

HASKAYNE

2016 Community Report



UNIVERSITY OF CALGARY
HASKAYNE SCHOOL OF BUSINESS



Making an impact in 2016.

In the community.

In the classroom.

Through research.



Dean's message

I am so pleased to confirm that your business school is growing in impact and people are taking notice. This last year saw a remarkable string of awards for our students, faculty and alumni that makes me proud to be dean of the Haskayne School of Business.

It looks like 2016 will go down as the year of the case competition. Our students, with guidance from our extraordinary coaches, are not only competing toe-to-toe against the best business schools in the world, they are winning. A lot.

Case competitions are one reflection of the emphasis we place on student experience at Haskayne. In this report, you will see that we are combining cutting-edge research, recruitment of top faculty and staff, active engagement with the community and unique student opportunities to provide a memorable — if not life changing — experience for our students.

I am also proud to report the Hunter Centre for Entrepreneurship and Innovation was the first Canadian recipient of a top award from the Global Consortium of Entrepreneurship Centers. Our major centres — which also include the Canadian Centre for Advanced Leadership in Business (CCAL), the Westman Centre for Real Estate Studies and the Centre for Corporate Sustainability — are making significant strides in establishing themselves as leaders in their fields.

We are also getting significant media attention. Harrie Vredenburg, the Suncor Chair in Competitive Strategy and Sustainable Development, authored two national pieces on the Alberta energy industry for CBC News. Piers Steel and his colleagues produced a meta-analysis of culture gaps within countries that was published by the Harvard Business Review. With the help and guidance from faculty members, I wrote *Achieving Longevity: How Great Firms Prosper Through Entrepreneurial Thinking*, a book that has received coverage in Forbes, Expansion CEO and CEO Magazine.

Our goal is to be a top-tier business school and all of these external recognitions — plus the many that could not be listed here — are a sign that we are clearly a force to be reckoned with. Our successes are due to the hard work of our students, faculty, community partners, staff, alumni and donors who all play a significant role in shaping the Haskayne School of Business.

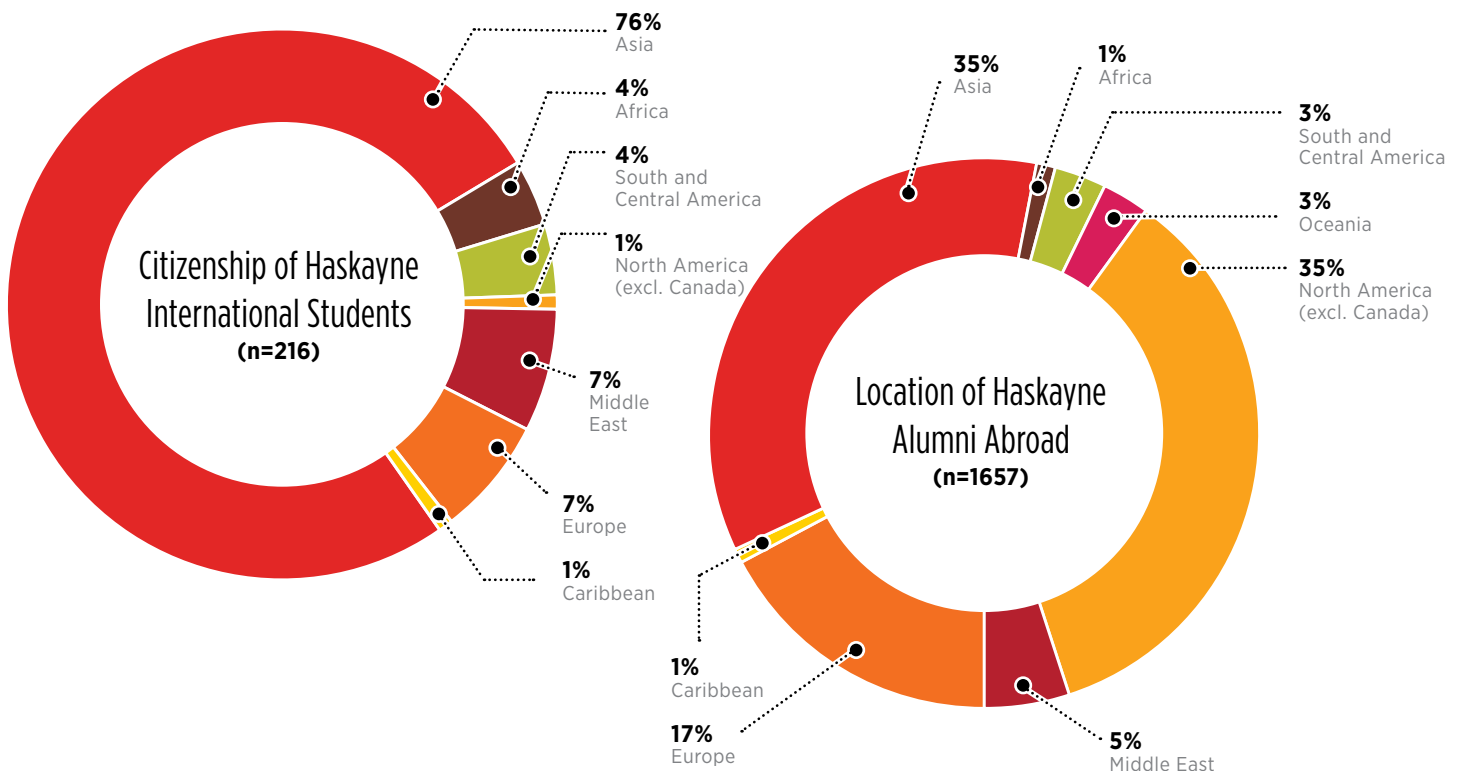
Thank you for your continued support. I truly feel that we are just hitting our stride and I am excited about what the future holds for us. Please stay engaged. In fact, I encourage you to find bigger and better ways to join in the excitement as we discover new knowledge and educate the next generation of business leaders.

