



# 2020 BOARD NOMINATIONS PACKAGE





## 2020 Nominations Committee Report

On June 18, 2020 the Skate Ontario Call for Nominations to the Board of Directors was released through an email campaign and subsequently posted on the Skate Ontario website.

The Skate Ontario By-laws indicate that the following positions are available for election at the 2020 Annual General Meeting: Four Directors at Large each to be elected for a two-year term.

In addition, there will be one position for a one-year term as Glenn Fortin will not be completing the second year of his current term.

Karen Butcher (President) and Directors Sharon Bollenbach, Lenny Faustino and Sheilagh McCaskill have all indicated their intention to complete the second year of their current two-year term. Migan Megardichian will be retiring from the Board.

In accordance with our mandate to ensure that a full complement of qualified individuals be available for election to the Board, the Nominations Committee presented a recommended list of candidates in the Call for Nominations; as well, additional candidates were invited to submit applications to be assessed against the same set of published eligibility criteria and competencies as those proposed candidates.

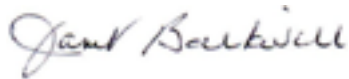
In response to the Call for Nominations, no additional applications were received by the closing date of July 12, 2020. As a result, the following candidates will be elected by acclamation at the Skate Ontario Annual General Meeting to be held on September 12, 2020:

Brent Brandham	Two-year term
Maggie Head	Two-year term
Rachel Islam	One-year term
Kajan Nandakumar	Two-year term
Mary-Rose Weir	Two-year term

As a way of introduction, the candidates' applications appear in this report.

On behalf of the Nominations Committee, I would like to thank each of the candidates for their interest in Skate Ontario and the Skate Ontario Board of Directors. I would also like to thank the members of the Nominations Committee for their valued contributions.

Respectfully submitted,



Janet Balkwill, Chair

Gloria Brighten  
Andrea Derby  
Cheryl Hollows  
Paul Mallet  
Karen Butcher (ex-officio member)  
Lisa Alexander (ex-officio member)



**Brent Brandham**  
Director



## Relevant Education & Career Experience

After graduating from Queen's University with a Bachelor of Commerce in 2007, I have spent the subsequent 13 years working in the insurance industry as a broker with a Sports & Entertainment focus. During that time, I have worked with many provincial and national sport associations in developing proper risk management procedures and using those to negotiate the appropriate insurance protection against their everyday risks, building what is now the largest Sports & Entertainment insurance practice in Canada.

In support of that role, I have attended and presented at numerous AGMs and also attended many board meetings for my clients to offer commentary on risk management practices as well as appropriate membership policies and how these policies dovetail with insurance protection. I have also developed marketing documents for these associations, and written articles for newsletters and other publications on the subject of risk management and insurance protection.

Aside from spending the past 10 years helping to protect many provincial and national sport associations, I also bring with me the background of a business education. In my experience in dealing with many Canadian sport associations I have found that the most successful and efficient associations are run in the fashion of a business. Passion for the sport is wonderful and an asset, but the knowledge of how organizations should operate is invaluable. In obtaining my business degree, I studied accounting, finance, and business law before settling into a sales and marketing focus.

## Experience Relevant to Skate Ontario

Building upon my career experience working with all manner of sport associations from a risk management perspective, I have been able to observe a number of different governance styles very closely as I have worked in close partnership with executive directors and CEOs. Over the past 13 years, I have come to form strong opinions on which aspects of these governance styles are the most effective.

Spending the past 3 years serving on the board for Skate Ontario has provided me with an opportunity to help shape the sport moving forward, in particular helping the association as we guide ourselves through unprecedented times in the wake of a global pandemic. I am very proud to have been even a small part of the reason this organization is in the strong position it is to weather the storm.

I have played a lot of sports throughout my amateur career, representing my hometown in football, baseball, basketball and hockey, and later my school in hockey and golf, to the present day where I still play recreational hockey and compete on the GTA Amateur Golf Tour. I love sports. Most of my closest and longest lasting relationships have developed through a shared passion for a sport. It has given me a lot throughout my life, and I have loved having the opportunity to give back.

