

WILLIAM T. BONNER, PhD
Associate Professor Emeritus
Faculty of Business Administration
University of Regina
3737 Wascana Parkway
Regina, Saskatchewan, Canada S4S 0A2

E-Mail: bill.bonner@uregina.ca

ACADEMIC EMPLOYMENT

Faculty of Business Administration, University of Regina	2004 – retired, June 30, 2025
Faculty of Management University of Calgary (sessional)	2001 – 2003
Faculty of Commerce, Saint Mary's University, Halifax, NS.	1994 - 1997

EDUCATION

Ph.D. in Management Information Systems, May 2002. Faculty of Management, University of Calgary

Dissertation: *On Privacy: The Construction Of Other Interests*.

Master of Business Administration, 1992. University of British Columbia, Vancouver, B.C.,

Registered Industrial Accountant, 1984. The Society of Management Accountants of B.C.

Bachelor of Business Administration, 1980, Major in economics, University of New Brunswick.

ACADEMIC AWARDS AND HONOURS

2022 OER Publishing Program's Small Project Grant at the University of Regina \$5,000
OER (Open Education Resource – open source textbook, cost accounting, BUS 388)

2008 Social Sciences and Humanities Research Council, Standard Research Grant, 2008-2011, \$55,000

2008 The Sieve of Overspecialization, Best Paper Award, Social Aspects of IS track, at the 14th Americas Conference on Information Systems *AMCIS 2008* Toronto, Ontario, August 14-17, 2008,

2007 SSHRC 4A category (recommended for funding but not funded)

2005-06 Fellow research award Saskatchewan Institute of Public Policy

2004-07 CMA Faculty Fellow in MIS, University of Regina

2002 Canadian Policy Research Awards Graduate Prize, 2002
Award sponsors - SSHRC, NSERC, CIHR and the Policy Research Initiative

1992 Canadian Transportation Research Forum Scholarship

RESEARCH ACTIVITY

A. Peer Reviewed Publications

a. Articles

Bonner, William (Bill), (2013) History and IS – Broadening our view and understanding: Actor-network theory as methodology. *Journal of Information Technology*, 28(2), pp. 111-123

Bonner, William (Bill), Chiasson, M., Gopal, A., (2009). *Restoring balance: How History Tilts The Scales Against Privacy. An Actor-Network Theory Investigation*, Information and Organization, 19 (2), pp. 84-102

Bonner, William (Bill) (2007). *Locating a Space for Ethics to Appear in Decision-making: Privacy as an Exemplar*, *Journal of Business Ethics*, 70(3), pp. 221-234.

Bonner, William (Bill), Chiasson, M., (2005). *If fair information principles are the answer, what was the question? An actor-network theory investigation of the modern constitution of privacy*, *Information and Organization*, 15(4), pp. 267-293.

b. Policy Paper

Bonner, William (Bill) (2006). *The Difficulty in Establishing Privacy Rights in the Face of Public Policy from Nowhere*, Saskatchewan Institute of Public Policy, Public Policy Paper #43, May 2006, 35 pages.

Bonner, W.T, (2001). *D. I. R. T. Cheap: Students for sale and the tilting of a scale*. Our Schools, Our Selves, 11(1) #65, pp. 98-113.

B. Book Chapters

Bonner, William (Bill), Rennie, Morina, (2021). Public Private Partnerships: What Counts as Evidence of Claimed Value?, in Jaffe, J, Elliot, P, and Sellers, C. (Eds.), *Divided: Populism, Polarization and Politics in the New Saskatchewan*, Fernwood, Halifax, N.S. 2021, pp. 258-273.

Bonner, William (Bill) (2021). A Wanton Attack on a Citizen's Reputation, in Jaffe, J, Elliot, P, and Sellers, C. (Eds.), *Divided: Populism, Polarization and Politics in the New Saskatchewan*, Fernwood, Halifax, N.S, pp. 200-210.

Bonner, William (Bill). (2016). History and IS – Broadening Our View and Understanding: Actor–Network Theory as a Methodology, in L. P. Willcoks, S, Sauer and M. C. Lacity (eds.), *Enacting Research Methods in Information Systems: Volume 1*, Springer International Publishing AG Switzerland, pp.267 -298. Note: This is a republication of the 2013 journal publication in the Journal of Information Technology. It was chosen for this publication as an exemplar on historical IS research.

