

2020 Community Report

Ground breaking



UNIVERSITY OF CALGARY
HASKAYNE SCHOOL OF BUSINESS



Ground breaking year at Haskayne

Wow, what a year that was. Unprecedented. Unparalleled. Full of unknowns.

A year ago, who would have guessed we'd spend fifty-plus years of in-person practices to transition to mainly online education delivery? We couldn't have imagined transitioning our community events to virtual online engagements, or sharing research by webinars, and even our daily interactions to virtual connections. Challenge? Or opportunity...

In a year of unknowns, we focused on our core commitment to excellent teaching and learning, impactful research and meaningful engagement. With this focus, we've been able to excel in what will be an important year at Haskayne.

Most notably, we broke ground on Mathison Hall in May and the Haskayne Capital Expansion Project is now well underway as the doubling of our home space is on track. The large construction site in front of Scurfield Hall will be a new and inviting home, ready to welcome students in 2022.

We broke ground this year in the literal sense, but it was a groundbreaking year in many other ways as well. Our research production is now among the top Canadian business schools. Our faculty and instructors took it upon themselves to offer excellent online education and we are breaking ground in making sure our students are ready for tomorrow's careers. We broke ground by increasing total graduate student applications, doubling our DBA program and growing our Master of Management program by 200 per cent.

Our Creative Destruction Lab - Rockies is supporting groundbreaking work with their new stream for agricultural innovation. And our community has been behind us with groundbreaking generosity as the university wrapped up its *Energize* campaign with an amazing total of \$1.41 billion raised throughout the campaign, including more than \$111 million for our business school.

For every groundbreaking shift noted here, many people went above and beyond to make it happen. From our instructors who redesigned courses, students who embraced online learning, staff members who pivoted their long-running initiatives, community volunteers who made themselves available online to mentor our students, all of these groundbreakers have my most sincere thanks.

Haskayne is the place where big ideas come to life and bold leaders thrive - this year more than ever.

Jim Dewald
Dean, Haskayne School of Business

Breaking ground on our new home

In May, we began construction on the Haskayne Capital Expansion Project to serve our students and community. With completion targeted for 2022, the project features a second building, Mathison Hall, and enhancements to our existing space, Scurfield Hall.

This is a critical time for the school as we expand in support of our strategic growth and bold vision.

The Haskayne Capital Expansion Project positions us to create a home for our students by bringing all business classes back to the business school with new places to collaborate, study, connect and learn.

This student-centered learning environment will house new classrooms, study spaces, group meeting rooms, student advising and career services into one beautiful space. This space is essential to support the growth of our Bachelor of Commerce, Master of Management, MBA, Executive MBA, Doctor of Business Administration and PhD programs with state-of-the-art facilities and services.

“The Haskayne Capital Expansion project is an investment in the future of business education in Calgary and will bring immeasurable benefits to our students, province and economy,” said UCalgary President Ed McCauley.

“Demand from students for undergraduate and graduate business programs has grown significantly and we are matching this thriving demand for management education with incredible support from Calgary’s business community to make this project a reality.”

Since the University of Calgary announced the project in 2018, generous donors have contributed more than \$28 million of its \$40 million philanthropic goal. In addition to the gift of \$20 million from Ronald P. Mathison, other business leaders and alumni have invested in the project including Rob Peters and family, Michael and Renae Tims, as well as Mac and Susan Van Wielingen, through Viewpoint Foundation.

Generous donors have contributed over

\$28M

to the
Haskayne Capital Expansion Project

Designed to make a statement



100
student capacity
lecture hall

12
new
classrooms

300
person dividable
event space



Landscaping and promenade:

A new promenade marking a bold entrance and sense of arrival to the business school's buildings is among the many features of the nearby landscaping. This project will make green spaces accessible and create exterior environments for students and the community to enjoy.

Classrooms:

Our aim is to deliver all business courses at Mathison and Scurfield Halls, and the project will bring a total of 12 new classrooms to the Haskayne School of Business. This includes a new lecture hall with a capacity of 100 students, new classrooms ranging in size from 40 to 80 seats, and a new finance lab.

Unique spaces:

Mathison Hall was designed to make a statement. It includes a showcase piece 80-person open-concept round room that will be a unique hosting place for classes, group discussions and events. The space was designed to be about diversity, inclusion and equity, and draws inspiration from Indigenous communities and the importance of the drum, circles and layers.

