

Faculty of Management • University of Lethbridge | 2007

MANAGEMENT

matters



Faculty of Management
University of Lethbridge
4401 University Drive W
Lethbridge, AB T1K 3M4

Phone: (403) 329-5148
Fax: (403) 329-2038
E-mail: management@uleth.ca
www.ulethbridge.ca/man

Publications Mail Agreement No. 40011662
Return Undeliverable Canadian Addresses To
Faculty of Management
University of Lethbridge
4401 University Drive W
Lethbridge, AB T1K 3M4





contents | 2007

University of
Lethbridge



Faculty of Management

Editor & Project Manager
Alesha Farfus-Shukaliak

Design
Sarah Novak Design

Alumni and Faculty Liaison
Marilyn Hawryluk

Contributors
Bob Cooney
Betsy Greenlees
Marilyn Hawryluk
Shelagh McMullan
Renee Nelson

Writers
Tasha Diamant
Lisa Doerksen
Natasha Evdokimoff
Jana McFarland
Rob McMahon

Photography
Bernie Wirzba

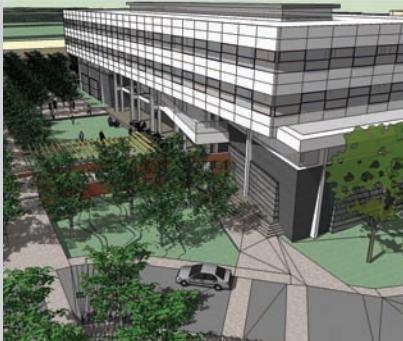
Cover: Art Direction
Tanya Jacobson-Gundlock

Printing
University of Lethbridge
Printing Services

Departments

2 Faculty News | **20** Student Successes | **23** Alumni Connections

Features



4 **Markin Building**

Bold plans have been established to build the Markin Building – a facility that will stand as a proud symbol of the University's continued leadership. But what's even more significant is what will be inside.

2 **Focusing on the Future**

This spring, the Faculty of Management unanimously approved their new bold vision, Strategic Roadmap 2016. Dr. Murray Lindsay, dean of the Faculty of Management, shares his thoughts and excitement about the vision.

6 **The Power of 25**

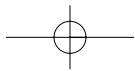
Management alumni **Dan Laplante (BMgt '88)**, **Kevin Nugent (BMgt '88)** and **Dean Setoguchi (BMgt '89)** have started a unique initiative to give back to the Faculty that provided each of them with a solid foundation for their success.

12 **Spotlight on Research**

Dr. Gordon Hunter and Dan Kazakoff discover that the secrets of successful small businesses bridge the gap between industry and academia.

23 **Alumni Connections**

Nick Tait (BMgt '82), **Garth Doll (BMgt '95)**, **Amela Karabegovic (BMgt '99)**, **Diana Arn (BMgt '95)**, **Spencer Kiernan (BMgt '94)**, **Aaron Chronik (BMgt '96)** and **Marc Tremblay (BMgt '92)** have taken unique journeys and established successful careers. Read on to learn where their career paths have led them.



DEAN'S MESSAGE



Welcome to the 2007 issue of Management matters

Welcome to the 2007 issue of Management matters. In the last issue we highlighted our wonderful past – one for which we can be justifiably proud. In this issue we begin to focus on our future. In this regard, it is a pleasure to inform you that our vision document, Strategic Roadmap 2016, was unanimously approved by the Faculty of Management this spring.

Our new roadmap builds on the core features of the old (integrative, international, innovative and interactive) and goes further in painting an ambitious agenda focused around our new mission: “We create new knowledge and develop principled leaders and scholars who think globally, act insightfully and make a difference to their organizations and society.” I am extremely proud of our faculty for aspiring to aim higher across so many fronts. I also want to take this opportunity to thank our alumni, staff, students and Advisory Board members who played an important role in providing input into this process.

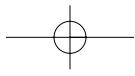
Planning for the new Markin Building, which will house the Faculty of Management and School of Health Sciences, is close to completion, and all levels of the University community are working hard to secure government support. One cannot overstate the importance of this new facility. This building will provide much needed student space and offices for new faculty; drastically improve teaching and learning facilities; contain an experimental laboratory for undertaking behavioural research; allow undergraduate, international and graduate programs to serve our students better; and contain our Student

Enhancement and Career Centre to assist students in finding employment in the right career and to facilitate working with the business community in strengthening our Theory into Practice programs.

We are indebted to **Dan Laplante (BMgt '88)**, **Kevin Nugent (BMgt '88)** and **Dean Setoguchi (BMgt '89)**. In honour of the Faculty's 25th anniversary, they have each personally committed \$25,000 to the construction of the Markin Building, and they are recruiting 25 management alumni to do the same. Thank you to **Winston Chow (BMgt '80)**, **Blaine Kunz (BMgt '88)**, **Richard Masson (BMgt '87)**, **Kim Moody (BMgt '92)**, **Warren Pashkowich (BMgt '87)**, **Art Robinson (BMgt '00)** and **James Szarko (BMgt '85)** who have all committed to this endeavour.

In reading the pages that follow, I trust you will share my excitement about our future. I look forward to seeing you at Homecoming 2007 (October 12-14) and at our planned alumni events. I wish you a safe and restful summer.

Dr. Murray Lindsay
Dean, Faculty of Management



FACULTY NEWS



FOCUSING on the Future

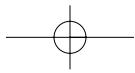
Photo above and cover photo: (l-r) Advisory Board Chair John Gray, management student Heather Rivera and Faculty of Management Dean Dr. Murray Lindsay focus on the Faculty's future. The Advisory Board, students, alumni, faculty and staff all played an active role in developing the Faculty's Strategic Roadmap 2016.

"Our objective is to graduate students with the skills, knowledge and confidence to deal with uncertainty and ambiguity, and to truly make a difference in their organizations and communities."

Dr. Murray Lindsay
Dean, Faculty of Management

For the Faculty of Management, a vision represents more than just words on paper. Having a strong vision allows the Faculty to articulate goals, define core values and most importantly, strategically prepare for the future.

On April 20, 2007, the Faculty of Management unanimously approved its new bold vision, Strategic Roadmap 2016. Dr. Murray Lindsay, dean of the Faculty of Management, shares his thoughts and excitement about the vision, what it means for the Faculty and the direction it is already providing.



FACULTY NEWS

Q

How does the new vision
for Management reflect the
Faculty's past?

- a:** Strategic Roadmap 2016 builds on our former vision's core principles of integration, internationalization, innovation and interaction. The new vision takes these principles one step further in painting an ambitious agenda focused on the goal to "create new knowledge and develop principled leaders and scholars who think globally, act insightfully and make a difference to their organizations and society."

Q

What does Strategic Roadmap
2016 focus on?

- a:** There are two key emphases to our new vision. The first is research. Creating knowledge is one of the key differentiating roles of a university. By creating new knowledge, individual faculty members and our centres of excellence will develop positions of leadership in discernable areas of inquiry and will create a reputation of research excellence within the Faculty of Management.

The second emphasis is teaching. The Faculty of Management has made its mark on the teaching front and the new vision honours our heritage by establishing the Faculty as a "balanced" school with teaching and research valued equally.

Q

What does the
new vision mean
for students?

- a:** We have a great program and will continue to build upon it to make it even better through improving the student experience, further developing students' competencies (critical thinking, leadership and skills) and emphasizing the fact that we are a Faculty of Management. This leads to a focus on integrating knowledge with the ability to create and implement strategy. This emphasis will serve students well regardless of the concentration they pursue. Our objective is to graduate students with the skills, knowledge and confidence to deal with uncertainty and ambiguity, and to truly make a difference in their organizations and communities. Students are our future, and they deserve the best we can offer them.

Q&a

For more information or to obtain
a copy of the new vision, visit:
<http://www.uleth.ca/man/faculty/vision.shtml>

Q

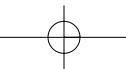
How will the new vision
add credibility to the
Faculty of Management?

- a:** Primarily we will continue to build credibility through excellence in our programs and research. But in addition, as part of the strategic roadmap, the Faculty is going to seek accreditation within the next five years from the Association to Advance Collegiate Schools of Business. Receiving this accreditation will provide us with a recognizable quality advantage that will differentiate us from our competition.

Q

What is the strategy
for research in the
new vision?

- a:** In part, we plan to develop a focus on ethics, sustainability, corporate social responsibility and health management. We possess considerable strength in these areas, and we are excited for potential synergy with other units on campus. There has never been a better time to instill in managers the sense of responsibility and the tools to not only do well financially, but to do "good." We are also refocusing our Master of Science (Management) program to make it more research oriented, resulting in additional leverage. Finally, in the last 12 months we have hired six exceptional PhD-qualified faculty and plan to hire another four over the next two years. We have generated considerable momentum and excitement for research, and our success in hiring new faculty suggests that outsiders believe we are on the right track.



