



FECC 2017

Family Enterprise Case Competition

University of Vermont
Grossman School of Business
January 11-14

WELCOME

From Dean Sanjay Sharma



Welcome to the fifth annual University of Vermont (UVM) Grossman School of Business, Global Family Enterprise Case Competition (FECC). The only case competition in the world, solely focused on the issues surrounding family businesses.

This year we're welcoming 24 undergraduate and graduate teams, many of whom I'm delighted to note are returning to UVM for this unique competition. The continued success of FECC is a testament to the enthusiasm of all participants, each of whom play their part to ensure such a memorable experience.

Our goal is to provide a setting and competition that inspires the sharing of knowledge, while forging deeper connections with other prominent educational institutions and organizations; relationships and networks that strengthen and promote the understanding of family business.

Thank you for joining us and bringing your family business expertise here to UVM. We have teams and judges from five continents attending, so I invite you to bring your world view, explore the Grossman School of Business, and enjoy all that Burlington and our beautiful state of Vermont has to offer. I'd also like to thank all of our sponsors and all involved with making FECC such a success; we couldn't do it without you.

Good luck in the competition!

Sincerely,

A handwritten signature in black ink, appearing to read 'Sharma'.

Sanjay Sharma, Ph.D.

Dean and Professor of Management



CONTENTS

4	Organizing Committee
6	Global Competition
8	Undergraduate Teams
12	Graduate Teams
14	Sponsors

18	Event Schedule
21	FECC 2016 Awards
22	Division Structure
23	Division Assignments
24	Competition Schedule



Pictured from left to right:

Carly Caswell, Abigail Collins, Taylor Summerville, Rhiannon Rosamilia, Douglas Hirschhorn, and Alison Witschonke

STUDENT AMBASSADORS

Stephen Anderson
Eric Baseman
Kelton Bogasky
Jordan Corrow
Sarah Davis
Maya Donoghue

Jana Gailiunas
Amy Garland
Rider Gordon
Adam Gracely
Cole Green

Nicole Hamaway
Tupper Hinsdale
Nolan Houston
Mikayla Humiston
Nishani Kessler



Pictured from left to right:
Thomas Chittenden, John Turner, Michelle Chapman, Nick Gingrow, Linda Kruger, and Pramodita Sharma

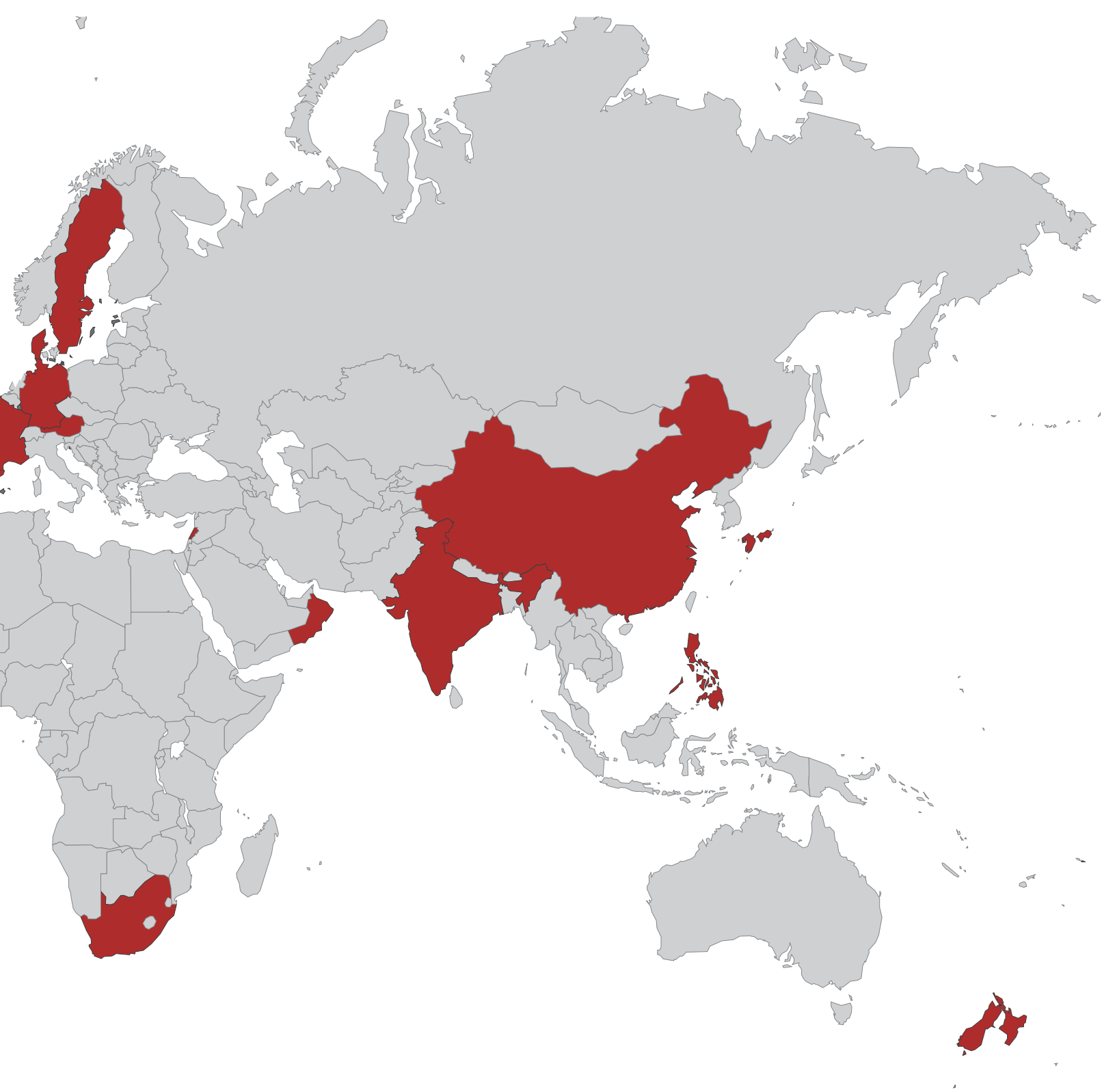
Bailey Kimball
Andrei Klimov
Snow Li
Olivia Machanic
Kate Paterson

