

# Expanded home for the Haskayne School of Business

Construction begins  
Fall 2019

## **SPRING 2019**

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## Message from **the dean**



Dr. Jim Dewald, dean, Haskayne School of Business. Photo by Kelly Hofer

**T**he myriad of ways that business skills are put to use continues to astonish me. The expertise in accounting, finance, organizational behaviour, business technology and supply chain that is nurtured here at Haskayne gets uniquely combined with a mix of entrepreneurial thinking and individual passion. What results is amazing.

The students in this issue are tackling some big challenges, including the pension underfunding crisis and social stability for nannies. Although these problems may seem unrelated, dig deeper and you'll see that the solutions are rooted in many of the same disciplines and our students' entrepreneurial approach make them uniquely qualified to face them head-on.

Our alumni mix passion and business skills with an unyielding entrepreneurial spirit.



MowSnowPros was born out of necessity, and has now blossomed into a thriving business connecting contractors to jobs in 10 cities across Canada. X-Culture was founded by a PhD alumnus who is taking international business education to a whole new level, connecting business students around the globe to work on real-world consulting problems.

Big ideas have also been on the research agenda at Haskayne, and our researchers have received international attention. Investigating the shift from manufacturing and physical corporations to knowledge and digital corporations and how it changes public companies has been a focus for Dr. Anup Srivastava, PhD. Beyond his impressive scholarly publications, his Harvard Business Review articles — five in 2018 — have been downloaded tens of thousands of times, republished and used as teaching materials in leading business schools.

Entrepreneurship and the family firm has been a research focus for Dr. Jess Chua, PhD, who has received both a Lifetime Influence and Impact Award from the Family Enterprise Research Conference and an award for the most impactful entrepreneurship article in the past five years.

Interested in big ideas? Follow our social media channels where we share stories of our students, alumni and faculty. We would love to hear the interesting challenges you have tackled with your Haskayne education.

Sincerely,  
**Jim Dewald, PhD'06**  
Dean, Haskayne School of Business

## Haskayne team's solution to pension underfunding crisis is a winner

**Undergrad finance team goes head-to-head with grad students who specialize in pension investing at McGill case competition**

**By Karen Perl-Pollard, BA'95, Haskayne School of Business**

**N**inety teams from around the world submitted papers for the McGill International Portfolio Challenge, which is in its second year. The challenge was to solve a pension underfunding issue for a defined benefit pension plan offered to public servants, covering teachers and local government employees.

Coach Tom Holloway was impressed when the Haskayne team, SH Consulting, was selected to be one of the 25 finalist schools. He was elated when they secured first place, beating out teams from Cornell University; ESADE Barcelona; and Yale University.

"This competition has actually spurred a real interest in the pension fund industry," says Wyatt Phillips, one of the four members on the winning team. "This pursuit is fueled by my eagerness to utilize my education in finance to help better the public good."

Pension investing has a very real impact, ensuring financial support for people as they age. To inspire students to consider the field, Dr. Heather Munroe-Blum, OC, OQ, FRSC, chairperson of the board of directors at the Canada Pension Plan Investment Board, delivered a keynote speech at the event in which she encouraged collaboration to, "develop solutions to the looming pension crisis."

### **Multifaceted solution delivers the prize and priceless experience**

The Haskayne students proposed a solution that incorporated portfolio recommendations, changing contribution rates, decreasing benefits and transitioning from a defined benefit plan to a stacked hybrid plan.

"Our group quickly identified that we would be competing against graduate students who were quantitatively strong in fields such as financial engineering. Because of this, we decided to take a qualitative, holistic approach," says team member Daria Emami of the final presentation that delivered the \$25,000 prize. "We succeeded in this method because the four of us had differing, yet complimentary skill sets through

different professional and extracurricular experiences in the past."

Haskayne has a rich history spanning more than 40 years of participating in business case competitions. Complementing classroom learning, cases are a way to hone students' abilities to assess a situation, analyze the factors affecting the issue, collaborate creatively on a solution and present persuasively.



Team SH Consulting won top prize in McGill's International Portfolio Challenge. Holding certificates, from left to right: Alim Suleman, Daria Emami, Wyatt Phillips, and Rafael Silva. The team was coached by Tom Holloway and Dr. Rene Wells, PhD. Photo courtesy of McGill International Portfolio Challenge.