Jim Dewald

Dean, Haskayne School of Business

Cross-continental connections

At the Haskayne School of Business leadership transcends borders. In this highly interconnected world we strive to create meaningful connections both at home and abroad.



■ Haskayne added four new prestigious international exchange partners, including Aarhus University in **Denmark**, Nagoya University of Commerce and Business Administration in **Japan**, Emlyon Business School in **France** and Rotterdam School of Management in the **Netherlands**.

■ 50 Bachelor of Commerce students and 25 MBA students embarked on transformational international exchanges in nearly 20 different countries across **Asia, Europe and Oceania**.

■ Undergraduate student Lumen Beltran took part in the Semester at Sea program, travelling across **11 countries, 13 cities and four continents in 100 days**.

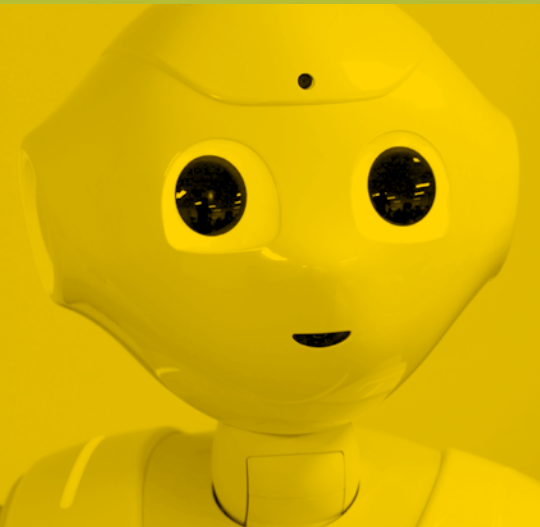
■ Haskayne PhD students connected with the international academic community by attending over **30 conferences around the world**.

■ Through the Hunter Centre for Entrepreneurship and Innovation Haskayne students participated in the European Innovation Academy (EIA), a three week accelerator program that took place in **Nice, France and Turin, Italy**.

Sana Khan, BComm'14, recently received a Top 30 Under 30 award from the Alberta Council for Global Cooperation for her work with Global Vision, the **United Nations** Office of the Under-Secretary-General for Management and LaunchGood LLC.



Photo by Mark Blinch, Canadian Olympic Committee



While exploring Asian business culture and technology, EMBA students met with Yuta Ishida, deputy manager of the Softbank Corporation, and Pepper the emotionally intelligent robot in **Tokyo, Japan**.

Haskayne alumna **Kirsti Lay**, BComm'14, raced to a bronze medal in the women's team pursuit at the 2016 Summer Olympics and student **Stefan Daniel** captured silver in the men's paratriathlon at the 2016 Paralympics in **Rio de Janeiro, Brazil**.



24K alumni
in over 80 countries worldwide

19 students travelled to **Honduras** to support rural communities in the areas of business, micro-finance, water/engineering and public health as part of the Global Brigades.



Students in the MSc in Sustainable Energy Development explored the planet's most biodiverse country and benefited from hands-on learning while in **Ecuador**.

One hour, two perspectives

At the mention of a 6 a.m. rehearsal, academics often cringe and tell you they normally head to bed at that hour. Industry experts nod politely and make mention of multiple cups of coffee.

Early morning prep is just a small part of the process our speakers go through when putting together a successful Haskayne Hour.

Bridging the gap between academic research and real-world business problems, Haskayne Hour is the Haskayne School of Business's breakfast speaker series where, in under an hour, attendees will take away new ideas, gain different perspectives and better business practices.

Each season, Haskayne Hour seeks to start and engage in conversations about emerging issues across all sectors of our city. "In planning, I always try to focus on topics that are important to our community," says Loren Falkenberg, associate dean (research) and Haskayne Hour host. "The emphasis is on showcasing research in a digestible format and its relevance to the community. Our faculty members and industry experts spend a lot of time together in order to have a convergence of voices."

Every year we explore timely and relevant topics. This past year they ranged from how to survive crisis and the state of the Alberta Healthcare system to the importance of sport in great cities and effective board governance. The season came to a close with a sold out conversation about finding opportunities in tough times and the barriers that all too often stall or kill new entrepreneurial initiatives.

SPEAKERS THIS PAST YEAR INCLUDED:

- **Gianna Manes**, *President and CEO*, ENMAX
- **Anne Kleffner**, *Professor*, Risk Management and Insurance
- **Chris Eagle**, *former President and CEO*, Alberta Health Services
- **Jack Mintz**, *President's Fellow*, School of Public Policy
- **Ken King**, *President and CEO*, Calgary Flames Limited Partnership
- **Jyoti Gondek**, *Director*, Westman Centre for Real Estate Studies
- **Ian A. Bourne**, *Chairman*, Ballard Power
- **Michael Robinson**, *Associate Professor*, Finance
- **Jim Gray**, *Co-Founder*, Canadian Hunter Exploration
- **Jim Dewald**, *Dean*


To learn more about Haskayne Hour in 2017, visit haskaynehour.ca




**Thank you for making
Haskayne's 2016
events so successful.**

Over

40
events

Average attendance
has increased

39%
over 2 years

More than

4300
attendees
a 32% increase
over 2 years

HIGHLIGHTS FROM THE PAST YEAR:

DISTINGUISHED BUSINESS LEADER AWARD RECIPIENT:

Sam Kolas, *Chairman and CEO,*
Boardwalk Rental Communities

MANAGEMENT ALUMNI EXCELLENCE AWARD RECIPIENT:

Larry Shelley, BComm'80, *Managing
Partner,* Citrus Capital Partners Ltd.

