

ALUMNI connections

FALL | WINTER 2017-18

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Shahauna Siddiqui MBA'01

2017 Management
Alumni Excellence Award recipient

Message from **the Dean**



With the summer break having come to an end, Scurfield Hall is once again bustling with students and professors are hard at work preparing for a new school year.

This year will be particularly special.

As a school, we're getting ready for our big celebration. This Alumni Weekend — Sept. 22-24 — we look forward to celebrating the school's 50th anniversary. It's a big milestone, and when I look out my window onto the NuWest Common in Scurfield Hall, it's inspiring to see the school we have become in so little time.

Our programs, our research, our students, our connections to the community, our impact, all of these have grown significantly in just five decades. In that time, nearly 25,000 Haskayne alumni have graduated from the school. It's exciting to think of the impact they are making!

In this issue of *Alumni Connections*, you'll see a few of those stories. There's Grant Wallace and Austin Frank, a grandfather and grandson who both came to Haskayne and credit their success to the education they received here. And there's Alice Reimer, an alumna who has returned to Haskayne to help to get the Creative Destruction Lab Rockies off to a flying start.

You'll also read about how quickly supply chain management is growing in Calgary and how our school is assisting to educate the next generation of leaders in the field.

We are also thrilled to be recognizing Shahauna Siddiqui, who will receive the 2017 Management Alumni Excellence Award — I am proud we are able to recognize her service to the school and community.

I am looking forward to seeing you all at our 50th Anniversary Open House on Friday, Sept. 22, and our 50th Anniversary Gala Celebration on Saturday, Sept. 23. We have a lot to celebrate, so let's celebrate together!

Sincerely,

Jim Dewald

Dean, Haskayne School of Business

Haskayne **through the generations**

Alumnus Austin Frank follows in his grandfather's footsteps

By Ashley Tymko

Competitive by nature, **Austin Frank, BComm'17**, knew that he would need a unique learning environment as he embarked on his university career.

"Being a hockey player, I grew up a very competitive person. I knew I would need to get an education and learn in a competitive environment because that is how I personally grow and develop," says Frank.

Frank, who initially intended on applying to Queen's University, was swayed by his grandfather, **Grant Wallace, MBA'06**, to consider UCalgary's Haskayne School of Business.

Wallace returned to school in his 70s and received his MBA from Haskayne.

Frank explains, "My grandfather Grant never went to university, but it remained one of the top things on his bucket list to do before he died."

"I was a good student," says Wallace. "I graduated from high school with good grades at a time when scholarships were very scarce. Our family of six did not have the resources to send any of us away from home to get a degree. My mother was a teacher and was disappointed that none of her four children would have the opportunity to attend university. I promised her then, 'one day I will go back and get my degree.'"

Wallace holds the record as the oldest person to receive an MBA in Haskayne's history, graduating at 72 years old. A dealer at Canadian Tire, Wallace said that business took off after his time at Haskayne and hoped that Frank would get the same experience he did.

"I got a lot out of the MBA program. My sales nearly doubled in the eight years after my time at Haskayne when I accepted a new market opportunity in Brandon, Manitoba. I took a new approach to a different market, re-merchandised the store, changed the inventory systems and improved HR systems — this clearly gave us a strong connection with the Brandon community," says Wallace.

While studying at Haskayne, Wallace developed a strong relationship with Bob Schulz (a.k.a. Dr. Bob), a Haskayne strategic management professor for over 40 years. Schulz had a chance to play golf with Wallace and his grandson during a Chamber of Commerce golf tournament and learned that Frank was considering other



Austin Frank, BComm'17

business schools. He took that opportunity to tip the scales and convinced Frank of Haskayne's benefits.

"Dr. Bob started talking about the programs Haskayne had to offer, but it was the chance to compete in the Inter-Collegiate Business Competition (ICBC) that really caught my attention."

Things aligned and Frank pursued a finance degree at Haskayne. He competed for three years at ICBC and, in his last year, won a gold medal in business policy.

Haskayne not only gave Frank the tools to excel in the classroom and at business case competitions, but it gave him something else that he was not expecting.

"The one thing that surprised me about Haskayne was the sense of community from both the faculty and students.