Graduate student floor:

The fourth floor will cater to our growing masters programs, including our Master of Management, MBA, EMBA and DBA. All graduate-level academic and career services will be available here, as well as a 200 m² lounge exclusively for graduate students.

Events facilities:

A two-story event space, with a capacity of 300, that can be divided in two for simultaneous events. It will be an inviting space for public community engagement. The space will have built-in screens, a servery, storage area, coat check and waiting area.

Student success areas:

All student success services will be based in Mathison Hall with a one-stop shop approach. On the second floor, the undergraduate administration space will be a destination for students from the day they arrive until they finish their studies, with consultation services focused on academic advising and career services. On the top floor, academic and career services for graduate students will be available for Master of Management, MBA and EMBA students.



A new approach to learning

At the start of 2020, the COVID-19 pandemic profoundly impacted all aspects of life and business. It also dramatically shifted the way we engage with our students and deliver course material. To use a well-known business term, we pivoted quickly over the spring and summer and created an exceptional experience for students at all levels of study.

Haskayne's Teaching and Learning team played a crucial role in this pivot. They have one goal: to support faculty members in providing unparalleled learning opportunities for students. This hasn't changed since the onset of the pandemic, and in fact, they're more focused than ever on ensuring Haskayne is set up for success in the online world.

The team is proud and encouraged by how faculty members have embraced the opportunity – they have been innovating and experimenting with this new approach to learning. Using Zoom in creative ways (for example, the use of breakout rooms and polls), welcoming an unprecedented number of high-calibre guest speakers, utilizing online simulations and adapting their assessments for the online world. They aren't afraid to implement bold ideas and it's paying off.

Eighty-five per cent of Haskayne classes were held online in fall 2020. Bachelor of Commerce, MBA, Master of Management and PhD students Zoomed into the classes remotely. The Executive MBA program was the exception to this, with their classes delivered in person following all COVID-19 safety protocols.

Upon beginning his role on July 1, 2020, newly appointed Associate Dean, Teaching and Learning, Leighton Wilks formed a working committee and unrolled five key principles for online learning: connection, communication, compassion, consistency and confidence.

"These principles will drive how we show up for students in the fall semester and beyond," says Wilks. "We don't know what 2021 will bring, but our team at Haskayne is ready. Faculty have re-imagined what their classrooms will look like. It's an exciting time to be a business student."

"It's an exciting time to be a business student."

Classes weren't the only thing that transitioned online. The Haskayne Career Development Centre moved all their services online, including cover letter writing, job posting deconstruction and mock interviews. The fall is a busy time for undergraduate student club engagement – their events were hosted exclusively online. Our academic advising team didn't miss a beat and helped guide students via Zoom. Even international exchanges and study tours were hosted virtually.

There's a lot we can learn from times of great challenge and the benefits of online learning are plenty. Geographic barriers are no longer a concern, which means more opportunity to connect with the business community for enriched learning and connection. Whatever 2021 brings, our team is ready.



Shaping tomorrow's leaders

The University of Calgary and the Haskayne School of Business are taking a bold new approach to education and credentials, one that allows students to tailor their own educational path. Whether it's an embedded certificate that allows undergraduate students to supplement their degree with additional skills, or post-graduate certificate to enhance an MBA student's knowledge, Haskayne is pleased to extend our program offerings to students of all levels.

over
27,000
alumni

in **90**
countries

Two new embedded certificates

Officially launching in fall 2021. The Embedded Certificate in Leadership Studies will explore the foundations of leadership while building the necessary skills to succeed as a leader. The Embedded Certificate in Entrepreneurial Thinking teaches students tangible skills to help them as an entrepreneur: resiliency, creative problem solving, mitigating risk and innovation.

Two new post-graduate certificates

Both certificates are geared to MBA graduates who wish to deepen their data analytic skills. The Graduate Certificate in Management Analytics teaches students how to derive and communicate data-driven decisions and strategies. The Graduate Certificate in Business Intelligence and Data Analytics helps develop students' data management skills and increase their understanding of business intelligence and analytic technologies.