JARISLOWSKY FELLOWSHIP IN BUSINESS MANAGEMENT FELLOWS:

Bill Sembo, *former Vice-Chairman
and Managing Director,* RBC Capital
Markets

Debbie Stein, *former Senior
Vice-President Finance and Chief
Financial Officer,* AltaGas Ltd.

“It was riveting to watch the passion and enthusiasm of the students as they presented their ideas at the RBC Fast Pitch Competition. This is a testament to the quality of the programs at Haskayne.”

Team Hunter Volunteer Sarine Mustapha, *BComm'00*



320 mentors and mentees (160 pairs)

participated in the biggest year yet for the Haskayne Mentorship Program by CCAL



155 Team Hunter volunteers contributed

275hrs of advising + **29hrs** as project judges

Behind-the-scenes heroes

CALGARY BUSINESS COMMUNITY DEDICATED TO SUPPORT STUDENT GROWTH

Through mentorship, speaker series, pitch competitions or simply going for coffee with students, our CCAL and Team Hunter volunteers are known to go above and beyond in their dedication to see Haskayne students succeed in all areas of their schooling. Our volunteers make a significant difference.

CCAL runs the school's mentorship program and pairs students with mentors — to date our network includes nearly 1,500 mentors and mentees — and individually looks over the applications, survey results, backgrounds and interests of each applicant to match pairs suitably. The results? Strong matches that benefit both mentors and mentees.

“The Haskayne Mentorship Program gave me an invaluable opportunity to develop my personal and career goals that I wouldn't otherwise have had,” says student Libby Levie. “I developed an excellent relationship with my mentor that will continue past the mentorship program. The best part of the program was being able to discuss ideas and gain insight from a successful professional.”

Team Hunter is comprised of over 150 community entrepreneurs and industry experts who have a keen interest in supporting student-led

entrepreneurial activities. Danny Way, president of the Viridis Group, says volunteering with Team Hunter is an opportunity to give back, to network with creative and hard-working students, as well as getting an inside look at potential employees.

“I would encourage others in the business community to get involved with Team Hunter because the energy boost I get from spending time with the students stays with me for days and weeks,” says Way.

“The Hunter Centre for Entrepreneurship and Innovation is helping to shape the next generation of entrepreneurs. I'm involved to help students discover a new way of learning and to help them leverage their coursework and benefit from my experiences. I want to help them succeed at work, at home and at play.”

Leading change in education

The Haskayne curriculum is always evolving to meet demand, but this year was a particularly busy year in the growth of our course offerings.

We launched a pilot program with the Schulich School of Engineering where students will be able to earn business and engineering degrees in as little as five years. Once it officially launches in 2017, it will be the only one of its kind in Western Canada and will blend technical expertise with strategic thinking to give students a unique education.

Also starting in 2017 will be a BComm concentration and MBA specialization in real estate at Haskayne. Students will enter as a cohort for greater cohesion with peers and the curriculum will evolve to include topics such as finance, marketing, law and operating environment as they relate to the real estate industry.

In 2016, we added a January cohort of the Executive MBA program. It is the first time in the 20 year history of the EMBA that we've had a second class in the same academic year.

"What's really exciting is that now a second group of executives will get the opportunity to invest in their education and build their own personal competitive advantage," says Vern Jones, senior associate dean.

The Haskayne Executive Education program Business Essentials has also seen significant growth with registration up 76 per cent over the previous year. Business Essentials gives people in the Calgary workforce an in-depth opportunity for professional development by teaching them to think like an executive, complete a real-world project under guidance from a Haskayne mentor and receive one-on-one leadership coaching.

Looking ahead, we believe there are a lot of exciting opportunities for curriculum growth, particularly in areas like supply chain management. In the business world, the importance of supply chain management has grown in recent years as companies recognize the advantages that can be realized through collaborative management of the whole logistics network.

That trend is also evident at Haskayne where there are now 80 students taking the supply chain management concentration, up from just eight in 2012. Designing course work and programs to stay on top of the field will be an important next step for the school and our Canadian Centre for Advanced Supply Chain Management and Logistics.

2015-2016 Degree students

TOTAL
degree students

3652

An increase of
5%
over 2014-2015

GRADUATE



690

UNDERGRADUATE



2962

INTERNATIONAL STUDENTS



224

Male
students

56%

Female
students

44%

Community and the classroom

COMMUNITY-BASED LEARNING

Community-based learning is a key priority to help integrate the school in our surrounding community. This year we hired our first community-based learning advisor to bridge the gap between the school and the business community. It is a new position that supports high impact practices and community-based learning activities such as projects, experiential learning initiatives, guest speakers, field trips and partnerships with the business community.

REAL-WORLD SUSTAINABILITY

The Centre for Corporate Sustainability at Haskayne is helping students from across business disciplines get unique experiences they cannot get elsewhere. Through the centre's connections with the energy industry, regulators and not-for-profits, the centre is hosting on-site sessions to help students learn the real business challenges in incorporating sustainability.