## **Areas of Interest within the Skate Ontario Board of Directors**

While my business school background provides me with a skill set that would lend itself aptly to a marketing or finance role, my career experience has me well suited for a risk management or governance role, where I can lend my experience working with other sport associations to a strategic development focus. At the end of the day, I have true passion for all sports and would be happy to be involved.



**Maggie Head**  
Director



## EDUCATION CAREER AND VOLUNTEER EXPERIENCE

**Rotman School of Management, University of Toronto, Toronto, ON**  
**MBA, 2016**

**Queen's University, Kingston, ON**  
**Bachelor of Arts (Honours), 2005**

## EMPLOYMENT EXPERIENCE

**ROYAL BANK OF CANADA, Toronto, ON**  
**Commercial Account Manager Intern, 2020-Present**

- Superior client relationships developed through value-add and proactive advice to clients
- Business development and integrative solutions required to meet the ever evolving needs of our clients
- Knowledge of credit structuring and risk assessment required

**ROYAL BANK OF CANADA, Toronto, ON**  
**Director, Role Design and Transformation, 2018-2020**

- Integrator on strategic initiatives impacting Integrated Markets and Advice Centre Advisors working in step with partners across the RBC ecosystem
- Responsible for developing strategy aligned to business goals focusing on employee engagement, superior client experience, and sustainability
- Partnership and collaboration established by working with multiple teams across the organization while contributing to a number of high priority initiatives including expert roles and the healthcare segment

**SIMPLY SKATING, Toronto, ON**  
**Skating Instructor 2017-Present**

- Skating instructor for all levels and abilities (figure skating and hockey), focusing on agility, control, speed and power.

**ROYAL BANK OF CANADA, Toronto, ON**  
**Senior Manager, Business Architecture, 2016-2018**

- Partner, trusted advisor, and integrator to senior leadership; bridging the gap between strategy and execution
- Business acumen and strategy insights utilized to assist senior executives in translating their high-level business strategies in to business design while accelerating their change agendas, optimizing their portfolio of investment opportunities, and ensuring appropriate prioritization while leveraging capabilities and alignment of strategies and goals to the broader enterprise

- Stakeholder management, strategic thinking and solution recommendation demonstrated through varying engagements including large transformational programs encompassing our physical, digital, and advisor networks, strategies for specific products, cost optimization, regulatory changes, and target operating models

#### **ONTARIO ASSOCIATION OF NATUROPATHIC DOCTORS, Toronto, ON**

##### **Acting Director, Policy, Government and Media Relations, 2014-2016**

- Communicated and negotiated with the Minister and Ministry of Health and Long-Term Care, legislators and their staff, to ensure proclamation of the Naturopathy Act, 2007 including regulatory amendments
- Media relations lead for the OAND; included developing key messages and briefing notes, pitching story ideas, responding to media requests, and preparation of spokespeople
- Created and managed (through education and calls to action) a grassroots network of professional members and healthcare leaders that informed, influenced, and maintained regular dialogue with local legislators
- Responsible for outreach to legislators, public education campaigns, and strategic social media use
- Researched and gathered fact-based evidence to compile multiple submissions to government, from budgetary requests to responses on proposed and pending regulations

#### **ONTARIO DENTAL ASSOCIATION, Toronto, ON**

##### **Government Relations Manager, 2011-2014**

- Integral to the passage of Private Members' Bill 70, Regulated Health Professions Amendment Act (Spousal Exception), 2013 by targeting key legislators and creating champions for the profession; legislation passed by unanimous consent (since 1867, PMBs had a 2% chance of passage)
- Implemented public and student education campaigns (interactive, in-school) focusing on the importance of oral health while promoting trust and value of the profession
- Provided strategic advice based on knowledge of government and political system
- Engaged and communicated with key stakeholders including legislators of various levels of government and their staff, media, dentists and other healthcare professions, and the public
- Initiated conversations with and educated legislators on a variety of issues important to the profession including fee reimbursement, services provided by dentists, scope of practice, and public health