Chris Petrillo
Catherine Redmond
Kristen Roche
Brian Schell
Miki Sessions

Dewey Sheehan
Jaired Stewart
Gaelyn Sullivan
Ethan Trout
Eric Velli
Jade Zeng



GLOBAL COMPETITION



"The FECC combines what are two of the most important factors contributing to family business sustainability: A motivated next generation and an innovative approach to education. We have greatly enjoyed watching this event grow year by year and become the global success it deserves to be."

*Ramia M. El Agamy, Editor in Chief, Tharawat Magazine
UAE & SWITZERLAND*

UNDERGRADUATE TEAMS



@UVMFECC
#FECC2017

Goodman
School of Business

Brock University

BROCK UNIVERSITY

Goodman School of Business

Primary Coach: Dr. Herbert MacKenzie

Team Members: Mitchell Cowan, Nick Hollard, and
Madeline Stevens



SPROTT
SCHOOL OF BUSINESS

CARLETON UNIVERSITY

CARLETON UNIVERSITY

Sprott School of Business

Primary Coach: Danielle Walsh

Additional Coach: Nicholas Charron

Team Members: James Dalton, Liam Gravely,
and Martina Witt



FACULTY OF MANAGEMENT
Rowe School of Business

DALHOUSIE UNIVERSITY

Rowe School of Business

Primary Coach: Dr. Albert James
Additional Coach: Leslie McNabb
Team Members: Joshua Biggar, Hailey Coleman, and Gardiner Goodman



GRAND VALLEY STATE UNIVERSITY

Seidman College of Business

Primary Coach: Dr. Ana Gonzalez
Team Members: Aaron Schaafsma, Steven Vushaj, and Scott Zokoe
Additional Student: Sydney Ecker



ROTTERDAM UNIVERSITY OF APPLIED SCIENCES

Rotterdam Business School

Primary Coach: Sandra Farwer
Team Members: Daniel Baak, Jordy Van Der Vlies, and Jaap Krabbendam



SAGINAW VALLEY STATE UNIVERSITY

College of Business

Primary Coach: Dr. Izabela Szymanska
Team Members: Bunny Book, Ronnell Burnett, and Sydney Meadows
Additional Student: Emily Miller



Family Enterprise Center

STETSON UNIVERSITY

Primary Coach: Dr. Ram Subramanian
Team Members: Kaylee Anderson, Ashley Frederick, and Hailin Zhu



