

Nomination Papers

SMUS Board of
Governors 2022



St. Michaels
University School

Election of Governors to the SMUS Board
Posting Date: July 7, 2022

Current Board of Governors

ELECTED GOVERNORS (Voting) * Terms expire at the October 2022 AGM

Ms. Shelly Berlin
Mr. Karl-Eric Brière
*Mr. Kyman Chan '85 (*Treasurer*)
Mr. Peter Finamore '73
*Mr. Douglas Freeman '88
Ms. Ann Glazier Rothwell '85
Ms. Gillian Hayden '05 (*Secretary*)
Dr. Shannon Hill '85
Ms. Karen Jawl '99
*Mr. David Longridge '88 (*Chair*)
Mr. Dan Sheehan (*Vice-Chair*)
*Ms. Katherine Tweedie '94

EX-OFFICIO GOVERNORS (Voting)

Ms. Elisa Djurickovic (*SMUS Parents' Auxiliary President*)
Mr. Neil Mulholland '88 (*SMUS Alumni Association President*)

EX-OFFICIO BOARD ATTENDEES (Non-Voting)

Mr. Adrian French (*Faculty Representative*)
Mr. Mark Turner (*Head of School*)

ADVISORY GOVERNORS

Mr. David Angus '62 (*Past Chair and Advisory Governor*)
The Hon. Anthony Quinton '46
Dr. Alexandra Richie '81
Mr. Tom Rigos '61
Mr. Anthony Souza '72

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Middle School 3400 Richmond Road, Victoria, BC, Canada V8P 4P5 **Phone** 250-592-3549
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Nomination Papers

SMUS Board of Governors 2022

Four Candidates Nominated by the St. Michaels University School Board of Governors Nominations Committee

OVERVIEW

KYMAN CHAN '85

- SMUS Board Service: 6 Years
- Current Board Treasurer, and serves on the following SMUS Committees: Executive, Finance, Risk Management
- Relationship to SMUS: Alumnus '85, Past Day Student Parent
- Primary Occupation: Chartered Professional Accountant and Senior Partner
- Place of Residence: Victoria, BC
- Key Contributions, Attributes and Qualities:
 - His business advisory background, which focuses on corporate finance, risk management, accounting methods and standards, and strategic planning, has proven to be invaluable to SMUS throughout his six-year tenure on our Board.
 - Kyman is no stranger to volunteer work, generously contributing his time to numerous non-profit organizations and foundations across many greatly varying areas of specialization and interest, both locally and at the provincial level.
 - In addition to his roles as Board Treasurer and member of the Executive Committee, he has also chaired the Finance Committee through the highly challenging COVID years, and has contributed greatly to the development of the Floreat strategic plan.



DOUGLAS FREEMAN '88

- SMUS Board Service: 1 Year
- Serves on the following SMUS Committees: Advancement, Strategic Planning
- Relationship to SMUS: Alumnus '88
- Primary Occupation: Multicultural and DEI Executive and Advisor
- Place of Residence: New York, NY
- Key Contributions, Attributes and Qualities:
 - As the President of UniWorld Group, Inc. (UWG), Doug and UWG serve as the Chief DEI Advisor to three of the 10 largest publicly traded companies in the world.
 - SMUS has embarked on assessing its own future priorities pertaining to Equity, Diversity and Inclusion, and while draft recommendations are being considered, Doug's knowledge and expertise have been especially valuable to our Board and the school.
 - Doug has generously served the needs of many non-profit organizations, councils, and boards. As a highly respected member of our Society, he has also been a frequent speaker at SMUS and has acted as a mentor to many of our students over the years.



DAVID LONGRIDGE '88

- SMUS Board Service: 6 years
- Current Board Chair, Past Board Secretary, and serves on the following SMUS Committees: Executive, Nominations, Governance, Finance, Strategic Planning
- Relationship to SMUS: Alumnus '88
- Primary Occupation: Business Aviation Executive and Aeronautical Consultant
- Place of Residence: Seattle, WA
- Key Contributions, Attributes and Qualities:
 - As a former Senior Executive with Boeing Corporation for nearly 30 years, David brings highly competitive global industry experience to our Board.
 - He possesses key insights into strategic planning, leadership, marketing, management and administrative skills.
 - During his two three-year terms on the Board, he has gained valuable insight and experience through active participation in numerous committees and in taking on important leadership roles.