#### **LEGISLATIVE ASSEMBLY OF ONTARIO, Toronto, ON**

##### **Chief of Staff to the Speaker, 2007-2011**

- Served as the principal political advisor to the Speaker; conducting meetings in his stead; advising on strategy with MPPs, and working on key constituency files
- Communicated with all Members of Provincial Parliament, Officers of the Legislative Assembly, the Consular Corps of Toronto, Provincial and State Legislators and dignitaries; serving a vast audience as a conduit of information

#### **MINISTER OF LABOUR'S OFFICE, Toronto, ON**

##### **Government and Caucus Relations, 2005-2007**

- Triaged and responded to inquiries from all Members of Provincial Parliament and their staff with respect to bills, Ministry policy, legislation and regulations.
- Responsible for key initiatives of the Minister Office, including the Minister's Ontario tour, 2007.

## **OTHER EXPERIENCE**

- Board Member, Skate Ontario (2018 – Present)
- National Level Trained Skating Coach, specializing in synchronized and power skating (2001 – Present)
- Two-time member of Canada's National Synchronized Skating Team (2005 – 2006; 2007 – 2008)
- Magnatawan Pioneer Association Board of Directors (2012 – 2018)
- OneTeamMVMT Board of Directors (2016 – 2018)
- Workshop Leader for the Canadian Institute's Government Relations & Effective Lobbying Conference entitled Lobbying 101: Mastering the Fundamentals of Government Relations (2013)
- Local Democracy Week Organizer (2009-2011)

## Experience relevant to the Skate Ontario Board of Directors

I grew up as an active Skate Canada athlete in rural Ontario as a member of the St. Thomas Skating Club. My passion for skating led me to pursue my coaching certification in 2001. My love for the ice grew throughout my formative years as a test skater and competitive synchronized skater and has taken me to international competition. I was honoured to be a part of the Senior National Synchronized Skating Team, representing Canada for two years: NEXXICE (2005) and black ice (2007).

Throughout the years I have remained a member of the St. Thomas Skating Club and continue to share my love of skating as a National level trained coach. I am currently the coach of Team Storm – an adult synchronized skating team. In addition, I am a skating instructor with the Greater Toronto Hockey League, teaching the basics of skating to youth. Skating taught me many life lessons that I have carried with me, and in return, I actively seek to share these lessons with my skaters.

I graduated from Queen's University with an Honours Bachelor of Arts Degree and from the University of Toronto, Rotman School of Management with a Master of Business Administration. In my professional life, I am a Commercial Account Manager Intern at the Royal Bank of Canada.

In past areas of employment as a lobbyist for not-for-profit associations in the health care field, I was responsible for member relations and had the duty of reporting to the Board. I am acutely aware of the responsibilities of policy-making Boards, their involvement overseeing the Association, (but not the day-to-day activities) and their strategic decision-making realm. My employment in politics as a lobbyist and political staffer afforded me with a unique view of the policy-making functions of the government and the avenues through which change can be realized.

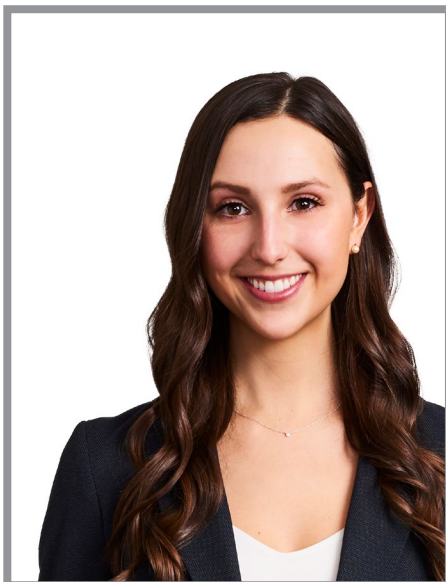
In the most recent past, I have been an active contributing member of the Skate Ontario Board. Prior to this, I was on two not-for-profit boards – one as the Secretary of the Magnatawan Pioneer Association Board; working to increase member and community engagement and involvement. Two, as a member of the OneTeamMVMT Board. OneTeamMVMT is a not-for-profit that aims to unite, promote and develop synchronized skating and elevate the sport's prominence worldwide.