"The faculty itself gave me more support than I could have ever hoped for, which a lot of students don't expect from a large university. The faculty have a genuine interest to see the students excel and it has made a huge difference, not only for myself, but for other students," says Frank.

The sky is the limit for this new grad who will be starting a full-time position as a strategy analyst in the fall.

If not for his grandfather and Dr. Bob, it almost didn't happen. As Frank says: "That golf game changed my life."



We'd love to hear from you!
alumni@haskayne.ucalgary.ca



Climbing the ladder to success in a new career

How a Haskayne MBA program sharpened a former journalist's understanding of the global energy industry

By Doug Ferguson

Even as she stepped into her new job high in the leadership of one of Canada's top oil and natural gas companies, **Rhona DelFrari, GEEMBA'15**, says she never could have predicted the turns her career has taken.

"I've never in my career been able to think much more than a year ahead, but it keeps things more exciting that way," says DelFrari, a former TV journalist who was recently named vice-president, communications and reputation management at Cenovus Energy. "I work hard and I'm always open to try anything new, so things generally work out."

She credits her promotion in part to her decision, with the support of her company, to take the Global Energy Executive MBA (GEEMBA) program at the Haskayne School of Business. It allows working professionals to not only upgrade their skills through courses that are delivered in intensive face-to-face modules and online learning but also take part in trips to energy hot spots around the world.

"It really opens your eyes to all aspects of the global energy industry beyond your day-to-day job," says DelFrari. "Students from around the world are coming to this program."

After earning an honours degree in journalism and mass communications from Carleton University in Ottawa in 1994, DelFrari spent 15 years as a broadcast journalist at private and public TV stations in five provinces, including senior management roles.

But as declining ad revenues and deepening cutbacks hit newsrooms across Canada, she decided to go into communications in 2008 as a media relations advisor with Encana Corp. She finds the oil industry to be a worthy challenge.

"Every single person, every single day, is touched multiple times by it, so it's a really exciting industry to work in," she says. "People don't often think of the oil industry as one that's being innovative, but there's so much innovation in it. There have been huge changes over the years and there will continue to be even greater changes, especially now when it comes to the focus on greenhouse gas emissions."

As she rose up the corporate ladder, DelFrari realized she needed to gain a deeper understanding of the industry. She found the finance and strategy classes provided by the Global Energy Executive MBA program to be particularly valuable, especially when she took a leadership role on the strategy team at Cenovus.

"I might not be the one personally doing the financial analytics, but because I have had the background and learned the basics as part of the MBA, I am able to take the work that my colleagues are doing with our financial models and be able to examine the results, ask the right questions and help guide the decisions that are being made," she says.

DelFrari also undertook real-life case studies that went beyond the oil industry. Assignments covered everything from commodities trading and renewable energy to environmental and stakeholder issues, with many requiring people to study actual situations involving their employers.

The program also involved five trips to energy hubs around the world including Beijing and Shanghai in China, Doha in Qatar, London in the UK, and Houston in the United States. During their tours, GEEMBA students visited energy facilities and met with senior energy company and government officials.

The growing importance of environmental issues was brought home during the visit to Beijing, she says. "We were stuck on the highway because it had closed due to smog," she says, adding the long-term goal of Cenovus is to encourage solutions that allow the continued production and use of oil for energy while creating zero carbon emissions.

DelFrari found her graduate education at Haskayne to be both relevant and timely. "It's essential for me to understand what the broader context is for the energy industry, and what some of the challenges are that are coming in the future," she says.

"We have to try to be one step ahead of what's about to impact our business. The materials that I learned in the Global Energy Executive MBA program had a huge influence on my thinking."

Learn more about the GEEMBA program

haskayne.ucalgary.ca/programs/gemba

Alumni paying it forward

Jon and Heather Fennell create a new scholarship for future generations of sustainability professionals



“ The world needs interdisciplinary, holistic solutions to the many problems that we face. ”

Jon and Heather Fennell, Photo by Kelly Hofer.

How can the oil and gas industry continue to improve its sustainability practices? How do we stop working in silos to solve sustainability challenges? How do we as a society better protect our water resources?

If you've asked yourselves questions like these, you're not alone. So too have husband and wife alumni Jon and Heather Fennell. They're hoping that the people who can answer those questions will be University of Calgary students.