CHRIS TALBOT '87

- SMUS Board Service: Newly proposed candidate for this year's slate
- Serves on the following SMUS Committees: Governance, Advancement
- Relationship to SMUS: Alumnus '87 (Lifer), Current Day Student Parent, Mother was a Teacher at SMUS
- Primary Occupation: Retired Technology Business Founder and Senior Executive
- Place of Residence: Victoria, BC
- Key Contributions, Attributes and Qualities:
 - Chris's experience as a founder of Qualcomm Life, now called Capsule Technologies, and as a Senior Executive with New Space Missions serves to support the principles of Floreat and the school's commitment to the importance of STEAM initiatives and the Richmond Road campus infrastructure to support the growing importance of Science, Technology Engineering, Arts and Mathematics.
 - He brings impressive leadership through the eyes of an informed perspective of global complexity, business and organizational development, as well as strategic planning.
 - He has made significant contributions to the Board through his participation in the good work the Governance and Advancement Committees continue to undertake, where he has demonstrated a collegial and team-oriented management style.
 - Following his retirement, Chris now has more time on his hands to contribute to the work and activities of the SMUS Board and the future of our school.



Nomination Papers

SMUS Board of Governors 2022

Four Candidates Nominated by the St. Michaels University School Board of Governors Nominations Committee

Mr. Kyman Chan '85



Kyman Chan '85 is a chartered professional accountant with over 25 years' experience. Kyman is a senior partner in the Victoria office of Grant Thornton Chartered Professional Accountants where he specializes in providing assurance and business advisory services with a focus on corporate finance, risk management, and strategic planning. He was elected a fellow of the Institute of Chartered Accountants of British Columbia in 2013 and a fellow of the Chartered Professional Accountants of Canada in 2015.

Highlights of Kyman's past commitment to community service include being chair of the Board of Governors of Camosun College; treasurer of the Victoria Foundation, treasurer of the South Island Division of Family Practice Society; treasurer of the Royal and McPherson Theatres Society; director of the South Island Prosperity Partnership; advisory council member of the BC Cancer Foundation; and governing council member for the Institute of Chartered Accountants of British Columbia. Currently, in addition to his role as a Governor and chair of the SMUS Finance Committee, Kyman volunteers his time as a board member of the Victoria Chinese Museum Society, and as a volunteer coach with Victoria Minor Hockey Association.

Kyman is an alumnus of the school and he and his wife Patricia have a son, Connor who is an alumnus of the Class of 2019. Kyman is passionate about the education and athletic development of youth. In the past, Kyman has spent time as a sessional instructor at Camosun College and has coached a variety of local youth teams in hockey, basketball, baseball, and soccer. In his spare time, Kyman still enjoys getting out on the ice with his men's hockey team.

What is your connection to SMUS?

In addition to being a current governor, I have been on the Finance Committee since 2012. I am also a former board member and treasurer of the SMUS Alumni Association. I attended SMUS for eight years graduating in 1985. I am also the parent of a SMUS graduate.

Why do you want to be on the Board of Governors of SMUS?

I have a passion for education and care deeply about the academic and athletic development of our youth. SMUS played an integral role in my own growth, and I want to ensure that the school continues to help all students reach their potential.

What personal, professional, and board-related experiences would you bring to the Board?

In my professional life I am a Chartered Professional Accountant with particular experience in mergers and acquisition and operational efficiency. I have clients in the education sector, and I spent six years as a board member (including two as board chair) of Camosun College so I feel I have specific experience that can be of use to SMUS, as well as the context of how that translates to the unique culture of SMUS.

Do you understand and agree to the principles of good governance as outlined on the Society webpage?

Yes, I have held governance positions with 16 community and professional organizations over the past 26 years and feel that I have the relevant experience to be able to serve effectively in an oversight capacity without interfering in the day-to-day operations of the management team.

Do you understand and support the strategic plan, Floreat, for SMUS?

Yes, I feel that Floreat is an important document as it uniquely reflects the collective needs and concerns of students, parents and alumni, and presents a path to the school's continued success in the future.

Do you understand and support the need for a culture of philanthropy at SMUS, both amongst the Society Members and the Board itself?

