In the business of performance
Profile

A proud tradition, a promising future

For nearly 40 years, the Telfer School of Management has spurred the career growth and achievements of many of this country’s foremost entrepreneurs, business leaders and corporate executives, and emerged as one of Canada’s leading business schools—a diverse and vibrant learning and research environment in which students, faculty and alumni can not only fulfil their academic aspirations, but also forge rewarding lifelong professional relationships.

Today, our school is poised for even greater success. Housed in a new state-of-the-art facility and bolstered by a generous naming gift, the Telfer School offers exceptional learning opportunities for students, a stimulating and supportive research setting for faculty, and abundant partnership opportunities for local, national and international allies from business, government and the not-for-profit sector.

Proud of our past but always working to realize a promising future, we at the Telfer School are determined to consolidate our recent successes and attain further achievements in the months and years to come. What exactly are these successes and how do we plan on accomplishing our ambitious goals? Read on.

Corporate Information

The Telfer School of Management is a rich learning and research environment made up of some 3,700 students, 185 full- and part-time faculty, more than 21,000 alumni and 70 administrative support staff. Located in the new Desmarais Building and bolstered by a generous naming gift from alumnus Ian Telfer, the Telfer School enables students to earn the following degrees:

- Bachelor of Commerce,
- Master’s in Business Administration,
- Executive Master’s in Business Administration,
- Master’s in Business Administration and Law,
- Master of Health Administration,
- Master of Science in Management, and
- Master of Science in Health Systems.

For more information, contact us at:

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This year saw enrolment at the Telfer School reach a new high: 3,657 (3,341 undergraduate students and 316 graduate students). We also initiated two new graduate programs: the MSc in Management and the MSc in Health Systems. And most importantly, 2007-2008 marked our first full year in our new home and under the banner of our new name. These complementary achievements are concrete representations of our momentum and serve as an unshakeable foundation upon which we at the Telfer School can build an even richer learning and research environment.
2000: Micheál J. Kelly is appointed Dean of the Faculty of Administration.

2002: Faculty of Administration is renamed the School of Management.

2003: School of Management receives accreditation by the Association to Advance Collegiate Schools of Business (AACSB).

2005: School of Management receives accreditation by the Association of MBAs (AMBA).

2004: School of Management launches its Research Support Centre and Career Centre.

2007: Telfer School of Management opens specialized Management Library.

2007: Telfer School of Management moves into its new home—the twelve-storey, state-of-the-art Desmarais Building.

2007: Telfer School of Management launches two new research-based MSc programs: MSc in Health Systems and MSc in Management.

2007: Telfer School of Management renovates and expands its Centre for Executive Leadership at the World Exchange Plaza in downtown Ottawa.
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2007: Telfer School of Management moves into its new home—the twelve-storey, state-of-the-art Desmarais Building.

2008: Telfer School of Management achieves record level of research funding from granting councils—more than five times the total of the previous year.

2009: Telfer School of Management opens specialized Management Library.

2010: Telfer School of Management

May 2007: School of Management is renamed the Telfer School of Management in recognition of a $25 million gift from alumnus Ian Telfer.

June 2007: Telfer School of Management launches two new research-based MSc programs: MSc in Health Systems and MSc in Management.

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September 2007: Telfer School of Management opens specialized Management Library.
When I became Dean of the Telfer School in 2000, I had a clear idea of the strategic direction our school must take. This strategy can be summed up in three words: momentum, engagement and performance.

These words do not represent fashionable concepts or trendy catchphrases found in the latest bestseller of some business guru. They are tangible descriptors of our growth and development into one of this country’s premier business schools.

To begin, we generated momentum by earning accreditations from distinguished standards-granting authorities, by making career development a core component of student life, and by creating a range of imaginative programs, courses, scholarships and events.

We then consolidated these gains by strengthening our engagement with alumni and with prominent local, national and international companies, government departments, nongovernmental organizations and other schools, as well as with leading entrepreneurs, executives and managers from these institutions. The most vivid examples of this engagement came in the form of our new home—the state-of-the-art Desmarais Building—and the generous naming gift from alumnus Ian Telfer.

At the same time, we made several aggressive moves to bolster our standing as a research institution: We raised funds to establish a number of research chairs, professorships and fellowships so that we could attract talented young faculty.
members with strong track records of research excellence. We created a Research Support Centre and rewards program to provide strong backing and incentives for our researchers. And we developed Master’s-level programs based on research in innovation and entrepreneurship, and health management.

By establishing this strong foundation, we have increased the visibility of our school locally, nationally and internationally; we have enhanced our credibility among current and prospective partners; and we are now ideally positioned to achieve increasing levels of performance for years to come.

At the Telfer School, we gauge our performance using six distinct measures—ranging from the performance of our students in regional, national and international case competitions to our performance in supporting and enhancing community engagement and social development in our city, our country and around the world.

As you will see in this report, outcomes associated with these performance measures clearly demonstrate that our concentration on results and our hard work are paying off. Indeed, it is our sharp focus on our performance as a learning and research institution that has set us apart from other business programs in the country.

Emboldened by our successes, we are taking steps to increase our performance. We are integrating the theme of leadership of high-performance organizations throughout our school’s MBA program. We are building strong alumni linkages not only across Canada, but also in key business centres in the United States, Europe and Asia. We are also establishing advisory boards in these cities to help us expand our networks, build productive relationships and attract new donors. And we are embarking on a comprehensive consultation process with our students, faculty, staff and alumni to pinpoint the barriers that our school must overcome, identify any avenues that remain unexplored and develop a clear picture of what our school should look like 10 years from now.

