

Smith

MAGAZINE

WINTER 2016



GETTING TO KNOW SMITH

Stephen Smith's whirlwind 'Meet the alumni' tour

START-UPS
SNAPSHOT

MARKETING THE
'MOZART OF CHESS'

BELLA
BIKES



DEAN'S MESSAGE

This past fall was an exciting and historic time at Queen's. We celebrated Stephen Smith's \$50M gift to the business school, a tremendous investment in the future of business education, which we recognized with a new name — The Stephen J.R. Smith School of Business at Queen's University.

This generous donation is endowed, which means that it will generate income in perpetuity to fund student scholarships and faculty professorships. In an increasingly competitive recruiting landscape, funding of this magnitude helps us attract and retain the top talent in the world.

Our increased endowment is a great foundation on which we can grow the school from one of the best in Canada to a world leader in business education.

Another important piece in this foundation is you — our alumni. Our continued success in teaching the business leaders of tomorrow rests, in part, on connecting these new graduates to the strong (and always growing!) business school alumni network.

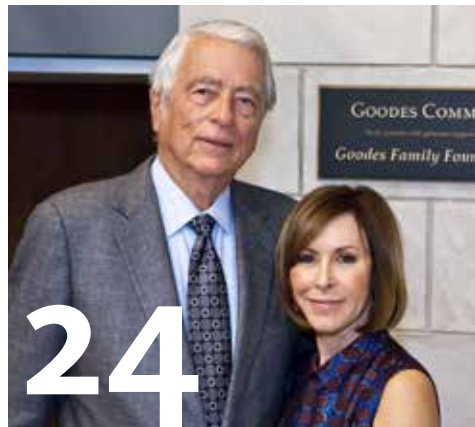
And this is why we have created SmithConnect (smithconnect.com), an exclusive online platform for Smith alumni to network, access school news and events and even find a mentor or mentor a recent graduate. It's easy to join — you can sign up using your existing LinkedIn or Facebook profile, or create a profile with your email address.

Stay active in the Smith alumni community and help us continue to build and connect our alumni network by joining SmithConnect today. I hope to see you there!

A handwritten signature in black ink that reads "David M. Saunders". The signature is written in a cursive, flowing style.

David M. Saunders, PhD
Dean, Smith School of Business
dsaunders@queensu.ca

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FSC

INSIDE GOODES

Master of Entrepreneurship & Innovation Students Get Down to Business

True to its name, the Master of Entrepreneurship & Innovation (MEI) program welcomed its inaugural class the week of September 8 by showcasing innovation hubs on campus. As part of their orientation, MEI students toured the campus and visited the SparQ labs and the Polymer Characterization Lab. These and other state-of-the-art facilities are available to MEI students for use in experimenting with product design and other creative aspects of launching a new business.

After their first full week of classes, the students each pitched a business idea and were then critiqued on both the style and content of their presentations. This exercise enabled them to practise their skills in advance of their final project — the pitching of a fully formed business idea to a panel of entrepreneurs and industry experts.



On a campus tour during their orientation, MEI students encounter engineering students in traditional Frosh Week attire.



Steve Millan, BCom'89, Smith School of Business Executive Director of Finance and Administration, led the building expansion project.

Meeting the Gold Standard

New LEED® sustainability certification
for Goodes Hall's west wing

A plaque in the west wing of Goodes Hall occupies a place of honour in recognition of a major achievement in sustainability: attainment of Leadership in Energy and Environmental Design (LEED) certification at the gold level. LEED is a rating system that is recognized in 150 countries as the international mark of excellence for green building. Certification of the new wing, which was completed in 2012, was granted by the Canada Green Building Council.

Some of the gold level LEED-certified sustainable design features of the west wing include a green roof, water-saving plumbing fixtures, high-efficiency light fixtures and mechanical equipment, Greenguard-certified furniture, and showering and bicycle storage facilities.

Introducing the Scotiabank Centre for Customer Analytics at Smith School of Business

\$2.2-million gift from Scotiabank funds research in burgeoning field of analytics

A new research centre that will harness the power of data analytics is set to open at Queen's in February. The Scotiabank Centre for Customer Analytics will bring together professors and students to collaborate with the bank's teams on applied research in customer analytics.

"More and more organizations are realizing the power of using big data and analytics as a competitive advantage," said Dean David Saunders when the centre was announced on January 12. "We are excited by the many opportunities the Scotiabank Centre for Customer Analytics will provide to both students and faculty, as well as by the data-driven solutions we will produce."

The collaboration between Scotiabank and Smith School of Business will extend beyond applied research to include community-building efforts that bring together analytics

practitioners and innovators across industries. Scotiabank will also provide internship opportunities for Queen's PhD, MSc, Master of Management Analytics and MBA students.

"Our customers expect simple, seamless and personalized services; and data and analytics are key to making this possible," said Michael Zerbs, Executive Vice President and Co-Head, Information Technology, Enterprise Technology at Scotiabank.

The Centre will be co-led by two Smith School of Business faculty: Yuri Levin, Chaired Professor of Operations Management and Director of the Master of Management Analytics program, and Mikhail Nediak, Associate Professor and Toller Family Fellow of Operations Management. Also participating will be faculty members at Smith in Management Science, Operations Management, Marketing, and Business Economics, as well as at Queen's School of Computing.

IBM-Smith "Business Value with Analytics" Case Competition Winners Show Canadian Retailers the Way to Success

After an intensive eight-week marathon of business case exploration, collaboration and competition, the team that best answered the question "What can analytics do for Canadian retailers?" was announced on Nov. 21. A team of Smith Master of Management Analytics (MMA) Class of 2016 students won the \$5,000 grand prize.

The competition was open to students from Smith School of Business MBA, MMA and Commerce programs. This was the first of what will be an annual series entitled "Business Value with Analytics" — a joint IBM-Smith initiative. After initially focusing on the Canadian retail industry, the spotlight will shift to different sectors of the economy in subsequent years.

The pre-competition IBM Analytics Boot Camp and Retail Analytics Panel in September featured retail



The winning team of MMA'16 students, from left, Simon Campbell, Errol Muirhead, Brandon Hewitt, BSc(Eng'15), and Steven Wu, MPA'13.

industry and IBM executives and analytics specialists, including an IBM Watson Analytics expert (yes, as in Watson, the cognitive computer that competed on Jeopardy!). During the preliminary round in October and in the finals on November 21, teams made their business case presentations to judging panels comprised of Smith School of Business faculty, alumni, IBM and industry experts.

New Faculty



Photo by Claire Bouvier

Michael Sartor

Assistant Professor, International Business and Global Strategy

Education

PhD and MBA from Ivey Business School, Western University;
JD from Osgoode Hall Law School, York University

What I'm Working On

My research interests are focused on understanding the sources of interorganizational differences in performance. My work suggests that the manner in which a multinational enterprise structures its investments to manage the institutional uncertainty precipitated by foreign market corruption exerts a positive impact on the survival of the firm's overseas subsidiaries. In studying the strategy and structure of multinationals, my research focuses on the strategic decisions that they implement with respect to equity investment, partnering, and the deployment of human resources.

On the Personal Side

I've devoted many hours of ice time to coaching my sons' minor hockey teams over the past ten years in London, Ont. Early morning practices, road trips and the thrill of competition are all experiences we've shared. As we get connected with the Kingston hockey community, my sons (above, left to right, Cam and Jake) and I have been enjoying some ice time at City Hall and other local rinks.

Recognizing Research Excellence at Smith

Research on dynamic pricing and ultrafast financial trading was rewarded when the 2015 Research Excellence Award recipients were celebrated at a reception in November.

Mikhail Nediak, Associate Professor and Toller Family Fellow of Operations Management, received the Research Excellence Award. Ryan Riordan, Assistant Professor and Distinguished Faculty Fellow of Finance, was the recipient of the New Research Achievement Award.

The two were selected by an ad hoc committee of Smith scholars that annually assesses the achievements of the school's researchers. In addition to the recognition, the honorees receive grants to support their research.



Mikhail Nediak

Since coming to Queen's in 2004, Mikhail has made significant contributions in the areas of management science and operations. After completing undergraduate and MSc degrees at the Moscow Institute of Physics and Technology, he went on to complete his PhD in operations research at Rutgers University in New Jersey.

Most of Mikhail's work, which has been published in journals such as *Production and Operations Management* and *Operations Research*, focuses on revenue management and dynamic pricing: essentially, how sophisticated analytics can be harnessed to predict consumer behaviour and to maximize revenue through product availability and price. "I want to help businesses be more profitable and consumers to better understand the dynamics of pricing," he says. "I love discovering something that no one else has found and sharing it with others."

Mikhail's research with Smith colleagues Jeffrey McGill, Professor in Management Science/Operations Management, and Tatsiana Levina, Associate Professor in Management Science, has been supported by NSERC Discovery grants. In 2013, Mikhail, along with Jeffrey and Yuri Levin, Chaired Professor of Operations Management, received the prestigious INFORMS Revenue Management and Pricing Practice Award.



Ryan Riordan

Ryan was in a farmhouse in Tuscany when word arrived that he had received the New Research Achievement Award. He and his wife uncorked a bottle of Prosecco to celebrate.

In a short period of time, Ryan has carved out a reputation as a leading scholar in the area of high-frequency trading (HFT), a controversial form of hyperfast trading that uses complicated algorithms to buy and sell stocks in milliseconds. He is also looking more broadly at whether or not faster price discovery is better for markets.

His work has attracted media coverage on CNBC, in *The Globe and Mail*, *The New York Times*, *Financial Times*, and *The Wall Street Journal*. He has received grants for this research from the Social Sciences and Humanities Research Council (SSHRC) and the Investment Industry Regulatory Organization of Canada.

In 2014, Ryan arrived at Smith after serving on the faculties of the University of Ontario Institute of Technology, and the Karlsruhe Institute of Technology in Germany, where he had obtained his PhD. Previously he had worked as a trader and risk manager at HSBC Trinkaus in Düsseldorf.

Ironically, early in his academic career, Ryan was advised to stay away from researching market microstructure (the underlying mechanisms of trading in financial markets). "People said microstructure was dead; no one gets hired in this area, nothing gets published, no one finds it interesting," he says. "Well, I found it really interesting and couldn't imagine other people wouldn't find it interesting, too. It could have gone horribly wrong, but I was lucky."

Graduate Diploma in Business Class of 2015 Highlights

Any academic program that doubles its enrolment in only its second year of operation is obviously meeting a major need. The Queen's Graduate Diploma in Business (GDB) accomplished just that when it welcomed the Class of 2015 in May.

This intensive four-month program offers a solid foundation in business fundamentals to recent graduates with a bachelor's degree in any discipline. This diversity was personified in the Class of 2015; the undergraduate degrees of its members spanned the spectrum from chemistry to drama to law. In all, 23 different disciplines were represented.

