Re:New

A NEW look at entrepreneurship
Conventional thinking gets a workout
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New College has a solid history of imagination in its undergraduate programming—the focus on experiential learning in the Community Engaged Learning program; the first-year seminars New One: Learning Without Borders, which examine global interconnectedness and social responsibility; and innovative academic areas such as Equity and Disability Studies, and Buddhism, Psychology and Mental Health. We also take very seriously the importance of providing our students with essential life tools, from critical skills and an awareness of historical context to mental wellness education and leadership training. And a significant offering that looks beyond graduation is our Career Mentorship Program—one of U of T’s most established and successful—which matches third- and fourth-year students with New College alumni mentors who provide high-level career guidance in a host of professions such as law, medicine, finance and education.

Since a key priority of University of Toronto President Meric Gertler is the reimagining and reinvention of undergraduate education, New College clearly continues to be at the forefront of developing timely and relevant responses to the evolving needs of students. A specific aspect of the president’s focus on undergraduate education is the acknowledgement of the increasing student interest in entrepreneurial activity, so in this issue of Re:New we turn our attention to a comprehensive look at how entrepreneurship plays out in the context of New College’s students and alumni.

There are different kinds of entrepreneurship (e.g., purely business, social entrepreneurship, intrapreneurship) and different definitions of success (e.g., money, status, social innovation and change), in addition to a blurring of the lines between possessing entrepreneurial skills, practising entrepreneurship and being an entrepreneur. We reached out to our alumni population to ask those who identify as entrepreneurs to tell us their stories and so give us a snapshot of New College entrepreneurs in 2016. We asked, too, for respondents to consider the very definition of entrepreneurship from their perspective. We also solicited input from students taking U of T’s undergraduate entrepreneurship courses as well as asking some of our student leaders to reflect on leadership qualities in both the personal and professional realms.

The range of opinions and experiences expressed is as diverse and nuanced as the New College community as a whole. It is a privilege and a pleasure to see the passion of our students, alumni and faculty as they engage so actively with life’s challenges and rewards: more evidence, if it were needed, that New College is indeed a very special place.
Over 700 New College graduates received their degrees at a high-spirited and jubilant spring convocation on the afternoon of June 15.

Special guest speaker Dr. Afua Cooper (New ’86) was introduced by Professor Yves Roberge, Principal of New College. A scholar, historian, poet, author and community advocate, Dr. Cooper has an MA from OISE and a PhD from U of T’s history department. She holds the James Robinson Johnston Chair in Black Canadian Studies at Dalhousie University and in 2015 received the Nova Scotia Human Rights Award for her work on cultural diversity and inclusion.

Dr. Cooper outlined her own university story for an attentive audience, noting that she chose New College because it “was dedicated and committed to diversity within its curriculum and student body.” She reflected on how the African Studies program provided a framework of theoretical, analytical and practical knowledge and skills that informed her anti-apartheid activism. She and fellow students urged U of T to divest itself of its South African holdings, and engaged in numerous protest activities. Upon the release from incarceration of South African anti-apartheid figure Nelson Mandela in 1990, Dr. Cooper said that she and her fellow alumni had a real sense of having contributed to the demise of the apartheid regime. She drew parallels
with the current Black Lives Matter movement and the spirit of North American youth active in its support. She closed by saying, “Use your education for yourself and also for the world community. Now that you’ve got your degree, in the words of the great Muhammad Ali, ‘Float like a butterfly, sting like a bee.’ Go do some great thing!”

Acting as bedel (the designated holder of the Mace and leader of President Meric Gertler’s ceremonial escort) was alumnus and long-time U of T donor and friend, Glenn H. Carter (New ‘65). Noting humorously that he was “probably the oldest New College graduate in the room,” Mr. Carter commented that he was considerably impressed with the evident “spontaneity, drive and enthusiasm” in the answers graduates gave the president when asked about their next-step plans. After the ceremony concluded, elated graduates celebrated with families and friends around Convocation Hall and King’s College Circle, and ended this special day at a lively reception in Wilson Hall at New College.

Convocation is always bittersweet for the college. We are sorry to see a graduating class move on, and the Class of 2016 is no exception; yet we also couldn’t be prouder of the newest NEW alumni. We know, too, that we will see many of these New College family members again in the years to come—like their predecessors, they will be keeping in touch!
Nearly 150 alumni and friends registered to attend our May 27, 2016 Dinner@NEW Spring Reunion event to enjoy a complimentary dinner, network with friends old and new, and participate in a Q&A session with a panel of doctors discussing trends in medicine. Bringing together an impressive range of qualifications, interests and experience, our panel members were:

- **Dr. Jeff Bloom** (New ’72): Family Physician-in-Chief
- **Dr. Adrian Brown** (New ’84): Chief of Obstetrics/Gynaecology
- **Dr. Manveen Puri** (New ’09) (moderator): Canadian Armed Forces medical officer and family physician
- **Dr. Raymond Rupert**: Medical Director, Case Management
- **Dr. Rajani Vairavanathan** (New ’98): Emergency and family physician

Coming under the spotlight for discussion were Canada’s assisted dying legislation, the cost challenges posed by a publicly funded universal health insurance system and the potential of, and attitudes towards, naturopathic treatments. With contributions from the audience, the panel reflected on the demands of family practice, ranging from preventive medicine and the role of nurse practitioners to treatment wait times, access to family doctors, and the resources required to care for an
The Genesis of Dinner@NEW Plus

An initiative created to mark New College’s 50th anniversary, Dinner@NEW built on the Career Mentorship Program’s mentor/mentee reunion dinners. Each year we hold a series of Dinner@NEW events for students where, over the course of an informal dinner, a New College graduate discusses their career path and professional life with up to 20 attendees. In 2014, Dinner@NEW Plus was launched to provide opportunities for our alumni to connect, share and learn from one another. Guest speakers are New College alumni themselves, and the event gives everyone a chance to catch up with old friends. Previous speakers include photographer and documentary filmmaker Ryan Pyle and bestselling cookbook author and food personality Bonnie Stern.

Doctors’ profiles at newcollege.utoronto.ca/spring-reunion-2016

View the complete album at newcollege.utoronto.ca/gallery

PHOTOS: CONNIE TSANG
As upper-year New College students get closer to becoming graduates, it’s natural for them to wonder what life will be like without the personal and institutional support that’s been available to them since the first day they walked the college’s halls. They’ve called the place home for the last few years, secure in the knowledge that the college has had their backs. It’s understandable that they may be jittery with anticipation over the next stage of life, wondering what the world of work has in store for them after graduation.

That’s a question New College can help them answer. Since 1991, the college has offered the Career Mentorship Program, whose goal is to match third- and fourth-year students with New College alumni mentors who provide high-level career guidance in occupations such as law, medicine, banking, education, accounting, human resources and many more.