I am confident these efforts will boost our performance today and put us in a position to reap even greater levels of performance in the future. In fact, as I look to the future, I am convinced that the Telfer School will continue to be ambitious and aggressive. We will remain committed to bolstering our faculty, strengthening our partnerships and producing top-flight graduates—the brand ambassadors of the Telfer School and the ultimate proof of our success in achieving high performance.
“We believe that the Telfer MBA should prepare leaders to focus on results with discipline and adaptability.”
The Future of Performance

It is no secret that the business world is changing at a rapidly accelerating pace. Trade barriers are coming down. New markets are opening up. Competition among firms is becoming increasingly fierce. Advanced communications technologies are sending information to all parts of the globe with ever-growing speed and ease. And demand for mobile, bilingual, expertly trained young business managers is escalating everyday.

In this volatile business environment, past actions and experience become progressively less valuable and relevant as a guide for future decisions. As a result, businesses and organizations of all kinds often find they must develop and execute new corporate strategies that accurately reflect today’s business world and their place in it. At the same time, these organizations rely on novel operations and processes to cope with this onslaught of change.

In fact, the most forward-thinking of these organizations are not just reacting to these changes but using them as a springboard to increase revenues, boost profits and enhance share value. They customize products and services; strengthen connections along their supply chains; forge new types of relationships among customers, suppliers and employees; and sharpen their focus on innovation in product and service development and in all aspects of their internal operations.

Businesses and organizations of all kinds often find they must develop and execute strategies that accurately reflect today’s business world and their place in it.

A concrete framework
These strategic and operational elements are key components of a concrete framework that leading-edge organizations use to ensure their strategies remain relevant, their operations integrated and balanced, and their investments timely and productive. Known as organizational performance management, this framework accurately quantifies the efficiency and effectiveness of organizational actions and decisions.
“By linking students with real life learning opportunities such as case competitions, our aim is to graduate high performance individuals.”
In doing so, organizational performance management provides organizations with a strategic lens through which to view all the interrelated components of their operations. From this perspective, organizations can quickly and reliably identify which operational levers must be adjusted to deliver the greatest bottom-line impact—from redefining relationships with customers and teaching workers new skills to reengineering fundamental business processes and deploying new technological infrastructures.

But organizational performance management is more than just reporting on the past and positioning for the present. It helps organizations focus on the future. The performance measures chosen by an organization communicate to all—employees, suppliers, clients—what is important to the organization now and in the months to come.

Indeed, organizational performance management can be used to create a permanent organizational culture that is based on performance—a culture that connects every person, every program, every unit of an organization to the organization’s strategic goals; a culture that is centred not on functional silos but instead on the team effort required to support an organization’s strategy.

An integrative theme
Like other forward-thinking organizations, the Telfer School of Management takes organizational performance management seriously. In fact, the school uses it to guide the development and integration of its flagship program—the Telfer MBA.

Within this program, students can take advantage of two unique courses—Performance Management Fundamentals and Applied Performance Management. In 2007-2008 Telfer students received 11 first, 11 second, and nine third place trophies in 11 different regional, national and international case competitions.
“The Telfer School understands that employers need to recruit bilingual, mobile and well trained managers.”
Management—that delve deeply into the essential principles and uses of this emerging field. Through these distinctive courses, Telfer students work directly with business-intelligence software and closely examine methods and processes used by organizations to create integrated performance-management systems.

In addition, the Telfer School incorporates performance management into core courses such as Strategic Marketing Management, Operations Management and Managerial Accounting for Information and Decisions, which provide students with the deep knowledge, transferable skills and hands-on training required to lead people, take charge of organizations, allocate resources effectively and articulate a strategic vision—all fundamental talents of high-performance business leaders and all key features of successful organizational performance management.

A measure of progress

As an organization focused on achieving increasingly higher levels of performance, the Telfer School also practices what it preaches. It has set down precise measures of performance that are derived from—and tailored to fit—its unique role as a learning and research organization. These measures, outlined and supported in the next section of this report, gauge the school’s progress to date and enable its leaders to make sound decisions today and into the future.

At the same time, Telfer School faculty and students are intimately involved in deepening the understanding of organizational performance management by conducting empirical research into new and existing performance measures; by tailoring the discipline for more targeted use in specific industry sectors; and by finding new ways to integrate elements of performance-management frameworks—three areas of study that constitute the future of organizational performance.
At the Telfer School, performance is more than something we study or talk about. Ever-increasing, ever-higher performance is the driving force behind all aspects of our school. Every program we create, every service we offer, every activity we organize and sponsor is inspired by our clear desire to reach continually higher levels of performance.

At the same time, we gauge performance at our school differently than other organizations might. While businesses or other commercial operations measure performance in conventional ways such as revenue growth, share value and profit levels, the six measures we use reflect our role as a pre-eminent learning and research institution. In fact, these performance indicators serve not only as indicators of achievements to date, but also as guideposts on the road to even greater performance.

We firmly believe that it is these performance indicators should determine whether or not we are fulfilling our commitment to today’s students, faculty, alumni and partners, and on which we should be judged in the months and years to come by prospective students, faculty and partners.
1. **Student performance**—the performance of our students in regional, national and international case competitions.

2. **Research momentum**—the performance of our faculty researchers in obtaining grants, awards, peer recognition and publication in scholarly journals.

3. **Global perspective**—our performance as a learning institution in preparing students for the complexities and opportunities of international business.

