

# LEADER Project

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Annual Report 2012-2013

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## Executive Message

2013 marked another successful year for the Leader Project, including the launch of a number of positive and forward-looking initiatives. Some of the highlights include:

- The implementation of a successful pilot in Accra, Ghana;
- Continued success and traction in Bangalore and Port-Au-Prince for their sophomore years, with the potential for continuing momentum;
- The success of the fund and awareness-raising 'Ivey Goes Abroad' Alumni Event with a 30% increase in ticket sales and a 9% increase in profit;
- The introduction of new funding initiatives;
- The launch of a new, comprehensive website dedicated to the Leader Project;
- The launch of an intensive social media campaign hosted by our Facebook page and further supported by our blog and Twitter feed.

The LEADER Project 2013 would like to offer sincere appreciation and gratitude to its' ongoing sponsors. Aeroplan, a division of Aimia, once again gave a generous donation of Aeroplan miles, which provided travel to fifteen LEADERites, almost half of our team. Thanks are also extended to both the Pierre Morrisette Institute for Entrepreneurship and Ivey's Office of the Dean for continued support.

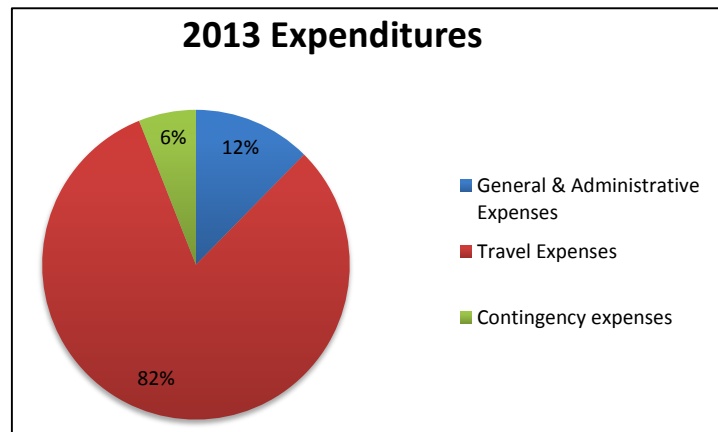
To ensure sustainability of the Project, a new fundraising initiative was introduced which we are cautiously optimistic will prove to be successful in future years. The initiative is to provide LEADER alumni, Ivey alumni, and successful entrepreneurs with the opportunity to join LEADERites at select sites as volunteers. There is a proposed minimum donation of \$1,500 required, which does not include airfare, insurance, medical expenses, or visas. So far there has been considerable interest from some LEADER and Ivey alumni, and the program will be heavily marketed in 2014.

Another win for LEADER this year was the launch of a new website. The new site is professional, comprehensive, and will provide enhanced exposure and a new level of legitimacy to the Project.

All of these changes are coupled with a decision to pursue an aggressive plan of updating our current site roster. Some legacy sites, while great partners at first, no longer benefit from the LEADER Project as they once did. Accordingly, site changes are an ambitious option in furthering the entrepreneurial cause. Accra, Ghana, was a step towards sites that can be impacted most by our efforts. We look forward to the increased impact the project will have as we continue to pursue sites that are well aligned with LEADER's mission: to enable high-potential entrepreneurs to envision, launch and scale new ventures in frontier markets.

## Financial Highlights

LEADER's 2013 fiscal year produced a surplus of \$7,137.19, which was largely driven by a decrease in expenses. Although personal fundraising results were weaker than expected, this was more than offset by the 8.5% growth in the amount raised at the 'Ivey Goes Abroad' Alumni Event.



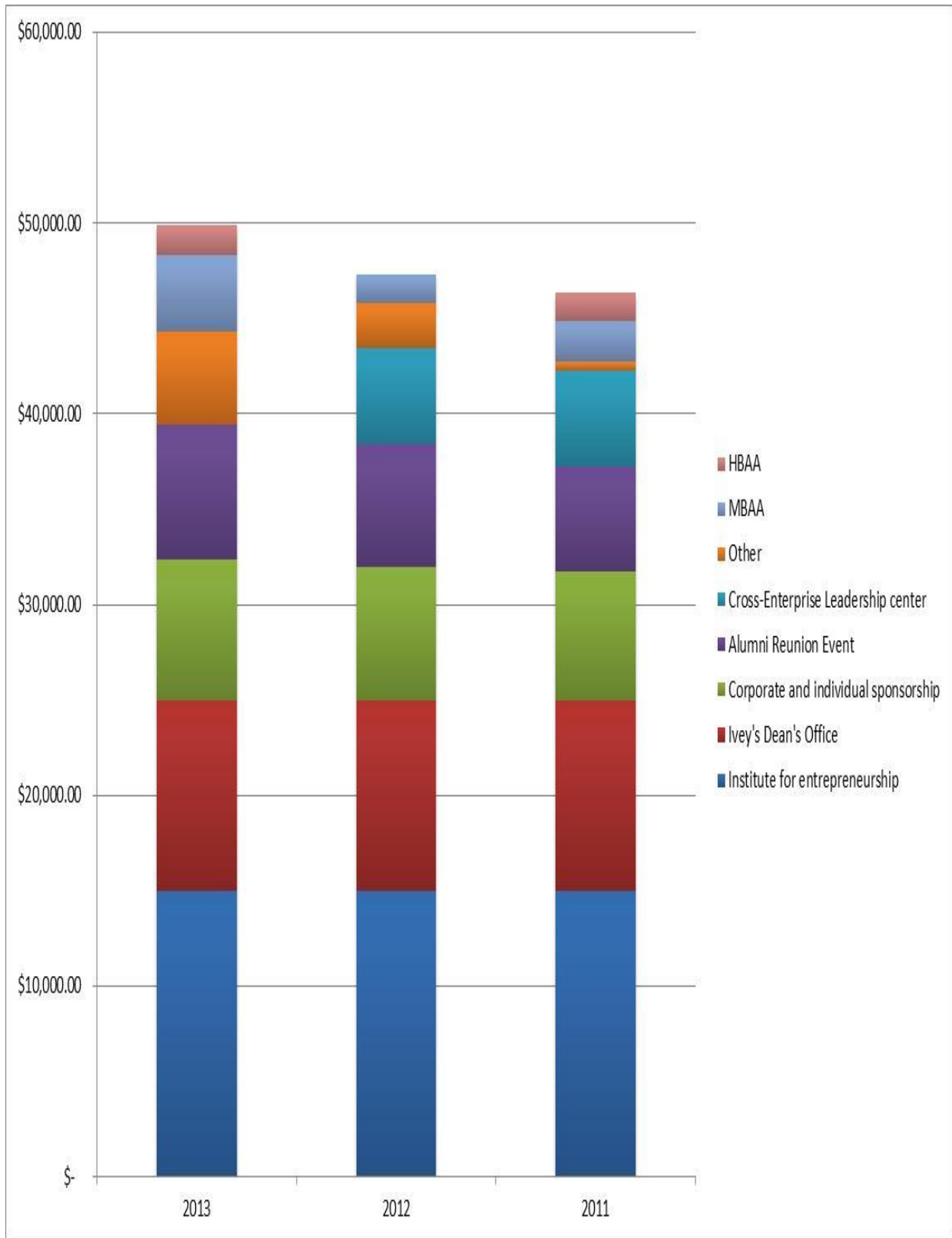
## Revenue

Total fiscal 2012 revenue grew \$2,159.22 (4%). The growth in revenue was driven by the increase in personal fundraising, up \$952 (25%), as well as an increase in funding from the HBA Student Association as well as the MBA Student Association. However, this increased funding was offset by the discontinuation of support from the Cross-Enterprise Leadership center. Going forward, LEADER will build on this year's success in personal fundraising by hosting a number of collective fundraising events, in addition to the Alumni Event.