Brenda Registe, New College’s Alumni Development Officer, helms the program and ensures that each participating student is matched with the right mentor. The program’s popularity with students means that the demand for mentors consistently outstrips supply: in 2016, for instance, 85 students applied, of which 56 were paired with mentors.

The overall statistics attest to the level of alumni involvement and student engagement—since its inception, the Career Mentorship Program has matched 699 students to 179 mentors. Increasingly, former mentees are returning as mentors themselves—a solid demonstration of the ties that bind the close-knit New College community.

We take a look here at the experiences of two groups of Career Mentorship Program folk but this is only a glimpse into the hundreds who have participated. There are as many stories of respect and mutual discovery as there are mentors and mentees.

The Players
Two former mentees, Jonathan Chen and Joyce Hu, became first-time mentors this year, a testament to the bonds they developed with their mentors: The Honourable Lloyd Budzinski, Ontario Court of Justice, for Chen, and human resources professional Maja Dettbarn for Hu. Dettbarn also mentored Jehane Adam, who has herself been mentoring since 2010.

Sound Judgement
In 2007, the program brought together Justice Budzinski with then-criminology student Chen. The two forged a relationship that has now turned them into a mentoring duo. Budzinski, who graduated in 1966, said he has fond memories of building that relationship. Chen was reserved at the beginning, but as time passed they would often have spirited debates on everything from current affairs to career decisions. Chen now helps Justice Budzinski mentor three students: Terry Jeong, Dana MacPherson and Yzza Sedrati.

“T’ve learned a lot from Jonathan, especially about young people,” Budzinski said. “Part of my job [as a judge] is to find out what’s current in the population, not only music, but the thoughts and feelings about any number of issues.”
Budzinski has been mentoring for 14 years and admits he became a mentor because he is a teacher at heart; during his time at law school, he was also a supply teacher. His talents as an educator have come in handy in his mentorship role, and he’s hoping to pass his skills along to Chen as he begins his own journey as a mentor. Since Chen is closer in age to the mentees, he’ll be able to relate to the emotions that near-graduates like Jeong, MacPherson and Sedrati will be experiencing. “My fear is that because I’m the guy with the grey hairs, they’ll gravitate towards me rather than Jonathan,” Budzinski said. “I can give them contacts and expose them to other people, but Jonathan is going to give them the reaction to what’s happening right now in their lives.”

The role of co-mentor has empowered Chen. “Because of the great mentors I’ve had in my life, and the difference it made in my career, I understand the value of mentorship, and I just wanted to give back.”

Having two mentors is helpful for Jeong, a fourth-year student at New College who is considering graduate school for civil law. “It’s a really, really good opportunity,” he said, adding that the best part is meeting people who have the experience of navigating their chosen career paths. And it’s not just the advice, but the friendship that comes from similar vocational interests. Jeong has had doubts about whether or not he’s a good candidate for law school. Budzinski and Chen both assuaged his concerns, and encouraged him to find the right school to allow him to pursue his passion for social justice.

Learning is a two-way street
Maja Dettbarn, a mentor since 1993, provides inside information to students interested in the field of human resources. She observes that mentors learn from bouncing ideas off their mentees. “It’s reverse mentorship as well,” she said. “Both parties are gaining so much experience from this relationship, and the mentor gets as much out of it.”

A talent acquisition strategist with the Royal Bank of Canada, Dettbarn has a keen sense of what human resources practitioners are looking for—information she’s shared with the 20 mentees she’s guided into careers since 1993.

For her, there are three reasons why she passes on her knowledge. First, it’s “deeply rewarding and satisfying” to give back. During Dettbarn’s undergraduate years (1972–76), New College became her safe haven—an educational and spiritual home.

Second, mentoring young people is very enjoyable. “It is highly motivating, communicating and working with students who are [at] an age and time in their lives so different from where I am today,” she said. “It’s just wonderful to be back in their shoes.”

Finally, Dettbarn said, the opportunity to learn from the refreshing perspective of her charges is “a joy.”

In recognition of her extensive work with the Career Mentorship Program, she was presented in early 2016 with a commemorative plaque, which now sits on her desk at the Royal Bank. “It reminds me about my life outside of work and that the biggest joy for me is always having a positive impact on another human being,” she said.

A bonus for her, Dettbarn said, is meeting all of the mentees each year during the initial orientation session, where she teaches them the best practices for a successful mentoring experience and offers tips on résumé preparation.

Former mentees of Dettbarn include Jehane Adam and Joyce Hu, the latter having taken on a mentorship role for the first time this year: respectively, their mentees are New College students Vanessa Grace Bart-Plange and Yoojin Shin.

Hu, a member of the class of 2014, found the tutelage under Dettbarn inspiring, and it led to HR becoming Hu’s chosen career path. She learned that the mentorship program was not about looking for a job, but more about learning the profession. “The entire process is engaged in helping students progress professionally,” she said. “I am fortunate that my relationship with Maja has gone beyond the professional connection.”

“Setting an expectation is very important,” said Hu, adding that the first question she asked her mentee, Shin, was about what she wanted to get out of the relationship. Shin responded that her hope was that the relationship would continue over the long term.

Pleased with the advice she’s received so far from Hu, Shin said, “I didn’t quite know what I wanted to do after graduation. By hearing from someone in the field of HR, I cleared up my doubts about what I wanted to do.”

Keeping the connections going
Both Budzinski and Dettbarn have kept in touch with most of their mentees. They’ve attended their charges’ graduations and weddings, and celebrated babies’ births. That reach into the personal lives of their mentees has added greatly to the experience of being a mentor, something Budzinski compared to being a member of the family—but without the eye-rolling that advice-giving in that context tends to give rise to. “My kids, now adults, don’t want to hear it anymore and my wife has heard it all,” he said, but mentees are an attentive and interested audience.

This is one of the longest-running and most successful career mentorship programs available at U of T. Getting behind those about to enter the workforce by sharing the knowledge that comes from experience presents a great opportunity for alumni to reconnect with the New College community.

