worldwide.

Located in the heart of Canada’s capital and offering a broad range of outstanding research and teaching programs in both of our country’s official languages, the University of Ottawa is Canada’s university.
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*The background pictures used throughout this year’s annual report are photographs taken by Kevin Bhookun, Webmaster at the Telfer School, of the Desmarais building during its construction phase.*
Total Students: 3,315
Total Alumni: 21,236
# Professors: 84 full-time professors, 90 part-time professors
# Students enrolled in coop program: 319
% International students: 11
# Scholarships awarded yearly: 715
# Students who participate in the international exchange programs: 120

Rankings:
- The Telfer School of Management at the University of Ottawa has ranked among the Financial Times Top 150 Business Schools for the last four consecutive years (2004-2007)
- Ranked in the Princeton Review’s Best 282 Business Schools Worldwide
- Corporate Knights Social Responsibility Survey: – MBA program was ranked 7th in Canada – Undergraduate program ranked 4th in Canada

Top Recruiters:
- Accenture
- CIBC
- Costco Canada
- Deloitte
- Export Development Canada
- Federal Government of Canada
- L’Oréal Canada
- RBC
- Scotiabank Group
- Shell

Notable Alumni:
- Robert G. Ashe, BCom 1982, President and CEO, Cognos
- Paul G. Desmarais, BCom 1950, Chairman of the Executive Committee, Power Corporation of Canada
- Dr. Jack Kitts, EMBA 2001, President & CEO, Ottawa Hospital
- James E. Orban, EMBA 1998, Publisher, The Ottawa Citizen
- Ian Telfer, MBA 1976, Chairman, Goldcorp Inc.
The Dean’s Advisory Board

The Advisory Board is composed of leaders from the private and public sectors who strive to strengthen the Telfer School of Management and its programs.

Established in 1989, the Advisory Board constitutes an important link between the Telfer School and the community, particularly the business world and the public sector. Its mandate is to advise the Telfer School with regard to its strategic choices and to provide information which will permit the evaluation of the relevance, the quality and effectiveness of its current and new programs. The Advisory Board also assists in identifying ways in which the business community and the public sector can contribute to the strengthening of the Telfer School.

Telfer School of Management Team

Its members are:

- **Robert G. Ashe** – President & CEO, Cognos
- **Pierre Bergeron** – Consultant
- **Richard Bertrand** – Vice-President Government Relations, Pratt & Whitney Canada
- **John-Peter Bradford** – Partner, Bradford Bachinski Limited
- **Mark R. Bruneau** – Senior Fellow, Monitor Group
- **L. Denis Desautels** – Executive-in-Residence, Telfer School of Management
- **Rick Doyon** – Principal, Camino Alto Communications
- **George Haynal** – Vice-President, Public Policy, Bombardier Inc.
- **Bruce Joyce** – Partner, Deloitte / Chairman of the Dean’s Advisory Board
- **John B. Kelly** – Chairman, NexInnovations Inc.
- **George Langill** – Executive-in-Residence, Telfer School of Management
- **Timothy J. McCunn** – Partner, Borden Ladner Gervais LLP
- **Michael McFaul, CMC** – Partner, Deloitte
- **Marie-Lucie Morin** – Deputy Minister of International Trade, Government of Canada
- **James E. Orban** – Publisher, The Ottawa Citizen
- **Ann Marie Sahagian** – Assistant Comptroller General, Treasury Board of Canada
- **Gary M. Seveny** – Former President and CEO, Alterna Bank
- **Moris M. Simson** – President & CEO, WaveNet Inc.
- **Camille Villeneuve** – President, Multivesco
- **Deborah L. Weinstein** – Partner, Labarge Weinstein

Left to Right:

*Alain Doucet*, Assistant Dean (External Relations); *Michel Nedzela*, Associate Dean (Strategy, Planning & Management Systems); *François Julien*, Associate Dean (Programs) and Vice-Dean; *Joanne Leck*, Associate Dean (Academic) and Secretary; *Michéal J. Kelly*, Dean; *Terry Kulka*, Director, Executive MBA Program; *Patricia O’Rourke*, Chief Administrative Officer; *Peter Koppel*, Assistant Dean (Student Services) and Director, Undergraduate Programs; *Philip McIlkenny*, Director, MBA Program
Although a significant development, the naming of our school is but one example of several recent achievements that will pay huge dividends in the years to come. For instance, the Telfer School is now housed in a new facility: the state-of-the-art Desmarais Building. Named in honour of the Desmarais family—one of the most distinguished names in Canadian business—this impressive new structure contains a variety of notable features, including computer labs, conference rooms, student space, and event and research facilities.

Our school has also added two new graduate programs. The MSc in Health Systems program and the MSc in Management program are ideal choices for accomplished students who want to expand their knowledge, hone their skills and gain practical experience in specialized fields.

Gaining momentum

These exciting developments are in keeping with the momentum that the Telfer School has created in recent years. First and foremost, we earned accreditations from the Association of Advanced Collegiate Schools of Business and the Association of MBAs—honours that place our school among the top three percent of the world’s business schools.

The Telfer School also helps students cultivate balanced scholastic experiences through scholarships, international exchanges, student clubs and business competitions. Our school’s commitment to a complete education is clearly apparent in the formation of student-run organizations such as Managers Without Borders; the experiences of more than 100 international exchange students; and the valuable contributions to our community by dozens of socially responsible students and alumni, including Kanika Gupta, winner of this year’s Alterna Savings Award for Social Responsibility Leadership, and Tuan Nguyen, recipient of the 2006 Dean’s Philos Award.

From Momentum to Engagement to Realization

In May 2007, the School of Management began an exciting new chapter in its history when it became the Telfer School of Management. The $25-million naming gift from alumnus Ian Telfer—the largest ever pledged to name a Canadian business school—will solidify our school’s financial foundation and enable us to invest further in student experiences, faculty and research excellence, distinctive new programs and world-class facilities.
In addition, our school is widely recognized for having developed unique research and teaching competencies in innovation, entrepreneurship, health care management and other vital disciplines. Of note recently, Dr. Greg Richards was appointed Cognos Professor in Performance Management to initiate a research program focused on performance management and its impact on organizations in the commercial, public and health-care sectors. Dr. Barbara Orser completed trailblazing research about gender differences in the capitalization of small and medium-sized enterprises in Canada. Dr. Daniel Lane earned a $1 million grant from Fisheries and Oceans Canada and the Social Sciences and Humanities Research Council to re-launch and lead the pan-Canadian Ocean Management Research Network. And Dr. Bruce Firestone and alumnus Eugène Tassé are imparting their knowledge and resources to help foster an entrepreneurial culture among Telfer School students.