Two new MBA specializations in analytics

As Calgary expands into the tech industry, the need for data-driven talent continues to grow. Haskayne has added two new specializations to the MBA program: Business Intelligence and Data Analytics and Management Analytics. Aimed to provide students with knowledge of data analytics, this will prepare them to work with companies that are embracing the digital shift to becoming more predictive and productive.

University of Calgary's first Haskayne and Schulich double degree graduates

Varun Bhatt and Scott McNichol are the first two to graduate from Western Canada's first combined degree program in engineering and commerce. Students of this BSc(Eng)/BComm program take a mixture of engineering, science, arts and business courses. As a result, their engineering and business education is complemented with an entrepreneurial and creative thinking approach. McNichol says the degree offers something unique to his employers because of his understanding of "both the technical and the commerce side of the business equation."

Fall 2019: Haskayne School of Business

3,233
undergraduate students

341 are international students

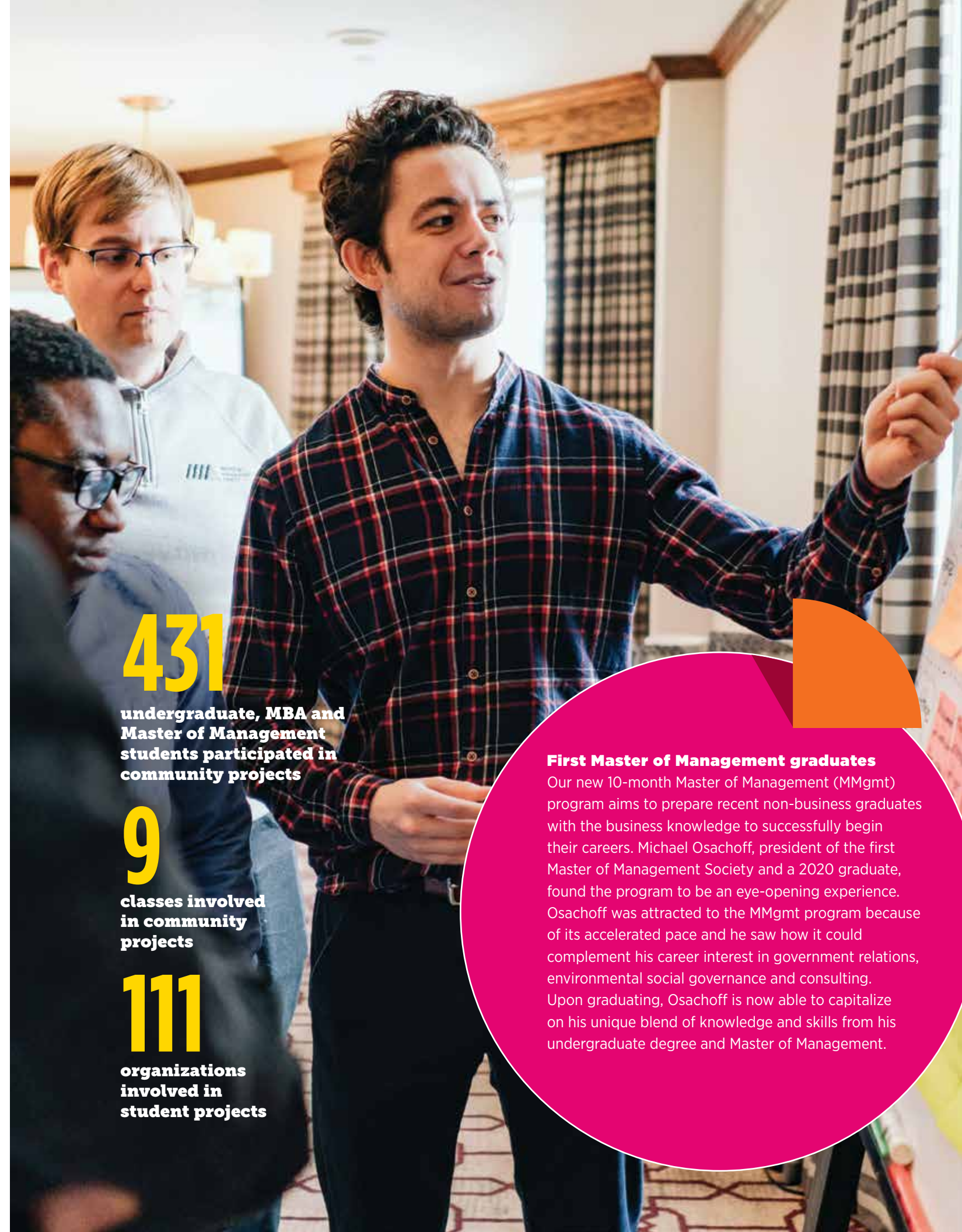
709
graduate students

94 are international students

3,942
degree students

435 are international students

43% female
57% male



431

undergraduate, MBA and Master of Management students participated in community projects