SYRACUSE UNIVERSITY

SYRACUSE UNIVERSITY

Whitman School of Management

Primary Coach: Dr. Alex McKelvie
Team Members: Nitinand Angubolkul, Jennie May, and Ben Taylor



UNIVERSIDAD DE LOS ANDES

School of Management

Primary Coach: Dr. Luis Díaz-Matajira

Team Members: Daniela Escallon, Sara Marquez Jaramillo, and Carlos Morales



UNIVERSIDAD PANAMERICANA AGUASCALIENTES

School of Business and Economics

Primary Coach: Dr. Maria Galarza-Heras

Team Members: Salvador Medina, Regina Navarro-Fernandez, and Enrique Pereira-Sandino



UNIVERSIDAD PANAMERICANA GUADALAJARA

Family Business Management

Primary Coach: Maria Begoña Cota Mendía, Luis Gerardo Estrada González

Team Members: David Arturo García Gámez, Francisco López García, and Daniela Vejar Sanchez



UNIVERSITY OF GUELPH-HUMBER

School of Business

Primary Coach: Justin Medakiewicz

Team Members: Parisa Khazra, Alisha Sahota and Niha Shujaat



UNIVERSITY OF NORTH TEXAS

Primary Coach: Dr. Christopher Penney

Team Members: Rohana Butt, Dylan Lischau, and Amberlyn Moore



The University of Vermont

Grossman

SCHOOL OF BUSINESS

UNIVERSITY OF VERMONT

Grossman School of Business

Primary Coach: David Mount

Additional Coach: Anne Doremus

Team Members: Christopher Norton, Heather Scott, and Meaghan Winter

LAZARIDIS

School of Business & Economics

WILFRID LAURIER UNIVERSITY

Lazaridis School of Business and Economics

Primary Coach: John Young

Additional Coach: Chandni Patel

Team Members: Triet Nguyen, Sarah Scott
and Schanuj Sivapunniam

Windesheim

WINDESHEIM UNIVERSITY OF APPLIED SCIENCES

Primary Coach: Mira Bloemen-Bekx

Additional Coach: Jan Willem Van Der Vloot Van Vliet

Team Members: Maarten-Marijn Koens, Koen
Oortgiesen, and Rosemarie Steenbeek



“Participating or attending FECC is one of the best ways to gain insight and knowledge of such a unique industry. The event is full of the brightest members in the industry of family business, and it is a great way to see the trends of the future.”

- LAURA O'REILLY
Greener Marketing
Canada

GRADUATE TEAMS



@UVMFECC

#FECC2017



CONCORDIA UNIVERSITY
John Molson School of Business

Primary Coach: Stavros Athanasoulas
Team Members: Samie Li Shang Ly, Vinay
Prakash Paramanand, and Evan Steeves

ESADE

Universitat Ramon Llull

ESADE BUSINESS SCHOOL

Primary Coach: Dr. Maria José Parada
Team Members: Michael Cappell, Masaaki
Hamada, Diego Robelo



HEC MONTREAL

Primary Coach: Denise Paré Julien
Team Members: Catherine S. Beaucage, Maxence Guérin, and Audrey Taillefer



ICN BUSINESS SCHOOL

Family Business and Entrepreneurship

Primary Coach: Dr. Mahamadou Biga Diambeidou
Team Members: Antoine Baron, Elise Beitz, and Louis Steyert



LANCASTER UNIVERSITY

Primary Coach: Dr. Josip Kotlar
Additional Coach: Dr. Joseph Horak
Team Members: Rogan Devlin, Loukas Dimitriou, and Linda Mongina Jabesh



MUNICH BUSINESS SCHOOL

Primary Coach: Alexander Bergfeld
Team Members: Viktoria Eberl, and Maximilian Keil, Fabio Straub



UNIVERSITY OF ALBERTA

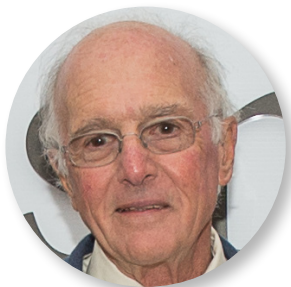
Primary Coach: Travis Reed
Additional Coach: Jenna Dahl
Team Members: Raghav Gupta, Nupur Thakor, and Abby Verstraete



