I am very pleased to share with you that your school, the Haskayne School of Business, is making significant progress in our ambitious goal to be one of Canada’s top business schools. I purposefully call Haskayne your school because as a public institution, we are proud of the role we play in creating and sharing knowledge that serves the local, regional, national and global environments.

This commitment drives our efforts every day as we deliver world-class business education to our students, research important business challenges, and engage with the business community in Calgary and beyond.

This year, we’ve unveiled our first-ever active learning classroom in Scurfield Hall. It is a revolutionary experience that puts technology front and centre. We have also launched an expanded mentorship program and given students an opportunity to compete for (and win) $100,000 in cash and in-kind prizes through a pitch competition. And then there are our case competitions. Simply put, nobody does it better.

Our researchers are tackling some of the most important questions in business today, from ethical leadership to the business of healthcare; from cost of capital variability to sophisticated global supply-chain systems; and from the economics of business technology to sticky-costs and energy regulation. We can only cover a fraction of the outstanding contributions, but this report is peppered with profiles of our faculty members’ groundbreaking work.

We are also engaging with the community like never before. Haskayne Hour, our breakfast series that matches business leaders with Haskayne researchers in a lively hour-long program, is a resounding success. A new speaker series in real estate studies brings international speakers to challenge our views on developing a great city. These are added to the long-standing series of energy and sustainability forums and presentations, and our one-of-a-kind entrepreneurship speaker series.

We are proud to have received many accolades in the past year. We ranked among the top five Better World MBAs by Corporate Knights. Thompson Reuters recently published the Alumni Index, placing the University of Calgary as number seven in the world, and the only Canadian university in the top 10 alumni ranking for energy industry executives and directors. It is humbling to see us ranked, by others, with Harvard, Stanford, Wharton, Cambridge and Oxford.

As we strive to be a top business school, we are helping the University of Calgary reach its Eyes High strategic vision to be a top-five research university in Canada by 2016.

All of these significant accomplishments are only possible through the dedication of our many stakeholders – alumni, faculty, staff, donors, students and community partners. To each of our team members, and to every person who has given their time, resources and wisdom, please accept my very heartfelt thank you.

Jim Dewald
Dean, Haskayne School of Business
Thank you for being a leader. Thank you for investing in Haskayne.

In 2011, the Haskayne School of Business launched the Where Leaders Learn to Lead campaign to jump-start the investments that will take the school to top-tier status. Our goal was to raise $50 million to support our vision to be an internationally recognized centre for business education, research and community engagement with an emphasis on those distinct elements that define Calgary and Alberta: ethical leadership, entrepreneurship and energy.

Thanks to the generosity of a community of donors, we have surpassed our $50 million goal.

“On behalf of the 3,500 students in our school, and the 200 faculty and staff who benefit daily, I want to give a very sincere and heartfelt thank you to our donors,” says Jim Dewald, dean of the Haskayne School of Business.

“Their contributions mean everything to us. Without this generous philanthropic support, we cannot achieve our goal to be a top business school.”

Where Leaders Learn to Lead was Haskayne’s largest fundraising campaign in a history that spans five decades. The generosity of our community is helping to position the Haskayne School of Business as a top business school and shaping the next generation of business leaders.

Business education is being enhanced through transformational leadership initiatives, the infusion of entrepreneurial thinking into the core curriculum and the scholarships that ensure access and allow students to engage deeply in their studies.

Research is being propelled forward through the establishment of three centres of excellence, the hiring of research chairs and the publication of research that contributes to business scholarship around the world.

Community engagement is creating synergies for students, researchers and the business community. Top business speakers from around the world come for the many industry speaker series hosted by the school. Dedicated stakeholders have brought their energy to our students as mentors, coaches and as employers.

We’re only getting started. Join us as we move forward and spark meaningful change in Calgary and beyond.
$6.2 M was invested in research chairs, professorships, fellowships and faculty grants – creating knowledge and seeking solutions to the challenges of our business environment.

Three new centres of excellence
Advancing the elements that define Calgary and Alberta
• Canadian Centre for Advanced Leadership in Business
• Hunter Centre for Entrepreneurship and Innovation
• Westman Centre for Real Estate Studies

New initiatives were launched to unleash the potential of the next generation of business leaders, including:
• Centre for Corporate Sustainability
• Global Energy Executive MBA
• N. Murray Edwards Trading and Finance Lab
• Student Experiences Fund

SIX new speaker series and seminar series were created to engage our community.

Over $13 M was added to the school’s endowment to provide sustainable funding for the future.

Over $5.2 M was invested in 127 student awards to support student success.

$4.3 M helped to improve student spaces and create innovative classrooms and workspaces.
The Haskayne School of Business was founded at the University of Calgary in 1967, and was named in honour of Richard F. Haskayne, OC, AOE, FCA, in 2002.