4. **Leadership links**—our performance in forging an increasing number of enduring relationships with leading executives in a range of industry sectors and management fields.

5. **Social responsibility**—our performance in supporting and enhancing social development in our city, our country and around the world.

6. **Career ambition**—our performance in arming graduating students with the career-development resources and opportunities they require to make seamless transitions from the classroom to the business world.
## Delivering on our pledge

<table>
<thead>
<tr>
<th>Focus area</th>
<th>Performance Indicator</th>
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<tbody>
<tr>
<td><strong>Student Performance</strong></td>
<td>Ensure students are equipped with the knowledge, skills and training required to excel in regional, national and international case competitions. <strong>Left: MBA Games 2008 Team</strong></td>
</tr>
<tr>
<td><strong>Research Momentum: Performance of Our Faculty Researchers</strong></td>
<td>Attract and retain researchers whose work is recognized for its excellence by professional peers, through grants and awards, and via publication in prestigious scholarly journals; and create research networks and partnerships in areas of excellence. <strong>Left: Pierre Coulombe, President, NRC, Keynote speaker at the 2008 R&amp;D Management Conference</strong></td>
</tr>
<tr>
<td><strong>Global Perspective: Performance on a Global Scale</strong></td>
<td>Create new—and strengthen existing—learning opportunities to enable students to gain a firm understanding of the complex and ever-changing world of international business. <strong>Left: 2008 Canadian Leadership Orientation Program participants</strong></td>
</tr>
</tbody>
</table>
Real results

- Telfer School students—individually and as part of teams—participated in 11 regional, national and international case competitions during the past year, and achieved an unprecedented level of success: 11 first-place finishes, 11 second-place finishes and nine third-place finishes.
- Telfer students finished first academically and second overall winning 14 trophies at the annual Jeux du Commerce, an Eastern Canada inter-university academic, sport and social competition.

- Telfer School researchers received $1.24 million in grants from the Social Sciences and Humanities Research Council and the Natural Sciences and Engineering Research Council. Distributed among 16 projects, this result represents a significant 50% success rate.
- Telfer School faculty members tripled the number of articles that were published in leading national and international scholarly journals compared to only two years ago.
- A scholarly paper written by Barbara Orser and Allan Riding, Deloitte Professors in the Management of Growth Enterprises at the Telfer School, was selected as the best applied research paper at the Fifth AGSE International Entrepreneurship Research Exchange.
- With support from the Canada Foundation for Innovation, the Government of Ontario and industry partners, the Telfer School launched state-of-the-art research labs in data mining, innovation management, e-marketplace transactions and decision-making in hospital emergency departments.
- The Telfer School hosted the 2008 R&D Management Conference, a prestigious international event that enabled some 150 management experts from 28 countries to discuss the latest developments in the rapidly evolving field of business management.
- Sponsored by the Telfer School, the Ocean Management Research Network National Conference provided researchers, policymakers, students and industry players with a unique forum to gain an accurate portrait of the state of Canada’s oceans and coastal communities.

- The Telfer India Forum enabled more than 100 business leaders, students and faculty to delve deeply into the dramatic economic changes taking place in India—one of the world’s emerging commercial giants.
- A one-week trip to Belgium helped Telfer MBA students gain a clear look at how high-performance firms are tapping into the complex European marketplace.
- Working on behalf of leading Canadian businesses, second year Telfer EMBA students journeyed to Seoul, South Korea to identify and take advantage of business tactics specific to the South Korean market.
- First year Telfer EMBA students immersed themselves in the business culture of the Silicon Valley via the program’s annual e-business project.
- Organized and hosted by the Telfer School, the Canadian Leadership Orientation for US MBA Students enabled a cohort of MBA students from universities across the United States and Mexico to tap into the wisdom of some of this continent’s most accomplished statesmen and academics.
- A team of Telfer MBA students travelled to France’s Audencia-Nantes School of Management to attend specialized lectures, visit local companies and work with their French counterparts on projects selected to match the students’ academic and professional interests.
## Delivering on our pledge

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<td><strong>Leadership Links: Performance in Forging Ties with Business Leaders</strong></td>
<td>Provide students with an increasing number of opportunities to learn firsthand from leading executives in a range of industries and management fields.</td>
</tr>
<tr>
<td><img src="image1.png" alt="Image" /></td>
<td>Left: Agnieszka Grudniewicz, recipient of the CFIG national scholarship</td>
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<tr>
<td><strong>Social Responsibility: Performance in the Community</strong></td>
<td>Develop novel ways to support community engagement and social development in our city, our country and throughout the world.</td>
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<tr>
<td><img src="image2.png" alt="Image" /></td>
<td>Left: Telfer student Riley Whitlock (2nd from right) and team, winners of the Big Apprenticeship Program sponsored by Big Brothers and Big Sisters.</td>
</tr>
<tr>
<td><strong>Career Ambition: Performance in Preparing Students for Careers</strong></td>
<td>Develop new—and expand current—career-development activities and resources to help undergraduate and graduate students make seamless transitions from the classroom to the business world.</td>
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<tr>
<td><img src="image3.png" alt="Image" /></td>
<td>Left: Six employers are honoured for their outstanding contributions to the Career Centre in 2007–2008 [From left to right: Francois Bouchard, Jean Desgagné, Dean Micheal Kelly, Glennys Guy, Ron Geerts, Peter Koppel (Assistant Dean Student Services), Renaud Brault, Missing: Robert Hamilton]</td>
</tr>
</tbody>
</table>
Real results

• Perrin Beatty, president and chief executive officer of the Canadian Chamber of Commerce, and Chris Henderson, chair of the Ottawa Clean Energy Cluster, were the prominent business leaders featured this year at the Telfer School’s popular Breakfast Speakers Series.

