

A MESSAGE FROM THE DEAN

Dezsö J. Horváth, PhD, CM



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Dear Members of the Schulich Community

Let me begin by offering you my sincere best wishes for 2017! The Winter semester got underway with a flurry of activities and noteworthy events.

Start of the Master of Real Estate and Infrastructure Program (MREI)

On January 4th, we welcomed the inaugural class to Schulich's new Master of Real Estate and Infrastructure Program – the first program of its kind in the world. I had the honour of welcoming the inaugural class. The new Master of Real Estate and Infrastructure degree is part of our growing portfolio of Master's-level programs, one of the largest of any business school in North America. The one-year program incorporates courses in development, investment and financing and brings the real world into the classroom through close ties to industry executives and to Schulich alumni working in the real estate industry. The program is part of our School's newly established Brookfield Centre in Real Estate and Infrastructure, which also houses the new Timothy R. Price Chair in Real Estate & Infrastructure.







Start of the Master of Real Estate and Infrastructure Program (MREI) (continued from front page)

Going forward, our mission is to develop the Brookfield Centre into a global Centre of Excellence that will be a world-class hub for industry outreach, alumni engagement, research, teaching excellence and experiential learning at both the undergraduate and graduate level. One of its chief mandates will be to find ways where Schulich can bring together real estate companies, infrastructure companies and large pension funds in order to build the massive infrastructure developments the world needs in the decades ahead.

Global Launch of the *Re-Imagining Capitalism* Book

Schulich hosted the global launch of the *Re-Imagining Capitalism* book we produced in collaboration with McKinsey & Company at the 2017 World Economic Forum in Davos, Switzerland. I took part in a panel discussion together with Dominic Barton (Hon LLD '12), Global Managing Partner of McKinsey; John Stackhouse, Senior Vice-President, Office of the CEO at RBC and former editor of The Globe and Mail; and The Honourable John Manley, former Deputy Prime Minister of Canada, President and CEO of the Business Council of Canada and Chair of CIBC. The panel discussion was moderated by **Matthias Kipping**, holder of the newly announced Richard E. Waugh Chair in Business History at Schulich, who together with Dominic Barton and me was one of the co-editors of the book. More than 60 high-profile corporate leaders and media attended the event, including business leaders such as the Chairman of Nestlé and the President and CEO of Levi Strauss & Co., as well media representatives from The Wall Street Journal, The New York Times, TIME Magazine and Reuters. Dominic Barton and I will host a similar panel discussion regarding the book in London, UK on March 24th.





The finalist Teams and Case Competition Judges at the *Corporate Knights*-Schulich "Business For A Better World Case Competition" at Davos.

Business for a Better World Case Competition

A team comprised mainly of second-year Schulich MBA students made it to the final round of the fourth annual "Business for a Better World Case Competition", jointly sponsored by Schulich and Corporate Knights. The team of Ashelyn Fung, Will Moniz and ESSEC exchange student Omar Bendjelloun-**Touim** placed 3rd at the case competition, which took place in Davos, Switzerland during the 2017 World Economic Forum. This year's three top teams presented their case analysis in front of a panel of high-profile judges. Teams were challenged to design a global equity portfolio that advances the United Nations' Sustainable Development Goals, which include clean and affordable energy, climate action and responsible consumption and production, while maximizing returns.





Schulich Places 2nd at the 2017 MBA Games

Team Schulich placed 2nd at the 2017 MBA Games held in Nanaimo, BC. In finishing a close second, Team Schulich performed well across the board at the annual competition, placing 1st overall in the HR Case Competition and 2nd in various sporting events and spirit competitions.

Congratulations to Team Captain **Ashelyn Fung**, the Athletics Director of the Graduate Business Council, Coach **Joe Fayt** and all of the 42 Schulich students who participated in this year's event. Thanks as well to **Alisa Bialas**, VP of the Graduate Business Council and a member of Team Schulich as well as the Spirit Coach.

Lastly, on behalf of the Schulich community, I wish to thank **Janice Fukakusa (MBA '79, Hon LLD '16)**, Chief Financial Officer and Chief Administrative Officer at the Royal Bank of Canada, as well as RBC for their continuous support of our MBA Games Team. Thanks as well to Air Canada for providing travel assistance to the members of this year's team.