**Strengthening engagement**

Firmly rooted in these achievements, the Telfer School continues to reach higher. Our school operates a dedicated Career Centre whose ten career-development professionals help undergraduate and MBA students prepare themselves for professionally successful and personally fulfilling careers. A recent noteworthy achievement of this unique student resource is the Internal Audit and Evaluation Internship Program, which facilitates the training of auditors and program evaluators for careers at the Department of Fisheries and Oceans.

The Telfer School’s “Linked with Leadership” brand conveys how we leverage the rich assets in the National Capital Region’s public and private sectors to provide students with unique learning opportunities and experiences. The Chefs de file en herbe program is the latest demonstration of our brand in action. The distinctive program prepares francophone students to play prominent roles in business and government by helping them identify the attributes of successful leaders, hone their own leadership skills and connect with leaders of the region’s francophone business community.

The Mindtrust Leadership Development Program does the same for English-speaking students. Now entering its fourth year, the program is a remarkable opportunity for fourth-year and MBA students with a demonstrated aptitude for leadership to gain practical knowledge and insights from some of Ottawa’s most successful business leaders. And the popular CEO-in-Residence Speakers Series recently featured Telfer School alumnus Phil White, founder and co-owner of Cervélo Cycles, who shared his insights on entrepreneurial success with students and faculty at the annual Toast to Success Business Dinner organized by the Telfer School’s Entrepreneurs’ Club.

**Realizing our goals**

Although the Telfer School has taken great strides to expand student experiences, enhance faculty and research excellence, create distinctive new programs and construct world-class facilities, these achievements do not signify the end of our efforts. They mark only the beginning of another busy and rewarding year at the Telfer School.

As I look to the future, I am confident that our school will remain committed to enhancing student experiences and ensuring faculty excellence; we will take advantage of a growing research profile; we will use a strengthened financial foundation—gained as a result of generous alumni and donor support—to grow even further; we will position ourselves as a top international management school; and we will continue to make every effort to ensure that our students, faculty, staff and alumni are proud ambassadors of the Telfer School of Management.
A cherished alumnus, a transformative gift, a rare opportunity

On May 8, 2007, School of Management MBA graduate Ian Telfer, Chairman of Goldcorp Inc., launched an exciting new chapter in management education at his alma mater with an unprecedented $25 million donation. In honour of his contribution, the School of Management has been renamed the Telfer School of Management.

The donation—the most generous ever pledged to a Canadian business school—will support and expand the learning experiences of students and the research opportunities of faculty. In doing so, this powerful and intensely personal expression of giving will touch the lives of countless business students and ensure that the Telfer School remains in the top rank of national and international business schools for generations to come.

This truly transformative gift continues Ian Telfer’s inspirational engagement in student-focused initiatives at the Telfer School. His previous support to the school that now bears his name includes the Ian Telfer Scholarship for MBA Students, which provides financial support to management students in need. And for the past two years, he has hired a Telfer School MBA graduate to work as his personal apprentice at Goldcorp Inc.’s head office in Vancouver, significantly accelerating the careers of these promising young business leaders.

“The reason I am so proud to support the School of Management at the University of Ottawa is because I have experienced firsthand the positive impact the school can have on the lives of its alumni. Over 30 years ago, the School of Management made an investment in me. Now it’s my turn to return the favour and make an investment in the school.”

Ian Telfer, School of Management alumnus (MBA 1976)
About Ian Telfer

An alumnus of the School’s MBA program, Ian Telfer is the Chairman of Goldcorp Inc. Based in Vancouver, Goldcorp is one of the world’s largest gold mining companies.

Since graduating in 1976, Mr. Telfer has served as a senior executive in the mining industry and has financed, developed and operated mines in 12 countries throughout North America, South America, Asia and Australia. Prior to leading Goldcorp, he held executive positions at a number of mining companies, including Lihir Gold, TVX Gold and Wheaton River Minerals, the predecessor of Goldcorp.

Mr. Telfer’s successful track record as a mining executive has been recognized several times over the years. Most recently, he was presented with the Murray Pezim Award for financing exploration; he was selected as a finalist for the Ernst & Young Entrepreneur of the Year award; and Business in Vancouver acclaimed him as the newsmaker of the year.

Mr. Telfer, who earned a Bachelor of Arts degree from the University of Toronto, is a member of the Canadian Institute of Chartered Accountants and a director of the Special Olympics Canada Foundation.
Management Has a New Home

The name Desmarais is synonymous with business excellence—which makes it only fitting that the University of Ottawa's state-of-the-art Desmarais Building is the new home of the Telfer School of Management.

Named in honour of Paul G. Desmarais (BCom 1950), a University of Ottawa alumnus and one of Canada's most distinguished corporate leaders, the naming of this impressive new structure not only marks his $15 million contribution to the Campaign for Canada’s University, but also symbolizes a lifetime of remarkable support for the University of Ottawa from the Desmarais family.

Indeed, this extraordinary donation is the latest in a long line of generous contributions to the University of Ottawa from Mr. Desmarais and his family. He has chosen to closely associate his family name with the University of Ottawa because the school upholds values that are closely tied to his family: integrity, education and helping the French language in Canada.

The 12-storey structure that now bears one of the most respected names in Canadian business offers Telfer School students an unparalleled learning environment. Noteworthy features of this impressive facility include: breakout rooms; four computer labs; six conference rooms; student lounges and club offices; wireless connectivity throughout the building; four classrooms specially designed for the graduate program; six lecture theatres with capacity for more than 700; and a multipurpose room suitable for hosting a multitude of events, conferences, seminars and celebrations.

It is all in the Desmarais Building—the new home for management at the University of Ottawa.
André Desmarais joined hundreds of Telfer School students, faculty, administrators and alumni to celebrate the naming of the new home of the Telfer School.

“THE UNIVERSITY OF OTTAWA HAS ALWAYS BEEN AT THE VERY HEART OF THE EDUCATION OF THE DESMARAISS FAMILY. MY LATE FATHER, MY WIFE JACQUELINE, OTHER MEMBERS OF MY FAMILY AND MYSELF ARE PROUD ALUMNI—AND SEVERAL OF MY GRANDCHILDREN ARE CURRENTLY ATTENDING THE UNIVERSITY.”

PAUL G. DESMARAISS, UNIVERSITY OF OTTAWA ALUMNUS AND HONORARY CO-CHAIR OF THE CAMPAIGN FOR CANADA’S UNIVERSITY
Social Responsibility

Demonstrating the Social Power of Business

Students, faculty, administrators and alumni of the Telfer School of Management share a firm belief: that businesses and businesspeople have a clear obligation to engage with their communities and support social development. To demonstrate their commitment to this concept, the Telfer School partnered with Alterna Savings—an Ontario-based credit union—to create the Alterna Savings Award for Social Responsibility Leadership.

The award is presented annually to a third-year Bachelor of Commerce student who demonstrates exceptional leadership in social responsibility. Fittingly, recipients of the award are expected to further strengthen their community engagement by acting as ambassadors for social responsibility at the Telfer School in their fourth year of study.