UNIVERSITY OF MANITOBA

Asper School of Business

Primary Coach: Dr. Zhenyu Wu
Team Members: Zulfiquer Haider, Long He, and Xianzhe Jin



STEVEN GROSSMAN

Steven Grossman, a 1961 graduate of the business school, was the CEO of Southern Container Corp., a manufacturer of custom corrugated packaging and a business started by his grandfather in 1904. Since 2010, he has been a trustee of the Grossman Family Foundation of Cos Cob, Conn., a charitable organization. He is a member of the UVM Foundation Board of Directors and Foundation Leadership Council; former member of the Business School Board of Advisors 1985-1998; and has been a business school guest speaker on several occasions.



STEVE IFSHIN

It is with deep sadness that we announce the passing of Stephen Ifshin, a noted school alum and prominent contributor to the Grossman School of Business and FECC supporter. Stephen Ifshin died on November 23, 2016 and was 80 years of age. He graduated from the University of Vermont on a basketball scholarship. He enjoyed a highly successful 51 year career in the real estate industry as a broker, developer, owner, and executive. He co-founded and led N. Peter Burton & Co. from 1973 through 1989, and from 1991 until his passing, he co-founded and was Chairman of DLC Management Corporation with his son, Adam and was active in numerous charitable causes. Our deepest condolences go out to his wife Billie Lim, son Adam, and all of his family.



JIM KELLER

Jim Keller is the President of Green Mountain Business Consultants, a consulting business solving a diversity of issues for International enterprises. He is also President of Rengo Packaging Inc. a packaging manufacturer located in Honolulu, Hawaii. Mr. Keller received a Bachelor of Science from the University of Vermont. He received his Masters of Business Administration from Dartmouth College. Mr. Keller is currently a co-chairman of the Board of Advisors at the School of Business Administration and Vice Chair of the University of Vermont Foundation.



DIVISION SPONSORS



FAMILY FIRM INSTITUTE

For more than 30 years, the Family Firm Institute (FFI) has been engaged in educating, connecting, and inspiring professionals who serve family enterprises. Its mission is to be the most influential global network of thought-leaders in the field of family enterprise, providing research-based learning and relevant tools for advisors and consultants, educators and academics, and family enterprise members to drive success. Nearly 2000 individuals and organizations from more than 80 countries across the globe belong to FFI. Together they create the oldest and most prestigious multidisciplinary professional association for family enterprise in the world.



ROBIN TAUCK

Robin Tauck is a travel business leader, governing co-owner, and former president and CEO of Tauck, Inc. This third-generation global travel company offers luxury land, small ship cruising, river boating, event, and safari travel since its founding in 1925. She is a graduate of the University of Cambridge Sustainability Leadership Program (2006), the Stanford University Executive Business Program (1999), and the University of Vermont (1977), which honored her with the "Legacy of Leadership" Award in 2000. She is a U.S. Commissioner of UNESCO at the State Department, and in 2015 was honored with the "Connecticut Women's Award" for Global Action.



CHUCK TAUCK

Chuck Tauck worked for Tauck Tours in various roles until 1992, and after completing a graduate program at Cornell in 1994, returned to organize his family's business for its third generation succession. Today, the company is 90 years old and already involved in 4th generation planning. In 1996, Chuck joined a group transforming a New York dairy farm into a vineyard. Today, Sheldrake Point Winery has 44 acres of grapes, produces 8,000 cases of wine and hosts 25,000 visitors annually, and is recognized as one of the top wineries in the Finger Lakes. Chuck graduated from the University of Vermont in 1976.

MEDIA SPONSOR

Tharawat Magazine

EVENT SPONSORS

Damon Gregoire

Lisa Lehan

Richard Owens

Randy Waesche, Resource Management, LLC



Thomas Waring Jr., GCW Capital Group, LLC



CASE SELECTION COMMITTEE

JANE HILBURT-DAVIS
KEY RESOURCES, LLC, USA
Committee chair

MICHEAL O'NEAL
JOMA PROPERTIES LTD., VIRGIN ISLANDS

JILL THOMAS
UNIVERSITY OF ADELAIDE BUSINESS SCHOOL,
AUSTRALIA

“I am absolutely thrilled to have been part of FECC! It was such an incredible experience to be able to gain exposure to many different cultures and communicate with people of such high status. I wish I had done it starting my first year here at UVM.”