UNDERSTANDING SMALL AND MEDIUM-SIZED BUSINESSES

Visiting scholar Simon Raby is conducting a research project for the Hunter Centre for Entrepreneurship and Innovation that aims to better understand the challenges that small and medium-sized enterprises in Alberta are facing. Once complete, the school will create an Executive Education course to help train businesspeople in small and medium-sized enterprises to deal with the very challenges this research has identified.

Breaking down boundaries



Cultivating creativity and collaboration in active learning space

Students are constantly tasked to work in groups, study together and encouraged to get to know their classmates. But the traditional classroom — with its tight individual desks in long rows — is not the optimal setting for collaboration.

This past year, Haskayne unveiled a new active learning classroom, the W.E. (Bill) Richards Classroom, which is changing how we teach. Instead of rows facing the front, students are clustered around a table to face each other. Each work station is also equipped with interconnected computers to facilitate information sharing among the group and with the whole class.

The room is located on the first floor of Scurfield Hall and has been purposefully designed to keep people actively engaged and to promote collaborative problem-based learning. Tables and chairs are higher than traditional desks so students and teachers look each other in the eyes.

Instructor Leighton Wilks says when his class moved to the active learning space, not only did attendance increase, but students were more enthusiastic about learning.

“I see a lot more team cohesion. They’re talking more to each other because they’re sitting with their teams. It’s nice to foster that teamwork throughout the semester,” says Wilks.

Instructors also say the design of the classroom has improved how they teach.

“Our faculty members who have taught in the classroom report that students are asking more questions and getting more involved,” says Scott Radford, associate dean (teaching and learning). “It’s exactly what we hoped for when we opened this new space last year.”

To learn more about Haskayne, visit haskayne.ucalgary.ca

Hands-on learning

PEPSICO FOODS

A strategic management MBA class was given a unique opportunity to apply their knowledge and skills to a real-life context to a live client, PepsiCo Foods (Alberta). Students analyzed the company’s situation and provided management with targeted recommendations to develop its Alberta strategy.

OPERATIONS MANAGEMENT

In Operations Management 411, teams of four to five BComm students provide a minimum of 120 hours of free consultation services to companies on a process improvement project of the organization’s choosing. Participating companies have included WestJet, Ronald McDonald House and Alberta Health Services.

BIG ROCK BREWERY

In order to provide real-life experience, MBA students in Marketing 735 complete a project to develop an idea for a new product for Big Rock Brewery. They must then create an extensive marketing and communications plan for that product and pitch it to brewery representatives.

DAYS OF DISCOVERY

Days of Discovery trips to Toronto and New York give finance students the opportunity to meet Haskayne alumni in those financial hubs to get their unique career insights firsthand.

Taking learning to new heights

Leadership can be found in unexpected places. For some students, the ‘aha moment’ comes at the top of a mountain. For others, it is while leading a strenuous hike. Others say it was a mistake in the wilderness of the Rocky Mountains that helped shape how they see themselves as a leader.

Since 2004, the Haskayne School of Business has offered one-of-a-kind wilderness retreats in Kananaskis. For as long as they have happened, students have been telling us about their transformational experiences and how they have learned what it takes to be a leader — and the kind of leader they really want to be.

This year, the opportunities to engage in such transformational learning grew with the expansion of adventure leadership education initiatives. Facilitated by the Canadian Centre for Advanced Leadership in Business (CCAL) and thanks to a \$3 million endowed gift from Hal Kvisle, MBA'82, students can now partake in the Haskayne Leadership Expedition, the Haskayne Leadership Challenge Weekend, the Haskayne Wilderness Retreat and various other experiential leadership initiatives including the Leadership Dojo and drumming circles.

This is not your average university classroom.



Adventure leadership education cultivates the next generation of leaders

Johnnie Allan, BComm student, participated in the inaugural Haskayne Leadership Expedition offered through CCAL. “Every single student should go on the Haskayne Leadership Expedition. This was, by far, the most amazing experience I’ve had during my time at Haskayne,” says Allan.

The Haskayne Leadership Expedition is designed to help students cultivate the practical skills and qualities they will need to thrive as leaders in the modern business world. This five-day backpacking trip takes place in the remarkable terrain of the Rocky Mountains. Here, students quickly find themselves engaged in consequential decision-making and learn to lead in every aspect of the journey.

“It is like nothing I’ve experienced before. After the five days, I had a clearer vision of who I wanted to be in both a personal and professional setting,” says Allan.

“Adventure leadership education is an idea whose time has come at Haskayne,” says Assistant Professor David Lertzman. “Thanks to Hal Kvisle and his generous gift, we can offer these transformational outdoor programs and other experiential leadership opportunities in perpetuity.”

The Haskayne Leadership Expedition is just one example of the ground-breaking work we are doing at the business school to pave the way for students to gain confidence, perspective and leadership skills. Through this program and the initiatives below, undergraduate and graduate students now have the opportunity to write their own stories of transformation.



The **Haskayne Wilderness Retreat:**

A one-week intensive field course in Kananaskis that develops leadership capabilities in students within the context of sustainable development, engaging indigenous elders and deep reflective learning with a sweat lodge and overnight wilderness solo.



The **Haskayne Leadership Challenge Weekend:**

A weekend of experiential learning designed to help students gain real-world competencies through team building that are a foundation for advanced leadership and effective teams.



Haskayne Leadership Experiences:

A series of leadership development experiences offered outside the classroom. The Leadership Dojo, for example, uses a somatic coaching approach drawn from traditional Japanese martial arts to help students explore and embody principles of advanced leadership.

To learn more about our adventure education programs, visit haskayne.ucalgary.ca/ccal/adventure

We want you!