In June 2007, the Alterna Savings Award for Social Responsibility Leadership was presented to Kanika Gupta. Although Kanika has demonstrated from an early age a deep and enduring commitment to social responsibility, she has redoubled her community engagement while studying at the Telfer School. In fact, Kanika believes that businesspeople—and young business leaders such as herself—wield tremendous economic power and therefore must play active roles in their communities.

For her part, Kanika served as social responsibility lead for IMPACT, a non-profit, student-run organization that promotes entrepreneurship and leadership in Canada; she was high-school outreach coordinator for Engineers Without Borders Canada, a group that encourages human development through access to technology; and she played an influential role helping the Commerce and Administration Student Charity Organization—run entirely by Telfer School students—raise more than $20,000 last year for the Children’s Hospital of Eastern Ontario.
 Appropriately enough, prior to beginning her fourth year at the Telfer School, Kanika spent the summer of 2007 in Togo participating in Project AfriTour—a non-profit program that helps young entrepreneurs in the African country’s tourism sector develop their enterprises. With Project AfriTour, Kanika is putting her business knowledge and skills directly to use—teaching Togolese entrepreneurs to develop sound business plans. Armed with the plans, these rising business owners will be prepared to secure micro-finance loans for their tourism-related ventures and, following Kanika’s estimable example, become socially responsible business leaders themselves.

**An Enduring Commitment to Community Engagement**

To mark its 35th anniversary in 2004, the Telfer School of Management created the Dean’s Philos Award. The award is given annually to a Telfer School student, alumnus, faculty member or member of the community who demonstrates outstanding philanthropic achievement and commitment to social development. Past recipients of the award include beloved professor and distinguished community leader Normand Fortier, and graduate and prominent local businessman Eugène Tassé.

In September 2006, at the annual Gala of Excellence, the Dean’s Philos Award was presented to Tuan Nguyen. A graduate of the Telfer School’s Bachelor of Commerce program, Tuan recognized and embraced the value of social responsibility at an early age when, as émigrés from Vietnam, he and his family experienced firsthand the transformative impact of local charities.

Tuan’s generous spirit and inexhaustible enthusiasm for community engagement were strikingly evident at the Telfer School, where he played a pivotal role in founding the student-run Commerce and Administration Student Charity Organization (CASCO). Comprised of dozens of undergraduate business students, CASCO has raised more than $500,000 for several local children’s charities—such as the Children’s Hospital of Eastern Ontario Foundation and the Ottawa Senators Foundation—by developing, organizing and promoting entertaining and inspiring events.

Tuan helped create CASCO for two reasons: first, he firmly believes that the knowledge, skills and energy of business students can be effectively applied in charitable endeavours; and second, he is convinced that community development presents ideal opportunities to connect today’s business leaders with Telfer School students—the business leaders of tomorrow.

Since graduation, Tuan has continued to translate his commitment to social responsibility into action and results. The owner of a marketing consulting company, he serves on the boards of several local organizations and speaks regularly to rising business leaders on the value of engaging with their communities. He also maintains close links with CASCO, helping officials expand the tremendously successful social-development organization to other post-secondary schools throughout the country.

Tuan Nguyen: 2006 Dean’s Philos Award winner and co-founder of the Commerce and Administration Student Charity Organization.
Connecting with the New World of Business

It is no secret that business today is becoming increasingly global. Communications are accelerating, trade barriers are disappearing and lucrative new markets are emerging continually. To succeed in this dynamic environment, students must view business from a global perspective and embrace learning opportunities that enable them to improve their understanding of the new international marketplace.

During 2006-2007, 120 students gained firsthand knowledge of the ever-changing face of modern business by taking advantage of the Telfer School of Management’s International Exchange Programs. Through the programs, Telfer School students may study abroad for a session at one of 45 elite post-secondary institutions in 17 countries. Although each exchange student enjoys a unique learning experience, the stories of three Telfer School undergraduates epitomize this academically valuable and personally fulfilling learning initiative.
Bachelor of Commerce student Marc Drolet contends that anyone who studies international management—as he does—must spend at least one session abroad. He arrived at this conclusion in 2006 after spending two sessions studying finance, marketing and business logistics at the Instituto Tecnológico y de Estudios Superiores de Monterrey in Mexico. Marc capitalized on his exchanges to learn Spanish, develop greater self-reliance and gain keen insights into the field of management.

Scott Weatherhead believes that international exchanges changed his life. The Telfer School student spent two sessions in Europe—spending the last four months of 2006 at the Università Carlo Cattaneo in Castellanza, Italy and the first six months of 2007 at Corvinus University in Budapest, Hungary. Studying marketing and the business of tourism abroad not only enabled him to experience and examine the cultures, economies and business environments of several European countries, but also gave him unique opportunities to grow as a leader and cultivate a group of lifelong friends and business contacts from around the world—all while continuing to pursue his degree.

Orin Hickerson, a graduate of the Telfer School’s Bachelor of Commerce program, is convinced that experiencing a variety of cultures is a vital ingredient to success as an entrepreneur. Acting on this conviction, the native of Guyana spent two sessions at Lund University in Sweden, where as a specialist in e-business, he studied informatics. He returned to the Swedish school in 2007 to complete a Master’s degree in international marketing and brand management, and began studying for a second graduate degree—this time in entrepreneurship. Adapting to life in a different country helped Orin hone his skills as a businessperson, while interacting daily with students from across the globe has proven to be ideal training for this rising entrepreneur striving to connect with the new world of business.

These enriching experiences flow both ways. In 2006-2007, the Telfer School of Management welcomed a total of 126 exchange students from 14 different countries. These incoming exchange students have enhanced the in-class experience of the Telfer School’s regular students by contributing their international perspectives.
Strengthening Student Engagement in International Management

Two years ago, Chetan Baweja returned to Ottawa from a session of study at Sweden’s Lund University equipped with a deeper understanding of international business, a PDA bursting with new contacts, and a proven way to help international exchange students take full advantage of academic life at the Telfer School of Management.

A student in the Telfer School’s Bachelor of Commerce program, Chetan benefited from a mentorship initiative that the Swedish school established to enhance the experiences of international exchange students. He realized that his own school needed a similar program to meet the unique needs of its international exchange students. Even more, he believed that a student club focused on all facets of international exchanges would enable the Telfer School to truly engage with foreign students and permit all students to take greater advantage of opportunities related to the study of international management.

Armed with this knowledge, Chetan and two fellow Telfer School students—Joey St-Pierre and Mélissa Léveillé—founded Managers Without Borders in August 2006. The organization’s International Mentorship Program pairs small groups of exchange students with full-time mentors. Generally third- or fourth-year students, these mentors enable exchange students to fully experience the opportunities offered by the school and the city. And by helping exchange students integrate into all aspects of the Telfer School’s academic and social life, the program enriches the learning experiences of all undergraduates.