9

classes involved in community projects

111

organizations involved in student projects

First Master of Management graduates

Our new 10-month Master of Management (MMgmt) program aims to prepare recent non-business graduates with the business knowledge to successfully begin their careers. Michael Osachoff, president of the first Master of Management Society and a 2020 graduate, found the program to be an eye-opening experience. Osachoff was attracted to the MMgmt program because of its accelerated pace and he saw how it could complement his career interest in government relations, environmental social governance and consulting. Upon graduating, Osachoff is now able to capitalize on his unique blend of knowledge and skills from his undergraduate degree and Master of Management.



Breaking ground in entrepreneurial learning

Partnering to adapt

COVID-19 buried employment opportunities for students and placed businesses on shaky ground. The Mitacs Business Strategy Internship program, a partnership between Haskayne, Mitacs and employers, provided 42 four-month internship positions in Fall 2020. Students gained real-world experience and career connections. Businesses accessed valuable expertise to adjust their operations to respond to the pandemic.

Uncovering solutions to accelerate recovery

Haskayne MBA students Kim Trischuk and Molly Beckham won the top prize in the Hospitality and Tourism area of Bounceback YYC, a hackathon focused on solutions to accelerate the restart, recovery and return of the Calgary economy. Their solution? The Great YYC Staycation, a citywide scavenger hunt to support local businesses.

Strategic Leadership Development program for continual learners

For more than 20 years, Haskayne Executive Education has been delivering its flagship leadership development program, Business Essentials, helping hundreds of learners with tools and resources. With the need to move online, the program has also been redesigned with new content and interactive workshops, including an increased focus on strategy, decision-making and leadership. Learning from an Action Learning Project is still a vital part of the program, providing participants a chance to practice leadership. The new Strategic Leadership Development Program began in December 2020.

Continuing to excel in business case competitions

Haskayne students are known as fierce competitors on the national case competition circuit. These competitions have moved online so students can continue to have an opportunity to practice and develop business skills. In October, Haskayne students competed in the first-ever Virtual Case Competition UP at Universidad Panamericana. In this unique competition, the team got to work with students from other schools in the competition in two cases.

Entrepreneurship students pivot to digital pitches

The RBC Fast Pitch Competition was an online experience for the 56 undergraduate competitors and 142 parents, judges and community members. The top 10 teams from ENTI 317 and ENTI 201 pitched their venture via video and digital Q&A. The winner of the top prize was Hit System, with a wireless concussion detection system.

Learning beyond the classroom

Leadership centre introduces new certificate

The Canadian Centre for Advanced Leadership in Business (CCAL) developed a new embedded leadership studies certificate. The certificate is open to all UCalgary undergraduate students and focuses on building leadership skills that will benefit students in any organization, role or industry. It will be taught through a multidisciplinary approach and educate the next generation of Canada's leaders. The certificate officially launches in fall 2021.

Social entrepreneurship: do well by doing good

In 2020, the Trico Foundation Social Entrepreneurship Centre saw a total of 25 social entrepreneurship partners involved in the MBA capstone course MGST 715 – an increase from 17 in 2019. The centre also partnered with student club Enactus to create the Co-operation in Quality program. Twelve students worked with three social enterprises to gain real-world experience.

Broad reach for sustainability centre

The Centre for Corporate Sustainability (CCS) had a busy year of engaging with their community members through the longstanding Enbridge Research in Action seminar series. In 2020, CCS hosted four webinars that reached more than 620 people. Topics of note include sustainable finance, technology challenges in the energy industry and corporate innovation.

Community engagement and Calgary's real estate industry

The Westman Centre for Real Estate Studies had another successful year engaging with the Calgary real-estate community. Through academics, research and experiential learning, students had the opportunity to connect with professionals in their field. Highlights include a tour of the new Telus Sky building and the third-annual Haskayne Real Estate Case Competition.