Bonner, William (Bill), (2012). The Problem of the 'Problem' of Privacy, In Buckner, T.K. & Knowles, B.L. (Eds.), *Privacy: Management, Legal Issues and Security Aspects* Hauppauge, NY: Nova Science Publishers (pp.101-114). Can be read online at, https://www.novapublishers.com/catalog/product_info.php?products_id=39166

C. Text Book (open-source)

Bonner, William (Bill) (2022): Cost Accounting. Pressbooks publication, at the University of Regina, <https://opentextbooks.uregina.ca/bus388/>

D. Business Case

(JDC West) Bonner, William (Bill) (2014). Physicians and the Electronic Health Record, used in JDC West case competition at the University of Regina, January 2014.

(Ivey) Bonner, William (Bill), Haggerty, Nicole, (2011). Saskatchewan Provincial Park Campsite Management and Reservation System, 9B11E029

E. Non-Refereed Article Publications

- a. Bonner, William (Bill), (1998). *Stormy Waters and the Canadian Coast Guard*, CMA Magazine, February, 1998, pp. 21-26.

F. Refereed Conference Proceedings

- a. Bonner William (Bill), (2026). IS Privacy Research : Problematizing and Theorizing Theory through Models (why models are a poor substitute for theory), Americas Conference on Information Systems (AMCIS 2026), Reno, Nevada, August 20-22, 2026. Philosophical Perspectives for the Next Transformation (SIG PHIL)
- b. Bonner William (Bill), Rennie, M. (2015). Regina's P3 Referendum: A Vote Hijacked by a War of Numbers from Nowhere, Alternate Accounts Conference, Telfer School of Management, University of Ottawa, April 17-18, 2015

- c. Bonner, William (Bill) (2010). A strange Canadian Tale: Wire-tapped hotel rooms, the RCMP, Communism and Labour Union Nationalism, Administrative Sciences Association of Canada, Regina, May 22-25, 2010.
- d. Bonner William (Bill) (2010). ANT and critique: The spokesperson and the questioner, Cross Divisional Session, Academy of Management Conference, Montreal, August 6-10, 2010.
- e. Simon, J., Bonner, William (Bill) (2010). Confidentiality of health information: Then, and now? Administrative Sciences Association of Canada, Regina, May 22-25, 2010.
- f. Bonner William (Bill) (2010). An exploration of the loss of context on questions of ethics around privacy and its consequences (Subtitle: Fair information principles as a convenient crutch), ETHICOMP 2010 (Ethics and Computers), Tarragona, Spain, April 13-16, 2010.
- g. Bonner William (Bill) (2010). Lest we forget: Management as a critical component of and not separate from human factors, Inaugural conference, Human Factors in Information Security, London England, February 22-24, 2010
- h. Bonner, William (Bill) (2008). The Sieve of Overspecialization, 14th Americas Conference on Information Systems *AMCIS 2008* Toronto, Ontario, August 14-17, 2008. Best paper award in the Social Aspects of IS track.
- i. Bonner, William (Bill). (2007). *Voices from Nowhere: The political advantage/practical disadvantage of anonymity*, 5th Critical Management Studies Conference, Manchester, July 11th-13th 2007.
- j. Bonner, William (Bill), Chiasson, M, Gopal, A (2004). *Shedding Light on the Present: An Historical Investigation into the Sale of Personal Motor Vehicle Registration Information in Alberta*. Administrative Sciences Association of Canada, Quebec City, June 2004.
- k. Bonner, William (Bill), Gopal, A. (2001). *The Technology Imperative in Education*, in *Realigning Research and Practice in Information Systems Development: The Social and Organizational Perspective (IFIP WG 8.2)*, editors (N.L. Russo, B. Fitzgerald, J.I. DeGross, Kluwer Academic Publishers, pp. 439-458.

G. Refereed Conference Presentations

- a. Bonner William (Bill) Rennie, M. (2015). Regina's P3 Referendum: A Vote Hijacked by a War of Numbers from Nowhere, Alternate Accounts Conference, Telfer School of Management, University of Ottawa, April 17-18, 2015
- b. Bonner, William (Bill) (2015) The Who, Why, How and Justification for Health Information Abuse: Problematizing the past, Administrative Sciences Association of Canada, Halifax, Nova Scotia, June 13-16, 2015.
- c. Bonner, William (Bill) Durepos, G., Mills ,A., Foster, W., McLaren, P.G. (2015). Lessons in writing history for management and organizational studies journals, symposium, Administrative Sciences Association of Canada, Halifax, Nova Scotia, June 13-16, 2015.
- d. Bonner William (Bill) (2010). ANT and critique: The spokesperson and the questioner, Cross Divisional Session, Academy of Management Conference, Montreal, August 6-10, 2010.

