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something.



Canadian Centre for Advanced Leadership in Business

2023-2024 Annual Report

October 2024 | Haskayne School of Business

Thank You

As I start my second year as dean of the Haskayne School of Business, I am filled with gratitude for the extraordinary level of engagement from our community of donors, volunteers, alumni, faculty and staff. It has been a true pleasure to meet so many incredible people, hearing about their passion for our school.

Haskayne School's collective of centres, including the Canadian Centre for Advanced Leadership in Business (CCAL), is a remarkable asset grounded in philanthropic generosity, business mentorship, student engagement and faculty expertise. Thanks to you, we are celebrating 20 years of Haskayne Wilderness Retreat in 2024, a key CCAL initiative and cornerstone of our renowned adventure leadership education.

The faces, stories and numbers you will find in this 2023-2024 CCAL Annual Report are direct results of your collective support and engagement. Thank you so much for sharing in our vision to be the place where people come to Choose Change.



With gratitude,

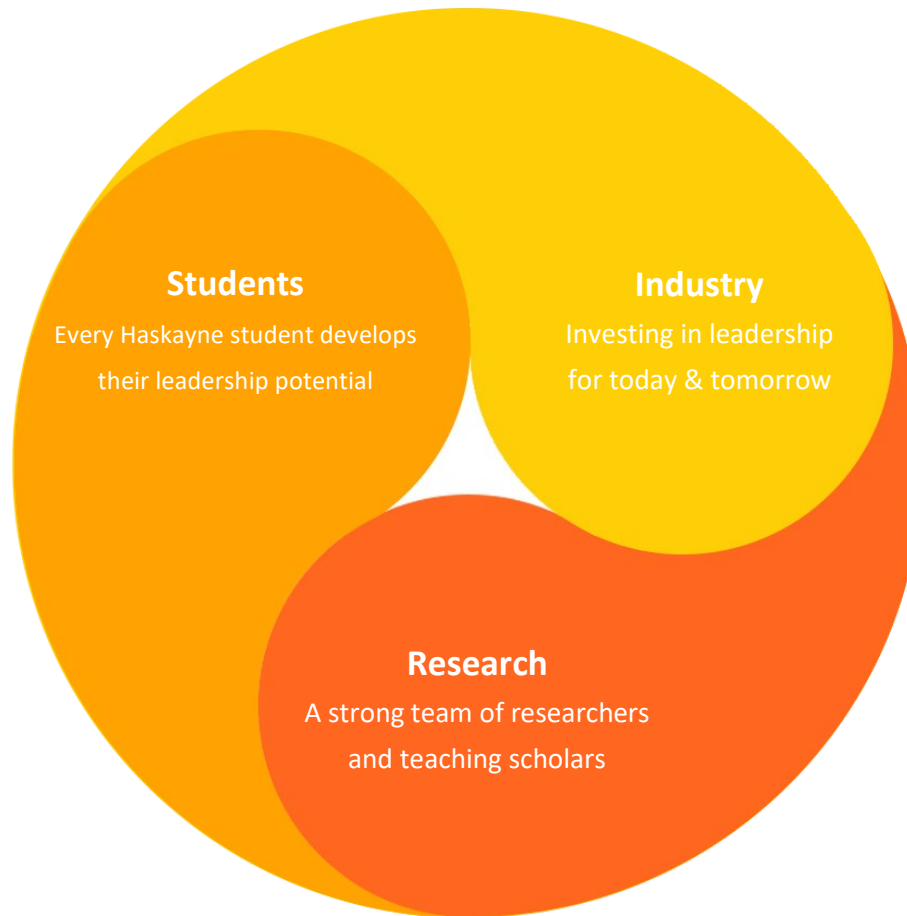
A handwritten signature in black ink that reads "Gina Grandy". The signature is written in a cursive, flowing style.