At Haskayne we are always looking for meaningful ways to connect with members of our community, including you! We hope you will take advantage of one of the many opportunities to engage with us.

Help support our students.

- Be an in-class guest speaker
- Become a CCAL mentor
- Hire a Haskayne student
- Join Team Hunter

Gain a new perspective through our speaker series.

- Hear from supply chain management and logistics experts at the **Alliance Pipeline Seminar Series**
- Explore urban growth and the real estate industry at the **Brookfield Residential International Speakers Series in Real Estate**
- Learn about leading sustainability endeavours at the **ConocoPhillips IRIS Seminar Series**
- Tap into influential experts and sustainability research at the **Enbridge Research in Action Seminar Series**
- Discover new insights from researchers and industry experts at **Haskayne Hour**
- Engage in conversations with iconic entrepreneurs at the **Wayne Henuset Entrepreneurship Speaker Series**

Be a part of our community of leaders.

- Reconnect with your Haskayne alumni network
- Volunteer for an advisory council
- Attend the Distinguished Business Leader Award gala
- Nominate the next Jarislowsky Fellow in Business Management
- Celebrate the Management Alumni Excellence Award recipient
- Donate and experience the impact of giving

To learn more, visit haskayne.ucalgary.ca



“Mentoring is a great way to get new ideas and challenge existing assumptions. It is also a great way to meet the next generation of talented leaders. While I’m not always hiring, I am often asked about who I know that is good. Having a strong network is a great asset.”

Haskayne Mentor Peter Waugh, MBA'12



Making their case

Haskayne students have made themselves known as a force to be reckoned with in the world of business case competitions worldwide. Fierce competitors, our students have proven themselves winners inside and outside of the classroom.

Our teams are highly competitive and they are aware that they are direct representations of the characteristics and values that we encourage at Haskayne: ethical, respectful and hard-working.

Among the many podium finishes in 2016 were three of the school's most significant victories ever. MBA students won gold at the Innovation Olympics consulting project competition against elite teams from top business schools Stanford, INSEAD and Kellogg. At the Berg Cup Ethics Case Competition at the University of Pittsburgh, our team finished a strong second in a competitive field of schools from Canada, the United States and Mexico.

And at the 35th annual John Molson MBA International Case Competition in Montreal, our team earned bronze out of a field of 36 teams from universities around the globe. However, they impressed the judges enough to be invited on an all-expenses-paid trip to Spain and Holland to visit the European headquarters of one of the companies they had presented to during the live case competition.

A follow-up invitation like this is remarkable because it is a first.

"I have had invitations to visit the Montreal area from live case companies 'next year when you come back,' but never an offer to invite the entire team on an all-expenses-paid trip," said Haskayne Instructor Leo Donlevy, who has coached for 21 years.

"Just being able to take part in this elite competition is a privilege," said student Alex Walkey. "To then be notified we'd been chosen for this European trip on top of that was just fantastic. Overall, this is undoubtedly a far better prize."

These incredible successes our students have achieved over the course of the year would not have been possible without the dedication of our faculty who teach, coach and inspire students to excel.

Haskayne hardware

6
Second
Places

7
First
Places

3
Third
Places

As well as many other strong finishes amongst
top global competitors.



A taste of victory

INTER-COLLEGIATE BUSINESS COMPETITION (ICBC)

Hosted at Queen's University, the Haskayne undergraduate team received three gold medals, one silver medal and one overall placing under the tutelage of coaches Dr. Bob Schulz and Larry Wood.

JDC WEST 2016

Led by coach Cameron Welsh, Team Haskayne took home one first place and two second place plaques from the prestigious competition hosted this year at the University of Saskatchewan.

ROTMAN INTERNATIONAL TRADING COMPETITION (RITC)

Beating out teams from Berkeley, Duke, Princeton and MIT, Team Haskayne and coaches Gordon Sick and Larry Wood enjoyed a top-three finish at the competition hosted by the University of Toronto.

ELLER COLLEGIATE ETHICS CASE COMPETITION

Leaving the University of Arizona with second place firmly in hand, this first-time appearance for Team Haskayne and coaches Cameron Welsh and Darrin Ambrose was a great success.

HARVARD INTERNATIONAL CONSULTING COMPETITION

For the first time ever, a team of Haskayne undergraduate students placed among the top finalists at the Harvard International Consulting Competition in Cambridge, Massachusetts.

HULT PRIZE COMPETITION

Coached by Dr. Bob Schulz and Houston Peschl, a team of five highly motivated female MBA students rose to the top of more than 20,000 applicants to finish sixth in San Francisco and among the top 30 worldwide.

Finding insights

Researchers from the Haskayne School of Business examine some of the most significant challenges that businesses face.

The breadth of their scholarship ranges widely in the world of management research to include topics such as leadership, ethics, entrepreneurialism, business strategy and the modern workplace. Our scholars share their research findings in leading peer-reviewed journals and present them at conferences around the globe.

To help make this research possible, Haskayne scholars were awarded over \$1 million last year in eight grants from the Social Sciences and Humanities Research Council (SSHRC), the most in the last five years. Using these grants, they are investigating topics that include debt renegotiation, technology-based public safety networks, consumer profiling and family firms in the global economy. A PhD student, Vicky Ma, also received a SSHRC award for \$105,000 to study cost management in the Canadian oil and gas industry.

In addition to this external recognition of our research capacity, each year the Haskayne Dean's Awards celebrate the research talent housed within the school. This year, awards were presented to Mark Anderson for Outstanding Service Leadership – Faculty; to Barrie Nault as a Lifetime Scholar; to Justin Weinhardt as Outstanding New Scholar; and to Alain Verbeke for Outstanding Research Achievement.