The high calibre of students was exemplified by the strong showing of the Queen's GDB team that participated in the prestigious Cornell-NYU Case Competition in New York City in August. From a field of sixty teams from across Canada and the northeastern U.S., the Queen's team made the final five and competed against other non-MBA graduate students, including PhD, MD, JD and non-MBA Master's students from such universities as Harvard and MIT.



Taming the competition in New York: (l to r) Queen's GDB 2015 students Taylor Warren, BSc(Biology)'15; Fiona Logue, BSc(Chemistry)'15; Matthew Wilkings, BA(Philosophy), UWO; and Hanna Sands, BCom & BA, University of Calgary.

MBA Women in Leadership Club Hosts Networking Summit



More than 70 women from MBA programs at six universities gathered in Toronto in October for an evening of networking and inspiration. The Women's Networking Summit 2015, hosted by Smith School of Business MBA students, focused on the theme, From the MBA to the Boardroom.

The Deloitte-sponsored event was attended by members of MBA Women in Leadership Clubs at the University of Toronto, and McMaster, McGill, Queen's, Western and York universities. ■

Speaker Carolyn Lawrence, CEO of Women of Influence (second from left), with Smith MBA student organizers Dipali Raniga (far left), Jessica Thanasse and Melissa Alaimo, at Smith's Toronto facility.



MARKETING THE 'MOZART OF CHESS'

By Shelley Pleiter

Kate Murphy, MBA'11, heads up Magnus Carlsen's company to capitalize on the two-time World Chess Champion's star power. He's an idol to millions of chess fans, but does world domination in chess translate into business success?

Until Kate Murphy went into business with Magnus Carlsen, she wasn't a chess player. She has since taken up the game, even managing to beat Magnus, the number-one ranked chess player in the world and holder of two world titles, who only recently turned 25. She fared better than chess icon Garry Kasparov, who played then 13-year-old Magnus to a draw, and Bill Gates, who was defeated in 12 seconds by the then world champion. Little wonder the youngest-ever grandmaster of chess (at 13) was described in a *60 Minutes* profile as the 'Mozart of Chess.'

There's a footnote to Kate's achievement, though: she chalked up her win on the Play Magnus app, a game that enables chess fans to challenge a virtual version of Magnus at 24 different ages. Beginners can try their hand at chess with five-year-old Magnus; more experienced players can compete against an older version of the champion. Kate has made it to the seven-year-old Magnus level.



PLAY MAGNUS

The Official Magnus Carlsen App

Her lack of chess skills weren't an impediment to being hired as CEO of Play Magnus. She landed the top job after putting together a compelling business case demonstrating how the Magnus Carlsen brand could grow beyond Norway, Europe and chess hot spots like India, to become a global force.

How the non-Norwegian-speaking, recent Queen's MBA graduate arrived at this turning point is a testament to Kate's drive and perseverance, with a dash of wish fulfillment thrown in.



Kate was born and raised in the Vancouver area. A self-professed born entrepreneur, she started her first business, a candle company, at the age of 12. While an undergraduate business student at Simon Fraser University, she co-founded another new venture, a touring dance convention featuring performers from the U.S. and Canadian TV show, *So You Think You Can Dance*. After graduating, she worked for the British Foreign Office coordinating visits by U.K. dignitaries to the Vancouver Olympic Games. Interesting as the job was, Kate's entrepreneurial instincts were being stifled.

"I knew a bachelor's degree wasn't going to cut it if I wanted to run my own business," Kate says of her decision to pursue an MBA. Several factors came into play in choosing Queen's, she says, "but what really sealed it for me was Queen's collaboration with the Forté Foundation (a non-profit organization focusing on the promotion of women in business) and an international exchange, specifically the opportunity to study at ESSEC in Paris." A keen traveller, Kate had gone on exchange while at SFU and completed the backpacking-through-Europe rite of passage after graduating.

Her Queen's MBA experience lived up to expectations. Lifelong friendships were forged and the term she spent studying luxury-brand management at ESSEC has influenced her career path. As so often happens in Paris, romance bloomed. Kate became involved with a Norwegian exchange student, who eventually asked her to move with him to Oslo following their graduation. She took her time in deciding, returning to Vancouver and travelling to Costa Rica to weigh her options. On the one hand was the plan to start her own business. On the other hand, the heart wants what it wants. The other hand won out; Kate moved to Norway to begin a new chapter in her life.

She arrived in Oslo in November 2011 and moved into a small apartment with her boyfriend. "The first six months were brutal," Kate recalls. "I was so homesick. I didn't speak the language, I had no friends, it was cold and dark, and my boyfriend was working a lot." The job search was an eye-opener. "I had thought, no problem, I have an MBA," she says ruefully. "I had some great interviews, but was invariably told, 'Come back when your Norwegian has improved.'"

Kate continued with her language lessons and began doing pro-bono consulting work. When the relationship ended she was tempted to pull up stakes, but was unwilling to admit defeat just yet. Her pro bono work led to paid consulting projects that brought her to the attention of some high-profile business people. One of these was Anders Brandt, a colleague and personal friend of Espen Agdestein, Magnus Carlsen's manager. Espen, who Kate describes as a "brilliant manager", was interested in Kate's opinion on how to build a company around Magnus. "When I met with Espen for the first time, I had no idea who Magnus was," Kate recalls.

She soon found out. "Anders and Espen spent the first half of our meeting telling me how big a deal Magnus was," she says with a laugh. In addition to his worldwide chess following, Magnus was well known internationally as the face of G-Star RAW, a Dutch urban-clothing company — he modeled the men's line; actress Liv Tyler modeled the women's. He's as famous in Norway as any rock star, and has a legion of chess fans from Oslo to Mumbai and beyond.

Once she understood 'the Magnus effect', she put together a business case around his brand. "I realized that his appeal was strongest among



youth around the world, so what better way to reach them than through an app?” Kate says of the company’s starting point.

The business case was shopped to various investors, several of whom agreed to buy into the idea, and Anders, as an angel investor, made the first phase a reality. A board of directors was formed and one of its first moves was to hire Kate as the company’s CEO.

“When we found out that the creator of StockFish, one of the best chess engines in the world, lived in Oslo, it felt like our plan was meant to be,” says Kate. That creator, Tord Romstad, was given the task of creating a chess app that would mimic Magnus’s playing style at various stages of his life. Since every competition match Magnus has played has been documented, Tord was able to create an algorithm based on Magnus’s actual games and changing styles of play.

The design is slick and playful. Magnus is shown, cartoon style, at different ages: as a pirate-costumed six-year-old and a pimply-faced 13-year-old, for example. The audio even includes a taunt or two (“I’m only nine, don’t be afraid.”).

Since its launch in 2014, Play Magnus has been downloaded 600,000 times in 200 countries. The company’s laudable goal is “to use chess as a tool to make the world a smarter place,” says Kate. In addition to the game, there are online training videos and a ‘Play Live’ challenge that enables players to earn points toward qualifying to play Magnus Carlsen in person at an annual event. For chess fans, this is the ultimate prize.

The basic free-to-play app can be upgraded with the purchase of features such as BrainPower, an in-app currency used to undo moves and reveal hints, and the Magnometer, which analyzes a player’s every move. Other sources of revenue are training videos, sponsored content, live-event partnerships and the official Play Magnus chess set. These are just the company’s initial offerings. Kate promises there are more to come from this fledgling chess enterprise.

The company is currently valued at US\$15-million, thanks in part to key investors like Silicon Valley Bank, and more investors are being actively sought to grow it further. Kate has accompanied Magnus on several trips to Silicon Valley, where potential investors are rife and some of the smartest people in the world are keen to meet Magnus. “For them, it’s not the chess per se; it’s Magnus’s brain that intrigues them,” says Kate. “They’re in awe of his brain.”

As for Kate, she remembers not being particularly nervous when she first met him. “I wasn’t sure what to expect,” she recalls. “He was young and successful, kind, and quite funny. I didn’t have that long-standing awe of him, like a Norwegian might, I was mainly interested in meeting the company’s biggest core asset.”

Since she’s gotten to know him, though, she’s experienced more than a few amazing Magnus moments. “He was on stage in front of two thousand financiers in New York and played three people on the clock, while blindfolded. The moves were called out randomly — ‘Board 1, QueenD2,’ then ‘Board 2, Bishop E3,’ and so on. His opponents had nine minutes per game, while Magnus had three minutes per game. He beat all three, and they were strong players, too. To be able to visualize three games in his head, simultaneously — it was incredible.”



During Kate’s MBA studies she worked with the school’s career coach Joanne Thompson. “I was probably her most difficult case,” says Kate, “I didn’t know what kind of job I wanted to go after.” Joanne suggested that Kate write down the things that she wanted to do, but told her not to give it a title, not to try to slot her list into a specific industry.

“I wrote down, ‘I’m travelling all over the world. I’m living overseas. I have the flexibility to make my own decisions.’ We figured that I’d have to be running my own company to be even close. And here I am; I just turned 30, and I’m living in Norway, I’m running a company for a chess champion, I’m meeting all these people who are inspiring me and I’m travelling all around the world.”

She pauses. “It’s funny. When you put things out into the universe, they really can come back to you.” ■

playmagnus.com



SAVVY SHOPPERS

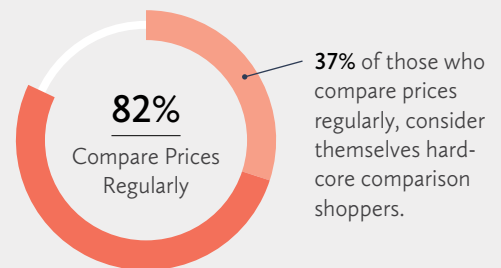
Thank the web for price transparency: social networking and experience help consumers share information on deals and figure out pricing patterns. So says an online survey of 1,500 Canadians conducted in April 2015 by Leger and commissioned by Smith School of Business.

Discount Discovery: Delight or Cynicism?

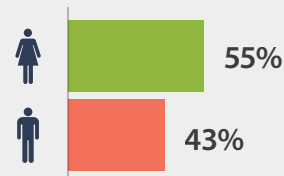
When I come across a product that's been discounted or is on sale, I think:



Comparing prices for day-to-day items:



Those who think they got a good deal:



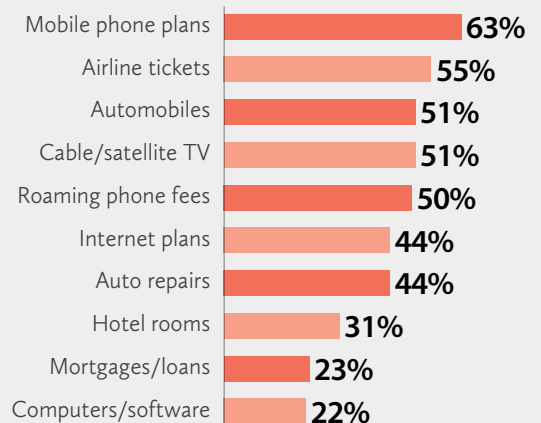
Bested by a Neighbour

When discovering others paid less than I did for the same product:



Deceptive Advertising

Goods or services that I find cost more than advertised due to confusing pricing or hidden charges:



SO, WHAT'S NEW?