Brian Baker (New ’03) is a journalist and photographer, and Town Crier columnist. He was named Ontario Community Newspapers Association Columnist of the Year in 2011. Brian is an active mentor in the New College Career Mentorship Program.  

| L–R: Jehane Adam, Vanessa Grace Bart-Plange, Joyce Hu, Yoojin Shin, Maja Dettbarn |
| PHOTO: MICHAEL BARKER |
“Because of the difference it made in my career, I understand the value of mentorship and I just wanted to give back.”
In the beginning
As a commuter student coming to U of T's St. George campus for the commerce program, Vinay Chopra was simultaneously involved with his family's promotional goods business. It was started by his sister when she was organizing her high school prom and then taken over by his mother. The enterprise grew from proms to university frosh weeks and on to large-scale campaigns for big businesses. His father, while holding corporate positions himself, helped out in the evenings and on weekends—and three years ago he joined Mobiroo full-time as CFO and COO, after spending the previous ten years as VP, Market Risk Management with Manulife Financial. “We both run the business, but while his focus is more on the day-to-day operations, mine is on where else to take it,” Chopra says. When asked about his motivation for creating a business in the first place, he observes that “it was always most about making an impact, doing something disruptive. To do something that hasn’t been done before.”

Chopra values the support of his family immensely, both for their encouragement and constructive feedback on his ideas. “It’s always been about running a business for me, from the age of 12, when I started trying to figure out how to sell something, and thinking of ideas,” he says. “They knew that was what got me excited. I really valued people who would destroy the idea but in a mentoring way—here’s why it can’t work, why it can’t scale, you need a patent, and so on.” New College, too, was a testing ground where he would pitch ideas to fellow students based on projects he was doing in the commerce program.
Mobiroo gets started
While these days Mobiroo has 25 employees, offices in downtown Toronto and plans for expansion, Chopra first conceived of it in the basement of his parents’ Thornhill home one afternoon in 2008, shortly after completing his MBA at the University of Western Ontario. Having grown up helping out with his family’s promotional items business—mugs, T-shirts, keychains, you name it—he came up with the notion of a gift card that would allow companies to give out paid mobile device applications for free as a promotional incentive, using a platform provided by Mobiroo. “Back then,” he says, “no one was doing that kind of stuff. Apple had app gift cards at retailers such as Shoppers Drug Mart, but you could only download the apps direct from iTunes—so we couldn’t make a separate app store for those devices. Android’s market share was pretty small at the time, so that scale wouldn’t work. Research in Motion’s BlackBerry was open, though. And that’s where it started.”

He approached BlackBerry at a conference in Orlando in 2010 and they loved the idea. “It was incredibly exciting,” he says, “such a rush.” The first year saw 60,000 app cards used as a promotional incentive when selling devices at retailers in the UK over Christmas, then Southeast Asia with 90,000 cards, and snowballing into Latin America, Africa, Europe, the Middle East and North America. In 2011, Mobiroo was named one of Deloitte’s Companies-to-Watch, part of the Technology Fast 50™ program, which recognizes the best in Canadian entrepreneurship. Chopra travelled the world doing deals. “We were in a sweet spot, with a niche business. And then BlackBerry started having challenges, so we went down quite rapidly. Pretty much a hundred per cent of our revenue was tied to them.” When the last of three big deals fell apart, he found it hard to believe. “But,” he says, “you have to be able to figure things out, to adjust and adapt constantly.” A fresh approach was needed, a new idea where the business wouldn’t rely on BlackBerry’s fortunes. A few days later came the breakthrough—an app subscription service rather than gift cards. Think Netflix for apps. The model: you pay a fee, $5 per month, say, and get access to hundreds of paid apps; you stop paying, you lose access to the apps. By this point the Android operating system was hugely dominant, so the focus shifted to devices using Android.

Keeping Mobiroo going
In 2013, after a couple of ultimately unsuccessful Mobiroo forays into Singapore and Latin America—“We didn’t get the marketing right,” Chopra acknowledges—his app subscription service was taken up by the large Japanese carrier SoftBank and preloaded onto all their Android devices. Usage has gone from strength to strength. However, Chopra is aware the paid service is vulnerable in certain markets since “freemium” apps are now the dominant model. These are apps provided for free but users have the option to pay (a premium) to get extra features or functionality. The well-known puzzle game Candy Crush operates on this principle. So, while things are continuing to go well in Japan, Chopra is not resting on his laurels. “We’re at the stage of really thinking about new ideas. What else can we do, app-related or not? It’s going to be in the tech area and has to be able to scale. And, above all, it keeps things exciting. That’s what keeps me motivated and interested. You’re always
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The phase I’m in right now—really, the phase I’m always in—is to do something greater.

The heart of Mobiroo
Chopra is mindful of the importance of finding people whose skills complement his own, and how vital it is to have confidence in others. He is not involved on the technical side of Mobiroo, so “I have to trust the team around me, and build that team up so there’s mutual trust. That in turn brings trust with partners that we can deliver, so other clients will reach out to us to get a job done.”

When asked how he keeps his passion for work going, one element Chopra cites is the positive feedback and dedication from employees, some of whom have been with him for years—“seeing how passionate and excited they are—for something you thought of in the basement of your parents’ house. It’s cool.” Also, he’s persistent: “I was always exposed to trying new things, and if you fail, you fail: get back up. My motto’s always been, ‘What’s the worst that could happen?’ Granted, when you do hit the worst, it’s a horrible feeling. But I just always believed if I put enough work and passion into things, something would come up. The phase I’m in right now—really, the phase I’m always in—is to do something greater.”

Looking back, looking forward
New College holds a series of intimate Dinner@NEW events each year (see p. 4), where 15–20 students have the opportunity to hear an alumnus talk about their professional paths since graduation, and to ask them questions. In 2015 Chopra guested and was asked about his university experience in terms of career-building.

“I wouldn’t move. I love Toronto.”

“Not only is it important to have that base knowledge as a foundation, it’s crucial to interact with people because there’s so much to learn. You don’t know where your next idea’s going to come from, you don’t know what else you can learn, or what skill set you’ll want to leverage when. There are so many ways to network and too many don’t do it. The easiest thing in the world is to come to school, stay with the same group of people and then go home. Repeat for four years. Or, get out of your comfort zone. Start meeting different people, students from other faculties, go to talks.” He related that he attended a talk on mobile technologies, where he met a former BlackBerry employee who was able to introduce him to some contacts there. “You never know who you’re going to meet,” Chopra said, “and how that will shape what happens.”

To the inevitable question asked of the successful tech entrepreneur, “Why not relocate to Silicon Valley?”, Chopra’s response is unequivocal. “Sure, there’s a difference between the Valley and Toronto. When you’re in the Valley, networking is much easier, as is making strategic alliances. The whole culture makes it easier. Everyone around has started businesses and failed and then succeeded. On the flip side, it’s very competitive to get talent there, and very expensive. I wouldn’t move. I love Toronto. I grew up here. I want to build here in Canada in the city I love—I’m doing exactly what I want to do.”
New College Entrepreneurs: A 2016 Snapshot

We sent out a call asking our alumni entrepreneurs to tell us about their activities. We’re delighted to present a selection from the great response we received. Our grads are thoroughly engaged movers and shakers—go, NEW!