**OUR VISION**

The vision of the Haskayne School of Business is to be an internationally recognized centre of excellence for business education, research and community outreach, with a special emphasis on the distinct elements that define Calgary and Alberta: energy, entrepreneurship and ethical leadership.

**OUR PEOPLE**

<table>
<thead>
<tr>
<th>Total</th>
<th>Undergraduate and graduate students</th>
<th>Female</th>
<th>Male</th>
<th>(Total undergraduate and graduate students)</th>
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<tr>
<td>3,477</td>
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<td>45 %</td>
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| Executive education participants | 2,001 | 291 |

<table>
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<th>Career Centre co-op placements</th>
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<td>Total graduate and undergraduate students</td>
<td>219</td>
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<tr>
<td>Total</td>
<td>141 undergraduate</td>
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</table>

<table>
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<tr>
<th>International students</th>
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</thead>
<tbody>
<tr>
<td>Total undergraduate and graduate students</td>
<td></td>
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</tbody>
</table>

| Total faculty and staff | 192 |
| Academic staff | 87 |

**OUR PROGRAMS**

- Bachelor of Commerce (BComm)
- Master of Business Administration (MBA)
- Executive MBA
- Global Energy Executive MBA
- Master of Science (MSc) in Sustainable Energy Development
- PhD in Management
- Executive Education

**OUR RESEARCH**

- 97 publications including journal articles, books and book chapters
STANDING OUT

TEACHING AWARDS

Allan Ingelson received the “Faculty of Graduate Studies Great Supervisor Award” in September 2015.

Sharaz Khan, David Adams and Irene Herremans won awards for outstanding teaching from the Commerce Undergraduate Society, MBA Society and Haskayne PhD students, respectively.

Robert Malach and Justin Weinhardt won the SU Teaching Excellence Awards for the 2014/15 academic year. Brent Snider received an honourable mention and Jeremy Woo won as teaching assistant. Robert Isaac was posthumously added to the hall of fame.

CASE COMPETITIONS

Haskayne students finished among the top six teams in the Hult Prize Competition held in San Francisco. They were among the top 30 worldwide in concurrent regional competitions and were chosen out of 20,000 applications.

Haskayne students earned two gold, one silver and two bronze finishes at the 37th annual Inter-Collegiate Business Competition (ICBC) hosted by Queen’s University.

RESEARCH GRANTS

Chad Saunders, co-PI, NSERC Idea to Innovation grant.

Mohammad Keyhani, SSHRC Insight Development Grant.

Alexander David, 2014 SSHRC Insight Grant.

Barrie Nault, 2014 NSERC Discovery Grant.

ACADEMY LEADERSHIP

Giovani da Silveira, member of the SSHRC Insight Grant Selection Committee.

Robert Elliott, member of the SSHRC Doctoral Fellowships Selection Committee.

Peter Bowal elected Articles Editor for the Journal of Law, Business and Ethics.

James Agarwal appointed member of the Editorial Review Board of Journal of International Marketing (JIM).

Jaana Woiceshyn won an Outstanding Reviewer Award from the Managerial and Organizational Cognition Division of the Academy of Management (AoM).

CONFERENCE AWARDS

Piers Steel received the Best Conference Paper Award at the annual meeting of the Society for Industrial Organizational Psychology for the paper “Effect Size Benchmarks for Common I-O Topics around the Globe.”

Alain Verbeke and Liena Kanos paper “From the global factory to the asymmetrical network organization,” was nominated for the European International Business Academy (EIBA) Conference Best Paper Award.

James Agarwal and Mohammad Farrokhi won a Best-in-Track Paper Award (Branding and Brand Management Track) at the 2015 American Marketing Association Summer Marketing Educators’ Conference for their paper “Customer-Based Brand Equity: A Meta-Analysis.”
Advancing Business Research

As part of the university’s *Eyes High* vision to be a top-five research university, the Haskayne School of Business is committed to researching the most pressing challenges that businesses face. Faculty members publish in leading academic journals and present at global conferences to share their findings, which help inform management practices and decision-making.

RESEARCHERS AT HASKAYNE SHED LIGHT ON YOUNG WORKER INJURIES, GENDER DIVERSITY ON CORPORATE BOARDS AND PRIVATE COMPANY FINANCING

A new study co-authored by a Haskayne prof found that workers between the ages of 15 and 25 are more vulnerable to workplace accidents and less likely to report their injuries.

Prof Nick Turner and his research team found that about a third of those surveyed experienced at least one job-related injury in the last month, and may not know how to respond when faced with hazardous work situations.

The study was just one of numerous research projects undertaken throughout the Haskayne School of Business. In the last year, researchers from the school published 69 journal articles, including 10 in FT45 publications, wrote three books and 25 book chapters.