By Shelley Pleiter

Alumni Profiles have been a mainstay of the magazine since its earliest days. Last year's *QSB Magazine* Survey told us that our readers enjoy learning about the interesting paths our alumni have chosen. In several cases, these paths have taken even more interesting turns, so we checked in with three alumni recently profiled to ask for an update.

BRENDA TRENOWDEN, BCom'89

Last we heard: Brenda was a member of the 30% Club, a global campaign to increase the representation of women on corporate boards, and a senior executive at ANZ (Australia and New Zealand Banking Group), based in London, U.K.

She was profiled in the Winter 2015 issue.



Since then: Brenda was named Global Chair of the 30% Club in May 2015, responsible for the day-to-day leadership of the group's activities. Says Brenda "I was honoured to be asked to take on the leadership of the 30% Club from founder Helena Morrissey and to build upon her extraordinary vision, which was responsible for establishing the organization in 2010. In developing the next phase, from 2015 onwards, we will continue to focus on engaging with board chairs, investors and government; develop a pipeline of women for Executive Committees; continue our research to produce actionable recommendations; and further develop our international footprint."

Click [here](#) to read the full profile.



NIK NANOS, EMBA'10, Artsci'88



Last we heard: Nik was leading the Ottawa-based Nanos Research Corp., one of the country's leading

polling and market research firms, and was also a Global Fellow at the Woodrow Wilson International Center for Scholars in Washington, D.C. His profile in the Summer 2014 issue showcased his firm's uncanny accuracy in predicting party standings in federal and provincial elections.

Since then: Nanos did it again. In the October 2015 federal election, Nanos Research predicted the final results (as a percentage of the total vote) within a 3.7% margin of error. He predicted the Liberals at 39.1% (vs 39.5% final); Conservatives at 30.5% (vs 31.9% final); and the NDP bang on at 19.7%.

"We were pleased to, once again, accurately predict the federal election outcome for our clients, CTV News and *The Globe and Mail*, and to maintain our position as one of Canada's most reliable research firms," Nik reports.

Also in October, Nik was named a Senior Fellow at the University of Ottawa's Collaboratory on Energy Research and Policy.



Click [here](#) to read the full profile

TALON LLOYD, BCom'15



Last we heard: Lloyd & Co. Bespoke Tailoring was taking off, with two locations in downtown Toronto and annual revenues of \$200,000. Its founder, Talon Lloyd, had launched the business after his first year in Commerce to bolster his marketability in the management-consulting field. His multitasking abilities and entrepreneurial smarts were highlighted in the Winter 2014 issue.



Since then: Talon, now President of the Lloyal Textile Group, has expanded his tailoring operation to ten Canadian retail locations under two brands, generating annual revenues of \$1.8 million from a customer base in excess of 10,000.

"In October 2015, I was thrilled to open my first U.S. retail operation, at 14 Wall Street, directly across from the New York Stock Exchange," says Talon. "My dream to join the world of management consulting has also come true. I'll be starting a full-time role with Oliver Wyman in Toronto in February 2016, after having secured an executive team to oversee the day-to-day operations of my business." ■

Click [here](#) to read the full profile



Helen shows off the one-of-a-kind MV Agusta F3-800 AMG SolarBeam at the Milan Motorcycle Show in November.

BELLA BIKES

By Shelley Pleiter

Helen Vasilevski, BCom'92, is bringing the Lamborghini of Italian motorcycles to a North American audience as CEO of MV Agusta USA.

In answer to the question, “Where’s home these days?” Helen Vasilevski replies with a laugh, “Wherever my suitcase is on any given day.” While her primary residence is in Verbier, in the Swiss Alps, Helen is on the road seven out of eight weeks, with a one-week stint at MV Agusta’s factory in Varese, Italy. The rest of the time she’s travelling throughout the U.S., visiting dealers, spreading the word that Italy’s premier racing motorcycle manufacturer is serious about its incursion into the North American market.

Helen knows that creating brand awareness is job one. MV Agusta began as an aviation company in 1907, branching into motorcycles in 1945. It dominated the Grand Prix racing circuit, racking up the most wins ever, and has long been a source of national pride for Italians. In the U.S., land of the Harley-Davidson, MV Agusta is known only to the most discerning of consumers, explains Helen. She’s on a mission to change that.

At first glance, it may not seem like the CEO role of an elite motorcycle brand is the logical place for the daughter of Greek-Macedonian immigrants to Canada who settled in Hamilton, Ont. But given her background, personal philosophy and professional experience, it’s turned out to be a great fit, says Helen.

Helen grew up with English as her second language, “in an old-world order transplanted into a Canadian context,” as she describes it. “You learn to bridge, to see the world from different perspectives.”

Her parents had an international outlook as well, taking their children on many trips to different regions of the world. “By the age of 12, I’d visited several continents, though I’ve still never been to Disneyland,” she says. “For me, the world is global and it always has been. I never saw myself on a ‘one country, one company, one industry’ career path.”

She knew that a business degree offered the best opportunity to realize her objective and chose Queen’s because of its strong academic reputation, its unimposing size and its location in a small community. It was a transformative time, with friendships formed that have lasted through the decades. “Over the course of a year, I probably see at least 20 to 25 of my classmates, many of them fellow expats whom I look up on my travels,” she says.

Her first job out of school was at P&G, where she benefitted from a solid foundation in the consumer product industry. Several promotions followed in her five years there, but Helen was keen to expand her horizons. She decided to pursue her MBA and chose INSEAD, in Fontainebleau, France. “I didn’t know what door would open on the other side, but I was happy to let fate play its hand,” she says.

Her MBA experience provided an opportunity to assess her strengths. “I realized that I have the capability to connect the dots, to not look at issues in a linear fashion.” She found out from a classmate that Ducati, a high-end Italian motorcycle manufacturer, had just been purchased by a private-equity group and was looking into launching an IPO. One of her classmates

said she should call the company’s CEO and offer her services. Helen took the chance, called and impressed the CEO enough that he offered her a job.

She knew going in that it would be a short-term assignment and that the environment would be a chaotic one. “I’m the person that buys the fixer-upper, not the house in move-in condition,” she laughs.

As a woman in a very male-dominated industry, Helen certainly had her work cut out for her, all the more so since she neither rode a motorcycle nor spoke Italian when she first began in the industry. During her three-year stint at Ducati, Helen learned Italian and how to ride a motorcycle, all the while embracing the chaos that results when a company institutes major transformational change. After three years, a new challenge beckoned at Diageo, the world’s largest distiller, famous for such brands as Smirnoff and Johnnie Walker. Helen spent four heady years at its New York City office before moving to Lausanne, Switzerland, to become Director of International Marketing, Sales & Strategic Planning at Bombardier Recreational Products.

Helen’s career was unfolding just as she’d hoped: international in scope, problem-solving focused, in challenging roles at consumer product companies in the upper echelon of their respective sectors. When offered the opportunity in July 2014 to become MV Agusta USA’s new CEO, Helen seized the opportunity.

“The team in Italy took a chance in hiring a woman for the top job, and they’ve been very supportive,” says Helen. “What I bring to the table is an understanding of the North American market.” She attributes her success in what is a very male-dominated industry to her “survival” at Ducati. “It was my choice to be in that industry,” she says. “That was the world I walked into.”

Asphalt and Rubber, an online magazine for motorcycle aficionados, called Helen “the highest-ranking woman in the U.S. motorcycle industry,” and one of the “archaic and astonishingly conservative” sector’s “handful of female rock stars who are breaking through motorcycling’s glass ceiling.”

“I don’t care so much about trying to fit into the current world order,” Helen says, “because if the industry is going to survive and if the company wants to make a difference, we can’t be fuelled by the parameters that exist today.”

Besides, her biggest challenge is increasing MV Agusta’s brand awareness in North America, which Helen currently pegs at “10%, at best.” She often has to begin by explaining what differentiates an MV Agusta motorcycle from a Ducati. “They’re both exotic, both high-end,” she says. “The Ducati is more “mainstream”; think Ferrari. The MV Agusta, like a Lamborghini, attracts a more discerning consumer, one who understands design and technology and the storied history of the brand.” And one who can afford the price tag, which ranges from US\$12,000 to US\$46,000.

Asphalt and Rubber magazine called Helen one of the motorcycle manufacturing sector’s “handful of female rock stars who are breaking through motorcycling’s glass ceiling.”

In a market dominated by industry-leader Harley-Davidson, Helen and her nimble team have embraced all manner of marketing techniques to get their message out. They’ve cultivated brand ambassadors, such as renowned tattoo artist Ami James and avid collectors who are promoting the brand. Product placement is another avenue they’ve pursued, with MV Agusta motorcycles figuring in a music video by rapper Pitbull and in upcoming films *Batman vs Superman* and *Zoolander 2*.

“You can show people a 2D photo of one of our beautiful motorcycles, and they’ll get the general idea,” Helen explains. “But show them the *Zoolander 2* trailer, with Penélope Cruz in a one-piece, red leather body suit, riding an MV Agusta F3-800, and they’ll say, ‘That’s the experience I want to have!’”

Beyond brand awareness, Helen plays a key role as a product ambassador, travelling throughout the U.S. to meet with dealers and passionate MV Agusta owners. Her bimonthly visits to the company’s factory in Varese invariably feature discussions with designers about the

different riding style of U.S. consumers. “Americans will go for a three-hour bike ride and it’s not a big deal,” says Helen. “In three or four hours on a bike in Europe you can travel through three different countries, and that’s not the norm.” For Americans, who are used to those longer rides, seat height, vehicle height, and overall comfort of the touring experience are all important factors. “When I’m at the factory, it’s important for me to be able to represent the North American consumer in the best possible way to our product designers.”

Helen leads a small team of 15, out-sourcing such functions as public relations and marketing, even warehousing and distribution. The group operates much like a start-up, with speed and the ability to change direction at a moment’s notice being critical. “I’ve learned how to overcome people’s resistance, when they say ‘we can’t do that until we have this and this and this,’” Helen says. “Eighty percent of the time we won’t get that, or at least not in that order. So I tell them, we have to move with what we have, as opposed to waiting for everything to line up perfectly.”

The incessant travel, the challenge of being David (even Michelangelo’s David) in a land of Goliaths, the occasional bumping up against gender barriers — these are stresses that are unavoidable. Helen has the perfect antidote. “I go for a ride on my motorcycle,” she says. “I ride because it gives me pleasure. I can’t multitask on a bike. It requires all of my concentration, because my life and the life of people around me depend on it. For some people, yoga is their meditation. For me, it’s being on a bike.” ■

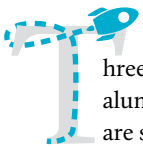
mvagusta.com

Helen, in full gear, showcases the MV Agusta MY15 collection at a media event at a racetrack in Fontana, California.



START-UPS SNAPSHOT

By Shelley Pleiter



Three new ventures launched by Smith School of Business alumni are profiled in the following pages. Many others are showcased on our website.