Special thanks to Schulich's Student Services & International Relations unit for organizing a silent auction event in support of the Schulich MBA Games Team as part of the spirit competition.

The silent auction raised more than \$1,300, and the proceeds were donated to the Moose Hide Campaign, a grassroots movement of Aboriginal and non-Aboriginal men who are standing up against violence towards women and children.



moosehidecampaign.ca



From left to right: Angela Brown, Patrick laboni, Ann Marie Yamamoto, and Lisa Marie Chen.

Launch Week Leader's Panel

The Launch Week Leader's Panel for graduate students took place on January 4th at Schulich and featured the following highly successful Schulich alumni as guest speakers at the event:

Angela Brown (MBA '83) President & CEO of Moneris;

Patrick laboni (BBA '93, MBA '94) President of Berkley Developments;

Ann Marie Yamamoto (MBA '83) AVP Enterprise Risk Management, Canadian Tire Corporation; and

Lisa Marie Chen (MBA '11) Lead Content Strategist with Watson Analytics, IBM

More than 130 students attended the event, held in the McEwen Auditorium. Graduate Business Council President **Frank Paul** delivered an inspirational welcome to kick off the Leader's Panel.

RBC/Schulich Alumni Open House

On January 10th, RBC hosted the inaugural RBC/Schulich Alumni Open House. It was the first time that Schulich graduates working for RBC all came together during an event – and the first time that a number of co-workers discovered that their colleagues were graduates of Schulich!

Close to 80 Schulich alumni working at RBC joined **Janice Fukakusa** (MBA '79, Hon LLD '16), Chief Financial Officer and Chief Administrative Officer at RBC and me for a networking session at RBC's headquarters in downtown Toronto. Janice, who is a member of the Dean's Advisory Council, gave a well-received speech that touched on some of the ways in which her Schulich education was instrumental in her career success. Janice Fukakusa will be retiring at the end of this month following a long and distinguished career. Please join me in wishing her the very best.

Kellogg-Schulich Executive MBA Celebrates 15 Years of Excellence

Alumni from the Kellogg-Schulich EMBA program celebrated the Program's 15th Anniversary in November at a gala held at The University Club in Toronto. The Gala featured a keynote address on disruptive business by **John Ruffolo (BBA '88)**, Chief Executive Officer, OMERS Ventures, OMERS, and recipient of a 2014 Schulich Alumni Recognition Award. Attending on behalf of the Kellogg-Schulich program were **Greg Hanifee**, Associate Dean of the Kellogg EMBA Global Network, who came all the way from Chicago; **Matthias Kipping**, Academic Director of the Kellogg-Schulich EMBA; and **Su-Lan Tenn**, Assistant Dean of the Kellogg-Schulich Executive MBA.



Day on Bay Features Schulich Alumni

The Schulich Finance Association recently hosted the club's annual "Day on Bay" event at the St. Andrew Club and Conference Centre in Toronto.

The event featured a Fireside Chat delivered by **Colleen Johnston (BBA '82)**, Group Head Direct Channels, Technology, Marketing and Corporate & Public Affairs at TD Bank Group, and a member of the Dean's Advisory Board. The Chat was moderated by **Robert Hines**, Executive Director of Schulich's Career Development Centre.

Other Keynote Speakers included James O'Sullivan (MBA/JD '90), Group Head, Canadian Banking at Scotiabank, and Robert Sedran (MBA '97), Managing Director of CIBC Capital Markets.









Announcing the New Richard E. Waugh Chair in Business History



Rick Waugh, former Deputy Chairman, President and CEO of Scotiabank (centre), with Stacey, Riley, Stephen, Lynne, Hayley, Leah, Emily, David, Lisa, Charlotte and Christopher Waugh.

Schulich graduate **Rick Waugh (MBA '74, Hon LLD '07)**, former Deputy Chairman, President and CEO of Scotiabank, Chair of the York University Board of Governors, and a member of the Dean's Advisory Council, together with the Waugh Family Foundation, recently donated a gift toward our School's Chair in Business History while also supporting the construction of Schulich's new Graduate Study and Research Building.