### **#Haskaynecompetes**

Check the hashtag

#Haskaynecompetes on social media to see news of students travelling around the world and providing new perspectives on business issues. For some, they are sharing their first time taking on the challenge of working on a team. For others, they are sharing news of other wins.





## Part-time gig evolves into flourishing lawn-care and snow-care startup for Haskayne grad

MowSnowPros founder Aidan Klingbeil shares his passion for entrepreneurship as a mentor to students

By Robyn Warsylewicz, Haskayne School of Business

**A**idan Klingbeil, BComm'13, started his first business when he was just 13 years old.

It was a lawn-care and snow-removal business that was originally intended to help him pay for his university education. Little did he know that his education at the Haskayne School of Business would help catapult his side hustle into a growing company after graduation. In 2017, Klingbeil and his team of contractors fulfilled 1,100 lawn-care and 1,800 snow-removal requests.

Klingbeil began his studies at Haskayne in 2009. An entrepreneur at heart, he naturally gravitated towards the courses in entrepreneurial thinking offered by the school. Taking at least one entrepreneurship class is mandatory for all undergraduate and graduate students at Haskayne, but Klingbeil loved it so much, he decided to pursue it as his major.

After graduation, Klingbeil spent a few years working in Calgary's tech startup scene, learning the ropes and applying his Haskayne

education to emerging businesses. But there came a tipping point when he decided to strike out on his own, and that's when MowSnowPros was born. "I quit my stable job before I was really truly ready. It was a bit of a risk, but it was a great time to start a business in Calgary, so I decided to go for it," he says.

MowSnowPros is an on-demand residential yard services company. Modelled after peer-to-peer businesses like Uber, MowSnowPros offers no-contract lawn-care and snow-removal services. The startup celebrates its third anniversary in 2018.

### Entrepreneurial skills put to use

Like any skilled entrepreneur, Klingbeil tapped into his own expertise, identified a gap in the market and capitalized on the opportunity. The value proposition of the company disrupts the traditional lawn-care and snow-removal service model where customers are locked into monthly

or seasonal contracts. MowSnowPros customers simply download its app, create an account and request services when needed.

This business is scaling at a quick pace — MowSnowPros is now in 10 cities across the country, with more additions planned for 2019. In response to this rapid growth, Klingbeil enlisted the help of friend and fellow Haskayne entrepreneurship grad Cody Steele, BComm'15. Steele is focused on the contractor side of the business equation. "We want to provide clarity and support for our MowSnowPros contractors" says Steele. "My job is to enable them to do quality work at a speed unmatched by our competitors. Our average delivery time, from user request to job completion, was three hours and 51 minutes last week. That's the wow factor customers will come back for."

Since launching, MowSnowPros has provided more than 260 contractors with the opportunity to earn additional income.

### Staying connected and giving back

Both Klingbeil and Steele are giving back to their alma mater in a tangible way. This fall, both will be mentors in Haskayne's BMO Mentorship Program.



The program matches students with mentors based upon factors such as personality traits, career objectives and industries of interest. Klingbeil and Steele are also working with the Haskayne Career Centre to recruit a university student to help with their social media efforts.

When asked what advice they have for students, both Klingbeil and Steele reply with similar words of inspiration: Passionately share your business ideas with anyone you trust and whose opinion you respect; get your ideas out of your head and into a conversation; your connections will allow you to be successful.

Stay connected to MowSnowPros by visiting [mowsnowpros.com](http://mowsnowpros.com) or following them on Twitter, Instagram or Facebook.



Aidan Klingbeil, Cody Steele





## Haskayne student leverages minor in women's studies to create award-winning social enterprise

**Sanya Chaudhry recognized for her work building Nanny Shack, supporting nannies through flexible child care**

**By Karen Perl-Pollard, BA'95, Haskayne School of Business**

“People ask me about my minor in women's studies and they say, ‘Isn't that just about feminism and stuff?’” says Sanya Chaudhry as she explains how her experiences contributed to the idea behind Nanny Shack, the venture that she will pilot in the next couple of months. “It is more than that. It shows the social problems that social enterprises are working to solve.”

Chaudhry may not fit your typical vision of an entrepreneur. She teaches pre-school music and science. She works in child care. Her passion for youth is evident. Her drive for social change is top of mind.