Gina Grandy, PhD
Dean, Haskayne School of Business

Our Vision and Mission

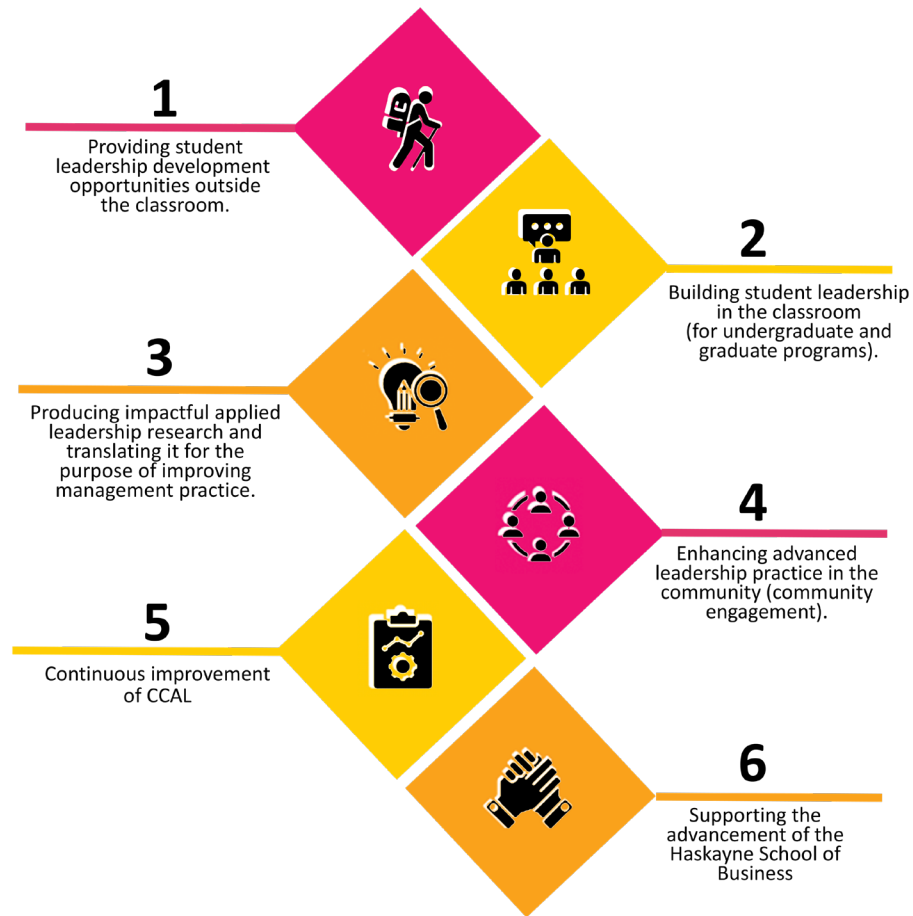
Vision: Evidence-based leadership education and research prevail in how people learn to lead.

Mission: To help people build their leadership and ethical capabilities for the betterment of society.



Our Mandate

CCAL is committed to **six activity areas**:



Aligning CCAL initiatives with our mandated activity areas

The chart below lists CCAL’s initiatives delivered in 2023-24. It indicates alignment with six focus areas as well as the annual number of students participated. Please refer to the notes section on the bottom of the chart.

CCAL Initiatives		1	2	3	4	5	6	2020-2021 Student participation	2021-2022 Student participation	2022-2023 Student participation	2023-2024 Student participation
		Providing student leadership development opportunities outside the classroom	Building student leadership in the classroom	Producing impactful applied leadership research and translating that research	Enhancing leadership practice in the community	Continuous improvement of CCAL	Supporting the advancement of the Haskayne School of Business				
HASKAYNE ADVENTURE LEADERSHIP											
1	Leadership Expedition		●				●	24	16	24	22
2	Wilderness Retreat		●				●	64	52	51	55
3	Leading in Complexity		●				●	24	31	30	n/a
BMO MENTORSHIP PROGRAM¹											
4	Mentorship Pairing	●			●		●	317	320	313	283
5	Kick Off	●			●		●	316	245	206	254
6	Mentor Connection	●			●		●	76	54	37	97 ²
7	Wrap Up	●			●		●	49	60	50	93 ³
JARISLOWSKY FELLOWSHIP IN BUSINESS MANAGEMENT											
8	Dinner and Discussion	●			●		●	39	82	204	211
9	Other Jarislofsky Events	●			●		●	290	88	79	140
HASKAYNE ETHICS STRATEGY											
10	Ethical Leadership Speaker Series + MGST451 Corporate Governance and Ethical Decision Making and MGST453 Ethical Leadership Lectures	●	●	●			●	347	904	655	621

