2016 Annual Report





"Here at the DeGroote School of Business, we are a community of scholars focused on transforming business and society. We continue to invest in groundbreaking research that will shape tomorrow's leaders and change the world as we know it. To this end, this year we hired five exceptional new faculty members. They've brought strong research capabilities and are helping us to create an innovative, exciting learning environment for students."

John Medcof, Associate Dean (Faculty Affairs and Accreditation)

DeGroote School of Business

DEGROOTE:

A Global Leader in Research, Teaching, Community Building

The DeGroote School of Business is committed to delivering education with purpose. We actively foster interdisciplinary thinking and evidence-based management to transform business and society. This Annual Report summarizes our accomplishments in this endeavour between January and December 2016.

The past year at DeGroote has been notable. We unveiled groundbreaking academic programs such as the Executive MBA in Digital Transformation, Health Leadership Academy, and Integrated Business and Humanities program. We undertook world-class research involving big data, healthcare, transportation, financial reporting, and mental health, among other topics, and secured \$1.5 million in external research awards. Demand for our programs remains very high. In 2016, first-year Commerce enrolment increased by more than 200 students over the previous year, and we hired five new faculty members to meet the needs of our growing student body. We also made inroads into local and international communities through dynamic public events, attracting more than 2,700 attendees. A remarkable 92 per cent of 2016 MBA co-op graduates secured full-time employment. These are but a few of our many milestones from last year.

This Annual Report also provides a glimpse into our bright future. Strong performance and a well-aligned strategy have put DeGroote in a healthy fiscal position. Our aim is to have the School be

recognized as a global leader in research, teaching, and community building by the year 2020 – especially in the fields of healthcare leadership and digital transformation – and we continue to look to our alumni and friends for support to achieve this goal.

I'd like to acknowledge and sincerely thank our DeGroote Network for your ongoing efforts in bolstering our reputation and outcomes. It is because of your hard work and dedication that we're able to further the School's mission, vision, and values with each passing year.

Maril -

Len Waverman Dean, DeGroote School of Business





STEPPING INTO THE FUTURE:

New Programs, Bright Students, Expanded Resources

When the DeGroote School of Business opened the Ron Joyce Centre in Burlington in 2010, we promised to complete the fourth floor when new programs were developed that would meaningfully transform business and society. This promise has now been fulfilled.

More than 200 guests – including faculty members, staff, students, alumni, donors, and government officials – attended the opening of the Ron Joyce Centre's fourth floor in November. The bright and spacious 24,000-square-foot space houses the new Health Leadership Academy and Executive MBA in Digital Transformation. It is also home to The Directors College, DeGroote MBA activities, a variety of unique classroom spaces, and the Digital Transformation Research Centre.

"It's symbolic that the Ron Joyce Centre is situated in the heart of Burlington's Prosperity Corridor. With its new programs, the status and profile of this impressive facility is being elevated, further advancing Burlington's reputation as an innovative city."



CREATING CAPACITY:

Attracting the Best and Brightest

Our institution is expanding rapidly. In 2016, first-year Commerce enrolment increased by more than 200 students compared to the previous year – bringing the first-year class to nearly 1,000 students.

We also enrolled significantly more students in our PhD, eHealth, MFin, and Graduate Diploma in Professional Accountancy programs. To better serve our campus community, a worldwide search culminated in the hiring of five interdisciplinary faculty members at the DeGroote School of Business.

The Class of 2016

Maryam Ghasemaghaei - Information Systems

An alumna of Iran's University of Isfahan and DeGroote's PhD program, Maryam Ghasemaghaei focuses on new trends related to information technology and information systems, and also examines their adoption by various individuals and organizations. She is interested in studying online shopping and big data, as well as the adoption and usage of online recommendation agents.



Manaf Zargoush - Health Policy & Management and Operations Management (Associate Member)

Hailing from McGill University – where he recently earned a PhD from the Desautels Faculty of Management – Manaf Zargoush says he's keen to use his expertise in data analytics and optimization to solve key problems in healthcare. An interdisciplinary hire spanning two of DeGroote's faculty areas, Zargoush's focus requires combining knowledge from data science, management science, and health science.

