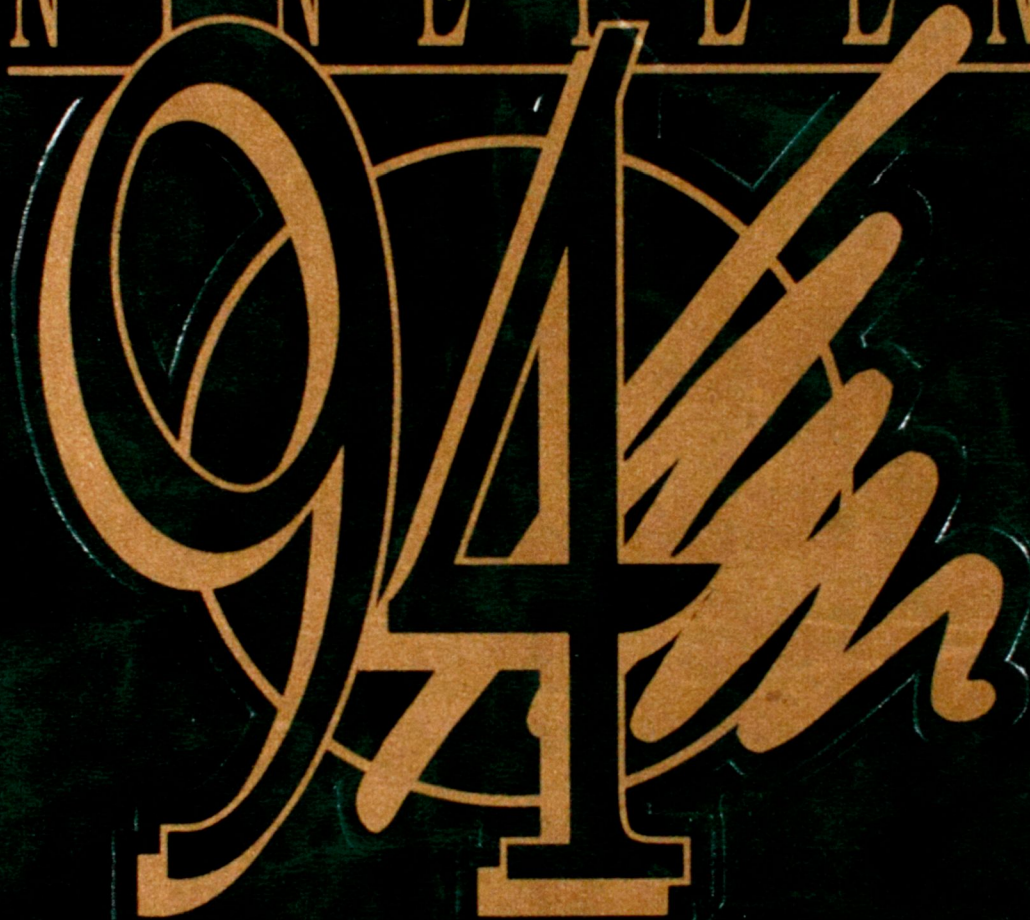


NINETEEN



UoF T MBA





## Deep Thoughts . . .

I'm charged with writing this beginning part of the yearbook and I'm lacking a catchy phrase to start the whole thing off. Maybe some pithy saying in another language which means something like 'follow your heart' . . . If I had a catchy phrase I'm sure it wouldn't matter that I have no idea of how to describe my thoughts on the year. Tracy likes the phrase "Silence your dog, Captain".

I think Sylvester Stallone said it best when he commented "you've got to be the receptacle for what you have sown". It is worth noting, I think, that he by no means thought that one should reap what one had sown — but simply be the receptacle. This begs the question what exactly did Simon sow at the first tee on that ominous day of orientation up at Camp Olympia? (I'm sorry Simon, truly I am — and I'll bet you're sorry that you didn't take more embarrassing pictures of me for the yearbook).

I almost feel as if, to best describe the year, I should see a two by two matrix. Something simple and descriptive that had heavy and light work load across the top and something else along the side and you're always in the fourth quadrant. Or a five forces model, or one of Gunz's casual maps . . .

I guess that the reason the program is so hard to describe is not just because its so many different things to one person, but because its so many different things to every person. Everyone has different memories, and different experiences that made the year what it was: intense at times, overwhelming, satisfying, frustrating and worthwhile. The images and articles that follow attempt to capture some of these events — from orientation to the final exam, and all the Thirsty Thursdays that fell in between.

Ah, The Program . . . it's been good fun as these pictures will testify, a truckload of work as any estranged spouse will confirm, and, well — what can I say? I've got friends now I haven't even used yet (wait 'till I move next time . . . Tim!). Your mission now is to go out into the world and start something great -- and when you do, hire me.

See you later, hosen.

Andrea Lee



# Message From The Dean



The opportunities and challenges we face as a Faculty are tremendously exciting. We have the excitement of the design and construction of our new building, the prospect of increasing levels of support from the University and the business community and the satisfaction of seeing the quantity and quality of our applicants increasing while other schools are experiencing declines.

We are on schedule to move into our new home, the Joseph L. Rotman Faculty of Management Building, in August 1995. This new building sends a very clear signal to the Canadian business community, our alumni, as well as current and future students, that the University is reinforcing its commitment to undergraduate, graduate and executive excellence in management education.

The reputation of any great school is very much determined by the quality and accomplishments of its students and alumni. As an institution, we will continuously strive for relevance and value in return for our students' investment of time and dedication. I hope that your memories of the Faculty will be matched with active participation in our alumni association and in other public events involving the Faculty.

I wish all of you well and offer sincere congratulations for your achievements in a rigorous programme of study. For those among you who are graduating, I offer best wishes for a rewarding career. For those of you continuing your studies, I look forward to your enthusiasm and energy contributing to enhancing the quality of your education and the reputation of the Faculty.

Hugh Arnold



# Full-Time Program Director

The purpose of a year book is to freeze a set of experiences for future use. As you look back on your years at the University of Toronto, I can assure you that your memories at some future time will be different from your current perceptions. The irritation of assignments will be remembered as valuable lessons gleaned from hard work. The views and opinions of professors, once perceived as obvious, may well be remembered as insights of a high order. The social events once perceived as "a blast" will fade in both their value and quality.

Why does this happen? I suggest that one important reason is that you can continue to learn once you leave these hallowed halls. The more you learn, the more you are able to put experience into perspective. It is this perspective that is the beginning of wisdom. As you leave the University, I urge you to keep learning, for it has been said that if you stop learning, regardless of your age, you will be old. Additionally, anyone who keeps on learning not only remains young, but becomes constantly more valuable.

I wish for each of you the best of what life has to offer, health, prosperity, and happiness, but most of all I wish that you will continue to learn, for from this will you become wise, and through this you will remain valuable.

Mike Mayo

## Director, Accounting MBA

This year was my first as Director of the MBA in Professional Accounting Program, and I want to begin my thanking this year's students for teaching me as much as they did. Wally Smllelauskas, our first Director, has also been a most helpful source of knowledge and we were pleased to recognize his outstanding contribution to the program at our Celebrant's Night. Hans Harding continued to provide excellent service to participants, for which he has become known throughout the faculty.

1993 also produced our first Fall graduation, with 43 new graduands. The summer of 1993 was the first time we reached our steady state of three groups of students ('91, '92, '93) in classes at the same time. A retreat was held in the summer, with student input, to plan and refine our program and a student executive was elected. They were instrumental in developing a Leaders Speakers Series as well as a social program and they provided much-needed feedback on the program.

Looking back, there were many highlights. All of our speakers provided useful insights. The judges in our Good Working Papers Contest were most impressed with the caliber of student-presented solution. Our Alumni actively supported the program. The Dean circularized the entire Faculty, citing our new Calendar as an exemplar. According to our faculty, our student body, was more vibrant, vocal, demanding and mature than they expected. Does this description bring anyone to mind?

What you make of this program of course, will always be up to you. Whatever success you have, be ready to help others follow. Please keep in touch.

Len Brooks





# Message From The Editors



Your yearbook editors laughed a great deal while putting this book together. No other activity brings the memories of this programme back into such stark focus as compiling a book which highlights the ups and downs of the year — and there were many of both. This page provides the current editors with the license to comment, with the weighty obligation of saying something worth remembering in 20 years when this edition is dusted off to show the children.

As we try to project how we will feel and what we will remember on that date in the future, there are several things which stand out: the friends we made and the support they provided, the laughter of nights on the town, the concern that we would not physically or mentally make it through final exams, and the learning. It seems at times that we learned as much about ourselves

as we did about finance, marketing or strategy and that learning will be invaluable in determining a direction for the rest of our lives.

At time of writing, we sit poised to graduate in four weeks. There seems as much sadness in saying good-bye to the good parts of this experience as there is anticipation about moving on to next challenge. The class of '94 has so much of which to be proud. From the tangible events such as high levels of participation in creating new clubs and events to the less tangible things such as commitment to the programme and to one another. We are proud to be associated with this group of individuals whose collective notion that we were not "your typical MBAs" accurately reflects a new direction for business and the skills required into the future.

We would like to thank the following individuals for their commitment to this project. We could not have succeeded without you: Simon Szeto, Michael Tidy, Maurice Sands, George Toy and Cathy Robinson.

Good-bye for now. Take pride in what you have done. Never stop learning and continue to support this programme and its future students and activities.

Julie Littlechild

David Wilson



# The Graduate Business Council



This years Graduate Business Council focused on doing a few things well and spent a lot of time and effort preparing for a better future. We decided that the activities that we presented and sponsored would focus on building a better reputation for The Toronto MBA Experience. The goal was to present a unified and consistent look for the program. This was attained by taking a careful look at the clubs and associations and the inner workings of the GBC itself.

The Graduate Advisory Board was amalgamated with the GBC making the GBC the all powerful, all seeing and all controlling, ok may be not, but all encompassing student representative body at the Faculty of Management. This has led to less bureaucracy and more synergies between the students and the Faculty.

The events this year were run extraordinarily well by our ever present, motivated and occasionally sober sports and social and attending/participating/coercing work by the first year, M. Acc. and part time representatives. Beginning with the ever popular Pancake Breakfast, Complete with a guest visit from a "local" graduate of the Class of 91, and concluding with TTNL. Every event expertly run and enjoyed by all!

I would like to take this opportunity to thank everyone who was involved in the running and planning of all of the events this year. This school has a very special culture which is based on participation and selflessness. This came through in this year's graduating class in particular; we worked hard and made some major improvements in the program and the school. Every person whose name you see in this yearbook deserves a great deal of thanks for their outstanding effort in making this the best business school in Canada!

Thank you all for making this two of the best and most memorable years of my life! See you soon for some FOAD's at the DUKE.

Michael Tidy  
President GBC 1993/94



## Our Esteemed Leaders



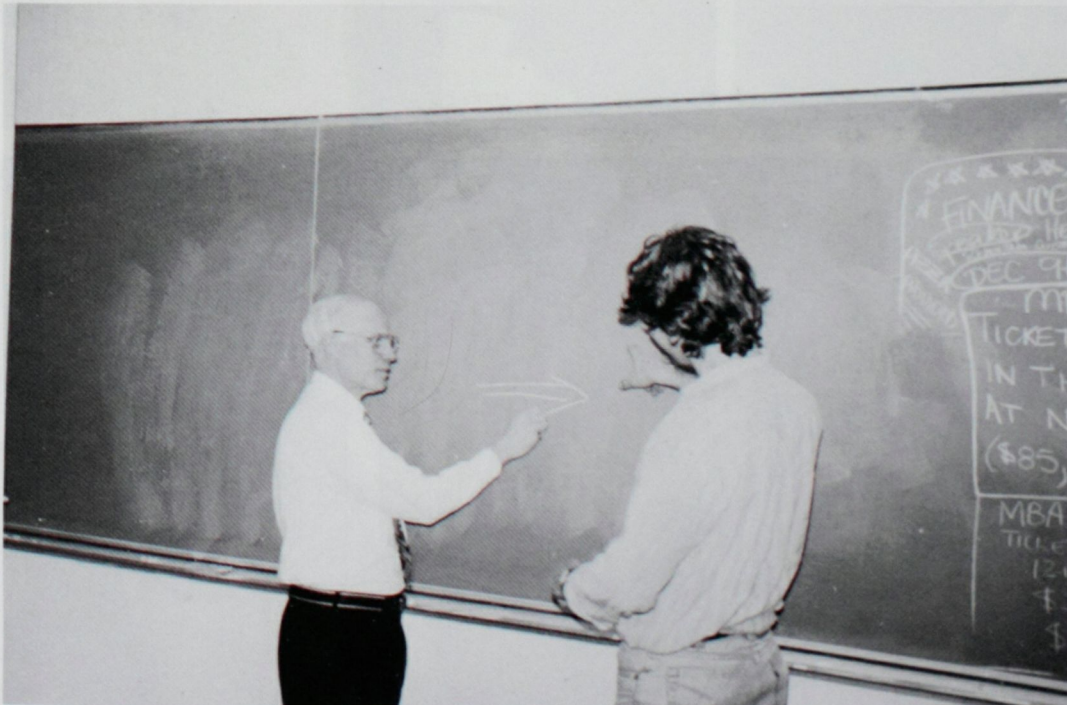
O.K., O.K., we learned something. We thank them for their insight and, more importantly, for their patience. They are like parents — we'll start appreciating them when they stop being the primary source of pain in our lives.





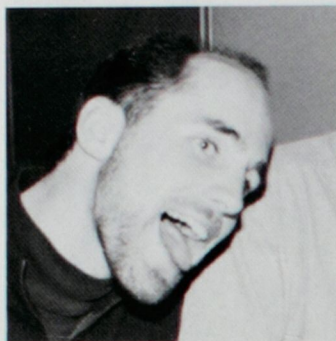


The editors would like to pay tribute to two professors not pictured here. The teaching awards, given by first and second year students, went to Erik Kirzner (2nd year — Finance) and Wendy Dobson (1st year — Economics). Congratulations and Thank-you.