These awards, coupled with the grants received throughout the school, help showcase the significant contributions our academics make to the research community – and beyond.

To learn more about our research, visit haskayne.ucalgary.ca/faculty-research

Diane Bischak and Jaana Woiceshyn found that characteristics essential to rock climbing can also contribute to success in business leadership: rationality, honesty, independence, integrity, justice and pride.





Justin Weinhardt uses complex models to look at human behaviour and how we work. His leadership research delves into motivation, decision-making, entrepreneurship, overconfidence, ethical judgments, emotions, training and psychometrics.



Sandy Herscovis researches all kinds of workplace mistreatment, including bullying, abusive supervision and incivility. While most organizations have policies aimed at supporting respectful workplaces, often they don't have "a lot of teeth," says Herscovis.

We are committed to creating and disseminating high-level academic research as part of the university's *Eyes High* vision to be a top-five research school and the business school's goal to be a top-tier school in Canada.



Harrie Vredenburg, David Ince and Xiaoyu Liu published a large study on the lack of renewable technology in the Caribbean, where it makes sense both economically and environmentally, yet its growth has been stalled — particularly in jurisdictions with a strong incumbent utility involved in setting government policy.



Abu Shiraz Rahaman and his colleagues study corruption in government procurement and found that effective anti-corruption practices depend upon visibility. Effective transparency has the potential to discourage corrupt practices and influence ethics within organizations.



Mehdi Mourali studies the influence of power on decision-making and, with his colleagues, found that power enhances people's ability to resist social influence, and that powerful individuals often make risky choices to signal their power to others.

Curators of knowledge

The impact of Haskayne research took a significant step forward in 2016 with the news that two faculty members were named the top editors of prestigious journals – a notable recognition of the quality of the scholarship happening throughout the school.

Haskayne's Alain Verbeke was named editor-in-chief for the Journal of International Business Studies (JIBS) from 2017 to 2019 and Nick Turner will take the reins of Human Relations over the same period.

"Having two editors-in-chief at Haskayne is a remarkable feat as these positions atop leading journals are only given to recognized leaders in their fields," said Loren Falkenberg, associate dean (research) at Haskayne, and herself an editor of the Journal of Business Ethics.

"This will also significantly increase our network, as scholars from around the world will be working directly with Alain and Nick to publish their findings and I believe will bring increased prestige to the school."

Verbeke, the McCaig Research Chair in Management, describes JIBS as "the flagship of an ecosystem of international business journals and typically publishes the absolute state-of-the-art in international business research."

The journal is the only international business journal included in both the Financial Times list of 50 journals and the UT Dallas list of top

management journals. JIBS also earned the coveted 4★ status for being recognized worldwide as an "exemplar of excellence" in the 2015 British Academic Journal Guide.

Human Relations recently joined the FT-50 list and Turner is the first North American editor for the UK-based journal.

"The tagline we use is social relations in and around work," says Turner. "The journal has always been home to high-quality research, but also research that wouldn't be characterized as mainstream. It tends to be quite plural in terms of its research approaches."

To have two editors-in-chief at Haskayne from the FT-50 is a significant accomplishment that puts us on the map. It is a feat that few other business schools can boast about.

In 2015-16, Haskayne faculty

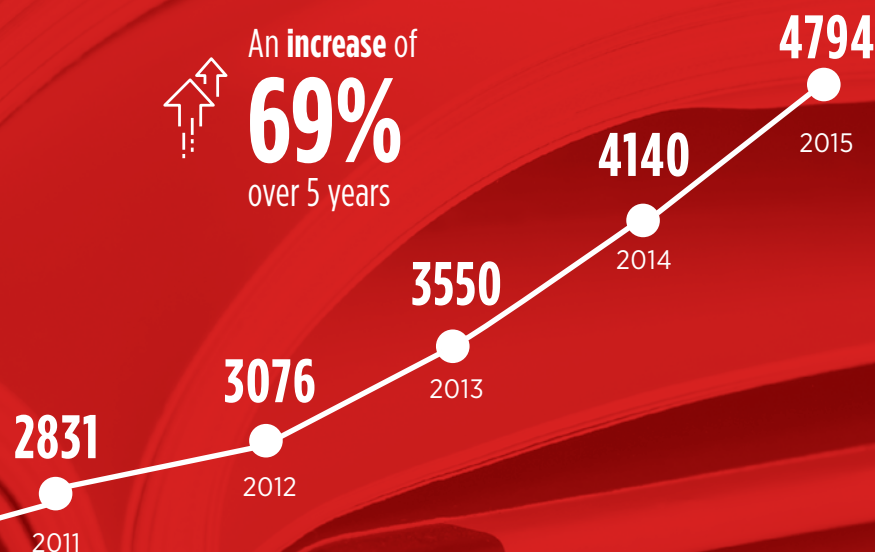
PUBLISHED A TOTAL OF

69 articles
in peer-reviewed journals

AUTHORED OR EDITED

8 books + **16** book chapters

INCREASED WORK CITED IN ACADEMIC LITERATURE (citation/year)



Advancing research

SPEEDING UP ACADEMIC RESEARCH

After years in development, metaBUS was launched in June to the academic community and now has 300 users around the world, and growing at a rate of 10 users per week. This new technology was developed by three founding institutions: the University of Calgary, Virginia Commonwealth University and the Northern Alberta Institute of Technology and conducts meta-analysis — summarizing research findings from multiple studies in only minutes.