Erin Reid - Human Resources & Management

A DeGroote and Harvard alumna, as well as a recent faculty member with Boston University's Questrom School of Business, Erin Reid's primary area of expertise is sociology and organizational

behaviour. Reid was recognized by



Canadian Business as a 2016 Change Agent: one of 38 of Canada's most exciting innovators, upstarts, renegades, and geniuses who are reinventing the way Canada does business.

Alina Nastasoiu - Marketing

Originally from Romania, Alina Nastasoiu comes to DeGroote from Ivey Business School, where she recently earned a PhD in marketing. Her

primary area of expertise is "loyalty programs" – a common corporate tool that rewards repeat customers with exclusive perks and bonuses. Think Air Miles, PC Points, and Canadian Tire Money.

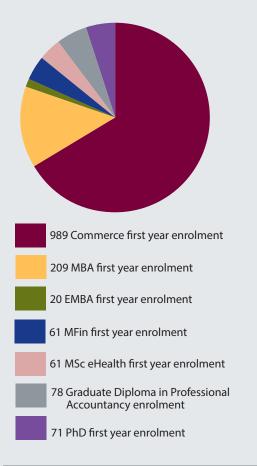


Goran Calic - Strategic Management

A forward-thinking scholar from Purdue University, Goran Calic is interested in studying and lecturing on the impact of creativity in various organizations. Over the years, his

work has evolved into a
unique blend of strategic
management, psychology,
mathematical modeling,
and computer science.
He's lived and worked all
over the world and speaks
three languages – English,
German, and Croatian.

Student Body at a Glance



Graduates

449 102

84

9

Commerce

MBA co-op

MBA full- PhD time and accelerated

Going Global

At 15.1%, the DeGroote School of Business has the highest percentage of international students of any faculty at McMaster University.



MAKING AN IMPACT:

Research with Purpose

The DeGroote School of Business continues to undertake research activities focused on meaningful impacts on business and society. The depth and breadth of DeGroote research is driven by the varied expertise within the School, including: food security, supply chain analytics, transportation, mental health, data analytics, refugee labour, and entrepreneurship.

In 2016, DeGroote faculty and staff facilitated and coordinated 25 research grant proposals and attracted more than \$1.5 million in external research awards.

Gillian Mulvale (left) is working to propose a framework for better serving children and youth in the Yukon who are suffering from mental disorders – particularly those in remote and rural areas outside of Whitehorse, with little or no access to adequate care. Mental disorders include conditions such as psychosis, bipolar disorders, depression, anxiety disorders, ADHD, anorexia, and bulimia.

Milena Head and Khaled Hassanein are working to further their research project involving "technorruptions," short for technology-mediated interruptions, by wireless devices such as mobile phones. The research aims to understand the impact of technorruptions on individuals using Information and Communication Technologies (ICTs) during a work meeting, as well the impact on those surrounding them.

Justin Jin, along with colleague Kiridaran (Giri) Kanagaretnam from the Schulich School of Business, are conducting research into the impact of economic and monetary policy on bank financial reporting. The team is exploring how economic and monetary policy uncertainty impacts transparency in financial reporting, while also considering the role of risk taking and external governance mechanisms.

Sourav Ray and Elkafi Hassini are leading a new Marketing and Supply Chain Analytics lab called MiSCAN. Utilizing the power of big data analytics, the lab combines customer and supply chain information to generate actionable business intelligence.

Manish Verma is investigating rail safety in Canada and the overland movement of dangerous goods. He is examining the resiliency of a given transportation system and how it copes with both intentional and random disruptions, as well as the railroad transportation of hazardous materials, also known as "hazmat."

Hongjin Zhu is engaged in examining the impact and role of skilled immigrants as it relates to the transfer of ideas, technologies, and practices from their home countries. Her work will help to discern knowledge transfer processes and their impact on organizational innovation.

William Allender and his DeGroote colleagues, Manish Kacker, Sourav Ray and Ruhai Wu, are utilizing new technologies to increase our understanding of consumer search and purchase behavior in traditional retail outlets. Their goal is to provide valuable insights into the changing retail landscape.



BREAKING NEW GROUND:

DeGroote PhDs

In 2016, nine PhD candidates completed their studies and successfully defended their dissertations.

The latest class of PhD graduates have now successfully launched their careers, and can be found sharing their expertise at leading universities, as well as excelling in the private and public sectors.

