Gala of Excellence award recipients (from left to right): Billy Triantafilos, Justine Hendricks, Bryan Belanger, Wanda MacDonald and Christine Kincaid.

INNOVATION
Our success is fuelled by innovation — by the influence of our researchers in different fields of expertise and by the development of a spirit of openness to the world. Read the Dean’s Message on page 2.

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You are receiving this Info Bulletin by mail because we don’t have an updated email address for you on file. We provide alumni news and event invitations in our eBulletin, published twice monthly.

DON’T MISS OUT: update your contact information today on myTelfer.ca/alumni-update.
THE TELFER WAY TO INNOVATE

This year’s edition of the Dean’s Report is really the second of three connected reports. I used last year’s report to highlight engagement. Engagement, innovation and impact constitute a continuous sequence along what I call the innovation continuum. Our engagement with alumni and partners is driven by our creativity and willingness to experiment in our programs and research, while also being mindful of the importance of quality and consistency in what we deliver. This provides the basis for innovation at Telfer.

Innovative is who we are

Innovation emerges out of the input and collaboration that comes from engagement, and innovative ideas, methods and products are meaningful only when they can be applied to generate positive impact for people and provide value. That value is meant to satisfy current needs better than before or overcome emerging challenges. Innovative ideas, approaches and products arise most often out of the intersection of people from different origins, experiences and expertise. We rely heavily on our alumni, corporate partners and donors to arrive at this intersection and bring their perspectives to bear on all that we do. We also depend on our students — more than 20 percent of whom come to the Telfer School from beyond our borders — and from our faculty, many of whom have joined the School within the past decade. Our students and newer professors and researchers especially have a tendency to engage and collaborate. They search for ways to work with others because making connections helps them become established.

Innovative is how we act

I’ve also seen this past year how more formal collaboration at our School is generating innovative initiatives and programs. Innovation is most evident in how we’ve designed and we deliver our PhD program. It relies on team-based teaching. Our PhD professors teach sections of courses, rather than one professor taking on one full course of his or her own. This approach exposes students to a variety of researchers, resources, methods and perspectives. We also make students take at least one course outside their field of focus, exposing them to a wealth of different views.

Innovative is what we must continue to be

Each innovation has its own inspiration. While many of the ways we innovate emerge from our eagerness to seize opportunities, at least as many are the result of our need to adapt to external pressures — often stemming from decreasing academic funding and increasingly stringent administrative requirements. Doing more with less means we must be flexible, agile and continually rethink how we do things. Above all, it means any innovation we nurture and adopt must be self-sustaining. That principle informs every decision we make — whether that decision emerges from taking advantage of an opportunity or satisfying a demand. Call it the Telfer Way to Innovate. It is a survival mechanism that ends up adding value to what we offer students and partners. And it is a regular pattern of behaviour here.

Discover for yourself. Learn from the stories in this report exactly how we innovate — within our School and throughout the discipline of management. Then use these stories to inspire your efforts. Be part of the Telfer Way to Innovate.

Read the 2016-17 Dean’s Annual Report
telfer.uOttawa.ca/annualreport2016-17
CONGRATULATIONS TO FIVE OUTSTANDING ALUMNI!

Five outstanding alumni have been recognized for their contributions to the world of business, healthcare, community and their alma mater. The Trudeau Medals, the Young Achiever’s Award and the Dean’s Philos Award were presented at the 2017 Telfer School of Management Gala of Excellence, which was held at the Shaw Centre on October 21, 2017.

TRUDEAU MEDALS
The Trudeau Medal is the highest honour given by the Telfer School of Management to its alumni. It recognizes leadership, initiative and contributions to their community and their alma mater. This year’s recipients are:
- Bryan Belanger, EMBA 2007
- Justine Hendricks, EMBA 2004
- Wanda MacDonald, MHA 1981

THE YOUNG ACHIEVER’S AWARD
The Young Achiever’s award was created to honour the individuals (under 40) who have been able to achieve greatness in their lives within an exceptional period of time.
- Billy Triantafillos, BCom 2007

THE DEAN’S PHILOS AWARD
The Dean’s Philos Award recognizes individuals who have demonstrated outstanding philanthropic achievement and social commitment.
- Christine Kincaid, BCom 1984


THE 23rd ANNUAL TELFER SCHOLARSHIP GOLF TOURNAMENT: NETWORKING AND FUNDRAISING THAT MATTERS

Thank you to all the participants, sponsors and volunteers who joined us for the Telfer Scholarship Golf Tournament on September 22, 2017.