CCS hosted four webinars reaching

620 people



This photo was taken prior to COVID-19.

The impact of your generosity

In 2020, the University of Calgary successfully completed *Energize: The Campaign for Eyes High*, the third-largest fundraising campaign in Canadian history. The passion, vision and devoted involvement of our philanthropic family here and around the world has elevated students, accelerated research, driven innovation, strengthened partnerships, and transformed our campus and our city. The campaign raised \$1.41 billion for the university and at Haskayne, this incredible support totalled over \$111 million for the business school. This support has bolstered the school and fuels our vision to be the place where big ideas come to life and bold leaders thrive.

With this support, the impact on business education has been monumental:



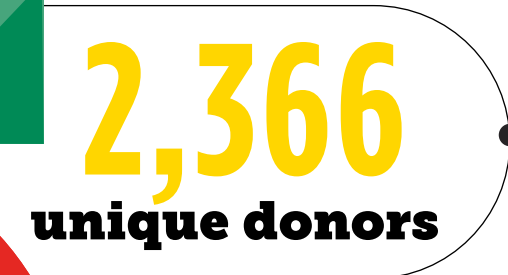
Construction on Mathison Hall

- Began construction on Mathison Hall
- Launched the Canadian Centre for Advanced Leadership in Business, the Hunter Centre for Entrepreneurship and Innovation, the Westman Centre for Real Estate Studies and the Trico Foundation Social Entrepreneurship Centre.

- Launched the Creative Destruction Lab - Rockies and three streams – prime, energy and agriculture – to connect startups with entrepreneurs, investors, scientists and students.
- Revolutionized student experience beyond the classroom with adventure-oriented programs where students develop skills and enhance their professional performance.



Wayne and Eleanor Chiu's \$5M gift from their Trico Charitable Foundation



Emily Chen, the first recipient of the Haskayne Legacy Scholarship

- Supported students in our dual degree program with the Schulich School of Engineering.
- Started the Richard and Lois Haskayne Legacy Scholarship, a \$100,000 scholarship for incoming students, the largest ever for the school.

\$100K
Richard and Lois Haskayne Legacy Scholarship

Building an innovation ecosystem

At a time when innovation and new approaches are needed most, the Creative Destruction Lab - Rockies, (CDL-Rockies) is enabling massively scalable, seed-stage science and technology-based companies to innovate, grow and connect.

CDL-Rockies brings together mentors (members of academia, including UCalgary scientists, economists and MBA students, expert entrepreneurs, titans of industry), corporate partners and community leaders from across Alberta and beyond to create a marketplace for judgement that can guide, inform and mentor participating ventures, increasing their probability of success. Ventures work with these mentors to sharpen objectives, prioritize time and resources, and raise capital.

“Having the buy-in from people who have built and invested in successful companies gives us moral support and confirmation of our vision,” says Justin Briggs, chief technology officer for Antora Energy, which was in the 2019/20 energy cohort. “It makes it seem more achievable, like maybe this crazy stuff can work,” he adds.

“The CDL network is truly building an innovation ecosystem that now spans across nine locations across the globe,” says Alice Reimer, site lead, CDL-Rockies. “Calgary is an important hub in this network, with unique expertise in energy and agriculture that we are leveraging to accelerate the solutions to solve industry’s most challenging problems.”

Now in its fourth year, CDL-Rockies launched its third stream, CDL Ag. Leveraging Alberta’s strong food ecosystem, the new stream focuses on ventures with technological solutions applicable throughout the entire Ag value chain – from producer to plate.

The first agriculture cohort comprised of 20 startups, spanned across Canada, the United States, France and Israel. Inclusive of an array of industry verticals including biotech, crop analytics and manufacturing. This new stream was made possible by a partnership with Nutrien (a CDL-Rockies Catalyst Partner).

CDL-Rockies also played a key role in the development and implementation of CDL Recovery, a new stream added globally in response to the COVID-19 pandemic. CDL-Rockies, in collaboration with all eight CDL sites, provided resources and support to execute the program over the summer. The stream concentrated on information-based solutions to accelerate the world’s recovery from the crisis. More than 400 mentors came together from around the world to guide an initial cohort of 99 ventures through the first global CDL program, which is being continued through CDL-Atlanta.

