Curriculum Vitae

Elspeth J. Murray

Home Address:

4309 Highway 2
Gananoque, Ontario
K7G 2V5

(613) 382-1819

Business Address:

Queen's University
School of Business
Goodes Hall
Kingston, Ontario
K7L 3N6 (613) 533-2343

Current Position:

Associate Dean, MBA Programs
Associate Professor,
Strategy and New Venture Management,
CIBC Fellow in Strategy and Entrepreneurship
Director, Queen's Centre for Business Venturing (QCBV)
Queen's University

Degrees Received:

Ph.D. 1999 University of Western Ontario
M.B.A. 1987 Queen's University
B.Sc. (Honours) 1985, Mathematics & Computer Science, Queen's University

Academic Employment History:

2009 – Present
Associate Dean, MBA Programs
Queen's School of Business
Queen's University

2002 – present
Associate Professor
Queen's School of Business
Queen's University

1996 – 2002
Assistant Professor
Queen's School of Business
Queen's University

1995
Instructor
Richard Ivey School of Business
University of Western Ontario

October 1992 - August 1993
Consultant, Strategic Planning Dept., Algonquin College, Ottawa, Ontario
Part of a team developing a strategic planning model and academic activity plan.

Selected Teaching Assignments

Undergraduate

Business Policy (COMM 401)
Leadership and Strategic Management (COMM 402)

Graduate - MBA and Executive MBA

Strategic Innovation and Entrepreneurship (MBUS806)
Managing New Ventures (MBUS 981, MBAS843)
Strategic Management (MBUS 801)
Strategic Leadership (MBUS 902)
Management of Technology and Innovation (MBUS976)
Fundamentals of Strategy (MBAS 880)
Financing New Ventures (QMBA, MBAS 871)

Executive Programs, Queen's University, 1993 - present.

The Executive Program, (3 weeks)
Strategic Leadership (1 week)
Operations Leadership (1 week)
Information Technology Management (1 week)
Queen's Public Executive Program (2 weeks)
Governance Program (3 days)
Numerous Custom Programs – assorted public and private sector organizations

Honours and Awards

CIBC Fellowship in Entrepreneurship, 2008 - 2011

CIBC Teaching Fellowship in Entrepreneurship, 2005 - 2008

Fast Forward: Organizational Change in 100 Days, Bestseller (#2) Canadian Business Book (*Globe and Mail, 2010)*

Queen's MBAST Teaching Award, 1999 – 2000

U.W.O. Doctoral Studies Scholarship, 1993-1996

U.W.O. Graduate Studies Admission Scholarship, 1993-1996

Queen's University Anniversary Entrance Scholarship, 1980

Offices Held

Director, Board of Trustees, Trinity College School, 2008 - 2011

Vice Chair, *Ontario Research and Innovation Council* (Premier of Ontario's council struck to advise the government on an innovation strategy for Ontario), 2005 – 2008

Director, Queen's Centre for Business Venturing, 2002 – present

Advisor, Lawtons Drugs (a Sobey's subsidiary), 2006 – present

Director, Parteq Innovations, Queen's University, 2000 – 2009

Faculty Senator, Queen's University (member, Nominating committee), 2001 – 2004

University Council (elected member), 2003 - 2008

Queen's Centre for Business Venturing

- Developed, raised funds for and launched a new and innovative course: the Tricolour Venture Fund, a first in Canada whereby students invest money in start-up companies
- Developed a series of case studies and associated teaching notes, used in our various MBA programs and the Commerce program
- Development of various assessment tools and templates useful for the development of new venture opportunities and business plans
- Launched the first New Venture Business Plan competition for Queen's undergraduate students
- Developed and launched the Dare to Dream post graduation internship program, to provide support and funding for Queen's entrepreneurs who are launching their new ventures
- Initiated, developed and undertake the annual *Best Small and Medium Size Employers* annual survey in partnership with Hewitt and Associates and The Globe and Mail (2008 marks 4th successful year)

Research Funding

Social Sciences and Humanities Research Council, 1995 - 1997. Doctoral Research Fellowship in the amount of $28,900 for research on the Linkage between Business Strategy and Information Technology Strategy.

Ontario Graduate Scholarship (declined – due to SSHRC funding)

Major Consulting Projects

Review and Redesign of the Results Based Planning process, Ontario Public Service, January – August 2008 (for ADM, Treasury Board Office, Ministry of Finance)

Expert Reviewer – Strategic Planning for Government Online (GOL), Office of the Auditor General, 2004

Publications – Books and Book Chapters

Elspeth Murray and Peter Richardson, Organizational Change in 100 Days: A Fast Forward Guide, 2003, Oxford University Press

Elspeth Murray and Peter Richardson, Fast Forward: Organizational Change in 100 Days, 2002, Oxford University Press, refereed

Elspeth Murray, Book Section Overview, with Peter Richardson, "Strategic Change and Transformation", in Leaders on Leadership, Editors: Meredith Ashby and Stephen Miles, Prologue and Epilogue by Jay A. Conger, Professor, London Business School, Oxford University Press, September 2002

Elspeth Murray, Book Chapter, "The 21st century Board of Directors", in Leaders on Leadership, Editors: Meredith Ashby and Stephen Miles, Prologue and Epilogue by Jay A. Conger, Professor, London Business School, Oxford University Press, September 2002

Elspeth Murray, Book Chapter, with Peter Richardson, "The Critical Few: First among Equals as Parameters of Strategic Effectiveness", In Business Performance Measurement, Andy Neely, ed., Cambridge University Press, 2002.

