proud to be...

University of Ottawa
Dean's Annual Report 2009 / 2010

École de gestion
TELFER
School of Management
Among the world’s elite

The Telfer School of Management is one of only three business schools in Canada and fewer than 40 worldwide that has earned all three major international accreditations: AACSB, AMBA and EQUIS. These endorsements provide clear proof that we have created an incredibly rich learning and research institution that provides our students with exceptional opportunities to grow personally, academically and professionally.
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TELFER BY THE NUMBERS

It is said that a picture is worth a thousand words. A few choice numbers might be worth even more. Judge for yourself:

<table>
<thead>
<tr>
<th>Number</th>
<th>Description</th>
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<tbody>
<tr>
<td>7</td>
<td>distinctive programs</td>
</tr>
<tr>
<td>10</td>
<td>years of inspirational leadership from Dean Micheál J. Kelly</td>
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<tr>
<td>11</td>
<td>percent international students</td>
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<tr>
<td>14</td>
<td>first-place finishes at regional, national and international student competitions in 2009-2010</td>
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<tr>
<td>41</td>
<td>years as an independent business school</td>
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<tr>
<td>71</td>
<td>full-time professors</td>
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<tr>
<td>114</td>
<td>students in international exchange programs</td>
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<tr>
<td>287</td>
<td>students in co-operative education programs</td>
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<tr>
<td>416</td>
<td>students receiving scholarships annually</td>
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<tr>
<td>3,621</td>
<td>undergraduate and graduate students</td>
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<tr>
<td>22,293</td>
<td>alumni</td>
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<td>$200,000</td>
<td>raised to-date by CASCO – the Telfer School Student Charity Organization – at its annual gala</td>
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<tr>
<td>COUNTLESS</td>
<td>graduates who have gone on to become successful leaders of local, national and international businesses and public-sector organizations</td>
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</table>
I launched these reports in 2002 as a way to communicate those successes – as well as share our hopes – with Telfer School faculty, staff, alumni and students, and with partners and stakeholders outside our school and the University of Ottawa. As this is my last report, I believe it is fitting to revisit some of the school’s transformative achievements of the past decade.

Proud of our progress

Our school has come a long way since the inaugural issue of the Dean’s Report. As I reflect on what we have achieved together, I am sometimes amazed at the progress we have made over a relatively short period:

- Our research funding and output have risen dramatically.
- We have raised more than $37 million from major and annual donors.
- We are now a named school with a substantial endowment and housed in a great new facility.
- Our students regularly place at the top of regional, national and international competitions.
- Our career centre is one of the best of its kind in Canada, drawing the attention of A-list Canadian and international recruiters.
- Our clubs and student organizations consistently provide our students with one of the best student experiences at the University of Ottawa.
- And we have achieved the prestigious triple crown of international accreditations (AACSB, AMBA and EQUIS), placing us in the top one percent of the world’s business schools and validating the fact that our school and its programs and research meet the highest international standards of management education.

Reaching these ambitious goals did not come about by luck. First and foremost, we had a great base on which to build. Our school has always had excellent students. Our alumni are prominent players in all sectors of the Canadian economy. And we have always had an outstanding group of faculty and staff.

On top of that, I remain convinced that Ottawa is the best place in Canada in which to build a leading centre for management research and education. As the seat of national government, a hub of high-technology innovation and the capital of a G8 country, our city provides us with an incredible array of resources that we can – and must – use to bolster the school’s teaching and research efforts.
Proud of our ambition

Building on that base, we set out a bold plan in 2000 to create a leading international management school. Three core elements of that plan served as the inspiration for a transformed Telfer School:

- Provide a variety of outstanding educational experiences for our students.
- Create a supportive teaching and research environment for a larger and more accomplished faculty.
- Contribute to the development of our community and play a leading role in the ongoing conversation related to business management.

Heady stuff. And yet this bold plan and its ambitious goals can be summed up in one word: pride. I wanted us to create a school that our students would be proud to attend, that our alumni would be proud to call their academic home, and with which business leaders would be proud to associate themselves and their organizations.

Proud of our contribution

I am convinced that we have done exactly that. Along with the transformative achievements that I mentioned off the top, we are now providing a range of outstanding educational experiences for our students, creating a supportive teaching and research environment for our faculty, and playing a leading role in the ongoing conversation of some of today's key management challenges.

Our efforts in three distinctive business competencies perfectly illustrate the strides we are taking.

- In 2007, we launched a Master of Science in Management that concentrates on innovation and entrepreneurship, and now have 16 faculty members (up from one in 2000), including six endowed professorships and fellowships, working in this vital field.
- We created a Master of Science in Health Systems to support further research in this critical element of healthcare management. We have used this program to cement our ties with leading local and national healthcare organizations, and to hire a great group of young faculty members and highly productive researchers who bring the faculty complement in this area to eight, including one member who holds a prestigious University Research Chair.
- In 2006 we sharpened our focus on performance management and business analytics by establishing the Cognos Professor of Performance Management to lead development of a research agenda in this important discipline. In fact, IBM recently helped strengthen our work by providing $3.8 million in funding, equipment, software and support services to establish The IBM Centre for Performance Management.

Add to all that the fact we have leveraged our Telfer MBA and Telfer EMBA programs to give our students opportunities to work with hundreds of local organizations from the private, public and non-profit sectors on marketing, strategy, international and financing projects. Through many of these projects, our students have made dramatic contributions to the growth and success of Ottawa-area organizations.

As professors, students and administrators, we certainly did not make these great strides on our own. We have benefited from the strong support of a dedicated group of alumni. Men and women such as Ian Telfer, whose $25 million contribution in 2007 remains the largest naming gift ever received by a Canadian management school, and Paul Desmarais Sr., whose $15 million gift spurred us to finance construction of the Desmarais Building, which houses our school and provides us with easily one of the best facilities of any management school in Canada. These truly transformative gifts provide our school with an unshakeable foundation on which to continue to invest in enhancing our students' experiences, increasing our research output and accelerating our momentum up the ranks of the world's top management schools.

An alumnus told me he had become so proud of his Telfer School degree that he had removed his framed certificate from a box in his basement and placed it in a prominent place on the wall of his office.
Proud to be the Telfer School
For me, however, the most vivid demonstration of our transformative success comes from an unlikely place. One day not too long ago, I was chatting with an alumnus who told me he had become so proud of his Telfer School degree that he had removed his framed certificate from a box in his basement and placed it in a prominent place on the wall of his office.