-JANA GAILIUNAS,
UVM FECC 2016 Ambassador,
USA

EVENT SCHEDULE

	Case Preparations & Presentations		Meals/ Receptions		Business Professional
	Other (Announcements)		Transportation		Wear Your University
	Coaches Meetings				

TUESDAY

Time	Dress Code	Event	Location
6:30pm-8:30pm		Coaches & Judges Dinner	Hilton - Seasons on the Lake

WEDNESDAY

8:00am - 10:00am		Breakfast	Hilton - Mezzanine
9:00am - 12:00pm		FECC Check- in & Registration	Hilton - Upper Lobby
10:00pm - 11:00am		Coaches Meeting	Hilton - Lake Champlain B Room
11:30pm - 1:30pm		Opening Lunch Reception	Hilton - Green Mountain Ballroom
1:30pm - 4:25pm		Team Presentations - Case #1	See Competition Schedule
2:30pm - 4:30pm		Team Photos	Hilton - Foyer
5:45pm-6:00pm		Walk to Echo Center	Meet in Hilton Lobby
6:00pm - 7:00pm		Explore Echo Aquarium	Echo Center
7:00pm - 7:30pm		Reception	Echo Center Mezzanine
8:00pm		Results Distribution to Coaches	Echo Center
7:30pm - 9:00pm		Opening Dinner	Echo Center- Lakeside Hall
9:15am - 9:30pm		Walk to Hilton	Meet in Echo Center Lobby

THURSDAY

Time	Dress Code	Event	Location
7:00am - 9:00am	●	Breakfast	Hilton - Mezzanine
7:30am - 4:00pm	●	Transportation to & from UVM Campus	Hilton Lobby-Kalkin Lobby
8:00am-3:10pm	●	Team Presentations- Case #2	Kalkin - See Competition Schedule
10:30pm - 2:00pm	●	Boxed Lunch	Votey 246
6:15pm & 6:45pm		Buses to Spare Time Depart	Meet in Hilton Lobby
7:00pm - 11:00pm		Dinner, Bowling, Laser Tag	Spare Time
8:00pm - 8:30pm		Results Distribution to Coaches	Spare Time
8:30pm - 11:00pm		Bus Departs to Hilton	Spare Time Lobby (8:30, 9:30 and 11pm)

FRIDAY

7:00am - 9:00am	●	Breakfast	Hilton - Mezzanine
7:30am - 4:00pm	●	Transportation to & from UVM Campus	Hilton Lobby-Kalkin Lobby
8:00am-3:10pm	●	Team Presentations- Case #3	Kalkin - See Competition Schedule
10:30pm - 2:00pm	●	Boxed Lunch	Votey 246
4:30pm - 6:30pm	●	Reception, Networking, Appetizers & Cocktails	Hilton - Green Mountain Ballroom
6pm	●	Finals Announcement	Hilton - Green Mountain Ballroom
6:30pm		Non-advancing teams begin work on Collaboration Challenge Case	Hilton

SATURDAY

Time	Dress Code	Event	Location
7:00am - 9:00am	●	Breakfast	Hilton - Mezzanine
8:00am - 4:00pm	●	Team Preparations- Final Case	Hilton -See Competition Schedule
9:30am-11:45am	●	Collaboration Team Presentations	Hilton - See Competition Schedule
11:00pm - 1:00pm	●	Boxed Lunch	Hilton - Foyer
12:15pm-5:00pm	●	Team Presentations - Final Case	Hilton - Green Mountain Ballroom AB
6:00pm - 7:00pm	●	Networking Reception	Hilton - Pre-function
7:00pm - 11:00pm	●	Closing Awards Banquet Dinner	Hilton - Adirondack Ballroom

SUNDAY

9:00am - 11:00am		Breakfast	Hilton - Green Mountain Ballroom
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FECC 2016 AWARDS



GRADUATE LEAGUE

1st: Jönköping International Business School; Sweden
2nd: Concordia University-John Molson School of Business, Canada

Best Presenter Award

Junwei Qian, Zhe Zhang University, China
Bianca Mohn, UVM, Grossman School of Business, USA
Neha Tally, Concordia University - John Molson School of Business, Canada