Byng Hum
(New ‘81)

After an IT career in North America and Asia, Hum settled in Hong Kong and spent a lot of time relaxing at the beach. His photography hobby turned into an unexpected second career when the surfers he’d photographed saw his pictures and his work began to take off. Word spread, as did the scope of his photography. Hum now also writes about and photographs the burgeoning field of competitive pole dancing. This gymnastic and acrobatic discipline attracts male and female competitors from around the globe, and its practitioners aspire to have it recognized as an Olympic sport.

Hum’s work appears on the cover of this issue of Re:New. Read his story at newcollege.utoronto.ca/hum

“Frustration and elation come hand-in-hand.”
— LEO MUI

Megan Sawyer
(New ’06)

Sawyer worked in retail for some time, moving from the floor to management, and has also taught adult ESL. These are unlikely routes into her present business as a corsetière—which is not a word you hear every day: she produces bespoke, handmade corsets. What began as a passionate hobby is now a full-time occupation as an artisan creating items of a quality rarely seen in these days of mass production.

“Repeat business gives you an amazing sense of accomplishment.”
— MEGAN SAWYER

U of T Impact Centre training program geared to university scientists intending to build a tech-based company of social benefit. He hadn’t before considered becoming an entrepreneur but he and a friend came away with an idea and a market to target. He and his co-founder formed Lunanos Inc. and are developing IndiClean™, a small adhesive patch to be used in healthcare environments to track cleaning; the patch changes colour to indicate when a surface needs to be re-cleaned. The Impact Centre provides Lunanos with lab space, technical and business mentorship, and access to personnel through student internships.

“One wrong decision by me can cost my employees their jobs.”
— OMID AMIRTABAR

Omid Amirtabar
(New ’11)

Using his lifeguard and swimming instructor qualifications, Amirtabar worked during his studies to subsidize his costs. After graduation he worked, somewhat unhappily, at a major corporation. In the meantime, friends (and friends of friends) with kids kept calling to ask him to teach their children to swim. Amirtabar did the logical thing and in 2012 opened a swim school in Toronto, which focuses on individualized learning in a small group environment.

“Repeat business gives you an amazing sense of accomplishment.”
— MEGAN SAWYER

“Frustration and elation come hand-in-hand.”
— LEO MUI

“One wrong decision by me can cost my employees their jobs.”
— OMID AMIRTABAR

“It’s a rollercoaster. Sometimes you are loving the view and the ride is exciting, other times you are throwing up out the side of the car.”
— STEVE HULFORD

Steve Hulford
(New ’94)

Hulford is a serial entrepreneur who has created three Internet startups and purchased one, and has had two successful
“Every day is a new adventure.”
— AARON GRINHAUS

Aaron Grinhaus (New ’03)
A business, tax and estates lawyer, Grinhaus struck out on his own in 2013 after gaining experience at both large and small firms. He now leads a full-service law firm and a large part of his practice is working with entrepreneurs to set up and start their businesses. grinhauslaw.ca

“Starting a business = 100% pay cut.”
— BRIAN RIDGWAY

Brian Ridgway (New ’86)
After cutting his business teeth running New College’s pub, Roscoe’s, Ridgway spent a couple of decades working in the corporate world in financial services and IT sales. In 2006 he founded managed print service provider ShareNet and in 2014 sold the flourishing concern to a US company. Having successfully “lost the fear of heights,” Ridgway anticipates moving on to another venture in the future.
sharenetsinc.com

“It isn’t about the money: entrepreneurs are driven by passion and a belief in doing something better.”
— TOM KILBURN

Tom Kilburn (New ’91)
Kilburn’s career path comprised a progression of senior positions in the software application business, across roles in finance, marketing, business development, and finally sales. In 2011, a former colleague proposed that they team up and build a firm that would address the flaws they both saw in the consulting services model. The result is The Consultants Company, an IT consulting firm with three focus areas: data, analytics, and marketing services.
tccteam.com

“From the outset, we knew we wanted to make the company a flourishing concern.”
— EYAL BACHANI

Eman Bachani (New ’15)
Bachani is establishing an e-boutique, Meraki Design House, which will supply inventory made in India, Pakistan and the Philippines. “Meraki” means “to do something with soul, creativity, or love; to put something of yourself into your work”:
Bachani’s goal is to connect artisans practising age-old crafts with collectors of art and fashion, both traditional and modern.
merakidesignhouse.com

Akshay Kalle (New ’03)
With master’s degrees from Cornell and U of T, Kalle considered working in finance or for a tech startup but instead chose to join the family business—a data centre, managed cloud and Internet services firm. Kalle regards the family business as amongst the hardest contexts in which to craft one’s path and improve: you are at once intrapreneur and entrepreneur, but your level of personal investment has multiple layers that bring their own challenges.
pathcom.com

Elton Chan (New ’08)
Chan is a co-founder of Hong Kong–based Branch8, a platform that helps sellers to list and manage products on multiple e-commerce marketplaces, such as Amazon and eBay. In 2015 Branch8 was selected for the Y Combinator program, which provides funding for early stage startups; the chosen companies move to Silicon Valley for three months and work intensively with Y Combinator to get their enterprise into shape and refine their investor pitch.
branch8.com

Photography courtesy of the subject unless otherwise noted.
A NEW Look at Entrepreneurship

WHAT MAKES A NEW COLLEGE ENTREPRENEUR?

As you would expect from a population as diverse and thoughtful as New College alumni, there are many opinions about entrepreneurship among those who answered our call to tell us about their activities—from what constitutes a business to the motivation for undertaking it in the first place. Those opinions are all the more varied for coming from those at different points in their entrepreneur journeys.

Before we get to our overview, let’s address something you’ve probably already noticed about our featured entrepreneur alumni: around two-thirds are men. We did some research and it turns out that figure is representative of the overall national breakdown of gender in ownership of small and medium-sized enterprises (SMEs), according to statistics in a 2015 report from Innovation, Science and Economic Development Canada. What is notable is that 15.5% SMEs were majority-owned by females as compared to 66.4% being majority-owned by males. (Those owned equally by the genders formed 18.1% of SMEs.) Since we asked to hear from those who identify as entrepreneurs and learn their stories, respondents were self-selecting. Thus our figures cannot be considered representative of the overall involvement of our graduates in business ownership. What we can say with confidence, however, is that it was a genuine pleasure to hear from everyone who replied to our call and we are glad to add them to the ranks of those New College alumni entrepreneurs we were already aware of.

U of T has received over $3 million from Ontario’s Campus-Linked Accelerator Program to increase entrepreneurship training and support for students.

Money is another contentious area: for some, making substantial amounts of it is the primary aim; others argue that money shouldn’t be the reason for starting a business but the desire to solve tangible problems or simply to do something better; another philosophy asserts that making a living doing something you truly enjoy makes you wealthy in a way that has little to do with your bank balance.