BRAM WARSHAFSKY & RACHEL ZIMMER, both BCom'10

Co-Founders, 5Crowd Inc.

5crowd.com

Our company, 5Crowd, is an ad agency with no creative or production employees on staff. Instead, we have curated a global network of freelance professionals, which we call our Crowd. We collaborate with them on a project-by-project basis using a proprietary digital platform. Freelance professionals in more than 150 cities partner with 5Crowd to land assignments from big-brands. To date, 5Crowd has completed more than 1,000 projects for such companies as Labatt, Pepsi, Hershey, Twitter and CIBC.

Why we started the company: As Brand Managers in consumer packaged goods, we noticed that marketers were being asked to do more with less. Demands were for more content, more often, for more channels, while using less resources, including dollars and time. In working with freelance professionals, we were impressed by their passion, their responsiveness and their low overhead.

Our 'aha' moment came when we saw an opportunity to solve an industry problem by launching a technology-enabled marketing production agency. Since then, we've been on a mission to build the business partner we wish we'd had when we were on the client side.

The most fun we've had so far has been seeing the social impact of our venture. We've made more than 1,000 payments to freelancers around the world, connecting great talent with rewarding work opportunities, regardless of gender, race, geography or any other label. It's been both rewarding and fun.



A Smith School of Business connection: We met in first-year Commerce and have built incredible relationships with classmates, professors and the broader Queen's community. There are many people within the business school who have been very supportive, but we definitely wouldn't be where we are without the help of Marketing Professor Ken Wong.





Patrick Meyer and Jamie Shea



PATRICK MEYER & JAMIE SHEA, both BCom'11
 Co-Founders, Chef's Plate
chefsplate.com

Our company, Chef's Plate, is an online meal-kit delivery service. We're re-inventing the home-cooking experience, making it easy and affordable for people to make delicious and nutritious meals. Each week, our subscribers receive custom-designed recipes and fresh, seasonal, pre-portioned ingredients delivered to their doors, to be transformed into meals in 30 minutes or less.

Why we started the company: After graduating from Queen's Commerce, we knew we wanted to build our own company and had been kicking around ideas for some time. We started working in the corporate world knowing this would give us the right experience and a foundation to help make our vision a reality. We really took our time to find an idea that would resonate.

Our 'aha' moment came when we realized how much we were spending on takeout and delivery meals every week. We knew we could save money and eat healthier food by cooking at home, but that seemed too time-consuming, inconvenient and expensive, given the amount of food we seemed to throw out every week. That's when we realized that there was a big opportunity to develop a curated meal-delivery service. We firmly believe that food will be the final frontier of e-commerce; so far, no one has really scratched the surface.

The most fun we've had so far has been seeing Chef's Plate boxes being assembled and shipped from our Toronto production facility every Monday morning. Watching those boxes going out to all our subscribers is one of the most validating experiences we could have as business owners. It's the culmination of all the work that we and our team of 50 do.

Something we tried that didn't work (and why not): We both came from working in an office environment, so it's been quite a journey learning to equip and operationalize a production facility. Jamie tried to pick up our first 500-lb. vacuum-packing machine in his VW Jetta. It did not go well.



ARTHUR LUI & TRAVIS RATNAM, both MBA'11

Co-Founders, Knowledgehook

knowledgehook.com

Our company, Knowledgehook, builds software products that involve each student's community in her or his academic success. Students, as well as their teachers and parents, use feedback from our products to guide and adapt their learning experience to achieve optimal outcomes. Our featured product, GameShow, is a free, cloud-based math software package being used by school boards throughout Ontario and soon to be available in the U.S. and the U.K.

Why we started the company: Travis explains: "I struggled in elementary school. To get good grades, I exhaustively analyzed my mistakes. By persevering, I found ways to problem-solve that made more sense to me. I went on to win scholarships and finish two university degrees, including my Queen's MBA. I'd like others to enjoy learning as much as I eventually did."

Travis and his fellow co-founders Arthur Lui, Lambo Jayapalan and James Francis have had a number of 'aha' moments since launching their venture. "It's always exciting when we learn of teachers and students using the software in ways we hadn't anticipated," says Travis. "Our company's mission is to help facilitate learning and we've probably been the ones who've ended up learning the most."

What is the business problem that your product/service solves?

Many students have negative feelings about math and aren't engaged in class. Students are engaged by GameShow; they like using it because it feels more like a game than a math review exercise. The software also helps teachers and parents determine whether students are grasping a concept.



The Knowledgehook team, from left: James Francis, Arthur Lui, Deepan Vigneswaran, David Hussey, Greg Fretz and Travis Ratnam.

The Queen's connection:

Knowledgehook would not exist without Smith School of Business. Arthur and Travis met while they were MBA students. Arthur is Knowledgehook's lead product designer and the heart and soul of its product experience. Elspeth Murray, Associate Dean, MBA and Masters Programs, helped the venture secure \$15,000 in funding from the Dare to Dream Internship program. ■

Knowledgehook

Do you have a new venture you'd like to profile?


Visit ssb.ca/newventures to describe your company.

Your story will appear online and be considered for inclusion in a future print edition of the magazine.

GETTING TO KNOW SMITH

By Shelley Pleiter



 On October 1, 2015, as Principal Daniel Woolf announced Stephen Smith’s \$50-million gift and the school’s new name — The Stephen J.R. Smith School of Business — a stream of students descended the stairs of the packed Goodes Commons. All were wearing shiny new T-shirts emblazoned with “Get to know Smith”. The tees were a huge hit, instantly coveted by the staff, faculty, students and dignitaries in attendance on that historic day.

Almost simultaneously, alumni were informed via email of Stephen Smith’s transformational gift in support of scholarships for students, and faculty research through fellowships. Within 24 hours, a video appeared on the school’s website, enabling alumni and friends around the world to share in the excitement.

The response was overwhelmingly positive, judging by social

media reaction and the many emails and phone calls to Dean David Saunders and other school officials. A common question was, “Who is this Stephen Smith?”, which, given Stephen’s low public profile until that day, wasn’t surprising.

To answer this question, the school hosted events in Vancouver, Calgary, Toronto and Ottawa to introduce Stephen to the alumni family. Each presentation began with introductory remarks by the Dean, followed by an informal chat with Stephen led by Distinguished Professor of Marketing Ken Wong, BCom’75, MBA’76, in Toronto, and by Smith School of Business staffer Jeff Dixon, BCom’00, at the other locations. A lively Q&A session ensued, with many alumni prefacing their questions by thanking Stephen for his generosity.

The following is a sample of some of the recurring themes and topics raised at these extremely well attended events.



Stephen Smith with excited students wearing their "Get to know Smith" T-shirts at the announcement event in October.

Why would you, as a Queen's engineering grad (Electrical, Class of '72), direct your transformational gift, and attach your name, to the School of Business?

While engineering was important to me, economics was, too. Even while in high school in Ottawa, I was interested in economics and in business. Like a lot of kids, I had a paper route, so I started in business quite young.

After my third year at Queen's, I had enough economics credits to switch from engineering to economics. I turned to my dad, who was a civil servant in Ottawa, for advice and he suggested I finish up in engineering then wait for a year or so and get a graduate degree in economics. I followed his advice, and went on to do my master's at the London School of Economics (LSE). Since then, most of my career has been in the mortgage finance and insurance business.

In thinking about where my interests really lie — and notwithstanding being an engineering grad — I felt that since I've spent my career in business, this is where I want to give back. When I discussed the naming opportunity with my family, we felt this would inspire others to give or take their giving to the next level.

But a gift like this one doesn't just happen overnight. I started to give to Queen's back in the early 1990s, when I set up a bursary for students in economics and electrical engineering. Since then, about 250 students have been helped out financially. I think we all remember how tough it can be: it's near the end of the month and you've been living on Kraft Dinner, so that extra \$500 to \$1,500 can certainly make the difference in your ability to continue your studies. Later I contributed to a fellowship and then a chair in the Department of Economics.

I'm a really big believer in secondary and postsecondary education. No matter where you live in Canada, you can get a high school education that will get you into any university in the country. And once you get into that university, no matter what university you go to, you can get a great education that will set you up for life.

I think that the real wealth in society comes from the human capital that we have, and we get that human capital by having a well-educated populace. I thought for a long time about how I wanted to give back to society, and certainly I looked at education. When I thought of education, of course I thought of Queen's. So this gift is a way to give back to society, improve its human capital, help Queen's and help Canada as a whole.

Entrepreneurship has been at the heart of your professional life. What path have you followed as an entrepreneur?

One thing about giving to a business school is that ultimately everyone wants to ask "How did you make your money?" So I'm going to tell you.

After graduating from LSE, I worked first at Philips Electronics, then Canadian Pacific, then I got a job at Hawker Siddeley in the late 1970s. By then, I was really keen to do something on my own, so I left my job and bought a couple of triplexes in downtown Toronto. After renovating and flipping them, I thought, "Oh, I know all about real estate, so I'm going to build houses."

I bought some residential infill in the downtown core and started to build houses when I was 30, in 1981-82. Then a major recession hit. Interest rates climbed to 21 percent and I went personally bankrupt. I had to move into my sister and brother-in-law's place (both Com'75 graduates, by the way). I was in their spare room for six months. It was really tough.

I finally got a job and started working again. It probably took me another three or four years to build back my self-confidence. I founded First National in 1988, and that's primarily been the source of the money I have made.

Initially my business partner and I operated as a mortgage lender, providing mortgage-underwriting services. Revenue in our first year was \$200,000, and after paying ourselves around \$30,000 each, we had a \$50,000 profit. We put that back into the business and it just gradually grew from there. We started to service mortgage loans, so that we owned the relationship with the customer, and also began issuing mortgage-backed securities. Our EBITDA (earnings before interest, taxes,



depreciation and amortization) was \$50,000 in the first year. When we went public in 2006, the EBITDA was about \$58 million, and now it's in excess of a couple of hundred million a year.

What's unique about our business, compared to the Schedule I banks, is that we're actually a low-cost provider, because our underwriting costs are lower and our servicing costs are more efficient.

Our proprietary technology gave us a cost advantage, and then a technical and service advantage, that enabled us to gain a significant market share. This type of business is not particularly capital intensive, so it threw off an awful lot of cash, which enabled me to purchase Canada Guaranty from AIG. You may recall that AIG was having a few problems during the financial crisis in 2008, which led to the divestment of some of its assets. At that time, nobody wanted to have anything to do with a mortgage default insurer, and I saw that as an absolutely huge opportunity. So, in partnership with Ontario Teachers' Pension Plan, we bought AIG's mortgage insurance business in 2010.

My third major investment has been the acquisition of a significant position in Equitable Bank, the country's ninth largest bank. I'm the largest shareholder, with about a 20% share of the company.

So that's the long story on how things have worked out. I was able to take advantage of technology changes. And I think I have an understanding of an industry that is perhaps not as well understood as it could be and has also been somewhat out of favour.