The 2019-20 cohort

Raised
\$38.2M in capital

37 Haskayne MBA students participated

Admitted
50 ventures with **24** successfully completing the program

The 2020-21 cohort

59 between the prime, energy and agriculture streams startups

239 with **62%** from Canadian venture founders applications

A diverse range of technologies amongst the three cohorts, including:

Health Devices • Water/Waste Treatment • Energy Storage • Crop Analytics • Biotech

Trailblazing in digital interactions

Meaningful community engagement is a pillar in the Haskayne 2025 strategic plan. As Alberta moved into physical isolation in March 2020, our communities – students, alumni, organizations and friends – were looking for connections. Haskayne delivered these connections, blazing a new trail in digital interactions.



Ethical leadership during a crisis

The Distinguished Business Leader Awards have recognized ethical leaders annually since 1993, but in 2020 the gala was postponed. Although we could not meet in person, we felt the need to celebrate ethical leaders was more important than ever so the Haskayne School of Business, the Calgary Chamber of Commerce and Calgary Foundation came together to host the Distinguished Business Leaders Summit: Ethical Leadership During a Crisis. Panelists included Mac Van Wielingen; Alan Norris; Dawn Farrell; George Brookman; Marcos Lopez; Alison Sunstrum; Joanne Ciulla, PhD; David Dick, PhD; Robert Thirsk and Deborah Yedlin. Nearly 1,000 people watched on June 17 and more have accessed the recording: haskayne.ucalgary.ca/distinguished-business-leader-summit.

Haskayne Hour reboots online

Experts in the field are paired with Haskayne faculty to provide unique perspectives to influence your business strategy and practice. This series was relaunched online in June 2020 with almost 300 unique views on the topic of COVID-19's impact on the workforce. Haven't been to a Haskayne Hour yet? See the June, September and December sessions online: haskayne.ucalgary.ca/haskayne-hour.

Haskayne Alumni Awards recognizing trail-blazing alumni

The Haskayne School of Business continued its proud 21-year history of recognizing distinguished alumni with the virtual 2020 Haskayne Alumni Awards. After some jazz and online mixology demonstration, we discovered how our Rising Star, Tara Weber, MBA'17, works to tell the stories of industry disruptors. We heard how the Big Ideas Bold Leaders award recipient, Cole Orobetz, BComm'05, proved the doubters wrong when he bet everything he had on his plant-based protein company that is now disrupting conventional supply chains. We learned how our Management Alumni Excellence award recipient, Al Monaco, MBA'97, manages disruption and diversity in today's business environment. Check out the full recording of the event online.

A conversation with Goldy Hyder

Haskayne's Global Business Futures Initiative hosted Goldy Hyder, President and CEO of the Business Council of Canada, for their inaugural event. Mr. Hyder spoke passionately about the impact of COVID-19 on Canadian business and what the landscape might look like post-pandemic. The perspective and knowledge of this UCalgary alumnus was a valuable take-away for our almost 200 virtual guests.

Sneak peek of our new building in alumni-only town hall

Dean Jim Dewald and moderator Sam Effah, BComm'14 (a native Calgarian, one of the fastest Canadians and a finalist in Amazing Race Canada) engaged online with alumni in July. Renderings of Mathison Hall were shared and alumni learned how Haskayne is supporting the business community and adapting both course delivery and student experience.

Moving up the rankings

Haskayne's 2025 strategic plan, Big Ideas Bold Leaders, set growing our programs and research as an important priority for the school's success. Haskayne is making great strides towards increasing our contribution to the global academic discourse in business research.

Innovative and impactful research is important for a few reasons. One, it addresses the challenges business are facing. Second, it allows us to contribute to the global academic discourse and in turn positions Haskayne as a leader in this area. And lastly, it allows us to attract top-tier talent to our already incredibly deep talent pool of faculty members.

In 2020, in order to track our growth compared to other Canadian business schools, we examined the number of journal articles published in top-tier journals, in a new list we call Eyes High Star journals. The school improved from 11th in 2015 to fifth in 2019, based on total number of articles in Eyes

High Star journals. This demonstrates the strides Haskayne is making toward its strategic goal of increasing its contribution to the global academic discourse.