Yes, I believe that part of the vision of SMUS should be to support a culture of philanthropy. Everyone who has benefited from the school should want to leave it a better place than they found it.



Nomination Papers

SMUS Board of Governors 2022

Four Candidates Nominated by the St. Michaels University School Board of Governors Nominations Committee

Mr. Douglas Freeman '88



Douglas C. Freeman is the President of the Global Reflections and Inclusive Leadership practice of UniWorld Group, Inc. a global, multicultural communications and advertising firm. UWG, at 53 years, is the oldest Multicultural/DEI firm in the United States and is a WPP company (the largest global marketing company with 200,000 employees). Mr. Freeman and UWG currently serve as the chief DEI advisor to three of the 10 largest publicly traded companies on the planet. In 2021, during the heart of the pandemic, Freeman founded the Arena Football Association (AFA), the first Pro Football League with DEI as core to the mission. Sixty percent of AFA owners are ethnic minorities, while 20% are female.

Mr. Freeman has served as Vice Chairman of the United Nations Gender Equality Experts Panel, was named a 40 Under Forty business leader by New York's *The Network Journal* and is a former board trustee of Georgetown College (US educational partner of Regents Park College, Oxford University). He previously served on the Dean's Alumni Leadership Council at the JFK School of Government, Harvard University. Mr. Freeman holds a Master in Public Policy degree from the John F. Kennedy School at Harvard University, an MBA Essentials credential from the London School of Economics, along with a Bachelor of Arts from the University of California at Berkeley.

Mr. Freeman is the son of Dr. Paul Freeman and Cornelia Freeman, who trained as classical musicians at the Hochschule für musik in Berlin on Fulbright Scholarships. Maestro Freeman (deceased) conducted over 100 orchestras in 30 countries. He was an Emmy awarded artist, served as the Assistant Conductor of the Dallas and Detroit Symphonies, Principal Conductor of the Helsinki Finland Symphony, Chief Conductor of the Victoria Symphony and Czech National Symphony Orchestra (Prague) and founder of the MacArthur 'genius' award-winning Chicago Sinfonietta.

What is your connection to SMUS?

I am a 1988 graduate of SMUS who entered the school in 1982 as a sixth grader. I had the opportunity to experience life as a day student at the Junior School after spending two years at a public elementary school. Prior to this I was raised in Detroit, Mich., and attended a school from Kindergarten to Grade 3. My parents decided to place me at SMUS at age 12 because I had revealed that I was not challenged academically at my public elementary school. I was certainly incredibly happy that my parents recognized my developmental needs, as I flourished at SMUS ultimately graduating as an "All-Rounder": thriving in the Arts, Academics and Athletics. In the Arts, I was an alto saxophone player and had the opportunity to tour in Japan in my Grade 11 year, performing at locations all around the country. In my Grade 12 year, I performed the role of Judas in the musical *Jesus Christ Superstar*. Athletically, I played on the 1st XV Rugby team as a starter in both my Grade 11 and 12 years, and was the youngest player to start on the BC provincial Under 19 Rugby team as a national winner at my first of three national championships. I was a Canadian Under 21 representative prior to a forced retirement due to injury. Academically, I was a solid A-level student, and was accepted into all Universities that I applied to, both in the US and Canada.

Why do you want to be on the Board of Governors of SMUS?

Related to the previous question, my connection to the school continued beyond graduation, particularly when I resided in New York City. I was fortunate enough to remain connected to SMUS staff and administration, which afforded me the opportunity to host a number of SMUS Alumni events in NYC. I hosted in the range of 40 to 60 people at the Harvard Club of NYC (three occasions) and at *The New York Times* HQ building, where alumni were able to walk through *The New York Times* Pulitzer Hall of Fame and meet



Nomination Papers

SMUS Board of Governors 2022

Mr. Douglas Freeman '88 continued

legendary journalists. In 2013, I was honored to receive the Distinguished Alumni Award, which was extremely special for me, and in particular my mother and father. Building on that ongoing relationship with school, I was asked to speak in 2016 at the inaugural SMUS disruption conference, which was an amazing experience and wonderful community gathering. Following that, I was invited in 2018 to become a member of the SMUS Strategic Planning Committee, and in 2021 a member of the EDI Advisory Committee. I wanted to lay out the approximately 40-year pathway that my life and SMUS have maintained since entering the Junior School in 1982. Board participation to me is, at its core, about service to the school and its stakeholders: students, parents, staff, alumni and the community at large. I wanted to join the Board to help all SMUS stakeholders thrive, in service to all members of the SMUS community. Having served on the SMUS Board since October 2021, I have focused on my duty to all stakeholders in the SMUS community.