### **Then came Entrepreneurship and Innovation 317**

Entrepreneurship and Innovation 317 is a mandatory course for all Haskayne undergraduate students. Not all graduates will become entrepreneurs, but entrepreneurial thinking is as fundamental as critical thinking in creating effective leaders in the workforce and community.

As a part of this course, students create a venture, figure out a need that they are going to address, research the solution and put together a plan.

“I didn't know I wanted to stay in business until I took entrepreneurship,” says Chaudhry.

The problems that Nanny Shack looks to resolve are twofold. The first is to help nannies transition from full-time live-in positions to a more independent situation. Many nannies are newcomers who are hired by families in the hope of staying for two years and gaining their permanent residency in Canada. Being so closely tied to one employer can put a nanny in a vulnerable position if the family's needs suddenly change or, in some cases, if the situation turns abusive. Nanny Shack, in its full vision, will provide full-time employment, housing and, hopefully, a larger community for the nannies they will hire.

The second challenge that Nanny Shack addresses is the need for flexible, drop-in and overnight child care. Chaudhry sees Nanny Shack filling a gap for professionals who work varied shifts, sometimes at night. Calgary currently has no licensed overnight childcare; Edmonton has two.

### **A winning idea**

Chaudhry's Entrepreneurship and Innovation 317 group won the wild card spot in their semester for the RBC Fast Pitch Competition. This optional competition has students pitching their venture to a panel of community leaders, vying for prizes that may help make their venture a reality.

Her team did not win, but the competition showed Chaudhry that the idea had potential that could go somewhere when combined with her passion.

In May 2018, she began working to make the dream of Nanny Shack a reality through the social enterprise incubator program at Thrive, called Incubator. September 2018 saw Chaudhry continuing to work on the venture in a directed studies course. And, in October she won a local pitch competition, Community Innovation Challenge. Chaudhry is gaining attention, recently being featured on the *CTV News* weekly segment: Inspired with Darrell Janz.

“

*I didn't know I wanted to stay in business until I took entrepreneurship”*

— Sanya Chaudhry

# Future home of Mathison Hall



Richard Haskayne, Ron Mathison

“

*Treating people with respect, acting ethically, holding high standards and always trying to do the right thing were shared values of my dad and Dick Haskayne.”*

— Ron Mathison

## Expanded home for Haskayne School of Business taking shape

By Stephane Massinon, BA'04, Haskayne School of Business

**W**hen it opens in 2022, Mathison Hall will offer business students a state-of-the-art learning environment, provide much-needed classroom space at the University of Calgary and propel the Haskayne School of Business to the next level.

The new building adjacent to Scurfield Hall is still being designed by architects at Calgary-based Gibbs Gage and Diamond Schmitt, but construction is slated to begin in fall 2019. The 10,000-square-metre building will feature dynamic classrooms equipped with innovative technology to support teaching and learning; welcoming public areas to host renowned speakers and special events; leading-edge corporate environments on par with that of downtown Calgary; functional and collaborative workspaces for individual and group study; and a student commons to enrich the learner experience.

All of this is possible thanks to the generosity of Calgary business leader Ronald P. Mathison, chairman of MATCO Investments Ltd., who made

a gift of \$20 million to help fund the building, in addition to a \$50-million commitment made by UCalgary to the school's Capital Expansion Project. Approximately \$10 million of the \$90-million project will support renovations to Scurfield Hall and the remaining portion of the budget will be raised through philanthropy.

Mathison's motivation was the special connection between his family and the school's benefactor.

“My late father, Ken Mathison, and Richard Haskayne were lifelong friends. This was the genesis of me wanting to make this gift,” he says. “Treating people with respect, acting ethically, holding high standards and always trying to do the right thing were shared values of my dad and Dick Haskayne.

“Today, the business school that bears Mr. Haskayne's name has come to embody these and other important ideals. So, my own belief in what the school stands for, and that very warm, lifetime friendship, offer a certain symmetry to

now building a Mathison Hall at the Haskayne School of Business.”

Richard Haskayne, Hon. LLD'97, echoes these sentiments.

“I've known Ron since he was a young kid — his family and mine literally lived next to each other in the small town of Gleichen,” he says. “His father, Ken, was like a brother to me.