Dozens of other alumni have made similar – albeit less dramatic – expressions of their genuine pride in what we have accomplished. That pride is shared by our current students and by the many partners who share in our success. Like them, I am extremely proud of what we – faculty, students, alumni and staff – have collectively accomplished.

In fact, I must point out that I have been incredibly fortunate over the last decade to work with an outstanding team here at the Telfer School – the best team I have ever had the privilege to work with. Their dedication to our school and its students and to the University of Ottawa is the major reason that we have been able to accomplish so much over the last decade, the major reason why we all have reason to be proud. They will serve the new Dean well, and make it possible for me and for all of us to look to the future with a sense of confidence, optimism and, yes, genuine and well-deserved pride.

Announcing the Micheál J. Kelly Fund
Although this is the final year of Micheál Kelly’s tenure as Dean of the Telfer School, his enormous contributions to the success of our school will endure for many years to come. You can contribute to the legacy of Dean Kelly’s leadership by making a donation to the fund created in his honour. All proceeds go to support our students as they compete in academic competitions throughout Canada and around the world. Call 613-562-5800 ext. 3417 or visit www.telfer.uOttawa.ca/KellyFund today.

Office of the Dean

1. Sylvie Séguin-Jak
   Associate Director, Career Centre

2. Isabelle Paquet
   Assistant to the CAO

3. Michel Nedzela
   Diploma (Paris), Ingénieur (École centrale des arts et manufactures, Paris), M.S. (Stanford), Doctoral Studies (Stanford)
   Associate Professor, Associate Dean (Strategy, Planning & Management Systems)

4. Marc Albert
   Manager, Operations

5. Patricia O’Rourke
   Chief Administrative Officer

6. Danielle Gagnon
   Administrative Assistant

7. Micheál Kelly
   J.B.A. (Assumption), M.A. (Ottawa), Ph.D. (Carleton)
   Dean, Telfer School of Management

8. Alain Doucet
   BCom (Ottawa), MBA (Cornell)
   Assistant Dean, External Relations

9. François Julien
   BCom (Ottawa), M.A.Sc. (Waterloo), Ph.D. (Waterloo)
   Associate Professor, Vice-Dean, Associate Dean (Programs), Interim Director MHA Program

10. Joanne Leck
    B. Math (Waterloo), MBA (McGill), Ph.D. (McGill)
    Full Professor, Secretary, Associate Dean (Academic)

11. Linda Bellemare
    Executive Coordinator
Dean’s Advisory Boards in Ottawa, Toronto, Montreal, Vancouver and California’s Silicon Valley are integral players in our school’s ongoing success. Made up of exceptionally talented and successful business leaders – many of whom are Telfer alumni – the boards:

- increase our visibility and profile in key business centres,
- generate vital feedback on our academic and research policies and programs, and
- strengthen our connections to leaders, businesses and other schools in prime international markets.

We are delighted to have this opportunity to recognize the following leaders for the enormous contributions they have made to our school:

### Dean’s Advisory Boards

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<tr>
<th>Location</th>
<th>Name</th>
<th>Title and Affiliations</th>
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<tr>
<td><strong>OTTAWA</strong></td>
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<td></td>
<td>Robert Ashe</td>
<td>General Manager, BI &amp; Performance Management, IBM Software Group</td>
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<td>Micheal Burch</td>
<td>Managing Partner, Weil LLP</td>
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<td>Arvind Chhatbar</td>
<td>Chairman, Enable Technologies Inc.</td>
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<td>Scott Fletcher</td>
<td>Partner, Cogeco Lagac, Henderson LLP</td>
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<td>Mukesh Gupta</td>
<td>Director, Strategic Relations, Tata Consulting Services</td>
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<td>George Haynal</td>
<td>Vice-President, Government Affairs, Bombardier Inc.</td>
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<td>Hélène Joncas</td>
<td>Chief Strategy Officer, CANARIE</td>
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<td></td>
<td>François Julien</td>
<td>Vice-Chair and Associate Dean (Programs), Telfer School of Management</td>
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<td></td>
<td>Terrence Kulka</td>
<td>Director, Executive MBA, Telfer School of Management</td>
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<td>George Langill</td>
<td>Executive-in-Residence, Telfer School of Management</td>
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<td>Jean Laurin</td>
<td>President and Chief Executive Officer, The Schumene Group and ENCION Group Inc.</td>
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<td>Michael McFaul (Chair)</td>
<td>Partner, Consulting, and Director of Operations, Deloitte Inc.</td>
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<td>Jim Orban</td>
<td>Publisher, Ottawa Citizen Group Inc.</td>
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<td>Brian Peters</td>
<td>President and Chief Executive Officer, CMA Holdings Incorporated</td>
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<td>Ann Marie Sahagian</td>
<td>Assistant Comptroller General (Retired), Treasury Board of Canada Secretariat</td>
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<td>Alain-Michel Sékula</td>
<td>Vice-President, Fédération des caisses Desjardins</td>
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<td>Ken Sunquist</td>
<td>Assistant Deputy Minister and Chief Trade Commissioners, Foreign Affairs and International Trade Canada</td>
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<td>Camille Villeneuve</td>
<td>President, Multivesco</td>
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<td><strong>TORONTO</strong></td>
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<td>Warren Bell</td>
<td>Executive Vice-President and Chief Human Resources Officer, OMERS</td>
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<td>Mark Farrell</td>
<td>President, Chief Executive Officer, Director and Co-Founder, Future Rewards</td>
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<td>Ronnie Gavie</td>
<td>President, Gavie Consulting President and Chief Executive Officer (Past), Ontario Genomics Institute</td>
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<td>Jeffrey O’Neill</td>
<td>Chief Executive Officer and Director, Einstein Noah Restaurant Group Inc.</td>
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<td>Scott Sinclair</td>
<td>Chief Executive Officer, Range Capital Advisors Inc.</td>
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<td><strong>VANCOUVER</strong></td>
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<td>Mark Cullen</td>
<td>Vice-Chair (retired), RBC Dominion Securities</td>
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<td>Andrew Doyle</td>
<td>Senior Vice-President and Senior Investment Advisor, BMO Nesbitt Burns</td>
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<td>Joyce Groote</td>
<td>President and Chief Executive Officer, Holleys</td>
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<td>Ian Telfer</td>
<td>Chairman, Goldcorp Inc.</td>
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<td><strong>SILICON VALLEY</strong></td>
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<td>Pierre-Paul Allard</td>
<td>Vice-President, Global Industries, Global Enterprise Theatre, Cisco Systems Inc.</td>
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<td>Alfredo Coppola</td>
<td>Director, Business Development, US Market Access Center, Silicon Valley Headquarters</td>
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<td>Stewart Beck</td>
<td>Consul General of Canada, San Francisco – Silicon Valley</td>
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<td></td>
<td>Donna Morris</td>
<td>Senior Vice-President, Human Resources, Adobe Systems Incorporated</td>
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<td></td>
<td>Clinton Stark</td>
<td>Managing Partner, Blue Lizard Group, LLC</td>
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<td></td>
<td>Eilif Trondsen</td>
<td>Research Director, Business Intelligence Program, SRI Consulting</td>
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</table>