Managers Without Borders has also taken great strides to enable students to gain a greater appreciation of the global nature of modern business.
Managers Without Borders has also taken great strides to enable students to gain a greater appreciation of the global nature of modern business. For instance, the organization recently secured an invitation for a team of Telfer School students to compete in the Thammasat Undergraduate Business Challenge. Sponsored by Thailand’s Thammasat University, the event is an exclusive four-day business-case competition for undergraduates of business schools from around the world.

In the years to come, Managers Without Borders will develop three more initiatives to strengthen student engagement in different areas of international management: an online international business-case competition; a program through which undergraduates can partner with local companies to participate in trade missions; and a day-long series of information sessions, hosted by international companies with local ties, for graduating students who want to start their careers abroad.

The executive team of Managers Without Borders ensures that the organization fulfills its mandate to strengthen student engagement in international management.

1st row (sitting): Andy Bayandor (Senior VP and IMP Coordinator), Whitney Lee (VP Marketing), Kristin Rossitter (VP External Relations), Maria Scopelliti (VP Exchange Relations) and Catherine Chen (VP Internal Relations).

2nd row (standing): Fares El Sabbagh (VP Social), Sean Kulik (VP Finance), Joey St-Pierre (Co-founder), Mélissa Léveillé (Co-founder), Chetan Baweja (Co-founder and President), Mireille Lemire (VP Communications), Vincent Douville (VP Information Systems) and Eric Tallon (Special Projects Coordinator).
In collaboration with private-sector partners, the Telfer School of Management has made a number of bold moves to become a leading centre for research in the fields of management, innovation, entrepreneurship and health care. One of these forward-thinking actions was the appointment of Dr. Barbara Orser and Dr. Allan Riding as Deloitte Professors in the Management of Growth Enterprises. Dr. Orser and Dr. Riding now lead a team of accomplished researchers whose work helps entrepreneurs gain a better understanding of the business characteristics, strategies and environments that drive enterprise growth.

During the past year, Dr. Orser spearheaded research into one of the most important but least understood groups in Canada: women business owners. More specifically, her study focused on how women finance their small and medium-sized enterprises and how these methods differ from those used by men.

The product of Dr. Orser’s distinctive research is a scholarly paper entitled Women Entrepreneurs and External Capital. In it, she presents four key findings:

1. Women business owners are equally likely as men business owners to seek all types of financing, with the exception of equity capital (money provided by a company’s owner or owners).

2. Businesses owned by women tend to be smaller and less profitable than those owned by men, and are more likely to focus on the wholesale, retail and service sectors—sectors that typically do not interest venture capitalists.
3. Women and men who apply to financial institutions to finance their businesses are equally likely to obtain capital.

4. Women business owners exhibit lower levels of tolerance for financial risk and receive a disproportionately lower share of venture capital than their male counterparts.

These findings explode many myths regarding women business owners in Canada. Accordingly, Dr. Orser’s research—and the fresh, authoritative answers it has generated—sets the stage for policymakers, lending institutions and trade associations to develop effective strategies to help women start and expand businesses.

Although these policy changes may take some time to occur, Dr. Orser’s peers were quick to recognize the value of her research. At their annual conferences, the Administrative Sciences Association of Canada and the International Council for Small Business both honoured Women Entrepreneurs and External Capital as the best paper of 2006—clear proof of the value of her research and the increasing research momentum at the Telfer School.

Helping Businesses Stay on Track

For years, Cognos Incorporated has been a global leader in developing performance-management products that help companies understand, plan and manage their financial and operational performance. More specifically, Cognos software enables executives to answer fundamental questions about the condition and conduct of their organizations: How are we doing? Why are we on or off track? What should we do to stay on track or get back on track?

To intensify the study of performance management, the Telfer School of Management signed a partnership agreement with Cognos in November 2006. According to the pact, the Ottawa-based company supplied more than $1 million in funding, software and related services to the Telfer School, which has applied this generous contribution to develop a new performance-management curriculum that is now featured in graduate programs.

The Telfer School also used the funding to create a new faculty position: the Cognos Professor in Performance Management. Dr. Greg Richards, a Telfer School adjunct professor and former senior executive at Cognos, will hold the professorship for the next three years. In this role, he will provide a course to graduate students on the fundamentals of performance management and supervise a team of researchers that has undertaken three distinctive projects.

Researchers from the Telfer School’s IT-enabled Managerial Process Innovation cluster are studying a variety of local companies to determine the specific ways in which these organizations use performance-management practices and tools. The researchers will analyze results from the case studies to determine best practices that can be used by all businesses, and identify ideal sector-specific approaches that companies in particular industries can employ.

The researchers are also using data generated from the case studies to enhance their understanding of the factors that directly influence vital aspects of business performance, such as sales growth, process innovation and product development.

In addition to these initiatives, researchers are developing an integrated approach by which federal public servants can improve reports on departmental and program performance. This practice will be designed to enable program managers and departmental executives to access a common source of data within their organizations. Armed with this information, these officials can not only respond swiftly and authoritatively to requests from central government agencies, but also strengthen accountability and increase transparency of public spending.
Valuable Lessons from a Winning Business Leader

Develop a clear vision, identify your competitive advantage, and then make sure your brand communicates these key business attributes to consumers. This valuable business lesson was just one of several penetrating insights imparted to rising entrepreneurs by Phil White, the keynote speaker at the Entrepreneurs’ Club’s annual Toast to Success Business Dinner, held on February 5, 2007 at the Ottawa Congress Centre.

A Telfer School alumnus and co-owner of Cervélo Cycles, Mr. White is also the Telfer School’s most recent CEO-in-Residence. A vivid expression of the Telfer School’s brand in action, the CEO-in-Residence Speaker Series enables students and faculty to interact directly with prominent local and national executives—many of them Telfer School alumni—from a range of industry sectors and management fields.

Mr. White is an enthusiastic supporter of this innovative learning initiative. By sharing stories of the problems they encountered and the steps they took to overcome them, he maintains that business leaders can help budding entrepreneurs weather the storms that all new enterprises will inevitably face.

According to Telfer School CEO-in-Residence Phil White (right), ensuring your company’s brand communicates key business attributes is a fundamental contributor to entrepreneurial success.
The lessons revealed by Mr. White at the dinner are the product of hard-won experience. He co-founded Cervélo Cycles in 1995 to produce a single racing bicycle that addressed the specific needs of an individual athlete. This was a relatively straightforward task. But dramatically expanding his company during the late 1990s presented a number of distinctive challenges: taking advantage of emerging markets, managing supply chains that were becoming increasingly global, and incorporating new computer technologies and software tools into designing, testing and development processes.

Today, Mr. White’s company is recognized as one of the most innovative bicycle manufacturers the sport has seen in years and has been ranked by Profit magazine as one of the fastest-growing companies in Canada. What’s more, as a supplier to Team CSC, Cervélo Cycles is the only Canadian bicycle manufacturer to be represented in the Tour de France.