Ron's a terrific guy. I've admired him and how he does business based on the principles his father taught him about ethics and how to treat customers, some of which his father learned in my family's butcher shop in Gleichen.”

Mathison Hall will provide a technology-rich, innovative learning environment and will facilitate meaningful networking opportunities across the university and the community.

Scurfield Hall has been the home of the Haskayne School of Business since it opened in 1986. Since then, enrolment in business

programs has tripled, and now only one sixth of the courses take place in the building.

“When our students enter Mathison Hall at the start of the 2022-2023 school year, they will launch a new era that will set the Haskayne School of Business apart,” says Haskayne Dean Jim Dewald. “The long wait will be worth it as our students, staff and faculty will have a wonderful new space purpose-built for unparalleled learning opportunities, exceptional student services and meaningful community engagement.”

Mathison's gift is part of the university's ongoing fundraising campaign, *Energize: The Campaign for Eyes High*, which is targeting \$1.3 billion in support. The campaign recently crossed the billion-dollar milestone in 2018 and is helping the university invest in new student experiences, innovation in teaching and learning, and fostering deeper connections with the community.

### To learn more

about investing in Mathison Hall and the Haskayne Capital Expansion Project, please visit [ucalgary.ca/giving](http://ucalgary.ca/giving) or contact Linda Dudek at [linda.dudek@haskayne.ucalgary.ca](mailto:linda.dudek@haskayne.ucalgary.ca)



# Procuring a sustainable future

By Jane Zhang, BComm'12, MBA'16



**L**et's be honest. Of all business functions, procurement is often one of the most underestimated departments when it comes to sustainability. Procurement professionals conduct supplier contract negotiations to achieve a clear dollar-savings target and it's the department that focuses on reducing costs. But aren't we overlooking our strategic capability to impact sustainability? Why can't we do both?

I believe we can — and must.

As the co-founder of ETCH Sourcing, a Canadian consultancy specializing in providing strategy and execution services in the sourcing, procurement and category management space, I see an opportunity for my profession. Growing up as a first-generation immigrant to Canada, it was like coming to a new world. Canada was far more advanced than China when I first moved here, and I've always wanted to play an active role in enabling the world to experience the same quality of life and standards as Canada.

These days, a lot of development has happened to drive change, but there are still so many areas in the world and at home where we can improve our contributions back to the planet.

Graduating from the Haskayne MBA program with a finance specialization and a focus in Global Energy Management and Sustainability, I found myself in a profession I loved and with an itch to do more to give back. I asked myself the same question many business professionals ask themselves: "How can I do the job I love, drive value and still impact the world?"

Procurement has always been an amazing function of the business, driving value and freeing up cash flow to be spent elsewhere in the organization such as development programs, marketing, hiring, research and so much more. As procurement professionals, we are the wizards that both internal and external stakeholders seek out to solve complex business problems. However, rarely do we ever see procurement at the forefront of sustainability initiatives. When sustainability programs are driven from corporate social-responsibility departments, they tend to be integrated into procurement as additional scores or checkboxes on supplier evaluations and are rarely proactively managed for impact.

At ETCH Sourcing, I've encountered numerous instances where procurement and business professionals defined their success by a dollar figure. However, I firmly believe what has — and will continue — to make us successful in driving savings within organizations is our focus on broader value creation. It is a magical moment when procurement stops focusing on the dollar figures and starts focusing on solving problems, building relationships and providing better services to the business. Once we stopped pushing for dollar savings, not only did operations become more fluid and stakeholder satisfaction skyrocketed, the savings also thrived!

The role of procurement is to help create, shape and execute on opportunities to drive value. We are uniquely set up to impact not only how a company's internal operations are managed, but we can also influence our suppliers' business objectives and, in turn, their suppliers'. We sit at the crossroads between multiple business units and wield the combined spend of the organization as leverage in negotiations.

Why, then, does this business function quietly sit on the sidelines of sustainability, instead of taking a more active role?

Procurement professionals spend so much of their day drinking out of the same firehose they use to put out the hundreds of daily fires that there is no time to drive sustainability impact. However, it is precisely for this reason that sustainable procurement is so powerful — by integrating sustainability into the procurement lens, very little of the day-to-day activity is changed, yet the final impact is significant.