• Two respected alumni—Jean Laurin (BCom 1981), president of ENCON Group Inc., and Bernie Ashe (BAdm 1978), CEO of KOTT Lumber Co.—brought their exceptional business knowledge directly into the classroom via Dr. Laurent Lapierre’s course on leadership and management.

• Ewa Kisilewicz and Melissa Chartrand each received $5,000 and internships at prominent high-technology companies for their essays and presentations as part of the Telfer School Leadership Challenge, a leadership-skills competition sponsored by the Stonewood Group; PricewaterhouseCoopers; Connolly, Nichols, Allan & Co.; and the Ottawa Chapter of the Human Resources Professionals Association of Ontario.

• Agnieszka Grudniewicz earned an $8,000 national scholarship from the Canadian Federation of Independent Grocers at the grocery industry’s premier trade exposition and conference.

• Researchers at the Telfer School entered into a joint research project with the Canadian Advanced Technology Alliance and PricewaterhouseCoopers to identify how high-performing organizations use performance management tools and methods, and then develop best practices and a risk management framework that all organizations can use to make more informed business decisions.

• The Commerce and Administration Students Charity Organization’s ninth annual gala “Express Yourself” entertained some 650 students, alumni and professionals, and raised more than $27,000 for the Children’s Hospital of Eastern Ontario.

• Riley Whitlock was a key member of a university-wide team that raised more than $13,000 and took home first prize in the Big Apprenticeship Program sponsored by Big Brothers and Big Sisters.

• Made up of three Telfer School students and co-founded by a fourth, the Typically Canadian Team cycled across Canada to inspire people to support community organizations that care for cancer patients.

• Telfer EMBA students put their knowledge, skills and experiences to use developing marketing strategies for a number of local not-for-profit organizations.

• The remarkable success of Making Niger Our Business continued as Telfer School students collected books, broadcasting equipment and medical devices for schools and hospitals in the African country, and used the proceeds from a benefit concert to ship them there.

• The Career Successes Reception celebrated the students who completed the first full term of the Telfer School’s Career Development Program—a four-stage program tailored to ensure students possess not only the right tools, but also the valuable self-awareness necessary to begin successful careers.

• Twenty-nine employers participated in this year’s Management Career Convention and 24 employers participated in this year’s Summer and Part-time Employment Convention.

• Enterprise Rent-A-Car used recruiting events organized by the Telfer School to sign up some 50 percent of the company’s new management hires for the areas of North Eastern Ontario and Western Quebec.

• Through the Telfer School’s nine co-operative education programs, 359 students gained valuable experience working with local businesses and organizations while fulfilling their degree requirements.
A Chronology of Performance

The past year was our first in our new home—the Desmarais Building—and our first under the banner of our new name. These two firsts alone would be enough to classify 2007-2008 as a year of enormous achievement at the Telfer School. Instead of resting on these accomplishments, though, we used them to leverage even greater performance. Three events in particular epitomize our commitment to student and faculty performance:

• On November 22, 2007, the Telfer School officially opened its new Management Library. The concept and design of the new library is unique. Half of the library’s working area is devoted to an interactive learning space. Computers in this space enable students and professors to search advanced online resources and use financial data services such as Datastream, a data provider that helps students analyze companies, industries and markets. The other half of the library is reserved for visitors who wish to study. This reading area is situated in the northwest corner of the library and features large windows that flood the area with natural light.

• Throughout the year, the Telfer School hosted The Leadership Forum, a series of in-depth, interactive discussions between rising young executives and some of this country’s foremost business leaders.

• On March 5, 2008, the Telfer School helped Tom Brzustowski, RBC Professor for the Commercialization of Innovation, unveil his new book—The Way Ahead: Meeting Canada’s Productivity Challenge. In his book, Dr. Brzustowski describes the practical steps that government, industry and academia must take to strengthen the Canadian economy through innovation and productivity.

Other notable events of 2007-2008 include:

July 20, 2007
Annual MBA & MHA Gala
Hilton Lac Leamy

September 14, 2007
13th Annual Scholarship Golf Tournament
Meadows Golf and Country Club

September 20, 2007
18th Annual Accounting Club Wine and Cheese

September 27–30, 2007
Homecoming

September 29, 2007
School of Management Alumni Association Gala of Excellence
National War Museum

September 29, 2007
Telfer School of Management Open House Wine and Cheese

October 2, 2007
CMA Connections – Career and Networking Event

October 3, 2007
Management Career Convention

October 20, 2007
4th Annual Finance Society Stock Market Simulation

October 22, 2007
Career Centre Connections Networking Fair

October 24–27, 2007
Ocean Management Research Network National Conference

October 30, 2007
Desmarais Building Grand Opening

November 6, 2007
Managers Without Borders City Business Tour and Wine Tasting

Export Development Canada

November 8, 2007
9th Annual ELLE Wine & Cheese
Speaker: Mary Ann Massad Johnson (BCom 1985), President and CEO, Knowsys Inc.