I would like to be a member of the Skate Ontario board to ensure the growth of the organization today, and in to the future. I believe my professional as well as coaching experience provides me with a unique perspective, representing multiple interests of Skate Ontario Members, while ensuring the views of all Skate Ontario Members are considered. Put simply, I have a love for the sport of figure skating and I am committed to ensuring a long-term sustainable differentiated advantage while offering programs for every Ontarian to participate in and enjoy skating in his/her lifetime.

## Specific Area of interest within the Skate Ontario Board of Directors

I am known to be an effective communicator and critical thinker that provides constructive challenge. My leadership skills and active contributions position me well to continue to be an effective member of the Skate Ontario Board. While I am interested in many aspects of the Board, I am most interested in continuing to utilize my government relations and public and media relations professional skills for the betterment of Skate Ontario and its members. I am experienced in change management with strong organizational knowledge and strategic thinking and implementation at all levels.

As a coach and skater, I have a unique perspective that can assist in strategic decision-making and provide context to Board members that come from outside of the skating community. I understand the challenges and opportunities faced by both the smaller/rural and urban clubs especially at a time of rapid change and competing opportunities for youth in many facets of sport. I look forward to continuing to be a part of the team that provides a strong voice for the sport of figure skating in Ontario.



**Rachel Islam**  
Director



## 1. Education, career and volunteer experience

In 2014, I graduated Magna Cum Laude in Political Science with a Pre-Law Concentration and a Minor in Dance from Middle Tennessee State University while on a full Division I athletic scholarship for track and cross country running. I graduated from Western Law School in 2018 and completed the lawyer licensing process in June 2019. I have been practicing with Gardiner Roberts LLP's Business Law Group since September 2019, with a focus on general corporate and commercial matters, including asset and share acquisitions, secured lending transactions, corporate restructuring, corporate finance and corporate governance.

My employment as a corporate commercial lawyer at Gardiner Roberts LLP has taught me to understand the importance of clearly defined governance, control, transparency and stakeholder relationships to produce effective strategic planning and smooth business operations. I have gained proficient communication, problem-solving and interpersonal skills through assisting clients with relevant matters such as legal compliance and sound policy development and administration in the context of corporate transactions, corporate restructuring, facilitating corporate finance and general corporate counselling. These competencies are integral to the Skate Ontario Board of Directors (the "**Board**") and would greatly benefit the governance, financial reporting, administration, strategic planning and ultimate success of Skate Ontario.

During my time as a law student, I was the Program Manager at the Sport Solution Clinic, where I represented Canada's Olympic and National Team athletes with sport-related legal issues such as team selection and government funding disputes. I supported athletes through drafting appeal submissions as part of the dispute resolution process, and I assisted both athletes and National Sport Organizations by reviewing and critiquing standard athlete contracts in order to draft a model agreement of best practices. Moreover, I restructured the Sport Solution Clinic to operate more efficiently and effectively, resulting in a more fulfilled legal team and a positive rapport with stakeholders in the Canadian sport community. I learned that fostering internal and external stakeholder relationships can ensure a prosperous future and inclusive environment for sport organizations. It was during my time as Program Manager that I realized the extent of my appetite for remaining involved in sport governance.

While I was a varsity student-athlete at Middle Tennessee State University, I served in an athlete leadership role on the Student Athlete Advisory Committee ("SAAC") on behalf of the cross country and track and field teams. In voting on proposed NCAA legislation, reviewing and evaluating rules and recommending prospective policies, the seed was planted for my commitment to remaining engaged in the policy side of sport.

Further volunteer experiences of note are as follows:

- Co-Captain of the Western Law Games Team
- Peer Support Volunteer at Western Law
- Student Ambassador for prospective Western Law students
- Crisis Support Line volunteer for the London Sexual Assault Centre
- Summer Legislative Intern to a U.S. House Representative on Capitol Hill in Washington, DC (summer 2013)
- Alzheimer Society of Simcoe County volunteer
- Barrie Skating Club's Octoberfest Competition volunteer

## **2. Experience/competencies relevant to the Skate Ontario Board of Directors**

Most, if not all, of my experiences and resulting competencies set out in item 1, above, are relevant to the Board. On a basic level, my experiences to-date have allowed me to become adept in team work, effective communication, leadership, problem-solving and decision making.