## Expenses

Expenses decreased \$7,538.78 (15%) year over year. Most of the reduction pertains to the Haitian and Ghanaian initiatives. Haiti's site partner agreed to absorb additional costs related to security and accommodation, which resulted in a cost savings of \$5,657. Tanzania, a previous African expansion site, was replaced with Ghana. Tanzania's expenses had been approximately \$400 higher per LEADERite while Ghana's expenses fell in line with that of a Legacy site. This year represents stabilization in expenditure for the LEADER Project; this level of expenses should be expected to continue for the upcoming year.

A full income statement for the year 2013 fiscal year is attached as Appendix III.



## Fundraising

The Fundraising Committee enjoyed a successful year. Our main focus was the Alumni Event, as we felt our efforts would be best used in gaining support and raising funds through one large event as opposed to multiple events. Many LEADERites also took the initiative to organize smaller scale personal fundraisers.

### 'Ivey Goes Abroad' Alumni Event

LEADER returned to the Steam Whistle Brewery on Friday, March 1<sup>st</sup> for our annual event. By building on last year's successes and lessons learned, significant financial improvements were realized. Some highlights include:

- Profit of \$7,017 versus \$6,460 in 2012 (9% increase)
- Cost recoveries of \$856 through profit-sharing with co-host China Teaching Project
- Net profit margin of 50%, versus 45% in 2012

Total revenues increased slightly from \$14,000 in 2012, to \$14,155 in 2013. The additional boost in revenue was through our 50/50 raffle (raised \$413), and increased beverage consumption (sales of \$3,422, from \$2,821 in 2012) and increased ticket sales (160 in 2012, to 204 in 2013). Silent auction revenue decreased from \$5,912 in 2012, to \$3,140 in 2013. This was due to many items not selling, or selling significantly below market value, with a revenue realization rate of 30% of market value of donated items. Going forward, we suggest that the 2013-2014 Fundraising Committee analyze which items sold well, and which did not, to focus efforts on the highest return items.

<b>Financial Summary: Alumni Event</b>	
<b>Revenues</b>	
Ticket Sales	\$7,180
50/50	\$413
Drinks	\$3,422
Silent Auction	\$3,140
<b>Total Revenue</b>	<b>\$14,155</b>
<b>Expenses</b>	
Event Expenses	\$6,433
Net China Teaching Project Profit Sharing	\$705
<b>Total Expenses</b>	<b>\$7,138</b>
<b>Net Profit</b>	<b>\$7,017</b>

### Funding from Ivey

LEADER continued to receive financial support from Ivey, specifically the Dean's Office, Pierre L. Morrissette Institute for Entrepreneurship, the HBAA and the MBAA totaling

\$30,600. Furthermore, LEADER receives invaluable in-kind support from Ivey Publishing and Ivey’s Advancement Department.

**Additional Funding Sources**

LEADER also benefitted from personal fundraising initiatives by LEADERites, such as bake sales, personal training sessions, photo shoots and alumni donations. This year we also encouraged Aeroplan mile donations as part of our fundraising efforts. In total, 29 supporters donated 202,827 miles to our Project.

<b>Other Revenue Sources</b>	
<b>Events</b>	
Personal Training	\$325
Bake Sales	\$1,305
Photo Shoot	\$50
Online Donations – allocated to a LEADERite	\$4,816
Online Donations – for project as a whole	\$2,835
<b>Total Revenue</b>	<b>\$9,331</b>

**Future**

The Fundraising Committee was pleased that the Alumni Event and personal fundraising initiatives were successful in raising funds and awareness throughout the London and Toronto communities. Going forward, we suggest that the 2013-2014 team hold an additional fundraising event in London, targeting the local HBA and MBA community. This year, we were unable to achieve our goal of holding a bar or social fundraising event, due to time constraints and limited resources as we neared our Alumni Event. We believe a first semester medium scale initiative would allow next year’s team to accomplish this goal, provide LEADERites with an additional source for fundraising to meet individual targets, and raise LEADER awareness within the joint HBA and MBA community in the new Ivey building.

LEADER should also assess their structure for individual LEADERite fundraising targets. We suggest a new structure may be more beneficial in engaging team members within the LEADER group, and in increasing personal responsibility over the Project. We see the Fundraising Committee as a valuable division of LEADER that can provide team members avenues to fundraise and the support necessary to carry out initiatives. However, the overall responsibility of meeting LEADER’s fundraising goals should be shared among all LEADERites. This year, 8 out of 36 LEADERites reached their \$500 targets, with the remainder forfeiting part of their deposits.

Currently, Aeroplan is LEADER’s only corporate partner providing generous support through the donation of 1,000,000 Aeroplan miles. Continuation of our current partnerships and the formation of new ones will be key to LEADER moving forward.

If your firm is interested in becoming a Corporate Partner of the LEADER Project, please contact Kaleigh Killoran directly: [kkilloran.hba2014@ivey.ca](mailto:kkilloran.hba2014@ivey.ca)



## Media and Technology

A much larger team of seven members allowed the 2012-2013 Media and Technology Committee to complete several new projects. The first and most significant of these new initiatives was a website, which was completely revamped and moved onto the weebly.com platform. Weebly is a visual design platform and will allow future teams to more easily update the website and customize it to appeal to all of LEADER's stakeholders. The website is now connected to LEADER's social media accounts and blogs, which will allow for content to reach the largest possible audience and draw attention to the website.

The Media and Technology committee undertook a new social media strategy with the implementation support of Hootsuite, a content management tool. By designating a Social Media Head, accountability was increased and allowed for more content to be gathered from all LEADERites and published to LEADER's online community. Media and Technology also facilitated the publishing of blog updates from site teams and committees to keep the LEADER community informed.

In order to improve communication within the team and efficiency, Freedcamp, a cloud-based project management tool was deployed. Although it was an improvement for the Executive team, functional issues limited its effectiveness for all LEADERites. Moving forward, it will be important to use a project management tool that caters to the needs of the entire LEADER team and has a high ease of use.