## Faces . . .



No MBA retrospective would be complete without a close-up of CVB's tongue. (I love a man with a good set of tonsils — editorette.) And thanks to Martin and Andrea for showing us that true love can blossom if you just open your heart.



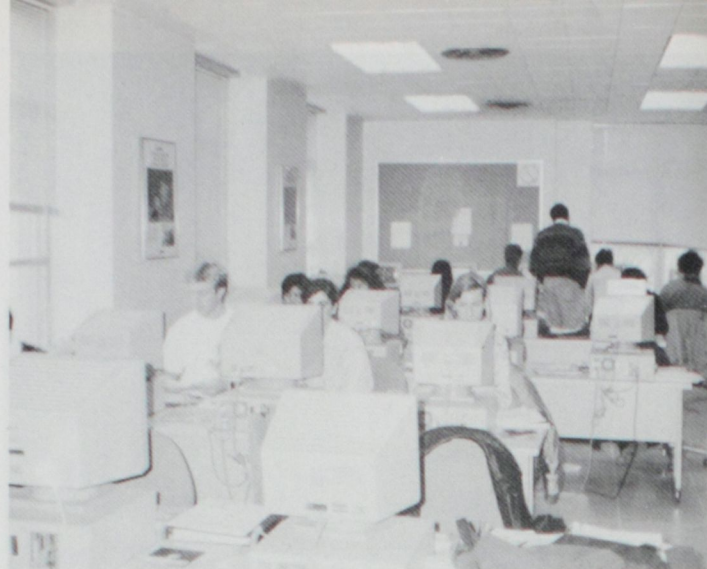




Certain students seem to get the lions' share of coverage in publications such as these. Ask Patrick and Tony. I guess that's what nude bonding and cross dressing will get you in a sensationalist book such as this.











## Keeping Things Running . . .

### It's not just the jobs!

This page is dedicated to the administrative staff at the Faculty of Management that somehow keep things running in the face of University of Toronto bureaucracy and nagging students who feel that they are the centre of the universe.

But more to point, this page is for the

Placement Queen — Dorothy Wooten who is retiring this year. The class of '94 is proud to be her last (greatest?) placement challenge before she moves on to her own challenge of enjoying life. Dorothy, your dedication was as obvious as your caring for the students and that did not go unnoticed.

Dorothy is very likely the only placement officer who is still knows exactly where past graduates are working and how they feel about their jobs. It is a tribute to her character that so many have tried to keep in touch with the woman who set them on their way. Don't worry, Dorothy, we won't call you at home every time we change positions!

Maintaining a positive attitude and succeeding in luring recruiters to campus was no small feat during the recession of the early nineties, but Dorothy was somehow able to sweet talk companies into seeing the wisdom of interviewing within this faculty. Her pep talks and willingness to discuss career options were more important than the postings that went up, because Dorothy was dealing with students at their most vulnerable time — a time when questions abounded. The smile and the confidence building went a long way to calming uncertain nerves.

On behalf of the students, thank-you Dorothy for your contribution to this faculty. We wish you the best as you take some time for yourself for a change.





# THE SEMI-FORMAL



"CVB without a portable in front of his face"

"Ben and Jane smile for the camera, while Julie says grace."

"Note the 1st year's student leader, basketball star and their sweetest couple."

"Is it my imagination or are those three lovely ladies returning the grins of those three dapper young gentlemen?"







# The Great Hall at Hart House

"Below we see the emotional and more importantly, the financial support group of some of our hard working MBAs" "The new Prez and 1st Lady do the twist."

"Andrea Lee seems to typify the phrase girls just wanna have fun and doesn't Tony in a tuxedo looks like that guy from The Princess Bride?"



"Jennifer W. illustrates an arcane hand sign used to warn off evil spirits while John E. shows how an investment banker looks before alcoholism takes its toll"



# Awards Night!



Awards night provides an opportunity for the best and brightest to dress up and shake hands with faculty big-wigs. These individuals represent some of the hardest working among us who finally get the recognition they deserve.

It is not immediately clear from these pictures that there is any direct correlation between intelligence and one's ability to pose naturally for a camera. What's that Mark?





## More Awards

Awards are given both to entering students for their achievements prior to entering and to continuing students as scholarships for outstanding achievements academically or in terms of contributing to student life.

Dean's list recipients are selected each year and separate awards are provided for first and second years and the part-time programme. Congratulations to this year's award winners. May you go on to get high paying jobs.



To the left is a gross example of editorial license. Yah, right Dave. Award for what? Looking deep and thoughtful in front of the computer? Get a haircut.



# Concordia Case Competition



Captured above, a casual pose of this year's third place winners in the Concordia Competition. The team, from left to right are John Easson, Julie Littlechild, John Novak and Glenn Asano. The team captured third place in an international competition with included 30 teams from Canada and around the world.

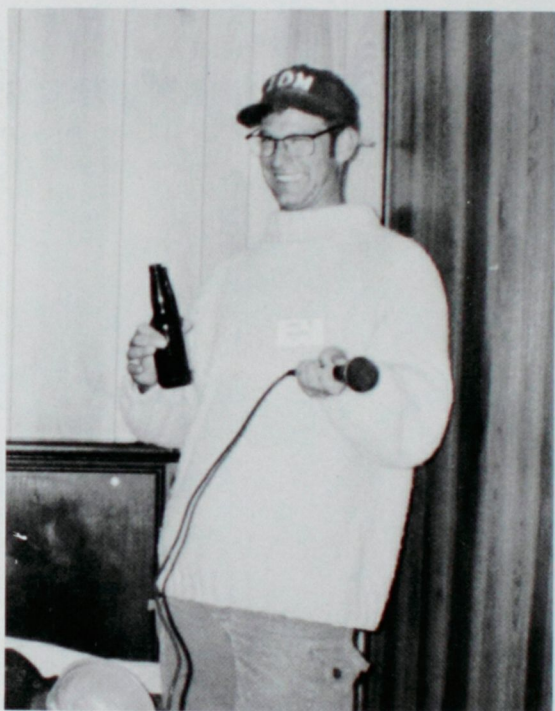


They were often found reliving their moments of glory. "If only we'd sold off that division, we could have smoked those Calgary B!&%?'s"



Five days of exhaustion, McDonalds, laughter and explaining the name of 3SE Consultants. We'll remember it well . . .





## The Social Side!

The socialization process is one in which the current members of an organization assimilate new members through ritual, myth and culture. The ritual is alcohol consumption, the myth is that we have an infinite capacity to consume and the culture is based on a constant re-enforcement of ritual and myth.

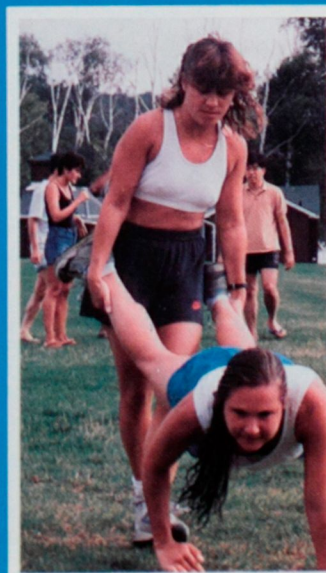
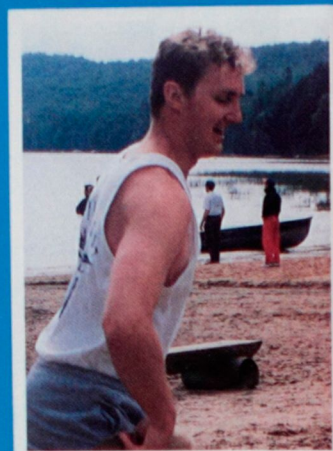
David Wilson, Todd James and Julie Kristoff were charged with the heady responsibility of managing the social lives of this year's MBAs. Not individuals to take such responsibility lightly, they diligently arranged for new venues for social interaction and ensured that the holidays were met with unbridled cheer.

Among the many events which this dynamic trio arranged was "Bowlerama 94" (ed. note. thanks to John Novak for teaching me the benefits of cross-lane bowling), the Hallowe'en bash (nice chest Mr. Dumper) and the Christmas party (no return of the Boyce, Dutchak, Jacobs, Littlechild debacle). Each year, MBA students determine to make the socialization process open and responsible to the needs of our international students and each year we opt for assimilation into a culture as defined above. The challenge remains.

Those who have endured this purgatory we call the MBA have a rich understanding of the need to "let loose". When we're looking back (preferably from a corner office) it's these times which will stand out and make us laugh. Don't lose sight of the good times.



# Orientation

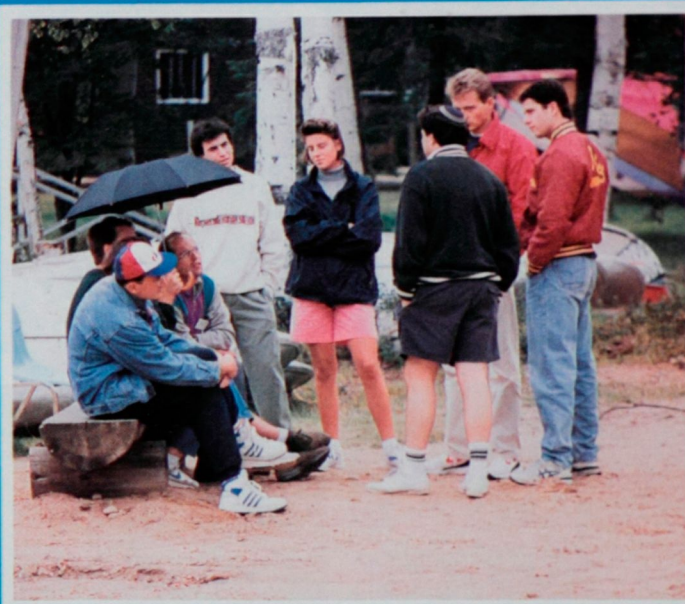


In keeping with tradition, frightened first year MBAs were ripped from their happy homes, thrown into a bus and transported into the wilds of Northern Ontario for a mass-bonding exercise.





The purpose of orientation became glaringly obvious on the first day of classes. Thrown into classroom once again, the new friendships were much appreciated. The second years also walked away richer (note John Easson's rock star pose just prior to the system blow out. Oops! Sorry Tim.)





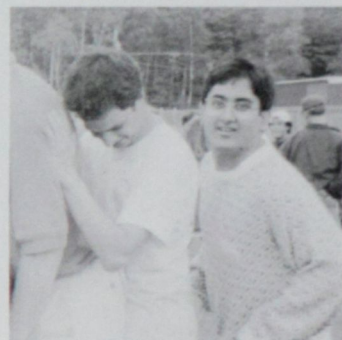
# Orientation



Orientation has always been a time for students to show their true colours. Here: Stella Luna has clearly got a domination complex. Todd James wishes Patrick Horan had one. And, well, what can you say about the bed scene except that there's a lot of love in that room.

The distinction between first and second year activities is clear in this layout. Healthy lifestyle is on the side of the first years — until next year!





Among the activities we'll remember are square dancing, olympic mania, an unnaturally highly attended board game session and, of course, the campfire. Offending drunk MBAs is a feat, in the realm of political correctness, is not easy.



# Hallowe'en Bash!

The Duke was the venue for one of the first opportunities the group had to unwind from school with complete abandon. By the end of term, most MBAs

are magnetically drawn to the duke with increasing regularity. It's a strong, eerie, force that compels one to consume the golden nectar.







## Very Scary!!!



Hallowe'en was one of the more popular events — a demonstration of creativity and bad taste. Notable costumes included Mike Tidy's tribute to Joe D'Cruz, 'Strategy Man', David

Dumper's questionable taste ("now that I've got them I can touch them all I want") and Terry Vaughn's version of a life-sized Q-Tip. This is the stuff future blackmail is made of.





**Faces!**





## Faces . . .



## And Places!

Look, it couldn't have been that bad. There's a lot of smiles happening here — even within the confines of the computer lab. It's the smiles (and the frowns), the friends (and the individuals you may not do business with in the future) and steady diet of Diet Coke and pizza we'll remember. Are we going to remember any of this when we look back 20 years from now, or is the pain so deeply embedded in our collective psyche it creates long-term emotional (or social) scars?

Pictured around the faculty: Tim Darling expounds on the appropriate discount rate in a buy versus lease decision, Mau Dutchak lives out a fashion model fantasy and Group J pretends like they have learned a vital lesson from O.B. (like power defines a valid organizational construct) And look, Linda Stilabower came back to say "hi" so we must be good people.





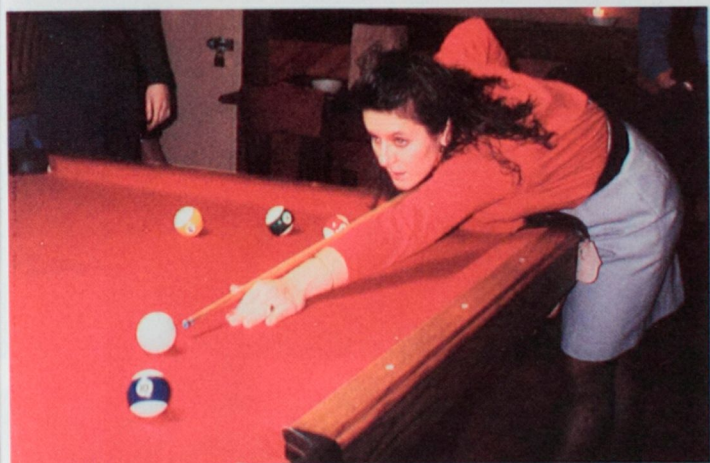


December 1993





# Secret Santa



"All women should be high maintenance to keep men on their toes!" —S. Meadows

"I think that the Dean may be more responsive if you attempt to behave in a professional manner."