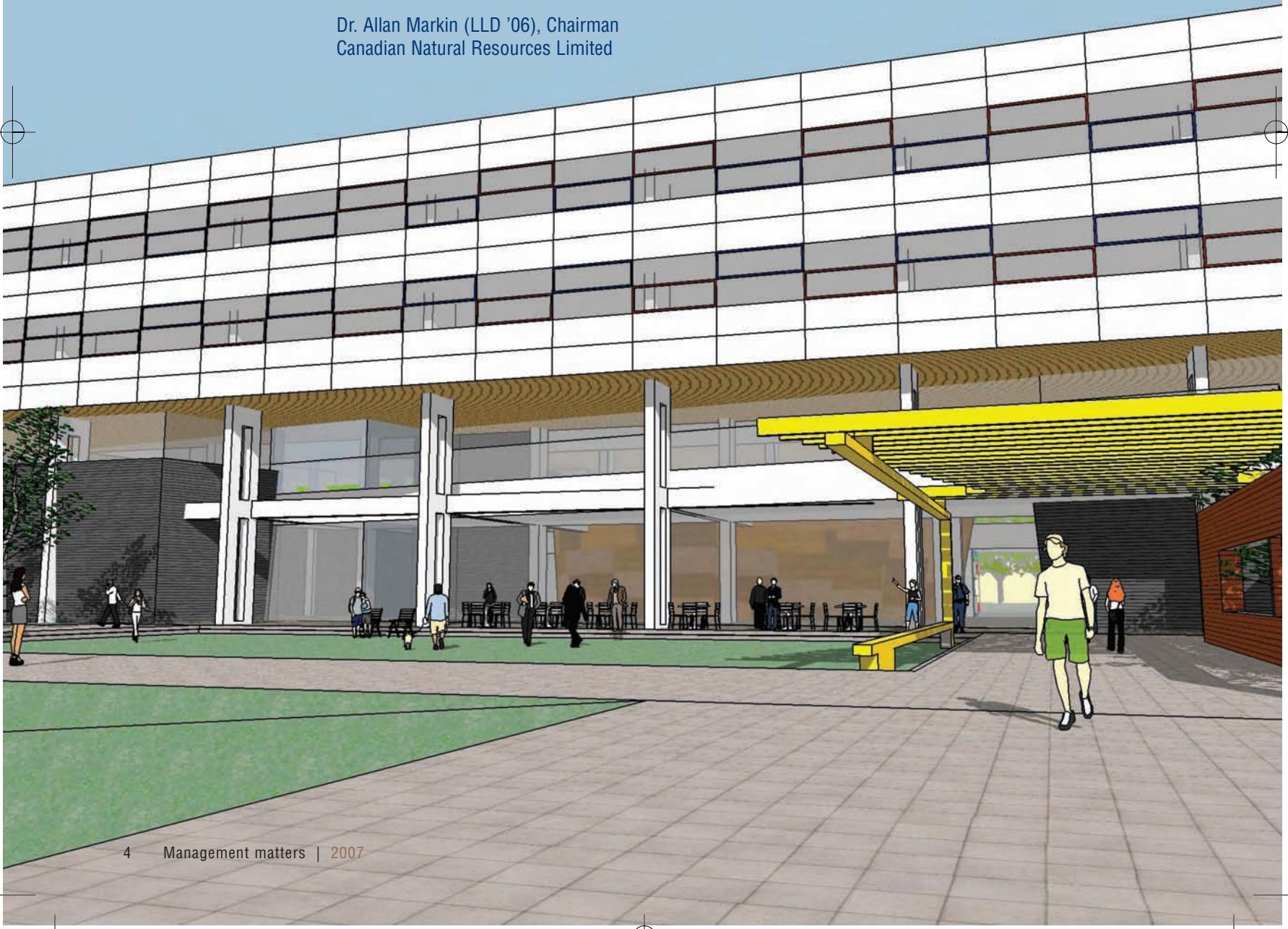
FACULTY NEWS

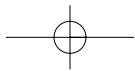
The Markin Building:

Meeting Needs, Creating Opportunity

“ While there are many ways to give back to the community, there are few as rewarding as supporting education and research. A university is made up of many components, including researchers, teachers and students. But it also needs an infrastructure, buildings and facilities to match the excellence of its human resources.”

Dr. Allan Markin (LLD '06), Chairman
Canadian Natural Resources Limited





FACULTY NEWS



Bold plans have been established to build the Markin Building – a facility that will stand as a proud symbol of the University's continued leadership. But what's even more significant is what will be inside. Within the walls of the Markin Building, the Faculty of Management and School of Health Sciences will create new innovative approaches to research, teaching and learning. Here, in a collaborative environment, our province's most pressing issues will be addressed through unique programming. The Markin Building will enable the University of Lethbridge to develop energetic, effective, passionate, strategic leaders who are prepared to meet the needs of our changing economy and province.

To learn more about the Markin Building, please contact University Advancement by calling (403) 329-2582.



The Markin Building will:

Be a state-of-the-art teaching facility

- > Wireless study spaces
- > Community meeting areas
- > Constructed to meet the requirements of Leadership in Energy Environmental Design (LEED) Green Building Rating System
- > Experimental research labs
- > Specialized classrooms for case-study style instruction
- > Video-conference rooms to offer courses via video in Edmonton and Calgary

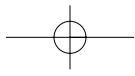
Provide much-needed space for expansion and growth

- > Allow the U of L to continue to attract and accommodate outstanding faculty and students
- > House the University's newly-established Centres of Research Excellence, including the Centre for Health Management Research and Centre for Socially Responsible Marketing
- > Support the development of innovative health management programs to serve Albertans
- > Accommodate expanded graduate programs in both Management and Health Sciences
- > Provide room for the growth of the International Program, the Management Development Centre and the Career Enhancement Centre

Contribute to the pressing need for professionals in Alberta

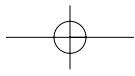
- > More management grads available to assume positions to help manage and sustain Alberta's growth
- > Increase the number of trained health professionals, such as specialized nurses and addiction counsellors

Serve as a venue for community events and professional conferences, solidifying our link to the business community in Alberta and beyond



FACULTY NEWS

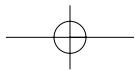




FACULTY NEWS



Management alumni (l-r)
Dean Setoguchi (BMgt '89),
Dan Laplante (BMgt '88)
and **Kevin Nugent (BMgt '88)**
have started a unique initiative
to give back to the Faculty that
provided each of them with a
solid foundation for their success.



FACULTY NEWS

Spend a few minutes speaking with management alumni **Dan Laplante (BMgt '88)**, **Dean Setoguchi (BMgt '89)** and **Kevin Nugent (BMgt '88)**, and you'll find that their enthusiasm for the University of Lethbridge is contagious. After they graduated from the U of L, all three eventually relocated to Calgary and through hard work established themselves as young, well-known, respected businessmen. But they have not forgotten where they started, and having achieved extraordinary success, are eager to support the continued growth of the Faculty of Management.

In recognition of the Faculty of Management's 25th anniversary this year, Laplante, Nugent and Setoguchi wanted to commemorate the occasion in a unique way. That's when they had the idea to recruit 25

"This is an opportunity for people to make a real difference ... these individuals will serve as leaders and hopefully attract others to join in and support the program."

Dean Setoguchi (BMgt '89)

management alumni to give a minimum of \$25,000 each to the Markin Building – the future facility that will house the Faculty of Management and School of Health Sciences.

But for these three leaders, it's not just about contributing financially to the construction of a building – it's about giving back to the University that laid the foundation in each of their lives.

"We all had strong, enjoyable experiences at the U of L. In fact, my experiences allowed my career to take off in ways it might not

have without the University," says Laplante. "I've enjoyed tremendous success that I attribute to the U of L. We now have the chance to lead."

Nugent agrees with Laplante. "The education I received allowed me to excel professionally. The U of L was the catalyst for all of the things I've been able to check off as my life's goals and ambitions. The University gave us a lot. To give something back in a monetary way is the least we can do."



"I was encouraged to donate because of the great education I received. The U of L gave me my start and is a big part of my success today. The University's commitment to quality education is very admirable, and I'm honoured to play a small part in that."

Kim Moody, BMgt '92, CA, TEP
Partner, RSM Richter LLP
Calgary, AB



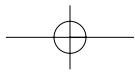
"I'm pleased to support this important initiative that will help the U of L continue to develop high-quality graduates who are full of potential and prepared to meet the needs of our growing and changing economy."

Richard Masson, BMgt '87, MBA, CFA, ICD.D
Vice-President, Risk Management, Nexen Inc.
Calgary, AB



"My experience at the U of L is unparalleled. It is the people and environment that make the difference. The U of L prepared me for my career and has allowed me to enjoy a better life!"

Winston Chow, BMgt '80, CMA, CPA
Managing Director, Goodway Investments Inc.
Calgary, AB



FACULTY NEWS

Nugent adds that supporting the Faculty of Management also holds personal benefits for management alumni. "To construct a building for management is to take a step towards more prominence; it adds credibility to the graduates," explains Nugent.

As Nugent, Laplante and Setoguchi are finding out, they are not the only ones who feel indebted to the Faculty of Management. In their conversations with alumni they are discovering that many management grads have gone on to achieve great success and, like them, want to give something back. Ten alumni, ranging from the classes of 1980 to 2000, have already committed to the initiative (see below).

"This is an opportunity for people to make a real difference," says Setoguchi. "These individuals will serve as leaders and hopefully attract others to join in and support the program."

Setoguchi, Laplante and Nugent take great care to emphasize that alumni can show support at any level. Nugent shares that when he was a struggling young articling student he gave what he thought he could. "It's a very personal thing; you should give what you feel you can at a level you are comfortable with. Every donation makes a difference," says Nugent.

As they continue to recruit alumni to give, Laplante, Nugent and Setoguchi have claimed the motto "the more the merrier" as their own. "Equally important to the financial amount, is the number of people who contribute – there are no limits. At the end of the day, if we can get as many of our alums as possible to support the building, it will be a

transformational event for the University," says Setoguchi.

Ultimately these alumni have found a way to thank the Faculty that gave them their start and are encouraging other alumni, wherever they are in their journeys, to do the same. "Supporting the University gives you the opportunity to play a part in something pretty special. Quite frankly, it feels good to give," says Laplante.

Donations made this year to the Markin Building are eligible to be matched by the Alberta Government Access to the Future Fund, doubling both the dollar value and impact. For more information about how you can contribute, please contact University Advancement at (403) 329-2582 or e-mail advancement@uleth.ca.



"I donated to the University because of the positive experiences I had as a student. I wanted to do my part in helping ensure future generations of students are afforded the same opportunities to have new experiences and learn in a first-class environment."

Art Robinson, BMgt '00
Vice-President, SCF Partners
Calgary, AB



"In order to attract the brightest students, the University of Lethbridge must continue to grow and evolve. Because I am thankful for what the U of L did for me, I contributed to support the University in providing students with the best post-secondary education possible."

Warren Pashkowich, BMgt '87, CA
Partner, Ernst & Young LLP
Calgary, AB



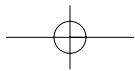
"I was compelled to participate because I want to help provide the opportunity for the expansion and growth of the Faculty of Management within the University. It is very rewarding to give back to the institution that provided me with the knowledge and tools for success in both life and business."