"Faculty members throughout the school are examining really important issues spanning areas such as marketing, human resources, finance, and so much more," said Loren Falkenberg, associate dean, research. "The potential impact of their work is significant."

The young worker study received national media coverage, as did a study by Haskayne and the Alberta Securities Commission, who together published the first Alberta Women on Boards Index.

That study provided greater visibility into the gender makeup of the boards of directors of publicly traded TSX and TSX-Venture companies for which Alberta is the principal regulator. It found that 22 per cent of their board directors appointed in 2015 are women.

In a separate study, Haskayne finance prof Ari Pandes is examining the lesser-known world of how private companies in Alberta raise money to grow their businesses. Using confidential private-market financing data, he is looking at the types of investors — friends and family, angel investors or venture capitalists — who finance private companies.

Pandes was Haskayne’s first recipient of an academic award grant from the Canadian Securities Institute Research Foundation.
Research and faculty at Haskayne gets a boost

In recognition of outstanding work at Haskayne, we were proud to launch Haskayne Research Fellowships, Haskayne Research Professorships, and Teaching Fellowships.

Haskayne Research Professors:
- Marco Bijvank
- Alex David
- Mo Keyhani
- Mehdi Mourali
- Won Oh
- Abu Rahaman
- Justin Weinhardt

Haskayne Research Fellows:
- Jim Muers
- Tunde Ogunfowora

Teaching Fellows:
- Norman Althouse
- Peggy Hedges
- Brent Snider
- Cameron Welsh

In 2013, Haskayne hired 10 new faculty members, the largest academic hire in a decade.

How are they doing?

10 articles published in top journals

34 conference presentations

3 SSHRC Insight Development Grants worth almost $190K total

James Coleman
Strategies for Unilateral Climate Change Regulation

Without a binding global climate treaty, nations must address the global problem of climate change through unilateral domestic policies. But unilateral regulation of a global pollutant presents novel questions for regulators. A nation cannot just look at how its regulations lower pollution within its borders. Instead, it has to adopt regulations that will encourage other countries to follow suit and discourage polluters from simply moving to countries with less regulation.

Of the main types of climate regulation, James Coleman advocates carbon taxes, and funding for green technology, rather than cap-and-trade systems and performance standards. Taxes and technology-funding are better because they are easier for a broad range of countries to adopt and they impose transparent costs that minimize disruptive fights over which countries are not doing their part.

Overall, if domestic regulators adopt transparent and simple regulations that allow other countries to follow suit, unilateral climate action can motivate global progress on climate change.
Creating Connections

At the Haskayne School of Business, growing our connections means actively engaging with those around us to create a more enriching learning environment for our students, a stimulating context for our scholars and a collaborative setting for our surrounding communities.

“Our goal is to make the Westman Centre for Real Estate Studies a centre of excellence and the premiere choice for students and practitioners looking to educate themselves on the future of the industry.”

Jyoti Gondek, Director, Westman Centre for Real Estate Studies

INAUGURAL INTERNATIONAL SPEAKERS SERIES BRINGS LEADING REAL ESTATE MINDS TO CALGARY

Building great cities requires bold ideas and innovative thinking. The Westman Centre for Real Estate Studies launched the Brookfield Residential International Speakers Series to bring together local and international experts to take a cross-sector approach to big thinking for Calgary’s future and discuss the relationships and risks involved in building great cities.

The first event in October featured two prominent speakers: Greg Zuckerman and Tom Murphy. Zuckerman is a bestselling author and has been part of several award-winning teams that broke major financial news stories for the Wall Street Journal. Murphy, former Mayor of Pittsburgh, was a tireless advocate for public-private partnerships as a means for encouraging revitalization and economic development in the city. Both speakers are influencers in their respective communities.

During their talks, Zuckerman discussed how experts often underestimate the power of creative and non-traditional thinking. Murphy recounted his experiences as mayor of Pittsburgh in changing the mindsets of stakeholder groups, and discussed the innovative solutions that can be created by bringing unconventional partners like universities to the table in city-building.

“Through this speakers series, we aim to stimulate engaging and thoughtful conversations about the complex and growing role of the real estate industry, both in Calgary and globally,” says Jyoti Gondek, the centre’s director.

In partnership with Brookfield Residential, the Westman Centre is committed to fostering relationships between the university and the broader community.
**Centre for Corporate Sustainability hosts ten speakers**

Two seminar series from the Centre for Corporate Sustainability—the ConocoPhillips IRIS seminar series and Enbridge Research In Action seminar series— are helping to make Haskayne a place of influence and thought leadership.

Over 750 people attended the ten combined events from both series to hear from such leading sustainability speakers as Nadine Gutz, the director of sustainability at Interface, and Bob Skinner, of the School of Public Policy.