November 9-10, 2007
4th Annual Accounting Club Interuniversity Competition
November 15, 2007
Telfer Graduate Open House and Celebration of Research

November 17, 2007
Marketing Ball-Lost in Atlantis
Marriott Hotel

November 22, 2007
Annual MBA Consulting Projects Networking Breakfast

November 23, 2007
9th Annual CMA Ontario “Not for Bean Counters” Breakfast
Speaker: Merv Hillier, President and CEO, CMA Ontario

November 24, 2007
Place à la Jeunesse

November 26, 2007
CASCO “Express Yourself” Gala
Ottawa Congress Centre

November 28, 2007
The Leadership Forum
Telfer School of Management Centre for Executive Leadership

January 5, 2008
Edward Jones Day

January 17, 2008
AIESEC Ottawa’s International Management and Development Wine & Cheese

January 31, 2008
Entrepreneurs’ Club Toast to Success Business Dinner
Marriott Hotel
Speaker: Dr. Jude O. Igwemezie, Founder and President, Applied Rail Research Technology Inc.

February 20, 2008
Telfer India Forum

February 27, 2008
Summer and Part-time Employment Convention – Career Centre

March 6, 2008
Centre for Executive Leadership Grand Opening
World Exchange Plaza

March 7-8, 2008
Finance Case Competition
National Arts Centre

March 12, 2008
Jeux du Commerce Wine and Cheese

March 13, 2008
Entrepreneur’s Club Elevator Pitch

March 15, 2008
University of Ottawa Business Competition

March 19, 2008
Graduates Reception
Speaker: Alain-Michel Sékula (EMBA 2000), Senior Vice President, Ontario Desjardins

March 25, 2008
Beta Gamma Sigma Reception

March 26, 2008
Career Centre Successes

April 2, 2008
Recognition Reception for Donors & Scholarship Recipients

April 3, 2008
23rd Annual Michel Cloutier Marketing Competition
Hilton Lac-Leamy

April 5, 2008
Graduation Ball
Château Laurier

April 8, 2008
Telfer School of Management Business Plan Competition

April 17, 2008
D. Allan Bromley Annual Lecture on Science and Society

June 17-20, 2008
International Research and Development Management Conference

June 27, 2008
Typically Canadian Tribute Tour Barbecue and Reception

ALUMNI RECEPTIONS AND EVENTS

Toronto
November 21, 2007
Toronto Alumni Reception
Hollander York Gallery

April 10, 2008
Toronto Alumni Reception
City Hall Room, Sheraton Centre Toronto Hotel
Speaker: Sean Evan Wise (MBA-LLB 1997)

Montreal
November 1, 2007
Montreal Alumni Reception
La Verrière Salon, Hilton

May 8, 2008
New World Wine Tasting: Telfer Naming Gift One-Year Anniversary

May 13, 2008
MBA Alumni Association General Assembly

Europe
June 14, 2008
European Alumni Reception
Louis XV Sommelier’s Cellar
Paris, France

April 24, 2008
Montreal Alumni Reception
Centre Mont-Royal

Vancouver
February 12, 2008
Vancouver Alumni Reception
Vancouver Art Gallery
Speaker: Jan Campfens (MBA 1999), Chief Financial Officer, Sea Breeze Power Corporation

Ottawa
September 15, 2007
Jeux du commerce 20th Anniversary Alumni Reception

November 1, 2007
MHAAA Annual General Meeting & Preceptors’ Conference
Hampton Conference Centre

May 8, 2008
New World Wine Tasting: Telfer Naming Gift One-Year Anniversary

May 13, 2008
MBA Alumni Association General Assembly

Europe
June 14, 2008
European Alumni Reception
Louis XV Sommelier’s Cellar
Paris, France
Growing Through Mentorship

Academic excellence and professional success are rarely inherited traits. They are qualities that must be nurtured and supported if they are to flourish and thrive. At the Telfer School, we have developed three unique initiatives to ensure our students are provided the guidance and encouragement they need to achieve academic success and professional growth.

• The Telfer School Peer Mentorship Program partners first-year students with senior students who have excelled academically and are heavily involved in many aspects of school life. These friendly, informed students know what the Telfer School has to offer and can also be relied on to provide sound advice and guidance.

• Consulting projects enable Telfer MBA students to tackle real-life business challenges under the supervision of Telfer School professors and the mentorship of professional management consultants accredited by the Canadian Association of Management Consultants.

• Residencies give Telfer MHA students a unique opportunity to strengthen their leadership skills and put into practice their health-management training. A vital element of these residencies is the participation of preceptors—senior executives in host organizations who have a vested interest in cultivating the next generation of healthcare leaders.

We would like to thank the following student and project mentors and residency preceptors who have made our mentorship efforts such a success in 2007-2008:

PEER MENTORSHIP PROGRAM
Maleeha Akhtar
Andrew Buchan
Selma Cervo
Arron Dobson
Kanika Gupta
Danielle Lamarche
Stéphanie Lavigne
Benjamin Leblanc-Beaudoin
Trisha Punit
Jasmine Sultan
Kristina Vranjkovic

MBA CONSULTING PROJECTS
MENTORS
Richard Bellefeuille
Management Consulting Services
Bellefeuille Enterprises Ltd.

Paul Butler
Acting Director, Information Technology, Security and Project Management
Consulting and Audit Canada

Gary Gudbranson
Director, Marketing and Communications
Precarn Incorporated

John Harris
Managing Principal
The Osborne Group

John Herzog
Retired Partner
PricewaterhouseCoopers Inc.

Luise Karner
Manager
LCI Lasercom Clinics

Michael Kelly
Managing Director
Kelly Sears Consulting Group

Murray Kronick
Principal
Inteiris Consulting Inc.

Derrick Lee
Strategic Policy Analyst
Transport Canada

Bonnie Lindsay
President
Offramp Management Services

Jocelyn Lortie
President
Giguère et Lortie inc.