Team Spirit Award

ESADE Business School, Spain

Most Creative Team Award

ICN Business School; France

AMBASSADOR AWARDS

Douglas Hirshhorn: Ambassador for Brock University - Goodman School of Business, Canada
Raymond Stebbins: Ambassador for Windesheim University of Applied Sciences, the Netherlands
Alyssa Quinlan: Ambassador for the University of North Texas, USA.
George Frantzis: Ambassador for ESADE Business School, Spain

UNDERGRADUATE LEAGUE

1st: Universidad Panamerica Aguascalientes, Mexico
2nd: Grand Valley State University, USA
3rd: Carleton University-Sprott School of Business, Canada
4th: Brock University-Goodman School of Business, Canada

Best Presenter Award

Jefferson Guest, Dalhousie University, Canada
Chandni Patel, Wilfrid Laurier University, Canada
Laura Betancourt, Universidad de los Andes, Colombia
Joseph Rainville, Stetson University, USA
Melissa Atkins, Grand Valley State University, USA

Team Spirit Award

Saginaw Valley State University, USA

Most Creative Team Award

Rotterdam University, the Netherlands

DIVISION STRUCTURE



			Undergraduate				Graduate	
			Division 1	Division 2	Division 3	Division 4	Division 5	Division 6
	Preparation Time	Presentation Start Time						
Case #1: Pre-Arrival Case Wednesday @Hilton		1:30 PM	1A	2A	3A	4A	5A	6A
		2:15 PM	1B	2B	3B	4B	5B	6B
		3:00 PM	1C	2C	3C	4C	5C	6C
		3:45 PM	1D	2D	3D	4D	5D	6D
Case #2: 4 Hour Controlled Thursday @UVM – Kalkin Hall	8:00-12:00 PM	12:15 PM	1D	2D	3D	4D	5D	6D
	8:45-12:45 PM	1:00 PM	1C	2C	3C	4C	5C	6C
	9:30-1:30 PM	1:45 PM	1B	2B	3B	4B	5B	6B
	10:15-2:15 PM	2:30 PM	1A	2A	3A	4A	5A	6A
Case #3: 4 Hour Controlled Friday @UVM – Kalkin Hall	8:00-12:00 PM	12:15 PM	1C	2C	3C	4C	5C	6C
	8:45-12:45 PM	1:00 PM	1A	2A	3A	4A	5A	6A
	9:30-1:30 PM	1:45 PM	1D	2D	3D	4D	5D	6D
	10:15-2:15 PM	2:30 PM	1B	2B	3B	4B	5B	6B
Collaboration Challenge Saturday AM @Hilton		9:30 AM 10:15 AM 11:00 AM	CC Team 1 CC Team 2 CC Team 3		CC Team 4 CC Team 5 CC Team 6		CC Team 7 CC Team 8 CC Team 9	
Case #4: Finalist Round 4 Hour Controlled Saturday @Hilton	8:00–12:00 PM	12:15 PM	Div. 1 Finalist Div. 2 Finalist Div. 3 Finalist Div. 4 Finalist					
	8:45-12:45 PM	1:00 PM						
	9:30-1:30 PM	1:45 PM						
	10:15-2:15 PM	2:30 PM						
	11:15-3:15 PM	3:30 PM					Div. 5 Finalist Div. 6 Finalist	
12:00-4:00 PM	4:15 PM							

DIVISION ASSIGNMENTS

For your immediate reference, record the university assignments for each division during the random selection process at the opening event.

UNDERGRADUATE LEAGUE	Steven GROSSMAN Division 1	Team 1A	
		Team 1B	
		Team 1C	
		Team 1D	
	Steve IFSHIN Division 2	Team 2A	
		Team 2B	
		Team 2C	
		Team 2D	
	Jim KELLER Division 3	Team 3A	
		Team 3B	
		Team 3C	
		Team 3D	
	FFI Division 4	Team 4A	
		Team 4B	
		Team 4C	
		Team 4D	
GRADUATE LEAGUE	Robin TAUCK Division 5	Team 5A	
		Team 5B	
		Team 5C	
		Team 5D	
	Chuck TAUCK Division 6	Team 6A	
		Team 6B	
		Team 6C	
		Team 6D	