Above: Alumni had plenty of opportunity to chat with Stephen before the presentation in Ottawa.

Right: Stephen, with moderator Ken Wong, answers questions from the Toronto audience.

View the gift announcement video at ssb.ca/newname

View video highlights of the alumni event with Stephen Smith in Ottawa at ssb.ca/meetstephen

View photos from the Ottawa, Calgary and Toronto alumni events at smithconnect.com



You survived the failure of your first business, but you got back on your feet and your subsequent ventures have obviously gone very well. How did you get through the difficult times?

That period, 1984 through 1985, was the toughest time in my life. I made the mistake of not reading the market or not having enough experience in the housing market to realize that I shouldn't have been building at that time. But I was keen, and wanted to make a go of it, and kept making decisions that turned out to be the wrong decisions. After a while, you just start sinking and at a certain point, when everything's gone, you wonder if you'll ever have the confidence to make the right decision about anything again. But the only way to deal with it is to just find a job, get up each morning, and go to work, and, bit by bit, rebuild your self-confidence.

Looking back 30 years later, I realize that a personal bankruptcy in '84 and being re-established by '87-'88 is not a long time at all. But I can tell you, when I was living it, it felt like a very long time. It was also quite embarrassing: moving into my sister's place, and causing my parents concern, which put stress on them. It was not a good situation.

Everyone in their life goes through periods when things aren't going as well as they'd like. I'm sure everyone can relate to the stress that that can put on a person.

You've certainly learned some valuable lessons in your life. What do you think others could learn from your story?

Well, I guess if I've learned anything, I've learned that perseverance and hard work can get you a long way. At the Toronto alumni event, one of the best questions was, "We've heard about the failures, but what did you learn from your success?" After thinking about it, I replied that there is certainly an awful lot of luck involved in success.

I was lucky in several ways. There was the growth of the broker market, and I was lucky in finding a business partner who was a great fit. We don't hang out, but we've worked well together in business for the last 25 years. We never have personal disagreements. At the beginning of the relationship, my partner was the very charismatic guy, and I was a little bit more the nerd, the analytics guy. When we were starting out, he was the stronger part of the team. Now, I'm the CEO — I'm better on the strategic issues, but we're still a really strong partnership. So you have to find the right partner at the right time.

A lot of businesses can't move from having a workforce of 20 or 30 people to one with 900 employees, as we currently have. Managing that transition is a skill, and there's probably a bit of luck involved in having that particular skill. We were also lucky in being able to respond well to the changes in the industry. I would say any big success story often involves being in the right place at the right time.

Often when people fail, they say, "I had bad luck," and when they succeed, they say, "I worked hard. I was smart." Actually, I think it's the other way around. When you failed, you screwed up, and when you succeeded, you had good luck.

You've given this great gift to Queen's. Tell us about the gift and what you hope it will accomplish.

One of the great things about the gift is that the funds are all endowed, and this will move us up to first or second place in endowment size for a Canadian business school. It's also significant that 70% of the gift is directed toward retaining and attracting faculty and to funding their research. I think that faculty funding is important for us to be able to compete globally for the top professors, especially now that business schools are truly international.

The 30% balance of the gift is directed toward scholarships to attract great students. We already have by far the strongest undergraduate school in the country. The graduate programs are also strong, but we can make them even stronger, both in regard to international reputation and to national ranking. I certainly see the potential for the MBA program, for example, eventually to be ranked number one in the country.

Much more so than rankings, I think the real measure of success will be to look back in 20 years and see the contributions of Smith graduates. Hopefully, my gift will help produce even stronger graduates and faculty, who will be able to contribute and to give back even more to society at large. ■

THE UNFORGETTABLE MEL GOODES

Nancy Goodes pays tribute to her husband Mel Goodes, the School's inaugural visionary donor, at the event announcing the first recipient of the Alzheimer's drug research award named in his honour.



The name of the business school itself has changed, but its home proudly remains, and will always be known as, Goodes Hall. At its unveiling in 2002, the building was named in honour of benefactor Mel Goodes, BCom'57, LLD'98. His generosity is felt daily by the many students who gather in the Goodes Commons, the airy and welcoming centrepiece of the west wing addition that opened in 2012.

Just two years previously, Mel had gone public with the news that he'd been diagnosed with Alzheimer's disease. As the illness progressed, he and his family decided to take action. The Goodes Family Foundation made a commitment of \$750,000 to fund the Melvin R. Goodes Prize for Excellence in Alzheimer's Drug Discovery for 10 years, with a contribution that is being matched by the Alzheimer's Drug Discovery Foundation (ADDF). In September 2015, physician-scientist Dr. Frank M. Longo, of Stanford University, was named the inaugural winner of the Goodes Prize and its accompanying \$150,000 research grant.

Nancy Goodes was invited to speak at an ADDF event in New York City to mark the awarding of this prize. The following is an excerpted and edited version of her remarks.

To set the stage for this announcement, let me take you back nearly 20 years, to when Mel was Chair and CEO of Warner-Lambert, and he and his leadership team brought the company back from the brink. Thanks in part to Mel's huge bet on a drug now known as Lipitor, Warner-Lambert became one of the brightest of the blue chips.

In 1997, with the company's future secured, Mel decided to give every Warner-Lambert employee — all 42,000 of them, in more than 150 countries — a special gift to mark their shared accomplishment. He had a particular gift in mind: a wristwatch. And not a cheapie, either, but a top-of-the-line Seiko.

There were a hundred obstacles in the way, from tax laws to religious restrictions. But Mel and his team got it done. Some 42,000 watches were made, engraved and distributed. Taxes were paid, borders were crossed and religious preferences were taken into account.





Mel and Nancy Goodes at the new west wing's gala opening in September 2012. They stayed for the weekend to join Mel's Commerce '57 classmates in celebrating their 55th anniversary reunion at Homecoming.

considered proposals from a number of the nation's most prominent scientists. The selection of Dr. Frank Longo reflects not only his accomplishment as Chair of the Department of Neurology and Neurological Sciences at Stanford, but also his team's commitment and tenacity.

I hope that as they put this grant to work, Dr. Longo and his team remember the leader for whom it is named — Mel Goodes.

Many of you were witnesses five years ago when Mel told the world that he was an Alzheimer's patient, and that he wasn't going gently into that good night. I wish Mel could be with us right now, but after years of serving as the face of Alzheimer's, he can no longer shoulder that challenge.

I am grateful that Mel's glowing personality still stands tall against Alzheimer's, although Mel himself only knows the moment. Like many of you, I miss the Mel Goodes who is disappearing. Like all of you, I curse the disease that is taking away both my beloved husband and my beloved mother.

If Mel could be with us today, he would applaud the accomplishments of Dr. Longo and so many other scientific leaders, even as he would remind them that every minute, another American develops Alzheimer's disease.

Mel often said that the key to his success was his relentless discontent with the way things are. Through the ADFD, and now through the Goodes Prize, we continue to share that discontent.

Fueled by hope, love and generosity, we press on to what we know will be our destiny: Alzheimer's conquered, once and for all. ■

Many employees asked Mel, "Why a watch?"

He replied, "As a symbol of what we have achieved together. And as a reminder that our work is not done." As Mel put it, "Time flies. So does opportunity."

Today, when it comes to changing the course of Alzheimer's, every day, every hour, every minute counts. That's why the Melvin R. Goodes Prize for Excellence in Alzheimer's Drug Discovery reflects both the urgency of a search for a cure and the spirit of shared achievement.

Needless to say, choosing the first-ever recipient of the Goodes Prize was not easy. The Selection Committee, which is completely independent of our family, carefully

ALUMNI NOTES

Unless otherwise indicated, dates
in these notes refer to 2015.

1930s

1937

Robert Armstrong, BCom, died in April in Toronto at the age of 98. He is survived by Dorothea, his wife of more than 71 years; children Michael (Linda), Brock (Lynn), Barbara (Geoffrey) and Robert (Paula); and his grandchildren and great-grandchildren. Following his discharge after World War II, Robert enjoyed a distinguished business career, the last 15 years of which were spent at Rio Tinto as an Executive Director and at subsidiary Rio Algom as CEO.

1940s

1940

William (Bill) Gray, BCom, BA'41, died on July 24, in Winnipeg. Following his war service as an Officer in the Royal Canadian Navy, he began a distinguished chartered-accountancy career, retiring in 1980 as a partner at Price Waterhouse. Among the honours he received were the Chartered Accountants of Manitoba Lifetime Achievement Award and a Queen Elizabeth II Diamond Jubilee Medal. His extensive community service included

tenures as Chairman or President of the boards of the Canadian Foundation for Economic Education, Canadian Club of Winnipeg, Manitoba Chamber of Commerce, University of Manitoba's Board of Governors, and The University of Winnipeg's Board of Regents, among others.

In retirement Bill volunteered with Canadian Executive Services Overseas in Tuvalu, Lesotho, and Costa Rica, and participated in assignments with Price Waterhouse to East Malaysia and Bermuda. He was predeceased by his wife Helen and eldest son Bill and is survived by his children Ainslie; Nancy (Alla Smeall); Barbara, BA'76 (Ted Bigelow); Ian, BA'78; and Cari, BA'88, (John Canning); as well as 16 grandchildren and four great-grandchildren.

1948

Joseph Viner, BCom, died Nov. 29, 2014, one day before his 89th birthday. He is survived by Ruth, his beloved wife of 63 years, their four children, 10 grandchildren, and a great-granddaughter. Joe came to Queen's after serving in the air force. After completing his degree, he worked for A. J. Freiman's Department Store in Ottawa for 14 years. At age 40, Joe became a real estate broker. He then co-founded Levinson-Viner Ltd., remaining president of the firm until his retirement in 1996. The company was known for real estate, insurance and property management but its great success was in syndications. Joe was a past President of the Ottawa Real Estate Board and the first Chairman of Viner Assets Inc. His friends and colleagues remember Joe for his graciousness, wisdom and integrity.

1949

Emerson Creed, BCom, died July 10, in his 94th year, in Cambridge, Ont. A former RCAF pilot, he enjoyed a 37-year career at *The London Free Press*, retiring as its Financial Editor in 1986. He was a champion golfer, once beating the legendary Moe Norman in match play at the Ontario Amateur Golf Championship. He was predeceased by his wife Elisabeth and son David and is survived by his daughters Marilyn, Susan and Madeleine, his grandchildren and great-grandchildren.

1960s

1963

Garry Davidson, BCom, died peacefully at the age of 75 in Guelph on July 11, after a brief illness. A childhood spent in Lanark County included an education at a one-room schoolhouse. Following his graduation from Queen's, Garry had a long career in finance, never formally retiring. He spent 25 years at the University of Guelph and more than 20 years in personal tax and financial planning. Garry is survived by his children Stewart (Angeline Lau); Kimberly Maich (John); and Matthew (Susan Yates); and seven grandchildren.