"The Critical Few: First Among Equals as Measures of Strategic Effectiveness", Invited Book Chapter, Performance Measurement: Theory and Practice, edited by A. Neely, Judge Institute of Management Studies, University of Cambridge, forthcoming, 1999 (with P. Richardson)

Publications – Refereed Journals

L. Neville and E. Murray, "Succession, Strategy, Culture, and Change at Santropol Roulant", Nonprofit Management & Leadership, Vol. 19, No 1, Fall 2008

E. Murray and L. Neville, "SMEs: Best Practice Employer Practices", Journal of Small Business & Entrepreneurship, 2005

E. Murray and L. Neville, "Terracycle: A Case Study", Journal of Small Business & Entrepreneurship, 2005

E. Murray and P. Richardson, "Strategic Focus as a Parameter of Strategic Planning Success", International Journal of Business Performance Measurement, Vol. 1, No. 2, 1999

Publications - Refereed Conference Proceedings

L. Neville and E. Murray, "Microcell: A Case Study", Presentation and Case Study Proceedings, ASAC 2007

Paper, Elspeth J. Murray, with Peter Richardson, "Establishing the Winning Conditions for Rapid Organizational Change"**,** presented at the ***Strategic Management Society Conference,*** Paris, September 2002. (refereed)

Paper, Elspeth J. Murray, with Peter Richardson, "Speed of Strategic Decision Making as a Determinant of Successful Organizational Change"**,** presented at the ***Strategic Management Society Conference,*** Paris, September 2002. (refereed)

"Strategic Focus: Defining and Measuring the Critical Few as parameters of Strategic Performance Evaluation", Proceedings, International Performance Measurement Conference, University of Cambridge, 1998 (with P. Richardson)

H. Enns, E. Murray & S. Huff, "Shared Understanding Between IS and Business Executives: Impact on IS Effectiveness and Business Performance", Proceedings, 1997 ASAC Conference St. John's, Newfoundland, June 1997.

E. Murray and S. Huff, "Strategic Information Systems Planning: Lessons from Strategic Planning", Proceedings, 1995 ASAC Conference, Windsor, Ontario, June 1995.

Conference Publications – Invited Papers

E. Murray & A. Waitman, "Rural Revival or Requiem: Establishing New Creative Ventures in a Rural Context", Fostering Entrepreneurship in the Creative Economy, Monieson Centre, Queen's School of Business, Queen's University, November 19th, 2010

Publications - General

Matcha Men Case Study (condensed), National Post Magazine (February 2006)

Wrapped Apps Case Study (condensed), National Post Magazine (January 2006)

Terracycle Case Study (condensed), National Post Magazine (November 2005)

1-800- GOT JUNK Case Study (condensed), National Post Magazine (December 2005

Elspeth Murray, "High Performing Advisory Boards: CEO Perspectives", Ministry of Economic Development and Tourism, Government of Ontario, 2003

"Leading Successful Business Turnarounds: Lean and Mean or Lean and Keen?", Mastering Enterprise Series, Part 10, The Financial Post, 1998 (with P. Richardson)

"Measuring Strategic Planning Effectiveness", Invited Symposium paper – Performance Measurement Symposium, University of Cambridge, July 15/16, 1999 (with P. Richardson)

Elspeth Murray, "Bridging Two Solitudes: An Examination of Shared Understanding Between Information Systems and Line Executives", Ph.D Dissertation, Richard Ivey School of Business, University of Western Ontario, November 1998

Cases and Other Teaching Materials

"Canada Post Corporation 2011" – 2011 (with P. Richardson)
Queen's School of Business

"Evandale Caviar" – 2011 (with M. Romanow, A. Melnychuk, P. Richardson)
Queen's School of Business

"Sandringham Inns" – 2010 (with P. Richardson)
Queen's School of Business

"Canada Post Corporation" – 2009 (with P. Richardson)
Queen's School of Business

"JS Redpath" - 2009 (with P. Richardson)
Queen's School of Business

"Canada Post Corporation" – 2009 (with P. Richardson)
Queen's School of Business

"Terracycle" – 2006 (with N. Neville)
Queen's School of Business

"1-800 GOT Junk" – 2006 (with N. Neville)
Queen's School of Business

"Paradigm Foods" – 2006 (with P. Richardson)
Queen's School of Business

"Montreal Paper" – 2004 (with P. Richardson)
Queen's School of Business

"Krispy Kreme in Canada" – 2003
Queen's School of Business

"Bombardier" – 2001 (with P. Richardson)
Queen's School of Business

"Onex Corporation" – 2001 (with P. Richardson)
Queen's School of Business

"Acklands-Grainger Inc." – 2000 (with Z. Nutten)
Queen's School of Business

"World Heart Corporation" – 1999
Queen's School of Business

"Hitech" – 1998
Queen's School of Business

"Punta Arenas" (A), (B), & (C) - (with P. Richardson) – 1997
Queen's School of Business

"Battery Technologies Inc." (A) & (B) – 1997
Queen's School of Business

"Metalco: The SAP Project" - 1997
Richard Ivey School of Business

"Regionalization at the CRTC" - 1995
Canadian Centre for Management Development (CCMD)

"Western Mining Corporation: The Operations Management Project" (A) - 1995
"Western Mining Corporation: The Operations Management Project" (B) - 1995
"Western Mining Corporation: The Operations Management Project" (C) - 1995
University of Western Ontario

"Prairie Home Improvement" - (with P. Richardson) - 1994
Queen's University

"Ontario Institute of Technology: The Financial Crisis" - 1994
Canadian Centre for Management Development (CCMD)