Blaine Kunz, BMgt '88
First Vice-President, Branch Manager,
Investment Advisor, CIBC Wood Gundy
Medicine Hat, AB



"As alumni, we are fortunate to have been given the opportunity to develop great skills and then work in strong and vibrant environments. It only makes sense that we should give something back."

James Szarko, BMgt '85, CA
Chief Financial Officer, SemBioSys Genetics Inc.
Calgary, AB



FACULTY NEWS

Dr. Carla Carnaghan

Accounting

Dr. Janelle Enns

Human Resource Management and Organizational Studies

Dr. Walter Wymer

Marketing



The phrase “financial accounting theory” could possibly inspire dread in the heart of a student, but Dr. Carla Carnaghan gets feedback that her courses in this area are surprisingly interesting and thought provoking.

“People think accounting is black and white. The course helps students understand the contexts that affect accounting standards,” says Carnaghan. “What works well for investors’ needs may not be helpful in setting management compensation or for use in contracts. Students have to learn to think about each situation. The challenge in this area is developing professional judgment.”

One of Carnaghan’s main areas of research regards the professional judgment of managers and the decisions they make about financial disclosure. “Generally an interesting finding is that managers disclose much less than they could even though there is evidence that it’s helpful to be more open.”

Carnaghan is also working on the implications of e-commerce on taxation. “It’s something people don’t automatically think about. Where a company puts its computer servers can affect where it will be taxed,” she explains. “Evidence suggests that companies are being strategic about which country they place their servers in to take advantage of tax reductions.”

Carnaghan was a senior systems analyst for the Alberta government for several years before entering academia. She completed her PhD in accounting at the University of Alberta and taught accounting information systems at the University of Waterloo prior to coming to the U of L. Carnaghan says she has always been interested in how people use information, and accounting is a “natural forum” for that study.

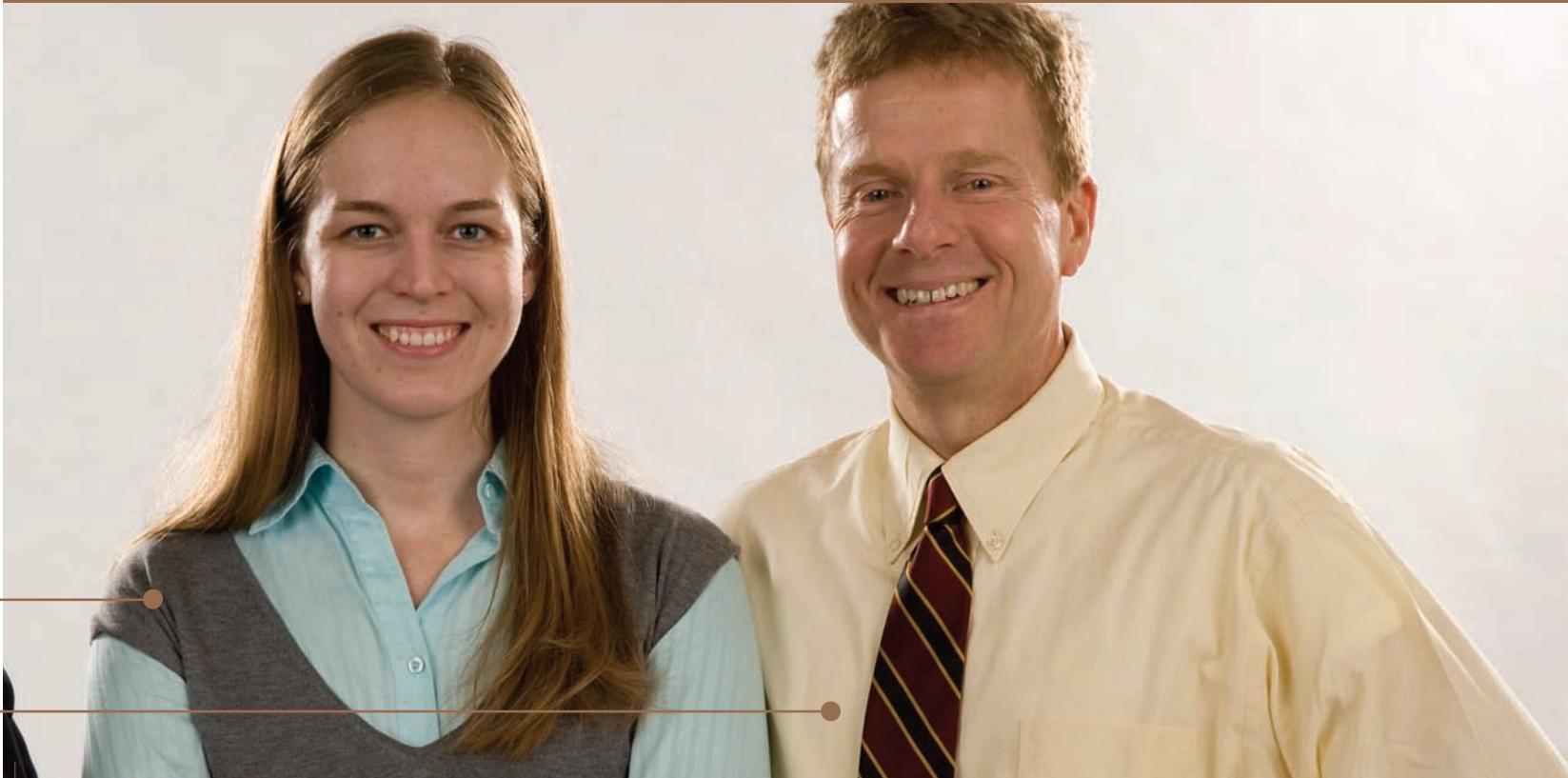
“Accounting is the language of business,” she says. “How can you use that language appropriately?”

University of
Lethbridge



Faculty of Management

FACULTY NEWS



"I love it when people tell me their workplace rants," offers Dr. Janelle Enns, who has been an assistant professor of organizational behaviour since wrapping up her PhD at the University of Toronto last year. "A lot of my research is about why people might engage in negative or counterproductive behaviours at work. I have focused on how identifying with a work group affects what they will do."

Some negative behaviours Enns has studied, for instance, are relatively common features of many workplaces: gossiping, spreading false rumours and withholding information from colleagues. Enns tries to figure out the conditions under which this sniping will occur.

Much of her research consists of creating detailed workplace scenarios within anonymous surveys. What she has discovered is that people don't usually feel willing to get nasty until they feel that their group has been treated unfairly. "When there is that perception of unfairness people start to think of the other group homogeneously and splitting them apart in an 'us' and 'them' kind of way," she explains.

Enns gives the example of the merger between Canadian Airlines and Air Canada, where people strongly identified themselves as being with their old airlines. "During seniority talks things really broke down, there were physical fights in crew buses and open hostility in the cockpits," she says. "It got to the point that employees actually warned their families not to fly Air Canada. Fortunately nothing dangerous happened."

"Airlines have been a great source of information," she laughs.

"I'm interested in what ultimately helps people," says Dr. Walter Wymer, who has recently completed his first year with the Faculty of Management.

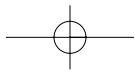
Wymer worked at two U.S. universities for 10 years prior to relocating to Lethbridge. He currently teaches introductory marketing and non-profit marketing courses – a combination he enjoys. "In introductory marketing students learn about the importance of marketing in modern organizations," Wymer explains. "In non-profit marketing students learn how to benefit their communities and have the opportunity to see service to society as a potential career."

Teaching and interacting with students are parts of the job that he particularly enjoys. "It's challenging and engaging because to be effective you have to be knowledgeable, enthusiastic, interesting, relevant and occasionally humorous," he adds with a smile.

Wymer's scholarly research delves into several areas of marketing in non-profit organizations, including volunteer psychology, recruitment and retention. "I have examined differences among subgroups of volunteers," he says. "I've also studied factors that influence individuals' choices of the types of organizations for which they choose to volunteer, whether or not individuals dedicate all their volunteer efforts for one organization or for a variety of organizations, and the roles in which they choose to serve."

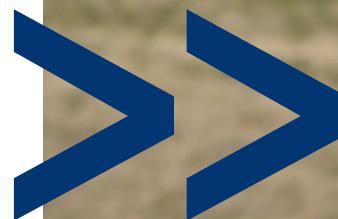
Macromarketing, which examines the societal effects of business marketing and its interaction with government on citizens, is also an area of interest for Wymer. He recently analysed the impact of the prescription drug macromarketing system in the U.S.

"I found that the prescription drug industry's marketing efforts and government lobbying activities have created a very expensive system that is unsustainable and uncompetitive, working toward maximizing profits instead of maximizing public health."



FACULTY NEWS

Two U of L management professors discover that the secrets of successful small businesses bridge the gap between industry and academia.



Connecting Empires

In a world full of chain stores and big box retailers, the days of neighbourhood mom-and-pop shops are all but gone. Small family-run businesses are becoming a thing of the past, squeezed out by massive corporations with pockets deep enough to swallow up the competition.

Still, there are some small businesses that manage to stay afloat and, even more impressively, pass the reins from one generation to the next.

It's the factors behind this kind of success that sparked the interest of Dr. Gordon Hunter and Dan Kazakoff, prompting them to conduct research on the topic for a co-authored book entitled Little Empires.

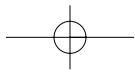
"It's well known that most small businesses fail within the first three or four years," says Hunter. "We wanted to find out why some small businesses are able to continue on for more than one generation and hopefully uncover some common themes and trends of successful small businesses."

Research for the book is being conducted specifically on small businesses in southern Alberta, but will expand internationally in the future with a similar project in Melbourne, Australia. "It will be very interesting to see any differences that are related to location," Hunter says.