1964

Stephen (Steve) James, BCom, died peacefully with his wife Carole, BA'64, by his side on Aug. 22, at Innisfree House Hospice after a long battle with cancer. In addition to Carole, sons Gregory (Miran) and Robert (Alana) and two granddaughters survive him. After stints in Toronto and Ottawa, in 1973 Steve became a partner at the Waterloo office of what is now KPMG. He was active in the Kiwanis Club and an avid golfer, serving as President of the Golf Association of Ontario in 2008.



David Wilson, BCom, was honoured by the National Association of Corporate Directors as one of the USA's "most influential leaders in the boardroom" at a gala in New York City in December.

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1968

Tom Murtha, MBA, BCom'63, died Sept. 10, at home, on the 49th anniversary of the day he wed Lynda (Moore). In addition to Lynda, he is survived by his daughters **Julie Murtha, BCom'91**, MIR'92 (Jim Palmateer); Christy Murtha; and Leigh Vyn (David); and two grandchildren. Following his MBA graduation, Tom joined Colgate-Palmolive, where he held progressively senior posts before leaving in 1980 to become VP of Marketing for the *Toronto Star*. He was VP of Corporate Newspaper Development for Torstar Corporation when he retired in 1995. Post-career, Tom and Lynda split their time between Florida and their century farmhouse north of Port Hope before moving to a condo in Toronto. Tom had eclectic passions; he maintained a daily watch over the TSX, continued a deep interest in the newspaper industry, was a passionate Toronto Blue Jays fan, had a love/hate relationship with the Leafs and held a deep devotion to *Seinfeld*.

1969

Michael Howe, MBA, BCom'68, with the extinguishing of the flame for the Toronto 2015 Parapan Am Games, successfully completed his dual role as Lead, Enterprise Risk Assurance and as an integral senior member of the Enterprise Risk Management team. He is now looking for new challenges and can be reached at michaelnchowe@gmail.com.

1970s

1970

Bob Shoniker, MBA, BCom'69, recently completed ten years as a Board member of PARTEQ Innovations, Queen's innovation-commercialization firm, where he provided venture capital, strategic planning and corporate governance advisory services. During Bob's tenure, PARTEQ received more than 750 invention disclosures and filed more than 1,000 patent applications.



1973



George Smith, BCom, recently celebrated his fifth anniversary at Queen's as an Adjunct Professor at Smith School of Business and at the School of Industrial Relations. George reports finding this a very rewarding retirement project following his CBC/Radio-Canada career.

George Smith, BCom, recently celebrated his fifth anniversary at Queen's as an Adjunct Professor at Smith School of

1974



Paul Owens, MBA, was awarded the Libby Slater Award by the International Pension and Employee Benefits Lawyers Association at its

2015 convention in Brussels. The award recognized his contribution to pension law and the pension industry. Paul has been Deputy Superintendent of Pensions for the Government of Alberta since 2012.

1976

George Vassos, BCom, LLB'80, after 31 years, recently integrated his law practice, Kuretzky Vassos Henderson LLP, into Littler LLP, the world's largest employment- and labour-law firm with more than 1,000 lawyers in 12 countries: "An exciting new chapter on the road to Freedom 95, a road shared with the lovely Krystyna, Kasia, Louis (BA'16), Emily (BA'17), David, Michael and Nicholas."

David Walker, BCom, died unexpectedly on August 30, at the age of 62. He was the Executive Director of the Rideau Waterway Land Trust, and "passed away doing what he loved best — living life to the fullest, enjoying friendship and the outdoors while helping make the earth a better place for all," his family reports. He is survived by his wife Sharon (Foster); mother, Muriel; daughter, Allison Hartley (Lee); and four grandchildren.

Richard West, MBA, BSc'73, recently retired from the York Region District School Board, a second career that followed his original one in finance. He reports he's enjoying his new stage in life.

1977

Marian (Higginson) Holley, BCom,

crossed the finish line in November, receiving her Master of Arts in Teaching English to Speakers of Other Languages, an online degree from Trinity Western University. Cheering her on as she completed her three-year marathon were her 86-years-young mother (who was her first home-educator), siblings, dear friends, and professors.



Ginnie Welsman, MBA, currently Corporate VP, Operational Risk Management at Manulife Financial, plans to retire in 2016, and may consult in operational risk. She and **Neil Longhurst, MBA'77, BA'70,** have been together since reconnecting at their class reunion in 2013. Neil has been (mostly) retired since 2012, after having launched a golf and residential development business following his career at Ford Motor Company. He stays active running, coaching runners and assisting entrepreneurs (including at Queen's Innovation Connector) on business and financial planning. Neil and Ginnie plan to spend half the year in Toronto and half in the San Diego area.

1978

Louis O'Brien, MBA, and his wife Sharon celebrated their 35th wedding anniversary and the recent marriage of their son Cameron to Andrew Warren. All four marked these milestones by taking a cruise from New Zealand to Sydney, Australia. The photo was taken in San Francisco, a stop on their journey to NZ.



Dietmar Wehr, BCom, in June, published his tenth novel, *Rumors of Honor*, the second book in his System States Rebellion series.

1979

Stephen Graham, BCom, was inducted into the Marketing Hall of Legends by the American Marketing Association. Stephen was cited as "one of Canada's most awarded marketing and transformational business leaders, recognized for bringing passion, inspiration, game-changing innovation and a trademark sense of humanity to everything he does."

1980s

1981

Thomas Carney, BCom, died Oct. 15 in Toronto. He is survived by his siblings Jim (Cindy) of Vancouver; Paige Carney of Regina; Smith School of Business Advisory Board member **Jeff Carney, BCom'84,** (Carolyn), of Toronto; and several nieces and nephews. Tom began his career in the finance industry in Toronto then moved to Paris to improve his French at the Sorbonne and follow his dreams. He fell in love with Paris and its culture, made lifelong friends, became a financial translator and lived happily there for more than 15 years.



Bonnie Golomb, BCom, celebrated the 30th anniversary of both her company, Riverview Publishing Inc., and *Profile Kingston* magazine. Bonnie was honoured to have received the Greater Kingston Chamber of Commerce award for Business Person of the Year for 2015.

Veerinder Kakar, MBA, moved to Santa Monica, CA, and established his own management consulting and motivational speaking firm. He reports enjoying the experience, but wishes some of his former classmates were there, too.

1983

Robert (Bob) McFarlane, BCom, was inducted into the Queen's Football Hall of Fame in the Builder category in September at a ceremony held in the new Isabel Bader Centre for the Performing Arts. Bob played for the Golden Gaels from 1979 to 1982 and has been an active supporter of the football program ever since. Bob is a member of several corporate and NFP boards following nearly two decades as EVP & CFO of TELUS Corporation and, previously, Clearnet Communications, which TELUS acquired in 2000. In 2007, Bob was named Canada's Top CFO. Bob serves on the University's Board of Trustees and as a director of the Red Banner Society, recently established to co-manage and support the Queen's varsity football program at the new Richardson Memorial Stadium, which is slated to open in time for the fall 2016 season. Bob and his family continue to live in Vancouver, their home for the last 15 years.

1985

Ian Ball, BCom, has recently moved from Austin, TX, to Chicago, IL, where he is Head of Industry Sales at Google. His wife Carolyn is pursuing her Master's in Counseling at Northwestern University, and kids Weston (14) and Tiana (10) are looking forward to their first real winter. Ian would enjoy hearing from old friends at itball62@gmail.com.

1986

Michael Bishop, MBA, BSc'81, continues to be a senior-level engineer with Fluor. Since February, he has been working on a project to develop a new refinery complex in Malaysia, and is now based in Manila as a member of one of the project execution teams. Being separated from his family in Calgary is difficult, but a trip home for two weeks at Christmas was being eagerly anticipated when Michael submitted his update.

Patti Perras Shugart, BCom, has been named in the Corporate Executive category of WCN's list of the 100 Most Powerful Women in Canada for 2015. Patti is Managing Director and Head, Corporate Banking and Global Credit, at RBC Capital Markets.

1987

Louise Gormley, BCom, joined the Ontario Ministry of Education's Research, Evaluation and Data Management team in the summer of 2014, after four years supporting social justice-themed research at the Centre for Education and Community at York University. As one of the first Commerce students to participate in an international exchange (Tec de Monterrey, Mexico, in '85-'86), she is indebted to the late Prof. Frank Collom for his pivotal role in encouraging her studies abroad and delighted that such exchanges are now an integral component of the Commerce experience.

Kenneth Reucassel, BCom, died at home, peacefully and surrounded by his family on Nov. 5, aged 51. He is survived by his wife Jane; children Alexandra Gaye and Duncan; parents Janet Marsh and Ross Reucassel; and siblings Cathy Mackie, BA'86 (David), John (Kimbrough) and Kim Marsh Snare (Matt). Beloved by his family, he will be missed also by his colleagues and friends at The International Group and the boards of the Beaumaris Yacht Club, Caledon Ski Club, and Timothy Eaton Memorial Church.

1988

Chris Lythgo, MBA, is easing into retirement on the West Coast while also serving as Vice Chairman of the Board of Commissionaires BC, and as a board member of the BC Rapid Transit Corporation and West Coast Express.

Send an Alumni Note Update



Tell your classmates what's new with you



Updates will be published online and in the print issue



Include a recent photo!

Or

Mail your submission to:
Smith School of Business
Goodes Hall, Marketing
Queen's University
Kingston, ON, Canada K7L 3N6
Attn: Shelley Pleiter

ALUMNI NOTES



1989

Sandra ("Loek") Linsdell, BCom, is happy to inform her classmates that the inaugural Commerce 1989 Award has been presented. The two amazing recipients entered the Commerce program this year. Watch for more details in an upcoming edition of *Smith Magazine*.

Sheryl (Wirch) Mejia, BCom, had a great time at her class's 25th-anniversary reunion in 2014. Many pictures have circulated, but this is the one she couldn't resist submitting.

1990s

1990

Lee-Anne Hermann, BCom, was recently named Chargé d'affaires in Vientiane, Laos, Canada's first-ever resident diplomat there. She's looking forward to building strong bilateral and trade relationships with that country, especially as it takes over the chairmanship of ASEAN in 2016. Any alumni interested in the region can contact her at lee-anne.hermann@international.gc.ca or follow her on Twitter at [LeeAnnInLaos](https://twitter.com/LeeAnnInLaos).

1992

Kristina Rogers, BCom, is Consumer Products Global Leader for EY. Now based in Turkey, Kristina has been with the company since 2013. Previously, she was a Senior Partner at Monitor Group, where she co-led its Middle East management team.

1994

Andreas Hesse, BCom, MIR'97, is Director of Operations for Clear HR Consulting Inc. (clearhrconsulting.com), which was a finalist for External HR Consultancy of the Year at the 2015 Canadian HR Awards. Andreas lives with his wife and their two children in Vancouver, B.C.

Victor Pakalnis, EMBA, was appointed Associate Vice President at Laurentian MIT (Mining Innovation and Technology) in November. He continues as President and CEO of MIRARCO Mining Innovation. He recently chaired the 36th International Conference of Safety in Mines Research — the first time the conference has been held in Canada.