I finally enjoy networking... I learned how to embrace discomfort and channel it into motivation so that I could finally learn to love it!”
— VANESSA FERALINO
A NEW Look at Entrepreneurship

Making a living doing something you truly enjoy makes you wealthy in a way that has little to do with your bank balance.

can devastate the livelihoods of those who depend on your leadership. The notion of being your own boss and the freedom that brings is a double-edged sword, too: yes, you get to determine your path but, as one alumnus remarked, “It’s a misconception. My clients are my boss.”

What binds all our entrepreneurs together, though, is a real appreciation for the consistent support they’ve received from family, spouses, friends and relationships with other businesses. Another aspect is the professional support some have received from incubator and accelerator programs, as well as from mentorship, both formal and informal.

Many respondents remarked that, early on, their inexperience of some of the requirements of running a business proved problematic. Today, however, U of T fosters entrepreneurship extensively and has received over $3 million from Ontario’s Campus-Linked Accelerator Program to increase training and support for students. This has enabled the expansion of the University’s four principal accelerators—The Creative Destruction Lab (Rotman School of Management); UTESST (University of Toronto Early Stage Technology, through the Innovation and Partnerships Office in association with MaRS Innovation); The Hatchery (Faculty of Applied Science and Engineering); and The Impact Centre (Faculty of Arts & Science). Since 2013 the latter has offered the very popular course “Innovation and Entrepreneurship” (IMC200H), which introduces the skills needed to start a new venture. IMC200H1 is a prerequisite for “Internship in New Ventures” (IMC390Y), where participants are placed in a U of T startup company.

We asked three of our students who took one of these courses in the 2015–16 academic year about their experiences.

Mouri Khan (IMC200H1, third-year Rotman Commerce program) recommended the course, adding that “you might learn a thing or two about yourself as a consumer.” The course’s influence persists: “Every day I’m looking for where an improvement might be needed and trying to think of innovative ideas … that starts to get me thinking as an entrepreneur.”

Karen Fu (IMC390Y, fourth-year Life Science, Human Biology major) wanted to “learn more about bringing an idea for a business from conception to product” and her internship provided “valuable hands-on experience that allowed [her] to interact with clients, contribute to company decisions and lead a project for a product.” Fu has ambitions to be an entrepreneur in the sphere of software and wearables, in health sciences or fitness.

The opportunity to engage in experiential learning as well as to learn “more technical business skills such as value propositions and financial acumen” prompted Vanessa Ferlaino’s interest (IMC390Y, fourth-year Life Science, Neuroscience major). She found her internship in a startup company especially valuable “because, regardless of your ‘title,’ you do a little bit of everything.” The challenge changed her perspective, too: “I finally enjoy networking … I learned how to embrace discomfort and channel it into motivation so that I could finally learn to love it!” Ferlaino described this internship experience as pivotal to her decision to enter the field of healthcare technology business development. She noted that “Big Pharma” is increasingly turning to startup companies as a source of innovation and that has sparked a specific interest in intrapreneurship, although her long-term goal is to start her own company.

New College students have jumped at these opportunities to explore entrepreneurship. To date, 203 of them have completed IMC200H and 26 have gone on to an internship placement. Our students seem to be bucking the entrepreneur gender trend mentioned earlier, too, with females representing 53% and 69% respectively of the New College students participation figures in these courses. Could this be a sign of a trend towards a more even gender distribution in entrepreneurship in the general population? We wouldn’t be surprised—it isn’t for nothing that New College has something of a reputation for being ahead of the curve.

See also entrepreneurs.utoronto.ca
A Selection of Distinguished New College Entrepreneurs

Widely admired and prodigiously successful in their fields, these alumni epitomize the talent and determination of NEW.

William W. H. Doo  
*Industrialist and philanthropist*

After being instrumental in the expansion of his father's Hong Kong–based diamond import business, in 1990 William Doo (New '68) established Fung Seng Enterprises Holdings Limited. The company is now a major property developer in Shanghai and one of Hong Kong's leading service industry companies, with a staff of 16,000. Doo is also chairman and sole owner of the Four Seasons Hotel in Shanghai, and Governor of the Canadian Chamber of Commerce in Hong Kong. His accolades include France's Legion of Honour and appointment as Honorary Consul of Morocco in Hong Kong. His philanthropic contributions include the creation of New College's William Doo Auditorium and the William Doo Undergraduate Centre at Wadham College, Oxford University.

[fse.com.hk](http://fse.com.hk)  
*PHOTO: UNIVERSITY OF TORONTO*

Robert Herjavec  
*Business leader and TV personality*

Widely known for his TV appearances on CBC’s Gemini Award–winning *Dragon's Den* and ABC’s *Shark Tank*, Robert Herjavec (New '84) founded Internet security software company BRAK Systems in 1990. He sold it to AT&T Canada, and then in 2003 founded Herjavec Group, a global information and cybersecurity firm specializing in managed security services for enterprise-level organizations. As if he weren't already busy enough as a CEO, in 2015 he participated in reality TV show *Dancing with the Stars*, where he was paired with Australian professional ballroom dancer Kym Johnson. They became engaged in February 2016 and were married July 31, 2016—many congratulations!

[robertherjavec.com](http://robertherjavec.com)  
*PHOTO: LESLEY BRYCE*

Bonnie Stern  
*Culinary guru and author*

Popular Canadian food personality Bonnie Stern (New '69) founded her school of cooking in Toronto in 1973, which went on to earn an international reputation for excellence. The author of numerous cookbooks (all national bestsellers), Stern has hosted TV cooking shows and appeared regularly on several TV and radio programs. She also writes a weekly column in the *National Post*. Stern received a U of T Arbor Award for her work with New College, the University of Toronto Alumni Association and the President's International Alumni Council. At our 2015 Spring Reunion she spoke on food trends and fads, and treated attendees to a mouthwatering cooking demonstration.

[bonniestern.com](http://bonniestern.com)  
*PHOTO: JACK PEREMBA/UNIVERSITY OF TORONTO*

Frank Yeung  
*Manufacturer and export trailblazer*

After he joined his father’s Hong Kong–based business of manufacturing plastic toys for export, Frank Yeung (New '74) stewarded the business through tremendous growth over the following years. In 1990, he established his own business supplying products such as tents, sporting goods and outdoor metal furniture. Yeung's enterprise, Rankam Group, now specializes in grills and barbecues and has a solid presence in the US and Canadian markets. In 2014, he entered into a joint venture with China Gas Holdings Ltd—one of China's largest town gas providers—to manufacture and supply household gas appliances. In August 2016, Rankam Group received a Supplier Achievement Award from Sam’s Club, one of the largest retailers in the US.