PILOT INITIATIVES											
11	Vocal Agility Workshop		●				●				30
12	Inspiring Business Leader Award: Mentor Thank you invitation			●			●				5
CCAL RESEARCH CHAIR PROGRAM											
13	AAG Meetings			●		●	●	n/a	2	1	1
14	Longitudinal Leadership Development Study			●	●		●	n/a	n/a	n/a	n/a
15	Leadership Development Research Project			●	●		●	n/a	n/a	n/a	n/a
MARKETING STRATEGY											
16	CCAL Newsletter	●		●	●		●	1604	1701	1734	n/a ⁴
17	Media Impressions				●	●	●	n/a	n/a	n/a	29826 ⁵

Notes:

- 1- BMO Mentorship Program statistics include students and members of the community. All other programs report student participation.
- 2- The Mentor Connection event was expanded to include volunteer advisors from the [Haskayne Entrepreneurial Advising Team- HEAT](#) (16 advisors) and volunteer panelists from [The Real Deal Program](#) (4 panelists).
- 3- This year the Wrap-up Event was offered in-person. Between 2020-2023, the event was held exclusively online.
- 4- The newsletter was paused in 2023-2024 to allow for a refreshed focus on sharing updates through more current platforms like LinkedIn, alongside other Haskayne newsletters that highlight ongoing research at the school.
- 5- Includes 25,866 LinkedIn impressions, 2380 Instagram accounts reached, and 1040 clicks on UToday articles.
- 6- CCAL actively participated in supporting the graduate student orientations, led by the Student Services team, to showcase CCAL programming available to new students throughout their time at Haskayne.

Haskayne Adventure Leadership

ACTIVITY AREA 1 & 2: CCAL provides student leadership development opportunities inside and outside the classroom.

The Haskayne Adventure Leadership (HAL), supported by the Hal Kvisle Adventure Leadership Education Fund, continues to offer its staple programs. Led by HAL Academic Director Dr. Julian Norris and supported by experienced instructors Dr. Sarah Brown and Ryan “Gitz” Derange, these courses focus on leadership assignments, structured personal reflection, and ecological awareness to help students develop the skills needed to thrive as leaders in the modern business world. With support from CCAL, Indigenous Traditional Knowledge Keepers, and Outward Bound Canada, the courses provide students with opportunities to apply their skills in real-world situations, as highlighted by a BComm student: "It's a chance to put the skills we've learned to test in real situations, not just on paper."

The Haskayne Wilderness Retreat

A six-day retreat set in Kananaskis, the course helps prepare students to be authentic leaders of exceptional integrity, vision and creativity who can inspire and support others to achieve their best with a shared purpose in service to the common good.



Jul 2023 BComm Wilderness Retreat



Jul 2023 BComm Wilderness Retreat

The course centres around land-based learnings, the history and the politics of settlers and Indigenous relationships and the journey toward reconciliation with five overlapping main themes: Sustainability, Indigenous Ways of Knowing, Leadership, Ecological awareness, and Personal development and inner leadership.

Jul 2023 MBA Wilderness Retreat



“Learning about Indigenous history from those who lived it highlighted to me the importance of having holistic understanding as a leader and not relying on one story or voice to form leadership decisions .”

– Ennas Abbas, MBA Student

The Haskayne Leadership Expedition

A five-day mountain backpacking expedition in the Canadian Rockies helps students cultivate practical and transferable leadership skills.

Each day of the course, students have multiple extended opportunities to practice and receive feedback on their leadership skills through four inter-related roles as a Designated leader, Self-leader, Peer leader and Team participant.