A procurement project in electronic equipment waste-management can become an opportunity to create a circular economy through equipment refurbishment and resale to lower the cost of acquisition for developing markets; an opportunity to streamline packaging can reduce environmental waste; a building lease renewal can reduce a business' carbon footprint — the possibilities of sustainable initiatives are infinite, and all come hand-in-hand with increased value to the business.

As procurement professionals, we have the power to make magic happen; we make problems disappear and collaborate across the organization to create value out of thin air. With that power comes a responsibility. We must continue to drive improvement and push for a procurement processes that elevates the standard procurement goals in order to drive positive impact in both business and sustainability in the same breath.

**“**  
*How can  
I do the job I love,  
drive value and  
still impact  
the world?”*

— Jane Zhang





# X-Culture: a global movement for global business education

By: Robyn Warsylewicz, Haskayne School of Business

Haskayne alumnus Dr. Vasyl Taras launched international business education platform X-Culture nearly a decade ago, and it's coming to Calgary this year



You wouldn't teach someone to swim on a football field, so why restrict international business education to the four walls of a classroom?

That's the analogy Dr. Vasyl Taras, PhD'08, uses to explain the concept behind X-Culture. Each semester, the non-profit organization impacts 5,000 students from 167 universities in 40 countries across all six continents. In 2019, X-Culture celebrates its 10th anniversary. And it's just getting started.

After completing his doctoral studies at the Haskayne School of Business, with a focus on international human resource management and organizational dynamics, Taras' career took him to the University of North Carolina at Greensboro, where he currently teaches international business to undergraduate and graduate students.

Faced with the challenge of teaching global topics at a local university, Taras reached out to his network at the Academy of International Business for help and was blown away by the response. Within a few hours, Taras received thousands of responses from peers who were facing the same issue: how can we give business students hands-on international experience that prepares them for life after university?

When instructor Leighton Wilks joined Haskayne in 2011, he knew he wanted to develop a course on cross-cultural management, and X-Culture was the perfect fit. "The program offers an unparalleled learning experience that has impacted about 100 Haskayne students so far," says Wilks, BA'00, MBA'07. "X-Culture is a volunteer organization run by amazing people. It's an absolute pleasure to work with this group of international scholars."

## Student experience and X-Culture

"International business is a growing concentration of choice for students," says Taras. "It has become an integral part of every other

discipline in business. International experience is mandatory for business graduates now."

X-Culture participants work in virtual teams across time zones, language barriers, cultural differences and varying business environments, oftentimes never seeing each other face to face. They solve real-life problems presented by real-life companies. This can lead to challenges for the students, but is also a valuable source of high-impact learning.

## Opportunity for research is growing

X-Culture not only provides value for students, but it offers an incredible opportunity for researchers, as well. Due to the nature of the program, academics have unprecedented access to team data that is consistent, virtual, global, the same size (students are placed in groups of six) and reoccurring.

"Studying virtual teams is very difficult, but there have been six dissertations written from X-Culture data," explains Taras. "It's crowdsourcing. Having access to thousands of virtual groups per year could change the future of business consulting."

## X-Culture Calgary 2019

The successful program is expanding rapidly, with plans to create a youth category, grow the mentorship program and increase the research component of the project.

Here comes the exciting news: the X-Culture annual symposium is coming to Calgary in July 2019.

"I'm a lifelong Calgarian and I can't wait to showcase what we're all about," says Wilks.

"My goal is to have the participants go back to their home countries and promote Calgary and the great things we are doing."

Haskayne will welcome faculty members and students from all around the world to Calgary for X-Culture 2019 and we're looking for community support. Interested in getting involved? Contact Haskayne instructor Leighton Wilks at [lrwilks@ucalgary.ca](mailto:lrwilks@ucalgary.ca)





# Alumni Coffee Talk

**W**ant to catch up with someone? You meet for coffee. You have a great new idea to test? You meet for coffee. You are building your network? You meet for coffee. Here, we bring together Haskayne alumni for a virtual coffee talk — to learn more about them, the ideas that excite them and what they are doing now. Who knows what connections we will make?

On the heel of our recent visits to Toronto, this edition of Alumni Coffee Talk focuses on Toronto area alumni. Join in on the conversation with three of those alumni — and, if you're interested, continue it by reaching out when you are in the Toronto area.