## Future

Carrying forward into the 2013-2014 year will be a series of major initiatives. First, various interviews with past entrepreneurs and alumni were completed by the previous Media and Technology team, and will be edited and published in Fall 2013. Second, accounts were created on Flickr and Youtube in order to centralize the photographic and video content produced abroad by past LEADERites. Third, a Salesforce pilot was spearheaded by the Advisory Board Media and Technology sub-committee and will be rolled out to across the LEADER team in Fall 2013. This will replace Freedcamp and aims to increase engagement across all of LEADER's stakeholders.

In addition, ongoing content management will be highly important. There should be at least one person responsible for updating the website weekly to ensure that milestones are promoted as the year progresses. There should be clearer guidelines across the LEADER team to ensure there is sufficient social media volume, while not forgoing the quality of material. This includes blog posts, which should profile not only the motions of the LEADER experience but also the transformation of LEADERites and participants. All members of Media and Technology committee should be required to share the social media posts in order to increase the number of followers on Facebook and Twitter. Furthermore, more graphics need to be used on the website and social media platforms to ensure the Project is

visually engaging. With regards to the website, an improved method for alumni and supporters to donate online should be considered.

Next year, Media and Technology should continue to develop the promotional video for LEADER and they will need to collect video content of interviews with entrepreneurs, action videos of LEADERites teaching, and alumni interviews. M&T will be recruiting for video and social media experts next year.

## Logistics

The Logistics Committee had an active year from an operations and relationship management standpoint. The 2013 team developed key learning points that will help guide the 2014 team into a successful year ahead.

### Operational Efficiencies

Logistics requires coordination between each site team and each member. This requires developing a strategic outlook for the upcoming year along with a fully planned out action plan. In response to this, the following is recommended:

#### *Developing Key Roles & Responsibilities*

The first Logistics meeting must outline the key roles and responsibilities required in order to carry out a successful year. This should include a job description and action plan for each role in order for members to plan and execute key milestones. Furthermore, developing a formalized system allows for accountability and responsibilities to be delegated amongst the team, which will ultimately ensure efficiency of the overall process. Examples of roles include Aeroplan Relationship Management and Site Captain Director. This creates a central point of contact and specialization in an area of Logistics. Therefore, increasing the likelihood of completing tasks in a timely manner and increasing cost savings.

### Relationship Management

Key stakeholders of Logistics committee include the Aeroplan team, LEADERiets, LEADER Committees and Sites. In order to continue successful relationships with these stakeholders the following recommendations have been made:

#### *Connecting Logistics to LEADER*

As each committee and site team depends on the progress and process of Logistics, it is important to develop an over-arching strategic agenda for the upcoming year. Outlining key dates and times of importance will allow the Logistics chair to appropriately allocate resources to areas of priority. This will also allow LEADER members to follow the committee as they approach and complete each milestone in order for individuals to book flights, apply for visas and contact the site. A few insights include: developing a comprehensive list of visa application milestones and deadlines, managing Ivey travel forms, and hosting site captain information sessions on how to manage the site-LEADER relationship. This will help reduce the inefficiencies of communicating and organizing online, as well as allow for each LEADER member to be able to ask questions and expedite the process.

#### *Cultivating the Aeroplan Relationship Early*

After assigning a specific committee member to Aeroplan, communication should begin. Questions around recruiting an Aeroplan member, developing marketing initiatives for

their website, holding information sessions at Ivey about Aeroplan's involvement, and communicating arrival and departure dates are a few items we could have done better this year. Therefore, starting the conversation and relationship early on will help strengthen our relationship with this key stakeholder.

### **Conclusion and Moving Forward**

Integrating these recommendations will help to overcome the two main challenges that the 2013 team had face: communicating with key stakeholders and creating an efficient process.

## Curriculum

This year was an outstanding year for the Curriculum Committee. Our focus was on creating a balanced curriculum that would truly help entrepreneurs create and improve their businesses. The curriculum was streamlined and providing value to entrepreneurs was put at the forefront of decision-making processes. The team worked hard with deep attention to detail, while ensuring all different topics were well-integrated into a comprehensive program. While the committee has come far during the course of the year, the curriculum will be further enhanced based on the feedback of this year's participants.

### Key Achievements in 2012/2013

#### *Relevant Curriculum*

- Replaced two cases with more entrepreneurship-focused cases
- Removed one case where a classroom activity was more appropriate
- Created student templates for each topic to fit into the business plan

These changes were centered on increasing student engagement and focusing more on entrepreneurship.

#### *Student Engagement*

Engaging students has typically been a significant challenge on site, but it is a critical indicator of successful case-based learning. One approach taken by the committee to modify the curriculum this year was to add more classroom activities. A case from our curriculum was replaced where a classroom activity was deemed more effective. This emphasis on engagement will help the site teams integrate with the students faster and create an open and participative culture in the classroom.

#### *Entrepreneurship Focus*

The entire curriculum was reviewed with an entrepreneurship lens. Cases were added that were both more entrepreneurship-focused and more culturally-relevant so that the ideas would be more realistic and practical to the business models designed. In addition, supplementary modules were added to the curriculum for greater flexibility and their focus on the most recent entrepreneurship tools. The focus on entrepreneurship is critical to both the credibility and the applicability/usefulness of our curriculum.

### Suggestions for 2013/2014 Curriculum

1. Review the changes made on-site by each site team and their feedback
2. Identify cases for replacement; search for culturally-relevant & entrepreneurship-focused cases
3. Brainstorm new activities for lectures and cases
4. Restructure teaching days and training plans to start training by September 2013
5. Engage the local community through teaching practices
6. Encourage site teams to review teaching materials, and to determine schedule and responsibilities prior to arrivals to sites

## Alumni Relations

The Alumni Relations Committee focused on 5 goals this year:

1. *Improve information on LEADER Alumni:* the team worked diligently at updating our alumni database to include more relevant and complete details, as well as eliminate redundancies and cross check information.
2. *Provide timely and valuable updates to LEADER Alumni:* the team helped create fall and winter newsletters to consistently engage alumni.
3. *Promote annual Alumni Networking Event at Steam Whistle Brewery:* promotion of the event was carried out through several channels including: email, newsletters, and both the Facebook and LinkedIn groups.
4. *Improve LEADER Project brand awareness in general Ivey alumni community:* this goal was achieved through regular contributions to @InTouch, a teaching blog, and linking all posts to the alumni Facebook group.
5. *Launched the Alumni Volunteer Initiative:* New endeavor by the LEADER Project to increase alumni engagement, increase impact on the ground, and diversify revenue sources. This initiative allows LEADER alumni, Ivey alumni, and successful entrepreneurs to apply for, and volunteer with, the LEADER project at a site alongside current LEADER students. We piloted this project last year with Jon Shell (LEADER '03) and Paul Fleming (LEADER '96) in Haiti. The sites currently supporting the program include: Bangalore, Skopje, Accra, and Port-au-Prince. Though the marketing strategy is still in preliminary stages, initial response shows that alumni are significantly interested in participating in upcoming years.