Supported by key advisors

Proud to be...
Several Telfer School initiatives give our students the guidance, encouragement and hands-on training they need to achieve academic success and professional growth.

- The Telfer School Peer Mentorship Program partners first-year Bachelor of Commerce students with friendly, active and high-achieving senior students who provide sound advice and help create an environment in which younger students can achieve their own success at our school.
- Consulting projects make it possible for 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 unique opportunities 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.
- Internships with local organizations enable students in the Telfer School’s Master of Science in Health Research and Master of Science in Management programs to fulfill their rigorous research and practice requirements.

We would like to thank the following mentors, residency preceptors and field sponsors who have made our school such a supportive environment for personal, academic and professional growth in 2009-2010:

**PEER MENTORSHIP PROGRAM**
- Shelina Jamal, Fourth Year, Accounting Option
- Meghan Kelly, Fourth Year, Marketing Option
- Sacha Lavigne, Fourth Year, Accounting Option
- Melissa Mooney, Fourth Year, Finance Option
- Danielle Perreault, Third Year, Marketing Option
- Jessica Portelance, Fourth Year, International Management Option
- Isabelle Rodier, Fourth Year, International Management Option
- Tyler Steeves, Fourth Year, Entrepreneurship Option
- Greg Toner, Fourth Year, Accounting Option
- Valerie Watts, Fourth Year, Marketing Option

**MBA CONSULTING PROJECTS MENTORS**
- Richard Bellefeuille, Bellefeuille Enterprises Ltd.
- Paul Butler, Consulting and Audit Canada
- Gary Gudbranson, Precorn Incorporated
- John Harris, The Osborne Group
- John Herzog, PricewaterhouseCoopers Inc.
- Michael Kelly, Kelly Sears Consulting Group
- Murray Kronick, Interis Consulting Inc.
- Derrick Lee, Transport Canada
- Jocelyn Lortie, Giguere et Lortie Inc.
- Françoise Mouttham, Bank of Canada
- Andrew Penney, Kingsford Consulting Ltd.
- Alexandra Pscia, Interis Consulting Inc.
- Garry Sears, Kelly Sears Consulting Group
- Betty Ann Turpin, Turpin Consultants Inc.
- Jac van Beek, Consultant

**MHA PROGRAM RESIDENCY PRECEPTORS**
- Michel Bilodeau, Children’s Hospital of Eastern Ontario
- Robert Fox, St. Michael’s Hospital
- Dr. Cameron Love, The Ottawa Hospital
- Louise Ogilvie, Canadian Institute for Health Information
- Eric Partridge, Champlain Local Health Integration Network
- Dr. Arthur T. Porter, McGill University Health Centre
- Tom Schonberg, Queen’sway-Carleton Hospital
- Kathleen Stokely, Ottawa Children’s Treatment Centre
- Mike Tierney, The Ottawa Hospital

**MSc IN HEALTH SYSTEMS AND MSc IN MANAGEMENT FIELD SPONSORS**
- Orvill Adams, Balkans Primary Health Care Policy Project
- Dr. Melanie Barwick, Hospital for Sick Children
- Dr. Alan Forster, Ottawa Health Research Institute
- Dr. Michael Klein, BC Women’s Hospital and Health Centre
- Dr. Andrew Pipe, Heart Institute / Public Health Agency
- Dr. Rosemarie Ramsingh, Health Canada, First Nation and Inuit Health Branch
At the Telfer School, performance is more than something we study and discuss. Ever-increasing 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 and 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 an international learning and research institution. Even more importantly, these measures serve not only as indicators of achievements to date, but also as guideposts on the road to even greater performance.

The next generation of Canadian business and healthcare leaders: L-R Telfer MBA students Gabriela Golumnovic (MBA), Mohamed Hafez (MHA), Mark Mutaahi (MBA), Ariyan Marvizi (MHA) and Brad Marshman (MBA).
Performance indicators

1. Student performance
The performance of our students in regional, national and international case competitions.

PHOTO: Telfer School placed 1st overall at the 2009 Symposium GRH (a Human Resources Management competition).

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

PHOTO: With this award, our school honours its faculty members for their research excellence.

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

PHOTO: Dr. Margaret Dalziel (far left) with professors from six universities in Hangzhou, China.

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.

PHOTO: Award-winning broadcast journalist and writer Frank Koller shared his insights into business leadership.

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

PHOTO: Another Telfer School first: the Canadian MBA Oath.

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.

PHOTO: Xerox Canada joined forces with our school to help further the career ambitions of our students. L-R: Peter Koppel, Dean Micheál Kelly, Trevor Hains (Xerox), Josée Marnier, and Patrick Tallon (Xerox)

We firmly believe that it is these performance indicators that should determine whether or not we are fulfilling our commitment to today’s students, faculty, alumni, partners and supporters, and on which we should be judged in the months and years to come by prospective students, faculty, partners and supporters.
PERFORMANCE INDICATOR

Student performance: performance of our students in winning competitions and awards

Ensure students are equipped with the knowledge, skills and training required to excel in regional, national and international case competitions, and earn prestigious grants, bursaries and scholarships.