**Haskayne Hour grows with another successful year**

It was an incredible year for Haskayne Hour—our ongoing commitment to connect academia and industry with thought-provoking discussions relevant to corporate Calgary.

The breakfast sessions at the Downtown Campus feature timely and relevant topics debated by experts from both sides of the desk: cutting-edge academic researchers alongside boots-on-the-ground industry professionals.

With over 500 people attending the series throughout the 2014-15 academic year, it is clearly a vote of support for these fast-paced events that gives the audience insight into the thinking of Calgary’s business leaders and Haskayne’s researchers.

**SPEAKERS FOR THE YEAR INCLUDED:**

- Mac Van Wielingen, Chairman of ARC Resources Ltd. and Founder and Director of ARC Financial, and Haskayne’s Justin Weinhardt explored The dark side of leadership.
- Calgary Herald columnist and CBC Radio commentator Deborah Yedlin and Haskayne’s David G. Dick looked at Following the money: wealth and corruption.
- Sherri Brillon, Encana Chief Financial Officer, and Haskayne’s Mark Anderson discussed Sticky costs: good or bad?
- Brenda Kenny, President and CEO of the Canadian Energy Pipeline Association and Haskayne’s James Coleman talked Petroleum and pâté: Other nations’ efforts to influence Canadian crude production.
- Robots and Pencils Co-founder and CEO (Global) Michael Sikorsky and Haskayne’s Derek Hassay explored Inspiring the entrepreneurial mindset.

**University students plant trees for the Calgary Homeless Foundation**

After spending a day planting 54 fruit trees and shrubs in Abbeydale and Acadia, 20 students across campus will soon see their hard work bear fruit.

Community Orchard is a joint program between the non-profit group Respect for the Earth and All People (REAP) and the national student club Enactus Calgary. The initiative started in 2013 and aims to promote environmental sustainability and address food insecurity by planting fruit-bearing trees and shrubs around the city. From 2014 to 2015 alone, the program tripled in size.

In August 2015, Enactus members—including many Haskayne students—were on hand along with volunteers from local businesses, REAP, the Calgary Homeless Foundation (CHF), The Alex and residents of Abbeydale and Acadia to help with the planting. The trees were donated by REAP businesses.

“What brought me on board was doing the impact assessment,” says Emily Cribb, an environmental science major and project director at Enactus. “I found out how the project would not only do so much environmental good in Calgary, but also tackle food insecurity, involve local businesses and create a sense of community for tenants.”

Orchards of this size are expected to remove 8.08 tonnes of carbon dioxide from the air—equivalent to emissions from a light passenger vehicle driving across Canada five times.
Engaging Globally

The Haskayne School of Business is committed to being a modern, adaptable and forward-thinking institution that delivers impactful programming, attracts top students, delivers breakthrough thought leadership and engages on a global scale.

HASKAYNE AROUND THE WORLD

1. Silicon Valley and Amsterdam
   Technology trailblazer Gary Kovacs, BComm’90, MBA’99, was named one of the world’s 100 influential leaders, according to the Association to Advance Collegiate Schools of Business.

2. Houston
   Home to our largest hub of alumni outside of Canada. Stop on the Global Energy Executive MBA tour.

3. San Salvador
   Alumnus Taylor Scobie, BComm’10, BA’10, and his company IMPCT took first place at the 2015 Hult Prize final — a prize that will bring the startup company $1 million (US) to fund educational daycares in urban slums.

4. New York City
   Former investment banker turned not-for-profit executive Curtis Probst, BComm’89, who is based in New York, won the 2015 Management Alumni Excellence Award.

5. London
   The Financial Times of London ranked the Alberta Haskayne Executive MBA as one of the world’s top 100, one of only five Canadian business schools to make the list.
• 22,980 alumni in 83 countries around the world.

• 35 undergraduate students went on international exchanges.

• 40,000 km distance each Haskayne Global Energy Executive MBA student travels.

6. Poland
Home to our largest European alumni contingent.

7. Israel
Four MBA and 14 School of Public Policy graduate students embarked on an educational journey through Israel in February to study differences between Israeli and Canadian public policy.

8. Nepal
Jason Gray, BA’00, MBA’06, is helping to bring reliable energy access to farmers, hospitals and schools with his company SunFarmer in Nepal after it was hit by two seven-plus magnitude earthquakes.

9. Kuala Lumpur
Four Haskayne MBA students competed in the 2015 Hilti IT Innovation Competition to showcase their idea on automated recommendation systems like those used by Amazon and Netflix.

10. Hong Kong, China
Fostering Entrepreneurial Thinking

At the Haskayne School of Business, we strongly believe that entrepreneurship is a way of thinking and a vehicle for transforming the business landscape of tomorrow. The Hunter Centre for Entrepreneurship and Innovation has gained tremendous momentum through the creation of new courses, inaugural venture competitions, new strategic partnerships and the overall increase in our entrepreneurial culture across the university campus.