— L. Brooks

"This isn't accounting ... it's life." —R. Elitzer

"That's interesting because it's counter-intuitive." — A. Armstrong

"Is this too easy for you? Am I going too fast?" — V. Fortunato



# Who's Your Santa?

"... there is some HANKY PANKY going on here ..."

—M. Shih

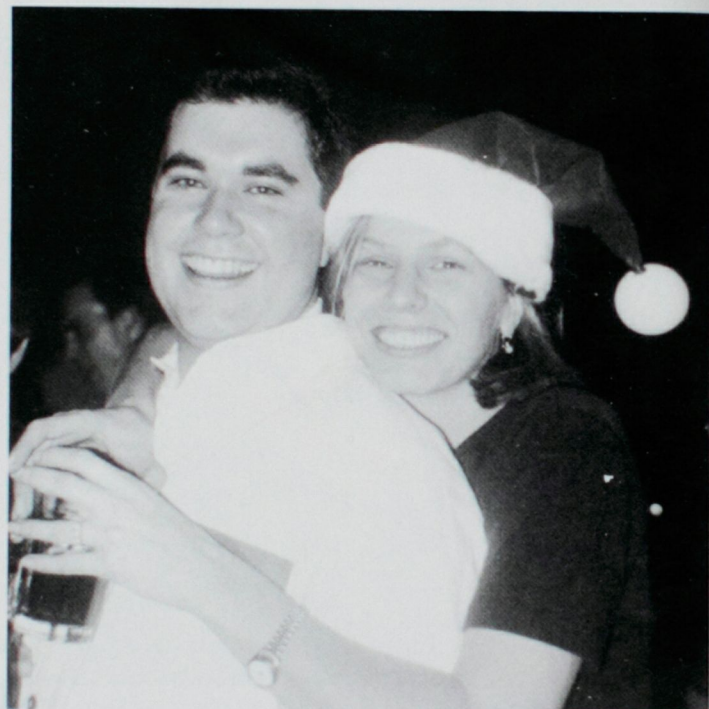
"A little knowledge is a dangerous thing." —R. Awrey

"... product #1101 is a swearing voice box and product #1102 is a G.I. Joe doll." —

M. Shih

"... it's like learning swimming by correspondence." —

R. Elitzer



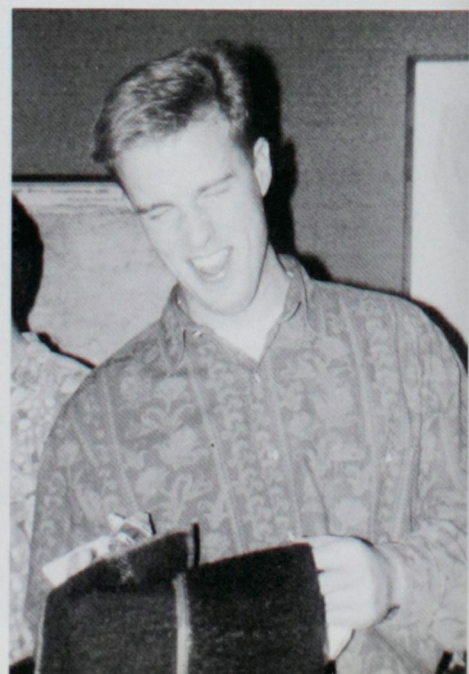
"So, how do you get out of the DOG position?" —R. Awrey

"Well, ... um ... when I was in France ..."

—T. Tinmouth

"When I was working at Bell, ..."

— T. Koutroulis







#### TOP TEN LIST THINGS THAT ARE MORE BORING THAN BEING IN CLASS

1. Town Hall meetings.
2. Waiting for a printout in the computer lab 2 hours before an assignment is due.
3. Sitting in a Financial Accounting exam with nothing to do.
4. Anything to do with . . . auditing.
5. The Bird Dance played for the 16th time at your grandmother's 80th birthday.
6. Discussing the benefits of regression analysis applied to O.H. and production efficiencies with Mr. Logan and Mr. Shih, while sipping mint tea.
7. Another story about Joey Buttafuccho.
8. Travelling across the prairies on rollerblades.
9. Watching grass grow.
10. Group meeting.



# Halloween



"I miss Fred." — J. van Beelen

"... Canada is a country of door knobs." — M. Shih

"This is an M.B.A. program for non-business undergraduates." — MACC Brochure

"I don't oppress my girlfriend." ... "Or so you think."

— Anonymous student/A. Armstrong

"Of course I hate your guts, you stole my job!" — E. Weiner

"Not today Ramy." — L. Kroeker





Great Costume . . . NOT!







"(Because of your complexion,) you definitely don't look like Jesus, Wilder." —R. Elitzer



"Hi, I'm Daryl. This is my brother Peter and this is my other brother Peter." —D. Pace



"Chicken technology. Watermelon technology. Fishsticks." — C. Hind



"... this is a NO-NO, and this is a YES-YES ..." —M. Shih





## MBA-Accounting

University of Toronto Masters of Business Administration in Professional Accounting — a phrase that connotes different images for different members of Group 92:

- Long classes; sky-high tuition; forests of readings; massive amounts of homework; challenging group projects — no one can dispute that the past two and a half years have been intellectually demanding.

- Thirsty Thursdays' cards; Club Ed; pizza; Duke Patio; Secret Santa's; Club Chris; Ramy's karate classes; guest speakers; hangin' in the Pit; classroom shuffles — events and activities that helped to balance out our lives.

We cannot forget the efforts of our merry-making Class Reps. Although these pictures capture their more fun-loving nature, their dedication to our class ensured that we all got the most out of our educational experience, both in and out of the classroom!

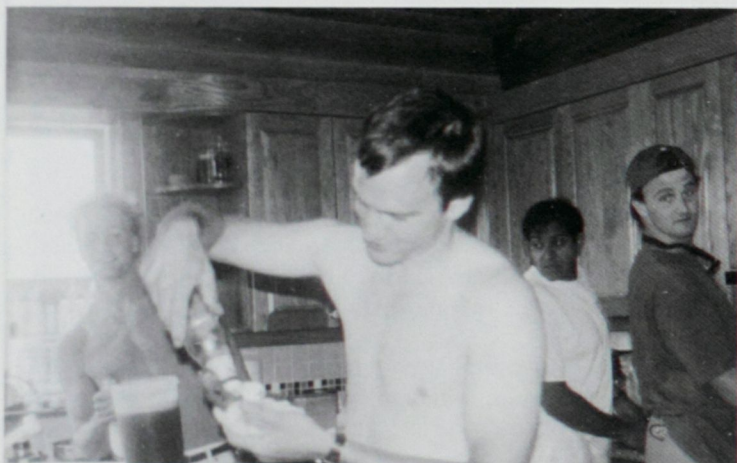
Many thanks are also extended to the Faculty and Administration of the MACC program; without their hard work, none of it would have been possible.

Through the strength of this 'shared experience', we have formed friendships and contacts that are invaluable and will surely last a lifetime.

We made it! We survived THE PROGRAM!!



# Club Ed



"A little decorum would be appreciated." — L. Brooks

"Put it in the Appendix!"  
— R. Awrey

"Just five more minutes." —  
N. Gupta

"Forget the book!" — R. Elitzer

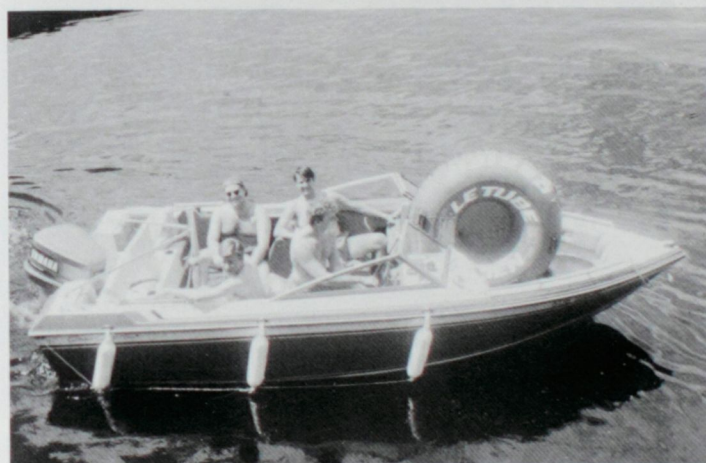
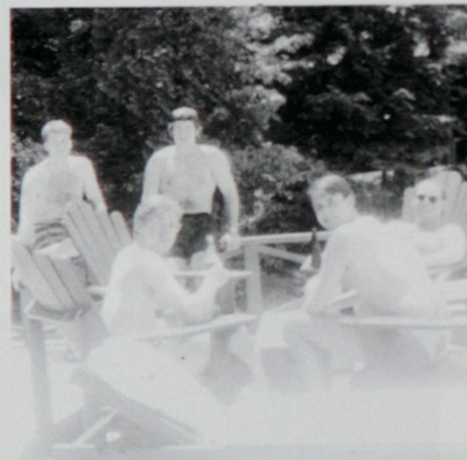
Club Ed . . . the place to go to forget your academic worries for a few short days. There is no better way to prepare for a major exam! P.S. Where's Ralph? . . . Where's the Jet Ski?

"OK folks, now we . . . BURP . . ."  
— Unattributable





# Club Chris



"Don't underestimate the person sitting next to you." — R. Elitzer

"Well done, well done I say."  
— J. van Beelen

"Never say never" — R. Awrey

Our home away from home, Club Chris, another major summer, pre-exam source of inspiration. Where the boating is great, the beer's always cold and end of the trip comes all too quickly.



## Chez Tina/Tara



"I wish I had a bigger stomach."  
— M. Lohrich

"I don't agree with anything Ralph  
says." — D. Logan







"There is no such thing as a Hot Sausage that is too hot!" — A. Gage

"You're on fire!" — D. Pace

"Dave's not rational at all"  
— J. van Beelen





"But Ramy, on page 512 it says . . ."

— K. Scott



"Now this is the dumb way. Let me show you the smart way."

M. Shih

"Has anybody bought anything lately?"

— R. Morley





“Oooooohhh . . . Beeeer”  
— Homer



“Pepperoni? Deluxe? . . . I could go both ways.” -- E. Weiner





# “Blue-sky thinking” — M.S.



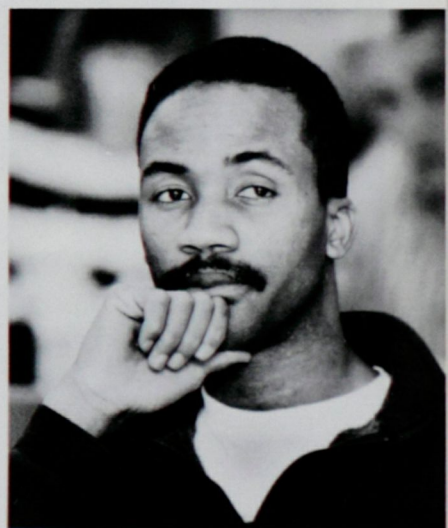
“Have you heard of Hi-tech? This is NO tech!!” — J. Amernic

“You’re big for 12” — R. Barbaro

“Where’s Bruce?” — R. Elitzer







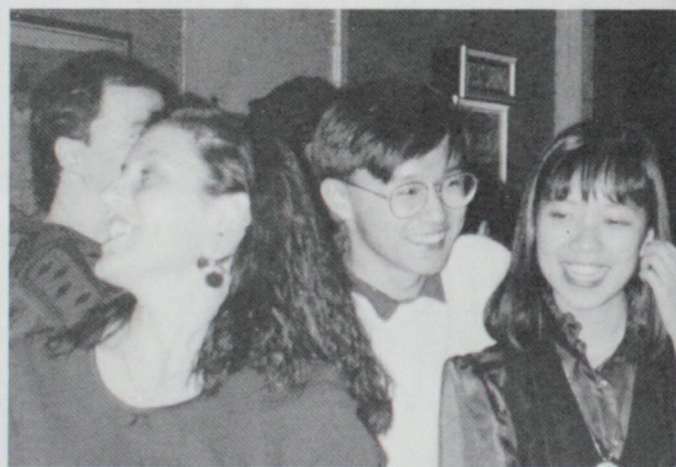
"If you don't behave here, you are going back to St. Mike's!"

— A. Kittler

"They'll have 'Memories of Dave Nichol' " — E. Weiner



# What!?? Overtime?



"Of course we'll help you find a job!"

— A. Kittler

"Bruce, are you flying with the force again?" — R. Elitzer

"We're in the process of obtaining a line of communication with a number of the accounting firms."

— L. Brooks

"Bruce, don't deny it. I heard you SNORE!" — R. Elitzer

"I'm confident you'll all have jobs this work-term." — A. Kittler

"I caulk my bathtub every year."