I understand that my more involved legal knowledge, particularly in connection with financial controls and reporting, governance, compliance, administration and restructuring, would be a great asset to the Board. Further, I believe that I gained invaluable insights through my role as an athlete advocating for fellow athletes on SAAC, and a law student advocating for athletes and assisting National Sport Organizations in fostering strong relationships with their athletes through fair dispute resolution processes and well-developed governance systems.

My time as Program Manager at the Sport Solution Clinic and as Co-Captain of the Western Law Games Team allowed me to enhance my knowledge and hone my skills related to strategic planning and reporting, risk assessment and partnership development. For example, as Co-Captain of the Western Law Games Team in my third year of law school, and as Committee Member for the two preceding years, I scheduled team building and practice events, I managed team selection, merchandise, travel, communications, finances, and, importantly, I worked to secure sponsors, partners and fundraising money to allow the Western Law Games Team to attend and be successful at the Games each year.

I strongly believe that my background in the sport of figure skating from varying perspectives – competitive figure skater, entry level judge, competition volunteer, daughter of a coach and judge/technical controller, sister of an ice dance Olympian now turned coach – evidence my grasp of the landscape. My above-mentioned competencies which are not specifically related to figure skating, in tandem with my ingrained figure skating background, could be useful to the Board for the effective operation of Skate Ontario.

## **3. Specific areas of interest within the Skate Ontario Board of Directors**

My interests within the Board are in connection with governance, legal and financial administration, strategic planning and relationships with stakeholders. My experiences and interests allow me to understand such matters in a legal and practical context. I look forward to the opportunity to serve as a Director on the Board as well as on Committees where my competencies could be beneficial.



**Kajan Nandakumar**  
Director



Please accept this application for the position of Director on the Skate Ontario Board of Directors. I believe my dynamic skills and experiences will allow me to contribute positively to Skate Ontario's continued growth and success.

## **Education, career, and volunteer experience**

I am a seasoned Chartered Accountant (CA) and a Chartered Financial Analyst (CFA) candidate (Level 3) with over 12 years of experience in the finance space and have served numerous sectors including financial services, healthcare, technology, manufacturing, transportation, and non-profits. Also, I hold a Bachelor of Accounting and Financial Management and Master of Accounting from the University of Waterloo.

I bring a dynamic set of skills and experiences in the areas of accounting, finance, strategy, operations, risk management, and change management shaped by four key roles that I have held. The first role was in external audit practice at KPMG where I applied my strong accounting knowledge and performed financial statement audits of private and publicly traded companies in the financial services sector and presented audit issues to executives.

Next, I moved to TD's internal audit practice where I collaborated with numerous internal business partners to develop a strong understanding of their business strategies, operations, and risk and control environments. I delivered value to the bank by identifying risk exposures from testing control designs and operating effectiveness and advised leaders on mitigation strategies.

My third role was that of a financial detective at KPMG where I provided financial and strategic advice to private equity and corporate clients on contemplated business acquisitions. Here, I analyzed historical and prospective financial data of target companies, built financial models incorporating industry data, and economic trends, and presented key risks, opportunities, and other insights to executives. The results of my work influenced deal valuation and decisions to consummate these transactions.

The fourth role was as a senior manager of strategy and business transformations at KPMG where I drove large and complex change projects successfully for over 20 organizations by partnering closely with Board of Directors (BOD) and executives in a consultant capacity. My mandate in this role was diverse and included the following responsibilities: performing rapid risk assessments, establishing and running a project management office (PMO), developing strategies and supporting tactical project planning and implementation, designing target operating models, decision support, process improvements, and financial analysis and modeling.

Outside of work, I have supported the missions of non-profit organizations such as United Way, Canadian Red Cross, and Ascend Canada in a committee member and volunteer capacity. Additionally, I have also offered my time for other causes that I am passionate about including mental health and world hunger.

## Areas of interest and related experiences and competencies

While my specific areas of interest on the BOD include finance and change management, I am able and willing to support other areas as required. Highlighted below are my wide array of experiences and competencies that I believe will be valuable to Skate Ontario.