Hunter and Kazakoff began conducting interviews with various business owners 18

months ago, delving into the inner workings of a wide variety of family-owned operations – from farms and car dealerships to funeral homes and jewellery stores. They've heard some fascinating stories and made many enlightening discoveries, but just as important to them are the connections they are making between the University and the business community.

"People in academia are traditionally seen as being in an ivory tower," Kazakoff says. "This type of research exposes businesses to the fact that the University is open to them. The larger goal is to try to transcend the barrier between the university and the larger community. Business owners can look at the



FACULTY NEWS



(l-r) Dr. Gord Hunter and Dan Kazakoff

University and the Faculty of Management as a resource. It's creating awareness on both sides."

Hunter is a professor of information systems in the Faculty of Management. He has extensive experience as a systems analyst and manager for various industries and government organizations, and is well established as a top researcher in the field of small business. He earned his PhD conducting the same type of research employed in the Little Empires project, and has done qualitative business studies for his entire academic career.

Kazakoff is the director of Theory into Practice programs at the U of L.

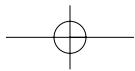
He has worked as a coordinator and consultant in various community-related areas, specializing in strategic planning, team building and small business management.

Although Hunter and Kazakoff have worked at the University for seven and nine years, respectively and have worked together for several years in the Integrated Management Experience (IME) program, it's the first time the two have teamed up on a formal research project.

"It's an important topic because it tells small business owners what the issues are in regards to having an entity that lasts more than their lifetimes," Hunter says of the research.

"A lot of emphasis on small business is set on succession planning," Kazakoff adds. "This work goes beyond that. The bigger picture for the small business community is that if one business succeeds, others will follow. Owners are finding that one business's success is not at the expense of another, but just the opposite. The people we've talked to are becoming the catalyst for other owners to come forward and participate, and even come into the classroom and share their stories with students."

To learn more about this research, you can contact either Hunter or Kazakoff at ghunter@uleth.ca or dan.kazakoff@uleth.ca, respectively.



FACULTY NEWS

Work-Study in India Launched

University of Lethbridge students now have the opportunity to enhance their classroom education by gaining first-hand experience in the Indian culture and business community. The Faculties of Management and Fine Arts launched the inaugural six-week India Work-Study program in May 2007. Nine management and two new media students worked at Indian companies this spring while living in Mumbai, the commercial capital of this emerging economy.

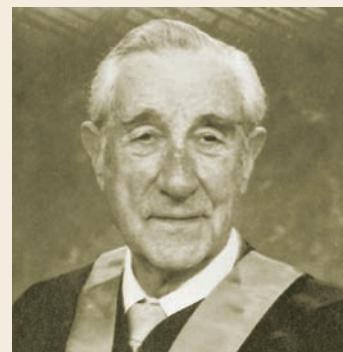
This program was inspired by the success of the Faculty of Management's

Malaysia Work-Study program. Director of International Programs, Faculty of Management, Andrea Amelinckx says the Faculty wants to expand on the success of the Malaysia program.

"India seemed like a logical choice for the new program for a number of reasons. Students can speak English there and still have the opportunity to work in a very different culture that is of growing importance to the global economy," says Amelinckx.

CAMPAIGN UPDATE

When the University launched the Legacy of Leadership campaign in 2005, a key goal was to see the dream of the Markin Building, a facility to house the School of Health Sciences and Faculty of Management, become a reality.



Emil Fredericks, the founder of ECL Group of Companies, was one of the first to provide a major gift towards the Markin Building. His life-long interest in learning, demonstrated by two post-secondary degrees he received after the age of 75, was a major motivator.

New Minor in Social Responsibility

This spring the Faculty of Management introduced a new minor in social responsibility. The objective of this minor is to draw upon learning from multiple disciplines to develop within students

the competencies, moral and ethical sensibilities necessary for them to become strategic change leaders committed to a sustainable future in a global multicultural society.

Centre Showcases Social Responsibility

On May 11, 2007, the Centre for Socially Responsible Marketing held a workshop to assist non-profits in creating supportive connections with for-profit businesses. The workshop was attended by 40 delegates and hosted a very engaged and lively discussion.

Drs. Walter Wymer, Debra Basil and Tanya Drollinger all spoke with regards to the various ways in which non-profits can garner

business support for their causes. The Centre plans on hosting various workshops and conferences throughout the year.

In July, Wymer will begin his two-year term as the Centre's director, serving until June 30, 2009.

Please visit the Centre's web site for a listing of upcoming events:
www.uleth.ca/man/research/centres/csrc/

Since then, many individuals and organizations have stepped forward to show their support.

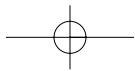
CIBC recently made a gift of \$125,000 towards the Markin Building. "Helping young people to reach their full potential is one focus of our community investment program, and we are proud to support the expansion of these two growing areas at the University," says Steve Metson, CIBC Senior Vice-President of Western Canada.

Sincere sympathy to the families of:

Kandice Raye Williamson (BMgt '07, awarded posthumously), who passed away on December 22, 2006.

Mr. Arthur Batty, 2005 Scholarship Fundraising Dinner honouree, friend of the University of Lethbridge and long-time resident of Lethbridge, who passed away on March 20, 2007.

Because of the generosity from community members and leading organizations, the University is already halfway to meeting its goal of raising \$10 million. When completed, the Markin Building will enable the University to accommodate a growing student population and support innovative teaching and research.



FACULTY NEWS

Congratulations

Dr. Mary Runté recently received two grants from the Social Sciences and Humanities Research Council (SSHRC), Canada's federal funding agency for university-based research and student training in the social sciences and humanities. As well, her application for the study of Cold War and management theory – on which she is co-investigator with Dr. Albert Mills, professor and director of the PhD Programme, Faculty of Graduate Studies and Research, St. Mary's University – was awarded \$103,000. In addition, the Canadian Business Ethics Research Network, in which she is a collaborator, was awarded \$2.1 million (\$300,000 per year for 7 years) as part of the Strategic Knowledge Clusters program of SSHRC.

Dr. Diane Miller's article, *The Stages of Group Development: A Retrospective Study of Dynamic Team Processes* was the most downloaded and purchased Canadian Journal of Administrative Sciences (CJAS) article up to December 2005. The paper recorded 2,563 purchases.

Drs. Angela Downey (BMgt '89) and Helen Kelley (BMgt '93, MSc '94), in partnership with Chinook Health and researchers in the UK and the Calgary Health Region, received a grant of \$100,000 from the Lawson Foundation. The two-year research project includes an experiment involving two types of patient education processes for people with Type II Diabetes and an economic analysis of the impact of the different education delivery modes on the health-care system.

Dr. Lori Kopp received the 2005 Outstanding Research in Accounting Education Award from the American Accounting Association – a premier organization for the accounting discipline. The award is in recognition for her paper with Dr. Fred Phillips, a professor in accounting at the University of Saskatchewan, entitled: *Integrating Accounting Topics Within or Across Functions: Effects on Students' Structure and Use of Knowledge*. The Journal of Accounting Education published the article in 2005.

Tom Gee, an Edmonton campus instructor, is the recipient of the Chartered Accountants Education Foundation (CAEF) teaching award this year. Gee has been teaching on the Edmonton campus for several years, and his student nominators commented on his excellence as a teacher and as a mentor who gave unstintingly of his time.

Dr. Howard Tenant (LLD '05) has been appointed to a new task force assembled by the Alberta government to help the province gain a stronger competitive edge in the global knowledge-based economy. The task force will build on the province's solid base of research activity, value-added and technology companies, and agencies and programs already supporting technology commercialization and the discovery and development of innovative value-added products.

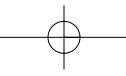
Faculty Celebrates Its 25th Anniversary With a Shimazaki Print

This spring, the Faculty of Management sent a Shimazaki print entitled *Fiat Lux* (Let There Be Light) to all management alumni. "This print was commissioned by the Faculty of Management as a gift to alumni to commemorate our 25th anniversary, to celebrate achievements and successes, and to remind us of the importance of staying in touch," says Coordinator of External Relations Marilyn Hawryluk.

Many alumni will remember Dr. Hiroshi (Tanaka) Shimazaki as a professor of international management. He is also a very talented landscape painter.

If you did not receive a print, visit:
www.ulethbridge.ca/man.





FACULTY NEWS

For the past 20 years, Marilyn Hawryluk, coordinator of external relations, has organized the Faculty of Management's annual Scholarship Fundraising Dinner. She recalls some of this year's highlights.



20th Annual Scholarship Fundraising Dinner

Ingrid and Ray Speaker

In a year when the University of Lethbridge is celebrating many milestones – including the U of L's 40th anniversary, the Faculty of Management's 25th anniversary and the 20th Annual Scholarship Fundraising Dinner – the Faculty of Management and its Advisory Board were honoured to recognize **Dr. Ingrid (LLD '01) and Dr. Ray Speaker (LLD '03)** for their long-standing service to the community and University.

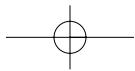
March 16, 2007, was an evening of celebration that included a variety of musical

numbers by the University of Lethbridge Jazz Ensemble and University of Lethbridge Singers. Family, friends and alumni gathered to pay tribute to a couple who have made a “career” of serving and supporting their community, province and country, while advocating for post-secondary education, in particular the University of Lethbridge.

The Speakers have energetically and enthusiastically supported the University of Lethbridge from its inception – Ingrid by serving on the U of L Senate, Board

of Governors and as the University's seventh chancellor; and Ray through his distinguished political career.

Their children **Kari Speaker-Smith (BMgt '89) and Mark Speaker (BMgt '94)** thanked their parents for instilling in them the value of hard work, perseverance, commitment and giving back. “Their lives are a true gift to watch and be part of; they have become true partners and true grandparents. Thank you for allowing us to be a part of what you have given so unconditionally to this community, the University and, most of



FACULTY NEWS

During the video tribute,
long-time friends sent
words of congratulations
to Ingrid and Ray:

"Ray always served his constituents with dedication and integrity. Throughout Ray's political career, Ingrid worked really hard right alongside him; they worked well together as a team."

Ken and Jennifer Kouri

"Ingrid and Ray have always shown concern for others – society in general and for individuals."