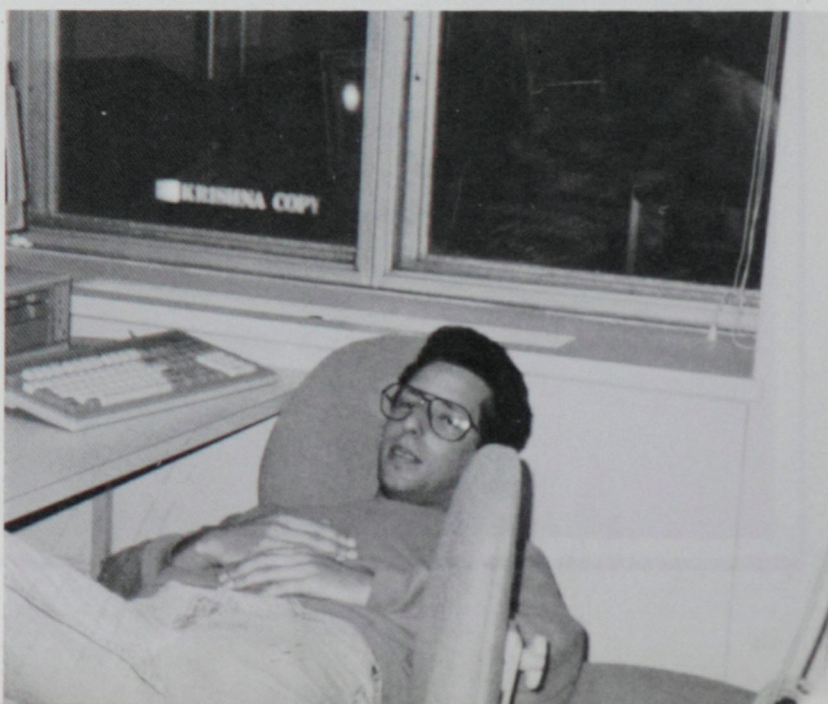
— H. Spillman





“And you are . . . ?”

— A. Chan









## Quality Time with Friends



"Where's Wally?" — created by E. Roddy; Dec. 92

"Guys — If not enough info, then plug it!" — R. Elitzer

"If it were up to me, we wouldn't have a final exam." — J. Dooley

"The exam will consist of the following six questions . . ."  
— W. Smielauskas

"This is a job for Plastic Shelly!"  
— Waiter at East Side Mario's





# Accountants . . . The Next Generation



"If I pass out, roll me up and take me to 130 Bloor." — J. Amernic

"This is a tough act to follow."  
— S. Moscoe (in tax)







"UFE's are 2 years down the road and I am already developing an ulcer."

— R. Awrey

"They did not do the alpha-beta test."

— A. Ho





# Awards Night

At a faculty-wide function in January 1994, the top students of the MACC 9T2 class were recognized for academic excellence during their first year.

Special congratulations go out to Marc Lohrisch, Dennis Logan, Elaine Lai, Jeff Greenberg and Allen Ho. They found the time to have fun and work hard enough to earn a spot on the Dean's List.



"I feel very bad about the tuition increase, but that's the way it is." — Dean Arnold (Town Hall)





## SPORTS

"I need three hundred words on the sports program for the year-book for tomorrow morning . . . ok?" Yup, sure Dave, whatever. Time is all we got. The problem is that you can't fudge the length with margins and fonts when someone asks you for something that is 300 words long. All you can do is use lots of little words and fill the introduction with useless anecdotes.

But sports is the subject of the day; starting, I guess, with intramurals. We didn't exactly win anything, but that's not why we were there, anyway — an intramural championship and a quarter will buy you a phone call. So let them mock us — we had fun.

Let's move on to the tournaments. The nice thing about tournaments is that someone from the program always wins. Bowling at the Danforth Rock and Bowl, Squash at the Wellington, and Billiards at The Coloured Stone; What more can we say?

Then came the MBA Games hosted by Queen's in Kingston. It's amazing what record breaking cold temperatures can do to a group of 40 mature business graduate students on a weekend roadtrip. What started out as an opportunity to demonstrate our athletic prowess turned into something quite different. Football, for example. How is that we could have had weekly practices in the park all fall and still not manage to score a single point in three consecutive games? How is that a student of the calibre of one Todd James is unable to remember that the colloquial term for "bookhouse" is, in fact, library? Too much to be simply attributed to coincidence. It was the cold, I tell you, the cold.

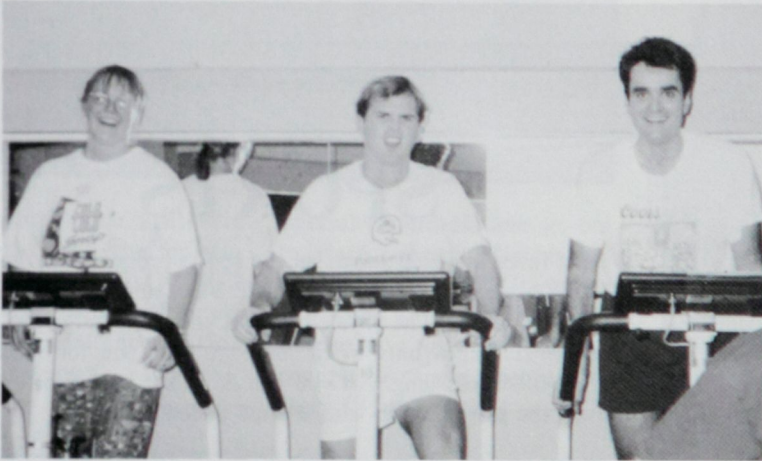
The strangeness didn't end there, either. Somehow, David Dumper forgot to change into his bathing suite before going swimming, over \$60,000 was racked up for adult movie charges that apparently nobody even watched, and Chris Hind was seen smashing raw eggs onto his chest for no good reason. It was madness.

There were only three things that reassured us that the world had not gone completely insane: Western won the award for being the most self absorbed, Stephane was on a mission for free food, and Tony Sevsek was in drag. At least some things never change.

Then there are, of course, the vents that are still to come. On which, of course, we are unable to comment. They haven't happened yet, and our 300 words are up.



# Sweat and Stuff



"Oh God this hurts . . . Make it stop . . . No, not a picture, now now . . . I want to be remembered as tough and strong . . . Oh well, the fake smile will fool them."



Here I go, off to cruise chicks. I hear they like the sporty business look.



O.K., boys this it it, the big game against the Faculty of Social Work for turf. They are going to try and convince us we can't win because we're repressing something or other, but don't buy it. If they win, we clear out of the building.



Hey nips!! this would make a great Christmas card.

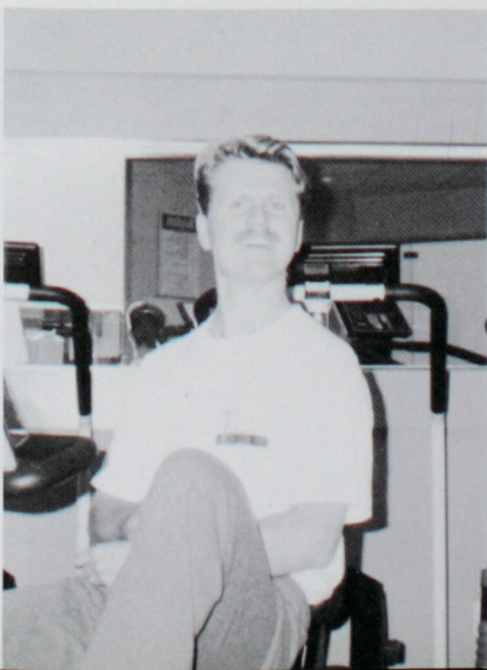




# Thrill of Defeat

MBA sports were, well, enthusiastically received if not attended. The squash tournament, football and basketball were among the favourites. Hey, we'll try anything.

The Howling Dogs of Capitalism was the moniker selected by the sports committee to represent our valiant baseball team. Hey, ideological aggression is worth something!





# Agony of Victory

Don't let the fact that there's four pages of sports lead you to believe that this group is that active. Notice there's more shots at the Duke, the proving ground — where men are men and women aren't.

Hats off to Andrea Lee and Patrick Horan for their efforts in the sports department. They fought hard to help relieve the stress and make this experience a little more enjoyable.



Notice Chris Farber (bottom right) plotting against his next squash victim. (ed. note. thanks Chris, but after the Tilman incident I think I'll find another teacher.)







## MBA Stuff . . .

Suzanne el Baroudi — computing queen. Tim Darling — drunk. Urzula Wozniak and Jennifer Wilson — another free lunch. Javier Perales — thankful.

Exam time (bottom right) will remain a fond memory. Some jerk coming in in the middle to take a picture just took a chunk out of this group's GPA.











## MBA Games!!

The MBA Games are an annual tradition hosted by Queens University and a string of pubs in Kingston. As is evidenced in the above snapshots of the week-end, the competition as fierce: bed wrestling, ballet dancing (oh, Patrick you move like an an-

gel) and beachball hockey (Stephane — I'm confused). Despite their concerted efforts to the contrary, the University of Toronto team performed admirably. The Job Trek skit was well received, documenting the relentless search for gainful employ-

ment in space odyssey fashion.

We're pleased to see that Javier met a new friend who came with his own fluffy substance to apply to his face. ("Shave me, you fool") And Kate soon learned that Balentine's is the only answer to Tim's fashion statement.

The week-end brought together MBAs from far and wide to compete in games and sports which test strength, agility and humility. As some will vaguely remember, it was a week-end so cold people were warned to stay indoors. Throwing caution to the wind, however, these brave souls bussed out to the battleground to kick some business butt. (Rumour has it that the Western team showed an unusually high level of self-centered admiration, insulting a large portion of the female population in the process. Oh well, let's stick being number 2.)





## Fun and Games



More action at the MBA games in Kingston. Here we are given further insight into the competitive activities which brought our students closer than they are ever likely to be in the future.

The hotel will never be the same. It was the scene of many awkward moments, most of which seem to involve Tim Darling and someone else in bed. Untrue, Jennifer Wilson gave awkward a new meaning while holding impromptu sessions on tact and "how to win friends and influence people" with first years.





Looky here! Another picture of Todd James. You're one photogenic guy nips.



# Faces . . .

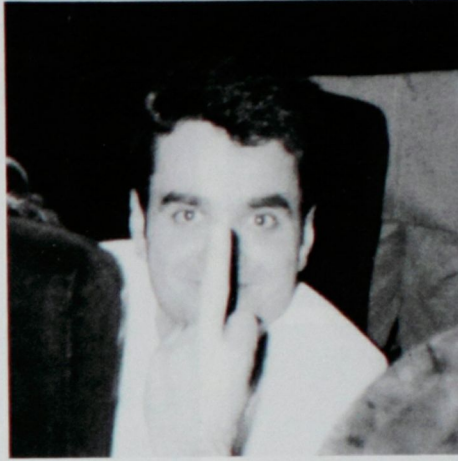
A candid exploration of human nature: Hey Chris Van Buskirk (aka CVB) and Julie Kristoff what is it about MBAs and their tongues? My Mark Jacobs don't we look 'relaxed'.

Gerald Kearney and Bryce Moroz try to psyche out the competition at the pool tournament and another frightening recollection of room 210 (the scene of many inane comments).





# And More Faces.



Heard quoted: "Hey Alan, what are you going to say when you're Mom wants to see the yearbook now?" — Simon Szeto, "Hey Dave (hic) did the round thing go in (hic)?" — Tim Darling.

"Wow that ceiling light is mesmerizing" Nick Strube, "The Winnipeg gang will love this GQ pose" — Martin Krowina.



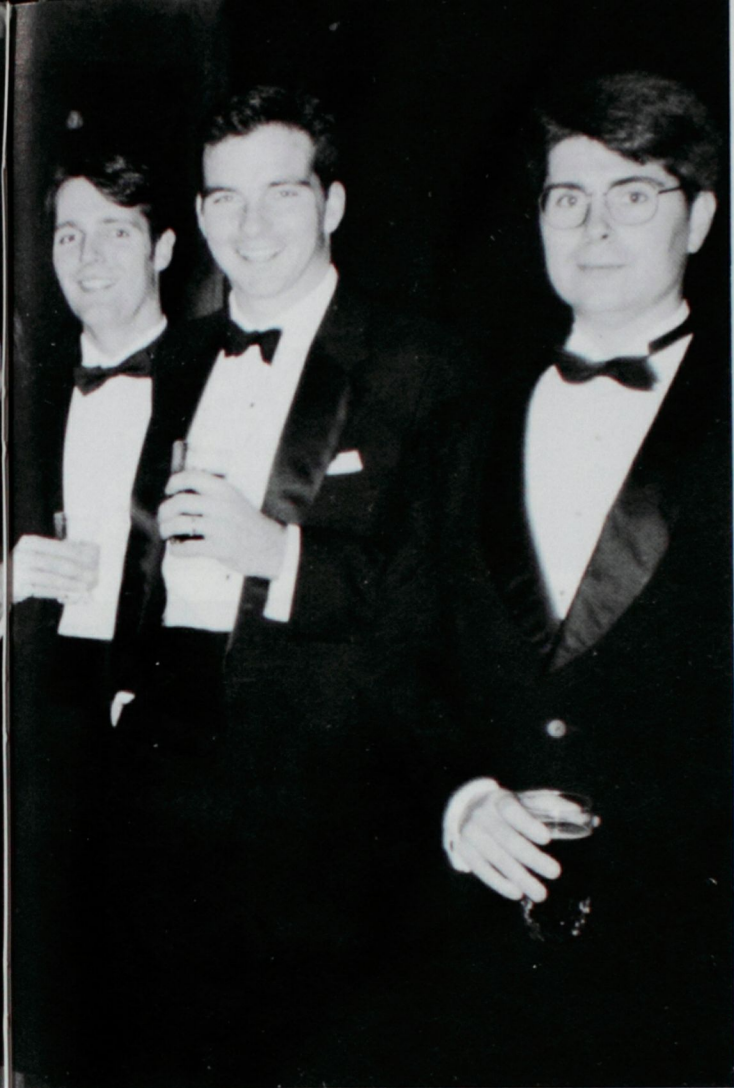
# F aces

One month or one year into the programme, it's difficult to remember why you were frightened before you began or, for most of us, whether you ever questioned your decision. There are few pictures in this year-book that don't capture the good times we had, the laughter and the bond of friendship. For second year students, at time of writing, the pressures of seeking a job are strong and the threat of being thrust back into the real world seems almost surreal.