**Governance:** I have advised BOD and its committees and led large scale business transformation initiatives triggered by business mergers and acquisitions (M&A) in various industries. My services in this context included strategy and policy development, risks and issues identification and monitoring, decision support, and financial management. Additionally, I have assisted with the setup of BOD governance structures from ground-up in the case of new entity and joint venture creations. I also have experience working with audit committees through my roles as an external and internal auditor.

**Administration:** Through a mix of educational background and professional experience, I have formed a strong foundation in accounting and finance, and I am highly skilled at analyzing financial statements and building complex financial models. In addition, I have depth in many areas of the finance function including controllership, treasury, financial planning and analysis, corporate development, and risk management.

Change management is another one of my core strengths, which I developed through successfully leading and delivering many transformation initiatives for private, public, and non-profit entities. As the “glue” to the transformation work, my responsibilities were vast and included facilitating cross functional workshops, managing risks, modeling synergies and supporting its delivery, presenting status reports, and driving operating model changes for business functions such as HR, IT, finance, legal, sales, and operations. I have also worked closely with attorneys to draft key legal documents, close M&A transactions, and manage legal risks successfully.

Moreover, I have experience working with various government agencies in the capacity as a risk management professional and business transformation consultant where my collaboration with them related to regulatory compliance, funding, and tax matters.

**Marketing & Communication:** As a change agent for over 4 years, I have partnered with management to develop communication strategies and related project plans. This involved establishing and aligning on key communication principles, governance structures, key stakeholders and their information needs, key messages, success measures, risks, costs, and roadmaps highlighting major milestones and timing. Additionally, I supported the implementation work by drafting and launching communications to employees, customers, and suppliers leveraging several channels.

Furthermore, I worked closely with marketing teams and external parties including attorneys and branding agencies to develop, enhance, or integrate brands and corporate names in post M&A scenarios.

**Strategy:** I have a proven track record as a strategic thought partner supporting BOD and executives to achieve maximum value from contemplated or closed M&A transactions. I have helped set-up and implement strategies at the enterprise and functional level, which enhanced operations and unlocked millions of dollars in synergies. I have also helped boost business performance by collaborating with business development teams to increase strategic partnerships and advised on methods to enhance liquidity and funding.

Additionally, risk management was fundamental to all the roles I have held, and these experiences have given me the ability to proactively identify and evaluate a wide range of risks, develop mitigation strategies, and manage them effectively.

**Skate Ontario experience:** My involvement with Skate Ontario began in fall 2016, where I was engaged as a consultant from KPMG to help lead and drive the amalgamation of the skating entities in Ontario. I partnered with the BOD and its Transition Committee, executive team, staff, volunteers, and external parties including attorneys, government, vendors, donors, and other consultants to drive the change successfully. The broad scope of my engagement over a nine-month period resulted in an amazing experience for me personally and professionally and allowed me to develop a deep understanding of Skate Ontario's vision, strategy, operations, finances, and stakeholders.

## Conclusion

I am thrilled at the prospect of returning to Skate Ontario as a board member to help achieve continued growth and success in this digital era and navigate a challenging environment fuelled by the recent health crisis and economic headwinds. I believe my diverse skills, combined with a wealth of experience advising many different companies, and intimate knowledge of Skate Ontario will allow me to bring unique perspectives and make a meaningful impact. Thank you for your time and consideration.

Respectfully submitted,



Kajan Nandakumar



**Mary-Rose Weir**  
Director



Over the last 3 years as Director, Skate Ontario I have had the privilege of working with outstanding staff and volunteer leadership as the organization has built strong programs and support for skating in the Province.

In addition to membership on the Executive Director Review Committee I have provided support and guidance to Lisa and her leadership team as they have built the strong technical, operational and administrative teams that have enabled Skate Ontario to deliver a wide variety of programs and services to our stakeholders.

The COVID-19 environment today has presented an extraordinary set circumstances that Skate Ontario has been navigating on behalf of the membership. This environment will continue to challenge us for the foreseeable future, and I am ready to lend my energies to ensuring Skate Ontario remains a strong and viable organization.