Send us a note at [alumni@haskayne.ucalgary.ca](mailto:alumni@haskayne.ucalgary.ca) to let us know where the best coffee can be found and if you are interested in having coffee with us.

## Alix Haluschak, MBA'16

Senior Category Development  
Account Executive, P&G  
Toronto, Ont.

### My favourite places to go, see, visit, eat or vacation

If you've met me, you'll know that I'm a food enthusiast! My social engagements and travels

are often centred on exploring local food scenes, cooking and eating. Looking for me on the weekend? Check near the Pastéis de Nata (Portuguese custard tarts) at Toronto's St. Lawrence Market, or in a local cheese shop. In 2018, my culinary curiosity led me to many great cities. Last year's food highlights: Fresh Poke in Maui and late-night pierogi in Old Town Kraków.

### Connect with me

Get in touch with me if you're interested in chatting about my experiences in consumer-packaged goods, business development and marketing. You can also reach out to build your alumni network in Toronto or swap restaurant recommendations. As the previous co-chair of the Haskayne MBA Alumni Alliance, I created many lasting connections within Calgary and continue to find ways to connect and network in my new city, Toronto.

Professionally and personally, my goal is the same — create connections, build meaningful relationships and eat great food! As a natural connector and a relator, I love meeting and learning from others, as well as introducing people who would benefit from getting to know one another.

**LinkedIn:** alexandrahaluschak



Alix Haluschak

**Stephanie O'Born, MBA'12**  
Manager, IT Service Quality, Shawcor  
Toronto, Ont.

### My favourite places to go, see, visit, eat or vacation

As a native Torontonians who lived in Calgary for seven years, returning [to Toronto] has given me a chance to explore this dynamic city with a fresh set of eyes and play tourist on the weekends. Some of my new favourite places to visit are the Evergreen Brickworks' weekly farmers' market, Rosen's Cinnamon Buns (to satisfy my voracious sweet tooth) and Annabelle for fresh pasta.

As for travel? Wanderlust often gets the best of me. Travel, for me, is an education in difference and an opportunity to leave your comfort zone. Next up on my bucket list: Tanzania and the Czech Republic.

### Connect with me

Get in touch with me to expand your alumni network and build the vibrant University of Calgary community globally.

My background is in internal and external marketing and communications, so moving into IT was an exciting departure for me. As a non-technical person in IT operations, I offer a different, customer-centric perspective. My ability to consider the business from a macro level enables maximization of ROI and the implementation of best practices.

**LinkedIn:** stephanieoborn

**Email:** stephanieoborn@gmail.com



Stephanie O'Born

## Aakash Shah, BComm'16

Business Manager, Kiewit  
Infrastructure Group  
Toronto, Ont.

### My favourite places to go, see, visit, eat or vacation

I love travelling, even though I haven't made the most time for it in 2018. One of my main goals in 2019 is to take a trip every alternating month, so, if anyone is looking to get away, feel free to reach out. When I am in the city, I usually spend my weekends exploring different kinds of cuisines and playing squash or basketball. Gelato and Indian food are my little pleasures in life.

### Connect with me

I would love to grab a coffee or beer and learn more about your story, passions and successes. I am a community guy and am always looking for volunteer opportunities — feel free to chat with me about getting involved as a volunteer!

My background is in finance and management. I value long-lasting relationships and utilize my networking skills to build relationships inside and outside work. My interest lies in building a better world for the future generation of Canadians and contribute to this by building key infrastructure projects around Canada.

**LinkedIn:** aakash-shah-96316698

**Email:** a39shah@gmail.com



# HASKAYNE ALUMNI AWARDS | 2019

Celebrate the best of our Haskayne family at the 2019 Haskayne Alumni Awards and recognize the following outstanding accomplishments:

20th recipient of the **Management Alumni Excellence Award**

First recipients of the **Rising Star Award** and **Big Ideas Bold Leaders** Honorary Awards

**Thursday, October 17, 2019**

6-8 pm

Studio Bell, National Music Centre

Early bird ticket prices available until June 30, 2019

**[haskayne.ucalgary.ca/alumni/max](http://haskayne.ucalgary.ca/alumni/max)**



**UNIVERSITY OF CALGARY**  
HASKAYNE SCHOOL OF BUSINESS