Real Results

- A team of 35 Telfer School students finished first overall at Happening Marketing 2010, an annual event that pits our students against more than 500 students from 11 universities from throughout Eastern Canada in a variety of competitions that cover all aspects of marketing.
- The Telfer School won the Academic Cup at Les jeux du Commerce 2010, hoisting first-place trophies in the entrepreneurship case and the business ethics case, and placing second in four other categories. The 2010 edition of this prestigious competition is the third straight time that the Telfer team has taken home top academic honours.
- The Telfer Student Council joined forces with the university’s Engineering Student Society to organize the inaugural Strat24 Sustainability Competition. This 24-hour multidisciplinary academic competition saw eight teams of business and engineering students research a live case study provided by Windmill Development Group.
- The Telfer School’s Managers Without Borders student association organized the second annual Mitel Virtual International Case Competition. Powered by the local tech giant’s advanced communications and collaboration software tools, this unique three-day contest brought together students from five international business schools – including ours – to work together as management teams on real-world business cases.
- The Telfer School took top spot overall at the tenth edition of Symposium GRH, a competition that measures the knowledge and skills of teams of human resources management students from ten universities from across Eastern Canada.
- Fourth-year Bachelor of Commerce student Meghan Kelly was one of ten students from across Canada to receive the Futures Fund Scholarship for Outstanding Leadership for her exemplary academic and community leadership.
- Four Telfer School students – Hervé Sibomana Bouchard, Chen Dong Lin, Saunya Dover and Alejandra Jaramillo Garcia – received awards from the Joseph-Armand Bombardier Canada Graduate Scholarships Program of the Social Sciences and Humanities Research Council.

The Telfer School team at Happening Marketing 2010 was one of several Telfer teams that strutted its winning stuff in local, national and international competitions.

DONOR IMPACT

The Dean’s Leadership Scholarship Program gives vital support to high achievers

Academic excellence does not come easy. It takes discipline, dedication and a hefty personal commitment in time, effort and resources. That is why the Telfer School makes a point to provide generous scholarships to incoming students who have shown they are committed to reaching the highest level of academic performance. To be precise, during 2009-2010, we generated enough financial support from donors to the Dean’s Leadership Scholarship Program to fund scholarships for 17 outstanding first-year students.
PERFORMANCE INDICATOR

Research momentum: performance of our faculty researchers

Telfer School researchers Dr. Sylvain Durocher, Dr. Leila Hamzaoui, Dr. Scott Ensign and Dr. Mirou Jaana are recognized and respected leaders in their respective fields of study.

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.

Real Results

- Four members of the Telfer School faculty – Dr. Sylvain Durocher, Dr. Scott Ensign, Dr. Leila Hamzaoui and Dr. Mirou Jaana – are serving as principal investigators on comprehensive research projects funded by the Social Sciences and Humanities Research Council of Canada.
- The Telfer School hosted this year’s edition of the Bromley Memorial Lecture, a series of interdisciplinary lectures and events that alternates between George Washington University in Washington, DC and the University of Ottawa. Our special guest speaker at the 2010 lecture was Dr. Rajagopala Chidambaram, principal scientific adviser to the Government of India.
- The second installment of the John de la Mothe Memorial Lecture Series featured Dr. Calestous Juma, professor of the practice of international development at the John F. Kennedy School of Government at Harvard University.
- Dr. Kaouthar Lajili earned a grant from CGA Ontario to shed new light on how to account for, govern and value investments in human capital – particularly within knowledge-intensive firms and industries with highly specialized and complementary investments in both physical and human capital.
- The Telfer Innovation Policy Seminar Series is a new forum to give researchers, policymakers and Telfer School students opportunities to examine new approaches to spur innovation in Canada. Highlighting the inaugural series of lectures was Dr. Fred Gault, representative of the Organisation for Economic Co-Operation and Development.
- Dr. Sylvain Durocher received funding from CGA Canada and the Canadian Academic Accounting Association to examine what steps Canadian enterprises are taking to adopt international standards on financial reporting.

DONOR IMPACT

Fuelling performance-management research

IBM Canada made a $3.8-million contribution in cash, hardware, software and support services to help found the Telfer School’s IBM Centre for Performance Management. The new centre will fuel our school’s research into how business intelligence and analytics can be used to improve the performance of businesses in tomorrow’s most vital industries: healthcare, education, green infrastructure and transportation, and clean energy and utilities.
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.

Real Results

• Five teams of second-year Telfer EMBA students worked in Chongqing, China in April 2010 to help five North American companies devise market-entry strategies into this leading Chinese business centre.

• Telfer professor Dr. Margaret Dalziel spent much of 2009 at Zhejiang University in Hangzhou, China examining how that country spurs innovation. During her intensive period of study, she developed and tested a methodology to gauge the performance of innovation intermediaries – organizations that bring together key innovators such as leading schools and high-technology businesses. She is now applying her newfound insights in Canada and welcoming several of her Chinese counterparts to the Telfer School for research visits.

• Telfer MBA director Dr. Michael Miles devoted a semester teaching change management and organizational design and behaviour to business students at the Academy of Economics in Bucharest. His weeks in the Romanian capital were part of an ongoing 15-year partnership – created and coordinated by Telfer School professor Michel Nedzela – to deepen our two schools’ shared understanding of global business. This rewarding collaboration continued for two weeks in July 2010 when we welcomed 45 Romanian business school students and alumni to our school: 20 first-year students used the trip to study competitive business intelligence with the Telfer School’s Dr. Jonathan Calof; 25 alumni participated in a specially designed program led by Dr. Miles to understand and exercise the principles of modern leadership in international business.

• A one-week trip to Belgium, hosted by the Vlerick Leuven Gent Management School, made it possible for Telfer MBA students to meet with officials of three leading global corporations – Nike, Accenture and Alcatel-Lucent – and gain an up-close look at European business practices. This distinctive trip also enabled our students to visit the headquarters of the North Atlantic Treaty Organization (NATO) and discuss an array of pressing topics with representatives of the military alliance.
Provide students with an increasing number of opportunities to learn first-hand from leading executives in a range of industries and management fields.

Real Results

- **Donald Ziraldo**, co-founder of Inniskillin Wine, was the keynote speaker at the Telfer School Entrepreneurs’ Club’s nineteenth annual A Toast to Success Business Dinner, a special occasion for local business leaders and Telfer students to meet, exchange ideas and celebrate entrepreneurship.

- **Brian Malcolmson** was appointed Executive-in-Residence for the Telfer MHA. An influential voice and respected executive in local healthcare for more than 30 years, the Telfer MHA alumnus will use his privileged position to share his hard-won insights with the next generation of Canadian healthcare leaders.