## CAREER

### Currently, retired Human Resources Executive

#### Estee Lauder Companies

Supply Chain Human Resources, Learning, Change and Organization Development

- Manager, Canada to Executive Director, North America servicing 6 North American manufacturing facilities and over 4500 employees as well as Canadian Affiliate Brand leadership
- Developed, facilitated and supported all levels of employee development – leadership, shop floor, management, teams, performance management, manufacturing and Brand
- Active member of local and regional HR teams, supporting everything from hiring and day to day operations to major ERP implementation to downsizing and dismissal
- Facilitated the development of a Global Supply Chain Learning Strategy with learning and business partners

#### Oracle Corporation

Internal Training Director; Practice and Customer Education Manager

- Canada Manager to North American Director developing, delivering and facilitating Learning solutions to all internal business units – consulting, sales, customer service, general leadership
- Practice and Customer Education Manager servicing Oracle Applications customers and users

#### Magna International

Manager Human Resources; Director, Employee Charter Global Implementation

- Developed and delivered Leadership – Supervisory and Management - Training in Canada, United States and Europe supporting corporate focus on employee engagement
- Developed and facilitated realization of Employee Charter globally

**Ontario Group Sports (Shared services for Raquetball, Netball, Handball, Baseball, Sport Parachuting) and Ontario Lacrosse Association**

Executive Director

- Managed government, membership and board of director relationships in support of association activities
- Actively engaged with Association stakeholders/partners including Boards of Directors, Members, Volunteers, Ministry of Tourism and Recreation, National Sport Governing bodies, and others
- Created and managed a shared service model supporting smaller sport organizations

**VOLUNTEERING**

Figure Skating – See Relevant Experience Section below

Past director or official with the following associations:

- Junior Achievement of Metro Toronto
- Sport Ontario
- Canadian Lacrosse Association
- Canadian Association for the Advancement of Women and Sport

**EDUCATION**

Bachelor of Physical Education, McMaster University

Institute of Association Executives - Certified Association Executive

Certified facilitator and master trainer for several leadership programs

**AREAS OF BOARD OF DIRECTOR INTEREST AND RELEVANT EXPERIENCE**

NOTE: I have combined areas of interest for Board of Directors with my personal experience below

**Administration** - Human resource management; Change Management; Information management

- Over 35 years in HR management
- Led Communication and Change effort in support of major ERP implementation at Estee Lauder – 6 North American manufacturing plants, more than 20 roles impacted and 1000 employees
- Leveraged technology and relationships to support consistent learning needs across NA Supply Chain

**Governance:** Board experience; Committee experience; Understanding of Association business and issues management; Member relations experience

- COS Judges' Chair and committee member
- Managed several provincial sport organizations in my career
- I have been recognized for my ability to create and maintain relationships in both volunteer and corporate environment across all organizational levels

**Strategic:** Strategic planning and reporting; Partnership development

- Lead the creation of strategies aligned to larger Human Resource and Business Strategies responding to the ongoing demands of the Global Supply Chain in a growing organization.
- Developed and maintained relationships locally and globally to ensure project and initiative success
- Partnered with business leaders and human resource professional to ensure appropriate talent support

**Skate Canada/ Skate Ontario experience:** Over 45 years in the figure skating community

- Judge – Sr Singles (Cdn); Jr Pair (Sec)
- Evaluator – Gold Skills, Gold Free Skate, Gold Interpretive, Diamond Dance
- Tech Rep – Interclub, Invitational, National Adult, Assistant Tech Rep National Champs
- Officials' Committee (COS) – member and then Chair
- Facilitator for Evaluator Training (Through 2 major system changes)
- Skate Ontario Transition Committee 2016-2017

**General Competencies:** Lead/ motivate; communicate; teamwork and interpersonal dynamics; Critical thinking and decision making; strategic planning and execution and change management

- I am a collaborative leader who looks to leverage the strengths of others to create the best solution regardless of where it may originate.
- I have created formal communications for all levels including Global Supply Chain Strategy, North America HR Strategy and employee performance systems, and learning solutions
- Facilitated meetings, learning, problem solving for groups ranging in size from 5-100 ensuring engagement and voice for all involved

Thank you for your consideration. I look forward to continuing to serve the Ontario skating community as a Director.

Mary-Rose Weir