What personal, professional, and board-related experiences would you bring to the Board?

I have been afforded the opportunity to work with and for a number of the world's leading organizations as a strategic advisory management consultant. Over the past 25 years, I have collaborated with leaders in the Mayor of London's Diversity Works for London office and have served as the Chief Diversity advisor to the European Union's Commissioner for Labour, Social Affairs and Equalities (the EU equivalent to the Minister of Labour in Canada). I lead one of the world's foremost DEI Advisory firms and have built the first of its kind global Diversity, Equity and Inclusion Conference (the World Diversity Leadership Summit) which launched in Prague in 2004. This Thought Leadership gathering brought together multinational corporations, policy makers and multi-lateral organizations, and was hosted twice at the United Nations, the IMF, and Harvard Medical School. I have served on the Boards of two

academic institutions: at my alma mater on the Harvard JFK School of Government's Alumni Leadership Board, as well as the Georgetown College Board. Currently, I serve on the Chicago Sinfonietta Symphony Orchestra Board, an organization that is the most diverse major Symphony Orchestra in the United States.

Prior to joining the SMUS Board, I hoped to bring the following:

- Creative Ideas with Rational Implementation: offering different or unique perspectives and ideas, but recognizing that ideas need to be feasible and doable
- A Local and Global Perspective: a strong feel for the culture of Victoria and Vancouver Island along with insights and knowledge from experiences around the world
- Tradition and Transformation: a commitment to the strong mores of SMUS, but with an eye toward consistent and continuous organizational improvement
- Bold and "Bite-Sized" approaches: I strive to push organizations to think boldly and think in terms of greatness, but realize that all organizations are stretched and can only effectively implement 1 to 2 priorities yearly in an effective manner

As a recent Board member, there have been a number of opportunities to apply the aforementioned competencies to critical leadership situations and decisions.

Do you understand and agree to the principles of good governance as outlined on the Society webpage?

The aim of the Board is to offer at its core, oversight of the Head of School, Senior Leadership, support the school's Mission and to be overseers of effective fiscal and budgetary

management. All boards have a fiduciary responsibility to make solid, well-thought through decisions, and to effectively manage risk to the best of the Board's abilities. The role of the Board is not to intervene in the day-to-day activities of the school, but to be strong stewards of the school's traditions, support core stakeholders, guide discussions around the future, and position the school for ongoing success. Board members are also role models in the areas of philanthropy, service to non-profits, and service to society as a whole. Board members should represent themselves and the school with grace and dignity and should be role modelling leadership in all avenues of work on behalf of the school. I believe I have applied these Good Governance principles as a Board representative.

Do you understand and support the strategic plan, Floreat, for SMUS?

As mentioned earlier, I had the opportunity to serve on the Strategic Planning Committee, so I have an intimate understanding of the strategic plan. I do want to note that I am proud of my participation, and especially thankful for the opportunity to build the foundation plan for a bright SMUS future. As a member of the process, it was very important to me and my committee colleagues to get as broad a view and set of voices from as many stakeholders as possible. The Floreat plan was one of the most comprehensive data gathering efforts carried out by any independent school in Canada. It is the diversity of data points, and viewpoints that can serve as a great strength for the development of a strategic plan. The other extremely important consideration is the need to leverage our traditions yet adapt to a rapidly changing world that is dramatically impacting core SMUS stakeholders. What is the SMUS role locally, regionally, nationally and globally in our disruptive and changing world? These and other major considerations were at the heart of the Plan's four Key Pillars:



Nomination Papers

SMUS Board of
Governors 2022

Mr. Douglas Freeman '88 continued

- Foundation
- Preparation for Life
- Sustainability
- Community

There is a strong linkage between Foundation and Preparation for life because students require not just educational knowledge in preparatory school, but it takes a village, post SMUS, to build a great contributor to society. SMUS is starting to continue linkages via Alumni, learning, ongoing engagement to offer further support, as students navigate the complexities of life. Sustainability and Community are intertwined as well, as a focus on sustainability not just at the school but as a philosophy for contributing to society, by building not only a strong community internally, but continuing to participate and contributing to local, regional, national and global communities for life.