- **Frank Koller** spoke at the Telfer School’s Breakfast Discussion. The award-winning broadcast journalist and writer shared with dozens of students and faculty members lessons from his new book *Spark*: the story of how a Cleveland-based company treats its employees as valuable assets and not liabilities.

- **James Pelot**, chief financial officer of ArcticDX, was the guest speaker at one of the installments of the 2009-2010 Alumni Breakfast Speaker Series. The Telfer School alumnus and senior executive of a biotech start-up delved into the evolution of genetic testing over the last ten years and how the strengthening of business models and understanding of the value chain in that period has generated enduring opportunities for businesses.

- The Telfer School and the Indo-Canada Ottawa Business Chamber hosted the **Telfer-ICOBC India Forum**. This distinctive half-day event made it possible for scores of senior business and government leaders from Canada and India to forge professional ties and help each other gain a greater understanding of the infrastructure and security-related challenges and risks posed by the burgeoning Indian market.

**PERFORMANCE INDICATOR**

**Leadership links: performance in forging ties with business leaders**

**DONOR IMPACT**

**Executive, entrepreneur, business leader, Telfer supporter**

Eugène Tassé is one of our school’s most stalwart supporters. A Telfer alumnus and recipient of the Trudeau Medal, the Dean’s Philos Award and an honorary doctorate from our school, this leading Gatineau-area executive, entrepreneur and business owner has helped fire the personal, academic and professional aspirations of countless Telfer School students. Most recently, he has been the inspiration behind the Eugène Tassé Entrepreneurial Culture Challenge, a distinctive competition that each year recognizes and rewards the discipline, personal autonomy and leadership of our students. This year, Mr. Tassé contributed $75,000 to make certain this special event remains a fixture at our school for years to come.
Develop novel ways to support community engagement and social development in our city, our country and throughout the world.

Real Results

- At a ceremony held at the Desmarais Building, dozens of Telfer MBA graduates became the first students in Canada to make a public commitment to uphold the highest ethical standards as business managers. Not only did these rising business leaders swear an oath, but they also wrote it, making certain that the Canadian version of the MBA Oath reflects Canadian values, and the Telfer School’s commitment to corporate social responsibility and environmental sustainability.

- CASCO, the Telfer School’s student charity organization, raised $24,500 for the Children’s Hospital of Eastern Ontario at “Time of Your Life”, the group’s eleventh annual gala. Attended by some 600 businesspeople, local leaders and Telfer School students, the enormously popular celebration featured a three-course meal, silent and live auctions, and a high-energy dance and fashion show.

- Telfer School faculty members played prominent roles in the Corporate & Community Social Responsibility Conference – a speaker series, tradeshow and awards gala to showcase excellence in social, economic and environmental sustainability. Adjunct professor Penny Collenette chaired a discussion panel on the rights of stakeholders and shareholders, while Dr. André Potworowski led one on the impact of globalization on corporate social responsibility and sustainability.

- The Telfer School MBA Students’ Association organized and hosted a gathering of some of the Ottawa area’s most prominent businesses and not-for-profit organizations that have social and environmental responsibility as a core corporate mandate. Dozens of Telfer MBA students used the event to delve deeply into questions related to sustainable development, social responsibility and corporate ethics with representatives of organizations such as Canada Post, Save the Children and the Diamond Development Initiative of Canada.
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.

Real Results

- The Telfer School Career Centre’s Career Successes celebration paid tribute to the people and organizational partners whose dedication to our school and involvement in our events and activities have opened up a world of career possibilities for our students. This year’s Top Contributor awards went to:
  - Julia Chapman of Independent Planning Group,
  - Alain Corriveau of Indian and Northern Affairs Canada,
  - Nancy Moulday of TD Bank Financial Group,
  - Gayle Chiykowski of Treasury Board of Canada Secretariat, and
  - Trevor Hains and Mario Poirier of Xerox Canada.

- Fourth-year Bachelor of Commerce student Chris Jackson won top honours at the 2010 National Capital Leadership Challenge. Hosted this year by the Telfer School, the annual competition judges students from Ottawa’s three post-secondary schools on the basis of their briefing notes and presentations on questions related to leadership. As a result of his work, Chris received an internship with local high-tech company Control Microsystems and $4,000 from the Stonewood Group and other sponsors of the challenge.

- Indian and Northern Affairs Canada has joined the Telfer School Career Centre to provide internships each year to three Bachelor of Commerce students who specialize in accounting. As a result, three qualified students will work for four months in the department’s audit and evaluation branch; and in doing so, will kick-start their careers in this vital field.

- Once again this year, all 30 slots were filled for the Telfer School’s Personal and Leadership Development Program. Sponsored and partially led by Mindtrust, this unique 13-week course combines workshops, integrated courses and extra-curricular learning activities to help students gain impressive personal insights and apply their newfound understanding to improve their leadership skills, choose fulfilling career paths and align their education with their personal and professional goals.

Donor Impact

Xerox Canada has partnered with the Telfer School Career Centre to provide top-quality Bachelor of Commerce students with four-month internships in the document-technologies company’s Ottawa office. Each year, three of our students will gain hands-on experience in sales and marketing under the direction of Xerox’s general manager of global services, and will be in an excellent position to begin their careers with this leading international company.

To view the full list of organizations that have contributed to the success of the Telfer School of Management, please visit www.telfer.uOttawa.ca/partners0910.
In 2009-2010 we paid tribute to the academic, and leadership excellence of our students by granting distinctive awards to the following outstanding recipients:

**FALL 2009 CONVOCATION**
- Xin Ning Wang, University Gold Medal and Highest Achievement in Accounting
- Nikita Saygakov, University Silver Medal and Highest Achievement in International Management
- Catherine Delisle, Highest Achievement in Finance
- Neel Shah, Highest Achievement in Commerce
- Hend Bindari, Highest Achievement in Human Resource Management
- Mikael Barrette, Highest Achievement in Marketing
- Nabil Ayou, Highest Achievement in Management