1995



George Rossolatos, BCom, shares a photo of his class's 20th anniversary reunion. A highlight was the Com'95-sponsored keg party on Earl Street at the home of a group of Commerce students. "A true Queen's party in progress," says George.

Megann Willson, MBA, and her partner Steve Willson have recently relocated from Halifax to



Toronto. They continue to run Panoptika, a consulting business that helps companies use customer understanding to build a better strategy. Megann also runs a social start-up, DZYN (weDZYN.ca — pronounced "we design"), which sells unique Canadian gifts and art, including UpSatchel upcycled handbags. A portion of every sale is used to fight hunger, homelessness, or illiteracy.

1999

Jason Lewis, EMBA, reports that real estate has become more than his personal hobby; luxury real estate is now his passion.



His new endeavour enables him to use his EMBA and international experience, as well as his finance, marketing, and negotiation skills, while also leveraging his years in the advertising business and life as an entrepreneur. His eldest daughter Madeline Power is loving every minute of her second year in the Commerce program. Contact Jason at 905.510.0835.

2000s

2000

Phoebe Fung, EMBA, is in the process of building a Vin Room at the new International Terminal at the Calgary International Airport. Vin Room is Canada's largest wine bar, with more than 100 wines by the glass. In 2016, Calgary will be home to three locations, as well as VR Wine, a boutique wine store.



Jeremy W. Okolisan, MBA, is now Senior Vice President of Business Development and Strategy for SNC-Lavalin's Mining & Metallurgy Business Unit. With 50 direct reports across the globe and frequent travel to M&M offices worldwide, Jeremy has racked up nearly 100,000 travel miles since taking on the role in May.

Andrew Outinen, MBA, after 15 years in the medical device industry, launched his own business, a Tail Blazers Health Food Store for Pets™ franchise in Etobicoke (Toronto).

2002

Jeffrey Veffler, MBA, has taken on a new role as Director, Internet of Things and Business Intelligence at Brookfield Global Integrated Solutions, where he leads the development of the company's IoT strategy and related initiatives. In addition to this full-time role, Jeffrey continues to be involved in Incite Design, an architecture practice in Toronto.

2003

Ian Di Tullio, EMBA, and his family leapt even farther afield, relocating to Doha, Qatar, following Ian's PhD graduation from Cranfield University in the U.K. He is now Vice President, CRM & Loyalty, with Qatar Airways.

Lily (Hinn) Harriss, EMBA, is now Director of Development and Alumni Engagement with the Royal College of Music in London, U.K.

Angela Oddo, EMBA, is now a Financial Advisor with Sun Life Financial in Saskatchewan, after spending more than 15 years with Bombardier Military Aviation Training. She reports enjoying both the new challenge and spending more time with family.

Sean Waite, EMBA, died suddenly on Nov. 4. "After 47 years of whole-hearted living, Sean's giant heart was spent," his family wrote in his obituary. Sean is survived by his wife Jessica, son Dash, siblings Rory (Wendy), Riley (Erin), Megan (Bart), Tyrone (Jenn) and Darrel (Sandra), and numerous nieces and nephews. His full and varied business career involved several overseas postings, including three years in Singapore as a VP at IHS Energy. A proud member of his Calgary EMBA team, Sean served as a Project Advisor to numerous students in the school's MBA programs since 2004.

2004

Mike Leonard, BCom, is now Plant Leader, Large Motors, at General Electric. The facility produces massive electric motors (up to 120,000 hp), synchronous condensers, generators and other rotating machines that serve clients in the oil and gas, mining and industrial sectors. Mike currently lives near Peterborough with his wife and two children.

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Ronda (Smith) Sayers, BCom, and her husband own a cattle and horse ranch in Saskatchewan and a winter home in Arizona. Ronda consults for Selrae Group International, a boutique consulting firm providing executive consulting and private equity support for corporate turnaround projects. She is pictured with her husband Chris and son Spencer.



2005

Marcus Daniels, AMBA, is the Co-Founder and CEO of HIGHLINE, a leading pre-seed VC firm operating out of offices in Toronto and Vancouver, which has 37 active tech start-ups and has orchestrated seven meaningful exits. He is also Chair of the Canadian Acceleration and Business Incubation (CABI) Association, which endeavours to raise industry standards and make Canada's Start-up Visa Program more effective. highline.vc

Keep in touch on

 smithconnect.com



Katrina Galas, BCom, is now on

the business-intelligence side of sport sponsorship and consulting, having accepted the position of Account Director at Repucom Canada, based in Toronto. repucom.com

2006

Chris Bryson, BCom, proudly announces that his company, Unata, was named in November as one of the 2015 Deloitte Technology Fast 50™ Companies-to-Watch winners. The award honours Canadian technology companies that possess the management experience and superior technology that mark a successful early-stage company.



2007

Biswajit Das, MBA, joined PwC Canada as a Director in its Consulting Group. He is advising clients

how to effectively win in the technology landscape that is evolving with the FinTech disruption in the financial-services sector.

Jonathan Lithwick, BCom, and his wife are proud to announce the birth of their first child Erica Jaclyn, born last summer.



Imola (Major) MacPhee, BCom, BSc'07, and David MacPhee, BSc'06, welcomed Owen Istvan into their lives in September. All are delighted to call Tuscaloosa, AL, their new home and are enjoying the adventures a new baby and new city bring.



Matthew McWhirter, BCom, was promoted to Senior Manager at Monitor Deloitte, the strategy consulting arm of Deloitte, in Toronto. He advises

clients on corporate and business unit strategy across the financial services sector, ranging from retail banking and payments to wealth management and private equity. He was also appointed the Innovation Leader for Financial Services at Deloitte Canada, responsible for shaping the firm's innovation agenda and developing thought leadership on the future of the industry.

Matt Polci, BCom, joined Mission Capital Advisors as a Director in the New York-based real estate firm's Debt and Equity Finance Group. Subsequently, he appeared on the "25 Under 35 CRE Finance Professionals in New York" list published in the *Commercial Observer's* November issue. Matt began teaching at New York University's Schack Institute of Real Estate (NYU) in January 2016 as an Adjunct Professor.



2008



Eddie Ho, BCom, left Ernst and Young LLP as a Financial Accounting Advisory Services Manager in Toronto to embark

on an exciting opportunity at Parkland Fuel Corporation as Controller at its corporate office in Calgary. Parkland is one of North America's fastest growing independent marketers of fuel and petroleum products. It operates under numerous brands, including Esso, Pioneer, Fas Gas, Sparlings Propane, Bluewave Energy, Elbow River Marketing, and many others. Contact Eddie at eddie.ho@parkland.ca.



Nancy Huynh, BCom, MA'13, married Tony Trang in Toronto, in June. A number of Queen's classmates attended the wedding, including bridesmaid **Connie Sung, BCom'07**, and matron of honour Diane Scarlett, ArtSci'07.



Jim McAllister, CQ-EMBA, after two and a half years living and working in Shanghai, moved to a new regional office in

Singapore. He and his wife recently celebrated their first wedding anniversary.

Yasser Rahrovani, MSc, accepted a new position as Assistant Professor in Information Systems at Western University's Ivey School of Business.



Liana (Mary) Tesan, AMBA, died June 3, at the age of 32, in Vaughan, Ont. She cultivated an exceptional business career, becoming an executive at the age of 27. Education and work were her passions. She is survived by her spouse Aldaine Chia, and her father Bruno and his wife, Carol Seifert. Donations to The Liana Tesan Memorial Fund at Queen's would be appreciated by the family (visit givetoqueens.ca and search for The Liana Tesan Memorial Fund).

Ako Ufodike, CQ-EMBA, launched Jermyn Street 1664, a purveyor of fine British tailoring of high-quality shirts, suits and accessories for those "who truly value style and most importantly, quality." Visit jermynstreet.ca or the Calgary location at The Core Shopping Centre.



Ji Yoon, AMBA, was named CFO at Vancouver-based On Side Restoration Services Ltd., an emergency restoration company with branches from Victoria to St. John's, Nfld. Previously, he was Director of Finance and Accounting at SeaStar Solutions, a leader in marine hydraulic systems and commercial heating systems.

2009

Andrew A. Buzinsky, EMBA, married Dawn Sweany in August in the village of Lake Louise at a small family wedding. The couple continues to reside in Calgary.



Adam Cotterall, AMBA, was promoted to Partner in the Vancouver office of Caldwell Partners International Inc., Canada's largest and North America's fastest growing, retained executive-search firm.



John Coutts, BCom, left Nestlé Canada's marketing team in Toronto to join the Corporate Development team at Parkland Fuel Corporation in Calgary.

Ian Macdonald, BCom, and his mother Pat this past fall celebrated the first anniversary of Old Tomorrow, their craft beer company. Old Tomorrow (one of Sir John A. Macdonald's nicknames) brews "flavourful and approachable beers that tell the stories of Canadian greatness," says Ian. Its flagship, Canadian Pale Ale, is sold in more than 300 LCBO stores. In 2015, the company launched a beer in collaboration with Canadian Olympian and *Amazing Race Canada* host Jon Montgomery (pictured at right with Ian and Pat). Monty's Golden Ryed Ale, brewed with 100% Canadian Rye and aged in oak, celebrates Jon's epic skeleton victory at the Vancouver Olympics.



2010s

2010



Daniela Andrews, AMBA, BCom'03, left Canada at the end of March after deciding “in a moment of either clarity or insanity (sometimes it's hard to tell the difference)” that 2015 was her year for adventure. She has since travelled to more than 15 countries in Southeast Asia and Europe, chasing sunshine and an endless summer. When she submitted this note in November, she was riding the waves in Bali, “staving off total beach-bum status by working as a freelance writer.” Check out her blog, curiouscitizen.com.



James Armstrong, AMBA, was excited to be the recipient of the inaugural Canadian version of the Breitling Energy Future Industry Leader Award at the Oil and Gas Awards held in June. The awards, affiliated with the Calgary Chamber of Commerce, recognize a young professional who has shown an inspiring contribution to the petroleum industry.

Idriss Bouhmouch, BCom, and his wife Arielle Nishimirwe are excited to announce the launching of their new maternity lingerie company, Milkii. A Kickstarter campaign in November helped them launch their first collection. milkii.com

Elliott Collyer, BCom, left Accenture's Mergers and Acquisitions Practice to take advantage of an exciting new opportunity in Corporate Development for Parkland Fuel Corporation. He joins **John Coutts, BCom'09**, and **Eddie Ho, BCom'08**, whose note describes Parkland's scope and affiliated brands. Contact Elliott at elliott.collyer@parkland.ca.



Jude Tu, MIB, was awarded an RBC 2015 Royal Performer Award, GTA market in October. Jude, second from left, is shown with Kim Mason, RBC Regional President (centre) and other award recipients at the annual RBC Gala in Toronto.