The Fennells have created the new Fennell Sustainability Graduate Scholarship through an endowment that provides \$5,000 annually for full-time master's level students in the Sustainable Energy Development (SEDV) program — a multidisciplinary program coordinated between the Haskayne School of Business, Schulich School of Engineering and the faculties of Law and Environmental Design. The Fennell scholarship will help dedicated graduate students who want to develop a holistic knowledge of energy and

environmental management to help solve sustainability challenges facing the world.

“When we looked into various programs, we found that the SEDV portfolio was the broadest, encompassing various faculties, and this was very appealing,” says **Jon, MSc’95, PhD’08**, a principle hydrogeologist and vice-president of consulting and water security at Integrated Sustainability. “This type of multidisciplinary holistic approach to problem solving is what we as a society will need going forward. The industries I’ve worked in and supported over the years have suffered from siloing — looking at things from a somewhat limited perspective.”

“The world needs interdisciplinary, holistic solutions to the many problems that we face. It made sense to Jon and me to establish a scholarship that prepares our young adults to develop and execute solutions that are truly sustainable,” adds **Heather, BComm’84**.

Jon has always been very passionate about water — so much so he’s co-authoring a book

about the topic — and feels that it’s one of the most important and least understood resources that we have. “I don’t think a lot of people know where their water comes from, the value it generates in our economy, or the importance that it has for our environment. My desire is to raise awareness and literacy around water in any way that I can,” says Jon.

“My interest in sustainability was shaped by my career in the oil and gas industry, rather than the other way around,” adds Heather. “Although the companies I worked for had environmental departments, I believe that much more can be done to make exploration, development and

production of our natural resource more conducive to, and respectful of, our natural environment. The SEDV program will help prepare our next industry leaders with the skills necessary to take on the challenges and opportunities to do these things better.”

“Education is an important part of moving our society forward. Jon and I have benefited from the privilege of higher education and believe it is very important to pay that privilege forward. This program is intensive, requiring students to apply themselves full time, and it is our hope that the scholarship will help ease their financial burden so they can focus on their studies.”

Passionate about sustainability?
Learn more about SEDV
ucalgary.ca/sustainableenergy



“It’s great to see other people succeed”

Alumna wins award for dedication to community, students and employees

By Stephane Massinon

*Shahana Siddiqui, MBA'01
Photo by Jazhart Studios Inc.*

Shahana Siddiqui, MBA'01, remembers the days of red hot competition in the Calgary hiring market. In the world of recruiting and executive searches, it could be a challenging time.

Everyone was hiring and it was hard to stand out. Potential recruits' phones rang off the hooks with offers. It was at that time, back in 2008, that she co-founded her search company BluEra believing she and co-founder Catherine Bell could do it better than others.

“All of the search firms were sort of the same. They offered the same model. We felt there was a more holistic perspective to look at search,” says Siddiqui.

BluEra would shake things up. One of their first successes was their use of video to build their clients' brands in an unconventional way to highly sought-after prospects.

“They were making lots of money, so why leave?” says Siddiqui. “We had something unique and could say, ‘I know you’re super busy, but we have a great client. Instead of reading a five-page job description, there’s a two-minute video, why don’t you have a look at that?’”

“All of a sudden, people could see themselves wanting to work with these individuals. It wasn’t super professionally done video, but it got people’s attention. And if they didn’t want it, they were more willing to share it with people who were suited for the role.”

Their new video approach was just one thing that made them stand out. The other was their culture, commitment to community service and team structure.

“From a team perspective, we thought that we could structure the company in a different way,” says Siddiqui. “We wanted everybody to be involved in the strategy, the vision. We wanted everyone to truly hold the values of the company. We did strategy sessions together, everybody including the receptionist. There were no job titles. We weren’t hierarchical in our process.”

BluEra took off and the awards started coming in. Soon she’ll get another big one. Siddiqui is the recipient of the 2017 Management Alumni Excellence Award presented by the Haskayne School of Business and will receive the award as part of the University of Calgary Alumni Association Arch Awards on Sept. 22.