**JUNE 2010 CONVOCATION**
- Agnieszka Grudniewicz, University Gold Medal and Highest Achievement in Finance
- Michelle Buan, University Silver Medal
- Sacha Lavigne, Certified General Accountants of Ontario Prize and KPMG Prize
- Nathan Ferguson, David Litvack Memorial Prize and Highest Achievement in Marketing
- Katarzyna Deren, Highest Achievement in Accounting
- Ashan Johnette Audra Dorsett, Highest Achievement in Management Information Systems
- Suzie Cusson, Highest Achievement in International Management
- James Neil Gibbons, Highest Achievement in Commerce
- Susan File, Highest Achievement in Human Resource Management
- Lisa Margaret Hopple, Highest Achievement in Management
- Kevin Johnathan Majkut, Highest Achievement in E-Business
- Josée Talbot, Highest Achievement in Entrepreneurship
- Danielle Perreault, Alterna Social Responsibility Leadership Award

**MBA / MHA STUDENT LEADERSHIP AWARD**
- Arnault Gitzinger, MBA 2009
- Chad Johannes, MBA 2009
- Laura Kleiman, MBA 2009
- Jonathan Simon, MBA 2009
- Radek Zlamal, MBA 2009
- Michel Cloutier Memorial Scholarship
- Jean-François Graillon, MBA 2009
- Bourse Pierre-Maurer – Metropolitan Life Scholarship
- Jean-François Graillon, MBA 2009
- Pauline Guidon-Tassie Memorial Scholarship
- Diane Barry, MBA 2009
- Janelle Mansfield Award for MBA Excellence
- Robert Pettifer, MBA 2009
- James F. Roache Award for Applied Ethics in Business and Finance
- Heather Sullivan, MBA 2009
- The Telfer Brand Enrichment Award
- Harley Finkelstein, MBA 2009
- Robert Wood Johnson Award
- Mari Teitlebaum, MHA 2010

The academic home of extraordinary students

Agnieszka Grudniewicz accepts the University Gold Medal award from Telfer Vice Dean François Julien.

Danielle Perreault receives the 2009 Alterna Social Responsibility Leadership Award from Michel Kouassi, Community Micro-loan Coordinator for Alterna Savings.
Each year, the Telfer School honours alumni for their business achievements and for their outstanding contributions to their communities and their alma mater. This year was no different.

At the 2009 Telfer School of Management Alumni Association Gala of Excellence, held at the Ottawa Marriott Hotel on September 26, 2009 during the University of Ottawa’s homecoming celebrations, we recognized the achievements of four remarkable alumni:

- Mark Cullen, BAdm 1963, Director, British Columbia Ferry Services Inc., and Jean Desgagné, BCom 1986, Senior Vice President, Trading Risk Services, TD Bank Financial Group, are this year’s recipients of the Trudeau Medal – the highest honour given by our school to alumni.
- Emmanuel Florakas, BCom 1995, IMBA 1997, Co-founder, President and Chief Financial Officer, Lixar I.T. Inc., was granted the Young Achiever’s Award.
- Mimi Lowi-Young, MHA 1981, Certificate in Business Administration 1988, Chief Executive Officer, Local Health Integration Network, received this year’s Dean’s Philos Award, which recognizes alumni who have demonstrated outstanding philanthropic achievement and social commitment.

And the tributes did not stop there. IBM executive Rob Ashe, BCom 1982, was one of eight renowned leaders who were awarded honorary doctorates from the University of Ottawa at this year’s spring convocation ceremonies.

Telfer School alumni were also featured prominently among this year’s crop of the Ottawa Business Journal Top Forty Under 40, which recognizes young local businesspeople who balance profitable bottom-line business results with leadership in charitable and community activities. In 2009-2010, the local publication acknowledged the career accomplishments, professional expertise, and community and charitable involvement of seven of our graduates:

- Samer Forzley, MBA 2006
- Geoffrey Gilbert, BAdm 1993
- Eric Lang, EMBA 2007
- Cathy Lewis, EMBA 2007
- Carl Nappert, BCom 1998
- Adam Nihmey, BCom 1998
- Kirk Wrinn, BAdm 1994

For a detailed listing of all Telfer School of Management’s notable events for the 2009-2010 school year, please visit our website at www.telfer.uOttawa.ca/events0910.
The Telfer School has made international business a core element of all programs. Our International Exchange Program and Regional Academic Mobility Program give Telfer undergraduates a first-hand view of this vital aspect of modern business life. Both programs give students unique opportunities to fulfill their academic requirements while attending one of 45 schools in 17 different countries around the world.

The programs bolster the performance of our students by enabling them to acquire valuable life experiences, broaden their perspectives, and experience the culture, customs and traditions of other countries. At the same time, these student ambassadors increase our school’s visibility around the world.

Four students, four extraordinary learning experiences

Students who participate in the International Exchange Program and the Regional Academic Mobility Program receive scholarships from the Telfer School to help fund their studies. Here is what four of our students had to say about taking part in these popular and enriching programs:

1. Mohammad Amini at Chulalongkorn University (Thailand)
   “My exchange to Thailand exceeded all my expectations. Most importantly, this experience really forced me to expand my boundaries and horizons. In doing so, not only did I learn a lot about myself, but I also had the time of my life. Going to Thailand to study and discover is easily the best decision I’ve ever made.”

2. Lauren Gelens at HES School of Economics and Business (Netherlands)
   “What an amazing experience! I’ve had plenty of opportunities to travel and explore new places. I’ve met all sorts of great people from around the world. And I’ve made many friendships that will last long after my exchange is over. On top of all that, Amsterdam is a beautiful city – totally different from any other place I’ve ever been. It’s a perfect choice for an international exchange!”

3. Maxim Vallée at ITESM Monterrey (Mexico)
   “My exchange changed my life. For someone who hadn’t travelled much, walking into the unknown, stepping out of my comfort zone has been a truly liberating experience – addictive, in fact. You lose all fear after you’ve engaged someone on the street when you’re lost or after you’ve stood in front of a class to describe your country in Spanish for a full 10 minutes. Best of all, I’ll bring this exhilarating feeling of personal freedom and power back with me to Canada.”

4. Brendan McManus at University College Dublin (Ireland)
   “Two months into my time at UCD, I already wished I had more time to spend here. The social atmosphere in Dublin is unlike any other city I’ve visited. I registered for a handful of societies and events. It’s the best way to meet and befriend students and improve the exchange experience. My exchange also has increased my appreciation of both Ireland and Canada, motivated me to become more active at the Telfer School when I return, and provided me with a much stronger understanding of international business.”
The Telfer School has cultivated close, productive and mutually beneficial relationships with leaders in key industry sectors, in successful local, national and multinational companies, and in vital municipal, provincial and national public-sector organizations. Many of these leaders are Telfer School alumni.