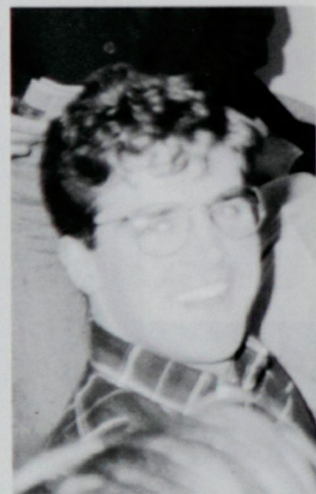
Often the conversation turns to the time when we won't be together everyday of our lives, when we'll actually be working on different things and will be moving on with our lives. There's something about a two year endurance test that brings you together when times are tough. Here's to the class of '94 and their strength of commitment and here's to the class of '93 to bring a new perspective into this faculty next year.







Smile Andreas Eichorn, you can go home to Austria soon. Thanks to the international students were brought perspective and creativity to the programme.



Jim Mahler, sensitive lawyer and blood-thirsty businessman. How do you reconcile these personalities, Sybil?



Tracy Lepp you're smiling. How long after orientation did it take before you could show your pearly whites again?









## The New Above

In 1995, the Faculty of Management will move to a new facility located on St. George St. near Roberts Library. For those of us who have grown used to the "lived-in look" of 246 Bloor St. West, the move tugs at the nostalgic heartstrings. Pictured here is, of course, the old building (for posterity),

Dean Arnold (no doubt discussing the new building) and the ground-breaking ceremony. Against that backdrop are the computer lab and crowded classrooms.

The new building represents a great step forward for this faculty, a physical repre-

sentation of its strength and the quality of its students and faculty. Although the graduating class will not attend lectures there, they will be able to furnish some aspect of its offerings through Gratitude '94. We do so with pride. The construction of the building was funded through the support of Joseph Rotman and the government of Ontario.

Plans are underway to re-locate the Duke to Innis College. Following an operations project undertaken by a first-year team, it was discovered that there is no efficient way to end from Prince George and Bedford from the new building during class without a dedicated shuttle service (sounds like a good Gratitude gift).





**body language** *n.* the nonverbal  
imparting of information by means  
of conscious or subconscious bodily  
gestures, posture, etc.



'94 Civic Coupe **HONDA**

REMEMBER YOUR SEAT BELTS. IT'S A SIMPLE FACT OF LIFE.





## Clubs and Associations

The MBA programme is defined in part by the commitment of its students to broadening the academic experience through its clubs and associations. All clubs and groups are entirely student-run and add an important dimension to the programme. For those involved, the management experience gained in running the groups was often as important as the in-class work. The effort and support seems understated when put into words. This section outlines what this programme has to offer the business community as represented by the students that made things happen.

Among the clubs and associations are the following: The Graduate Business Council, the Yearbook, the Bloor Street Journal, the International Business Association, Impact Consulting, the Business Conference, Unilever Speakers Series, the Enterprise and the Strategic Management Association. Each year, a new group takes over the reins and brings their own brand of management and vision to the project. Within each of these groups, changes took place for the better and the organizers put that challenge forward to next years group.

The operation of these clubs takes a dedication beyond the traditional definition of the MBA programme. It is a dedication to ensuring that the University of Toronto turns out a product which is unique and which has learned, first-hand, the craft of leadership. Thank-you to each individual pictured in the following pages for making your mark and constantly pushing for improvement and excellence.





## Strategic Management Association

So, you think it's easy to start a new club?

Well, after agreement was reached on a constitution, major objectives, letterhead and personalized cheques to name but a few necessary evils, the club was finally ready to go!

The Strategic Management Association initiated, or co-sponsored, three events this year, including the highly successful business simulation game which was presented in conjunction with the Faculty of Management.

Now that we've laid the groundwork for the club's ongoing success, Dan and I are certain that next year's executive will provide students with some great opportunities to learn more about important issues and developments in strategic management.

(Ed. Note: A few things that the executive, in their brevity or understatement neglected to mention. First, the two individuals that spearheaded this effort were Susanne el Baroudi and Dan Schachtler. Second, it is no small effort to not only start a club but provide something which will generate a significant amount of interest among the student body. This dynamic duo was able to do both and are part of the group that is passing something new and tangible on to the Class of '95. Congratulations to both.)





## Finance Association

This Finance Club started with a vision that would rival Warren Buffet's empire. This goes to show the danger of grouping eight exceptionally bright finance students together. Despite our collective aptitude for over-analyzing, we actually pulled off some major events. The beginning of the year was inaugurated with the traditional Finance Association first year pre-thirsty Thursday' welcome. Throughout the fall, guest speakers were added to the event list, as well as a second year tour to the TDSI trading room. The start of the winter was marked by a tour of the TSE trading floor and more receptions (starting to recognize a theme?).

The past year has meant more than just organization of finance events. Its more about the development of friendships, many which I believe will last for years to come. The Executive board hopes that this great tradition will continue during the 1994-95 school year and for many more years to come.



Among the major assets of our MBA programme is the diversity of the student body. The variety of backgrounds runs the gamut, not only in terms of people's working experience, but also in their cultural and social experiences. We felt that it was important for the IBA to promote international business and to explore the managerial issues surrounding international business.

With this purpose in mind, we organized several events this school year. We enjoyed listening to Peter AuYeung, Manager at Northern Telecom; Anita Roddick, Founder of the Body Shoppe; and Frank Stronach, Chairman of Magna International. Their insights certainly contributed to enhancing our understanding of international business.

We also spent time promoting the lighter side of international business, organizing an interactive, creative

game during march, in which students learned about the various business and cultural diversities present in the global arena. It was always our intention when the IBA began to provide students with an opportunity to attend enjoyable events while also gaining new insights into international business.

We hope we succeeded in this task. We are confident that the incoming executive committee will come up with even more creative ideas and we wish them the best of luck as they continue building the International Business Association.

(Ed. note: Since the IBA was brief in its collective comment, the editors would like to commend this group on its success this year. These students, in effect, changed the profile of this club and brought it into the mainstream of MBA activities. We commend them on a job well done.)



## International Business Association

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To the left is the International Business Association (from left to right), Shaoming Wang (seated), Ian Dong, Reggie Yan, Borys Yarosh, Andrew Ang and Javier Perales.

Below to the left is the Marketing Association (from left to right) Duminda Ariyasinghe, Michelle Ford, Chris Stamper, Mila Naimark.

## U of T Marketing Gurus

# Marketing Association

The Marketing Association has had a very successful year. Membership in the club grew five fold and participation was the best ever. I would like to thank all of those who were members of the Association and all those who came out to our events. This year events included presentations by Mediacom, NBA Breakfast, CITY TV tour and, of course, the Marketing Association Handbook. We had some good presentations and I hope that you learned something from at least one of them.

Thank you to all you purchased the Marketing Handbook. It was an overwhelming success. It was designed to help students find their niche in the world of marketing and I hope it was of some use to you.

Best of luck to the new Executive. I wish them may success and hope they build on an excellent year and make the Association better than ever.

Finally, thank you to Duminda, Michelle and Andrew for all of their help this year. You should all be proud of your efforts. As for me, it was a great experience. I accomplished my goal of making the Marketing Association more prominent on campus and getting out the word that marketing does have a place at U. of T.

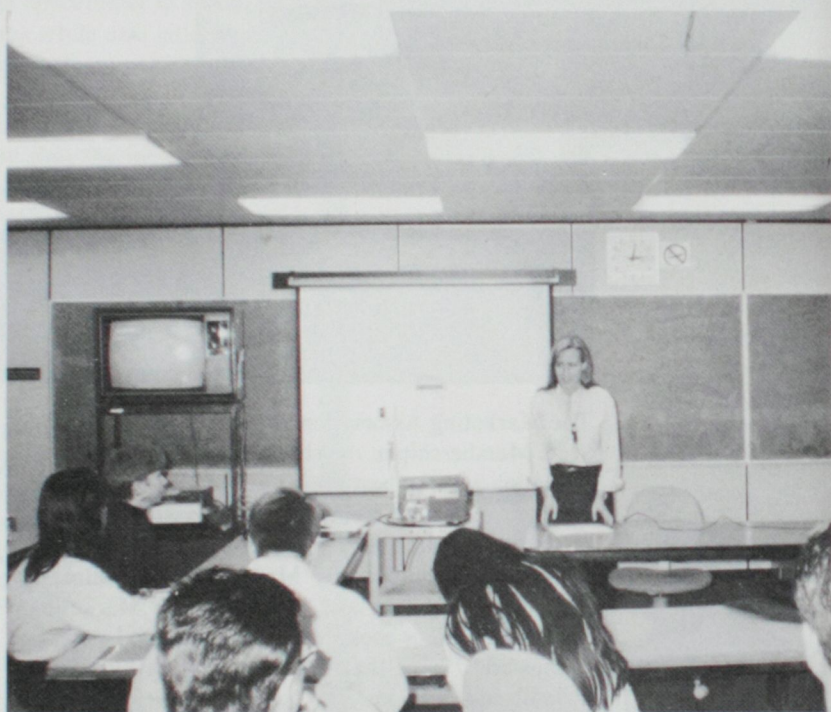
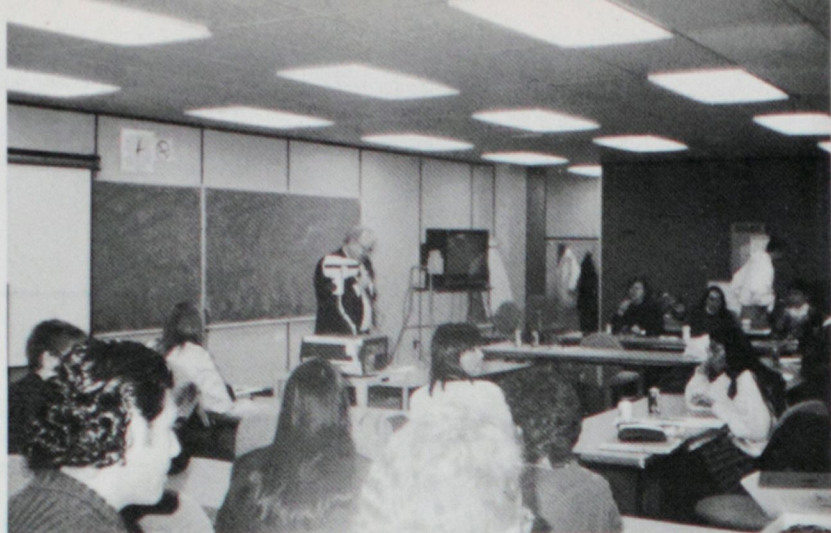
Best of luck in years to come from the Marketing Association.

Chris Stamper  
Duminda Ariyasinghe  
Michelle Ford  
Andrew Ang  
Mila Naimark  
Cathy Robinson

President  
Vice-President  
Treasurer  
Secretary  
1st Year Rep  
1st Year Rep



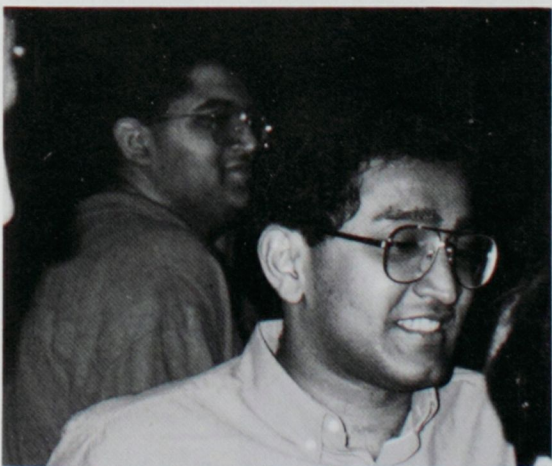




Speaker's Page







## The Bloor Street Journal

The BSJ kicked off the year with its first-ever summer edition to hook unsuspecting MBA applicants. Our mission — to come out with the best-darned substitute for Harvard cases our MBA program has ever seen.

We came pretty close, what with themes for each issue and a grueling eight issues that had editors sacrificing family in exchange for nights with a computer screen. The compliments, comments and suggestions made the effort well worth the collective loss of hair, fingernails, and brain cells. Our eternal appreciation goes to the various personages who gave their time, ideas and much-needed stories to the BSJ. And now for a few words from the editors:

"The dream of every journalist is to run his or her own paper. I've done that, albeit in a small way, and I've enjoyed every minute of it. Now I can get on with the rest of my life. And remember, at the BSJ, the deadline is always yesterday, and yes, you can give me the article tomorrow." -- AA

"Well, now you know who cut in half that article you spent four weeks writing and gave it a wacky headline: I tried to give your masterpiece an extra bit of shine! Although I had worked for seven years as an editor in two national dailies and the Associated Press news agency, this was my first assignment at a student newspaper. I loved it — the BSJ was an escape from all the boring MBA papers. Some final advice: Try not to ever split infinitives and don't end a sentence with OK!" — DA

"Friends dreaded a phone call from me, because they knew that after the Emily Post inquiring chatter, I would invite or remind them to write an article for the BSJ. In other words, I was the tax collector with the black hat. Kudos to the GBC for its support, and to all those who contributed articles and read our paper. A special bravo to the first-year BSJers: Merci viel mals." — MK

"We knew we were becoming real MBAs when we just couldn't get enough of those all-night case-writing sessions. Fortunately, the BSJ proved to be the perfect fix — a great chance to load up on caffeine, donuts, and red eyes. We had ambitious plans — we even almost followed through on one, but the limits of theoretical relativity intervened (I think it's called an emergent strategy). We hope you had at least half as much fun reading it as we did producing it — Thanks to everyone!" — JS

"Ah, the sweet smell of napalm . . . much like a deadline when it has clogged one's creative arteries and wreaked havoc on the fallacy of a schedule in this factory of thoughts and words. But after a while, the smell is barely noticed by those who toil daily in its midst, and only the occasional passerby is caught offguard by the pungent odor. Just as in any good factory, however, the whistle blows too soon, and the dedicated men and women who gave it their best pack up their lunch boxes and leave — but the smell still lingers . . ." — BY



The Brun de Pontet Hawkins Hortogiannos Jacobs Krowina Wozniak wunderkids energized the Toronto business community with their insightful analysis, quick-study flexibility and cheap fees. Juliet Capulet once remarked "What's in a name?" Well, for ICG, it was the starting point from which we started to build our new image. We increased ICG's professional services by promoting our services to the faculty, Dean Arnold and prospective clients. ICG also reviewed its corporate charter and sought the 4 long-term commitment of faculty advisors to assist in the planning of the company.