With your help, we raised over $20,000 to go towards the Bernadette Sarazin and Carl Nappert Merit Scholarship fund!

Congratulations to our winning team! Thomas Cox, John Wins-Purdy, Caolan Walsh (left to right) as well as Kevin Huynh (not present).
INNOVATION TO BUILD THE WORLD OF TOMORROW

uOttawa has embarked on a campaign to raise $400 million by 2020. We at the Telfer School are fully engaged in helping the university reach this ambitious goal by raising $40 million. We will devote these financial resources to accelerate and amplify our school’s five fundraising priorities:

1. **Transform How Students Learn**
   Find out firsthand from Caroline Hannah, the Telfer Career Centre’s Senior Relationship Manager, how the Telfer School’s Career Centre innovated by creating three distinct development programs for students: capital markets, consulting and digital marketing.

2. **Invest In Globalization**
   Find out firsthand from Sophia Leong, Director of the Telfer Executive MBA Programs, how the program innovates around the theme of internationalisation.

3. **Generate New Knowledge**
   Find out firsthand from Professor Barabara Orser, Deloitte Professor in the Management of Growth Enterprises, and Professor Craig Kuziemsky, University Chair in Healthcare Innovation, how the Telfer School is generating new knowledge.

4. **Foster Experiential Learning**
   Find out firsthand from Corey Ellis, Cofounder and CEO at the Growcer Inc., and Torin Regier, Cofounder and CFO of Kegshoe, how the Telfer School is fostering experiential learning.

5. **Setting and Supporting our Goals**
   Find out firsthand from Alain Doucet, Assistant Dean (External Relations) how the Telfer School is setting and supporting our goals.

This year’s edition of the Dean’s Report is focuses on innovation. You will find in it many stories from students, professors, researchers and administrators who, during the past 12 months, have made significant contributions to the Telfer School of Management, the region and Canada. We also encourage you to visit telfer.uOttawa.ca/annualreport2016-17 to read their full stories and discover exactly what we’ve done in the past year and what we’ll do in the months ahead to innovate.
SHAPING THE INTERFACE BETWEEN STUDENT LIFE AND THE BUSINESS COMMUNITY
Caroline Hannah

The Telfer Career Centre offers a variety of practical programs to complement Telfer’s strong academic foundation. Our programs develop employability skills, professional experience and engage students with professionals through networking opportunities. For many students, this dynamic with industry is a defining feature of their academic experience that they will benefit from for years to come.

We have taken innovative strides with three development program initiatives, which offer students experience in capital markets, professional management consulting, and digital marketing. These programs feature an extracurricular series of industry-led workshops and case simulations outside of their academic curriculum that students attend during their time with us at Telfer. This competitive opportunity exposes them directly to multiple professionals from a range of businesses, a meeting of minds that usually generates a mutual enthusiasm. Although only a limited number of students are chosen to participate through an interview process, these development programs allow Telfer to attract those businesses and organizations that are serious about engaging with our talent, as well as leading these organizations to participate in events aimed at the larger student populations. In addition to job opportunities and experience provided by the Telfer Capital Fund, an investment fund managed by students, the benefits from these initiatives have also led to the Digital Marketing Program being integrated into the course material for all marketing students.

In this and other ways, we make a priority out of expanding the interface between students and the business community, so that students find their fit. Programs such as these allow them to build a powerful network within the professional world and develop a significant profile for themselves. The result complements the undisputed academic qualifications of Telfer graduates, becoming yet another reason they are so highly prized.

GLOBAL PRACTICAL RELEVANCE: LIVING THOSE THREE WORDS
Sophia Leong

Every year, candidates in the Executive MBA program participate in two international trips, working with Canadian companies seeking to expand their market internationally. I work with the Canadian ambassador or high commissioner at the destination (which our candidates choose during a course called International Market Evaluation and Selection). This year, we went to Kuala Lumpur, Malaysia, with 10 executives from six companies, including three CEOs. We work with them hands on; it’s as if our team and program is an extension of their company. We divide our candidates into six teams, and each team works with a client company to move their market strategy forward. For example, we worked with the Royal Canadian Mint on a strategy to build a channel to sell more Canadian gold coins and bullion in Asia Pacific. We worked with Larus Technologies, a software company that wanted to expand its market in Japan. It went extremely well; one of the team members that worked with Larus is now going to lead a spinoff company, based on the success of our trip.