OPTIMAL POLICIES FOR LOST-SALES INVENTORY SYSTEMS

Marco Bijvank and his colleagues are investigating how companies manage inventory. Their research contributes new insights into the effectiveness of order-up-to policies for inventory systems with lost sales, and proposes a simple approach to find a good order-up-to level that minimizes the long-run average of the sum of the holding and penalty costs incurred per period.

HOW OIL FUTURES PRICES AFFECT EXPLORATION

Alexander David presented a model that not only includes storage and production costs, but also considers the process of exploration and development capital accumulation in determining oil futures. This new model of exhaustible resource extraction shows that although consumption peaks, and real resource prices trend upwards, the cycles of inventory and capital accumulation remain stable as increasingly costlier resources are extracted.

Energized giving

The University of Calgary aspires to be Canada's most entrepreneurial university in the country's most enterprising city.

At the university's 50th anniversary celebration in April 2016, the university publicly launched the \$1.3 billion *Energize: The Campaign for Eyes High*.

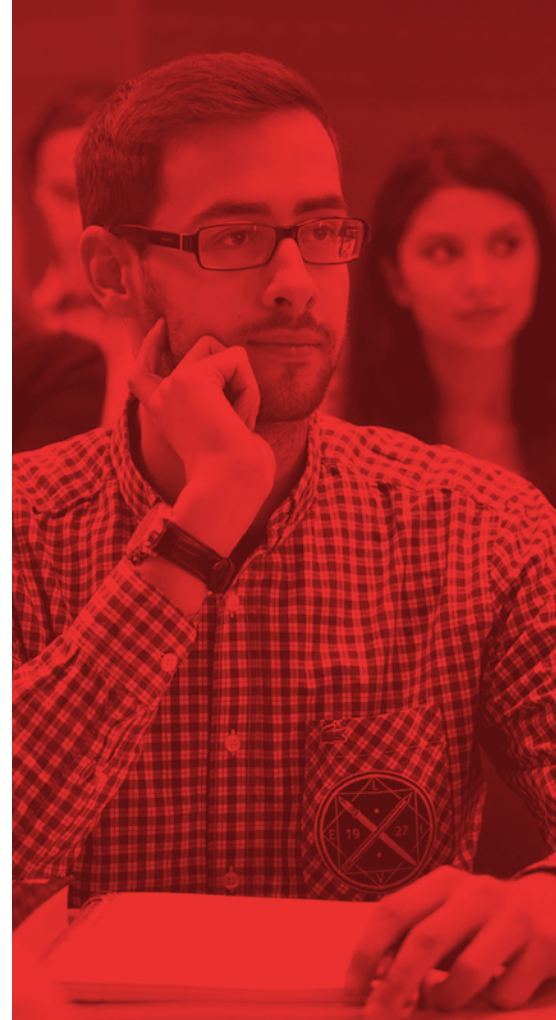
As part of the campaign, the Haskayne School of Business has a target of raising \$120 million and we have made considerable progress since 2011 having already raised over \$50 million. With ambition to become a top-tier school, the campaign goals are helping to raise money for students, research, community engagement and capital.

Our supporters help us to attract rising stars, build strong community connections and continue vital research that looks to address some of the most pressing business problems of our times.

Only days after the official launch of the *Energize* campaign, we announced that Hal Kvisle, MBA'82, made a \$3 million endowed gift to support adventure leadership education at Haskayne. This gift ensures that leadership development at the school will be sustainable for decades to come.

The school, which was named in honour of Richard F. Haskayne in 2002, is proud of our legacy of working with generous contributors to the university who help us bring the power of transformative leadership at the Haskayne School of Business to the world.

To learn more about giving, visit haskayne.ucalgary.ca/giving



Students

\$30M

Student support funds scholarships, bursaries and awards. It enables the school to offer experiential and international learning opportunities as well as dedicated support for programs that cultivate student success.



Research

\$30M

Research funding allows the school to attract scholars to make discoveries through chairs, professorships and fellowships across all business disciplines. It also supports the writing and development of case studies to analyze real business challenges.