While Mr. White contends that contributions from successful business leaders, via the CEO-in-Residence Speaker Series, help fill a void in standard management curricula, he is quick to point out that the benefits of this unique learning experience flow both ways. He was energized by the enthusiasm of the hundreds of Telfer School students who attended the dinner, and impressed by their commitment to entrepreneurship and mature outlook on the challenges and opportunities of modern business life.

A New Program for Budding Business Leaders

One of the principal qualities of effective leaders is a profound desire to help budding young professionals acquire leadership skills of their own. The Telfer School of Management shares this mission. Clear proof is the Chefs de file en herbe program, which links Telfer School students directly with prominent local and national business leaders.

Developed in partnership with the Regroupement des gens d'affaires de la Capitale nationale (RGA) and the Université du Québec en Outaouais, the program prepares francophone students to play prominent roles in business and government by helping them identify the attributes of successful leaders and hone their own leadership skills.

To accomplish these complementary objectives, the 2007 edition of the program consisted of four half-day workshops on critical aspects of modern business leadership. Held on four consecutive Fridays in March, each workshop opened with a 30-minute presentation from one of four distinguished executives:

- Paul Côté, President and CEO, VIA Rail Canada;
- Sophie Tremblay, President, Le groupe Cohésion;
- Nathalie Lavigne, Vice-President, Communications and Marketing, Groupe Nestor; and
- Pierre Duplessis, Secretary General and CEO, Canadian Red Cross Society.

After each presentation, participants formed small groups to tackle case studies related to the theme of that week’s workshop. Following the breakout sessions, participants gathered to discuss their solutions with a panel of successful local business leaders who offered their insights on how they had resolved similar issues.

Thirty graduate and undergraduate students participated in the 2007 Chefs de file en herbe program. In fact, Telfer School MBA student Geneviève DeBlois was awarded a $5,000 bursary from RGA to help her achieve her career goals. Fellow participants and program panelists recommended Geneviève for this honour based on her abilities as a communicator, the value of her interventions and the positive impact she had on the work of her peers—three definite characteristics of a budding business leader.
Engaging Government to Expand Career Possibilities

Like many employers in today’s competitive business world, the Government of Canada continually searches for effective ways to recruit, train and retain talented professionals. In particular, the federal government has an urgent need for skilled auditors and program evaluators to ensure its departments and agencies adhere to stringent rules on public spending and program performance.

To facilitate the training of new government auditors and program evaluators, the Telfer School of Management partnered with Fisheries and Oceans Canada to create the Internal Audit and Evaluation Internship Program. Accredited by the Public Service Commission of Canada, the program will run for the next five years and will see two third-year Bachelor of Commerce students selected each year.

Telfer School undergraduates Caroline Black and Genevieve Good are the first two participants in the program. These students have agreed to complete specific courses in the field of audit and program evaluation. In return, they will take advantage of three four-month paid work terms with Fisheries and Oceans Canada’s Audit and Evaluation Directorate, acquiring the knowledge, skills and practical experience required to become auditors and program evaluators within the Government of Canada. The students will then be offered full-time positions with the directorate upon graduation.

All participants will complete program evaluations at the end of each session, while the directorate will conduct a comprehensive examination in the fifth year to measure the overall success of the program. After only a few months, however, the program has generated rave reviews, prompting representatives of the Telfer School’s Career Centre to explore the possibility
of expanding the program into other federal departments. In addition to sharing a growing demand for auditors and program evaluators, these departments appreciate the wide range of services and workshops offered by the Telfer School’s Career Centre—professional-development training that enables students to make smooth transitions from the classroom to successful careers in the federal government.

Fostering an Entrepreneurial Culture to Ensure Career Success

The principles of entrepreneurship are not just for businesspeople. They can inform anyone in any career at any stage in life. To help foster an entrepreneurial culture among students, the Telfer School of Management this year strengthened its ties to two of the most dynamic entrepreneurs in the country—Bruce Firestone and Eugène Tassé.

In May 2006, Dr. Firestone was appointed the Telfer School’s inaugural entrepreneur-in-residence. In fulfilling this role, he gives lectures, undertakes research and presents a course that helps students discover what it takes to enjoy rewarding careers in today’s demanding and continually changing business world.

Dr. Firestone’s distinctive course—Entrepreneurial Culture: How to Bootstrap Yourself to Business Success in the 21st Century—centres on four activities: exploring the unique obstacles faced by entrepreneurs who self-finance their enterprises; uncovering the distinctive value of certain businesses; understanding the advantages of unconventional marketing techniques; and discovering the key features of effective business models.

Dr. Firestone’s teaching emphasizes the value of sound business models—detailed examinations of how business intends to serve customers and generate revenues—which he considers to be the foundation of entrepreneurial success.

Like Dr. Firestone, Eugène Tassé is a fervent believer in the value of fostering an entrepreneurial culture among students. A Telfer School alumnus and past winner of the Dean’s Philos Award, Mr. Tassé holds that students can achieve career success and secure financial freedom by gaining knowledge, developing leadership skills and adopting disciplined financial and personal habits.

To help engender these traits among Telfer School students, Mr. Tassé sponsored the Eugène Tassé Entrepreneurial Culture Challenge. Organized by the Telfer School’s Career Centre, the challenge began in September 2006 with ten undergraduates selected to create detailed action plans on how they would each go about achieving personal and career goals. The participants then completed four workshops and obtained several hours of personalized mentoring from some of the region’s most successful entrepreneurs.

Armed with this insight, the students will hone their action plans and prepare final versions. Three finalists will then present to a jury. The winner of the Eugène Tassé Entrepreneurial Culture Challenge will be awarded with $7,500 to help put their plan for career success into action.

A. Eugène Tassé, 2005 winner of the Dean’s Philos Award, is a cherished friend and supporter of the Telfer School.
B. Entrepreneur-in-Residence Dr. Bruce Firestone brings his deep knowledge, vast experience and unique insights to the Telfer School.
C. Telfer School alumnus and distinguished local entrepreneur, Eugène Tassé helps foster an entrepreneurial culture among Telfer School students by sponsoring the Eugène Tassé Entrepreneurial Culture Challenge.
YEAR IN REVIEW

2006–2007 Events

SEPTEMBER 15, 2006
A 12th Annual Scholarship Golf Tournament
Meadows Golf and Country Club

SEPTEMBER 15–17, 2006
Homecoming
University of Ottawa Campus

SEPTEMBER 16, 2006
B Telfer School of Management Alumni Association Gala of Excellence
Hilton Lac-Leamy

SEPTEMBER 27, 2006
Management Career Convention for fourth year graduating students – Career Centre Sports Complex, University of Ottawa

SEPTEMBER 28, 2006
17th Annual Accounting Club Wine and Cheese
Tabaret Hall, University of Ottawa

OCTOBER 20, 2006
Place à la Jeunesse
Organized by Les Jeux du Commerce, University of Ottawa