The new Richard E. Waugh Chair in Business History is held by Matthias Kipping, Professor of Policy. We are very proud that one of the Chairs in our School is named after one of our most illustrious and accomplished graduates.

New Schulich Faculty Members

Please join me in welcoming two new faculty members at Schulich who started on January 1, 2017:

Charles Cho, Professor of Accounting and Erivan K. Haub Chair in Business & Sustainability (on leave of absence until March 31). Professor Cho was previously Professor of Social and Environmental Accounting and Head of the Accounting and Management Control Department at ESSEC Business School. Professor Cho is a Certified Public Accountant (CPA) and a Certified General Accountant (CGA) and has worked for KPMG LLP and several other accounting firms in auditing and taxation. His research interests are Social and Environmental Accounting, CSR, and Accounting and the Public Interest. He is a member of the Social and Environmental Accounting Research Council and has published a number of articles on environmental disclosure and corporate sustainability reporting.



Gregory Saxton (PhD '16), Assistant Professor of Accounting. Professor Saxton was previously an Associate Professor at University at Buffalo – SUNY and Director of Graduate Studies in the Department of Communications. He holds two PhD degrees – the first in Political Science and he recently completed a second PhD in Accounting at Schulich. His research interests include the role and effects of technology, particularly Big Data and social media, on the flow of information to and from organizations.





Rankings Update: The 2017 Financial Times MBA Ranking

As many of you know, Schulich has taken part in all reputable global surveys over the years, and during that time, our School has performed very well across a wide range of rankings. Of the 10 major global MBA and Executive MBA rankings published last year, Schulich was ranked #1 in Canada and among the leading schools internationally in 8 of those rankings.

On occasion, when a ranking has made dramatic changes to its methodology as a result of management upheaval, we have decided not to participate. The Financial Times of London (FT) has recently undergone several management changes within a short period of time. Shortly after FT was acquired in late 2015 by Nikkei, a large Asian media conglomerate, the newspaper appointed new senior management in charge of its business school rankings. Less than one year later, FT replaced its senior management once again. The new editor currently in charge of the rankings, Helen Barrett, had signalled some potential changes in a note sent to business schools in October, stating that FT had "ambitious plans for its rankings and coverage in the next 12 months". However, by the time her note went out, the 2017 FT MBA ranking process had already begun and it was too late to make any changes to this year's survey.

Last month, we met with the newly appointed editor Helen Barrett and some of her team at the FT head office in London and we had a very good meeting that included a substantive, far-ranging discussion about management education and the MBA ranking. During our meeting, we made mention of the fact that the FT ranking methodology was first developed in the 1990s and in the ensuing two decades has changed only marginally. However, the world of business - and the world of management education - have both changed significantly since that time. We stated our view that the FT ranking methodology should likewise change to reflect some of the new realities of business today. We also expressed to FT our long-stated concerns about their use of Purchasing Power Parity (PPP) to measure salaries and salary increases. (FT is the only ranking in the world that uses this measure). In a nutshell, PPP dramatically inflates salaries from schools in India, China and developing economies, while discounting salaries from countries such as Canada by as much as 20%, thereby disadvantaging Canadian business schools in particular. When you consider that the categories of salary and salary increase comprise nearly half of the total score in the ranking, and when you consider the ways in which PPP inflates and distorts these salary numbers, you very quickly come to understand how the use of PPP can significantly impact the overall rankings.

Given our key concerns about FT's MBA ranking methodology, including the use of PPP, and given our view that the FT methodology needs to be updated, we made the decision to not take part in this year's FT ranking. Accordingly, we informed FT of our decision to not participate in this year's ranking, the results of which will be published later this month. However we remain hopeful that FT will consider making some changes to the ranking in the year ahead.

MBA RANKINGS

Corporate Rnights 1st in the World

2016 Corporate Knights MBA ranking.

1st in Canada **Forbes**

and 9th in the world among two-year MBA programs outside the US in the 2015 - 2016 Forbes ranking.

1st in the world in the "Years To Payback" category – the length of time it takes to recoup investment in an MBA degree.

1st in Canada

24th in the world and 9th among schools outside the US in 2016 ranking.