Chancellor Emeritus Shirley DeBow and Gerald DeBow

"Ray and Ingrid encouraged us to have a life outside of politics. Ray's advice was 'two years in politics provide a great experience, longer than that you lose all perspective of the real world.' Heeding Ray's advice, I was able to balance my passion for politics with its fickle realities and make a life for myself outside politics. You were a mentor; you are now a friend."

Ken Boessenkool (BMgt '92)



(l-r) Marilyn Hawryluk, Dr. Hiroshi Shimazaki and Ingrid and Ray Speaker
Faculty member and artist Dr. Hiroshi Shimazaki painted First Snow in honour of the 20th Annual Scholarship Dinner. This limited print (only 20 copies were produced) was sold at the dinner to raise money for scholarships.

"Ray and Ingrid are a couple who show profound respect for others, and who have made a lifetime of friendships, both personally and in public life."

Lorne and Lyn Kester (BEd '91)

"A seasoned political veteran, Ray was wise and generous in his advice to me both on politics and on life. Believe it or not Ray, I was listening and your advice has paid off much bigger than either of us ever expected. Ray and Ingrid have been an inspiration for many Canadians, a group of which I am proud to be included. Their work for the University of Lethbridge is only one example of their selfless commitment to their community, province and country. Congratulations Ray and Ingrid for a tribute well deserved, and to everybody there tonight, on behalf of the Government of Canada, please accept my best wishes for the important work that you are undertaking at the University of Lethbridge."

Prime Minister Stephen Harper

"Thank you Ray, Ingrid, Kari and Mark for your friendship and example as a family, and to Ray for your service to Alberta and to Canada; you have quite a list of accomplishments."

Former Reform Party Leader Preston Manning

"Thank you Ingrid for your help and advice in dealing with a husband hopelessly addicted to politics."

Tammy Boessenkool

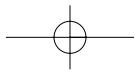
In their remarks, Ingrid and Ray explained to guests that the University of Lethbridge has meant a great deal to their family. They praised their children and wished that one day their grandchildren, Kale and Mattea Smith, would have an opportunity to "stroke the Pronghorn and go off to write a U of L final exam."

In her concluding remarks, Ingrid said,

"People, like many of you here tonight, have given us the most rewarding and special set of public experiences and opportunities in our lives; when you recognize us, you recognize many other people; we are privileged to be a part of the University."

In closing, Ray thanked Ingrid for her support over the years. "Ingrid provided balance and reality checks," he said.

The Speakers left guests with the following phrase by Martin Luther King: "Take your first step in faith; you don't have to see the whole staircase, just the first step." They added, "Take each step with courage; don't be afraid and, with others, live and climb your case."



FACULTY NEWS



U of L Alumna New Director of **Calgary Campus**

When **Alison Gray (BMgt '83)** began her new role as director of the U of L Calgary campus in November 2006, she was already very familiar with the value of a University of Lethbridge education.

Gray completed a bachelor of management degree in 1983 and says the U of L's hallmark small classes and liberal education enhanced her own undergraduate experience.

"I got to know some of my professors quite well and several liberal arts courses stand out in my memory – not so much for the subject matter, but for how they taught me to think and look at issues from different perspectives," says Gray.

Now Gray is striving to make Calgarians aware of the benefits of a U of L education.

"The Calgary campus' focus is really on educating students so they can make a difference as leaders and contributors in their workplaces and their communities. The U of L program is not about memorizing things, passing an exam and moving on – it's about learning to think critically, make

an impact and embrace a value of lifelong learning," says Gray.

In the 23 years since her graduation from the U of L, Gray has been a leader in many milieus, including secondary and post-secondary education, shopping centre management, economic development and non-profit management. She also went on to complete a master of business administration degree at the University of Calgary as well as a diploma in economic development at the University of Waterloo.

Gray has viewed the classroom from the perspective of a teacher and an administrator. She has taught marketing courses at the U of L Calgary campus, the University of Calgary and the College of the Rockies, taught business courses at Bow Valley College, and served as the director of marketing and communications at the Southern Alberta Institute of Technology.

In addition, Gray recently began her third term on the board of directors of Westmount Charter School in Calgary. Westmount is a public K-to-12 school focusing on gifted

education for more than 900 students.

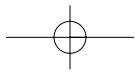
"The Calgary campus directorship marries my long history with education together with my love for both learning and leadership. I have had the opportunity to lead several organizations through periods of growth and change," says Gray.

Gray says Alberta's educational status quo is far from static.

"With the changing dynamics of the educational landscape, such as colleges gaining degree-granting status, I think there will be a fair bit of challenge," says Gray.

Increasing the profile of the Calgary campus is one of Gray's top priorities.

"The University of Lethbridge has a well-established reputation for quality. People who don't know about the Calgary campus do know about the U of L brand, and I think that carries a great deal of weight," says Gray. "Calgary is a competitive post-secondary market, but the University of Lethbridge Calgary campus is well-positioned to compete, and the faculty and staff I have met thus far are truly outstanding."



FACULTY NEWS

Edmonton Campus

Generates Excitement in the Capital

Institutional pride and anticipation for the future are hitting new highs at the University of Lethbridge Edmonton campus, where a major outdoor campaign is paving the way for a brighter and busier future.

"Our goal is to raise awareness of the University of Lethbridge in Edmonton," says Edmonton Campus Director **Naomi Beke (BA '92)**, noting an increasingly

The campaign is the campus's first such undertaking, and it generated a lot of excitement. In addition to building awareness and generating positive prospects for future enrolment, Beke says the campaign created a surprising reaction among existing Edmonton campus students.

"Our students commented on how pleased they were to see our advertising



competitive post-secondary market has forced the campus to look at advertising options it never required before. "The marketplace has become very crowded. The time has come when we need to raise our profile and awareness of our programs," says Beke.

The campaign ran from March to May 2007 in Edmonton and included city buses (both inside and out), city trains and LRT concourses. Featuring Edmonton campus students Charles Wong, Scott Church and **Neela Boodoo (BMgt '07)**, the campaign focused on the campus's unique flexibility and personalized education.

"Just as in Lethbridge, the Edmonton campus offers small classes; an atmosphere where professors and students are colleagues; a commitment to serve students; learning that is supported with world-class technology; and management education that is grounded in liberal education," says Beke. "The Edmonton campus offers students a unique alternative. The campaign captured this."

out there. They are proud to say, "That's where I go to school."

In addition to the campaign, the campus is also bustling with renovations and expansion. The University has acquired a third floor in the University of Lethbridge Building that is located in downtown Edmonton. Beke says the expansion will provide more study and classroom space for students, new office space for administrators and a video-conference classroom, which will allow students access to courses currently offered only in Lethbridge.

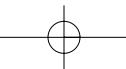
Beke says the expansion will also mean that courses offered through the Centre for Management Development, which are currently held in the Coast Plaza Hotel, can be moved on campus.

As the campus looks to the months ahead, they look forward to welcoming a delegation of exchange students from Hokkai-Gakuen University in Sapporo, Japan, this summer. They will host eight students who will focus on learning



English and studying Alberta's economy.

With so many positive and promising undertakings on the go, Edmonton campus students, staff and faculty can look to the future with a smile.



STUDENT SUCCESSES



Amanda Velcic (BMgt '07), outgoing MSS president, reports on MSS.

Report on MSS

Over the past few years, the dedicated executive members of the Management Students' Society (MSS) have focused on creating opportunities for students, building on the reputation of the Faculty of Management across Canada and enhancing the undergraduate students' experiences. MSS has grown significantly and created a sustainable organization that future executives will continue to build upon.

MSS is dedicated to offering a balance of academic and social events to students. This past year, MSS hosted a number of successful academic events including the Speaker Series and Skill Sets for Success conference Talk Your Way to the Top. In addition, sold-out social events included the 5th Annual

Etiquette Dinner, Dodgeball Tournament, Japanese Etiquette Dinner and Powder Burn Ski Trip.

MSS continues to be active in the community through their involvement with the United Way. This year, students volunteered with the Lethbridge Senior Citizens Organization (LSCO) and planned the Starlight Film Festival. The 2nd annual Chillin' for Charity Polar Bear Swim was a great success raising more than \$10,000 for the Lethbridge United Way.

MSS is thrilled to be hosting the prestigious Jeux du Commerce – JDC West Business Competition in Lethbridge in January 2008; this is the third year this prestigious student

competition has been held in Western Canada. Students will have the opportunity to participate as competitors and assist in planning and hosting this event.

MSS will continue to grow and offer exciting opportunities for students to network, develop management skills, and exercise their management and leadership abilities. For more information on current MSS projects, please visit us at www.ulethmss.com.

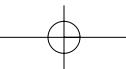
Amanda Velcic is one of 10 Canadian university business students to receive a 2006 Futures Fund Scholarship for Outstanding Leadership from Canada's Outstanding CEO of the Year program.

Voluntary Impact

Dr. Mary Runté speaks of her Management 3710 (Managing Not-For-Profit Organizations) students with a great deal of pride. During the Fall 2006 semester, students con-

tributed more than 250 hours of volunteer work for non-profits in the community. Organizations ranging from the Lethbridge Humane Society to Lethbridge in Bloom

benefited from students' efforts. "I am so very proud of our students' work and the impact that a small group of students can have on the lives of so many," says Runté.



STUDENT SUCCESSES

An Impressive Year for IME

The 2006/2007 Integrated Management Experience (IME) classes recently sumo-wrestled, bartered and traded products and services to generate approximately \$10,500 for the Y's Men's Charities.

The more than 50 students were assigned the unique task of supporting the Y's Men's Charity Auction in two ways.