Heather Marasse
Partner
Generative Leadership Group
Brent McRoberts  
Executive Director  
Centre for Emergency Preparedness and Response

Andrew Penny  
President  
Kingsford Consulting Ltd.

Terry St-Pierre  
Senior Consultant  
Generative Leadership Group

Garry Sears  
Managing Director  
Kelly Sears Consulting Group

George Wright  
Executive Management Consultant  
CGI Group Inc.

Robert Cushman  
Chief Executive Officer  
Champlain Local Health Integration Network-Ottawa

Cathy Danbrook  
Vice President Rehabilitation, Mental Health, Geriatrics and Family Medicine  
The Ottawa Hospital

Joseph A. De Mora  
President and Chief Executive Officer  
Kingston General Hospital

Robert Fox  
Chief Planning Officer  
St. Michael's Hospital

Robert Hanlon  
Chief Executive Officer  
Ottawa Health Research Institute

Eric Hanna  
Vice President, Corporate Services  
Queensway-Carleton Hospital

Brian Malcolmson  
Associate Vice-president of Academic Affairs  
Montfort Hospital

Bill Manson  
Acting Chief Executive Officer  
Local Health Integration Network-Toronto Central

Randy Penney  
Chief Executive Officer  
Renfrew Victoria Hospital

Gabriela Prada  
Associate Director, Health Programs  
The Conference Board of Canada

David Rowe  
Senior Vice President  
Credit Valley Hospital

Gérald R. Savoie  
President  
Montfort Hospital

Tom Schonberg  
President and Chief Executive Officer  
Queensway-Carleton Hospital

Andy Shaw  
Acting VP, Strategy Management  
Canadian Blood Services

Jean Bartkowski  
President  
Sisters of Charity of Ottawa Health Service Inc.

Michel Bilodeau  
Chief Executive Officer  
Children’s Hospital of Eastern Ontario

MHA PROGRAM RESIDENCY PRECEPTORS
Enhancing Our Performance on a Global Scale

The Telfer School’s International Exchange Program provides Telfer School students with unique opportunities to fulfil their academic requirements while attending one of 45 schools in 17 different countries. In doing so, the program increases our visibility around the world and bolsters the performance of our students by giving them an exceptional window on the world of international business. The popular program also enables students to acquire valuable life experiences, broaden their perspectives, and experience the culture, customs and traditions of other countries.

During 2007-2008, 124 Telfer School students took advantage of this exciting educational experience—up from 90 students the year before. In turn, 132 students from around the world came to Ottawa to experience the rich learning environment offered by the Telfer School. At the same time, the Telfer School is the academic home of 279 international students from around the world.

The Telfer School is proud to call the following schools our partners in the International Exchange Program:

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<tr>
<th>Country</th>
<th>City</th>
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<td>Germany</td>
<td>Oestrich-Winkel</td>
<td>European Business School (EBS)</td>
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<td>Budapest</td>
<td>Corvinus University of Budapest</td>
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<td>Universita Carlo Cattaneo - LIUC</td>
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<td>ITESM-Monterrey Campus</td>
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<td>The Netherlands</td>
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The Telfer School’s Regional Academic Mobility Program (RAMP) enables students to gain firsthand insights on the workings of international business while remaining close to home. Our partners in this vital program include:

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<td>Mexico</td>
<td>Altamira</td>
<td>Instituto de Estudios Superiores de Tamaulipas</td>
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<td>Universidad Iberoamericana</td>
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<td>Eastern Michigan University</td>
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<td>St. Louis</td>
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<tr>
<td>USA</td>
<td>Bozeman</td>
<td>Montana State University</td>
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An integral element of our commitment to ongoing and ever-increasing levels of performance is recognizing and rewarding exceptional demonstrations of performance by students, faculty, alumni and distinguished men and women within the community. In 2007-2008, the Telfer School continued its appreciation of performance excellence by granting awards to these deserving recipients:

- **Michele Dathan** - University Gold Medal — Honours Baccalaureate in Commerce Program
- **Ewa Kisilewicz** - University Silver Medal — Honours Baccalaureate in Commerce Program
- **Dalila Benchaouche** - Highest Achievement in Accounting
- **Boushra El-Haj-Hassan** - Highest Achievement in Management of Information Systems
- **Michele Dathan** - Highest Achievement in Finance
- **Ewa Kisilewicz** - Highest Achievement in International Management
- **Joy Gurr** - Highest Achievement in Human Resource Management
- **Robin Birch Bowes** - Highest Achievement in Marketing
- **Manon Ouellet** - Highest Achievement in Management
- **Nicolas Piontek** - Highest Achievement in E-Business
- **Monika Bernat** - Highest Achievement in Commerce (no option)
- **Dalila Benchaouche** - CGA of Ontario Award for Excellence
- **Dalila Benchaouche** - KPMG Peat Marwick Thorne Prize
- **Robin Birch Bowes** - David Litvack Memorial Award for Excellence in Marketing
- **Kyle Braatz** - Alterna Savings Award for Social Responsibility Leadership
We were also pleased to learn that three Telfer School alumni were acknowledged for their achievements. The Otfnity activities with profitable bottom-line business results—recognized the career accomplishments, professional expertise and community and charitable involvement of:

- Natalie Morin, BCom (1994) President and CEO Sleep Strategies Inc.
- Michel Lipski, BCom (1996) Director, Sales and Marketing Cistel Technology Inc.
- Christopher Crupi, BCom (1992) President Paramount Gold and Silver Corp.