1st in Canada **Econom**ist

56th in the world and 19th among schools outside the US in 2016 ranking.

América

FYPANSION

The

1st in Canada

16th in the world and 6th among North American schools in 2016 ranking.

1st in Canada

1.15 efinancialcareers

Mille

efc

30th in the world and 14th among schools outside the US in the 2016 global survey.

EMBA RANKINGS*

The Economist

5th in the World

and 1st in Canada in The Economist 2015-2016 global EMBA ranking.

1st in Canada

FINANCIAL TIMES

 \mathbf{FT}

20th in the world and 5th among programs based in North America in 2016 ranking.

*EMBA rankings apply to the Kellogg-Schulich Executive MBA



Student Achievements & Awards

Congratulations to the following Schulich students



Ricky Tsang

Schulich 4th-year BBA student Ricky Tsang placed second overall in the Capsim's Fall 2016 Capstone[®] Challenge, an international business simulation competition. Ricky competed against more than 300 students from 30 universities in 30 countries to make it to the finals. As one of six finalists, Ricky participated in an eight-hour competition that tested his strategic decisionmaking skills under deadline pressure. The global competition is open to students who have completed a Capsim Business Simulation in their current course. Ricky was first exposed to the Capstone Business Simulation in a course taught by David Weitzner, Schulich Special Assistant Professor in Strategic Management/Policy.

Kellogg-Schulich Executive MBA student **Dr. Narendra Singh** received the Meritorious Service Medal from the Governor General of Canada, given in recognition of "outstanding accomplishments that set an example for others to follow and bring benefit to our country". Competing against 92 other teams from across North America, the Schulich MBA team of **Kiara Valeria Salinas Lora**, **Philipp Garber** and **Moshen Chowdhury** was one of only six teams to make it to the Regional Semi-Finals of the **Unilever UniGame Challenge** that took place in Philadelphia in November. In the Semi-Final, the Schulich team competed against teams from Columbia, Cornell and Duke, among others. The Unilever UniGame Challenge, hosted by Unilever and Net Impact, is a global competition that requires business students to generate real-world solutions to Unilever's sustainability challenges.



A Schulich team placed a close second at the **Ted Rogers Ethical** Leadership Case Competition held in Toronto in November. *Team Thrive* included Vasiliki Belegrinis, Amal Naufer, Akash Sidhu and Joseph Truong and won \$3,000 for their second-place finish. Teams were required to come up with a viable solution to an ethical dilemma faced by a hotel chain entering the African market. Special thanks to Schulich marketing instructor Jane-Michèle Clark, who provided coaching assistance.



From left to right: Akash Sidhu, Vasiliki Belegrinis, Jane-Michèle Clark, Amal Naufer and Joseph Truong.





Jia Hui Yan (MBA '16)

Recent Schulich graduate **Jia Hui Yan (MBA '16)** was appointed to the **BMO Millennial Leaders Advisory Council for 2016–2017**.

The Council is composed of business and engineering student leaders from universities across Canada and was created to provide BMO with insights and strategies focused on building inclusive workplaces and the advancement of women. Two Schulich teams placed 2nd and 3rd at the Maple Leaf Sports & Entertainment's inaugural Global Partnerships Case Competition held at the Air Canada Centre in January. The Schulich team featuring BBA students **Taha Shaikh** and **Brendan Wu** finished second overall. The two students, who were taught by Schulich sports marketing instructor **Vijay Setlur**, each received an interview for an internship position in Maple Leaf Sports & Entertainment's Global Partnerships department. Three other members of the team who helped them reach the final round but were unable to participate in the finals were **Sam Gu**, **Ben Blium** and **Milena Telebak**. A second Schulich team, consisting of BBA students **Daniel Audisho, Michael Tang, Shadman Islam, Craig Kostka** and **Denys Dudnikov**, placed third overall.



Brendan Wu and Taha Shaikh



A team of Schulich BBA and iBBA students competed at the **JDC Central (JDCC)** in Ottawa this month, taking:

- 1 st place in the Accounting and Business Strategy Case Competitions,
- 2nd place in the Management Information Systems Case Competition and

3rd place in the Social Competition.

JDCC is the biggest undergraduate business school competition in Central Canada.