[rankam.com](http://rankam.com)  
*PHOTO: BARON KAM*
NEW Applications of Entrepreneurship

It's clear that there are a number of views around the topic of entrepreneurship, so let’s take a look at some of the terminology:

**intrapreneur**

*noun*

an employee given the freedom and financial support to work independently within an enterprise to create new products, systems, services, etc.

**social entrepreneur**

*noun*

a person who undertakes an enterprise with the specific aim of effecting social change/solving social problems

Encouraging organizational growth by utilizing the entrepreneurial skills of employees

Rachel Berdan (née Landry) (New ’05) identifies as an intrapreneur. “A good entrepreneur,” she says, “knows how to identify a problem and solve it in a unique and positive way, as a business owner. An intrapreneur does that without actually having to own the business.” In 2011, after her first job with a small sales consultancy, she joined marketing company Ellipsis Digital, where she is now Chief Marketing Officer and VP Sales. Berdan has a relationship of trust with the owners, who give her the flexibility and opportunity to apply her skills to growing the business. She is a champion of entrepreneurial activities with particular emphasis on women and participates in a series of conferences and boot camps at Brescia University College that introduce high-school girls to entrepreneurship as a career option. Her investment on a personal level with Ellipsis Digital (and vice versa) has brought her a lot of satisfaction, including her securing B Corp certification for the company (the equivalent of Fairtrade but for companies who want to benefit society as well as their shareholders). “I needed purpose, and thought I could find it here. And I did.”

ellipsis.digital

PHOTO: ANDY RATZ, ELLIPSIS DIGITAL

Another way of looking at it: entrepreneurship training as a social incubator

Chanel Grenaway (New ’97) is Director of Economic Programs with the Canadian Women’s Foundation (CWF), which funds organizations that deliver women’s self-employment programs. These programs help women living on low incomes launch a small business by learning how to focus their business idea, write a business plan, develop essential skills like marketing and sales, find a mentor, secure a loan, and so on. Women on an entrepreneurial path are more likely than men to face challenges related to, for example, obtaining capital, staffing a business and managing risks and growth. These challenges are compounded by low income, being a newcomer, or having responsibility for the primary care of children or elderly parents.

Self-employment education is a way to build the confidence and skills that help women establish economic stability. “When you invest in a woman’s entrepreneurship training,” Grenaway says, “amazing things happen. She will soar and achieve her goals, ultimately strengthening financial security for herself and her family.”

canadianwomen.org
SOCIAL ENTREPRENEURSHIP

A View from Room 2017

Linzi Manicom
social entrepreneurship—along with social enterprise and social innovation—feature prominently in the social mission sector today. Broadly, social entrepreneurship refers to using innovative thinking and business savvy to address social, economic and environmental problems. Inventive apps with social implications, crowdsourcing for venture capital, and youthful startups that “make a difference” are currently big in this field—and, of course, popular with students.

But there is by no means agreement on the virtue or value—nor indeed the definition—of social entrepreneurship. (One journal article* cites 37 definitions!) Some emphasize the business side, where making profit is the key motivation and public good the intended corollary. The efficacy of market-based solutions is assumed and the efficiency of business methods is unquestioned. Social enterprises invoke the triple bottom line of “profit, people and planet” to make their case, and business formulae, such as Social Return on Investment, are used to measure success.

Other understandings of social entrepreneurship insist on the centrality of the public good or, more boldly, on social justice goals. Entrepreneurial skills, visionary leadership, courage and commitment are mobilized not only to solve social problems but also, ideally, to realize a more fundamental reordering of social hierarchies. Collective involvement and community benefit are starting points, and revenue generated in any enterprise is reinvested or distributed, particularly to marginalized population sectors.

Given the influence of these ideas and practices within the social mission sector they are, not surprisingly, found in the curricula of the two programs that are coordinated out of Wilson Hall 2017.

**Learning without Borders** is a first-year program that explores local and global connectedness through the lenses of such everyday elements as food, digital technology and language. While students learn about both the democratizing possibilities of globalization and its negative fallout, they reflect on the implications of their own participation in global processes. Talks by social innovators and visits to non-profit social enterprises expose students to the entrepreneurial initiatives being undertaken by non-governmental organisations to address the ill effects of unequal distribution of social goods, and to envision better solutions.

**Community Engaged Learning**

In **Community Engaged Learning**, senior students do internships with local social agencies and social justice initiatives on campus, which enable them to appreciate a range of responses to social need and inequalities. Some placements are in non-profit social enterprises, others in research and advocacy groups, front-line service providers and community-building arts projects. In seminars that support their experiential learning, students are prompted to develop their critical and analytical thinking about the social mission field. For example, in relation to social entrepreneurship they consider the conditions of its emergence and compare it to other paradigms of social justice work, such as charity and human rights. They examine philosophical conceptions of the public good and equity questions such as who benefits from social entrepreneurship, who is excluded, who has access to resources. They also consider how the framing of social issues shapes the kinds of solutions that are proposed.

In content and pedagogy, both **Learning without Borders** and **Community Engaged Learning** provide opportunities for students to integrate academic knowledge with their own experience. They are encouraged to think creatively and collaboratively, and to reflect on how they might engage—in ways that align with their own values—in shaping their world, as socially responsible and ethically aware global citizens.

**Linzi Manicom** is Coordinator of the **New One: Learning without Borders and Community Engaged Learning** programs. Go to p. 24 for a peek inside Room 2017.

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Leadership is that individual, or group of individuals, who build bridges, making connections between people to help them achieve their best potential.”

Adriana

The role of a leader is not to command people but rather to encourage them to think, talk and develop their understandings in discussion, as everyone has a valuable perspective worth sharing.”

Zachary

A strong leader is genuine and empathetic; only when you hear others will they truly hear you.”

Vivesh

A leader encourages the success of those around them. At New College, leadership is fostered and celebrated, helping to create students who are successful, collaborative and innovative.”

Shannon

Leadership looks different according to circumstances. What we might consider a conventional leader at New College today might well be different in 10 years’ time.”

Silviu

A leader encourages the success of those around them. At New College, leadership is fostered and celebrated, helping to create students who are successful, collaborative and innovative.”

Shannon

A strong leader is genuine and empathetic; only when you hear others will they truly hear you.”

Vivesh

The role of a leader is not to command people but rather to encourage them to think, talk and develop their understandings in discussion, as everyone has a valuable perspective worth sharing.”

Zachary

Leadership looks different according to circumstances. What we might consider a conventional leader at New College today might well be different in 10 years’ time.”