Amirmohsen Golmohammadi	Management Science
Ken Owen	Information Systems
Yue Zhang	Finance and Business Economics
Maryam Ghasemaghaei	Information Systems
Hesam Shahriari	Finance and Business Economics
MirHossein Tabatabaeilotfi	Human Resources
Anna Sadovnikova	Marketing
Adam Stivers	Finance and Business Economics
Alireza Tajbakhsh	Management Science

"The past year has been an exciting one for DeGroote.

We continue to build upon past success in establishing leading business related laboratories, securing funding to support our researchers across disciplines, enhancing our collaborations, and expanding our international outreach."

Naresh Agarwal, Associate Dean (Graduate Studies and Research)





The first EMBA class in Silicon Valley, CA.

TEACHING AND LEARNING WITH PURPOSE:

Advancements in Academia

DeGroote is emerging as a global leader in two distinct fields – healthcare leadership and digital transformation – and continues to build on existing strengths with innovative new programs. To help achieve this aim, the School launched several initiatives in 2016.





Health Leadership Academy

The Health Leadership Academy (HLA), jointly managed by DeGroote and McMaster's Faculty of Health Sciences, was conceived to develop a new breed of healthcare leader – those who are able to identify and support innovative new ways of delivering healthcare as the sector evolves worldwide. Its primary activities will involve showcasing the research findings of its two founding faculties on topics of health leadership and innovation, as well as supporting the creation of its own original initiatives in these areas. In partnership with DeGroote Executive Education, the HLA delivered a two-week intensive residential program for Emerging Health Leaders at the Ron Joyce Centre in May.

Executive MBA in Digital Transformation

The Executive MBA in Digital Transformation (EMBA) welcomed its inaugural cohort in September 2016. The 13-month program is made up of four residential modules, held in Canada and Silicon Valley, California, and students learn from faculty instructors in the classroom as well as from industry experts on site. These experts include senior executives from corporate partners, including theScore, CIBC, IBM, SAS, and the Hamilton Tiger-Cats. Students study core EMBA topics such as finance, marketing, and strategy, while also learning technical content more often associated with master-level courses in data science and business analytics.

Integrated Business and Humanities

Set to commence in **September 2017**, the Integrated Business and Humanities (IBH) program was jointly developed by the Faculties of Business and Humanities. Demand has been incredibly high. With 80 openings available for the inaugural class, the program had received more than 300 applications by early 2017.

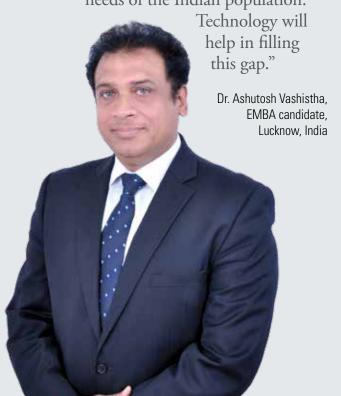
"IBH will encourage community engagement and sustainable business practices, with a great deal of emphasis placed on responsible leadership and management tactics in a changing global economy. Classes will be small, students will benefit from individual attention from faculty, and there will be opportunities to represent McMaster at academic conferences and events across Canada and beyond."

Emad Mohammad, Associate Dean (Academic)

Finger on the Pulse

When renowned Indian cardiologist Dr. Ashutosh Vashistha decided to pursue a MBA, he looked for two key things in a program – innovation and an interdisciplinary focus. A global search brought him to DeGroote's new EMBA. He travelled to Burlington last fall to begin his studies at the Ron Joyce Centre. The ultimate goal, Dr. Vashistha explains, is to apply the business and digital leadership skills he gains at DeGroote to India's "paradoxical" health system.

"Healthcare should be more convenient, effective, and less expensive for increasingly empowered consumers. Existing infrastructure in smaller towns and rural areas is not adequate to meet the increasing needs of the Indian population.



"DeGroote students and graduates are known for making a global impact, and the IBH program will serve to reinforce that reputation. This is a program tailormade for future leaders – those with a keen interest in sustainable, ethical business practices. The world needs more professionals who can drive progress in the organization while also making a difference in the community."

David Feather BA '85 & MBA '89, President and CEO, Russell Investment Canada Ltd.

Executive Education

DeGroote Executive Education is going global. Besides delivering programs in Burlington, Hamilton, Niagara, Toronto, Kitchener, and Ottawa, the team headed to Abuja, Nigeria. The latter initiative was the result of a key partnership with Nigeria's National Information Technology Development Agency, with input from the Government of Canada and McMaster's Faculty of Health Sciences.