Faculty Achievements & Awards

Congratulations to the following Schulich faculty members

Peter Darke, Professor of Marketing, and **Russell Belk**, the Kraft Foods Canada Chair in Marketing, were named recipients of Outstanding Reviewer Awards for 2015–2016 by the *Journal of Consumer Research*. The awards are given to members of the Journal's Editorial Review Board.

Markus Giesler, Associate Professor of Marketing and Chair of Schulich's Marketing Department, was asked to join the Editorial Review Board of the *Journal of Marketing*, one of the most prestigious journals in the field of marketing.

Moren Lévesque, CPA Ontario Chair in International Entrepreneurship and Professor, Operations Management & Information Systems, recently received a number of academic awards, including: the 2016 INFORMS Technology, Innovation Management and Entrepreneurship Section (TIMES) *Distinguished Speaker Award*; and the Production and Operations Management Society's *Outstanding Senior Editor Award* for its research journal *Production & Operations Management*.

Professor Lévesque was also the *Keynote Speaker* at the 2016 IEEE International Conference on Management of Innovation and Technology held in Bangkok, Thailand.



Marketing











Media Spotlight

The following are some of the Schulich faculty members who provided expert commentary and insight the past two months:





Ellen Auster, Professor of Strategic Management, was quoted in the article: **"Sales too off after Top Hat ignored advice and flipped its sales strategy"**, which appeared in *The Globe and Mail* on December 7, 2016.





Burkard Eberlein, Associate Professor of Strategic Management/Public Policy, was interviewed by CTV News on the re-election of Angela Merkel as leader of Germany's Christian Democratic Union party on December 8, 2016.





Bernard Wolf, Professor Emeritus of Economics and International Business, was quoted in the article "Canada lags behind Mexico in exports to the US" published by BBC News on December 8, 2016.







Moshe Milevsky, Associate Professor of Finance, was quoted in the article "Mortgage overload: the dark side of the boom", published by *The Globe and Mail* on December 12, 2016.

THE GLOBE AND MAIL*



Dirk Matten, Hewlett-Packard Chair in Corporate Social Responsibility and Associate Dean, Research, was interviewed by CTV News regarding **executive compensation** on January 3, 2017.





Lorna Wright, Executive Director of Schulich's Centre for Global Enterprise and holder of the Export Development Canada Professorship in International Business, co-authored the opinion column titled "Cultivating Cool: Branding Lessons for Canada from Japan", which appeared in *The Globe and Mail* on December 27, 2016.

THE GLOBE AND MAIL*



Markus Giesler, Associate Professor of Marketing, was quoted in the article "Inside the iHome", published by *Bloomberg News* on January 1, 2017.

Bloomberg



Vijay Setlur (MBA '09), sports marketing instructor, was quoted in the article "US women's pro soccer might be too big to fail", published in *The Toronto Star* on January 8, 2017.





Fred Lazar, Associate Professor of Economics, was quoted in the article "With pilots deal, WestJet set to expand long-haul flights", which appeared on CBC News online on January 5, 2017.







Joyce Zemans, Professor Emerita and Senior Scholar and Director of the MBA Program in Arts, Media and Entertainment Administration, was quoted in the article "10 Unique Ways to Study Art in Canada", which appeared in *Canadian Art* on January 11, 2017.

CANADIANART



Dezsö J. Horváth, Dean & Tanna H. Schulich Chair in Strategic Management, was quoted in the article "Non-US MBA schools target students turned off by Donald Trump", published in the *Financial Times* on January 16, 2017.

FINANCIAL TIMES



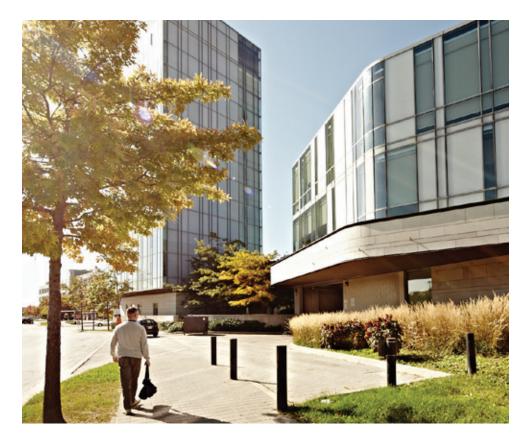
Research by **Douglas Cumming**, Professor in Finance and Entrepreneurship and Ontario Research Chair in Economics and Cross Cultural Studies, was referenced in the article **"The end of embedded commissions? How we got here"**, published in *Investment Executive* on January 10, 2017.