WEDNESDAY

At the Hilton



Wednesday @ Hilton

		Presentation		
		Team	Time	Location
Undergraduate League	Steven	1A	1:30 - 2:10 PM	Adirondack A
	Grossman - Division 1	1B	2:15 - 2:55 PM	
		1C	3:00 - 3:40 PM	
		1D	3:45 - 4:25 PM	
	Steve	2A	1:30 - 2:10 PM	Adirondack BC
	Ifshin - Division 2	2B	2:15 - 2:55 PM	
		2C	3:00 - 3:40 PM	
		2D	3:45 - 4:25 PM	
	Jim	3A	1:30 - 2:10 PM	Adirondack D
	Keller - Division 3	3B	2:15 - 2:55 PM	
		3C	3:00 - 3:40 PM	
		3D	3:45 - 4:25 PM	
Graduate League	Family Firm Institute - Division 4	4A	1:30 - 2:10 PM	Montpelier A
		4B	2:15 - 2:55 PM	
		4C	3:00 - 3:40 PM	
		4D	3:45 - 4:25 PM	
	Robin Tauck Division 5	5A	1:30 - 2:10 PM	Lake Champlain A
		5B	2:15 - 2:55 PM	
		5C	3:00 - 3:40 PM	
		5D	3:45 - 4:25 PM	
	Chuck Tauck Division 6	6A	1:30 - 2:10 PM	Lake Champlain B
		6B	2:15 - 2:55 PM	
		6C	3:00 - 3:40 PM	
		6D	3:45 - 4:25 PM	

THURSDAY

At Kalkin Hall



Thursday @ UVM - Kalkin		Team	Preparation in Time	Kalkin Hall Location	Presentation Time	Presentation Location
Undergraduate League	Steven Grossman - Division 1	1D	8:00 - 12:00 PM	001	12:15 - 12:55 PM	
		1C	8:45 - 12:45 PM	205	1:00 - 1:40 PM	Kalkin
		1B	9:30 - 1:30 PM	100	1:45 - 2:25 PM	001
		1A	10:15 - 2:15 PM	300B	2:30 - 3:10 PM	
	Steve Ifshin - Division 2	2D	8:00 - 12:00 PM	002	12:15 - 12:55 PM	
		2C	8:45 - 12:45 PM	213A	1:00 - 1:40 PM	Kalkin
		2B	9:30 - 1:30 PM	304	1:45 - 2:25 PM	002
		2A	10:15 - 2:15 PM	311	2:30 - 3:10 PM	
	Jim Keller - Division 3	3D	8:00 - 12:00 PM	003	12:15 - 12:55 PM	
		3C	8:45 - 12:45 PM	234	1:00 - 1:40 PM	Kalkin
		3B	9:30 - 1:30 PM	312	1:45 - 2:25 PM	003
		3A	10:15 - 2:15 PM	327	2:30 - 3:10 PM	
	Family Firm Institute - Division 4	4D	8:00 - 12:00 PM	004	12:15 - 12:55 PM	
		4C	8:45 - 12:45 PM	215	1:00 - 1:40 PM	Kalkin
		4B	9:30 - 1:30 PM	306	1:45 - 2:25 PM	004
		4A	10:15 - 2:15 PM	214	2:30 - 3:10 PM	
Graduate League	Robin Tauck Division 5	5D	8:00 - 12:00 PM	110	12:15 - 12:55 PM	
		5C	8:45 - 12:45 PM	200A	1:00 - 1:40 PM	Kalkin
		5B	9:30 - 1:30 PM	309	1:45 - 2:25 PM	110
		5A	10:15 - 2:15 PM	322	2:30 - 3:10 PM	
	Chuck Tauck Division 6	6D	8:00 - 12:00 PM	325	12:15 - 12:55 PM	
		6C	8:45 - 12:45 PM	219	1:00 - 1:40 PM	Kalkin
		6B	9:30 - 1:30 PM	318	1:45 - 2:25 PM	325
		6A	10:15 - 2:15 PM	336	2:30 - 3:10 PM	