Other 2016 highlights included: offering *Disney Institute* programming on three separate occasions; holding a three-day special summer session of the Executive Management Program in Niagara-on-the-Lake at three wineries; and adding new topics to our roster of open enrolment courses such as pricing strategy, succession planning, and team building.

2017 will see more growth, including the launch of a new program in Digital Innovation and Leadership. The team will also take on the full operational support of The Directors College – Canada's Gold Standard in Governance Education.





Professor Mandeep Malik with the 2016 CNTAE teams

THE STUDENT EXPERIENCE:

Education with Purpose

An exceptional student experience is a top priority at the DeGroote School of Business. Student leaders oversee nine active Commerce student clubs, including the DeGroote Commerce Society, as well as nine MBA student clubs and interest groups, including the MBA Association.

10 Years of Canada's Next Top Ad Exec

Developed by Assistant Professor
Mandeep Malik, Canada's Next Top
Ad Exec (CNTAE) celebrated its 10th
anniversary in 2016, with more than 230
teams participating. What started as an
idea to grow student interest in advertising
and marketing is now the largest and most
influential experiential program of its kind in
Canada. Over the years, CNTAE has challenged
students to apply their knowledge to real-world
situations and prove they are ready to be the next
generation of business leaders. Participants in the 2017
competition are crafting a marketing plan for MAVEN –
General Motors' new foray into urban mobility.



Cracking the Case

In recent years, the School's track record at national and international MBA case competitions has been exemplary. In 2016, participants celebrated a record number of victories at events across Canada and beyond, including seven first-place, two second-place, and two third-place finishes. DeGroote won the MBA Games in 2016, the School's third national title in five years, and remains one of the most competitive business schools at events across the country.



Education Abroad

For those wishing to truly step outside the classroom, and perhaps their comfort zone, DeGroote students are able to participate in MacAbroad and BizX exchanges with 55 universities in 23 partner countries, including: Australia, China, England, France, Germany, Japan, Mexico, and Norway. In return, students from all over the world are welcomed to DeGroote each year to study with our faculty and learn about business and culture in Canada. For the 2016/2017 academic year:

- 79 DeGroote students (68 Commerce, 11 MBA) are currently on exchange around the world
- 64 international business students (50 Commerce, 14 MBA) have been welcomed to campus



Lea Matulovic BCom '12 (right), President, DeGroote MBA Association

EMPLOYER PARTNERS

DeGroote is proud to work with leading Canadian and international employers. Thank you to the following employer partners who provided co-op and internship opportunities to DeGroote students in 2016:

3M

Aecon

Al Meezan Investment Management Limited

Apotex

ArcelorMittal Dofasco

Ascencia

Bank of America Merrill

Lvnch

Bard Canada

Baxter

Bayer

Baylis

BDO Canada

Bell Canada

BlackBerry

BMO

BMW Group

BNP Paribas

Bombardier

Bridging Finance

Brookfield Global Integrated Solutions

Brownlow Partners Chartered Accountants

Bunge

CACEIS Canada

Canada Border Services

Canadian Tire

Cancer Care Ontario

Capco

Celestica

Central West Community

Care Access Centre

Centre for Addiction and

Mental Health

CGOV Asset Management

CIBC

CITIC Trust

City of Hamilton

ClickInsight

Collective Arts Brewing

Collins Barrow

COMU Networks

DeGroote Executive Education

Deloitte

Department of Foreign

Affairs, Trade and

Development

Dymexia

Dyson Canada

Element Fleet

Management

EllisDon

Ericsson

exp Services Inc.

Export Development

Canada

Famee Furlance Club of

Toronto

FCB Health

FedEx Express Canada

Financial Services

Commission of Ontario

Fleet Canada

Ford Motor Company

Foresters Financial

Foyston, Gordon & Payne

Inc.

Fritsch Laitar & Karac

Fuiifilm Canada Inc.