## Future

This upcoming year, LEADER will be moving its entire Alumni Database to CRM software Salesforce.com. Salesforce will provide a central data hub, with plenty of added utility. The software will be used to track communications with Alumni and to improve future LEADER events through reports and analytics tracking attendance, ROI, and various other metrics. This will ensure easy access for this committee in the future and eliminate past challenges of information transfer and inaccuracies.

This tool will also provide LEADER with a way to engage alumni more effectively than ever before, enriching the LEADER experience for those that have graduated from the project. This will be fundamental in the new strategy to support programs such as the Alumni Volunteer Initiative and improve attendance at events such as the Alumni event. With Salesforce.com we aim to develop a strong platform to support, engage and inform our large and growing alumni.

## Site Summaries

### Accra, Ghana

This year LEADER delivered its first program in Accra, Ghana through partnership with Youth Challenge International (YCI) - a legacy partner and Toronto-based charity, and the Entrepreneurship Training Institute (ETI) – a Ghanaian educational centre associated with the University of Cape Coast. LEADER’s team was located in Accra, the bustling capital of the former Gold Coast on the western cape of Africa. To launch this pilot, Matthew Lam (MBA ’13), Kathleen Wang (HBA ’14), Kaleigh Killoran (HBA ’14), and Connor Lyons (HBA/BA ’14) led the way.

The teaching sessions were housed at ETI classrooms in Accra, where students from the school of entrepreneurship were excited to participate in a Canadian-run course, and the LEADER team was similarly thrilled to work in an environment and economy as dynamic as Ghana. English is widely-spoken there, which made things rather straightforward while teaching, contributing to productive and lively case discussions (it also contributed to a sense of safety when bargaining in local markets or with taxi drivers). The students’ diverse backgrounds came to colour the classroom with insight; some were teachers, others bank managers, others farmers. Throughout the three weeks, emphasis was placed especially upon collaboration - whether with regards to case preparation, in-class breakout sessions, or business plan development, because the LEADER team recognized a distrust amongst entrepreneurs that was surprisingly pervasive. It was normal, the students said, that people would “steal” entrepreneurial ideas within Ghana, and so they were reluctant to share their ideas. Together, the LEADERites and Ghanaian participants sought to breakdown this barrier, and foster a supportive environment where the participants could help push each other’s unique aspirations forwards.

The teaching facilities were more than sufficient, and the LEADER team even had their own office to prepare their cases. And while attendance varied due to students’ simultaneous working and school exam commitments, a core group of to-be entrepreneurs navigated the cases and developed business plans with which they had each entered the course. The course culminated in business plan pitches – where curriculum was put into action – and an ETI-organized closing ceremony.

In Accra, the LEADERites lived at a compound populated largely with ex-patriates working or volunteering in the area. It was spacious and centrally-located in a safe and vibrant borough of the city, and allowed the team to share stories with newfound Dutch, American, British, and Canadian friends. Obruni House (loosely translated to “foreigner house”) was only a short cab or “tro-tro” ride from the ETI classroom, near to the popular Labadi Beach, and closer still to restaurants of all sorts.

On weekends, the LEADER team was fortunate enough to venture along Ghana's Atlantic coast, visiting the country's beautiful beaches, exploring and learning about the historical importance of still-standing former European slave castles, and even attending a local village's annual and colourful "antelope festival." YCI's logistical team helped recommend routes and "must-sees" for these explorations. Additionally, the Ghana site team organized an informational meeting with Canada's Trade Commissioner to Ghana at the High Commission, and promoted the project at a Canada-Ghana Business Luncheon hosted by the Vice-President of Ghana and Canada's Governor General, David Johnston.

The LEADER team's hosts were excited about the program, and optimistic about its potential. ETI sought to showcase the program, and organized an opening ceremony with local news and print media, leading to multiple instances where LEADERites were identified by people from outside the program while exchanging currency or walking through the local markets. It was a truly inspiring and rewarding experience for the team from Ivey, and for their students alike.

### **Skopje, Macedonia**

The LEADER team was very successful at engaging the participants and strengthening the relationships with our site partners at the Skopje site this year. Knowing the audience would be new and established entrepreneurs, the team comprised of individuals with work experience in consulting and operations (Lucy Li, MBA 2013), accounting and finance (Shriekesh Majithia, MB 2013), legal and negotiations (Tom Ladner, HBA/JD 2014), and retail marketing & consumer insights (Curtis Arthur, Aimia, affiliated AEROPLAN sponsor). This well-rounded team bonded quickly on site and drew from each other's expertise to ensure the curriculum was relevant and valuable to the class.

There were fourteen entrepreneurs that attended the session from beginning to end, and all of them showed a tremendous amount of interest and effort during LEADER training. Half of the class were business owners that run or work for their families. The rest were senior executives in local or multinational companies who aspire to start their own businesses. It was interesting to observe how easy it seemed to start a small venture, and how people were keen to keep these companies as family-run businesses.

Dominant industries in Macedonia include agriculture, mining, computer programming and other IT services, wine export, and textile manufacturing. Some interesting observations about the business environment in Macedonia are as follows:

- Agriculture – Dining out is quite affordable in Macedonia, and one reason the food prices are lower is how much people grow their own food in their backyard: not only for private consumption, but people would also sell these produce in local markets.



- Labour – There are many university graduates in the country, and the unemployment rate is not as low as in Canada. However, there is a shortage of highly skilled labour in certain industries like information technology. On the other hand, there are many doctors and dentists who are poorly compensated and some even take on a second job. There seems to be a mismatch between the skills required and the qualifications of the labour force.
- Trade – Macedonia is not in the European Union (EU), thus its market size is limited compared to other Eastern European/neighbouring countries. Due to the ongoing disagreement with Greece over the country name of Macedonia, the prospect to join the EU is not very optimistic. This disadvantage is difficult to overcome for Macedonia yet critical for its economic growth.
- Politics – It seems political affiliation is a significant factor in how a business operates and grows in this country. The politicians are much more involved in the business world compared to Canada. Most people recognize the need to build good relationships with politicians.

Coaching with the participants was done not only at training location, but at the participants' offices as well. There were at least 4-5 office visits coordinated by the participants during the coaching sessions with LEADER instructors. The approach to take the coaching off-site was very effective – the instructors could better understand the business issues or questions when seeing the businesses first hand.

Finally, our partners Macedonian Chamber of Commerce and Macedonia 2025 commented how satisfied they were with the LEADER training based on their observations and the participants' feedback. They were also interested in collaborating more in terms of promoting LEADER (recruitment of participants) and creating an ongoing network for their past and current class. For instance, several of the participants this year have maintained business contacts and exploring partnership opportunities together.