“I was a little shocked and surprised,” she says of winning the award. “It wasn’t something I expected, in fact I had no idea I was nominated. It’s a little overwhelming. It’s a big award and there are big alumni who have won it in the past, so you never put yourself in the same category.”

Siddiqui did her MBA at the Faculty of Management, as the school was then called, to grow her network in Calgary, despite acceptance offers from business schools in Eastern Canada. When she thinks back on her time at university, she remembers the incredible volume of school

work, the projects she did for clients, but also the close relationships she built with many people in her MBA class that she still keeps in touch with today.

“Ironically, it was an enterprise MBA at the time and I actually had no intentions of being an entrepreneur. I thought I was going to do investment banking. It wasn’t until Dr. Bob conveniently pointed out that I should be in HR instead of finance. He was totally right.”

After graduation, she came back to the business school to work and was tasked with trying to improve the school’s record in finding job placements for MBA students. She started by calling alumni and asking them to hire the great students she knew.

When she would send the employers resumés, she would always include one outside-of-the-box candidate who didn’t have the experience but was a great student who needed a shot.

“They would call me back and say, ‘Why did you put so-and-so in there?’ and I would say, ‘Because you need to talk to them and they would be great from a fit perspective.’ They actually ended up hiring a lot of those out-of-the-box folks and those students ended up working for them for years after their MBA.”

Even after leaving the university to go into recruiting, Siddiqui has remained an active volunteer with Haskayne. She is on the Management Advisory Council and has been heavily involved

with the Distinguished Business Leader Award since 2012. She was instrumental in growing the Distinguished Business Leader Award to the gala celebration of ethical leadership that it is now.

Giving back to the school is important to her.

“It’s for the students. They do amazing things and are amazing people who come through the university. They come out into the world and contribute hugely. It’s great to see other people succeed. They’re so bright and capable and energetic and positive.”

In 2016, BluEra was acquired by DHR International, a global executive search firm that she says has been a great fit as a family-run organization that supports entrepreneurs and has the same values that BluEra had.

Personally, she says the acquisition gave her the chance to go back to what she loves. “You start a business to do search, but then you spend time running the business: dealing with IT issues, marketing, events and hiring.”

Now, she’s more focused on her passion.

“There’s a ton of things that I love about search. One is figuring out our client and their strategy and where their gaps are and what they need. And then finding the right match for them. With the candidate that we find, it’s usually a better fit for them, for their career. Their career excels, they do well. It’s a win-win opportunity all-around.”

Engineering and Commerce working together

University of Calgary ‘miles ahead of the game’ with new combined degree program

By Ashley Tymko



May 16, 2017 \$5 million gift announcement from Clayton and Linda Woitas and Family for the BEng, BComm joint degree program launch.



Jim Dewald, Elizabeth Cannon, Carson Woitas, Linda Woitas, Clayton Woitas, Josh Woitas, and Bill Rosehart. Photos by Kelly Hofer.

Last year, Varun Bhatt was an exceptional first-year engineering student looking for a way to combine engineering with his passion for entrepreneurship.

Sustainability is important to him, so much so that in 2013 he started an LED lighting business with the goal of spreading green living practices throughout Calgary.

“Once I started this endeavour, I knew I wanted to be an entrepreneur,” says Bhatt.

So when the University of Calgary began a new joint program between the Schulich School of Engineering and the Haskayne School of Business, Bhatt, along with eight other students, jumped at the opportunity to enroll in the first cohort. The program, the first of its kind in Western Canada, allows students to earn both a Bachelor of Science in Engineering and a Bachelor of Commerce undergraduate degrees in as few as five years.

“This degree program is a great way to create new leaders in this ever-changing global landscape.

We need leaders who can adapt quickly and answer to the current needs and demands. I believe this program puts University of Calgary students way ahead in the national and international job markets,” continues Bhatt.

This program equips students with the tools to solve problems from both an engineering and business perspective.

“Calgary is the de facto engineering capital of Canada and is also home to many head offices of large national and multinational companies,” says **Dean Olafson, BSc’86, MBA’93**, vice-president, major projects, IPAC Services Corp. “As an engineer, when I went through the MBA program, it seemed the majority of my classmates were engineers. A joint-degree program is an efficient way to train and prepare engineers to assume the leadership and executive roles available in Calgary.