Silviu
Behind the Prophet Motive

When we think of entrepreneurship, the focus tends to be on business and commerce, with the mighty dollar in mind. But then there’s the social entrepreneur, who aims to solve the most pressing problems in society and whose investment—and return on that investment—is measured in a very different kind of currency.

Near the top of any list of the typical characteristics of an entrepreneur of either stripe is a talent for leadership. Since 2009, New College has offered its Leadership Certificate Program. The program provides volunteer opportunities and general leadership development workshops, as well as a stream focused specifically on those who are already active student volunteer leaders, such as for Orientation or members of New College Student Council. The college has also supported students wishing to present at the annual Canadian Conference on Student Leadership (CCSL) since its inception in 2006. The conference provides an opportunity for student leaders to gather together to share ideas, and in 2015 was premised on the concept that for an idea to become a reality, a conscious choice has to be made to follow through with it, to “Press Play.” U of T sent five delegates to the conference: Adriana Baiz, Zachary Biech, Silviu Kondan, Shannon McKechnie and Vivesh Patel—all members of New College. The conference was held in Winnipeg, and the cost for our student leaders to attend was supported by the New College Initiative Fund and U of T’s central Office of Student Life.

Jill Charnaw-Burger, Assistant Director of Student Life and Leadership at New College, comments that “there are few opportunities outside of academic programs where you get to go and present—it’s very different to speak about a research experience versus your lived experience.

“All of their presentations were about awareness, about opening up eyes to things like privilege, racialization and culture. They were encountering a lot of other students who have come to believe that being politically correct means avoiding speaking about these kinds of topics. They wanted to challenge people’s ideas of leadership and in doing so they represented New College and the University of Toronto better than we ever could have hoped for. They really were leaders within the leadership conference.”

Since they have found themselves being described as leaders, and as representing the best of student leadership practices, we took the opportunity to ask our participants to reflect on the definitions that underlie the terminology. Brief quotes appear in the photograph opposite, but you can read fuller accounts of their CCSL experiences, together with their interpretations of the meaning of leadership, at newcollege.utoronto.ca/ccsl2015.

Looking at their activities and interests, and at their enthusiasm for the transmission of ideas, we can liken the legacy of this “New College Five” to that of the angel investor. Their seed capital is the enabling of others, and the provision of space to allow potential to flourish; their return will be seeing those principles implemented in ever-increasing numbers.
Linzi Manicom, Coordinator of the **Learning without Borders** and **Community Engaged Learning** programs, shows us around her office.

1. Every summer, a group of friends and I stay on an island in the Rideau Lakes. With multiple birthdays to celebrate, we make gifts from items found on the island. I received this silver birch vase with its dry wood bouquet one year. The ornament hanging from the vase is from Namibia and incorporates beads, carved seeds and porcupine quills. I went to Namibia in 2010 to supervise New College students who were interning with various HIV and AIDS-related programs. It’s a stunningly beautiful country and I’d like to go back.

2. The dolls are from South Africa, and behind them is...
a painting made by my late mother of a typical KwaZulu-Natal province winter scene. Its colours are so evocative for me of the landscape in and around Durban, where I grew up. In summer the countryside would be overwhelmingly green, but in winter you get the brown and yellow and purple hues. Some aspects of childhood—colours, smells, light, quality of air—never leave us.

3. This is folk art, one piece from Tanzania, the other from Mozambique. I’d often see this art being sold at the roadside. I taught sociology at the University of Dar es Salaam briefly, and then worked for the African National Congress providing support for 14- to 19-year-old refugees from the 1976 Soweto uprising and the ensuing anti-apartheid protests in South Africa. These young people were thrust, alone, into exile. Not all of them had chosen to join the liberation movements; some simply went to a demonstration, got swept up in things and were then targeted and had to flee. It was a tough adjustment for them.

4. This is a beaded version of the enamel cups widely used by workers in South Africa for their tea. I love the transformation of everyday objects using indigenous art practice. Many social enterprises and co-ops provide employment both for urban and rural women, producing articles for the tourist market. I try to support enterprises that also provide training and social programs.

5. This piece reminds me of Rodin’s The Thinker. I’m not sure where it’s from but it’s similar to the woodcarving of the Makonde people in Southern Tanzania and Mozambique who create intricate scenes and flowing shapes from a single piece of African blackwood.

6. I formerly taught in the Women and Gender Studies Institute, hence the feminist theory books. A couple of the other books contain my own pieces on feminist popular education. I’ve also worked in the college’s Writing Centre supporting students with their academic writing. That experience was crucial in understanding interdisciplinarity and students’ learning needs, which are central to my current work. I have come back full circle to community engaged teaching and research, having done it in South Africa, Mozambique and Tanzania prior to coming to Canada. I’ve always had one foot out of the academy and one foot in, which I find is a good place to be.
The Enquiring Minds of New College

Last fall we launched our Alumni Speaker Series—informative and engaging talks on topics as diverse as our alumni themselves.

BEARING WITNESS: The Photographic Documentation of China’s Rise

This inaugural series led off with Ryan Pyle (New ’01) who, after realizing a long-held ambition to visit China, moved there permanently in 2002 and became an award-winning photographer and adventurer. His photos have appeared in *The Wall Street Journal*, *Time* and *Newsweek*, and his work as a documentary producer has aired on TV worldwide. Pyle has been in a unique position to observe the extraordinary changes in China, which has seen massive poverty reduction alongside a widening gap between rich and poor. While activism is on the rise, aided by Internet access and cell phones, unrest is typically about land rights issues and fair treatment, not a desire for Western-style democracy.

ryanpyle.com

The Baling River Bridge among rural Guizhou province’s farms and rice fields. It is an example of large-scale infrastructure projects that are being built throughout China in an effort to modernize China’s vast western hinterland. PHOTO: RYAN PYLE
Why Do I Need a Brain?

Neuroscientist Dr. Dave Hayes (New '03) completed his PhD at the University of Alberta and has worked at the Royal Ottawa Mental Health Care Centre/University of Ottawa, Toronto Western Hospital/University of Toronto, and Addenbrooke’s Hospital/University of Cambridge. He has also mentored students in the New College Mentorship Program. Dr. Hayes studies healthy and disordered emotional circuits in the human brain, and his brain- and behaviour-based explorations of pleasant and unpleasant experiences span the fields of neuroscience, psychology, psychiatry, neurology and philosophy. His talk took the audience on a breakneck ride through the vagaries of human perception, demonstrating with practical examples how our brains govern our perceptions rather than accurately reflecting the world around us.

neuroscientist.ca
OUTLOOK FOR EQUITY MARKETS:
What Makes a Great Investment?