Overall, the teaching experience in Skopje was very positive for the participants and the LEADER team.

### **Chisinau, Moldova**

This year, Ivey LEADERites ventured back to Chisinau, Moldova, one of LEADER's legacy sites, partnered with the Academia de Studii Economice din Moldova (ASEM), Moldova's main business and economics school. LEADER's team consisting of Nadine Abdallah (HBA '14), Anisha Chotalia (HBA '13) and Ali R. Tariq (MBA '13) were excited by the opportunity to continue the project in Chisinau with a large class of budding entrepreneurs that were passionate about both entrepreneurship and their country.

Students were taught in ASEM classrooms, which proved to be convenient for the majority of LEADER participants who were students of ASEM themselves. This location also proved to be effective in attracting committed students with a genuine interest in combining business skills, leadership and their knowledge of Moldova to create sustainable business in their economies.

The calibre of the LEADER participants was astonishing, contributing to lively and unconventional classroom discussions. Students approached cases and lecture material with differing opinions on politics, economy and risk tolerance when executing an entrepreneurial venture truly adding to the educational experience. Exposure to the case-method proved to be both extremely effective and enjoyable to the students as many asked for additional cases outside of the three-week curriculum. The LEADER team provided out-of-class mentorship and consulting sessions catering to the schedules of the students and enabling an open atmosphere, encouraging curiosity and guidance. The Chisinau site was successful in creating four comprehensive business plans for local entrepreneurial ventures in various industries.

In Chisinau, the LEADERites lived in La Commune di ASEM, which translates to the ASEM Hotel; where visiting professors and international students are housed while attending to university affairs. It was a great facility equipped with a central kitchen allowing for having “family dinners” with our Polish transfer student and Swedish professor roommates. The accommodations also provided a space to have socials with our students to allow for networking and icebreakers, thus adding comfort while contributing to classroom discussions.

The students were keen on exposing the LEADERites to as much Moldovan culture as possible: introducing them to cultural foods, taking them on excursions and teaching them some Romanian and Russian to get by on weekend visits to Iasi, Romania and Tiraspol, Transnistria.

The Chisinau site team worked extensively on capacity building within the community, connecting with LEADER Alumni to gain insights on how to best improve the program and cater to the Moldovan student demographic. They were also able to meet with a local Entrepreneurial Hub in hopes of developing a prospective partnership to best support budding entrepreneurs in Moldova.

Ultimately, the Chisinau LEADER team did not expect to learn as much as they did from the locals and students. It was a mutually inspiring and unforgettable experience for all involved - one that yielded potential for new business ideas, partnerships and opportunities for expansion.

## Dnepropetrovsk, Ukraine

LEADER came back to Dnipropetrovsk in 2013 after a 1-year hiatus in 2012 due to circumstances outside of LEADER Project. As a result, the National Mining University—our partner organization in the city—made an extra effort this year to make the LEADER team of Akash Mayur (MBA '13), Anita Lee (HBA '13), Alyssa Moledina (HBA '14), and Rob Mackenzie (MBA '13) feel welcome. The students and partners were incredibly gracious hosts whose enthusiasm and kindness transformed what may have been an ordinary experience into a totally unforgettable one.

The class consisted of 25 students from the National Mining University who were studying Management, Translation, Econometrics, or Marketing. They were also keen; it was learned shortly before the project that the first week of the short two-week teaching project had landed on a reading week for students and week-long bank holiday for all Ukrainians. The students were all fairly proficient with English, but some vocabulary adjustment was necessary. They found it helpful for LEADERites to speak slowly and spend a bit of time explaining new words and concepts, and to flesh out examples with Ukrainian business examples they were familiar with. Though class participation was slow at first, instructors were lucky to have a few regular contributors to get the ball rolling until the rest of the students became comfortable with the process. Before long, class participation wasn't a problem and the students impressed with their creativity and insight. The students loved attempts to learn bits of their language and culture, and were always ecstatic when Russian words and Ukrainian businesses made cameo appearances during lectures.

The teaching facilities were more than adequate. The classroom was enormous, spacious, and always filled with natural light streaming in from the giant windows running along one entire wall. There was access to a projector, chalkboards, flipcharts, and markers, all of which were used extensively for group work and presentations. Dorms were a ten-minute walk from the university. They were safe, comfortable, close to everything needed, and laptops were provided configured for wireless access to the school's network. The LEADERites befriended an American peace-corps volunteer and a young German teacher who also lived in the dorm and who became great resources in getting to know the city.

The primary contact on the ground in DP was Mariia Rizun, who worked tirelessly to make sure that everyone was always looked after and knew how to get to where they needed to be. Almost every day was met with either an organized extra-curricular activity, or a student-led initiative to introduce a new restaurant or park after class. Though this seemed exhausting at first, it was invaluable in retrospect because it was precisely how so much was accomplished in such a short amount of time. These activities included a class visit to the new state-of-the-art Interpipe Steel Plant, an authentic Cossack pioneer village, the

Victory Day parade, an evening beach barbeque, several restaurant outings, and several walking tours of the city.

One of the most memorable encounters was meeting Evgeniy Fedorenko, a local LEADER alum from several years earlier. Apparently there is a tradition of LEADER alumni in Dnipro coming back to meet the students and teachers in subsequent years. Evgeniy was proud to have participated in LEADER, an experience he credits with having a significant impact on his career. His outlook, positivity and his pride at having participated in LEADER was so impressive that he was invited in as a guest speaker for the leadership lecture.

Evgeniy explained that the challenge in Ukraine is maintaining that youthful positivity and ambition even after graduation, when students find themselves in a downturn economy and no job in a corrupt system. The typical Ukrainian student's exuberance is tempered with a noticeable dose of resignation towards a political and economic system where corruption is a fact of life. In a country where it takes a few bribes and three months of red tape to get a small business license, it's not surprising that you don't find a lot of people—students or otherwise—who self-identify as entrepreneurs. If future participation in LEADER is limited to entrepreneurs only, what message does this send?

Prior to arriving in the city, the four LEADERites had heard that Dnipro was on the “chopping block” as a LEADER site. According to one, “as an entrepreneur myself, I was philosophically in support of this attempt to relocate to more ‘entrepreneurial’ locations. After witnessing the impact LEADER is actually having in Dnipro, there is a strong case for it to stay on as an active site.” In conversations with Evgeniy and Mariia, they both expressed a desire to expand LEADER’s partnerships beyond just the National Mining University to also include existing clusters of entrepreneurial communities in the city as a way of establishing a more supportive network to promote grassroots entrepreneurship to youth.

Twenty years of peaceful independence and an educated youth is fertile ground for a country going through a profound transition. The youth of Ukraine will be the catalyst to that evolution, and it is the LEADERite task as representatives of Ivey and LEADER to inspire them towards the possible. If even one young Ukrainian can be convinced to act on their business idea, or motivated to, in some future position, make a move towards business-friendly reform, LEADER will have fulfilled its mandate.