Our first year cohort travelled to Silicon Valley to work with leaders in San Francisco, Palo Alto and San Jose where they learned first-hand about wealth creation and new business models.

Nothing that we do with our candidates is make-believe; there are no businesses cases here. It’s a very innovative and extremely powerful program when it comes to learning and acquiring skillsets.

Recognition by CEO Magazine as the #1 Executive MBA program in the world is one thing, but I measure our impact and innovation by the outcomes for clients. I see the success in the incredible transformation and growth of our Executive MBA candidates, their willingness to refer others, and to become clients. We have alumni who become clients, travel with us and are great ambassadors for our program. The fact that executives travel with us – that in itself is a testament to the value they receive from our program.
OUR PRIORITIES

REALIZING THE POTENTIAL OF GENDER AND DIVERSITY
Barbara Orser

Inclusion is a fundamental aspect of success in today’s diverse, global economy and a priority of the federal government. Enhancing the role and contributions of women is a critical way to achieve that success. We ignore women entrepreneurs at our peril: even a modest increase in the number of women-owned enterprises in Canada can add billions of dollars to the economy. To this end, I help Telfer students, industry and policymakers understand the interactions among entrepreneurship, innovation, and gender, rich frontiers for new business opportunities.

My vision is a nation in which all Canadians are economically self-sufficient. This vision focuses my research and teaching to entrepreneurship students in business and engineering. Aspiring business owners sit before me in the classroom. I want to make sure that more women are among the next generation of successful enterprise owners. One way of doing so is to explore gendered assumptions in the venture creation process and barriers to entrepreneurial success.

What we are learning also benefits industry and government, as policymakers seek to understand how policy and programming can overcome hurdles to start-up and growth. For example, working with Telfer colleagues and Public Service Procurement Canada, we are exploring how procurement and contracting policies might be used to encourage more innovative small businesses, including those owned by women, to do business with the federal government. We are examining the value and implementation of public and private sector supplier diversity initiatives, the impacts of mainstream and female-focused business accelerators, and gender differences in financial literacy among small business owners. This research is informing policy and program reform in Canada and abroad.

Drawing on Telfer research to inform the next generation of evidence-based, small business public policy is not lost on my students, some of whom will be among those who benefit directly from policy reform.

NURTURING A NEW PERSPECTIVE ON HEALTHCARE
Craig Kuziemsky

Telfer rightly prides itself on providing students with a multi-faceted understanding of management principles, but an even greater point of pride is helping students apply those principles to areas that might not typically be considered in this way. Healthcare is one field that many Canadians are hesitant to think about from a business perspective as they worry about eroding the universality we have come to embrace. But if we think about business as the exchange of goods and services then it makes total sense to regard patients as consumers of goods and services. Embracing this philosophy will allow healthcare to be innovative in its delivery to realize efficiencies that have transformed so many other facets of modern society.

I have brought my own interest in this field to the Telfer curriculum, which now incorporates aspects of health system thinking that are seldom found in academic settings, particularly in management schools. While there is a good evidence base to support clinical outcomes, there is far less evidence on healthcare innovation and transformation. Our health systems program explores the need for hard evidence about healthcare innovation and transformation that can facilitate better healthcare outcomes.

Many of these same students embrace the challenge and are inspired by how much work lies ahead of them if they want to help our country’s healthcare system match the caliber of its counterparts elsewhere. Some of them aspire to research positions where they can assemble the critical data that health care managers require, while others set their sights on work in the clinical settings where changes will be implemented. In this way our graduates are devoting their knowledge and skills to the welfare of millions of Canadians, working for what may well be the biggest business in the country!
The opportunities Telfer offers to its students who are starting businesses to bring their ideas into the classroom and to learn hands-on provides invaluable experience that to me, is key to building a successful business.

Setting and Supporting Our Goals
Alain Doucet

Telfer carefully manages its financial resources to provide faculty members and students with opportunities to broaden their horizons. These resources can take the form of straightforward scholarships that recognize outstanding performance, as well as targeted investment in projects that are of specific interest to the School. In either case, the result is a richer experience for participants, as well as a richer scholarly and educational culture for the institution.

The provision of scholarships enables new or returning students to face financial challenges and in so doing it is a key means of ensuring that the Telfer School continues to attract the very best applicants in the world. This is especially important at a time of profound demographic change, when the competition for these applicants is stronger than it has ever been. Your dedicated support for these awards will enable the School to compete successfully and contribute directly to ensuring the ongoing quality of our graduates.