“We can grow what we need at home and benefit from the mutually beneficial relationships that continue to develop between the University

of Calgary and the local business community,” says Olafson.

The University of Calgary officially launched the program in the spring of 2017 with the support of a \$5 million gift from Clayton and Linda Woitas and Family. Part of the university’s Energize: the Campaign for *Eyes High*, UCalgary’s \$1.3 billion fundraising campaign, this gift will support delivery of the program in and out of the classroom, program marketing, student recruitment and scholarships.

“This city, province and country need exactly this kind of program and the graduates it will produce. We are thrilled our family can support this program and its students,” said the Woitas Family at the joint-degree program launch event.

In addition to the generous gift from the Woitas Family, the Jack and Louise Lee Family Energy Leaders Scholarships were also started to provide four prestigious \$10,000 scholarships annually

to students in the combined degree program. The scholarships are funded by a \$1 million endowment established by the Lee Family to recognize academic excellence and support the success of top students for years to come.

The program has also received \$100,000 from the Currie Family to support extracurricular learning opportunities designed to further enrich the student experience by connecting classroom learning to real-world application.

Cyndora Chan, another student in the joint-degree program, says, based on her experience so far, the program requires a lot of work. “It really enables you to develop good time management and work ethic,” says Chan.

“A lot of people go to university because it is vital if you want to get a good job,” says Chan. “If you want to differentiate yourself from everyone else, this is a great opportunity.”

Turning ideas into innovations



Right this minute, researchers across campus and inventors all over Alberta are working on an army of ‘next big things.’ The new **Creative Destruction Lab Rockies** at the Haskayne School of Business wants to get those ideas into the marketplace.

The Lab — one of three new locations of the Creative Destruction Lab (CDL) that started at the University of Toronto’s Rotman School of Management — is looking for science-based ideas to match with money, entrepreneurial mentors and MBA students. The program delivers nine months of coaching and support to help early-stage ventures design objectives with measurable deliverables.

“We want ‘seed’ and ‘pre-seed’ companies,” says Michael Robinson, the director of CDL-Rockies and a finance professor at Haskayne. “It might not even be a company yet. It might be a graduate student working on their master’s or PhD thesis that’s come up with an idea and they think they might be able to commercialize it somehow.”

Half the ideas selected by CDL-Rockies will be innovations around the energy sector and the other half will be in a variety of industries. “We will have a number of energy ventures, and we will also grow and nurture others in digital economy or health care or bio tech,” says one of CDL-Rockies’ associate directors, technology entrepreneur **Alice Reimer, BSc’99, MBA’03**.

Since the launch in May 2017, 12 founding partners have pledged \$3.6 million to support the establishment and operations of CDL-Rockies. “We’ve had a tremendous amount of support for the Creative Destruction Lab,” says Reimer, who is meeting with a lengthy list of potential investors in industry. “There is just a

Introducing Creative Destruction Lab Rockies

By Jennifer Allford



Alice Reimer, BSc’99, MBA’03

ton of buzz and excitement about the Lab coming to Haskayne.”

Entrepreneurs are excited too. Within weeks of launching, CDL-Rockies had received applications numbering in the double digits. “We will screen them, look at different characteristics, the background of the entrepreneur, the uniqueness of the business problem they’re trying to solve and the characteristics of the science they have behind their business idea,” says Robinson, who has worked with startups and in venture capital.

This first year, 50 semi-finalists will be identified. In early November, those 50 groups will pitch their ideas to CDL-Rockies staff and Haskayne MBA students who will do real-life due diligence. From this first screening, 25 finalists will be selected to present their venture to a group including CDL-Rockies chief scientists, UCalgary faculty

Steven Bryant and Steve Larter, as well as mentors and investors (called G7 Fellows and Associates). The number of finalists will double to 50 next year and eventually rise to 75 ventures per year.

The original CDL program launched at Rotman in 2012 with the goal of creating \$50 million in equity value over five years. It’s at \$1 billion and counting. CDL has expanded the successful program across the country, first with CDL-West at the University of British Columbia’s UBC Sauder School of Business. In May 2017, it created CDL-Montreal at HEC Montréal, CDL-Atlantic at Dalhousie University’s Rowe School of Business in Halifax and CDL-Rockies at Haskayne.