### **Irkutsk, Russia**

LEADER's partner in Irkutsk, Russia, The Baikal University of Economics and Law, continued to be a gracious host to the 2013 LEADERites Mohsin Khandwala (HBA 2014), Diana Mohan (HBA 2013), John Foley (MBA 2013) and Feroz Sarkari (MBA 2013). While the geographical remoteness of Irkutsk offers challenges, the region's cultural heritage portrayed in museums, theatre and architecture continues to appeal to residents and

tourists alike. LEADERites also witnessed the breathtaking beauty of the region, by visiting Lake Baikal, the deepest lake in the world.

Despite what the city had to offer, the classroom experience with students remained the highlight of the experience. There were two classes conducted daily; one in English and one in Russian, with the aid of a translator. Though language was a challenge, the quality of translation and facilitation was remarkable and the facilities and teaching aids made the job easier. Most importantly, the calibre of the students, their engagement and enthusiasm exceeded the LEADERites' expectations and made it one of their most rewarding experiences.

### **Port-au-Prince, Haiti**

The Ivey LEADER Project's 2013 traveled to Haiti for the third time and had an experience that was humbling, and tried patience, but also gave hope that the nation is home to some budding entrepreneurs who are passionate about rebuilding their communities, and country. The team of two HBA students (Cassandra Lee-Chiang and Taylor Sekhon) and two MBA students (Sarah Landstreet and Max Rosenfeld) taught five groups and over 130 entrepreneurs, in French, during a three-week period this May. Due to the students' particular interest in entrepreneurship, LEADERites branched out beyond the traditional LEADER case-based curriculum, and introduced some modern thinking exercises such as the Lean Startup Machine's Validation Board, and the Lean Business Model Canvas. They enjoyed many lively discussions in class, and heard plenty of personal stories about the students' own forays into business. Regrettably, logistical issues and various risks preventing the team from interacting with the students as much as they would have liked outside the classroom. However, they did have the unique chance to visit a few of last year's LEADER entrepreneurs' businesses, including a caramelized-milk-scented fudge factory in the capital city, and a serene rice farm in the country, where fields were delineated not by fences, but by coconut palms and banana trees.

There was a wide range of students; several were clever and accomplished, and exhibited a remarkable passion for entrepreneurship. A number of students expressed their appreciation for the material that was taught, in spite of the brief hours afforded with each of the five groups. The main goal was to develop the students' way of thinking about entrepreneurship, and the LEADERites are hopeful that at least a few really derived some profound insight. Haiti's unfortunate circumstances, albeit set in a once-stunning tropical landscape, made it one of the more logistically difficult sites in which to manoeuvre. The team certainly appreciated clean Canadian air, smooth roads, and good plumbing upon the return home. In some ways, the most regrettable aspect of the time in Haiti was also the most intriguing; due to Haiti's complex and tumultuous history (from the world's wealthiest sugar-rich colony, full of French charm and delicate architecture, to a nation distraught with poverty and an overabundance of uncoordinated aid and development agencies), it would have been fascinating to engage more deeply in the local culture. The

hope is that future LEADER teams will enjoy a more open experience of the country, which in turn should build our collective understanding of Haiti and its people, and help us to optimize our role there.

### **Nizhny Tagil, Russia**

The Nizhny Tagil Technological Institute has been a loyal partner and enthusiastic supporter of the LEADER Project for fourteen years. The Institute is a branch of the Ural State University, specializing in engineering and management and focusing on the formation of human and technological capacities and increasing the competitiveness of local post-industrial sectors.

Two classes were taught in Nizhny Tagil with the support of translators. The classrooms were located at the Institute and were equipped with chalkboards, flipchart paper and desks. The classes primarily consisted of engineering and business students who were studying at the Institute and were eager to learn about Canadian culture and participate in a dynamic, discussion-based classroom environment. The interactive nature of the case method differed significantly from typical Russian teaching styles and the instructors were proud to see a marked improvement in the students' confidence and presentation skills by the end of the course.

While few students in the group initially indicated intent to start their own business, two-thirds of the class had changed their minds by the end of the first week of the course. It is difficult for young entrepreneurs to gain financial and community support in Nizhny Tagil, however, many of the students were hopeful that starting their own business would allow them to lead a successful, fulfilling life.

In Nizhny Tagil, the LEADERites stayed in a student residence building, adjacent to the academic building and classrooms. The LEADER team was very fortunate to have the incredible support and overwhelming hospitality of the staff and students at the institute. They ensured that the team was safe, comfortable and well entertained, organizing daily events and activities. Highlights of the trip include visits to a Russian Banya, a tank museum and a high school for gifted children. Because of the lack of international influence in Nizhny Tagil, locals were very interested in Canadian life and business. All of the meetings were very inspiring and left the LEADER team with new perspective on opportunities in Canada.

Before leaving for Nizhny Tagil, the LEADERites and Executive Directors were uncertain about the site's alignment with LEADER's focus on entrepreneurship, especially given the lack of support for local entrepreneurs. The team communicated these concerns with site contacts in Nizhny Tagil and received immense support from the leadership of the Institute. They offered to introduce the team to local entrepreneurs and ensure that students

enrolled in the course were interested in pursuing entrepreneurial ventures after graduation. The partner's enthusiasm for the program and continued commitment leaves us incredibly optimistic about LEADER's future in Nizhny Tagil.

The Nizhny Tagil Team included Shannon Wright (HBA '14), Niousha Ghazni (MBA '13), Danish Ajmeri (HBA '13) and Sergio Aguirre (MBA '13).

### **Togliatti, Russia**

LEADER returned to Togliatti's Academy of Management (TAM) this summer, continuing one of LEADER's longest relationships. For the Ivey students that visited Togliatti this May, it didn't take long to find out why the partnership between LEADER and TAM has lasted so long. Karim Lallani (MBA '13), Priya Trivedi (MBA '13), Michelle Briffett (HBA '13), and Daniel Otamendi (HBA '14) were lucky to find such welcoming students and staff.

The Ivey students were again charged with teaching a credit course that is part of the President's Management Training Program (PMTM) – an exclusive government-funded program for mature students in middle management positions looking to reach the next level in their careers. One of the most special parts of TAM is the fact that the academy runs programs for students from Kindergarten, all the way to university and even graduate students (ie. MBA). The Ivey students were lucky to interact with students of all ages and were highly impressed with the enthusiasm and high level of English throughout the academy. The Ivey students also admired the PMTM students' dedication to LEADER. Every day they would drive about an hour to TAM after work in order to take in 2.5 hours of learning. Despite the long and busy days, they took the cases seriously and often asked questions that challenged everyone's perspectives. In the end, the TAM students taught the Canadians as much about Russia and the local business environment as the Canadians taught the TAM students. It was a great experience for everyone and the Ivey students are happy to report that they have been keeping in touch with their TAM students and hope to keep track of the different businesses they helped influence.