The promotional brochures informed the reader of our qualitative and quantitative skills. However, if they only knew that . . .

Stephanie was our token American qua Godiva on stiletto heels; a woman who called a spade a spade. She was a refreshing example of tactfulness and a tireless ICG devotee who keep us all in line and informed.

Ben was our cool-as-a-cucumber-J. Crew-look-alike. He was so hip during the summer that we thought he would string a canoe paddle and sing the Stompin Tom Connors' hockey theme song. Ben displayed Lester B. Pearson diplomatic skills throughout the year.

Mark's middle name (but before: it's

no fun being an illegal alien Jacobs) was power. On one dog-day-post-Duke-meat-pie-summer-afternoon-snooze-in-the-the-office-chair, we overheard him reciting "Hail Mark, Thane of Cawdor." Jests aside, he provided reasoned advice, direction and spoke proudly of Impact Consulting Group.

Johnny was our numbers man who was our best friend on the 15th and the 1st of each month and corporate lunch meetings. We knew he had a loud-voice problem when the 3rd floor librarians closed their door whenever he got on the telephone to talk to his relatives. Johnny 'O' never once ordered a Greek salad, but he always answered our jocularities with a smile.

Martin was a minimalist bordering on obsessive (read: his desk was always free of clutter). He interviewed a prospective client who wanted to invest \$10-million; he believed the man until he saw the psychiatry ward issued clothing . . . Martin gave shooting-from-the-hip-advice to clients.

Ursula was the softer-gentler-Canadianized version of Maggie Thatcher. Adamant and particular, she brought a new meaning to the word "no". She knows the Driver's Handbook so well that she plans to translate it into Polish and start her own driving school in Warsaw. Ursula brought not only practicalness, but also thoughtfulness to the group.



## Impact Consulting Group

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Left is the Impact Consulting Group (from left to right): Urszula Wozniak, Martin Krowina, John Hortogianos, Ben Hawkins, Stephanie Brun de Pontet, Mark Jacobs.

Below left is the Enterprise Crew (from left to right): Bonnie Bloomberg, Tim Darling, Christ Stamper, Andrew Ang.

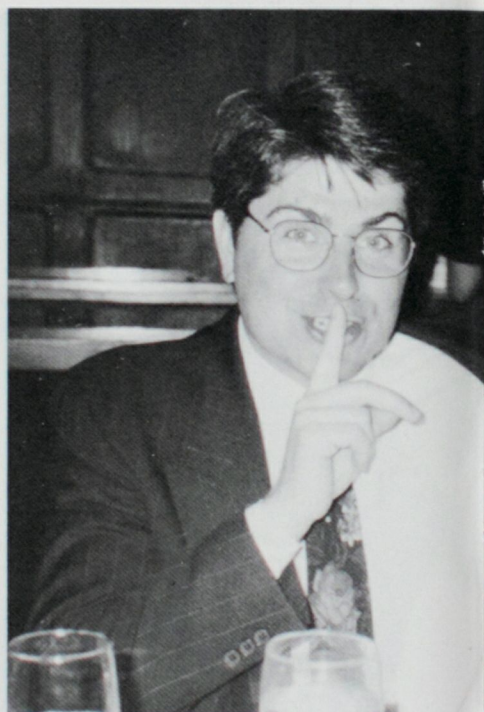
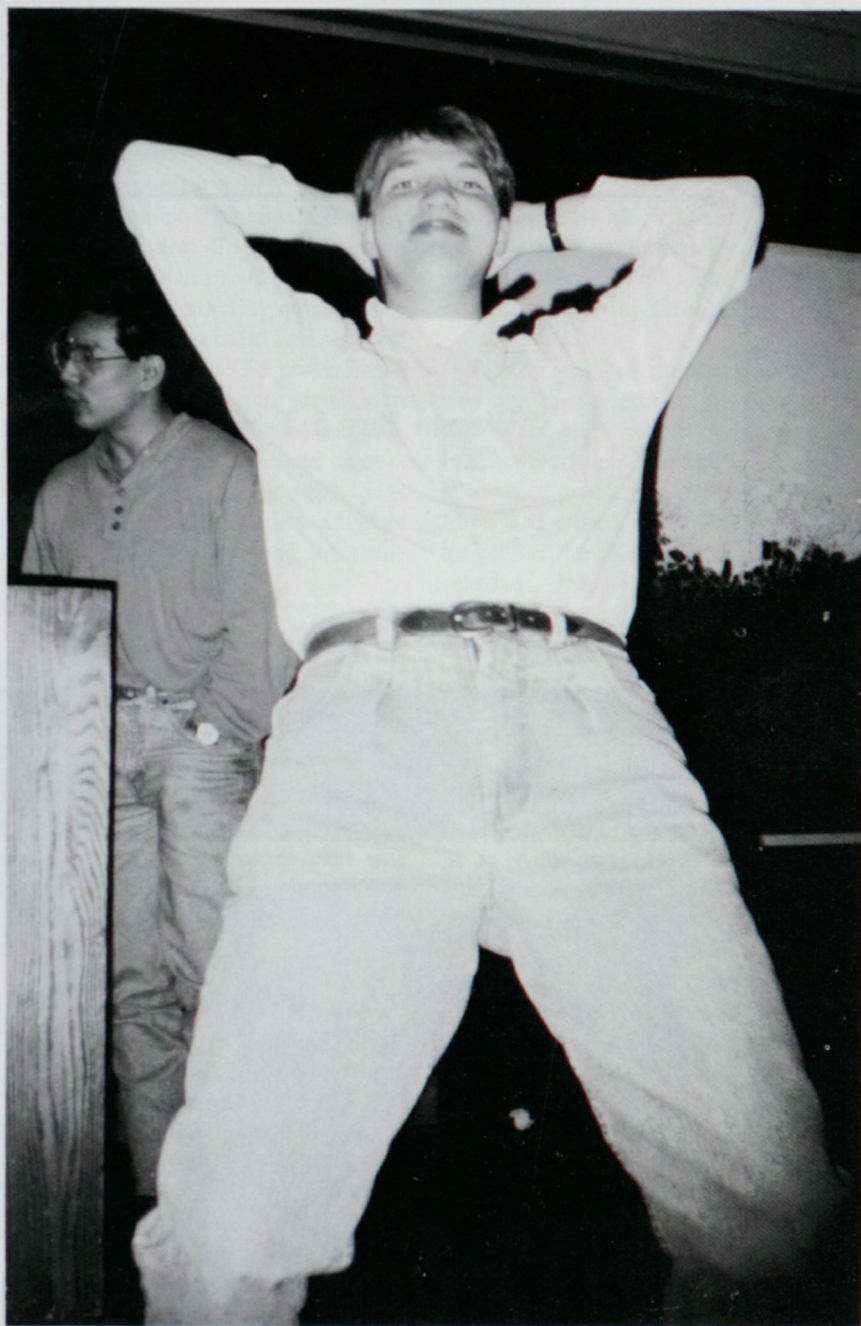
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**"Wanna Buy a T-Shirt?"**

## MBA Enterprise







## Graduate Business Council

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Missing from GBC: Michelle H., Julie K., Justin & Chris our Macc Reps.

Missing from Yearbook: Tim D., Maurice S., Taea and Jeff our Macc Reps.



## Hard-working Yearbook Staff





The 1994 Business Conference, entitled *Bold Strategies For Uncertain Times*, was an event in which the Faculty of Management can take considerable pride. In many ways, it represents a primary objective of the programme — that of bringing students and the business community together to discuss relevant issues in a setting outside the hallowed halls of 246 Bloor St. This year's speakers included the following: Georges Clermont (C.E.O., Canada Post Corporation), Brian Steck (C.E.O., Nesbitt Thomson Inc.), James Sierk (SVP, Allied Signal), Alan Rugman (University of Toronto), Joe D'Cruz (University of Toronto), Nuala Beck (Nuala Beck and Associates Inc.), Maureen Farrow (Loewen, Ondaatje, McCutcheon Ltd.), Gordon Sharwood (Sharwood and Associates), John Crispo (University of Toronto) and Bill Cameron (CBC). This outstanding line-up of speakers braved the worst blizzard Toronto had seen in some time to speak before a group of more than 250 students and business executives. The conference had the objective of providing the audience with direct insight into successful strategies and the opportunity to interact with

conference participants. This year's group added a panel discussion to the format and found it an effective vehicle to generate greater audience participation. (A hint to next year's group: don't invite panelists who may harbour personal animosities toward one another.)

Beyond the business objectives, the conference provides students with a stiff challenge to put together a complex event while maintaining marriages, tempers and grades. While these may have suffered in varying degrees, the experience taught us a great deal about many of the management skills we are being taught in a real-life setting. We hope that next year's chairs, Chuck Beamish and Steven Sommerville, take up the challenge of improving the conference and taking the risks necessary to put on a value-added event.

Your conference Chairs, Julie Littlechild and Ben Hawkins, would like to thank, once again, the team that made it all possible: John Easson, Karin Wu, Dan Schachtler, Todd James, Fang Lee, Chris Van Buskirk and Cindy Hansen.



## MBA Business Conference





Left: The Business Conference Crew Karin Wu, John Easson, Dan Schachtler, Julie Littlechild, Todd James, Ben Hawkins, Fang Lee and Cindy Hansen.

Below Left: Unilever Starting Line-Up Cindy Hansen, Karen MacFee, Donna Hall, Monica Schultz, Michelle Ford and Karin Wu



## Unilever Speakers Series

The Unilever Speakers Series is generously supported by Unilever Canada Ltd. Our mandate for the 1993-1994 session was to invite entertaining and interesting speakers that encompassed the various facets of business that would be of interest to everyone. The series included luncheon events with the following speakers: Jeff Mooney (President, A&W Canada), Barry Good (Director of Market Driven Quality, IBM), Catherine McVitty (Manager, Environmental Affairs, Lever Company), Isadore Sharpe (President and CEO, Four Seasons) and Donald Coxe (Chief Economist/Strategist, Nesbitt Thomson). A lot of support was enjoyed from both students and faculty at these speaker sessions.

In addition, something new was started. The Unilever Video Library consists of videos from each of the speaker sessions. Thus, if you missed a session in which you were interested, you can still access the information.

The highlight of the year was the Annual Unilever Event in which we hosted a panel discussion titled "What is a Brand in the '90s". The soldout audience had the opportunity to involve themselves in a frank discussion with representatives from Loblaw's, Nabisco, Coca Cola, FCB and Unilever.

Thanks for a memorable year.

Michelle Ford and Cindy Hansen.



## First Year Students











Danny Ah-Chong



Chris Boyce

"Deploy this", he says. Not exactly the sensitive social worker he once was. Really he's a finance guy at heart, trapped inside the body of a publishing tycoon. And if you're worried about suffering from permanent jet lag as you pop back and forth from France to California, our advice is — deal with it.



Andrew Baldwin K. Ang

It's over already? What happened to the time? I still have so many things to do, so many people to talk to, so many lessons to learn . . . Oh, well, I'll get right on it as soon as I finish my nap . . . ZZZ . . .



Stephanie Brun de Pontet

"We live but for two things . . . our dreams and the dreams of those we love. Choose these wisely."



Duminda Ariyasinghe

It was two hectic years, but I learned a lot and met some great friends. No more late nights in the PC lab, especially donuts at dawn. Good luck and keep in touch. Remember that Fortune awaits only those who subscribe (or make a real fortune by investing in the next NIC, Sri Lanka).



Phil Chen

"Wake up . . . Phil, wake up!" There must be an oxymoron somewhere because its hard to have a hyperactive narcoleptic! Known for his speed in drinking, 90° lane changes, lack of jeans to wear and "I'm confused". He's quite a guy when he's awake and a good friend!



Glenn Asano

"Sales is everything . . . really . . . Let's talk!" He had a great sale in catching 11 big fish on a trip to frozen Lake Simcoe! "No, I really had a bite! Look at that minnow action!" Sure Glenn! Our tight-fisted GBC treasurer — "where's the receipt?". A good friend and a good guy.



Yin Chui



Bonnie Bloomberg



John Cooke

Coming to the University of Toronto to finish my MBA was one of the best decisions I ever made. Not only did I get the opportunity to meet and learn with another 100 future executives, but I also got a chance to learn more about this Great City of Toronto. Good luck all!



Tim Darling

Tim is an exceptional person in many ways. He's the only member the Toronto Symphony who didn't play an instrument and he's the only MBA student who actually became slimmer while still frequenting the Duke. Above all, we'll all remember Tim for his great smile and zest for life!



Susanne el Baroudi

Susanne, referred to as the "slasher" or the "butcher" by her closest friends, will be remembered for her intelligence, her wit and for the abject fear she aroused in fellow group members. Just kidding . . . about the fear part. Thanks Susanne, for all your hard work in making U of T's MBA a better program.



Ian Yi Dong

Ni-Hao! Hope to see you sometime, somewhere in future in China!



Deiter Enzensberger



Mau Dutchak

Laughter, the Duke, deep conversation, tawdry gossip, absolute friendship and support and good food. To the chick with an attitude matched only by her cleavage, we'll remember you always.