Do you understand and support the need for a culture of philanthropy at SMUS, both amongst the Society Members and the Board itself?

Philanthropy is an important element as SMUS grows and morphs as a great institution. However, the culture of philanthropy may be different according to the cultural orientation of a stakeholders. We must be sensitive to different cultural orientations around philanthropy. For some stakeholders, the fees provided to SMUS may have been hard to manage and as a result, the notion or feeling is that "my work is done" upon graduation. For other stakeholders, there is a realization that SMUS is an organization that needs donors to not just survive but to thrive and excel. Recognizing these diametrically opposing cultures, the Board must serve as a source of credible education, to explain to all stakeholders the authentic and specific reasons for philanthropic contribution. I believe that the Board must build trust with stakeholders,

especially for those skeptical of philanthropic giving. This requires a constructive strategy to build relationships with alumni, to be sensitive to concerns that the school may focus too heavily on fundraising dollars from alumni versus supporting the growth and development of that stakeholder group. It is also important for Board members to role model philanthropy to the greatest degree possible. In that regard, all Board members should contribute philanthropically to the highest possible level, according to a Board member's circumstances. These actions serve to help the ongoing process of building a culture of philanthropy. Also, the school must at an early stage (pre-graduation) explain to students the culture of philanthropy and must be clear about why philanthropy matters post-graduation.

As a recent Board member, I have increasingly grasped the necessity for developing a culture of philanthropy. The pressing challenges for SMUS in the short, medium and long-term around school expansion, financial aid and economic inclusion, require me as a Board member to become as supportive as I can to achieve SMUS philanthropic goals. As a member of the Advancement Committee, I have worked with not only my Board colleagues but the SMUS Advancement office, to offer any and all support for philanthropic initiatives: time, money, relationships and intellectual capital.



Nomination Papers

SMUS Board of Governors 2022

Four Candidates Nominated by the St. Michaels University School Board of Governors Nominations Committee

Mr. David Longridge '88



David attended SMUS from 1983 to 1988, going from there on to UBC where he earned a degree in Engineering Physics. He began a near 30-year career at Boeing, first as a flight test engineer involved in the certification of the first 777. From there, he went to Sales and Marketing, and over the next 25 years held a variety of roles including commercial aircraft sales, Boeing Business Jet Sales, Director of Marketing positions, President of Boeing Business Jets and Vice President of Global Commercial Services Sales. He left Boeing in late 2020 and began work developing a commercially viable, seven-passenger Hydrogen Fuel Cell powered helicopter with Piasecki Aircraft of Philadelphia. He is married to an airline Captain, Gretchen, and has two children, Declan and Evie. He is passionate about classic cars, along with aircraft, and is an active private pilot, living in Seattle.

What is your connection to SMUS?

My father attended St. Michael's in the early 1950s; I attended SMU (as it was known then) from 1983 to 1988, along with my younger brother, who was there from 1983 to 1990. I'm really happy to say that our son Declan will start at SMUS in September 2022, as a boarder, in Grade 9, and we're hopeful that his sister Evie can attend, also as a Grade 9 boarder, in September 2025. I've served on the Board as a Governor for six years, and before that as a member of the Board of the Alumni Association.

Why do you want to be on the Board of Governors of SMUS?

I think my family owes the school a great deal; I look back on my time at SMUS as some of the happiest, and most important, in my life. Quite apart from the excellent education I received there – which helped me at university and beyond – I made friends at SMUS that I'm still close with today: an unparalleled gift. Being on the Board has allowed me to give something back to the school, in terms of my

time and enthusiasm for SMUS. Candidly, my Board experience and the insights in to how SMUS actually works has only strengthened my enthusiasm to send our own children there. I feel very lucky to be on the Board, and I do my best to match that feeling with as much hard work for the Board, and philanthropy for the school, as I can afford to give.

What personal, professional, and board-related experiences would you bring to the Board?