### **Banagalore, India**

This was the second year for the LEADER Project in Bangalore, India, through the continued partnership with Jain University, Dr. RC Jain, and Professor NVH Krishnan. Four 2013 MBA students attended, including one Executive Director, as per the request of the site partner: Haley Jeffery, Leyna Rottboll, Sekh Samuel, and Sunny Soin. This year began started with 14 students enrolled in the program, but with some early changes ended up with 11 students who graduated the program. Part of this had to do with timing as students were headed into final exams and were afraid to commit when they were under a lot of pressure to study. Jain University hosts, as an extension to their roster of business programs, a program focused specifically on entrepreneurship and incubation, the JGI IDEA (Incubation & Development of Entrepreneurial Ability) Program. While there were

students last year from this program, the geographical movement separating this program from the main campus posed a challenge in recruiting students other than those in the MBA program with entrepreneurial aspirations.

English is spoken fluently by all students, and becoming increasingly popular in Bangalore as a secondary language (after Hindi). As they were all completing the first year of their MBA's, the students were well versed in many business topics. However, they had never been exposed to the case-based method in teaching and were extremely engaged in classes. Main focuses were on finance and leadership. In the financial section of the course the main focus was on the importance of cash flows in a sustainable business, a subject the students learned a lot from. However, the most challenging and interest-inducing section was leadership and management. While nervous at first, the students worked diligently to overcome their intimidation and engage in public speaking and leadership exercises. They performed extremely well in the program overall and all received their certificates. All students were between 20 and 21 years of age and at least 4 came from family businesses.

The teaching facilities were on par with those in any Canadian university. LEADERites had access to computers, PowerPoint on projectors, and wi-fi in the classroom. These resources sometimes had to be set up in advance but the university was extremely accommodating in all aspects. The LEADERites were especially impressed when they had to make schedule changes; they worked with students and the school to move some classes due to exam and test conflicts, and doubled up on some teaching days to complete two full teaching sessions in one day. The students worked extremely hard to prepare for these sessions and the school helped by providing food and beverages during breaks for students and the LEADER teaching team.

The LEADER teaching team was treated with exceptional hospitality during their stay. Accommodations were phenomenal, with each LEADERite having their own private bedroom and bathroom. Vegetarian dishes were prepared and served for all meals while at the residence. Drivers were provided for transportation to and from the school. For all other excursions the school would organize transportation that the team could pay for themselves. Two excursions outside of Bangalore took place, one trip to the beach area of Goa and another to Mysore Palace. The school helped plan travel when requested and even provided itineraries of the best attractions. Students helped as well!

Overall the project was extremely successful and saw great reviews from students and Jain organizers alike. At the end of the three weeks, the LEADER Project was covered by newspaper the New Indian Express in an article titled: *City Students Impress Canadian Leader Trainers* and was given very positive coverage.

Plans for next year were discussed with the team at Jain University at the end of the teaching sessions. The only major change for next year is that the LEADER team will likely



be teaching at the Jain campus where the JGI IDEA program is located to work with students who are more strictly focused on entrepreneurship. It is unfortunate that general MBA students may not have access to due the proximity, but this change will likely heighten enrolment and enhance the effectiveness of the project.

## Special Thanks to Our Sponsors

### **Aeroplan**

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### **Pierre L. Morrissette Institute for Entrepreneurship**

<http://www.iveyentrepreneur.com>

### **Richard Ivey School of Business – Office of the Dean**

<http://www.ivey.uwo.ca>



### **MBA Student Association**

<http://iveymbaa.ca>

### **HBA Student Association**

<http://iveyhbaa.ca>



### **Ivey Advancement**

<http://www.ivey.uwo.ca/alumni>

### **Ivey Publishing**

<http://www.iveycases.com>



### **HBA Program Office**

<http://www.ivey.uwo.ca/hba>



HBA

### **MBA Program Office**

<http://www.ivey.uwo.ca/mba>



MBA

## Appendixes

### Appendix I: Contact Information

If you have any questions, or require any further information please contact the LEADER Project at:

LEADER Project,  
Ivey Business School at Western University  
1255 Western Road  
London, Ontario, Canada  
N6G 0N1

Email: [leaderproject@ivey.ca](mailto:leaderproject@ivey.ca)

Website: [www.leaderproject.com](http://www.leaderproject.com)

If your questions are specific to the LEADER Advisory Board, please contact:

Email: [advisoryboard@leaderproject.com](mailto:advisoryboard@leaderproject.com)

## Appendix II: Participants and Committee Roles

Name	Committee	Program	Site
Matthew Lam	Logistics	MBA	Accra, Ghana
Connor Lyons	Alumni Relations	HBA2	Accra, Ghana
Kathleen Wang	Logistics	HBA1	Accra, Ghana
Kaleigh Killoran	Executive Director	HBA1	Accra, Ghana
Tom Ladner	Curriculum	HBA/JD	Skopje, Macedonia
Shrikesh Majithia	Performance Measurement	MBA	Skopje, Macedonia
Lucy Li	Executive Director	MBA	Skopje, Macedonia
Ali Tariq	Media and Technology	MBA	Chisinau, Moldova
Anisha Chotalia	Fundraising	HBA2	Chisinau, Moldova
Nadine Abdallah	Fundraising	HBA1	Chisinau, Moldova
Rob Mackenzie	Curriculum	MBA	Dnepropetrovsk, Ukraine
Anita Lee	Media and Technology	HBA2	Dnepropetrovsk, Ukraine
Akash Mayur	Alumni Relations	MBA	Dnepropetrovsk, Ukraine
Alyssa Moledina	Media and Technology	HBA1	Dnepropetrovsk, Ukraine
Feroz Sarkari	Curriculum	MBA	Irkutsk, Russia
John Foley	Fundraising	MBA	Irkutsk, Russia
Diana Mohan	Logistics	HBA2	Irkutsk, Russia
Mohsin Khandwala	Alumni Relations	HBA1	Irkutsk, Russia
Taylor Sekhon	Executive Director	HBA2	Port-au-Prince, Haiti
Cassandra Lee-Chiang	Media and Technology	HBA2	Port-au-Prince, Haiti
Max Rosenfeld	Alumni Relations	MBA	Port-au-Prince, Haiti
Sarah Landstreet	Curriculum	MBA	Port-au-Prince, Haiti
Sergio Aguirre	Media and Technology	MBA	Nizhny Tagil, Russia
Niousha Ghazni	Fundraising	MBA	Nizhny Tagil, Russia
Danish Ajmeri	Alumni Relations	HBA2	Nizhny Tagil, Russia
Shannon Wright	Curriculum	HBA1	Nizhny Tagil, Russia
Karim Lallani	Fundraising	MBA	Togliatti, Russia
Priya Trivedi	Media and Technology	MBA	Togliatti, Russia
Michelle Briffett	Curriculum	HBA2	Togliatti, Russia
Daniel Otamendi	Media and Technology	HBA1	Togliatti, Russia
Sekh Samuel	Logistics	MBA	Bangalore, India
Sunny Soin	Fundraising	MBA	Bangalore, India
Haley Jeffery	Fundraising	MBA	Bangalore, India
Leyna Rottboll	Executive Director	MBA	Bangalore, India