OCTOBER 28–30, 2006
Finance Society Stock Market Simulation
University of Ottawa

NOVEMBER 2, 2006
9th Annual ELLE Wine & Cheese – Entrepreneur's Club
Ottawa Marriott Hotel

Speakers:
Anne Bélec (BCom 1983)
CEO and President, Volvo Cars of North America

Francine Bélec (BCom 1979)
CRM – Marketing Programs Manager, Volvo Cars of North America

Renée Bélec (BCom 1987)
Director, Advertising Integration, Young & Rubicam Brands

NOVEMBER 3–4, 2006
Accounting Club Interuniversity Competition
University of Ottawa

NOVEMBER 9, 2006
MBA Consulting Breakfast
Capones Restaurant, Ottawa

NOVEMBER 13, 2006
CASCO “Starstuck” Gala
Crowne Plaza Hotel

DECEMBER 2, 2006
Marketing Association Christmas Ball
Ottawa Marriott Hotel

DECEMBER 5, 2006
MHA Preceptors’ Conference
Hampton Inn Ottawa

JANUARY 4–6, 2007
MBA Games
University of Alberta

JANUARY 5–8, 2007
Jeux du Commerce 2007
HEC Montréal, QC

Interacting with business leaders, competing in case competitions, supporting the community, networking with prospective employers, connecting with alumni, having fun: at the Telfer School, students reap the benefits of a complete education.
JANUARY 12, 2007
Mindtrust
Carleton University

FEBRUARY 5, 2007
Entrepreneurs’ Club Toast to Success Business Dinner Speaker: Phil White Ottawa Congress Centre

FEBRUARY 28, 2007
Summer and Part-time Employment Convention – Career Centre Sports Complex, University of Ottawa

MARCH 2, 2007
Finance Case Competition National Arts Centre

MARCH 6, 2007
ICAO No Limits Conference – Career Centre Tabaret Hall, University of Ottawa

MARCH 7, 2007
16th Annual MISA Wine and Cheese National Gallery of Canada

MARCH 13, 2007
Entrepreneurship Bridges Lecture Series Speaker: Bruce Firestone, Entrepreneur-in-Residence, Telfer School of Management Tabaret Hall, University of Ottawa

MARCH 13, 2007
Career Centre Successes Tabaret Hall, University of Ottawa

MARCH 21, 2007
Graduates’ Reception Hosted by the Telfer School of Management Alumni Association Speaker: Ian Telfer (MBA 1976), Chairman, Goldcorp Inc., University of Ottawa

MARCH 23-25, 2007
Happening Marketing 2007 Concordia University

MARCH 27, 2007
Ottawa Young Leaders Summit – Career Centre Tabaret Hall, University of Ottawa

MARCH 28, 2007
Recognition Reception for Donors & Scholarship Recipients Tabaret Hall, University of Ottawa

MARCH 29, 2007
22nd Annual Michel Cloutier Marketing Competition Hilton Lac-Leamy

MARCH 30, 2007
Graduation Ball (Undergraduate Programs) Canadian Museum of Civilization

APRIL 10, 2007
National Bank of Canada and Logan Katz LLP Business Plan Competition University of Ottawa

MAY 19, 2007
MBA Career Network – Career Centre MBA students Foundation Restaurant

MAY 24, 2007
Toronto Alumni Reception Waterfall Garden, Sheraton Centre Toronto Hotel

MAY 26, 2007
Toronto Alumni Reception

MAY 30, 2007
Toronto Alumni Reception

EUROPE
JUNE 16, 2007
European Alumni Reception Bleu Canard Restaurant Paris, France

MAY 9, 2007
Ottawa Alumni Wine and Cheese Reception Crowne Plaza Hotel

MAY 10, 2007
Montreal Alumni Reception

MAY 30, 2007
Toronto Alumni Reception

Montreal Alumni Reception

KPMG

Telfer School of Management | University of Ottawa
Speakers
ALUMNI BREAKFAST SPEAKER SERIES
Capones Restaurant

OCTOBER 12, 2006
A  Sir Terence Matthews
Chairman,
Mitel Networks
Corporation
Evening event held at the
National Arts Centre

NOVEMBER 1, 2006
B  The Honourable
Tony Clement
Minister of Health and the
Minister for the Federal
Economic Development
Initiative for
Northern Ontario
“Information Technology
as a Cornerstone of Patient
Wait Times Guarantees”

FEBRUARY 8, 2007
C  Mike S. Zafirovski,
President and Chief
Executive Officer, Nortel
“Changing the Trajectory of a Global Economy”

MBA PROFESSIONAL
DEVELOPMENT EVENTS
Telfer School of Management
Centre for Executive Leadership

OCTOBER 4, 2006
Terry Ledden
“How to Upgrade Your Sales Force”

NOVEMBER 22, 2006
Greg Richards
“Performance Management Systems as Continuous Learning Tools: frameworks, challenges, opportunities”

APRIL 3, 2007
Carlos Fox
“Coaching your direct reports: – The Art of the One-to-One”

CEO-IN-RESIDENCE
SPEAKER SERIES
Vanier Hall, Telfer School of Management

JULY 4, 2006
Brent Rebus, President
StorageTek Canada Ltd.

AUGUST 31 2006
Jim Roche, President
Tundra SemiConductor

NOVEMBER 16, 2006
Bernie Ashe, CEO
KOTT Group

FEBRUARY 5, 2007
Phil White, Founder and Co-Owner
Cervelo Cycles

HEALTHCARE
SYSTEMS SEMINARS
Vanier Hall, Telfer School of Management

NOVEMBER 23, 2006
Brian H. Rowe, MD, MSc,
CCFP(EM), FCCP
Canada Research Chair in Emergency Airway Diseases
Professor and Research Director
Department of Emergency Medicine, University of Alberta
“Emergency Department Overcrowding in Canada: A National Perspective”

DECEMBER 7, 2006
The Honourable
Monique Bégin P.C.
Commissioner,
Commission on Social Determinants of Health, World Health Organization
Professor Emeritus,
University of Ottawa
“Health Status: A Matter of Class?”

FEBRUARY 2, 2007
Vedat Verter, PhD
Director, McGill Health Management Consortium
Associate Professor, Operations Management Desautels Faculty of Management, McGill University
“Process Improvement in Healthcare: The design of preventive healthcare facility networks”

JUNE 11, 2007
Dr. Corinne Grenier
Associate Professor, Euromed Marseille École de management
Associate Researcher, Tech-CICO (Université de Technologie de Troyes)
“Social Networks of Actors and Organizations: Embeddedness and Decoupling of Knowledge Creation – The Case of a Healthcare Network”

APRIL 25, 2007
Dr. Greg Zaric
Canada Research Chair in Health Care Management Science
Ivey School of Business
and the Schulich School of Medicine and Dentistry
University of Western Ontario
“An Evaluation of Waiting Time Strategies for Total Joint Replacement”
2006-2007 Gifts and Donations

A special thank you to the following donors for helping us achieve our goals during the 2006-2007 year.