Another primary mechanism for maintaining that quality is the Dean’s Strategic Priorities Fund, which sustains activities such as coaching for international students, along with the operating budget for the Financial Research and Learning Lab. This fund also sponsors Telfer’s MBA case competition team and the International Leadership Association, which will be holding its 2019 conference in Ottawa.

Each of these initiatives is yet another facet of the outstanding learning environment we have created at the Telfer School, a setting that you can further enhance with your own contribution.

Bringing Your Business to School
Torin Regier

Becoming an entrepreneur was not my goal when I began my studies at the Telfer School. I really just had an interest in getting a good job in business in an international setting. That was until I took some entrepreneurship courses during an international exchange trip to Switzerland, and that sparked my interest. It was this whole new world.

When the idea of keg monitoring came along in 2015, Adrian Pawliszko (co-founder of Kegshoe) and I saw it as a good opportunity. We’d done some work with a brewery just outside of Ottawa, and they had come to Adrian with their keg-tracking problems. Breweries own all their own kegs and send them to thousands of different bars and restaurants. Managing kegs is a huge and costly issue for them. We decided to come up with a solution. We built a software program that allows breweries to see where the kegs are, whether it be at the brewery, at a storage location or a customer’s location. They can also see what’s inside the keg – whether it’s clean or dirty, or filled with a certain kind of beer. Thanks to our software, they now lose far fewer kegs and they can get them back much faster.

I was in my fourth year at Telfer when we started Kegshoe, and Adrian was finishing up his engineering degree. We had access to mentors like Trevor Wilkins (Engineer Entrepreneur Executive in Residence) and Stephen Daze (Dom Herrick Entrepreneur in Residence), who showed us the ropes in terms of budgeting, cash flow, revenue projections and how to anticipate costs. That was really helpful in transitioning the business from the classroom into the real world.

I also work with Stephen Daze on the Difference Makers program, where we conduct workshops in first year commerce classrooms on how to use your degree to have an impact in the community. We’re seeing more and more students who want to do good for society with business — flipping capitalism on its head. The Telfer School is well-positioned to take that trend and respond to it, to enable students to do well by doing good.

To Be Good at Business, You Need to Do It Yourself
Corey Ellis

Telfer gives students hands-on learning opportunities. They really understand that in order to be good at business, you need to do it yourself. You need to learn how to build relationships with people, get out there, and experience failure.

When I look at Telfer and compare it to other schools, that’s where Telfer shines – they build intrapreneurs and entrepreneurs. The School teaches us to problem solve, and not to expect that the path will be clear all the time. One of the most significant ways in which the Telfer School is innovative is the expertise it offers by way of our faculty advisors. Our uOttawa Enactus Club advisors Stephen Daze and Matt Archibald keep us grounded and make sure we’re doing these projects in a way that is feasible.

The Growcer, for example, is costly and a pretty big enterprise, so our advisors help us understand what we should be doing and how we should focus our time. One of our challenges was being sensitive to the history of Indigenous communities, and working with our partners to create a locally-owned project that still meets our objective of lowering food prices. Our advisors helped us think through a business model that helps us bring down the cost of food and the cost of living in a way that gives our partners room to choose and make decisions.

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WE HOST ALUMNI EVENTS ACROSS THE COUNTRY AND IN VARIOUS CITIES AROUND THE WORLD. TO SEE ALL OF OUR UPCOMING EVENTS, PLEASE VISIT: telfer.uOttawa.ca/events

APRIL 28 TO MAY 5, 2018
2018 ALUMNI WEEK

OCTOBER 20, 2018
GALA OF EXCELLENCE

LET’S ENGAGE
We want to stay engaged with you. Use social media to learn about the steps we’re taking every day to transform how we learn, invest in globalization, generate new knowledge, foster experiential learning and support scholarship and our strategic priorities.

• Use MyTelfer.ca to find out how you can get involved with your school and to consult our Leaders@Telfer interactive alumni map.

• @telfer_uOttawa (EN)
  @telfer_UdO (FR)

• Telfer.uOttawa

• @telfer_uOttawa

• Telfer School of Management / École de gestion Telfer

Picture taken during our Trivia Night on May 25 featuring the 1st place winning team, the BOOMERS, who were awarded the $2,000 grand prize!