I have spent six years on the Board – two as Chairman – and have been the Head of both the Nominations and Governance committees. I've enjoyed the leadership of two separate Chairmen whilst I've been on the Board, as well as being on the Board for the transition of Head of School from Bob Snowden to Mark Turner. Professionally, I spent about 30 years at a very large aerospace company, culminating as a senior executive leading groups of hundreds of people simultaneously working in dozens of countries; forging alignment and maintaining morale in such a large and diverse workforce is a skill that translates well to Board Chairmanship.

Do you understand and agree to the principles of good governance as outlined on the Society webpage?

Absolutely I do. Any current Governor, or members of the Senior Leadership team, will tell you that I dedicate significant time and energy to Board affairs, despite my living in Seattle, and having to travel up to Victoria at my own expense to do so. I recognize the importance of being present not just at Board meetings, but also other important functions such as celebrations for staff and students, and deliberations involving strategic issues for the school. I also believe that my role, as a Governor, is to completely separate my personal perspective (I will soon be a school



Nomination Papers

SMUS Board of Governors 2022

Mr. David Longridge '88 continued

parent of a boarder) from that of the perspective of a Governor: I recognize that a high degree of objectivity, and a focus on data – not anecdote, or rumour – is essential. A school is a place of great passion, particularly for the parents whose children attend, and a Governor must treat Board deliberations and discussions with total confidentiality and be able (if they are parents themselves) to separate the personal from the strategic. Lastly, I believe strongly – from my own professional experience, amongst other things – that the role of a Governor is to stay strategic, and not attempt to become involved in the daily workings of the school. That must be left to those that are qualified to handle it: the professional teaching staff and school leadership.

Do you understand and support the strategic plan, Floreat, for SMUS?

I was involved in the plan's creation, and believe it's really valuable as a guidepost for many of our discussions at the Board level. At various Canadian Association of Independent Schools (CAIS) and Independent Schools Association of BC (ISABC) conferences I have come to realize how fortunate we are at SMUS to have such a plan, and how important its very existence is; for I often see and talk to schools in our "market" that don't have such a plan, and I see the ill-effects that result. The plan lays out, in clear, unambiguous language, that SMUS is a K-12 day and boarding school with a rigorous focus on academics, an understanding of the importance of a "whole" education (academic, athletic, and cultural), a commitment to both physical and financial sustainability, and an understanding of its place in, and responsibility to, the community, both in Victoria and further afield. It explicitly states that we aim to be the best school in Canada, in all these ways: a goal I absolutely agree with.

Do you understand and support the need for a culture of philanthropy at SMUS, both amongst the Society Members and the Board itself?

My work on the Board has shone a light, for me, on the importance of philanthropy. I will confess that until I joined the Board I did not understand the marriage of fees – for operational expenses – and philanthropy, for the development of the school. I understand now that without significant donations, we will not be able to ever claim the title of best school in Canada. I am committed to expanding the culture of philanthropy amongst current and past parents, and current students and alumni. We need not be embarrassed or ashamed to ask for donations: we do so because we love the school and we want it to flourish; and without donations, it will not.

I, myself, have donated and committed a significant amount of money to the school; understanding that it is not enough to say these things, but as a Governor, you have a responsibility to actually show you really mean what you say.



Nomination Papers

SMUS Board of Governors 2022

Four Candidates Nominated by the St. Michaels University School Board of Governors Nominations Committee

Mr. Chris Talbot '87



Chris Talbot is a former technology executive and business founder, successfully leading early-stage technology companies from startup phase through high-growth and successful exits. In 2010, Chris founded Qualcomm Life in San Diego, Calif., and grew the business to become the world's leading medical connectivity company, connecting medical devices in the pharmaceutical, medtech, homecare and hospital settings and translating the device data into the electronic medical record. The business has enabled the emergence of a new era of data-driven, intelligent healthcare. The Qualcomm Life business was sold to private equity in 2019 (when it was renamed Capsule Technologies) and then subsequently sold to Philips Healthcare for a publicly disclosed \$812 million CDN (annual revenues at the time exceeded a publicly disclosed \$125 million), at which time Mr. Talbot retired and moved from San Diego back to his hometown of Victoria.