FRIDAY

At Kalkin Hall



Friday @ UVM - Kalkin

		Team	Preparation in Time	Kalkin Hall Location	Presentation Time	Location
Undergraduate League	Steven	1C	8:00 - 12:00 PM	001	12:15 - 12:55 PM	
	Grossman - Division 1	1A	8:45 - 12:45 PM	205	1:00 - 1:40 PM	Kalkin
		1D	9:30 - 1:30 PM	100	1:45 - 2:25 PM	001
		1B	10:15 - 2:15 PM	300B	2:30 - 3:10 PM	
	Steve	2C	8:00 - 12:00 PM	002	12:15 - 12:55 PM	
	Ifshin - Division 2	2A	8:45 - 12:45 PM	213A	1:00 - 1:40 PM	Kalkin
		2D	9:30 - 1:30 PM	304	1:45 - 2:25 PM	002
		2B	10:15 - 2:15 PM	311	2:30 - 3:10 PM	
	Jim	3C	8:00 - 12:00 PM	003	12:15 - 12:55 PM	
	Keller - Division 3	3A	8:45 - 12:45 PM	234	1:00 - 1:40 PM	Kalkin
		3D	9:30 - 1:30 PM	312	1:45 - 2:25 PM	003
		3B	10:15 - 2:15 PM	327	2:30 - 3:10 PM	
	Family Firm Institute - Division 4	4C	8:00 - 12:00 PM	004	12:15 - 12:55 PM	
		4A	8:45 - 12:45 PM	215	1:00 - 1:40 PM	Kalkin
		4D	9:30 - 1:30 PM	306	1:45 - 2:25 PM	004
		4B	10:15 - 2:15 PM	214	2:30 - 3:10 PM	
Graduate League	Robin Tauck Division 5	5C	8:00 - 12:00 PM	110	12:15 - 12:55 PM	
		5A	8:45 - 12:45 PM	200A	1:00 - 1:40 PM	Kalkin
		5D	9:30 - 1:30 PM	309	1:45 - 2:25 PM	110
		5B	10:15 - 2:15 PM	322	2:30 - 3:10 PM	
	Chuck Tauck Division 6	6C	8:00 - 12:00 PM	325	12:15 - 12:55 PM	
		6A	8:45 - 12:45 PM	219	1:00 - 1:40 PM	Kalkin
		6D	9:30 - 1:30 PM	318	1:45 - 2:25 PM	325
		6B	10:15 - 2:15 PM	336	2:30 - 3:10 PM	

SATURDAY

At the Hilton



Saturday

		<i>Presentation</i>	
		<i>Time</i>	<i>Location</i>
Division 1 Undergraduate	CC Team 1	9:30 - 10:10 AM	
	CC Team 2	10:15 - 10:55 AM	Adirondack A
	CC Team 3	11:00 - 11:40 AM	
Division 2 Undergraduate	CC Team 4	9:30 - 10:10 AM	
	CC Team 5	10:15 - 10:55 AM	Adirondack BC
	CC Team 6	11:00 - 11:40 AM	
Division 3 Graduate	CC Team 7	9:30 - 10:10 AM	
	CC Team 8	10:15 - 10:55 AM	Adirondack D
	CC Team 9	11:00 - 11:40 AM	

Saturday

		<i>Preparation</i>		<i>Presentation</i>	
		<i>Time</i>	<i>Location</i>	<i>Time</i>	<i>Location</i>
Undergraduate	Steven Grossman Division 1 Finalist	8:00 - 12:00 PM	Montpelier A	12:15 - 12:55 AM	
	Steve Ifshin Division 2 Finalist	8:45 - 12:45 PM	Montpelier B	1:00 - 1:40 PM	Green Mountain
	Jim Keller Division 3 Finalist	9:30 - 1:30 PM	Montpelier C	1:45 - 2:25 PM	AB
	Family Firm Institute Division 4 Finalist	10:15 - 2:15 PM	Vermont A	2:30 - 3:10 PM	
Graduate	Robin Tauck Division Finalist	11:15 - 3:15 PM	Lake Champlain A	3:30 - 4:10 PM	Green Mountain
	Chuck Tauck Division Finalist	12:00 - 4:00 PM	Lake Champlain B	4:15 - 5:00 PM	AB

The background of the entire page is a photograph of the University of Vermont's Grossman School of Business building. The building is a large, multi-story brick structure with a prominent portico supported by several tall, white, fluted columns. Above the columns, the name "CHARLES WINFIELD WATERMAN" is inscribed in stone. In the foreground, several graduates in black academic regalia and caps are visible, some from behind, looking towards the building. A man in a blue shirt and tie is walking on the left, and another man in a grey shirt and tan pants is walking towards the steps of the building. A large, semi-transparent red circle is overlaid on the left side of the image, containing the text for the business school.

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