The support of our alumni, business partners and cherished friends is vital to the current success and future performance of our school. This year, we at the Telfer School were delighted to receive the following gifts:

- International professional services firm PricewaterhouseCoopers pledged $50,000 to name the PricewaterhouseCoopers Student Services Centre Lounge.
- Telfer School alumnus Brian Peters and his wife Cathy donated $25,000 to establish the Brian and Cathy Peters Scholarship for MHA Students.
- The Ottawa Centre for Research and Innovation (OCRI) provided $30,000 to create the OCRI/University of Ottawa EMBA Program Scholarship.
- Newcap Radio pledged $37,000 to fund the Michel Cloutier Marketing Competition.
- The Canadian Advanced Technology Alliance, Cognos (an IBM company), Minto, Ottawa Business Journal, PricewaterhouseCoopers and Scotiabank each contributed $30,000 in cash and in-kind support to The Leadership Forum.
- Foreign Affairs and International Trade Canada granted $47,000 to fund the Canadian Leadership Orientation for US MBA Students.
- Normand Fortier provided $30,000 to establish La Bourse Normand Fortier pour les étudiants francophones.
- Champions for Children pledged $25,000 to the Dare to Dream Bursary Program.

Generous Gifts
You are only as good as the company you keep. This time-honoured maxim holds particularly true for business schools. That is why the Telfer School continues to forge enduring links with successful and respected companies, organizations, groups, government departments and other business schools—in this country and around the world. Indeed, our business partners are a fundamental component of our success as a school and are prominent players in our ongoing efforts to boost our performance.

Ten of them merit special attention:

- Canada Post
- Canadian Advanced Technology Alliance
- Edward Jones
- Enterprise Rent-A-Car
- Fisheries and Oceans Canada
- Interis Consulting
- KPMG
- Ottawa Centre for Research and Innovation
- PricewaterhouseCoopers
- Public Works and Government Services Canada

These organizations have been longstanding allies of the Telfer School, and with each passing year become evermore deeply and broadly engaged in the academic, research, career-development and social lives of our school.

In addition to these partners, we established new links—and strengthened existing ties—during the past year with dozens of vital business partners:

- 540 Solutions
- Abacus
- Abbott Laboratories
- Accenture
- Action Windows Cleaners
- Adecco
- Aditube Media
- Adobe
- Agriculture and Agri-Food Canada
- Ajilon
- Alcan
- Allegisgroup
- Alterna Savings
- aMail
- Anton Financial Analyst
- Ascentum
- Auditor General of Canada
- Bank of Canada
- Bank of Montreal
- Banque Laurentienne du Canada
- Banque Nationale du Canada
- BDO Dunwoody LLP
- Beechwood Asset Management
- Bell
- Belleville Enterprises
- Bestech
- Biotecanada
- Bloomberg
- Bombardier
- Bouygues Travaux Publics
- Branham Group
- British High Commission
- Brofort
- Brymark
- Business Development Bank of Canada
- CA Ontario
- CAE
- Cambridge Emercantile Group
- Canada Bread
- Canada Customs and Revenue Agency
- Canada Deposit Insurance Corporation
- Canada Mortgage and Housing Corporation
- Canada Post Corporation
- Canada Revenue Agency
- Canada School of Public Service
- Canada’s Research Based Pharmaceutical Companies
- Canadian Broadcasting Corporation
- Canadian Business Aviation Association
- Canadian Centre for the Study of Resource Conflict
- Canadian Centre on Substance Abuse
- Canadian Council on Africa
- Canadian Environmental Assessment Agency
- Canadian Environmental Network
- Canadian Federation of Independent Grocers
- Canadian Food Inspection Agency
- Canadian Forces
- Canadian Geographic Magazine
- Canadian Heritage
- Canadian Human Rights Commission
- Canadian Institutes of Health Research
Winning Words

As a learning environment committed to high performance, the Telfer School continually seeks input from accomplished thinkers and practitioners from a wide range of management fields and industry sectors. During the past year, some 30 educators, executives and business leaders shared their expertise and approaches with our faculty and students. Three speaker series and two events serve as ideal examples of the valuable contribution made by all our speakers:

- Christopher Henderson, the chair of the Ottawa Clean Energy Cluster, helped students appreciate the steps advanced economies must take to achieve ongoing energy sustainability. His remarks were part of the Alumni Breakfast Speakers Series and constituted the twenty-fifth edition of this popular event.

- Alan Rosling, the executive director of the Tata Group, India’s largest private-sector group of companies, shared his penetrating insights on current and future business conditions in India and how they are shaping business practices around the world. In fact, Mr. Rosling’s remarks served as the catalyst for the highly successful Telfer India Forum.

- This year also saw the Telfer School launch three new speaker series: the Healthcare Leadership Professional Development Series, the Biotech Seminar Series and the Management Research Seminar Series, which focused on innovation and entrepreneurship. These events enabled an array of leaders in these vital fields to share their groundbreaking ideas with Telfer School students and faculty.