Prior to starting Qualcomm Life, Chris spent 10 years as Vice President of Business Development at Qualcomm, Inc., one of the leading global telecommunications companies. While at Qualcomm, Chris helped build and pioneer a range of world-changing businesses including Amazon's first digital product (the Kindle) that changed the way we now buy and read books, as well as a mobile video business that paved the way for the mobile video technology we now take for granted on our smartphones and other mobile devices. Before joining Qualcomm, Chris was Director of New Space Missions for what became Canada's largest aerospace company, MacDonald, Dettwiler & Associates, Limited (MDA). At MDA, Chris contributed to a range of International Space Station missions, commercial satellite communications and remote sensing missions as well as Mars robotics missions.

Chris's business interests and successes were very much built upon the educational skills and preparation that he benefited from while at St. Michaels University School and at

the universities that he subsequently attended. Chris was one of the first Lifers, graduating in 1987 before attending Tonbridge School (a leading UK boarding school) in 1987-88 as an English Speaking Union scholar. Chris subsequently graduated with a BComm from McGill University in 1992 and then graduated from UBC in 1996 with an Executive MBA.

Now living in Victoria with his wife, Pamela, and son, Oliver, who is entering Grade 7 at SMUS, Chris now enjoys a lot of golf, skiing, tennis and summer boating with his family, while acting as an under-appreciated chauffeur for his son. It is worth noting that Chris's mother was also a longtime art teacher at SMUS.

Chris is at the phase of his career where he looks forward to giving back to the Victoria community that he grew up in. He would ideally like to do this through contributing his time to help the SMUS Board of Governors, as well as charity board work and business board work to help the growth of BC digital health startups, while also mentoring UVic business students. He hopes to contribute some relevant perspectives to the SMUS Board: as a well-rounded international business leader, a SMUS alumni, son of a former SMUS school teacher, former day student and boarder, and as a current SMUS parent. Because Chris is now retired, he has plenty of time to contribute.

What is your connection to SMUS?

I have several strong and enduring connections to the school. I am an alumnus of the school and one of the first Lifers (attending one of the first Grade 1 classes after Grade 1 was added to SMUS in 1974), graduating in 1987. My brother, Michael Talbot, was in the first Lifer class, graduating in 1986. I am currently a parent of a Middle School student, Oliver Talbot. Furthermore, I am the son of a former teacher at the school, Jinny Talbot. Finally, I've also had the recent opportunity to serve on both the SMUS Governance and Advancement committees over the past year.



Nomination Papers

SMUS Board of Governors 2022

Mr. Chris Talbot '87 continued

Why do you want to be on the Board of Governors of SMUS?

I greatly benefited from the academic and life preparation that SMUS prepared me for, including the many friendships that I've maintained with former students and teachers. Like many alumni and parents, I care deeply for the school and think it is a very special, world-class institution that continues to give so much to the students that rise up through it. As I recently retired in 2019 and moved back to my hometown of Victoria, this is an opportunity for me to give back to the school and to dedicate significant time and energy to furthering the school's ambitious goals, to ensure it stays a world-class institution that can positively impact so many. In addition to the significant time that I am able to contribute to the Board, I also believe I have some skills and expertise (outlined below) that I can bring to the benefit of the Board and the school.

What personal, professional, and board-related experiences would you bring to the Board?

Personally, I've experienced a range of important perspectives around school life. As a Lifer coming up through SMUS as a day student, as a current parent of a SMUS student and as a son of a former teacher, I've had the opportunity to see and experience the school from a range of diverse viewpoints. After graduating from SMUS in 1987, I also accepted an English Speaking Union scholarship to attend a leading UK boarding school, Tonbridge School, for a year abroad. This gave me some perspective as to boarding life. From Pre-K to the first half of Grade 4 (we moved back to Victoria midway through Grade 4), my son also attended a leading US private school, La Jolla Country Day School, which also gave me a good perspective of how another high-performing independent school operates. One example of how this perspective from another school can be helpful is at La Jolla Country Day School parent participation in donations was

above 80% and there was an ingrained culture of philanthropy. It didn't matter how much you gave, but the vast majority of parents donated something, which was critically important to fostering that culture. Compared to SMUS parent giving which is around 30%, there is lots of room for improvement (a good thing!). Finally, my experience over the past year serving on the SMUS Governance and the Advancement committees has given me some important background on the opportunities and challenges facing the school, as well as getting to know and work with my fellow committee and board members. The combination of these experiences has given me some exposure to the important perspectives within the SMUS community, as well as some outside perspectives that are relevant to being a productive member of the Board, to the benefit of the school.