Aug 2023 Leadership Expedition

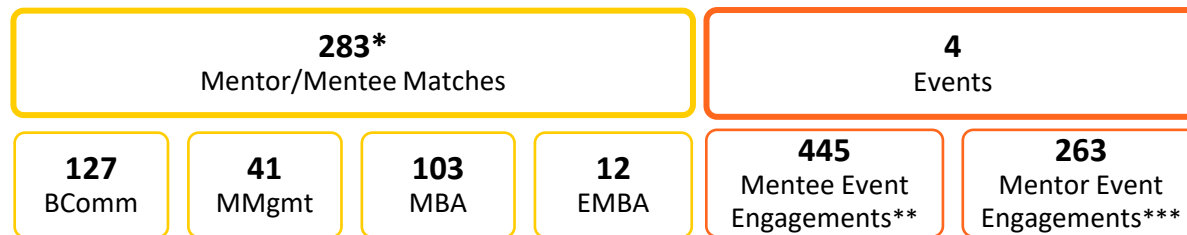


Aug 2023 Leadership Expedition

BMO Mentorship Program

ACTIVITY AREA 1 & 4: CCAL provides student leadership development opportunities outside the classroom and enhances leadership practice in the community.

2023-2024 Program by the Numbers



* Number of matches facilitated at the beginning of the program, October 2023

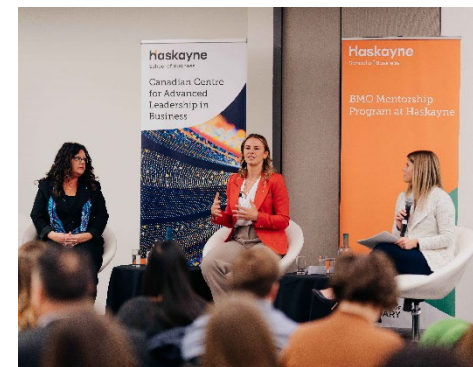
** Includes orientation workshop*** Includes orientation workshops and other Haskayne volunteers attending Mentor Connection

2023-2024 Highlights

Kick-off Event | Celebrating 21 Years of Successful Mentoring

The program began with a breakfast event featuring a keynote by Olympic champion Erica Wiebe, followed by a dynamic panel discussion with Erica and Dr. Gina Grandy, dean of the Haskayne School. The discussion focused on the importance of self-awareness and understanding one's values as they guide actions. The panelists also shared insights on setting micro-goals to achieve a bigger objective, as well as mentorship and leadership practices to help mentorship pairs initiate their relationships. During the event, mentors and mentees had the opportunity to set goals for their relationship and captured them in a time capsule activity. In addition to the in-person event, a virtual event was provided for those unable to attend in person in Calgary.

[WATCH ERICA'S VIRTUAL KEYNOTE HERE](#)



Moderator Jessica Bergen, right, with panel members from left: Dr. Gina Grandy and Erica Wiebe. Photo by Kelly Hofer

Mentor Connection | Strengthening Community Engagement

This year, the Mentor Connection event was expanded to include volunteer advisors from the [Haskayne Entrepreneurial Advising Team - HEAT](#) and volunteer panelists from [The Real Deal Program](#), allowing mentors to engage in meaningful conversations, expand their knowledge and community connections. The event featured a workshop by Jenn Lofgren, an executive and leadership coach for Forbes Coaches Council. The workshop focused on enhancing mentors' coaching and active listening skills to support their roles of fostering leadership and entrepreneurial skills in Haskayne students.



Wrap-up Event | Reflecting on the Mentorship Journey

For the final event of the mentorship program, two pairs of mentor and mentee were invited to participate in a panel discussion moderated by Dean Gina Grandy. During the discussion, Macey Emond, a BComm student, and her mentor Rachel Hughes, Senior Management Consultant at PwC, along with Muhaimin Pandhiani, an MBA student, and his mentor Colleen Pound, founder, and CEO of Proxure, shared their experiences and insights into their mentorship relationships. The panelists discussed various aspects of their mentorship journey, including navigating school and career decisions, and building trust to encourage open and honest conversations. They also provided advice to future participants on how to maximize the benefits of mentorship relationships with diverse individuals.