**Welch & Company**

*The Welch & Company Accounting Fellowship* was created through a generous donation of $200,000 by Welch and Company and will assist in recruiting and retaining a top quality professor in the accounting area.

**Cognos**

Cognos has pledged over $1 million in financial and gift-in-kind support to create the Cognos Professorship in Performance Management, a management-focused faculty position, as well as investments in software and services to support teaching in the classroom. The Telfer School of Management will create new courses in performance management in its graduate programs and will initiate a research program focused on performance management.

**Foreign Affairs/Cisco**

For the second year in a row, Foreign Affairs Canada and Cisco Canada were sponsors of the Canadian Leadership Orientation for U.S. MBA students.

**Jean-Pierre Soulière**

Through a gift of $25,000, Jean-Pierre Soulière (BCom 1967) created *The Soulière Family MHA Scholarship*, a scholarship that will provide financial support to an exceptional candidate demonstrating strong management and leadership potential who has been accepted to the MHA Program at the Telfer School of Management.

**CAP Gemini Automotive/Cap Gemini France and Renault**

These companies are part of a group of generous stakeholders who support *The Car Internet Research Program (CIRP)*, an automotive research program administered through the University of Ottawa and sponsored by industry, government, and academic groups. Over $37,000 was donated and directed at understanding how new information and communication technology will impact the automobile industry.
Awards

2007 JEUX DU COMMERCE
2nd place – Social Team (Nancy McDougall, Ryan Steels, Chris Sisto and Jane Wareham)
3rd place – Finance Case (Elizabeth Chang, Michele Dathan and Malkan Pinto)
3rd place – Strategy Case (Mathieu Gauthier, Jeff McLeod and Chantal Lanoy)
3rd place – Entrepreneurship Case (Anne-Marie Dunleavy, Stéphan Forget and Alina Kotov)
3rd place – Committee of the Year

HAPPENING MARKETING 2007
2nd place – Direct Marketing Case (Alina Preston, Will Tang and Malkan Pinto)
3rd place – Marketing en Herbe (Annie Nguyen, Aggie Klimkowska and James Caletti)

2007 TELFER SCHOOL OF MANAGEMENT BUSINESS PLAN COMPETITION
1st place: Frédéric Jacquet, Sambath Soeur, Nicolas Bisson, Daniel Baaklini and Simon Carignan

2007 CMA ONTARIO STUDENT CASE COMPETITION
Tie for 1st place: Michael Bos, Giang Nguyen, Laure Kresz and Shane Skinner

RBC’s THE NEXT GREAT INNOVATOR CHALLENGE
3rd place: Jeff Jakab, Peter Howroyd and Vincent Lam

OBJ TOP 40 UNDER 40 RECIPIENTS FOR 2007
Joseph Peters (MBA 1998)

FROST & SULLIVAN LIFETIME ACHIEVEMENT AWARD
Professor Jonathan Calof

TRUDEAU MENTORS - PIERRE ELLIOTT TRUDEAU FOUNDATION
Professor Monique Bégin
MBA Mentors

The Telfer School of Management wishes to thank MBA Project Mentors who will contribute in a unique and remarkable way in the training of its MBA students through the MBA Consulting Projects. MBA Project Mentors are responsible for assisting the project team with the consulting process. Project Mentors are members of the Canadian Association of Management Consultants.

<table>
<thead>
<tr>
<th>NAME</th>
<th>TITLE</th>
<th>INSTITUTION NAME</th>
</tr>
</thead>
<tbody>
<tr>
<td>James Bowen</td>
<td>Part-time Professor</td>
<td>Telfer School of Management</td>
</tr>
<tr>
<td>Paul Butler</td>
<td>Acting Director, Information Technology, Security and Project Management</td>
<td>Consulting and Audit Canada</td>
</tr>
<tr>
<td>John Harris</td>
<td>Managing Principal</td>
<td>The Osborne Group</td>
</tr>
<tr>
<td>John Herzog</td>
<td>Retired Partner - PWC</td>
<td>Pricewaterhouse Coopers Inc.</td>
</tr>
<tr>
<td>Alice Kubicek</td>
<td>President and CEO</td>
<td>AK Performance Solutions Inc.</td>
</tr>
<tr>
<td>Flavia Leung</td>
<td>Senior Corporate Management Officer</td>
<td>National Research Council Canada</td>
</tr>
<tr>
<td>Bonnie Lindsay</td>
<td>President</td>
<td>Offramp Management Services</td>
</tr>
<tr>
<td>Jocelyn Lortie</td>
<td>President</td>
<td>Giguère et Lortie Inc.</td>
</tr>
<tr>
<td>Heather Marasse</td>
<td>Partner</td>
<td>Generative Leadership Group</td>
</tr>
<tr>
<td>Andrew Penny</td>
<td>President</td>
<td>Kingsford Consulting Ltd.</td>
</tr>
<tr>
<td>Terry St-Pierre</td>
<td>Senior Consultant</td>
<td>Generative Leadership Group</td>
</tr>
<tr>
<td>Jac van Beek</td>
<td>Vice President, Programs and Planning</td>
<td>Canada Foundation for Innovation</td>
</tr>
</tbody>
</table>

MHA Preceptors

The administrative residency provides students with opportunities to work in leading health care organizations. It includes the participation of faculty, mentors and a network of health care professionals known as preceptors.