GE Canada

General Motors of Canada

Grant Thornton LLP

Gravitas Financial

Hamilton Health Sciences

Hamilton Public Health

Health Quality Ontario

Healthcare of Ontario

Pension Plan

Hershey Canada

Hewlett Packard

Enterprise

HP

HUB International HKMB Humber River Hospital Husky Injection Molding Systems Ltd. Hydro One iA Financial Group

IBM
Imperial Tobacco Canada
Innovation Factory
Intercept Pharmaceuticals
Jaguar Land Rover Canada
Janssen-Ortho Inc.
Johnson & Johnson
Kapcon Construction

KPMG LLP
Laker Energy

Liuna Pension Fund LoyaltyOne

Mackenzie Health Manulife Financial

McMaster Department of Emergency Medicine

McMaster Department of Family Medicine

McMaster Innovation Park

McMaster University

McNeil Consumer Healthcare

MDA Corporation

Medcan

Mercedes-Benz

Mercedes-Benz Financial Services

Microsoft Canada

Ministry of Agriculture, Food and Rural Affairs

Ministry of Community and Social Services

Ministry of Economic Development and Growth

Ministry of Economic Development, Trade and Employment

Ministry of Energy and Infrastructure

Ministry of Finance

Ministry of Government & Consumer Services

Ministry of Research and Innovation

NCR Corporation

Nestlé Canada Inc.

New Balance

New Edge Fitness Inc.

Nissan Canada

Office of the Superintendent of Financial Institutions Portland Investment Counsel

PowerStream
Pratt & Whitney

Presstran Industries

PricewaterhouseCoopers
Prodomax Automation Ltd

Prophix Software Inc.

RBC

"The value that DeGroote students

gain from their experiences outside

the classroom is unparalleled. The

Commerce Internship Program

pairs up high-caliber DeGroote

students who have core technical

skills and excellent academic

training with some of the best

employers in Canada for 12 or 16

month assignments."

Region of Peel Reprise Media SQI Diagnostics

St. Joseph's Health Centre

St. Joseph's Healthcare Hamilton

St. Michael's Hospital

Staples

State Street Canada Inc.

SteriMax

StoneRidge Insurance

Brokers Stryker

Sunnybrook Health Sciences Centre

Sunset Grown

TD

TELUS

TELUS Health

Teva Canada

Thales Canada

The Daggerwing Group

The Hospital for Sick

Children

The Regional Municipality of Peel

The Stresscrete Group

TJX Canada

Tony P. Gatto Professional Corporation

Toronto East General

Hospital

Toronto Hydro

Trillium Health Partners

Trio Fertility

Trisura Guarantee

Insurance Company

TWD Technologies Ltd.

Uniglobe

Vidyard

Virtual Possibilities

Volkswagen Group

Canada

Wells Fargo

Whirlpool

William Osler Health

System

Wolseley

Xerox Canada

Old Republic Canada O'Neil Real Estate

Ontario Chiropractic
Association

Ontario Pension Board

Ontario Power Generation Ontario Public Service

Ontario Teachers' Pension Plan

OntarioMD

Orillia Soldiers Memorial

Hospital PenFinancial

PepsiCo Canada

Pfizer Canada Inc.

Ricoh Canada Samsung

Aaron Kimber, President,

DeGroote Commerce Society

Sanofi Genzyme

Sanofi Pasteur

SC Johnson

Schut's Brick Stone and Landscape Supply

Scotiabank SDI Marketing

Self Care Catalysts

Shared Services West Sofina Foods

South West Regional Cancer Program

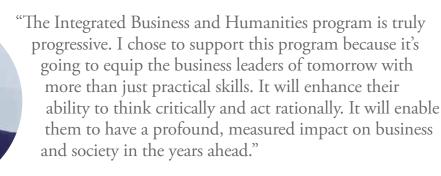


Mary Lou Maher BCom '83, Business Unit Leader, GTA Audit and Chief Inclusion Officer, KPMG

GIVING BACK:

Community and Alumni Support

Last year, two of McMaster's most esteemed alumni supporters pledged their support for the new Integrated Business and Humanities program through the establishment of student scholarships – the David Feather Family Scholarship and the Kevin A. Lockhart Family Scholarship Fund. Both scholarships offer two annual awards of \$5,000 each for students entering the IBH program.