Alan Middleton, Executive Director of the Schulich Executive Education Centre and Assistant Professor of Marketing, was quoted in the article, "Brown gets personal with public in digital ads; PC leader keen to raise profile before Liberals attack", published in *The Toronto Star* on January 14, 2017.

TORONTO STAR (



Alumni & Advisory Board Member Achievements & Awards Congratulations to the following Schulich alumni and advisory board members

Bharat Masrani (BBA '78, MBA '79), CEO of Toronto-Dominion Bank and a member of the Dean's Advisory Council, was named by *Canadian Business* as one of "Canada's most powerful business people" for 2017. Bharat was described as one of the key architects of TD's expansion into the United States, helping make TD the tenth largest bank in the US.

Anthony (Tony) Arrell (MBA '68, Hon LLD '08), Chairman of Burgundy Asset Management Ltd. and a member of the Dean's Advisory Council, was appointed a Member of the Order of Canada in late December.

Thomas Jenkins (MBA '87, Hon LLD '15), Chair of OpenText Corporation and a member of the Dean's Advisory Council, will be inducted into the Canadian Business Hall of Fame at a ceremony held in Toronto in May. According to the Canadian Business Hall of Fame, this year's four inductees are "being recognized for their business excellence, outstanding professional achievements and enduring contributions to Canadian society".

Four Schulich graduates were among the 59 new Fellows named by the Chartered Professional Accountants of Ontario (CPA Ontario). The four Schulich alumni include (pictured clockwise from top left):

Susan Bennett (MBA '93), Partner; National Service Leader, Audit Public, Deloitte LLP

Michael French (MBA '88), Senior Vice President & Chief Financial Officer, TD Bank Group, and Chief Financial Officer, TD Canada Trust

Alan T. Mak (BBA '96), Founder & Partner, Ferguson + Mak LLP

Jylan Khalil (BBA '78), Director, Evaluations and International Assessment, CPA Canada

According to CPA Ontario, Fellows are bestowed with the right to use the prestigious FCPA designation, the profession's highest distinction, in recognition of their significant career achievements and contributions to their community.









Two Schulich graduates were named to the Top 100 list of Canada's Most Powerful Women in November. **Kathleen Taylor (MBA/LLB '84, Hon LLD '14)** (pictured left), Chair of the Royal Bank and a member of the Dean's Advisory Council, and **Andrea Fiederer (MBA '05)** (pictured right), EVP & CMO of Goeasy Ltd., were named to the 2016 Top 100 list. The annual list is compiled by WXN, a Canadian organization dedicated to the advancement and recognition of women in management, executive and professional roles.

Edward (Ted) Maulucci (MBA '95), Chief Information Officer at Tridel Corp., was named the private sector Canadian CIO of the Year at the Ingenious Awards hosted by the Information Technology Association of Canada (ITAC). Ted is known as the creator of Canada's first electronic concierge.

Leo Power (EMBA '05) (pictured left), CEO of Ptarmigan Energy Inc., has been appointed to the Board of Directors of Search Minerals Inc. He is also a director and board member of a number of mining companies.

Allan Oberman (MBA '82) (pictured right) was appointed Chief Executive Officer of Concordia International Corp., an international pharmaceutical company.

> Robert McEwen (MBA '78, Hon LLD '05), Chairman and Chief Owner of McEwen Mining and a member of the Dean's Advisory Council, was recently inducted into the Canadian Mining Hall of Fame. Dean Horváth sat at Rob McEwen's table as one of his guests that night and a number of Schulich students and alumni attended the event.

From left to right: Qasim Saddique (MBA '13), Sophie Bertrand (IMBA '16), Rob McEwen, Claudia Mueller, Josie Beckley (MBA Class of 2017), Grace (Yoobin) Hur (IMBA Class of 2017), Alexander Pascual (IMBA Class of 2017), and Gautam Narayanan (MBA Class of 2017).