A mentor of New College students and a past Dinner@NEW speaker, Alan Friedman (New ’76) is a Chartered Investment Manager, a Fellow of the Canadian Securities Institute, and head of the Friedman Investment Group (part of CIBC Wealth Management). He presented with Chartered Financial Analyst Terry Fisher, a previous group client who liked the investment philosophy and joined the group himself.

Investment is not speculation, Friedman noted; it is a measured and considered decision that comes from sifting information. Current valuations affect future returns; and valuation arises from the behaviour of buyers and sellers, which in turn dictates the state of the market at any particular time—so-called reactive investing. Return seekers must also become risk managers—more diversification equals less risk. While necessarily a rapid overview, the event nevertheless provided excellent insights into the basic elements of complex investment decisions.

friedmaninvestmentgroup.com
Giving Back: Our Donors

Thank you to the alumni and friends who support our outstanding students and innovative programs.

Your donations make a tremendous difference to the entire New College community. They support students through scholarships and bursaries; new and improved spaces to learn, connect and live; and enhanced academic and community outreach programs.

New College is deeply grateful to all of its donors.

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Our annual donor listing recognizes the generosity of donors who have made new gifts or pledges to New College between January 1 and December 31, 2015.

Every effort has been made to ensure all donor names are listed correctly. Please contact us at 416-978-0310 if there are any errors or omissions so we can update our records accordingly.
Boundless Leadership

New College would like to thank the following benefactors, who have contributed $25,000 or more to the Boundless campaign, for their remarkable generosity. Thank you for investing in the boundless potential of the University of Toronto community.

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The Michael Faradaya Dixon Scholarship

Professor Dixon was Vice-Principal of New College and professor in U of T’s Department of English, and the scholarship in his name was established by his colleagues and friends on his retirement. Following his death, the scholarship—which assists students enrolled in New College programs—was augmented by donations from his wife, Dulcie Violet Dixon, and then by a bequest from Dulcie’s estate when she passed away in 2015. Gift planning by the Dixons has ensured that their generosity and commitment to helping students will continue in perpetuity. The college remembers them both with great fondness and we are delighted that a family connection continues: Dulcie’s niece, June Kelly, accepted our invitation to act as esquire in President Meric Gertler’s ceremonial escort at the New College 2016 spring convocation.

Mrs. Dulcie Violet Dixon
NEW COLLEGE ALUMNI UPDATES

Catherine Abreu (New ’09), accepted the position of Executive Director at Climate Action Network Canada in Ottawa (May 2016).

Dr. Dave Hayes (New ’03) took up an appointment as visiting associate professor at Union College in Schenectady, NY (December 2015).

Cecilia Jy (New ’04) became Manager, Risk and Outcome at Toronto Central Community Care Access Centre (2015).

Mark Raju Mauleesan (New ’02–’05) completed his MBA at Ivey School of Business (2016). He and his wife Rebecca welcomed their first child, Caleb, in April 2016.

Jennifer Tan (New ’09) accepted the position of Senior Development Officer at U of T’s Rotman School of Management (November 2015).

Julienne Torres (New ’11) became the Program Manager at Innmar Strategies, a service provider for Canadian specialty pharmaceutical and biotech manufacturers (April 2016).

IN MEMORIAM

It is with great sadness that we report the sudden passing of Julie Szabo (New ’03–’05) in Calgary, AB, at age 31. Our condolences for this untimely loss go to her family and friends (November 30, 2015).

NEW COLLEGE STAFF UPDATES

Leah McCormack-Smith was appointed Director, Residence and Student Life (January 2016).

Dennis Prithipaul, Senior Residence Steward, retired in April 2016 after 27 years’ service with New College. Familiar to thousands of students over that time, he was with the college long enough to see the children of those he’d known as students come to the college to begin their own undergraduate journeys.

Do you have some news you’d like to share? Don’t be shy—tell us about it! We love hearing from our alumni—new jobs, marriages, births, the works. Drop us an email at alumni.newcollege@utoronto.ca.

NEW Notes

Brian Baker (New ’03), wife Jennifer and daughter Emily welcomed baby Matthew on April 9, 2016.

Emily Brown (New ’81) was appointed Professor of Mathematics at Sheridan College’s Pilon School of Business in Toronto (January 2015).

Celina Caesar-Chavannes (New ’98) was elected MP for Whitby, ON, in the federal elections in 2015, and was subsequently appointed Parliamentary Secretary to the Prime Minister.

Eric Cheng (New ’07) was appointed lecturer in public international law at Southwest University of Political Science and Law in Chongqing City, China, after completing his legal training at a United Nations legal office (April 2016).

Jaryd J. Gabison (New ’13) completed his master’s degree in linguistics and began working for the Toronto District School Board as a research analyst (2015).

Gary Pieters (New ’93) was appointed principal of Toronto District School Board’s General Crrerar Public School (September 2015).

Rohit Rajput (New ’10) became a physiotherapy resident at Dynamic Physiotherapy and Chiropractic in Ottawa (March 2016).

Katherine Robrigado (New ’13) earned her Master of Public Health in June 2015 and subsequently became a Monitoring and Evaluation Specialist, based in Yellowknife, for the Government of the Northwest Territories, Department of Education, Culture and Employment (October 2015).

Jennifer Tan (New ’09) accepted the position of Senior Development Officer at U of T’s Rotman School of Management (November 2015).

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The Gift of Education

“My family fled the civil war in Somalia and I spent my childhood throughout Africa as a refugee. My dream was a university education but as I grew older I wondered if it would happen. Fortunately, I was accepted here as a mature student, and thanks to generous donor support I receive an annual bursary allowing me to achieve my goals and become the first in my family to graduate with a degree. I am so grateful to people like you for making this possible. On behalf of New College students and from the bottom of my heart, thank you.”

— Abdullahi Adan (HBA, New ’17)

Support New College!

More than half of all New College students require some form of financial assistance. We strive to ensure that as many of them as possible receive the best education without having to worry about their finances. A donation from you goes directly to student aid—scholarships, awards and bursaries.

You can give online at donate.utoronto.ca/new, or contact Alison Liddell at 416-978-0310 or alison.liddell@utoronto.ca to discuss how you would like to make your gift to deserving students as they join the next generation of leaders and engaged global citizens.

PHOTO: MICHAEL BARKER
Save the date!

The New College
Spring Reunion event,
Dinner@NEW Plus,
takes place on the evening
of Friday, June 2, 2017.

Join us for a delicious complimentary dinner,
listen to a special guest speaker from our
alumni community and enjoy the opportunity
to network with friends old and new.

We’ll be celebrating graduating classes with
years ending in 2 or 7, but all alumni are welcome
at this congenial and illuminating event.

Make sure we have your email address so that
you’ll receive more details nearer the time.
We’re looking forward to seeing you!

alumni.newcollege@utoronto.ca
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