Mentor and Mentee Focus Groups | Enhancing the Mentorship Experience

In winter 2024, mentorship participants engaged in three focus groups facilitated by the Haskayne Centres team. These sessions aimed to deepen understanding and enhance the mentorship experience. Key takeaways for continuous improvement include:

- *Recognizing the diversity of student experiences* across programs and levels by customizing resources for both students and mentors.
- *Cultivating community* by fostering informal connections between mentors and mentees to increase camaraderie.
- *Leveraging technology* to streamline onboarding processes and provide easier access to resources for mentors and mentees.

Student and Community Impact



Ryan Stevens, a fifth-year finance student and mentee in the BMO Mentorship Program

UToday Story: Program Shows Power of Mentorship for Leadership Development

Ryan Stevens, a mentee and BComm student, discusses the program's significance in achieving his goals, while mentor Max Chan, Senior Vice President & Corporate Development Officer at Enbridge Inc., shares his experience of nearly 20 years in the program, highlighting how it has enabled him to forge lifelong relationships.

[READ THE ARTICLE HERE](#)

| [WATCH THE INTERVIEW HERE](#)

Thank You Mentors Video

Mentors generously give their time and share their experiences to help students develop personal and leadership skills. As a gesture of gratitude, mentees recorded thank-you messages for their mentors, which were shared during the Wrap-up Event.

[WATCH THE VIDEO HERE](#)

"From my mentor I learned to step out of my comfort zone to make the most of every opportunity for personal and professional growth. My mentor motivated me to confront and explore my fears, to turn them into opportunities for resilience and growth."

– Muhaimin Pandhiani, MBA Mentee

Phoebe!!! – Thank you! Getting to know you was such a great experience for me. I hope I was able to meet your expectations, and I feel privileged that I could be a part of your journey. Remember - I fully expect you to keep in touch so that I can continue to hear about your achievements and on how I can continue to support your development. Cheers! – Raj (*mentor*)

Interactive Appreciation Wall

A successful mentorship relationship depends on the amount of time and effort invested by both mentors and mentees in creating a rewarding experience. As a closing activity, participants were invited to express their appreciation for their mentor or mentee on a digital appreciation wall.

[EXPLORE MESSAGES SHARED BY PARTICIPANTS HERE](#)

Jarislowsky Fellowship in Business Management

ACTIVITY AREA 1 & 4: CCAL provides student leadership development opportunities outside the classroom and enhances leadership practice in the community.

The Jarislowsky Co-Fellows for 2023-24 Karen Radford and Irphan Rawji hosted transformative events to equip students with essential business and leadership skills.

- Workshops and personalized sessions emphasized the importance of etiquette, self-awareness and authentic leadership.
- Key themes during the Dinner and Discussion series included the integration of Indigenous values in business, effective communication and strategic goal setting.
- Smaller events fostered confidence, provided tailored mentorship and offered opportunities to practice leadership skills.

These experiences have not only equipped students with essential business acumen but also instilled a sense of purpose and inclusivity, preparing them to lead with integrity and empathy in their future careers.



2023-24 Co-Fellows Irphan Rawji & Karen Radford

[Read More About The Co-Fellows In UToday HERE](#)

FALL 2023 OFFERINGS		
September	<i>Mastering Business Dining</i> Workshop by Joanne Blake	41 students
October	<i>Co-Fellows Connect:</i> Personalized 1:1 Meetings with the Jarislowsky Co-Fellows	10 students
November	<i>Fall Jarislowsky Dinner and Discussion:</i> Three things you wish you knew early in your career with Dawn Farrell, Chris Fowler, and Saifa Koonar	107 students & 49 Industry Leaders



Sep 2023 Business Dining Workshop

“Today, I learned the proper way to pick up silverware, how and when to ask for salt and pepper, how to scoop your soup (I’ve been doing this wrong all [along], ha), when to get down to business talk, who pays the bill, who orders first, who eats first, and lots of other amazing business dining protocols...You would think these things don’t matter but I learned otherwise today.”
 – **Oluchi Ohanehi, MBA Student**