RBC FAST PITCH COMPETITION CREATES BIG IDEAS

A fashionable women's bracelet which enables the wearer to call for help in case of an on-campus emergency helped land start-up company Securelet the $50,000 first-place finish in the inaugural RBC Fast Pitch Competition.

The teams, made up of second-year Haskayne students, were tasked with researching and developing a sustainable new venture. They were given 10 minutes each to pitch their ideas to a panel of 12 prominent business leaders in Calgary, who then had four minutes to ask questions about the real-world functionality of the enterprise.

“Our students had to work with all levels of business advisers, community leaders and consultants within Calgary in order to bring their new venture to life,” said Derek Hassay, RBC professor of entrepreneurial thinking.

The top three teams received a combination of cash and in-kind prizes totaling $100,000 to help turn the idea into reality. Second place was awarded to EcoSpire Plastics and Happy Hands placed third. The audience chose One World Blankets as the Viewer’s Choice winner.

The 12 RBC Fast Pitch competition finalists, in the order they presented, were: Eco-LOGic, Happy Hands, One World Blankets, Peeach, Build-A-Bar, Lazer Lots, EcoSpire Plastics, Revitalize Scrubs, Campus Catering Company, Safety Dynamics, Securelet and Little Feet.

“These second-year students brought the wow-factor to this experiential competition and have made Haskayne proud.”

Jim Dewald, Dean, Haskayne School of Business.
Scholarships fund not-for-profit executive MBA at Haskayne

An Olympic gold-medal winner and an executive from Canada’s largest homeless shelter are this year’s recipients of $10,000 scholarships from the Students’ Union that help leaders in the not-for-profit sector.

Chandra Crawford, who won gold in cross-country skiing at the 2006 Turin Olympics and is the founder of Fast and Female, has received the scholarship alongside Abe Brown, director of programs at the Calgary Drop-In and Rehab Centre Society. The scholarships are made possible by an agreement between the MacEwan Conference and Event Centre and the Haskayne School of Business where a rebate on catering services helps fund $10,000 towards the Executive MBA program.

Haskayne MBA graduate ‘cleans up’ in cleaning and restoration industry

Jodi Scarlett, MBA’02, had visions of redefining the cleaning and restoration industry in Calgary.

Scarlett has made a name for herself as a leading female entrepreneur in Canada, recently ranked 17th in the 17th annual Profit/Chatelaine W100 Ranking of Canada’s Top Female Entrepreneurs. ProStar was also named by Alberta Venture magazine as a 2015 Fast Growth 50 List company.

“It’s been a tremendous few years for ProStar as we continue to grow,” says Scarlett, “I’m extremely proud of this Fast Growth 50 accomplishment. I credit our team and their ability to always raise the bar and strive for excellence in a fast-paced growth environment.”

Scarlett leveraged the skills and knowledge learned in the Haskayne MBA program to build a leading team in the cleaning and restoration industry with regards to expertise, best practices, growth and profitability. The company now employs more than 50 individuals and has revenues approaching $10 million.

Won-Yong Oh
Does Corporate Social Performance Increase Profits?

Corporate social performance (CSP) is a measure used to assess a company’s efforts to take responsibility for its effects on the environment and impacts on social welfare. As companies focus greater attention on responsible CSP, there is increased interest in factors that influence the relationship between CSP and financial performance.

Researchers and practitioners have questioned whether improved financial performance leads to higher investments in CSP, or whether CSP influences profitability.

One way to explore this chicken-or-egg ambiguity is to examine the links between a firm’s CSP strategy and its management practices. Won-Yong Oh and his colleagues studied the influence of human resource practices on the relationship between CSP and financial performance in 74 firms, as the individual employees are the ones who actually implement the company’s CSP initiatives.

Through this study, they found that CSP initiatives led to increases in financial performance when human resource practices reinforced the social values and orientation of the organization.
Building Innovation

Innovation is at the core of the Haskayne School of Business’ values. From developing cutting-edge curriculum to breaking new ground in the realm of business thought leadership, Haskayne is continuously striving to innovate and raise the bar.

NEW ACTIVE LEARNING CLASSROOM ENGAGES HASKAYNE STUDENTS

Haskayne’s first active learning classroom, the W.E. (Bill) Richards classroom opened to students in the fall 2015 semester and lets students and instructors fully immerse in a technology-enabled classroom experience like never before.

With a capacity for up to 60 students, the classroom features 12 monitors, each with the capacity to display four screen views at once.

Students sit at ten tables, each with their own monitor, webcam and microphone and the instructor can allow students to control their own displays or easily share the group’s work with the entire class. Students can also write with whiteboard markers on the wall tiles around the room and monitors.