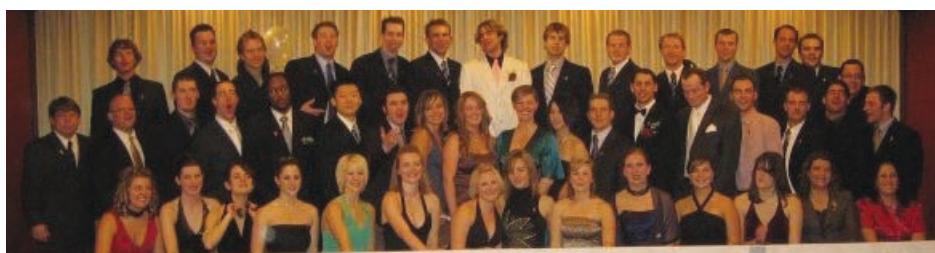
One class took on an event-style project called The Battle of the Best, and encour-

aged students and members of the community to enter into a day of activities that included sumo wrestling, aquatics and other fun sports. Entrants paid a fee that was collected for the charity, and had the opportunity to win prizes and a chance at a trip to Mexico.

Another class was split into groups and given \$10 per group. Their goal was to turn that \$10 into something much greater – and they did with surprising results.

One group raised more than \$2,500 cash, received a used SUV as a trade and hosted a large-scale community garage sale. Another group traded up to a live animal to auction off – a donkey owned by the family of one of the students; other groups collected thousands of dollars in prizes. The cash and prizes were donated to the Lethbridge Y's Men for their annual TV auction, which took place June 3.

JDC Chills for Charity



Congratulations to the University of Lethbridge Jeux du Commerce (JDC) West team on the success of the second annual Chill'in' for Charity polar bear swim, which took place at Galt Gardens on Dec. 2, 2006. The event was organized by the JDC West team, in cooperation with the United Way of Lethbridge and Southern Alberta, to raise funds and complete a community service component of the group's entry in the JDC West business competition, which was held in Vancouver from Jan. 19 to 21. More than 80 jumpers raised more than \$10,000 for the United Way.

At the annual JDC West business competition that took place in January, U of L students competed in 13 different events and represented the University well.

The U of L team, which raised more than \$19,800 in total, placed first in the charity competition for their fundraising efforts. Congratulations to Jennifer Huybrechts, Colleen Bridges, Richelle Heck, Jamie Swan (BMgt '07), Georgina Lieverse (BMgt '07) and the other members of the team.

The strategy and business team took third place. Congratulations to team members Jon Morrison, Chris Timmons (BMgt '07) and Ashley Hardcastle (BMgt '07) and coach Dr. John Usher.

The social team took home second place. Congratulations to Skyler Hougen, Tyler Nightingale (BMgt '07), Megan Schlachter and Stacey Smith (BMgt '07).

Pulling Out All The Stops

"Once again, our students pulled out all the stops for their fundraising projects in Management 3031 – Managing Responsibly in a Global Environment," says Dr. Kelly Williams. The 35 Calgary campus students worked very hard to design creative fundraising projects and raised \$5,730 to help a variety of local charities. The charities that benefited from their efforts include: The Canadian Cancer Society, Providence (Education for Special Needs Children), Brown Bagging It for Calgary Kids, The United Way, The Juvenile Diabetes Research Foundation, The Boys and Girls Club, and Woods Homes.

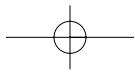


Great Showing at ICBC

In January, Faculty of Management students Ashley Hardcastle (left) and Lisa Lajeunesse (right) finished fourth out of 32 international teams for the ICBC case competition in the ethics event. Team coach Dan Kazakoff (centre) received the "Arnoldi Award," which has been awarded only three times to faculty members in recognition of outstanding contributions to ICBC.

2007 KPMG Case Competition

The finals for the annual KPMG Case Competition were held in March 2007 with teams competing from Calgary, Edmonton and Lethbridge. Congratulations to the winning team: Matt Henderson, Crystal Samela (BMgt '07) and John Schmidt, who are from the Lethbridge campus.



CO-OP ALUMNI SUCCESS

Co-op: A Win-Win



When it comes to win-win situations, **Craig Rieger (BMgt '07)** has found himself in one of the best.

As a management student, Rieger took part in the Faculty of Management's Co-operative Education program and not only supplemented his education with valuable on-the-job training, but jump-started his career.

Upon graduation, Rieger walked into a full-time position as an auditor with EnCana after a co-op placement with the same company a year earlier.

The eight-month co-op placement allowed Rieger to learn all aspects of the business and ensured an easy transition into full-time work.

"I basically didn't need any training," he says, noting he now reports to the person who mentored him when he was a co-op student. "We already had a good working relationship, and I had basically no learning curve. So it's working well for them as well as me."

Kelly Barnes (BMgt '01), Rieger's former co-op mentor and current supervisor, is a group lead at EnCana. She says the co-op pro-

gram is considered the prime way to hire quality employees.

"When we need recent university graduates, we look to our former co-op students," she says.

Barnes notes co-op students have shown themselves to be hard workers, and EnCana regularly hires students who prove to be a fit through the program.

"My experience has been that co-op students add value to our organization," says Barnes. "If we can provide them with quality work, they will provide quality work back to us. They work extra hard."

Director of the Management Co-operative Education program, **Steve Craig (BMgt '99)**, notes that in many cases the work term is essentially an extended interview.

"For the employer there is a huge benefit," he says. "They get to see the student for an extended period of time and find out if they're a fit for the organization."

Craig says students participating in the program are energetic, enthusiastic and display a willingness to learn combined with up-to-date technological skills – a boon to any company.

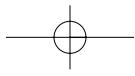
"One thing I find with the students is they want to be challenged," he says.

The co-op program has seen tremendous growth in the past six years, including a 53 per cent jump in work terms over the past three years. "Part of it is the hot job market – it's a great opportunity if you need some project work done, require additional assistance or wish to recruit proactively," says Craig.

The co-op program is designed to provide work experience options for third- and fourth-year management students. Through the program, participating organizations provide paid work terms to students lasting four, eight or 12 months – all coinciding with the academic semesters.

To learn more about the co-op program and the services the office provides, please visit www.uleth.ca/man-cep or call (403) 380-1810.

The University of Lethbridge Co-operative Education and Internship program ranked number one in the *Globe and Mail's* 2006 University Report Card when compared to other Canadian universities of similar size.



ALUMNI

[connections]

From Calgary to Switzerland, and a few stops in between, this issue of Management matters connects with seven U of L management alumni who showcase a diversity of careers.

Nick Tait (BMgt '82), Garth Doll (BMgt '95), Amela Karabegovic (BMgt '99), Diana Arn (BMgt '95), Spencer Kiernan (BMgt '94), Aaron Chronik (BMgt '96) and Marc Tremblay (BMgt '92) have taken unique journeys and established successful careers. Read on to discover where their career paths have led them.

ALUMNI ACHIEVEMENTS

Congratulations to:

Ying Zhu (MSc (Mgt) '05) who entered the PhD program at Texas A & M University this fall.

Miranda (Selinger) Goode (BMgt '03) who had an article published (co-author) in the Journal of Science.

Irene Wong (BMgt '07): Faculty of Management Gold Medal

Atulya Venkatramanan (MSc (Mgt) '06): School of Graduate Studies Medal of Merit, Master of Science (Management)

Alumni who received their CGA designations in 2006:

Kelly Barnes (BMgt '01)
Deanna (Taylor) Cownden (BMgt '00)
Kurt Dangerfield (BMgt '02)
Robert Slavich (BMgt '04)
Thanh (Amy) Tran (BMgt '02)
Jenny Van Dalfsen (BMgt '04)
Angela Walburger (BMgt '00)
Renata Wyka (BMgt '03)

Alumni who received their CA designations in 2006:

Bradley Blasetti (BMgt '03)
Tara Bouw (BMgt '93)
Ryan Deacon-Rogers (BMgt '04)

Kelly Demkiw (BMgt '03)
Jeffrey Faupel (BMgt '03)
Matthew Fuller (BMgt '05)
Michelle Gibb (BMgt '04)
Michael Giustini (BMgt '03)
Nathan Groat (BMgt '04)
Rojean Hatton (BMgt '03)
Robert Johnson (BMgt '04)
Karen Knowlton (BMgt '02)
Mariana Kolbenkova (BMgt '05)
Bradley Kroes (BMgt '05)
Joyce Lam (BMgt '02)
Irina (Khadiyeva) Levin (BMgt '03)
Conor Luntz (BMgt '04)
Joel MacAulay (BMgt '04)
Donna Malone (BMgt '04)
Stacey Meakin (BMgt '05)
Bradley Michelson (BMgt '05)
Robin (Braun) Mitchell (BMgt '02)
Ryan Norton (BMgt '05)
Hailey Pinksen (BMgt '02)
Craig Ramsay (BMgt '05)
Carrie Rooke (BMgt '03)
Calvin Scott (BMgt '02)
Shelly (Price) Shaw (BMgt '02)
Christine Sinclair (BMgt '03)
Joshua Smith (BMgt '03)
Shawn Stockdale (BMgt '02)
Carrie (Hayes) Szasz (BMgt '04)
Jayna Valette (BMgt '03)
Bill Vetter (BMgt '03)

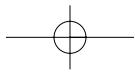
Tara (Rott) Waddy (BMgt '03)
Jodie Webb (BMgt '05)
Lanna Wesley (BMgt '04)

University of Saskatchewan MPAcc Program:

Tricia Fraser (BMgt '04)
Cassandra Friesen (BMgt '05)
Kevin Guiochet (BMgt '03)
Kurtis Heppner (BMgt '04)
Maren McBride (BMgt '04)
Tyler Rice (BMgt '00)

Alumni who received their CMA designations in 2006:

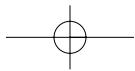
Jodi (Newman) Chung (BMgt '03)
Rick Jones (BMgt '03)
Raimi Mayes (BMgt '04)
Lara Miller (BMgt '99)
Kelly (Sombach) Palframan (BMgt '02)
Craig Rowan (BMgt '00)
Trevor Smith (BMgt '02)
Kyle Warnock (BMgt '03)
Mace Wetter (BMgt '99)
Nicole (Mayer) Wollner (BMgt '99)



ALUMNI PROFILES

[Nick Tait]

Health Care Without Borders



ALUMNI PROFILES

There's a map of the world on the wall in Nick Tait's (BMgt '82) office. Poking out of it in dozens of places are tiny little pins – the fine one-inch variety with spherical tips that come in an array of colours. This smattering of rainbow dots is a scaled down representation of where Tait's expertise in the field of health-care management consulting has taken him – an impressive range of countries whose health-care systems have all benefited from carefully planned and implemented policies and systems that Tait's company, Social Metrics Inc., designs.