Networking opportunities make it possible for our students to tap into the wisdom and learn from the experiences of renowned executives, entrepreneurs and business leaders. Intensive projects and consulting engagements with the organizations of these accomplished leaders enable students to hone their skills by tackling real-life business challenges.

In 2009-2010, we strengthened existing ties – and forged new ones – with dozens of leading executives, entrepreneurs and researchers through a variety of functions, forums and events. Three leaders perfectly illustrate how tightly we are linked with leadership:

• Cyril Leeder, president of Ottawa Senators Sports and Entertainment, helped us launch this year’s edition of the Alumni Breakfast Speaker Series on October 21, 2009. As keynote speaker, he examined the paradox of running a National Hockey League franchise – an entirely local operation that must grapple with business challenges that are global in scope.

• Alex Beraskow, a Telfer alumnus and partner with IT/Net Ottawa Inc., was introduced as the newest Telfer School CEO in Residence on November 17, 2009. He took advantage of the occasion to speak to Bachelor of Commerce students and deliver the first instalment of this year’s MBA Professional Development Lecture Series.

• Karen Kinsley, another Telfer alumnae and president and CEO of Canada Mortgage and Housing Corporation, concluded this year’s Alumni Breakfast Speaker Series on February 4, 2010. The Ottawa Business Journal 2009 CEO of the Year received pointed questions from Dean Micheál Kelly and Carole Morris, principal for Knightsbridge in Ottawa, as a way to delve deeply into the rewards and potential pitfalls of leading modern organizations.

Please visit www.telfer.uOttawa.ca/speakers0910 for a complete list of the prestigious organizations and outstanding leaders who are linked with our school.

Grooming Canadian leaders of international business

In 2009-2010, the Telfer School’s Executive MBA continued to prove why the program is such a powerful incubator for rising Canadian business leaders. During the year, our students used the Telfer EMBA to expand their knowledge, hone their skills and gain boundless confidence by carrying out consulting projects in key international business centres.

In April 2010, second-year Telfer EMBA students journeyed to Chongqing, China – a city of 35 million that serves as the business hub of the Chinese interior. During the course of their stay, our students made it possible for a variety of Canadian companies in the environmental and biosciences sectors to forge closer ties with clients in the Chinese marketplace.

In May 2010, first-year Telfer EMBA students travelled to San Jose, California to work with companies in Silicon Valley on targeted projects. The week-long trip also enabled our students to expand their professional networks in this pivotal business region and get a close look at entrepreneurship and innovation as it is practiced in Silicon Valley.

Next year, the Telfer EMBA will again make it possible for the program’s first-year students to experience Silicon Valley’s unique brand of innovation and entrepreneurship. Second-year students, meanwhile, will continue to blaze new business trails – this time to South Africa. In fact, students and program administrators are right now determining the exact cities, business sectors and companies that will be the focus of this exclusive business trip.
Markets are jittery. Investors wary. Consumers hesitant. The past year has been a tumultuous one in the world of international business and finance.

Yet amid all the turmoil and uncertainty, one fact of business life has remained true: the generosity of the Telfer School’s donors. Indeed, throughout 2009-2010, we welcomed the contributions of several new partners, strengthened ties with many longstanding supporters and expanding the involvement of loyal corporate friends.

Welcoming new partners
We are proud to welcome several important new donors to our family of partners:

- **TD Bank Financial Group** contributed $30,000 to become a key corporate sponsor of our annual Canadian Leadership Orientation Program for MBA students from leading American and Mexican business schools.
- **Telfer School alumnus James F. Roache** (MBA 1984) created a new eponymous award for the Telfer MBA student who demonstrates excellence in applied ethics in business and finance.
- **Computer Media Group** established the Computer Media Group / Teknion MBA Admission Scholarship to help us attract the most accomplished and ambitious MBA students to our school.
- **Desjardins** committed $36,000 to support student activities, promote learning in finance and create the Étoile Desjardins Scholarship, which is open to students who distinguish themselves through their dedication to volunteerism.
- **Krishan Gupta’s International Golf Classic** raised $20,000 – a figure that will be matched by the University of Ottawa’s Office of the President – to create a new scholarship for Telfer School students who are children or spouses of Canadian military personnel.
- The family of **Dr. John de la Mothe** contributed $50,000 to found a scholarship in memory of the distinguished and immensely popular former Telfer professor. The John de la Mothe MBA / MSc Admission Scholarship is an annual award that will go to one elite student – either a full-time Telfer MBA student or first-year student in one of our Master of Science programs – who has achieved academic excellence, exhibits a passion for learning, and is dedicated to exploring how science, technology and innovation influence the world of business.
- **Telfer School alumnus Luc Bigras** created the Arthur Bigras Memorial Scholarship for Franco-Ontarian Students.

Using Canadian business history to guide Canada’s next generation of business leaders

The Telfer School will use an anonymous donation of $3.5 million to establish the Father Edgar Thivierge Chair in Business History. This distinctive position is scheduled to formally begin in the 2011-2012 academic year. The first holder of the Chair, who will be appointed shortly, will design and deliver a curriculum through which our students can gain a clear understanding and appreciation of the growth of modern business, and then use their newfound insight as they face the future as business leaders. The new Chair will also develop a comprehensive research program to shed new light on key aspects of Canadian business history such as economic factors that have shaped our country, the evolution of Canadian financial systems and the unique dynamics of family businesses in Canada.
Strengthening ties with long-standing supporters

We look forward to having our new partners become long-term supporters that see the wisdom of nurturing the personal, academic and professional development of the next generation of business leaders. We at the Telfer School are fortunate to have many valued partners that have stood by us for years. We salute and thank them all. Those who have reinforced their support for our school this past year include:

- **Eugène Tassé** – a Telfer alumnus and recipient of the Trudeau Medal, the Dean’s Philos Award and an honorary doctorate from our school – contributed $75,000 to extend funding of the Eugène Tassé Entrepreneurial Culture Challenge and make certain this distinctive competition to reward discipline, personal autonomy and leadership is a fixture at the Telfer School for many years.

- **Mark Cullen**’s ongoing generosity made it possible for us to bolster the Cullen Scholarship for MBA Students by providing admission scholarships to four promising Telfer MBA students each year for the next five years.