An app lets students and instructors connect wirelessly to the monitors and share their screen view from a laptop, iPhone, iPad, or Android device.

“Our goal with this classroom was to enable students to use technology to complete group work and actively engage in their learning. In the few short months since it has been opened, students and faculty alike have really enjoyed the experience,” says Scott Radford, associate dean of teaching and learning.

The classroom was made possible through generous donor funding, and named in honour of W.E. (Bill) Richards, energy industry entrepreneur and visionary, who passed away in 2008.
Executive Education program on business innovation brings quick results

A Haskayne Executive Education program offered to four manufacturing companies yielded quick and valuable results.

A workshop led by Hitendra Patel, a globally recognized leader in business innovation, had four companies apply new thinking directly to opportunities in the railcar servicing and retro-fit market. The workshop generated two viable, multi-million dollar business propositions.

The workshop was made possible by working with the Government of Alberta on programs to enable growth through business innovation.

To achieve this quality of output from a two-day process was nothing short of outstanding for the participating companies.

HaskayneHappyness lifts students’ spirits

The mental health of students is a growing concern on campuses across Canada. So what better way to combat the blues but with a day of fun, health and wellness!

That’s what happened last January when Scurfield Hall was turned into a carnival-like atmosphere, with games, motivational speakers, meditation and yoga. The goal was to help stressed out students unwind, recharge and learn that stress and mental health services are readily available on campus and off.

“Mental health is an important concern,” says Kathy Sendall, former Jarislowsky Fellow in Business Management at the Haskayne School of Business. “Our students, our future business leaders, will be most successful when they are happy, healthy and whole.”

Haskayne teamed up with the Calgary Counselling Centre to provide students with resources, including an online depression screening survey to check their emotional well-being. This survey, along with other resources, were made available online to students and staff at haskaynehappyness.com.

Jaana Woiceshyn

What is stalling reform in health care delivery?

Public health care administrators are increasingly expected to improve patient care alongside decreasing budgets, escalating health care costs, and greater patient demand than ever before. Standardized care is also expected across both urban and rural settings and large and small hospitals, each with very different patient and staff demographics. How can public health systems implement solutions that are both cost-effective and deliver high-quality care?

Jaana Woiceshyn and colleagues compared the implementation of complex innovations across five hospitals. The most effective of these chose a single initiative as an umbrella under which all other changes were integrated. The key driver of success was having a single vision; staff viewed the umbrella approach as a welcome change from the constant stream of “flavour of the month” solutions.

Implementation of health care innovations is facilitated when different initiatives are integrated under one umbrella, resources are traded off from elsewhere (“skin in the game”), and up-front planning as well as continual evaluation are ensured.
Shaping Ethical Leadership

At the Haskayne School of Business, we are committed to developing the next generation of business leaders. Through the ongoing expansion of the Canadian Centre for Advanced Leadership in Business, we have been redefining what it means to be an effective business leader and helping to transform the advanced leadership principles that will define the future of business.

SCHOLARLY SEARCH ENGINE DOES INSTANT META-ANALYSIS

A new search engine developed by a professor in the Haskayne School of Business has the capacity to transform the speed of social science research.

Haskayne professor Piers Steel and his collaborators Frank Bosco from Virginia Commonwealth University and Krista Uggerslev from Northern Alberta Institute of Technology spent three years developing the tool. Researchers and practitioners log in to the metaBUS website, search ideas of interest as defined by a taxonomic map of the field of industrial and organizational psychology and human resources, and conduct instant meta-analyses.

“MetaBUS doubles our power of experiments because we can automatically give you the control group without your having to gather it yourself,” said Steel. Meta-analysis that used to take years “will take minutes.”

Steel is now the Distinguished Research Chair in Advanced Business Leadership at Haskayne’s Canadian Centre for Advanced Leadership in Business.

In addition to centre funding, the project received support from the Digging into Data Competition supported by Social Sciences and Humanities Research Council (SSHRC), the U.S. National Science Foundation (NSF), and the SHRM Foundation (U.S.).

The team hopes to launch a fully functional metaBUS early in 2016.
Business leader feted for ethical leadership

Ron Mannix’s devotion to ethical leadership and commitment to improving Canadians’ lives earned him the 2015 Distinguished Business Leader Award. The Canadian business icon and philanthropist is founder of Calgary-based Coril Holdings Ltd.

The award considers ethical leadership at four levels: individual, corporate, industry and community. “Mr. Mannix exemplifies the qualities sought at each level,” said Jim Dewald, dean of the Haskayne School of Business.

Attracting and retaining excellent people is a clear sign of success, especially in competitive Alberta, Mannix said. “My vision of success is building and perpetuating the family business. It is contributing and adding value to other people's lives and philanthropic endeavours, and it is about helping make families' and co-workers' lives better.”