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**ALUMNI BREAKFAST SPEAKERS SERIES** (sponsored by APCO Worldwide and CATA)

October 24, 2007  
The Honourable Perrin Beatty  
President and CEO, Canadian Chamber of Commerce  
“Skills: The key to Canada’s competitiveness”

November 29, 2007  
Dr. Frank R. Lichtenberg  
Courtney C. Brown Professor of Business, Columbia University Graduate School of Business  
“The impact of new drugs on longevity and medical expenditure”

February 7, 2008  
Christopher Henderson  
Chair, Ottawa Clean Energy Cluster; President, Lumos Energy; Executive Chairman, The Delphi Group  
“Course correction: Navigating towards a sustainable energy future”

February 5, 2008  
Dr. Larry Ohlhauser, M.D.  
President and CEO, Ohlhauser & Associates  
“The healthy MBA”

April 15, 2008  
Andrew Penny, MBA, CMC  
President, Kingsford Consulting Ltd.  
“How to develop an effective market position”

**CEO IN RESIDENCE SPEAKER SERIES**

October 31, 2007  
Alan Rosling  
Executive Director, Tata Group  
“International business in India and around the globe”

November 8, 2007  
Mary Ann Massad Johnson  
CEO, Knowsys Inc.

May 6, 2008  
Arvind Chhatbar  
CEO, Enablence Technologies

**HEALTHCARE SYSTEMS MANAGEMENT SEMINARS**

October 11, 2007  
Dr. Mirou Jaana, Dr. Craig Kuziemsky, Dr. Jonathan Patrick  
Telfer School of Management, University of Ottawa  
“Improving patient care: The many facets of models and information technology”
November 21, 2007
Steve Lurie
Executive Director, Canadian Mental Health Association Toronto Branch
Chair, Service Systems Advisory Committee, Mental Health Commission of Canada
“Some of the things you wanted to know about mental health services in Canada and the new Mental Health Commission, but were afraid to ask”

January 29, 2008
Barbara Ouellet
Executive Director, Patented Medicine Prices Review Board of Canada
“The role and impact of the Patented Medicine Prices Review Board on prices of patented medicines in Canada”

February 19, 2008
Colleen M. Flood
Canada Research Chair in Health Law and Policy, University of Toronto
Scientific Director, Institute of Health Services and Policy Research, Canadian Institutes of Health Research
“Courts vs. Medicare: How do we improve accountability?”

April 14, 2008
Dr. Margaret L. Brandeau
Professor of Management Science and Engineering, Professor of Medicine (by Courtesy) Stanford University
“Management science and public health: A little help can go a long way”

HEALTHCARE LEADERSHIP PROFESSIONAL DEVELOPMENT SERIES
January 24, 2008
William G. Tholl
CEO & Secretary General, Canadian Medical Association
“Good is the enemy of great”

January 24, 2008
George Tilley
Interim CEO, Canadian Health Services Research Foundation
“Implementing evidence-informed decisions: The role for research in a reformed health system”

June 25, 2008
Joe de Mora
CEO, Kingston General Hospital

Paul Huras
CEO, South East LHIN
“Collaborating to achieve health excellence for Kingston”

THE LEADERSHIP FORUM
November 28, 2007
Peter Cleveland
CEO, Cleveland Leadership Group

November 28, 2007
Penny Collenette
Executive in Residence, Telfer School of Management

November 28, 2007
Ercel Baker
Expert on Chinese business culture

MANAGEMENT RESEARCH SEMINAR SERIES
November 12, 2007
Dr. Becky Reuber
Rotman School of Management, University of Toronto
“Surviving an era of ferment: Computer graphics chipmakers in a 3D world”

January 15, 2008
Dr. H. Douglas Barber
Distinguished Professor-in-Residence, McMaster University
“Determinants of success in knowledge-based industry”

February 26, 2008
Dr. Charles Davis
Ryerson University
“Entrepreneurship and business capabilities in a creative industry: The case of independent television production in Canada”

March 25, 2008
Fred Gault
Director, Science, Innovation and Electronic Information Division, Statistics Canada
“Science, technology and innovation indicators: Their role in public policy”

April 21, 2008
Dr. Kevin Boudreau
Assistant Professor at the Department of Strategy and Business Policy at HEC-Paris
“Too many complementors? Evidence on software firms”

BIOTECH SEMINAR SERIES
November 14, 2007
Richard Meadows
Managing Partner, CTI Life Sciences Fund
“Biotech and venture capital in the 21st Century: Conventional wisdom vs. creative vision”
Important Achievements

Appointments
Eight members of the Telfer School faculty were awarded new chairs, professorships and fellowships in recognition of their achievements:

• Dr. Wojtek Michalowski was awarded a University Research Chair in Health Informatics and Decision Support.
• Dr. Judith Madill was named Paul Desmarais Professor.
• Dr. Merridee Bujaki was named Welch & Company Fellow in Accounting.
• Dr. Fodil Adjouad was awarded the Logan Katz Fellowship.
• Dr. Daniel Zéghal was appointed as Welch & Company Teaching Fellow.
• Dr. Abdul Rahman was awarded the Telfer Teaching Fellowship.
• Dr. Laurent Lapierre was granted the Telfer Research Fellowship.
• Dr. Mark Freel was awarded the Mark R. Bruneau Fellowship in Global Business and Entrepreneurship.

We are also pleased to report that tenure has been granted to five professors who have clearly demonstrated not only their excellence, but also unwavering commitment to the Telfer School. These high-performing faculty members are:

• Dr. Morad Benyoucef
• Dr. Margaret Dalziel
• Dr. Anna Dodonova
• Dr. David Doloreux
• Dr. Jonathan Linton

Retirements
While the Telfer School recognized the advancement of existing faculty, we also bid farewell this year to two dedicated faculty members:

• Dr. John Nash held the position of full professor and is an internationally recognized expert in the fields of business and economic forecasting and the application of computer technology to management.
• Dr. Natalie Lam served as associate professor and specialized in the management of human resources.

We thank them deeply for their immeasurable contributions to our school.