## Appendix III: Income Statement

### LEADER Income Statement

For the Year Ending August 31, 2012  
\$ Canadian

	2013 Actual	2013 Budget	Explanations	2012 Actual	2011 Actual
<b>Revenue</b>					
<i>Fundraising Campaign</i>					
Individual donations	\$ 4,816.18	\$ 7,500.00	Increase to \$500/person (Double)	\$ 3,863.67	\$ 3,390.00
Collective donations	\$ 2,834.72	\$ 3,000.00	Same as 2012	\$ 3,104.05	\$ 3,330.00
Corporate Sponsorship	\$ -	\$ -		\$ -	\$ -
<b>Subtotal Fundraising</b>	<b>\$ 7,650.90</b>	<b>\$ 10,500.00</b>		<b>\$ 6,967.72</b>	<b>\$ 6,720.00</b>
<i>Fundraising Events</i>					
Alumni Reunion Event	\$ 7,016.94	\$ 6,500.00	Same as 2012	\$ 6,458.98	\$ 5,548.69
Bar Event(s)	\$ -	\$ 750.00	Same as 2012	\$ 750.95	\$ 460.00
Pub Crawl	\$ -	\$ -		\$ -	\$ -
Other initiatives	\$ -	\$ -		\$ -	\$ -
<b>Subtotal Events</b>	<b>\$ 7,016.94</b>	<b>\$ 7,250.00</b>		<b>\$ 7,209.93</b>	<b>\$ 6,008.69</b>
<i>Executive Director Internal Campaign</i>					
MBAA contribution	\$ 4,000.00	\$ 4,000.00	\$220/person	\$ 1,500.00	\$ 2,100.00
HBAA contribution	\$ 1,600.00	\$ 1,600.00	\$100/person	\$ -	\$ 1,500.00
Cross-Enterprise Leadership Centre	\$ -	\$ -		\$ 5,000.00	\$ 5,000.00
Ivey Dean's contribution	\$ 10,000.00	\$ 10,000.00		\$ 10,000.00	\$ 10,000.00
Institute for Entrepreneurship	\$ 15,000.00	\$ 15,000.00		\$ 15,000.00	\$ 15,000.00
<b>Subtotal ED</b>	<b>\$ 30,600.00</b>	<b>\$ 30,600.00</b>		<b>\$ 31,500.00</b>	<b>\$ 33,600.00</b>
<i>Other Revenue</i>					
Withheld Reimbursements	\$ 3,379.15	\$ 870.00	2012 HBA2 Shortfall	\$ 1,350.00	\$ -
Deposit forfeiture	\$ 1,500.00	\$ -	2 MBA Withdrawals	\$ 1,000.00	\$ 500.00
Deposit donation	\$ -	\$ -		\$ -	\$ -
Fee Reversals	\$ 39.88	\$ -		\$ -	\$ -
<b>Subtotal Other</b>	<b>\$ 4,919.03</b>	<b>\$ 870.00</b>		<b>\$ 2,350.00</b>	<b>\$ 500.00</b>
<b>Total Revenue</b>	<b>\$ 50,186.87</b>	<b>\$ 49,220.00</b>		<b>\$ 48,027.65</b>	<b>\$ 46,828.69</b>
<b>Expenditures</b>					
<i>General &amp; Administrative Expenses</i>					
Banking Expense	\$ 24.49	\$ 25.00	Bank accounts fees are being lowered for 2013	\$ 52.64	\$ 40.00
Postage Expense	\$ 10.00	\$ 25.00		\$ 20.68	\$ 20.00
Meeting Expense	\$ 559.31	\$ 500.00		\$ 497.66	\$ 301.54
Printing Expense	\$ -	\$ 1,200.00		\$ 1,182.33	\$ 621.60
Translation Expense	\$ 3,015.95	\$ 5,000.00	NT, Irkutsk, Haiti New cases, Haiti	\$ 2,864.02	\$ 615.00
Promotion Expense	\$ -	\$ -		\$ -	\$ 400.00
Gifts	\$ -	\$ -		\$ -	\$ 240.96
Other Expense	\$ -	\$ -		\$ -	\$ 268.81
<b>Subtotal G&amp;A</b>	<b>\$ 3,609.75</b>	<b>\$ 6,750.00</b>		<b>\$ 4,617.33</b>	<b>\$ 2,507.91</b>
<i>Travel Expenses</i>					
Flights	\$ 26,054.11	\$ 26,649.16	Same quotes as 2012 plus 2.5% see Team List and Costs	\$ 24,848.77	\$ 20,680.46
Aeroplan taxes & fees	\$ 9,157.82	\$ 9,588.56	Booking direct to site lowers taxes	\$ 9,781.45	\$ 9,087.56
Overweight Baggage Fees	\$ -	\$ -		\$ -	\$ 840.98
Visa expenses	\$ 2,063.45	\$ 2,305.00	Yekaterinburg dropped, no Tanzanian work visa needed	\$ 3,443.54	\$ 2,280.00
Accommodation	\$ -	\$ -	Haiti security precaution - will be covered by partner in 2013	\$ 4,221.91	\$ -
Transportation	\$ -	\$ -	Haiti security precaution - will be covered by partner in 2013	\$ 1,435.00	\$ -
Medical Expense	\$ -	\$ 1,140.00	\$285/person	\$ 818.00	\$ -
Travel Allowance	\$ -	\$ -		\$ -	\$ 139.70
Travel insurance	\$ 224.89	\$ 666.00	Assuming all MBAs require insurance	\$ 222.00	\$ 180.00
<b>Subtotal Travel</b>	<b>\$ 37,500.27</b>	<b>\$ 40,348.72</b>		<b>\$ 44,770.67</b>	<b>\$ 33,208.70</b>
<b>Contingency expenses</b>	<b>\$ 1,939.66</b>	<b>\$ 2,500.00</b>		<b>\$ 1,200.46</b>	<b>\$ 835.56</b>
<b>Total Expenditures</b>	<b>\$ 43,049.68</b>	<b>\$ 49,598.72</b>		<b>\$ 50,588.46</b>	<b>\$ 36,552.17</b>
<b>Surplus/(Deficit)</b>	<b>\$ 7,137.19</b>	<b>\$ (378.72)</b>		<b>\$ (2,560.81)</b>	<b>\$ 10,276.52</b>
Per LEADERite	\$ 203.92	\$ (11.14)		\$ (82.61)	\$ 380.61
Students traveling	35	34		31	27