Alice Fok



Andreas Eichhorn



Michelle Ford

The choice may be mistaken  
but the choosing is not!  
Thanks for the memories.



John L. Easson

Two years goes so fast! I'll never forget one Friday at the Brunswick, the Swan Bowlerama, Keener Bingo, the entity at Orientation, unwinding at the Duke, politics at Princess Donuts, the temperature in Montreal (big mistake!), and a few late nights! Was it worth it? You bet! Good luck and see you on Bay Street.



Anne Franklin







Gerard Duray



Cindy Hansen

Give to life the best that you have and the best will come back to you.



Charles Gordon



Ben Hawkins

"And she's buying the stairway to heaven" — quote suggested in a colourful moment at the end-of-year party. (Ed. note. — Here's to the man who kept my temper under control during weeks of stress, a hedge, if you will, against my emotional outbursts. Thanks for everything.)



Frederick Goutard



Patrick Horan

"Where's my C.F.A., I know I left it around here somewhere?" The captain and sultan of SWAPS knows he has quite the body and isn't afraid to show it, especially in sub-zero weather. We let him hang around us because he is a great guy and we need someone to get coffee? Roloids?



David Greifenberger



John Hortogiannos

The MBA experience was fantastic. We learned new things, we made new friends. What more could anyone ask for? (A job, maybe???)



Donna Hall



Stewart Hui



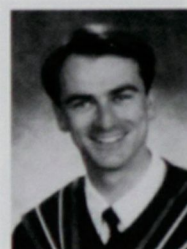
Sandy Hutama

A comedian hidden behind the calm exterior of an MBA student. We'll remember Sandy for his hilarious presentations and how he turned marketing research into an academy performance.



Tilman Kube

Eventually reached the final frontier. Boldly went where many have gone before. Engage.



Mark Jacobs

Lost lots of hair, made loads of friends, gained a degree and a stupid accent, swapped illegal alien status for pseudo-resident, had two credit cards taken away but above all had fun.



Sylvia Kwan



Todd James

"Hi! How are you? My name is Todd . . . or is it Trevor?" "There she goes . . . but I can't remember her name. There she goes . . . but she knows me — Oh Well!" A finance wiz kid, the Social Rep, Todd participated, got drunk, but he didn't get . . . Most of us matured in two years — then there is Todd. You are an inspiration to us all.



Anne Lam

What's best to describe these two years:

- Busy?
- Challenging?
- Frustrating?
- A lot of fun?

Anyway it's over and I wish everyone the best of luck!



Howard D. Kerbel

So if you think your life  
Is complete confusion  
Because your neighbour's got it made  
Just remember that  
It is a grand illusion  
And deep inside  
We are all the same!



Madlene Lazarian

"Life is a journey, not a destination". This one has been full of laughs, good times, fond memories (playing football in '40 degrees) and great friends I will always remember. A very special thanks to GD for all those late nights and holding my hand through the tough times. The journey continues . . .



Martin P. Krowina

I learned that a bird in the hand is taxable whereas a bird in the bush is not and careful dancing is the worst thing there is. But most of the time I felt like a cow staring over a fence. An familia Krowina und Bolbecher: merci viel mals.



Andrea Lee

Screenwriter, "Becky" impersonator, T-shirt designer and GBC Sports Rep. Loves to party! Problem is remembering them. (First year Xmas party & 2nd year formal). Even-tempered until it comes to ice-cream. Strongest woman in MBA, just ask David Wilson! A queen in finance and in all other respects!







Fang Lee

The "Fawnicator" made her mark this year with her involvement in Orientation. Trevor and Mark were heard last summer complaining about her "cracking the whip" capabilities, but only Trevor had the privilege of experiencing her true talents! Even though "Fanger the Wanger Banger" has kept a low profile this year, her evident upper body strength would indicate that she is up to her old tricks. Take it easy.



Aneelam Nair Sharma

Eagles we are not, but we can still fly. Our imaginations become our wings. The magnificent eagle is still just an eagle but we can soar as high and as far as our aspirations take us.



Julie Littlechild

To the hours at the Duke discussing strategy, end-of-year conferences with Mau and Chris, the good the bad and the ugly . . . the memories are indelibly etched on my mind. If bonds are formed during periods of suffering, we'll never stray far apart.



Robert Nasato

Whether Toronto ranks number one or seven is not important. (So long as it isn't last!) It's true value will be determined by "us" in future years of business. What did matter was the quality and value of friendships and the good times had with my MBA colleagues. It would have been even better had Borys played keyboards in "Taking Care of Business"!



Karen MacFee

I would like to say "thank-you" to all my classmates. The experience would not have been so complete without you. I'm looking forward to seeing where everyone will be in 10 years, 20 years . . . See you around the boardroom table!



Kiat-Hong Ng

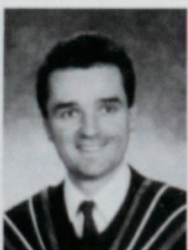
Relax! It's spring time and we are all going out to have some fun!



Constance Martineau



Chantel Nicholls



Brian Metler



John Novak

John Novak took on the awesome responsibility of verbalizing everyone's thoughts at times others might consider inopportune. We'll remember his courage, his humour and his uncanny ability to cross over the line. Don't go changing!!



Javier Perales

As computer gladiator, Javier fought daily with the forces of evil. In fact, Javier was often in the computer room at 3 AM working on any assignment just to maintain his omnipresence. Being the only one around with a printing account, he also became extremely popular. Seeing Javier in class somehow guaranteed that our daily recommended intake of technological issues would be met.



Walter Sarafyn



Mo Tung Poon



Dan Schachtler

Underneath that cool, calm exterior lies a party animal! "Squeal like a pig"! Thanks for the tip on the blonde (S.S.)! Favourite sayings: "Don't confuse me for somebody who cares." "Excuse me for speaking while you were interrupting." "Lead, follow or get out of the way." You're lucky if he's your friend.



Adriana C. Rossini

Nothing in the world can take the place of persistence.  
Talent will not; nothing is more common than unsuccessful people with talent.  
Genius will not; unrewarded genius is almost a proverb.  
Education will not; the world is full of educated derelicts.  
Persistence and determination alone are omnipotent.



Monica Schultz



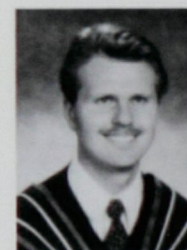
Kris Rozen

It is all over — hard to believe! After these two years I see the MBA program as a place where right or wrong, you are always thinking, you are doing, you are extending yourself. If you don't do that, the place becomes a bore. It's a 'great' practice for the real world! See you there.



Tony Sevsek

Nice hair, nice legs, an all around nice guy (you know where they finish). "Oh really?" "No guys, I really got to go now. I have a long drive home." Known for his late night rendezvous' at the coffee shop and the late nights in the computer lab (actually he was at the Duke, Andrea.) Sorry!?



Maurice Sands

Canada is such an expensive place. Especially when one has the world record for unpaid parking tickets. Fashion and gossip guru of the MBA. When anyone visits Toronto, he is the king of restaurants. If it's worth visiting he's been there.



John Sinton

An MBA on CD ROM, said he. What a money maker, thought I! And what a way to deprive my future competition of the most valuable part of my MBA — you, the live people. Thanks, it's been great? P.S. Buy my hi-tech, lifeless razzle-dazzle — but don't forget where real life lies . . .







Marni Sky



Judy Xiaoju Tang

It's done and I'm going . . .

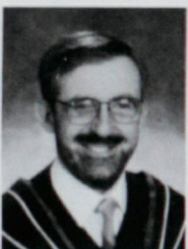


Chris Stamper

I've been called King Keen, "Ultimate White Boy" from London, and voted most likely to succeed and recede. Don't forget Mr. Marketing as well. Thanks to all my friends in the program and Karen for her support. There is more to life than marketing, and it is now time to get out there and prove it. Good luck to all.



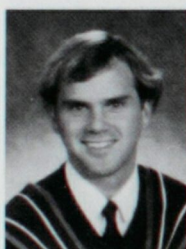
Christine Terashita



Charles Stinson

There is a tide in the affairs of (wo)men,  
Which, taken at the flood, leads on to fortune;  
Omitted, all the voyage of their life  
Is bound in shallows and in miseries.  
On such a full sea are we now afloat,  
And we must take the current when it serves,  
Or lose our ventures.

Shakespeare



Trevor Thom

What is there to say about the "Thong"? This blue-eye blonde has all the moves when it comes to playing squash and tennis. The same can be said when he's dealing with the ladies, especially at Queens and "My Apartment". By the way, don't you go under the name of Todd at those places?



George Stroe

As not everything that flies is a bird, not everything that shines is good. In the end, we received just an education. How far reaching? It's up to us!



Michael Tidy

The Top Banana, the Big Kahuna, GBC President. In two years, he's been pretty boring and kept his nose clean unless you bring up the time he table danced with Javier at the Brunswick House. There's also Richard Dawson at the Faculty Feud! All in all, he is a great guy!



Simon Szeto

For Simon "The Shark" being a V.P. had its privileges. Only a V.P. could meet such beautiful blond women and get away with crude dirty jokes (Orientation '92). Only a V.P. could "puke" in front of a starter on a \$75/round golf course and be allowed to continue (Orientation '93). Always a gentleman, Simon will be best remembered as always being there with a helping hand.



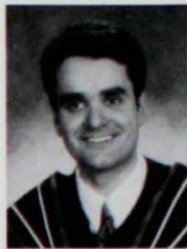
Christopher Van Buskirk

"Raising the bar — meeting expectations." Vive les vaches!



Alan Vihant

The administration let me, an "artsy", in as an experiment. I was then "Mintz"ed and called an "outlier". Copious libation at the Duke with Swan, Dan, Mau, Chuck, Patty, et al made it all memorable. Now I'm off to build cookie-cutter suburban housing and condos for the masses.



Ewa Wrona



Shaoming Wang

The sixteen months' MBA life reminds me: "Time is the most valuable thing a man can spend".



Karin Wu

It was the worst of times. It was the best of times! — meetings in the PITS, food at OISE, computer lab, want to buy a ticket?, and friends who saw me through it all. Thanks to everyone for making my MBA experience unforgettable!



David Wilson

I don't know about you, but I had an awful lot of fun. I hope that 20 years from now I look at this note and chuckle at how unnecessarily worried I was about unemployment. I also hope that I'm sitting at a great big desk! I thank this program for the learning, the opportunities and most of all, the friends.



Bao Yu Xie

A journey of a thousand miles begins with a step.



Jennifer Wilson

All around mature professional by day and boat race anchor by night; Jennifer is bound to succeed because she pulls off both of her personalities to perfection.



Reggie Yan

Hey "Red" ... "Snap" ... "Snapper", I mean "Snapperhead", want another drink? You probably don't need another since you already have such a "glowing" personality. Only Reggie could turn a summer on Portugal's nude beaches into a competitive advantage in his job search. Orientation ... MBA games, to late nights on TT, thanks for all the good times.

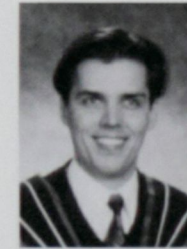


Urszula Wozniak



Borys Yarosh

This laid back human being was always up to something, though not always at school. Among other things music was his passion. However, his creative prowess was also manifest in the realms of t-shirt designing and hairstyling (e.g. pony tail). He will also be remembered for his "dirty dancing" at Thirsty Thursdays.







Zhaoling Yu

I found the MBA program to be stressful, yet enjoyable — I made it. Many thanks to all my new friends, especially the "gang" — group "O". Good luck to everyone!



Ruth Yuen



Roxanne Yeu



Jim Andriopoulos

Eeyore, the grey Donkey, stood by the side of the stream, and looked at himself in the water. "Pathetic," he said. "That's what it is. Pathetic." He turned and walked slowly down the stream for twenty yards, splashed across it, and walked slowly back on the other side. Then he looked at himself in the water again.



Cara Celotti

"The only way to discover the limits of the possible, is to go beyond them into the impossible."  
— A. C. Clarke



Patrick Ang

"As I thought," he said. "No better from *this* side. But nobody minds. Nobody cares. Pathetic, that's what it is." There was a crackling noise in the bracken behind him, and out came Pooh. "Good morning, Eeyore," said Pooh. "Good morning, Pooh Bear," said Eeyore gloomily. "If it *is* a good morning," he said. "Which I doubt," said he.



Ilana Cowan

"It was great fun, But it was just one of those things."  
— Cole Porter



Muhammad Aslam

"Why, what's the matter?" "Nothing, Pooh Bear, nothing. We can't all, and some of us don't. That's all there is to it." "Can't all *what*?" said Pooh, rubbing his nose. "Gaiety. Song-and-dance. Here we go round the mulberry bush." "Oh!" said Pooh. He thought for a long time, and then asked, "What mulberry bush is that?"



Ali Fathi

The volume of material we've been through is astounding. Are we less ignorant of our environment and ourselves or have we just learned a few "more" concepts and questions?



Ralph Awrey

\$23,000



Andrew Gage

The time has gone fast! I wish everyone good luck. Thanks to Shelly and my family for their continued support. A special thanks to my father for all he has done.



Kristina Bates

"After all is said and done, I did alright, I had my fun." — Rolling Stones



Jeffrey Greenberg

M.B.A. High Points: Dinner parties, Golf boys, Spelling errors, Poker nights, Atlantic City, BDA rum shots, All-nighters, All-you-can-eat Pizza Hut record, Pool, Hearts, "Release the B.", Steveing, Club Chris, Club Ed, YBK, Duke Fridays, Cover letters, King of B.S., FOAD's, My family for all of their love and support. Thank you.