- More than a dozen individual and corporate donors contributed more than $100,000 to the Dean’s Leadership Scholarship Program, making it possible for us to fund 17 scholarships for exceptionally accomplished first-year students. To be precise, we received vital corporate support from Encon, Deloitte and Gowlings. Generous individual supporters include:

  - Rob Ashe and Sandra Herrick
  - Warren Bell
  - Mark Cullen
  - Andrew Doyle
  - Mark Farrell
  - J. Scott Fletcher
  - Hélène Joncas
  - Terry Kulka
  - George Langill
  - Jean Laurin
  - Michael McFaul
  - Ann Marie Sahagian
  - Scott Sinclair

- **Telfer School alumnae Louise Pagé-Valin** made a generous contribution to the Pagé-Valin Family Scholarship fund along with other donors, to mark her 30 years of service to the University of Ottawa.

Expanding involvement of loyal corporate friends

The past year also saw some of our most loyal corporate friends deepen their involvement with our school:

- Long a prominent participant in – and supporter of – our school’s career fairs, networking sessions and student events, Enterprise Rent-a-Car sponsored a new award to recognize the female student who exhibits outstanding leadership and entrepreneurship. We were delighted to have **Christine Taylor** – a senior executive with the company – present the inaugural award to **Lisa Cousins** at the 2009 Elle Wine and Cheese, one of the year’s most popular networking events.

- The generous, ongoing support of the Certified General Accountants Association of Ontario has enabled our school to operate the CGA Accounting Research Centre, and use that distinctive institution to fuel a multitude of groundbreaking research projects and programs.

- The Human Resources Professionals Association continues to be a steadfast supporter of many academic, social and professional initiatives of our school.

Increasing number of annual donors

In addition to these contributions from new partners, longstanding supporters and loyal friends, we increased the number of annual donors and boosted the total amount of money derived from these annual donors by some 80 percent. Impressive figures. Yet even more impressive is what the funding from all of our individual and corporate partners has given us the strength to do.

Armed with their support, we are enabling our students to enjoy rich and rewarding academic experiences. We are equipping our faculty members with the resources necessary to carry out groundbreaking studies in a variety of disciplines. We are transforming our school into a leading international centre for learning and research that is a beacon the world over.

For making all of that possible, we are proud to recognize the generous contributions of our financial backers, and proud that they have chosen to be steadfast partners, supporters and friends of our school.
The Telfer School’s IBM Centre for Performance Management is open for business. Created thanks to a $3.8-million contribution in cash, hardware, software and support services from the technology giant and a new $1-million endowment fund established by the Telfer School, the new centre places our school at the forefront of research into this vital discipline.

Specifically, The IBM Centre for Performance Management makes it possible for IBM professionals and Telfer faculty members and students from a variety of disciplines to work together to:

• discover breakthrough ways of using business intelligence and analytics to enable executives to make more informed decisions;
• equip students with the knowledge and skills they need to use business-process models and analytic tools and techniques to improve the operational performance of organizations; and
• develop a new performance-based curriculum that prepares our students to excel as leaders in tomorrow’s advanced industry sectors such as healthcare, education, green infrastructure, and clean energy and utilities.
Appointments

During 2009-2010, we were proud to recognize formally several faculty members who demonstrated exceptional performance in teaching and research, and an unwavering commitment to the success of the Telfer School.

Dr. Joanne Leck, Dr. Barbara Orser and Dr. Martine Spence were promoted to full professor. Dr. Mark Freel was granted tenure and promoted to full professor. And six faculty members were granted tenure and promoted to associate professor:

- Dr. Walid Ben Amar
- Dr. Silvia Bonaccio
- Dr. Leila Hamzaoui
- Dr. Mirou Jaana
- Dr. Yuri Khoroshilov
- Dr. Bijan Raahemi

Retirement

While the Telfer School rewarded the excellence of these faculty members, we also bid farewell this year to a distinguished professor – Dr. Ron Eden. A fixture at the Telfer School for more than 20 years, Dr. Eden was a trusted teacher and mentor for a wide range of students – from those in our Bachelor of Commerce program to those in the Telfer Executive MBA. He was a student favourite because of his supreme knowledge, his passion for his chosen discipline and his unwavering care and concern for his students.

In addition to his duties as associate professor, Dr. Eden served as a moderator for the CMA Professional Program, and was a highly valued research collaborator for several of his colleagues at the Telfer School, working with them to uncover and share new insights related to healthcare accounting, strategic links in planning and control mechanisms, and accounting and financing of local governments in Canada.

Dr. Eden, however, will continue to retain his ties with our school. Although officially retired, he will teach at a much-reduced level, giving him more time to spend with his two children and at his home in the Gaspé region of Quebec.

In Memoriam

Students, professors, administrators and alumni of the Telfer School mourn the death of Dr. Christian Navarre. A key member of our School for more than 25 years, Dr. Navarre was an internationally respected expert in strategy and project management whose knowledge, skills and leadership were in steady demand by companies and organizations throughout the world. He was also one of this country’s foremost experts in the global automotive industry. Reporters throughout world regularly called on him to make sense of the complexities and changes of that vital sector.

His dedication, achievements and brilliance on both these fronts brought great renown to our school. Yet even more important to us all, Christian was a cherished colleague to his fellow faculty members, a close friend to many executives and administrators throughout our school and the University of Ottawa, and an undisputed favourite of Telfer School students. Indeed, one of Christian’s greatest legacies will be the countless students whose personal and academic lives he has enriched through his caring, wisdom and support. His death is our loss.
A rich learning and research environment

The Telfer School of Management is a rich learning and research environment made up of some 3,600 students, 170 full- and part-time faculty, and more than 22,000 alumni. Located in the impressive Desmarais Building and bolstered by the largest individual gift to a Canadian business school, the Telfer School enables students to earn the following degrees:

- Honours Bachelor of Commerce
- Master of Business Administration
- Executive Master of Business Administration
- Master of Business Administration and Law
- Master of Health Administration
- Master of Science in Management
- Master of Science in Health Systems

In this report, we have provided a detailed overview of our school’s performance in 2009-2010 and highlighted some of our proud achievements over the course of Micheál Kelly’s enormously successful tenure as our Dean. For even more information on our school, where we are going in the years ahead and how we intend to get there, please contact us at:

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Students in the Bachelor of Commerce program specialize in one of nine fields: accounting, marketing, finance, human resources, management information systems, entrepreneurship, international management, management or e-business.