Kevin Lockhart BA '87, Global Leveraged Finance Leader, BMO Capital Markets



Supporting EMBA Students

Four entrance scholarships in the Executive MBA in Digital Transformation (EMBA) program were unveiled in 2016, valued at \$10,000 each. The categories include Women in Leadership; Entrepreneurial Leadership; Leaders in Healthcare; and Non-Profit Organizations. All four recipients will be chosen by the EMBA Admissions Committee and McMaster's School of Graduate Studies. The Women in Leadership scholarship, in particular, reflects an emphasis at DeGroote on the advancement of women in business and society, recently highlighted by the launch of the DeGroote Women's Professional Network.



DeGroote Experience Fund

The DeGroote Experience Fund (DEF) is used to help provide DeGroote students experiential learning opportunities. Funding is available to DeGroote students or student teams for national and international competitions, conferences, leadership workshops, and a wide variety of events. From September 2015 to August 2016, a total of \$80,000 from the DEF was spent on 155 students attending 27 events, conferences, and case competitions.

Annual Giving

748

DeGroote alumni and friends supported the School financially in 2016. Contributions came from 7 Canadian provinces and 16 American states. Other international donors came from Bermuda, China, Hong Kong, and Mexico.



41.7%

supported Capital Projects and Operational Initiatives



37.9%

supported Student Financial Aid (Bursaries & Scholarships)



14.1%

supported Academic Program and Student Experiential Learning



6.3%

supported other areas: Athletics, Libraries, Research



CONNECTING WITH THE COMMUNITY:

DeGroote Events

DeGroote's outreach extends the concept of education with purpose outside the classroom to offer engagement opportunities and ongoing learning to all members of our extended communities. In 2016, more than 2,700 guests attended insightful DeGroote events in Hamilton, Burlington, Toronto, New York City, Palo Alto, California, and New Delhi, India. Topics included mental health, entrepreneurship, big data analytics, the business of sports, building resiliency, and landing a boardroom seat.



Digital Leadership Summit

The DeGroote School of Business and SAS Canada co-presented the annual Digital Leadership Summit in September to address the most prominent modern technological shift – digital. The half-day affair took place at Toronto's One King West Hotel & Residence, and featured a variety of industry and academic experts discussing how digital evolution is disrupting traditional models of strategy, including Robert Siegel of Stanford University and Barry Libert of OpenMatters.



DeGroote Insight Lecture

Mervyn King, Governor of the Bank of England from 2003 to 2013, was the keynote speaker at the annual DeGroote Insight Lecture in April. The End of Alchemy, a sold-out breakfast event, was held at One King West Hotel & Residence, in the heart of Toronto's Financial District. King spoke on money, global crises, flawed economic models, and how the banking industry has become the Achilles' heel of the market economy.



Teresa Cascioli BCom '83, Author, M is For Money, Former CEO, Lakeport Brewing

Championing Women in Business

The 2016 calendar year, which boasted five DeGroote Women's Professional Network (DWPN) events, featured expert panels addressing topics such as embracing change; developing one's leadership potential; landing a board position; taking on industry giants; and tackling the mindset of not being good enough. Each event was sold out and included a diverse array of students, alumni, academics, business community members, and corporate partners.

The Network has become one of the GTHA's premier networking hubs. Participants meet new colleagues, take part in professional development experiences, connect with mentors and mentees, and contribute to philanthropic endeavours.

Evenings of Accolades: Michael Latimer

In May, OMERS President and CEO Michael Latimer BCom '76 received the prestigious Wayne C. Fox Distinguished Alumni Award at the DeGroote School of Business' annual Evening of Accolades at The Carlu in Toronto.

Latimer has spent the past four decades carving out a reputation as one of Canada's leading investment strategists. He's been recognized as one of the most globally-influential asset owners by Chief Investment Officer Magazine twice in the past four years.

In his current role at OMERS – held since April 2014 – he is responsible for the overall leadership and performance of the enterprise including pension administration, investment activities and the execution of its strategic plan.



Events at a Glance

Attendees **2,700**

DeGroote Women's Professional Network



Panelists

16 10

DeGroote DeGroote faculty alumni

14

Industry professionals

Our Partners

First MarketPlace Group

Raymond James

Burlington Economic Development Corporation

Cogeco

The Directors College

Burlington Community Foundation

Women Get On Board

Photos from the top - The Business of Sports, October 27, 2016; DeGroote Women's Professional Network Launch, January 19, 2016; Mental Health in the Workplace Panel, February 2, 2016









Looking to get more involved in the DeGroote Network?

Mark John Stewart

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