The Distinguished Business Leader Award was established in 1993. The award is given by Haskayne and the Calgary Chamber of Commerce.

Learning to balance the 3 Ps: people, planet, profit

In February, four Haskayne MBA students joined fellow Canadian business students for a first-time competition that tested their ethics, business acumen and leadership skills.

The Haskayne Ivey Leadership Case Competition helps bring theory into practice. MBA students worked with their home university and other teams, attended networking opportunities and learned the art of collaboration while competing.

Tunde Ogunfowora

The Impact of Ethical Leadership in the Context of Recruitment

In the wake of global financial crises, ethical business leadership is taking on an increasingly important role. Instances of corporate wrongdoing have exposed business leaders to greater scrutiny for negative impacts of any unethical actions.

An ethical CEO is key to developing a responsible organization from the top down by influencing corporate ethics and employee behaviours. But can this effect extend outside an organization by attracting and recruiting ethical job applicants? Through two studies, Tunde Ogunfowora demonstrates this exact effect.

The findings indicate that potential applicants viewed an ethical CEO’s organization as more reputable and were more inclined to pursue the company over organizations with morally questionable or ethics-unknown CEOs. In addition, “morally oriented” job applicants were more likely to apply for a job with an ethical CEO’s company compared to less “morally oriented” applicants.

A visibly ethical CEO positively influences the reputation of an organization and grants a particular competitive advantage in recruiting an ethical workforce.
2015 HASKAYNE

Advisory Councils

BUSINESS TECHNOLOGY MANAGEMENT (BTM)
Graham McFarlane
Chair, Industry Research Fellow, Haskayne School of Business
Rob Allen
CEO, Aligned Outcomes Corporation
Rick Banke
VP, Information Technology, Mark’s Work Wearhouse and FIL Sports
Don Bialik
CEO, Long View Systems

Monty Carter
President and Senior VP, TEUS Enterprise Solutions
Alex Federucci
VP, People and Business Process Integration and Optimization, TransCanada Corporation
Peter Garrett
President and CEO, Innovate Calgary
Laura Hartwell
Director, Canadian Energy Sector, IBM Canada Ltd.
Vaughn Ravenscroft
Executive VP, IT, Walton Global Investments Ltd.
Michael Sikorsky
CEO, Robots and Pencils
Janet Topic
Senior VP, Corporate Services and CIO, Trinac Transportation
Bill Trafford
Owner, Private Advisory and Consulting

CANADIAN CENTRE FOR ADVANCED LEADERSHIP IN BUSINESS
Mac Van Wielingen
Chair, Founder and Director, ARC Financial Corp.
Kevin Brown
CEO and Director, ARC Financial Corp.
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Steve Wuori  
Strategic Advisor, Office of the President and CEO, Enbridge Inc.
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## $15 Million and Over