"As a young business school, it is pleasing to see our growing and mighty team of researchers making a big impact with continual improvement on the elite Eyes High Star list," says Jim Dewald, dean of the Haskayne School of Business. "The University of Calgary is one of Canada's top comprehensive research universities and the Haskayne School of Business is proud to contribute to our drive to be in the top-tier of research in Canada."

Hiring new faculty members has been an important aspect of this increase, but so has setting clear expectations and targets. "We are elated to see these results and are proud of our researchers for their commitment to leading business research," says Yrjo Koskinen, associate dean of research at Haskayne.

Eyes High Star Journals Rank: number of articles

BUSINESS SCHOOL	2015	2016	2017	2018	2019
University of Toronto – Rotman School of Management	1	1	1	1	1
McGill University – Desautels School of Management	5	3	3	5	2
University of British Columbia – Sauder School of Business	2	2	2	2	3
Western University – Ivey School of Business	3	5	4	3	4
University of Calgary – Haskayne School of Business	11	9	9	7	5
University of Montreal – HEC Montreal	4	6	13	4	5
Queen's University – Smith School of Business	7	11	7	10	7
University of Alberta – Alberta School of Business	9	7	6	9	8
Simon Fraser University – Beedie School of Business	8	4	5	6	9
McMaster University – DeGroote School of Business	13	15	13	17	10
Wilfrid Laurier University – Lazaridis School of Business and Economics	10	13	9	7	10
York University – Schulich School of Business	5	8	8	10	10

*The Eyes High journal list is based on Scopus data and is comprised of 35 high-impact journals across business and management studies. The list provides guidance to Haskayne faculty regarding which journals to strive towards getting published in.

2020 Haskayne publications by the numbers:

62

peer-reviewed articles published

Five of these publications were in Eyes High journals,

a list of 63 leading journals across management fields

10

publications

were in top practitioner-oriented journals

3

books were authored or edited

13

book chapters were authored or edited

Moved from

eleventh in 2015

to

fifth in 2019

based on publication rates in top-tier journals from 21 research universities across Canada

Research funding awarded to Haskayne faculty from major Canadian federal grant programs:

\$356K+

Principal investigator

\$1,413M+

Co-investigator



Breaking ground across research disciplines

Female board presence boosts environmental performance

A study from two Haskayne researchers, Dr. Irene M. Herremans, PhD and Dr. Jing Lu, PhD, found that the presence of female board directors boosts environmental performance. The study suggests that there is a need to diversify boards to include female expertise, and adds to the evidence that women help strengthen the boards of companies. Their work addresses a pervasive concern in organizations: firms are struggling with gender diversity, especially in upper-level management.

Social and environmental connection to investing

Dr. Yrjo Koskinen, PhD, authored a study on the market collapse caused by the COVID-19 pandemic. The research shows an astonishing connection between a corporation's social and environmental policies and their financial performance. U.S. companies with strong environmental and social policies performed significantly better during the stock market collapse. "The policies almost act like an insurance policy against bad times," he said. The study also demonstrates the ability of Haskayne's faculty members and academia to adapt quickly during times of change – the paper was posted online in one month after the inception of the study.

Retail inventory and customer service

How can grocery store outlets track not just inventory, but demand for products? Dr. Osman Alp, PhD, explored just that. Alp's research suggests an alternative solution: allowing local store managers to

override the inventory system and make their own decisions. This key performance indicator would then be tied to the manager's compensation. Alp says his proposed system provides a more effective way to manage inventory that "minimizes shortages and maximizes customer service."

Royal Society of Canada inducts Haskayne researcher for the first time

In fall 2020, Dr. Sandy Hershcovis, PhD, was inducted into the Royal Society of Canada College of New Scholars, Artists and Scientists. Hershcovis is internationally recognized for her award-winning research on workplace harassment. She also has an impressive record of public engagement, serving on international expert panels and advising on public policies related to her work. Hershcovis' entry into this prestigious society further entrenches the Haskayne School of Business as a leader in management research.

Disabilities in the workplace

Haskayne PhD candidate Zhanna Lyubykh co-authored a study that found the quality of the relationships that people with disabilities develop with their supervisors explains workplace outcomes.

These outcomes include job satisfaction and performance evaluations, therefore it makes financial and ethical sense to provide better job accommodation for people with disabilities. This is particularly true as more businesses focus on the importance of workplace accessibility for their employees.