Oct 2023 Co-Fellows Connect

“I had the opportunity to meet with both Co-Fellows and was struck by how insightful yet distinct our conversations were. This experience highlighted that there is no single right way to be a leader. Instead, embracing your authentic voice and values is crucial, a common attribute I observed in both leaders.”
 – **Garima Mehta, MBA Student**

“MBA courses taught me about leadership from a theoretical perspective, while the Dinner & Discussion event provided practical insights into navigating leadership by allowing me to learn from interacting with esteemed leaders and engaging in panel discussions.”
 – **MBA Student**



Nov 2023 Jarislowsky Dinner & Discussion

“Saifa delivered a thought-provoking message, ‘Your hard work impacts your head work,’ underscoring the importance of being present in the moment rather than fixating on the future.”
 – **May-May Ogoigbe, MBA Student**

WINTER 2023 OFFERINGS

January	<i>Co-Fellows Connect: Personalized 1:1 Meetings with the Jarislowsky Co-Fellows</i>	10 students
	<i>Ask Me Anything Session with the Jarislowsky Co-Fellows</i>	10 students
February	<i>Knowing Yourself Workshop by Jarislowsky Co-Fellow Karen Radford</i>	29 students
March	<i>Winter Jarislowsky Dinner and Discussion: The Role of Business Leaders in Truth and Reconciliation with John Ralston Saul, Lisa Meeches, Mark Podlasly, and Jean Teillet</i>	101 students & 49 Industry Leaders
	<i>Becoming a Leader Workshop by Jarislowsky Co-Fellow Karen Radford</i>	21 students
April	<i>Coaching Session with Dawn Farrell</i>	19 students



Jan 2024 Ask Me Anything Session

"I am grateful to the Co-Fellows for suggesting and connecting me with industry professionals who can provide tailored mentorship and help me establish connections in the industry." – MBA Student

"[The] session provided me with a framework to explore and identify my core values, guiding me through a series of activities & discussions that enabled me to gain a deeper understanding of what truly matters." – MBA Student



Feb 2024 Knowing Yourself Workshop



“The key takeaway from the evening was the recognition that Truth and Reconciliation should be an integral part of our daily lives. It starts with educating ourselves about the history, culture, strengths, and needs of Indigenous communities. While acknowledging the long journey ahead, we were reminded that meaningful change can begin with simple, actionable steps.”
– Catalina Amaya, MBA Student

“The importance of centering the conversation on Indigenous voices lies in avoiding the assimilation of Indigenous peoples into Eurocentric worldviews.” – **Industry Table Host**



“The conversations challenged me, made me uncomfortable, and sparked my curiosity, all of which helped me learn and grow. I am grateful for the safe space created to have these important conversations.”
– Moji Ajele, MBA Student



Mar 2024 Jarislowsky Dinner & Discussion

[READ MORE ABOUT THE EVENT IN UTODAY HERE](#)



Mar 2024 Jarislowsky Dinner & Discussion

“Being put on the spot pushed me to perform the exercise spontaneously, which was great in helping me step out of my comfort zone. Karen also provided immediate feedback.” – MBA Student

“Experiencing hands-on exercises to confidently make requests was a valuable lesson learned. It also provided an opportunity to practice with fellow MBA students whom I had not known before.” – MBA Student



Mar 2024 Becoming a Leader Workshop

Coaching Session with Dawn Farrell



Apr 2024 Coaching Sessionw with Dawn Farrell

During the Fall Jarislowsky Dinner and Discussion, Dawn Farrell offered to host a workshop for women MBA students after one expressed interest in her leadership experience. The session focused on personal and professional development through reflection and actionable strategies.

Students learned valuable lessons about time management, prioritizing relationships to achieve both personal and professional goals, how to handle criticism and increase confidence and the importance of supporting each other to grow and succeed together.

Haskayne Ethics Strategy

ACTIVITY AREA 2: CCAL builds student leadership in the classroom

CCAL and the Haskayne School of Business continue to leverage “Giving Voice to Values” resources designed by Dr. Mary Gentile. The Giving Voice to Values curriculum provides fourth year students in Corporate Governance and Ethical Decision Making (MGST 451) with a framework and practical tools to navigate complex situations. Giving Voice to Values utilizes real-world case studies and role-playing exercises to help students develop scripts for voicing their values in challenging contexts.