2016 Hennick Medal for Career Achievement

Congratulations to **Carol Hansell (MBA/LLB '86)**, founder and senior partner of Hansell LLP and a member of the Dean's Advisory Council, who was named the recipient of the 2016 Hennick Medal for Career Achievement. The medal is presented to "a distinguished leader who earned international recognition within the business and legal communities."

Carol will be presented with the medal at a reception on February 8, 2017. The event is dedicated to the memory of **James Gillies**, Schulich's founding Dean. The Hennick Medal for Career Achievement is presented annually by The Hennick Centre for Business and Law, founded by Schulich and Osgoode Hall Law School in 2009.

Carol is considered one of this country's foremost experts in corporate governance. In addition to her role with Hansell LLP, which provides legal and governance counsel to businesses, boards of directors and shareholders, Carol is Chair of Ontario's Business Law Advisory Council. She is the author of the best-selling book *What Directors Need to Know: Corporate Governance*.





Announcing the 2017 Alumni Recognition Awards

Please join us on April 6th, 2017, for the 2017 Alumni Recognition Awards, a proud annual tradition at our School since 1992. The Schulich Alumni Recognition Awards recognize the outstanding professional, personal and community achievements of graduates of our School.

2017 Alumni Recognition Awards

To register for the awards dinner, please go to: www.schulich.yorku.ca/ara2017





Schulich Alumni2Student Mentorship Program

Helping current Schulich students is a priority for our alumni and we are pleased to see a significant increase in the participation of alumni in Schulich's Alumni2Student Mentorship Program. We have seen a 150% increase yearover-year in the number of Schulich alumni who have volunteered for the program.

Two new alumni engagement programs were also launched this year: the Coffee Chat Program, which brought together 184 alumni with students, and the Alumni2-Alumni program, offering peer support to fellow alumni, which saw a total of 511 alumni volunteering to help.



For more information or to register, visit:

schulichalumniconnect.com



Research Day at Schulich

Please be sure to join us for the 3rd **Research Day** taking place on Thursday, January 26th in the CIBC Marketplace and the Robert McEwen Auditorium at Schulich. The event will feature poster presentations of more than 30 cutting-edge research initiatives conducted by Schulich faculty, who will be on hand to discuss their work, as well as the presentation of the Dean's Research Impact Awards and a panel discussion on the real-world impact Schulich research is making. It will be a terrific opportunity to learn more about the highly-relevant and world-class research our faculty is carrying out.

Schulich's Leading Change Campaign and the Schulich \$5-Million Alumni Challenge



In closing, as many of you know, we are currently in the midst of our **Leading Change** campaign, one of the most ambitious and extensive fundraising and alumni engagement campaigns in our School's history dedicated to supporting Schulich's continued growth and innovation. Leading Change will focus over the next five years on raising funds and support associated with five thematic campaign pillars: Campus Expansion, including our new Graduate Study and Research Building; Alumni Engagement; Innovative Thinking; Research & Discovery; and Student Success. Construction on the new Graduate Study and Research Building began earlier this month.

The Schulich \$5 Million Alumni Challenge announced late last year has so far been a great success story for our School's global alumni family. From November 1, 2016 to June 30, 2017, School benefactor **Seymour Schulich** and the Schulich Foundation will match every dollar donated by alumni toward the new Graduate Study and Research Building up to a total of \$5 million. In the past two months since the Challenge was launched, alumni spanning Schulich's five decades have stepped up to meet the challenge. Join them today with your personal gift to the global alumni challenge and the Leading Change campaign by visiting:

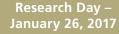
www.schulichleadingchange.ca.

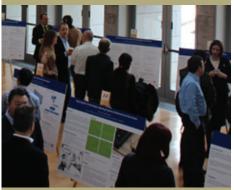
Sincerely,



Dezsö J. Horváth, PhD, CM Dean & Tanna H. Schulich Chair in Strategic Management Schulich School of Business







Groundbreaking – September 30, 2016







Seymour Schulich and his daughter Judy visiting the site of the future Graduate Study and Research Building.