2011

Brian Boucher, EMBA, and his wife Marie-Paule achieved a major milestone with the birth of their first child, Emma Marie, born in March. Last summer, Brian was a recipient of a “Forty Under 40” award from the Ottawa Business Journal and Chamber of Commerce. The award recognizes young business stars who balance business achievement, professional expertise and community involvement.



Michael Fung-Kee-Fung, EMBA, accepted the role of Chief of Cancer

Transformation and Strategy for the Ottawa Hospital Cancer Program, which focuses on systems and quality innovations in care delivery. Additionally, he received the 2015 Leadership Distinction Award in the Provincial category at the Government Technology and Exhibition Conference in Ottawa in October.

Sukhi Jagpal, CQ-EMBA, was appointed Chief Financial Officer of Vancouver-based ProNAi Therapeutics, Inc. in February. The firm closed its IPO in July and went public on NASDAQ.



Sahar Jamal, BCom, BA'11, moved to London, U.K., for a new role as Senior Brand Manager for Nicorette (Nordic Region at Johnson & Johnson).

Aaron Lau, AMBA, and his wife welcomed their firstborn, Ethan, in February. On the career front, Aaron is now a Senior Manager for Financial Accounting Advisory Services at EY in Beijing.



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Patricia McLeod, EMBA, accepted a new role as General Counsel to the Carevest Group of companies in July. She is Board Chair, YWCA Board of Directors; Vice Chair of the boards of Calgary Economic Development and the Calgary Film Centre; and a Director on the boards of Vibrant Communities Calgary and the Calgary Girls Choir.



2013

Fayad Khaled, MFin, has been promoted twice since joining RBC after graduating and is currently working as an Investment Broker in the Wealth Management Division of RBC in Toronto.



Todd Shannon, AMBA, was named Partner and Creative Director at HUMANCONTACT, a creative agency in Toronto's Distillery District.

Augusta White, BCom, was promoted to Manager, in Digital Channel Sales, Strategy and Planning at TD Bank. As a Duke of Edinburgh Award recipient at the Bronze, Silver and Gold levels and as a member of the Ontario chapter fundraising committee, Augusta had the honour of dining with HRH Prince Edward, pictured with Augusta above.

2012

Craig Sabine, EMBA, has taken on a new role as Director of North American Energy at Navigant Consulting. He will continue to support Canada's largest and most dynamic energy, infrastructure and utility companies with strategic advisory services, optimizing processes and investments.

Gwen Wang, MIB, returned to Queen's in the fall for a reunion with several classmates. Pictured in the top photo at their 2012 graduation are (from left) Gwen, **Cecilia Xiao**, **Olivia Zeng** and **Lynn Li**. In the bottom photo, taken during a return visit in September, are Cecilia, **Carol Chu**, Gwen and Olivia. "We've evolved from being students in a foreign country to friends satisfied with our successful lives, thanks to our MIB and Queen's experience," says Gwen.



2014

Stewart Campbell, CQ-EMBA, accepted a new role at Roche Genentech's global headquarters in Basel, Switzerland, where he heads up Global Product Strategy for the Breast Cancer Franchise, the company's largest portfolio. Roche leads all biopharmaceutical firms in oncology product development in pursuit of finding a cure for cancer, spending more on R&D than virtually any other company in the world, Stewart reports.

Jessica Lui, BCom, has accepted a consulting position at Deloitte in Toronto after having spent much of the past year involved in United Nations initiatives and working as a strategy consultant at Global Professionals Practicum, a professional coaching firm. In July, Jessica attended the annual UN Youth Assembly in New York as a Canadian Representative. She was one of 600 invited international delegates and reported on her experience in *The Huffington Post*.



Steven Sapinsky, EMBA, and his wife Loren announce the April birth of their son Taylor, who joins big brothers Kingston and Carter in making the family's household more energetic than ever.

Celine Tarrant, BCom, launched Smart Girls Sweat, a "sweatworking" group that combines working out and networking for professional women in the Toronto area interested in meeting like-minded people and maintaining an active lifestyle. The December inaugural event sold out, attracting 30 professional women for an evening of working out, healthy refreshments and a presentation by **Laurel Walzak, EMBA'14**, COO of Fitneff Inc. (profiled in *QSB Magazine*, Winter 2015). Visit smartgirlssweat.com for news of upcoming events.



Curt Walker, EMBA, was named Chief Administrative Officer of the First Nations Health Authority in Vancouver, B.C., in September. He joined the organization following a four-year term as CAO for Lil'wat Nation. Curt is a Certified Management Accountant and was recently awarded a fellowship by the Society of Management Accountants of Canada for his contributions to society and the advancement of professional management accounting.

Patrick Wong, AMBA, was named CFO of Toronto-based Retail Ready Foods Inc., a private, multinational that trades and distributes physical protein assets.



John Hui, EMBA-Americas*, and his healthcare technology start-up company Twiage were selected by Cleveland Clinic as the winner of its prestigious "New Venture Healthcare Challenge" in October. twiagemed.com



Ariel Lubecki, MFin, CFA, joined Burgundy Asset Management as Institutional Relationship Manager in February to focus on client relationship management and business development for Canadian institutional clients.



John Neretlis, EMBA, started a new company, Next Gen Anesti, a family-business consulting practice. John specializes in helping families that own businesses to execute succession strategies by developing next-generation owners and leaders, implementing governance structures and facilitating family communication and relationship building.



Sana Kazani, BCom'09, married Shaheer Bhaidani in August. Many Queen's alumni attended, including bridesmaids **Connie Blair, BCom'09**; Fauzia Moosa, BA'08, BEd'09; Sarah Shallwani, BA'10; Sabia Remtulla, BA'08, BSc'09; and Noor Manji, BA'07. The couple lives in Toronto, where Sana works at Zurich Insurance and Shaheer at Purdue Pharma.

Alex Melvin, MBA'74, BSc'72, died Dec. 24 in his sleep, in Ajax, Ont.

Dave Watson, AMBA'12, and his wife Julia announce the birth of their second son, Jack James Bruce Watson, born January 25. Says Dave, "Life with two boys has been wonderful yet busy, hence the embarrassingly delayed update." ■



Late-Breaking Updates

2015

Barmak Ghanbarpour, MMA, and his wife Nazli welcomed their firstborn son, Dara, in October. The family continues to reside in Toronto.

Catherine Bell, EMBA'02, announces the November publication of *The Awakened Company*, a book that highlights business research (including by Smith professors), wisdom, traditions and practical tips from international thought leaders on how to conduct business more humanely. awakenedcompany.com

* The former Cornell-Queen's EMBA program was renamed EMBA-Americas in January 2015.

ALUMNI NEWS

Sean Silcoff, BCom'92, discussed his book, *Losing the Signal*, at alumni events in Vancouver, Calgary, Toronto, Ottawa, Kingston, New York City and London, U.K., that attracted more than 400 alumni.



Pictured at a Toronto event that featured Eric Morris, BA'99, Head of Google's Search and Performance Advertising, are Kathleen Dykes, BCom'10; Aidan Wilks, BCom'14; Kurt Moddemann, BCom'10; and Don Burns, BCom'10 (all Google employees).





Garry Watanabe, LLB'89, was a featured speaker at the third event in the Queen's Venture Network's "Accelerating Entrepreneurship" series, held in September at Toronto's MaRS Discovery District. Garry, of Performance Coaching, delivered an inspirational presentation on the importance of resilience, especially for new ventures.



A joint event in November was hosted by Queen's and Smith School of Business at Canada House in London, U.K. Alumni and students on international exchange connected for an evening of networking and presentations on university and Smith news and a keynote address by Sean Silcoff, BCom'92.



Commerce alumni in Singapore got together for a dinner in November. Pictured, from left, are Michelle Yee, BCom'11; Eric Wong, BCom'96; Greg Mittman, BCom'91; and Winnie Wong, BCom'11.

ALUMNA HONOURED

Mary Ann Turcke, BSc(Eng)'88, MBA'97, President of Bell Media, received the Queen's Alumni Toronto Branch Award in recognition of her distinguished career, volunteerism and contributions to society. She is shown with past recipient, Chancellor Jim Leech, MBA'73, at the Branch's annual awards dinner in November.



Photo by Mya Cress (QSAA)

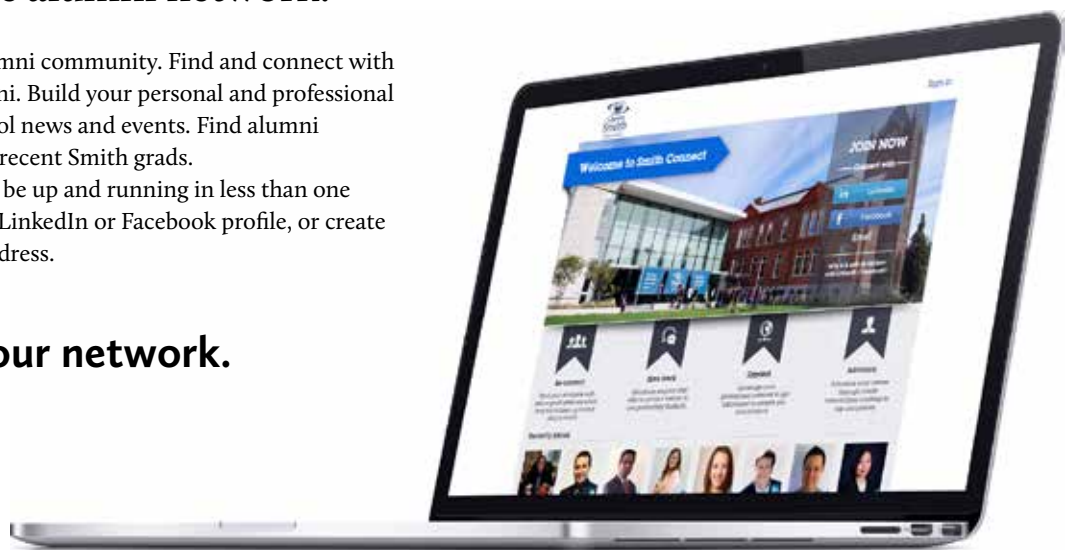
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HOMECOMING 2015

Goodes Hall was filled to capacity on October 24, when more than 320 alumni and guests, faculty and staff attended the Smith School of Business Homecoming Brunch. Highlights for alumni from the Classes of 1948 to 2015 included tours of Goodes Hall and remarks from guest of honour Stephen Smith, BSc'72.

Of the 11 classes that celebrated reunions, seven presented Dean David Saunders with class gifts that totalled \$1.3 million. These funds will be directed to Smith School of Business priorities, including student financial support and the development of innovative curriculum. ■





HOMECOMING 2016

October 14-16

Come back to Queen's to celebrate the anniversary of your graduation (years ending in "1" and "6"). Join fellow Smith alumni for our annual Alumni Brunch in Goodes Hall on Saturday, October 15.

Watch your inbox or contact smithalumni@queensu.ca for details.





Queen's Homecoming, 1950s
Queen's Archives

Come back to Queen's! ▪ Homecoming 2016 ▪ Oct. 14-16

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