Family-run businesses vulnerable to 'bribery paradox'

Dr. Alain Verbeke, PhD and McCaig Chair in Management, concludes that family-run companies that frequently bribe government officials to get around perceived barriers only end up creating more obstacles for themselves. His co-authored study coins this the "bribery paradox" and extends into the political realm, as well. He cautions politicians: "Be very careful when you accept money from the business community. It may help you get elected, but they're going to want something in return, and this creates a new normal of corruption."

Spotting fake news

Dr. Raymond Patterson, PhD, and Dr. Hooman Hidaji, PhD, collaborated with four other co-authors from around the globe to create a fake news detector that produces a 97 per cent true positive rate. Using machine learning and heuristics, the researchers created an innovative approach to fake news detection that outperforms several detectors currently available. With the rise in attention on fake news in the cultural and political spheres, this research is of particular importance and timeliness.

Financials

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

Revenue/Funding Sources	2020		2019	
Operating Grant Funding & Credit Tuition	\$33,112	68%	\$31,187	68%
Donations and Other Grants	10,333	21%	9,435	21%
Non-Credit Tuition and Fees	1,352	3%	1,436	3%
Sales of Services and Products	952	2%	367	1%
Endowment Interest Income	3,034	6%	3,232	7%
Non-Endowment Investment Income	39	0%	1	0%
Total Revenue/Funding Sources	\$48,822	100%	\$45,658	100%

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

Expenditures/Use of Funds	2020		2019	
Salaries and Benefits	\$34,646	70%	\$33,793	76%
Materials and Supplies	5,687	12%	5,879	13%
Scholarships, Grants and Awards	1,048	2%	749	2%
Travel	2,228	5%	2,174	5%
Maintenance and Repairs	58	0%	38	0%
Transfers	1,833	4%	(67)	0%
Capital Purchases and Debt Repayment	3,736	8%	2,148	5%
Total Expenditures/Use of Funds	\$49,236	100%	\$44,714	100%
Total Revenue/Funding Sources in Excess of Expenditures/Use of Funds	(\$413)		\$944	

Operating Grant funding is distributed by the University of Calgary and is primarily sourced from the Campus Alberta Grant. Endowment allocations are calculated as 4% of the endowment capital's 16 quarter rolling market average.

Donor List

\$15 Million and over

Dick** and Lois Haskayne
Ronald P. Mathison

\$10,000,000 to \$14,999,999

Ralph T. Scurfield*

\$1,000,000-\$9,999,999

ARC Resources Ltd.
BMO Financial Group
Brawn Family Foundation
David* and Carol Byler
Chartered Professional Accountants of Alberta
CNOOC North America
CPA Education Foundation
Dave Duckett*
Enbridge Inc.
Estate of Marion Janet and Ian Stormont Forbes
Doug** and Diane** Hunter and Family
The Jarislowsky Foundation
Hal Kvisle**
Mrs. Ena Lee
Jack and Louise Lee
Charlie Locke*
J.R. (Burd)*** and M. Anne** McCaig
Oak Foundation
Rob Peters and Family
PETRONAS
RBC Foundation
David B. Robson***
Suncor Energy Foundation
Michael** and Renae Tims
Trico Charitable Foundation
Guy J. Turcotte
Jay Westman
Mac** and Susan Van Wielingen, on behalf of
Viewpoint Foundation
Clayton and Linda Woitas Family

\$500,000-\$999,999

Alberta Real Estate Foundation
ARC Financial Corp.
Brookfield Residential
BURNCO Family Foundation
Calgary Foundation
Campbell Family
ConocoPhillips Canada
Coril Group of Companies
N. Murray Edwards**
Wayne Henuset
HSBC Bank Canada
KPMG
Nutrien
Repsol Oil & Gas Canada Inc.
Suncor Energy Inc.
TC Energy

\$250,000-\$499,999

AIMCo
ATCO Group
Michael and Jacqueline Broadfoot
The Brown Family
Keith Brown
Calgary Foundation, Mother Teresa Fund
Calgary Real Estate Board (CREB*)
Canadian Association of Petroleum Landmen
Canadian Natural Resources Limited
Pat and Connie Carlson
The Carrera Group
CN
Michael and Heather Culbert

Estate of Walter B. Dingle*

FCC
The Great-West Life Assurance Company
Evan Hu
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