Vocal Agility and Performance Psychology Workshop

ACTIVITY AREA 1: CCAL provides student leadership development opportunities outside the classroom

In October, CCAL offered a unique workshop to MBA, EMBA, and MMgmt students, where Italian-Canadian soprano Lucia Cesaroni provided instruction on tools for better vocal projection, general presentation skills, and techniques to conquer nerves and performance anxiety. This was a timely opportunity for many students who were about to deliver the first classroom presentations of their graduate programs.



Research

ACTIVITY AREA 3: Advancing Leadership Research

Launching 'Leadership Across the Lifespan' research project

In 2024, the Haskayne School of Business welcomed Dr. Sean Alexander to the Canadian Centre for Advanced Leadership in Business as a Senior Research Associate. Dr. Alexander's research focuses on developmental and quantitative psychology, with an extensive background in mental health, particularly examining personality differences in alcohol use among university students. Dr. Alexander uses longitudinal ecological momentary assessment and advanced statistical models in his studies. Ecological momentary assessments study people's thoughts and behaviour in their daily lives by repeatedly collecting data in an individual's normal environment.

His work has been published in several peer-reviewed journals, and he has presented at numerous academic conferences. His research covers a variety of related topics, including the relationship between humor and transformational teaching, aiming to uncover how humour can enhance teaching effectiveness and foster positive learning environments. Additionally, Dr. Alexander has provided statistical consulting for both academic peers and public health organizations.

Since joining the Haskayne School of Business, Dr. Alexander has actively engaged in research on leadership across the lifespan. In partnership with Tanbridge Academy, a private junior kindergarten, elementary and junior high school in Calgary, he is exploring leadership in very young people, providing valuable insights into early leadership development.



Dr. Sean Alexander

Progress on the 10-Year Leadership Study

The ongoing 10-Year Leadership Project, led by Drs. Nick Turner and Julie Weatherhead, is a multi-year research project that is the first of its kind in Canada to follow young people and explore their leadership development. Dr. Alexander is also a key contributor to the project and is responsible for designing and curating the second wave of this extensive longitudinal study. The Haskayne School would like to express our sincere gratitude to Cenovus Energy for their \$250,000 sponsorship of the 10-Year Leadership Project from 2023 to 2028.

Continuing Commitment to Research: articles funded by the CCAL Research Grants


- *Doing Leadership Development Through Mentoring in a Social Learning Space: The Case of the Inaugural Leadership Learning Lab* (Reynolds, G., Samuels, K. L., Din, C., & Turner, N.) – published in the Journal of Management Development in 2023
- *Microdosing Leadership Development: A Case Study of the “Learning with Leaders” Programme* (Deng, C., Gulseren, D., & Turner, N.) – manuscript submitted for publishing

CCAL in Social Media

CCAL LinkedIn Statistics: 819 total followers, 200 more in the last year alone. There were close to 26,000 impressions overall (25,866). CCAL posted on the Haskayne School Channel as well as directly on the CCAL LinkedIn Channel.

Haskayne School of Business
21,931 followers
3w • Edited •

Canada's business leaders play a crucial role in the country's Truth and Reconciliation journey. [...see more](#)



Indigenous Panel Explores Business's Role in Contributing to Truth and Reconciliation
news.ucalgary.ca • 3 min read

Moujan Gilanmorad and 13 others • 1 repost


Like Comment Repost

Organic impressions: 1,210 Impressions [Preview results](#)

[Read More Here](#)

Canadian Centre for Advanced Leadership in Business at Haskayne
824 followers
2mo •

In honour of #InternationalWomensDay, we celebrate **Karen Radford's** journey as a Jarislowsky Co-Fellow! As her fellowship concludes this spring, we extend our heartfelt thanks for two years of boundless energy and transformative li [...see more](#)



Moujan Gilanmorad and 69 others • 9 comments • 3 reposts

Like Comment Repost

Video views: 869 total [Preview results](#)

[Read More Here](#)