Alexander Gulyas

It was raining that dark night. I stood outside staring in through the window hoping to be noticed. Then, as I was about to turn and walk away, the door opened and I was asked in. Thanks to those in the class who opened the door. I love you all. Alex



Ryan Huang

Cottleson, Cottleson, Cottleson Pie,  
A fly can't bird, but a bird can fly.  
Ask me a riddle and I reply:  
"Cottleson, Cottleson, Cottleson Pie."  
That was the first verse. When he had finished it, Eeyore didn't actually say that he didn't like it, so Pooh very kindly sang the second verse to him:



Christopher Hind

I thank my family; your endless support and understanding has made my success possible. I thank my friends; knowing you has made me a better person. And to all; "may you build a ladder to the stars, and climb on every rung, and may you stay forever young" — B. Dylan.



Nancy Hui

Though I have only spent one year in the program, I have had a great year with some really nice people. \*\*In the hands of an Amateur, knowledge can be a very dangerous thing.\*\*



Allen Ho

Remember not the differences we had but the laughter we shared. As we leave this program and embark on our career, let us not forget the friends we've made but treasure them for years to come.



David Hunter

I will always remember Monday morning cards, Friday afternoon in the Duke and whatever that was that happened in between. I will always remember Ramy's twist in the Micro final. The only regret I have about graduating is that I will miss the comraderie I enjoyed, working with so many good people. My goal for the future is to drink more and study less. But this, above all else, *it's over!*



Piera Ho

The MAAC program makes me ...  
:-) :-( :-D :-) :-P :-\* :-O ...



Misako Kawai

Heavy course load — high tuition fees, but I still want to say thank you.



Chi-Li Huang

"Bon-hommy," went Eeyore gloomily. "French word meaning bonhommy," he explained. "I'm not complaining, but There It Is." Pooh sat down on a large stone, and tried to think this out. It sounded to him like a riddle, and he was never much good at riddles, being a Bear of Very Little Brain. So he sang *Cottleson Pie* instead:



Pauline Kitamura

"You have brains in your head. You have feet in your shoes. You can steer yourself any direction you choose. You're on your own. And you know what you know. And you are the guy who will decide where to go. And you will succeed? Yes! You will, indeed! (98¼% guaranteed) KID, YOU'LL MOVE MOUNTAINS"

— Dr. Seuss



Aristaea Koutroulis

"The greater our knowledge increases the more our ignorance unfolds."

— John Fitzgerald Kennedy

Don't ever let your thirst for knowledge run dry.



Dennis Logan

"In weightlifting, I don't think sudden, uncontrollable urination should automatically disqualify you."

— Jack Handey



Lori Kroeker

"If the Vikings were around today, they would probably be amazed at how much glow-in-the-dark stuff we have, and how we take so much of it for granted."

— Jack Handey



Marc Lohrisch

Thanks Maryann, Mom & Dad. "I am always ready to learn, but I do not always like being taught" — Winston Churchill. Yea: Pizza Hut, Hearts, Post final PM's, R&R, "Destiny is choice, not chance". Nay: "Organization as a . . .", Mac-ro, C&W, Pizza Pizza, NDP, NRA.



Elaine Lai

Thanks guys for all the smiles, laughs, and great times that have made these two years enjoyable and memorable.



Rebecca Luo

Cottleson, Cottleson, Cottleson Pie, A fish can't whistle and neither can I. Ask me a riddle and I reply: "Cottleson, Cottleson, Cottleson Pie." Eeyore still said nothing at all, so Pooh hummed the third verse quietly to himself:



Tom Lee

"Life is just an employer. It gives you what you ask, But once you have set the wages, You must bear the task.

I worked for a menial's hire, Only to learn, dismayed, That any wage I had asked of Life, Life would have willingly paid."



Shelly Meadows

It's finally over! Memories: Deal me in! Sandwiches! Buns! This is a job for Plastic Shelly! Mystery Tours, The Duke, Demetres & Seinfeld. The towel was black, I think! Andrew UR the best! Thanks family & friends for all the help in difficult times, UR all so special; I couldn't have done it without you!



Michael Leswick

University of Toronto Masters of Business Administration in Professional Accounting may not have always been fun but it is definitely the best degree money can buy.



Robert Mieh

Consider things seriously, but don't consider them serious. Don't waste time quivering over past mistakes (yeah, I went to most of those Macro classes, when I could have been sleeping, and actually, come to think of it, I probably got more there than anywhere else). Take charge of your attitude; don't let someone else choose it for you.







Shawn Moscoe

SWM 6' 185 lbs 24 Accountant who would rather be playing hockey, baseball, tennis, golf or be skiing out West. Looking for nice, cute, thin, young SWF. "There's no need to be nice on the way up, cuz you're not coming down" Thanks to the gang for the great times. We made it!



Eli Palachi

Is it over yet?! We never did find the "key to the MBA"! I would like to say that these were the best 2½ years of my life — but I'd be lying!! Thanks R.K. for all your love and support, and thanks to the GANG for making it fun!



Stephen Mussart

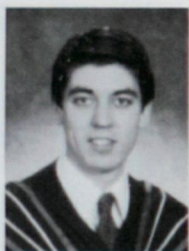
Though we did not get value for our money, had to endure the long-winded speeches and snobbery, I'm glad we all survived "the program". I wish the class the best of luck in their careers and urge them "to thine own self be true".



J. Lowell Pancer

"It is better, of course, to know useless things than to know nothing."

— Lucius Annaeus Seneca



Kentaro Nakamichi

Thanks for all the support while I struggled through another year of University. Best wishes as we all embark on a long journey toward our ultimate goals. Don't let frustration get to you, plateaus are preparations for climbing the next hill. Keep your head down and work hard; raise your head high and be proud of who you are.



Michael Phang

*"If we turn from battle because there is little hope of victory, where then would valour be? Let it ever be the Goal that stirs us, not the odds."* — Silver Surfer — Thus when you wonder — *"Do I dare? Do I dare? Do I dare, disturb the universe?"* — T.S. Eliot — The answer should be a resounding, Damn right I do.



Mark Nawacki

MBA — The Experience: 5/92 Superare sid vici. 7/93 Spiritus quidem promptus est, caro autem infirma. 8/94 Veni, vidi, vici. Thanks to all of Group 9T2. Best of luck guys! Memories: Ramy, Macro, Club Ed, Chef Jeff, sweatin' at Premier, Maverick on ice, FOAD's, Coca-Cola Foods, JT@EY, Patio at the Duke, Creemore, Poker Night, Hearts . . . Hasta la vista.



Naiem Qadir

"Many of life's failures are people who did not realize how close they were to success when they gave up."

— Thomas Edison

Don't ever give up.



Daryl Pace

"I'm glad I did it, partly because it was worth it and chiefly because I shall never have to do it again." — Mark Twain

Thanks to S.S. for helping me get through it.



David Rea

While the program has had its ups and downs, I feel privileged to have met and studied with such an intelligent group of people. I've learned as much from my classmates as from the profs, I hope that the friendships we have formed last a long time. Best of luck for the future.



Edward Roddy

You don't get the right answer unless you ask the right question. You can't ask the right question unless you already know the answer. Don't ask the question unless you really want the answer because someone will tell you the answer.



Carol Tietze

Upon reflection, it truly has been an educational experience — for school, for love, for life. Good luck to all in the future — Dream to go where no one has gone before! C.T., 1993.



Keith Scott

In this program, I have learned not to be stressed out; It doesn't pay off!



Tara Tinmouth

"There is no right or wrong, there is only opinion."

"So far, about morals, I know only that what is moral is what you feel good after and what is immoral you feel bad after." — Hemmingway



Peter Slan

Throughout my four years as an undergraduate and two more in MBA, U of T has always been enlightening, often been memorable, and generally been challenging. Many thanks to my family and friends. "Liberty without learning is always in peril and learning without liberty is always in vain." — John Fitzgerald Kennedy, March 18, 1963



Andrew Tsang

Thanks for all the great memories. It's finally over.

"Dee Ah . . . Dee Ah . . . that's all folks!!" — M.S.



Hayley Spillman

(1.1) Net Capital losses. — Notwithstanding paragraph (1)(b), the amount that may be deducted by reason of that paragraph in computing a taxpayer's taxable income for a particular taxation year is the total of /MN(a) the lesser of . . .

s111(1.1) ITA

I can see the light at the end of the tunnel.



Jacqui van Beelen

Goodbye, Good Luck and call me if you ever get to Bermuda!



Robb Sykes

Cottleson, Cottleson, Cottleson Pie,  
Why does a chicken, I don't know why.  
Ask me a riddle and I reply:  
"Cottleson, Cottleson, Cottleson Pie."  
"That's Right," said Eeyore. "Sing. Umty-tiddy,  
umty-too. Here we go gathering Nuts and May.  
Enjoy yourself." "I am," said Pooh.



Bruce van Raalte

I want to do it all over again! The food was great, I'll miss the Res. meal plan. Future plans: Finish Wally's readings; Design the ultimate title page; Turn pro body builder and win the Mr. Universe Contest; Then on to a Phd in Intermediate Financial Accounting. Well, have a great summer guys. Don't party too hard!







Earl Weiner

Thank God it's over! No more crazy Profs, now on to crazy Partners. This has been the time and place for may great experiences which were unforgettable. Memories include all those damn parking tickets and long cold walks to the car. Remember, No guts, No glory and Don't sweat over the little things. Bye UofT, it's been a blast.



Peter Willson

"I know of no more encouraging fact than the questionable ability of man to elevate his life by conscious endeavour."

— Henry David Thoreau



Andrew Wilder

The road of excess leads to the palace of Wisdom.  
— William Blake



Joyce Yip

Hey friends, don't even think that it's all over now. It's just the beginning. Anyhow, life is always a series of new beginnings. So I wish you all the best of luck and a bright and successful future.

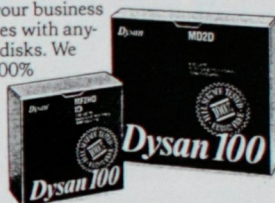


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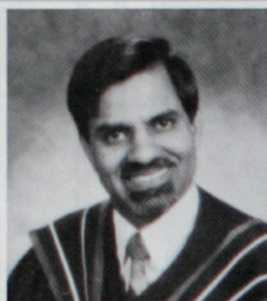




Steve Hung



Monika Kassouf



Viney Kaushal



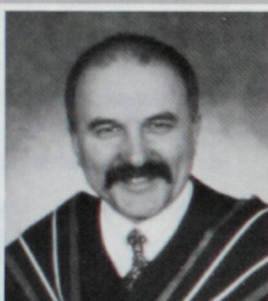
Wayne Knapp



George Kopulos



Joanna Kubasta



Lubomyr Lahodinskyj



Angelo Lai



Andrew Lau



Nancy Lawson



Daniel Les



Susan Maclaurin



Patricia Macleod

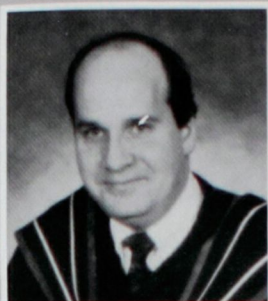


Karen Macpherson



Silvia Maritan





Brian Beamish



Michael Bilas



James Biss



Karen Black



Katherine Boyd



Alina Bridgeman



Joel Brown



Julie Brown



Brenda Burton



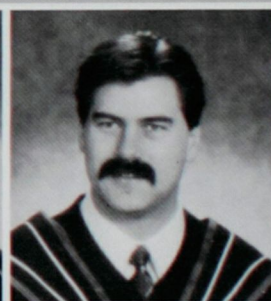
Monica Caverson



Victor Chan



Liang Chan



Ron Cherepushak



Elizabeth Cheung



Peter De Buda



Elaine Ellingham



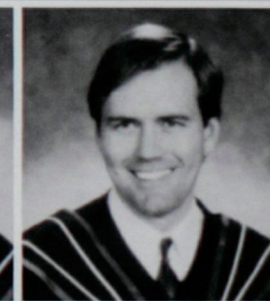
Michael Fleming



Kevin Fong



Anne Marie Goss



Jeff Gram





Sylvia Mccluskey



Joe Minta



Charlene Monaco



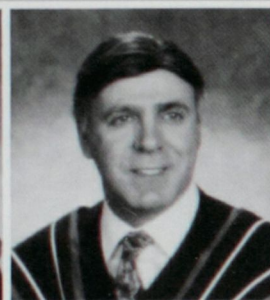
Sarah Neilson



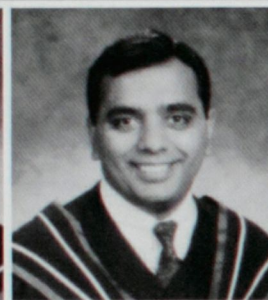
Walter Oakes



Richard Pearson



Vito Polera



Kush Rai



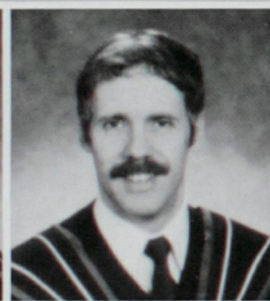
David Reeve



Bonnie Rose



Mary Russell



Michael Schiff



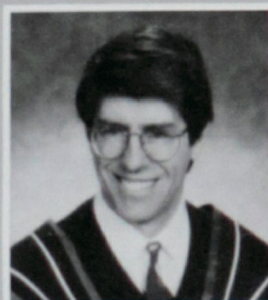
Kim Shannon



Roy Singh



Judith Somerville



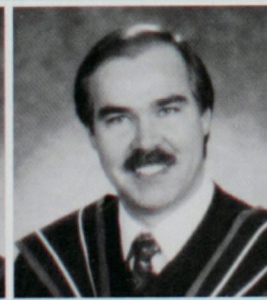
Scott Stevens



Roy Streich



Milan Strnad



Ron Sturk



James Theodorlis





Alice Thomas



Ron Thomson



Daniel Winger



James Wallace



Andes Yeung



Cheryl Young