<table>
<thead>
<tr>
<th>PRECEPTOR</th>
<th>TITLE</th>
<th>RESIDENCY LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Michel Bilodeau</td>
<td>CEO</td>
<td>Children’s Hospital of Eastern Ontario</td>
</tr>
<tr>
<td>Jeff Coleman</td>
<td>CEO</td>
<td>Richmond Health Services, Vancouver Coastal Health</td>
</tr>
<tr>
<td>Cathy Danbrook</td>
<td>Vice-President, Rehabilitation, Mental Health, Geriatrics and Family Medicine</td>
<td>The Ottawa Hospital — Rehabilitation Centre</td>
</tr>
<tr>
<td>Paul Darby</td>
<td>President and CEO</td>
<td>Peterborough Regional Health Centre</td>
</tr>
<tr>
<td>Robert Devitt</td>
<td>President and CEO</td>
<td>Toronto East General Hospital</td>
</tr>
<tr>
<td>Paula Doering</td>
<td>Vice-President Medicine, Surgery and Critical Care</td>
<td>The Ottawa Hospital — General Campus</td>
</tr>
<tr>
<td>Robert Fox</td>
<td>Chief and Director — Planning</td>
<td>St. Michael’s Hospital (Toronto)</td>
</tr>
<tr>
<td>Sandra Golding</td>
<td>Executive Director</td>
<td>Community Care Access Centre</td>
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<tr>
<td>Adil Khalfan</td>
<td>Manager, Corporate Planning</td>
<td>University Health Network</td>
</tr>
<tr>
<td>Brent Kitchen</td>
<td>Director, Risk Management &amp; Privacy Officer</td>
<td>Regina — Qu’Appelle Health District</td>
</tr>
<tr>
<td>Cameron Love</td>
<td>Vice-President Facilities, Planning and Support Services</td>
<td>The Ottawa Hospital — Civic Campus</td>
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<tr>
<td>Wanda MacDonald</td>
<td>Executive Director</td>
<td>Pinecrest-Queensway Health and Community Services (PQHCS)</td>
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<tr>
<td>Hugh Macleod</td>
<td>Assistant Deputy Minister, Accountability and Performance Division</td>
<td>Ministry of Health and Long Term Care</td>
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<tr>
<td>Wendy Nicklin</td>
<td>President and CEO</td>
<td>Canadian Council for Health Services Accreditation</td>
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<tr>
<td>Dr. Arthur Porter</td>
<td>Director and General CEO</td>
<td>The McGill University Health Center (MUHC)</td>
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<td>Ron Sapsford</td>
<td>Deputy Minister</td>
<td>Ministry of Health and Long Term Care</td>
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<tr>
<td>Heather Sherrard</td>
<td>Vice-President, Clinical Services</td>
<td>University of Ottawa Heart Institute</td>
</tr>
<tr>
<td>Bruce Swan</td>
<td>President and CEO</td>
<td>Royal Ottawa Health Care Group</td>
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</table>
## List of International Exchange Partners of the Telfer School of Management

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<th>Country</th>
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<th>Institution</th>
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<td>University of Technology</td>
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<td>Denmark</td>
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<td>Universita Cattaneo</td>
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<tr>
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<td>University of Tilburg</td>
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## RAMP (Regional Academic Mobility Program)

<table>
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<tr>
<th>Country</th>
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<tr>
<td>Mexico</td>
<td>Altamira</td>
<td>Instituto de Estudios Superiores de Tamaulipas</td>
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<td>Mexico</td>
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<td>Universidad Autonoma De Guadalajara</td>
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<td>Universidad Iberoamericana</td>
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<td>UDLA – Puebla</td>
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<td>University of Missouri at St-Louis</td>
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<tr>
<td>USA</td>
<td>Bozeman</td>
<td>Montana State University</td>
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</table>
Business Partners

The following organizations participated in the Telfer School of Management Co-op program, Connections internship program, EMBA and MBA projects and graduate recruitment during the past year.

ABACUS Chartered Accountant
Accenture
Access Corporate Technologies
Accountability Research Corporation
AC Nielsen
Addeco
Affex Executive Search
Aga Khan Foundation Canada
Agnovia
Agriculture and Agri-Food Canada
Alcan
Alcatel-Lucent Canada Inc.
Alexandria Moulding
Allergis Group Canada
Alterna Savings
Alumni Office, University of Ottawa
AMITA Corporation and WorldReach Software
Apption Software
Association of Canadian Financial Officers
ATFCAN
Atlantic Packaging
Avenue Resources
Avoca Semiconductor Inc.
BAE systems
Bank of Canada
BC Hydro
BCE Corporate Services Inc.
BDO Dunwoody LLP
Bell Canada
Better Business Bureau
Binks
BlueSky Communications
BMO
BMO Financial Group
BMO Nesbitt Burns
Bombardier
Bombardier Recreational Products Inc.
Booster Juice
Bouchard Group of Companies
British Petroleum
Branham Group
Brendan Wood
Bridgewater Systems Corporation
British High Commission
Broccoli Construction Inc.
Brogan Inc.
Brookfield Power
BTI Photonics
Business & Human Rights Resource Centre
CA Ontario
Cadbury Adams Canada
Caisse populaire Rideau d'Ottawa
Caisse populaire Trillium
Calian
Camp Kodiak
Camp Mini-Yo-We
Canaccord Capital-Ottawa
Canada Border Services Agency
Canada Council for the Arts
Canada Deposit Insurance Corporation
Canada Foundation for Innovation
Canada Post Corporation
Canada Revenue Agency
Canada School of Public Service
Canadian Association of Chiefs of Police
Canadian Automobile Association
Canadian Broadcasting Corporation
Canadian College of Health Service Executives
Canadian Council of the Blind
Canadian Council on Africa
Canadian Crossroads International
Canadian Environmental Network
Canadian Federation of Independent Grocers
Canadian Food Industry Council
Canadian Food Inspection Agency
Canadian Forces
Canadian Forces Housing Agency
Canadian Health Leadership Network
Canadian Heritage
Canadian Imperial Bank of Commerce
Canadian Information Processing Society
Canadian Institute for Health Information
Canadian Institutes of Health Research
Canadian International Development Agency
Canadian Medical Protective Association
Canadian Museum of Civilization Corporation
Canadian Nurses Association
Canadian Red Cross Society
Canadian Securities Institute
Canadian Security Establishment
Canadian Security Intelligence Service
Canadian Tire Corporation Ltd.
Canadian Tulip Festival
Canadian Union of Postal Workers
Canadian Veterinary Medical Association
Canadian Wireless Telecommunications Association
Canon Canada
Canpages Inc.
Carling Laser Clinic
CATA Alliance
Centennial College
Centre Communautaire Franco-Ouest
Centre for Public Management, Inc.
Ceridian Canada Ltd.
Certicom
CFA
CGA
CGI Information Systems & Management Consultants
Channel Management International
Charles Landreville, C.A.
Chelsea Group
Children's Aid Society of Ottawa
Chipworks
Christian Asselin, Comptable Agréé
CIBC
CIBC World Markets
Cisco Systems Canada Co.
Citibank Canada
Citizenship and Immigration Canada
City of Ottawa
Clarica
CMA Holdings
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Coburn Realty Ltd.
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Cogan & Associates
Cognos Inc.
Colliers International
Collins Barrow LLP
Communications Security Establishment
Community Experience Initiative
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Computer Sciences Corporation
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Conference Board of Canada
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Construction Junic Co-operative Education Program
Corel Corporation
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Desjardins
Devencore Real Estate Services Ltd.
Dionex
Direction Nord Sud (DNS) Ltée
Distil
DNA Genotek Inc.
Dollar Blitz
Dominican University College
Downtown Rideau
Drache
Dundee Securities Corporation
EAGLE fundraising
Edgewater Computer Systems, Inc.
EDS
Edward Jones
E-Dynamic
Elections Canada
Electricity Sector Council
Eliquo Training & Development Incorporated
Embassy of Mexico
EMS Technologies
Entrepreneurship Centre
Entreprise Rent-a-Car
Environment Canada
Ernst & Young
Evergreen
Excel HR
Exit Certified
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Fidelity Investments Canada Limited
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Fisher Scientific
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