Haskayne School of Business
21,931 followers
2w • Edited •

And that's officially a wrap on our BMO Mentorship Program for the 2023-24 year! ✨ [...see more](#)



Catherine Heggerud and 145 others • 1 comment • 8 reposts

Like Comment Repost

Organic impressions: 9,210 Impressions [Preview results](#)

[Read More Here](#)

LinkedIn Videos:

HAL: [WATCH THE HAL STUDENT TESTIMONIAL HERE](#)

BMO MENTORSHIP: [WATCH THE BMO MENTORSHIP VIDEO HERE](#)

JARISLOWSKY: [WATCH STUDENT APPRECIATION VIDEO FOR KAREN RADFORD HERE](#)

JARISLOWSKY: [WATCH JARISLOWSKY DINNER & DISCUSSION STUDENT VIDEO TESTIMONIAL HERE](#)



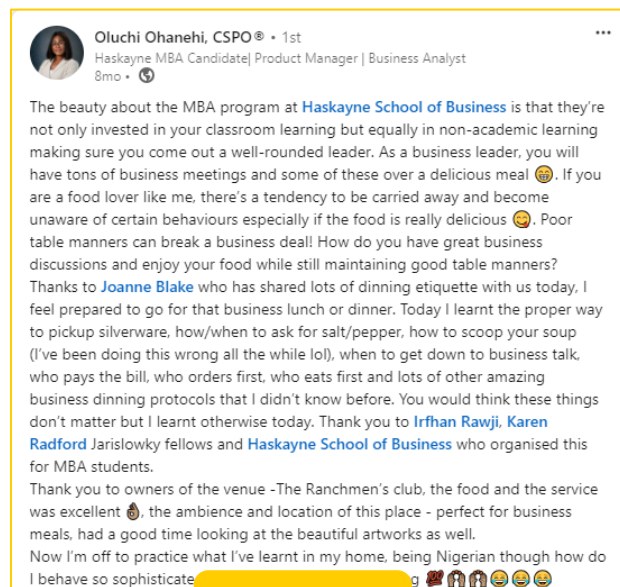
[Read More Here](#)



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CCAL Instagram Statistics: 794 total followers and 2380 accounts reached over the last 6 months.



With
Lucia Cesaroni
October 16, 2023

Exclusive
Workshop

Jarislowsky
Dinner &
Discussion
November 3



Students register by Feb. 23

Mark Podlasz

John Ralston Saul
Moderator

Lisa Meeches, CM

Jean Teillet

Jarislowsky
Dinner & Discussion
March 1

A promotional graphic for the Jarislowsky Dinner & Discussion. It features four circular portraits of the speakers: Mark Podlasz, John Ralston Saul (Moderator), Lisa Meeches, CM, and Jean Teillet. The text indicates that students should register by February 23 and that the event will take place on March 1.

CCAL UToday Statistics:

Four articles published over 2023-24

- [Program Shows Power: Mentor Leadership Development](#)
- [Business Students Learn Leadership in the wilds of Kananskis Country](#)
- [Redefining Leadership: Introducing 2023-24 Jarislowsky Fellows:](#) ranked 37th out of all UToday articles in highest readership
- [Indigenous Panel Explores Business Role Contributing to Truth and Reconciliation](#)

People shaping CCAL

We are grateful for the generous support from our donors, advisors and partners. Thank you for your commitment to the Haskayne School of Business.

CCAL was founded in 2012 through the generous support of:

ARC Financial Corp
ARC Resources Ltd.
Mac and Susan Van Wielingen through Viewpoint Foundation
Brown Family Foundation

CCAL programs, initiatives and research are currently supported by:

ARC Resources Ltd.
BMO Financial Group
Brown Family Foundation
Cenovus Energy Inc.
Jarislowsky Foundation
Hal Kvisle

CCAL is led by the Haskayne Centres team:

Jessica Bergen
Leah Bortolin
Abbi Alvarez Carreno
Omar Abdelwahhab
Moujan Gilanmorad
Colleen Kennedy
Sarvpreet Tuteja (MBA student)
Ella Wang (BComm student)