“Calgary is a great place for CDL,” says Reimer, who built, grew and sold technology company Evoco and is very much a part of the technology ecosystem in the city. We have an entrepreneurial culture — those who have ‘been there and done that,’ she says — and the city has deep knowledge and experience in the energy sector. Eventually, CDL-Rockies will become “a world-class centre,” adds Robinson.

“**What Creative Destruction Lab has the potential for is to demonstrate that we can create global billion-dollar businesses right here.**”

“Inventions are interesting, but they become innovations when they create economic or social value,” says Reimer. “What the Creative Destruction Lab Rockies has the potential for in Calgary, Alberta and the prairie provinces is to demonstrate that we can create global billion-dollar businesses right here.”

Interested in getting involved with CDL-Rockies?

cdl-rockies.com



Purchasing power

Calgary's burgeoning supply chain sector
is a key to economic growth

By Mario Toneguzzi

Although taken for granted, there is a very efficient system in place that moves product into the hands of consumers and businesses.

That process is supply chain management (SCM) and it's become a burgeoning sector in Calgary — a critical component of the economy, ensuring products are delivered from point of manufacture to their consumer destination.

“Nearly everything we do now in operations is effectively supply chain. We have to rely on those partnerships to provide our customers with the solutions that they need,” says **Gavin Exon, MBA’14**, director of operations for Exchanger Industries Ltd., which handles engineering procurement and manufacturing for heat transfer equipment for the global oil, natural gas and petrochemical industries.

Exon says it's a value-added component for the company's customers that it handles that piece of the supply chain.

“International sourcing is complicated. It's fraught with risks and challenges and just about anybody who has done global outsourcing or has done any kind of international supply chain knows that those challenges and those risks are there. For us, we've heavily invested in hiring good people and developing processes to manage those complexities to really add value for to the end customer,” says Exon.

The growth in the industry is a trend the Haskayne School of Business has identified. In 2012, there were eight students taking the supply chain management concentration. Enrolment today is up to 80.

“Over the past two decades there has been significant growth in the SCM sector. This comes from various sources. First, the oil and gas industry has embraced supply chain management. Second, Calgary has become a logistics hub for Western Canada with companies like Walmart and Canadian Tire having major logistics hubs locally,” says Haskayne's Jaydeep Balakrishnan, professor of Operations and Supply Chain Management, and director of Canadian Centre for Advanced Supply Chain Management and Logistics.

“Further, service organizations such as Alberta Health Services and universities have created supply chain organizations to reduce costs and help operations. I believe the existence of a strong logistics industry has probably blunted the effect of low oil and gas prices. Currently, because of low oil prices and the end of major oilsands projects, the Calgary SCM sector is facing some challenges in terms of employment. But the long-term trend is positive due to the value provided by effective SCM, not only in the oil and gas business but also in other industries.”

Supply chain professionals have the skills to allow better informed decisions to be made within the supply chain. This results in both cost savings and more effective operations.

“We've moved well beyond the ‘three bids and a buy’ approach to just buying. We do need a high level of sophistication, purchasers not buyers,” says Exon. “The distinction I would draw between the two is purchasers are more strategic in how they do a commercial arrangement and build deals beyond the basic economics. More strategic in terms of how they manage their supply chain, in how they generate more sales and in their operations planning. They are looking toward building networks rather than just a list of suppliers.”

Attend an upcoming Supply Chain event

haskayne.ucalgary.ca/casl/events

Haskayne Through the Years



UNIVERSITY OF
CALGARY



Opening of Scurfield Hall (1986)



Haskayne School of Business
renaming of the Faculty of
Management (2002)



Commerce students in the
Faculty of Business playing
a computer game (1967)



Student Kim Hoang updates
her course schedule (1992)



Intercollegiate Business Team coached by Larry Wood
and Bob Schulz (1992)



JDC West Competition Team (2014)



Student Volunteers: Naheed Nenshi, Jean Mulligan
and Leslie Yee (1992)



Scurfield Hall (2016)

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Managing Editor
Dana Silver

**Join us for Haskayne's
50th anniversary celebrations!**

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