Community Engagement

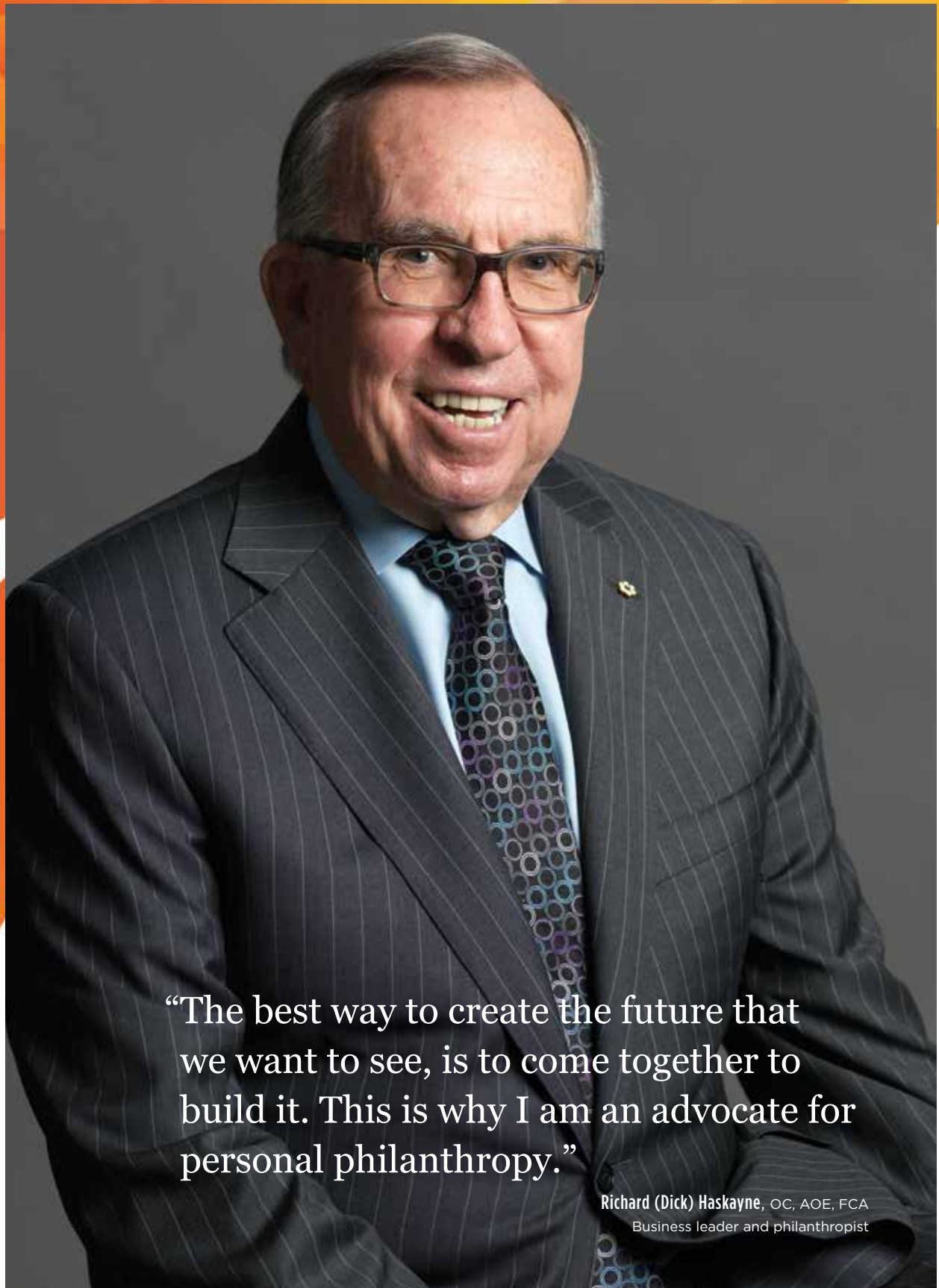
\$20M

Funding in support of community engagement builds meaningful connections to expand our knowledge with speaker series and symposiums to bring internationally respected leaders and visiting lecturers to Haskayne. Executives-in-residence will also share their expertise with students.

Capital

\$40M

Capital funding will support building a new home for Haskayne and to expand and renovate existing learning spaces. A new building and renovated Scurfield Hall will feature state-of-the-art classrooms with innovative technology to support teaching and learning, functional work study spaces and welcoming public areas to host speakers and events.



“The best way to create the future that we want to see, is to come together to build it. This is why I am an advocate for personal philanthropy.”

Richard (Dick) Haskayne, OC, AOE, FCA
Business leader and philanthropist

2015-2016 Haskayne

Donor List

\$15 MILLION AND OVER

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\$10,000,000 TO \$14,999,999

Ralph T. Scurfield^

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Flock Foundation
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* Alumnus of the Haskayne School of Business
** Honorary degree recipient of the University of Calgary
^ Deceased

2015-2016 Haskayne

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*2016 Advisory Committee Member. In January 2016, the Westman Centre for Real Estate Studies transitioned to a ten member external advisory committee.

2015-2016 Haskayne

Financials

FOR THE FISCAL YEAR ENDED MARCH 31.
(Thousands of Canadian Dollars)

Sources	2016		2015	
Base Funding	\$21,971	59%	\$22,136	60%
Endowment Allocation	2,617	7%	2,299	6%
Donations and Other Grants	4,504	12%	4,500	12%
Credit Tuition and Related Fees	6,271	17%	5,581	15%
Non-Credit Tuition and Fees	1,731	5%	1,728	5%
Sales of Services and Products	348	1%	368	1%
Non-Endowed Investment and Miscellaneous Revenue	19	0%	73	0%
Total Sources	\$37,407	100%	\$36,685	100%

FOR THE FISCAL YEAR ENDED MARCH 31.
(Thousands of Canadian Dollars)

Uses	2016		2015	
Salaries and Benefits	\$29,119	78%	\$27,346	74%
Materials and Supplies	5,097	14%	4,209	11%
Scholarships, Grants and Awards	1,016	3%	1,037	3%
Travel	1,734	5%	1,393	4%
Maintenance and Repairs	59	0%	238	1%
Transfers	617	2%	401	1%
Capital and Debt	(231)	-1%	265	1%
(from) to Unrestricted Net Assets	(186)	0%	(308)	-1%
Return to Projects	(42)	0%	1,841	5%
Return to Endowment	224	1%	263	1%
Total Uses	\$37,407	100%	\$36,685	100%

Base funding is distributed by the University of Calgary and primarily sourced from the Campus Alberta Grant. Endowment allocations are calculated as 4 per cent of endowment capital over a 16 quarter rolling market average. Increased use of the allocation relates to recovery of salaries and market supplements. Unrestricted net assets funded purchases of furniture, equipment, renovations and maintenance.



**We are excited for
what the future holds.
Please join us!**

Haskayne School of Business

2500 University Drive NW
Calgary, AB T2N 1N4
CANADA

haskayne.ucalgary.ca



UNIVERSITY OF CALGARY
HASKAYNE SCHOOL OF BUSINESS