"It's kind of a fun way to keep track of where we've been," Tait says nonchalantly, in his soft-spoken, unassuming tone.

Founded by Tait in 1999, Social Metrics is a consulting firm specializing in a wide range of health-care systems, including policy development, workforce planning, patient information gathering and billing procedures. With a client roster that includes the ministries of health in Alberta and British Columbia, the regional health authorities in Vancouver, Calgary and Kelowna, plus international work in countries across Europe, Asia and the Middle East, Social Metrics has all the credentials of a major consulting firm. Tait, however, prefers to keep the office small; much of the work is handled between himself and a partner. He relies on the talents and expertise of four to six associates as the workload calls for it.

"I've always said that if we get bigger than a few employees, I've failed," says Tait. "We could get very big, pull in seven figures, but that's never been my ambition. When you get to be that size, you end up running the office more than doing the actual work. I like the interaction I have with clients, and I like to be productive, not just attend meeting after meeting."



I like the interaction I have with clients, and I like to be productive, not just attend meeting after meeting."

Tait's professional career began in accounting (he worked at Young Parkyn & McNab until 1985) but transitioned into the health-care field with a move to the Fort Macleod Health Care Centre, where he was business manager and assistant administrator until 1990.

"I learned a lot during that time," says Tait. "I was exposed to a broad array of management responsibilities, and financial and information systems. A lot of my colleagues were going into the oil and gas sector, but that didn't seem to be the right course for me. I didn't know that health care would be the right fit, but it was."

Tait's academic credentials expanded with a CMA designation (1987) and a Master of Science in Administration (1991). His career progressed greatly between 1990 and 1996 when he went to work for the Calgary Health Region, starting as a project leader on a number of financial and information system assignments and eventually being promoted to budget director.

"That was back when the provincial budget cuts came down and hospitals were closing," Tait says of the time period. "There was a lot of pressure to manage."

While working for the CHR, Tait did some contract work for a client with connections to the international health-care community. The relationship would bring Tait a once-in-a-lifetime career opportunity and open the door to his future as an independent consultant. The client told Tait about a job in Kuala Lumpur

with a health-care corporation that was operating and acquiring health-service facilities. Tait got the job and moved his family to Malaysia in 1997.

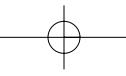
"It was a very exciting two-year period for all of us," he says. "We were immersed in a completely different culture and environment, and we met a lot of people. I had the opportunity to design and implement a system that coordinated 30 different private practices in the Kuala Lumpur-Klang Valley district."

Once the job was complete, the Taits decided to move home to Canada, settling back in Calgary.

"The question was whether I would go back to an employer or go out on my own," Tait says. "I've never been terribly good at toeing the company line. I can fit in for a while, but eventually I tend to get frustrated. I like the challenge, variety and responsibility of being my own boss."

He's never looked back. The first years were tough, as they are for most start-ups, but today Tait has found a comfortable balance between work he enjoys and a life that he loves.

"The toughest part is turning work away," he says. "I don't want to be so busy that my family and personal life suffer, and it's never a good idea to run your business motivated by billing. The clients feel that, and the work suffers. As a consultant you have to give every project your best effort, otherwise you don't get called back."



ALUMNI PROFILES



“The people who are successful roll up their sleeves, do the work and build a business. That’s what it takes.”

[Garth Doll]

Energy Driven

Garth Doll (BMgt '95) entered the energy industry by mistake. Kind of. When he first began applying for work after graduation, he sent a resume and cover letter intended for another company to the Enron office in Calgary. Thankfully, his credentials outshone the error. Doll was called in for an interview and was hired as a financial analyst with the company in 1995, setting him on the path of a very successful career in energy marketing.

After earning his stripes at Enron (rotating through the accounting, finance and origination departments), Doll went to CIBC in 1997 and became director of the Calgary energy desk, overseeing financial energy marketing coverage to the Canadian oil and gas sector. Specializing in option hedging strategies, the desk was ranked the best energy-trading department by the Risk Advisory

Client Survey in 1998. The following year, Morgan Stanley hired Doll's team to open a branch for the company in Calgary, hiring Doll as vice-president.

“It was the first time this major U.S. investment bank made a full-time commitment to cover the Canadian energy sector with people on the ground in Calgary,” Doll says.

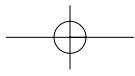
Doll's duties with Morgan Stanley expanded to utility marketing in the western United States. In 2004, he was transferred to the company's commodities head office in Purchase, New York, responsible for building out client coverage west of the Rockies.

“I never regretted my decision to move to New York,” Doll says reflectively. “I learned more in that two years than I had in the six years previous, but it was a long way from home. If you're not enjoying where you are,

you have to ask yourself if you're doing the right thing.”

Doll moved his family back to Calgary in 2006, joining UBS Commodities Canada as executive director in charge of energy marketing. The firm is the biggest player among financial institutions in physical and financial energy markets, trading, transporting and storing natural gas on 55 U.S. pipelines and all major Canadian pipelines. It's a job Doll finds both exciting and rewarding.

“The market has become extremely competitive. It's forcing firms to focus on a niche and build it out. The days of being everything to everyone are gone. I'm in a supervisory role now, which is a change that I'm enjoying and wanted, but it took a lot to make it happen. The people who are successful roll up their sleeves, do the work and build a business. That's what it takes.”



ALUMNI PROFILES

[Amela Karabegovic]

Global Inspiration



When people see how average people started their own businesses, we hope it will inspire them.”

After planning a conference on free market economics in Beirut last December, **Amela Karabegovic (BMgt '99)**, a senior research economist in the Fraser Institute's Centre for Globalization Studies, was surprised to learn some speakers couldn't attend.

But Karabegovic, who regularly organizes conferences, compares economic policy between Arab nations and helps plan news documentaries about entrepreneurs, found out why two days before arriving in the region.

The city was experiencing widespread, though peaceful, protests. Despite the drama, Karabegovic didn't feel worried. She said the fact that 50 people still attended proved the conference's success.

“Other than [the demonstrations], it was great,” she says with a laugh. “We went into Beirut to see the protests – what chance would we have to ever see that again?”

Born and raised in Bosnia, Karabegovic moved to Canada to escape the conflict there. After spending time in a Hungarian refugee camp, her family settled in Lethbridge when she was 17. Karabegovic and her twin sister, **Badema Karabegovic (BMgt '00)**, enrolled at the U of L, where they both studied in the Faculty of Management.

“We went to the same schools all our lives,” she says. “It was great – there was always



Photo submitted

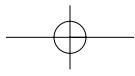
someone to chat with and ask questions about what I was studying.”

At the U of L, Karabegovic focused on international management and economics. She remembers learning the nuts and bolts of international commerce – how to communicate across cultures and work as part of a team.

“I learned a lot of skills that I use in my position on a daily basis,” she explains. “I learned to give alternatives and options – for example, different cultures prefer different communication mediums. Some prefer face to face or phone contact much more than e-mail.”

After graduate studies in economics at Simon Fraser University, Karabegovic joined the Fraser Institute six years ago. Since then, she has coordinated the release of the Institute's Economic Freedom of the World reports, which measure economic freedom in 130 different countries. She is a co-author of similar reports that focus on North America and the Arab World. She says she's observed a tremendous improvement in economic freedom around the world.

“In the Middle East, people are now much more involved in ideas and reforms,” she says. “When people see how average people started their own businesses, we hope it will inspire them.”



ALUMNI PROFILES



Photo submitted



Mental concentration, whether through athletics or academics, is the same.”

[Diana Arn]

Carving a Career

As a professional ski racer, **Diana Arn** (BMgt '95) learned more than how to carve slopes.

The focus of high performance sports transferred into her academic and professional work, while travelling the world instilled a cross-cultural awareness that helps in her current position as an international sales agent.

“All the skills I learned with racing manifested in different ways,” she says. “Mental concentration, whether through athletics or academics, is the same.”

Originally from BC’s Kootenays, Arn first strapped on a pair of skis when she was two years old. By 10, she was skiing against 15 year olds, and at 16 racing internationally as a member of Canada’s national team, hitting 126 kilometres an hour on slopes as hard as skating rinks. The experience, however, took a toll on academics: she missed most of

Grade 9 and only went to school two days of Grade 10.

“When I was 16, I was living on my own,” she explains. “Then there’s the whole fear factor – coping with the risks of world-class downhill racing, balancing school and working with sponsors. You grow up fast.”

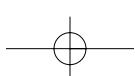
In 1987, Diana retired from the sport, having suffered injuries to her knees and ankles and watching a fellow team member badly hurt himself. During a difficult first year away from the sport, she moved to Switzerland in part to stay close to the mountains – and met her future husband.

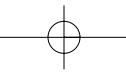
Arn immersed herself in the culture of Switzerland, studying business basics in a German-language school. She moved back to Canada, but her lack of formal schooling blocked university enrolment, so she studied accounting at a university-college and

worked for three years before entering the University of Lethbridge’s Faculty of Management when she was 27 years old.

Arn treated university like a ski race – her goal was to focus hard and finish quick. Barrelling through seven courses a semester, Arn studied international finance, cross-cultural relations and environmental philosophy. Now living in Switzerland again, Diana owns her own import-export company, Swissbo, and works for Sales FX, an international import and sales agency where she oversees the operation and handles logistics and accounting. Arn says the knowledge she learned at the U of L has been invaluable to her current work.

“My life now is not much different than it was growing up,” she says. “All those experiences are very much a part of who I am.”





ALUMNI PROFILES



The harder I work, the luckier I get. If you do the work and surround yourself with good people, the rewards will be there in the end."