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<thead>
<tr>
<th>Name</th>
<th>Tax ID</th>
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<tbody>
<tr>
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<td>$10,000,000 to $14,999,999</td>
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<td>Doug and Diane Hunter and Family</td>
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<td>The Jarislowsky Foundation</td>
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<td>Max** and Susan Van Wielingen and Family</td>
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<td>Explorer Software Solutions Ltd.</td>
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<td>David** and Doris Mitchell</td>
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<td>Estate of Walter B. Dingle</td>
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<td>Warren Dyer*</td>
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<td>The Great-West Life Assurance Company</td>
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<td>Ronald P. Mathison</td>
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<td>Estate of Marion Janet and Ian Stormont Forbes</td>
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<td>Estate of Don Howe</td>
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<td>Steve Larke*</td>
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<tr>
<td>Alvin** and Mona* Libin</td>
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<tr>
<td>Kenneth R. McKinnon*</td>
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<tr>
<td>Andrew Melton and Family</td>
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<tr>
<td>Martin Molyneaux and Deborah Yedlin</td>
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<tr>
<td>Ken Mullen*</td>
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<tr>
<td>James S. Palmer**</td>
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<td>Thomas R. Pearson</td>
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<tr>
<td>Diana D. Pechiulis*</td>
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<tr>
<td>Canadian Petroleum Tax Society</td>
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<td>Gord Phillips*</td>
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<td>Cameron E. Piewes*</td>
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<td>Poelzer Family Foundation at the Calgary Foundation</td>
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<tr>
<td>Christopher S. Potter*</td>
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<tr>
<td>Darryl Proudfoot*</td>
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<tr>
<td>Fred* and Cheryl* Pynn</td>
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<tr>
<td>RGO Office Products Ltd.</td>
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<tr>
<td>Brian G. Robinson*</td>
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<tr>
<td>Royal &amp; Sun Alliance Insurance Company of Canada</td>
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<tr>
<td>Glen Schmidt*</td>
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<td>Salvatore (Sam) Secreti*</td>
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<tr>
<td>Larry W. Shelley*</td>
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<tr>
<td>Don Smith*</td>
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<td>Iain Stewart and Debra Fairbanks</td>
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<td>Stewart and Family</td>
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<tr>
<td>Trico Homes</td>
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<tr>
<td>Wesley R. Twiss</td>
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<td>The Warnica Family</td>
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<td>$25,000-$49,999</td>
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<td>Robert D. Brawn*</td>
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<td>Robert L. Brews*</td>
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<tr>
<td>Brookfield Office Properties</td>
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<td>Budget Car and Truck Rental</td>
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<td>The Cadillac Fairview Corporation Limited</td>
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<td>CBRE Limited</td>
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<td>EnerMark Inc.</td>
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<td>First Calgary Savings &amp; Credit Union Ltd.</td>
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<tr>
<td>FirstEnergy Capital Corp.</td>
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<td>Kirby Gavelin*</td>
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<td>Paul Kennedy</td>
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<td>Nancy Lever*</td>
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<td>William Lister*</td>
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<td>Long View</td>
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<td>Ronald P. Newborn</td>
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<td>Ronmor Holdings Inc.</td>
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<td>Ryoop Development Corporation</td>
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<td>Smith Mack Lamash</td>
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<td>Barbara J. Sparrow</td>
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<td>Morris Sternberg</td>
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<td>Gale S. Stitt</td>
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<tr>
<td>Strategic Group</td>
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<tr>
<td>Joe Struck and Bev Longstaff**</td>
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<tr>
<td>Tourism Calgary</td>
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<tr>
<td>David Vankka* and Heather Heasman*</td>
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<tr>
<td>Glenn G. Wickerson*</td>
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<tr>
<td>Robert L. Williams*</td>
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<tr>
<td>Family of Christine Young through the Brandon Flock Foundation</td>
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<tr>
<td>Ziff Energy Group</td>
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</table>

## LEGEND

* Alumnus/a of the Haskayne School of Business
** Honorary degree recipient of the University of Calgary
* Deceased
# Financials

## For the Fiscal Year Ended March 31

(Thousand of Canadian Dollars)

<table>
<thead>
<tr>
<th>Sources</th>
<th>2015</th>
<th>2014</th>
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<tbody>
<tr>
<td>Base Funding</td>
<td>$22,136</td>
<td>$22,271</td>
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<tr>
<td>Endowment Allocation</td>
<td>2,299</td>
<td>2,105</td>
</tr>
<tr>
<td>Donations and Other Grants</td>
<td>4,500</td>
<td>5,087</td>
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<tr>
<td>Credit Tuition and Related Fee</td>
<td>5,581</td>
<td>4,806</td>
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<tr>
<td>Non-Credit Tuition and Fees</td>
<td>1,728</td>
<td>1,268</td>
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<tr>
<td>Sales of Services and Products</td>
<td>368</td>
<td>106</td>
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<tr>
<td>Non-Endowed Investment and Miscellaneous Revenue</td>
<td>73</td>
<td>188</td>
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<tr>
<td><strong>Total Sources</strong></td>
<td><strong>$36,685</strong></td>
<td><strong>$35,831</strong></td>
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<table>
<thead>
<tr>
<th>Sources</th>
<th>2015</th>
<th>2014</th>
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<tbody>
<tr>
<td>Salaries and Benefits</td>
<td>$27,346</td>
<td>$25,545</td>
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<tr>
<td>Materials and Supplies</td>
<td>4,209</td>
<td>3,946</td>
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<td>Scholarships, Grants and Awards</td>
<td>1,037</td>
<td>729</td>
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<td>Travel</td>
<td>1,393</td>
<td>1,259</td>
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<td>Maintenance and Repairs</td>
<td>238</td>
<td>61</td>
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<tr>
<td>Transfers</td>
<td>401</td>
<td>639</td>
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<tr>
<td>Capital and Debt</td>
<td>265</td>
<td>725</td>
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<tr>
<td>(from) to Unrestricted Net Assets</td>
<td>(308)</td>
<td>(201)</td>
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<td>Return to Projects</td>
<td>1,841</td>
<td>2,203</td>
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<tr>
<td>Return to Endowment</td>
<td>263</td>
<td>925</td>
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<tr>
<td><strong>Total Uses</strong></td>
<td><strong>$36,685</strong></td>
<td><strong>$35,831</strong></td>
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</tbody>
</table>

The primary source for base funding is from the Campus Alberta Grant. Endowment allocation is determined by a return formula that averages return on endowment capital over a 16 quarter rolling market average; the allocation for 2015 was 4 per cent. Unrestricted net assets funded purchases for furniture, equipment, renovations and maintenance.