Professionally, I have been a successful businessperson, founding, growing and leading Qualcomm Life (later called Capsule Technologies after it was spun out of Qualcomm), a very successful high technology healthcare technology business in San Diego. While it was a for-profit organization, the business was very mission driven and the people who worked at the company felt the same strength of mission "to improve access to better healthcare anytime, anywhere." We grew the business to over 400 employees with revenues of over \$120 million and had offices in San Diego, Boston, Paris, Bangalore and the Philippines as well as customers all over the world, before the company was sold to Philips Healthcare for approximately \$800 million (sadly, I didn't get much of that!), and I exited the business and retired back to Victoria. I also co-founded and later advised dRx Capital, a joint investment company formed by Qualcomm and Novartis, with a \$100-million capital commitment and that built a portfolio of approximately 25 companies. The experience in building and managing a diverse team and international organization with a complex series of global

stakeholders in a highly regulated industry, while maintaining focus on our higher mission and sense of purpose, has prepared me well to help govern SMUS within the framework of the BC Societies Act. I have expertise in leadership, team-building and building consensus when faced with challenging and complex issues. Additionally, I have experience in a range of relevant fields from governance (my business was in a highly regulated healthcare industry and was tightly regulated by medical device, healthcare data privacy and strong governance laws and regulations), strategy, finance, legal issues (while I am not an attorney, we faced a range of legal challenges so I've seen a few things and developed a business perspective in managing through those successfully), while building win-win partnerships. I believe this background can be valuable to the Board as we implement Floreat and grow the school in the years ahead.

The school is blessed with outstanding leadership, teachers and staff, and our role as governors is not to manage the day-to-day operations but to take a longer-term, strategic perspective of the school's future, helping the school achieve its ambitious goals, while ensuring its good governance within its bylaws and the Society Act. My personal and professional background has provided me some good understanding of the various school stakeholder perspectives, as well as some tools from my business life that I can bring to the Board to help navigate that future successfully.

Do you understand and agree to the principles of good governance as outlined on the Society webpage?

Yes. I look forward to actively supporting the school's Mission, Vision and the Floreat strategic plan. Maintaining confidentiality, prioritizing interests of the school/organization, observing proper lines of communication, participating in deliberations and decisions



Nomination Papers

SMUS Board of Governors 2022

Mr. Chris Talbot '87 continued

and supporting the decisions once reached are all management skills required of a successful business leader as well. My experience over the past year on the Governance and Advancement committees has given me a good foundation, while allowing the Board an opportunity to experience my commitment to these important principles. I also welcome the opportunity to contribute my time, focus and finances to the school.

Do you understand and support the strategic plan, Floreat, for SMUS?

Yes, it is an ambitious plan with significant growth and fundraising required. The strategic priorities of Foundation, Preparation for Life, Sustainability and Community are important pillars of the plan that I am also committed to. I hope I can be a part of making it happen and helping serve the school towards its next chapter. Hopefully my business background can help the school through the significant capital raises and implementation of these ambitious and important projects over the coming years.

Do you understand and support the need for a culture of philanthropy at SMUS, both amongst the Society Members and the Board itself?

Yes, both as a donor and in my work on the Advancement Committee to help achieve the philanthropic goals of the school. I was quite involved in fundraising initiatives at my son's previous school in San Diego, where the culture of philanthropy was already strong with over 80% parent participation in fundraising. Through my involvement on the Advancement Committee, I've been working with Shelly Berlin and the Director of Advancement to explore some of the ideas and initiatives that I saw as successful in my son's previous school to see if they can be successfully applied to SMUS.

Outside of the school, I have dedicated my time and contributed my and my company's finances to help other philanthropic causes mostly focused on improving access to healthcare. In partnership with the Qualcomm Foundation and Qualcomm's Wireless Reach initiative, I have been an advisor for over 50 not-for-profit, charitable healthcare projects, mostly in the developing world, to improve access and sustainability of healthcare. These include collaborations with organizations such as the World Economic Forum (Value in Healthcare Initiative), X-Prize Foundation (Tricorder X-Prize), Global eHealth Foundation (working with Bishop Desmond Tutu and musician Peter Gabriel, among others), the Bill and Melinda Gates Foundation (working with the Qualcomm Institute) and a range of healthcare initiatives with children's hospitals around the world.