[Spencer Kiernan] Career Drive

Spencer Kiernan (BMgt '94) has a passion for the open road – or, more accurately, a passion for getting 18-wheelers on it.

As CFO for Atlantic Utility Trailer Sales in Thorofare, NJ, (and a self-admitted jack of all trades with a hand in virtually every aspect of the business), Kiernan puts a lot of time and effort into helping keep the trucking industry in motion.

"We're like a car dealership but for trailers," Kiernan says. "We sell, lease and repair trailers of all kinds."

Kiernan's career began about as far from trailer sales as you can get – working on Parliament Hill for then MP Raymond Speaker. "It was a great opportunity, and I learned a lot," he says of his short stint in politics. With aspirations beyond government employment, Kiernan enrolled in the master's program at Queen's. The program

fit, but the university didn't. He withdrew from classes, hit the pavement in search of work and landed a position as assistant leasing manager with a company called Action Trailer Sales in Toronto.

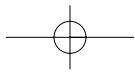
While working full time and assuming increasing responsibilities and earning several promotions along the way, Kiernan achieved an MBA by taking night classes at York University. In 1998, he was poised to assume the role as general manager and CFO for Action's office in Montreal. Under his stewardship, the branch grew revenues from \$10 million to \$30 million in two years.

The company was sold in 1998. Kiernan stayed on until 2000 and then relocated to Saskatoon, working first for Frontier Peterbilt and later GE Capital Equipment Finance. Action's previous owners (both of whom are American) eventually moved back Stateside. Kiernan kept in touch, and when

word came that they'd be starting a new company south of the border – Atlantic Utility Trailer Sales, Inc. – Kiernan was keen to rejoin them. "They're great people with the Midas touch," he says. "We're rebuilding the success we had in Canada."

Atlantic Utility Trailer Sales, Inc. was incorporated in 2002 with two employees and zero customers. The company has grown considerably over the last four years; it now employs 15 people, brings in revenues of \$13 million annually and in 2005, was recognized as one of the fastest growing privately owned businesses in the Philadelphia area.

"It's all about hard work," Kiernan says of his success. "The harder I work, the luckier I get. If you do the work and surround yourself with good people, the rewards will be there in the end."



ALUMNI PROFILES



What do physical therapists and mechanical engineers have in common? XSENSOR Technology Corporation – and, indirectly, **Aaron Chronik (BMgt '96)**.

XSENSOR designs, manufactures and markets advanced pressure imaging systems for medical, industrial and point of sale clients around the globe. As executive vice-president and chief financial officer, Chronik is the man in charge of getting these high-tech products to markets in Europe, Asia, Australia, the United States and Canada.

“One of our main focus areas is medical applications,” Chronik explains. “People with limited mobility have to pay special attention to how their bodies are positioned. Pressure imaging details very clearly where adjustments need to be made in wheelchairs or mattresses, for example.”

Chronik joined XSENSOR in 2002 when the company was working to get past its start-up phase (he was the fifth employee to be hired, filling the role of director of business development). His career, however, began in a field much closer to home. Raised on an Alberta farm, Chronik majored in agriculture, and after graduation started working as a territory manager for Monsanto Canada – an agricultural company that uses biotechnology to create products that assist in crop growth.

A series of promotions took Chronik, his wife, **Tara Mossing (BMgt '97)**, and their growing family to Brooks, Red Deer, Calgary and then Winnipeg. With more moves on the horizon, Chronik decided to seek more life/work balance. He left the position of business development manager at Monsanto in 2002 and moved back to Calgary to find other employment. During that time he was working toward an MBA through Queen’s University,

[[Aaron Chronik](#)]

Success Under Pressure



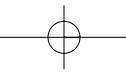
You should constantly be trying to meet new people, find out what they’re doing and let them know what you’re doing. That’s how careers get developed.”

which he completed in Calgary in 2004.

“I was looking for a small business and new industry, but wanted to be able to leverage the skills I’d developed,” he says. “When I found XSENSOR they had a great product, but needed some horsepower to get it to market. When I was hired I thought the biggest challenge would be finding new markets, but I found the real task was and still is structuring the business to support its rapid growth.”

XSENSOR now employs over 30 people, doubles its business almost every year and was named both Calgary Small Business of the Year and Alberta Small Business of the Year in 2006. Chronik sees his career path as a natural progression through good networking.

“Don’t define your career path too rigidly,” he advises. “You should constantly be trying to meet new people, find out what they’re doing and let them know what you’re doing. That’s how careers get developed.”



ALUMNI PROFILES



Photo by Grant Black

[Marc Tremblay]

Charting the Career Course

“Chart a course, make a plan and take some risks. Choosing the path that differentiates you usually pays dividends.”

Marc Tremblay (BMgt '92) believes in standing out from the crowd.

From his earliest days as a student entrepreneur to his unconventional enthusiasm as a government employee and eventual landing point as a successful business owner, Tremblay has always made a point of doing things a little differently.

“Differentiating yourself is key in finding success,” he says. “You have to do the things that others aren’t doing – the competition, your coworkers, other businesses – you have to get noticed to get ahead.”

Tremblay began building a distinctive resume while still attending the U of L. He was highly involved with AIESEC (an association for students studying economics and commerce) and was able to secure his first post-graduation job overseas through travel with the organization.

After working in Brussels for a marketing research company, Tremblay moved to Calgary and accepted a position as data dissemination officer with Statistics Canada. There, he earned a reputation as the only civil servant who would physically run to get the information he was asked to retrieve.

Promotions within Stats Can were promised but never materialized, so Tremblay decided to take up the reins and start his own market research company with a partner and silent investor. Insight Research and Consulting Corporation specialized in tracking key performance indicators for Alberta school boards, but quickly diversified to offer readership, employee and member satisfaction surveys.

“We weren’t making much money at first, but the business grew slowly and surely,” Tremblay recalls.

Tremblay eventually bought out his partners and ran the business alone, opening a

small call centre to allow for IRCC to conduct its own surveys. Business improved, loan financing came through, and a move to larger office space (plus a corporate name change to Claros Research) followed.

While attending an industry conference in 2005, Tremblay met Jean-Marc Leger, president of Leger Marketing – the largest independent research firm in Canada. Six months later, Tremblay was negotiating the sale of Claros to Leger, a move that has allowed the Calgary office to advance years ahead at lightning speed. Tremblay currently serves as vice-president.

“You have to make your own opportunities,” Tremblay says. “Chart a course, make a plan and take some risks. Choosing the path that differentiates you usually pays dividends.”



STIMULATE YOUR INTELLECTUAL CURIOSITY

"My experiences in the Master of Science in Management program solidified my dedication to marketing research and provided me with the necessary tools to pursue my PhD. I gained experience in all steps of academic research, including the literature review, proposal development, research design, data collection, data analysis and result interpretation, thesis writing and the final defence. I became familiar not only with the concept of qualitative and quantitative research methods, but also the process of their application through my course projects and master's thesis. My understanding and application of research methods will prove advantageous when embarking on new research and in my PhD studies."

Ying Zhu MSc (Mgt) '05



MASTER OF SCIENCE *in* MANAGEMENT

The Master of Science in Management program meets a growing need in graduate management education. Unlike a traditional MBA that focuses on development of functional knowledge and skills, the MSc (Mgt) program focuses on competence in research. It provides excellent training toward the pursuit of a PhD degree, an academic career or a corporate career in research and analysis (e.g. financial analysis, marketing research or consulting). For more information, please visit: www.ulethbridge.ca/man/grad

University of
Lethbridge



Faculty of Management
Centre for Management Development

Take Your **Career** To **New Heights**

Masters Certificate in Project Management October '07 — Calgary & Edmonton

The Undisputed Industry Standard for Achieving Senior Level Careers in Project Management

Built around the Project Management Institute's (PMI®) A Guide to the Project Management Body of Knowledge®.

The knowledge and tools you need to deliver projects on time, on budget, within scope – and beyond expectations.

Join us for a free 1-hour information session webinar.
Enrol online at: www.uleth.ca/man-development

Presented in Partnership with
York University, Schulich Executive Education Centre.



CMA+ Entrance Examination Preparation Program August' 07 — Online and in Calgary & Edmonton

The Only Entrance Examination Preparation Program Officially Endorsed By CMA Alberta

Two effective learning mediums to prepare for the rigorous CMA Entrance Examination – CMA+ Online and CMA+ Technical Seminars.

NEW! October '07 and June '08 entrance exam technical seminar series to complement the year-round CMA+ online course.

Enrol now for the next series beginning August '07.



REGISTER EARLY! Space is limited. To register or for additional information on programs, custom services & group rates contact:

Centre for Management Development Phone: 403.329.2106
E-mail: develop.management@uleth.ca Web: www.uleth.ca/man-development



It has been 40 years since the University of Lethbridge first opened its doors to the southern Alberta community. To celebrate this important milestone, the University will host a homecoming weekend on October 12 to 14, 2007.

**As part of Homecoming 2007,
the Faculty of Management
invites you to a:**

Reconnect Reception and Shimazaki Print Exhibition
Friday, October 12, 2007, at 5:30 p.m.
Lethbridge Lodge Hotel (Anton's)

We encourage all of our alumni to come "home" and join us at Homecoming 2007 to celebrate the Faculty of Management's 25th anniversary, and to reconnect with your colleagues and former professors.

If you are interested in being involved in a class event and/or challenge, please contact Marilyn Hawryluk by e-mailing hawryluk@uleth.ca.

Additional 2007 Alumni Events

Edmonton Campus 10th Anniversary
Come & Go Open House
U of L Edmonton Campus
Saturday, October 27, 2007
11 a.m. to 2 p.m.
Join us as we officially open our new space on the Edmonton campus and reconnect with alumni.

Calgary Campus 10th Anniversary
Reconnect Reception
October 2007

6th Annual Calgary Chapter Alumni & Friends Golf Tournament
August 10, 2007
Texas scramble format;
shot gun start begins at 1 p.m.
Douglasdale Golf Club; Registration: \$120
For more information, contact Karen Filbert
kfilbert@shaw.ca.
Deadline is August 1.