- e. Bonner, William (Bill) (2010). A strange Canadian tale: Wire-tapped hotel rooms, the RCMP, Communism and labour union nationalism, Administrative Sciences Association of Canada, Regina, May 22-25, 2010.
 - f. Simon, J., Bonner, William (Bill) (2010). Confidentiality of health information: Then, and now?, Administrative Sciences Association of Canada, Regina, May 22-25, 2010.
 - g. Bonner William (Bill) (2010). An exploration of the loss of context on questions of ethics around privacy and its consequences (Subtitle: Fair information principles as a convenient crutch), ETHICOMP 2010 (Ethics and Computers), Tarragona, Spain, April 13-16, 2010.
 - h. Bonner William (Bill) (2010). Lest we forget: Management as a critical component of and not separate from human factors, Inaugural conference, Human Factors in Information Security, London England, February 22-24, 2010.
 - i. Bonner, William (Bill) (2008). The Sieve of Overspecialization, 14th Americas Conference on Information Systems AMCIS 2008 Toronto, Ontario, August 14-17, 2008. Best paper award in the Social Aspects of IS track.
 - j. Bonner, William (Bill) (2007). *Voices from Nowhere: The political advantage/practical disadvantage of anonymity*, 5th Critical Management Studies Conference, Manchester, July 11-13, 2007.
 - k. Bonner, William (Bill) (2005). *The Shifting locus and nature of ethical decision-making in the risk society: privacy as an exemplar*, Twelfth International Conference Promoting Ethics, St. John's University, Manhattan Campus, New York, October 26-28, 2005.
 - l. Bonner, William (Bill), Chiasson, M, Gopal, A (2004). *Shedding Light on the Present: An Historical Investigation into the Sale of Personal Motor Vehicle Registration Information in Alberta*. Administrative Sciences Association of Canada, Quebec City, June 5-8, 2004.
 - m. Bonner, William (Bill) Privacy Panel/Symposium (2003). "*Privacy "in the balance."*" Administrative Sciences Association of Canada, Halifax, Nova Scotia, June 14-17, 2003.
 - n. Bonner, William (Bill), Gopal, A. (2001). *The Technology Imperative in Education, Realigning Research and Practice in Information Systems Development: The Social and Organizational Perspective* (IFIP WG 8.2) Bosie, Idaho, July 27-29, 2001.
- H. Invited Speaker, Non-Refereed Conference Presentations**
- a. Social Engineering: The more things change the more they remain the same. 2nd annual Western Canada Health Information Privacy Symposium, Winnipeg Manitoba, May 15-16, 2013.
 - b. Online Spying, Bill C-30, Lawful Access, Panel Discussion, with Andrew Cash, NDP Heritage Critic, Noah Evanchuk, Andrews Benko Rondeau Hawkins Brown & Evanchuk law firm, Monday November 5th, 2012, 12:20pm-2pm, University of Regina, Education Building room 228.
 - c. Canadian Information Processing Society (CIPS), Regina, Spring Seminar, 2011. *So much privacy work, so little privacy. What gives?* Queensbury Convention Centre, Regina, Saskatchewan., April 12-13, 2011.
 - d. CMA (Saskatchewan) Canada Provincial Conference 2006, "Adding Value", *Mind the Gap! Ethics and the sieve of over-specialization. Lessons learned from an encounter with the nonsensical*, Delta Regina Hotel, Regina, Saskatchewan, Canada, June 1-2, 2006.

- e. FOIP 2002, *Are we Failing to see the Forest in our Encounter with Trees?* Conference on Freedom of Information and Protection of Privacy, Making it Work for Canadians, Mayfield Inn and Suites, Edmonton, Alberta, June 13-14, 2002.
- f. FMI Capital Chapter Seminar, 1998. *Cost in Support of Pricing*, Ottawa, Ontario, April 15, 1998.

F: Media participation

- a. CTV News Regina, December 17, 2015. Interviewed on risk elements of Value for Money Calculations for P3s
- b. VoiceAmerica Internet Talk Radio Show. Family Care gives Unite! (2014). Confidentiality of Health Information, aired July 14, 2014.
<http://www.voiceamerica.com/episode/79067/confidentiality-of-health-information>
- c. CTV Regina, CTV Morning Live show. June 30, 2014. Interviewed about the Canadian Anti-Spam Law taking effect July 1, 2014.
- d. VoiceAmerica Internet Talk Radio Show, Family Care Givers Unite! (2014). *What Individuals Should Know about Protecting their Genetic Information*. One of two guests on an hour long show, March 11, 2014,
<http://www.voiceamerica.com/episode/76560/what-individuals-should-know-about-protecting-their-genetic-information>
- e. VoiceAmerica Internet Talk Radio Show, Family Care Givers Unite! (2012). *Snoopers and Privacy for Family Members*, one of two guests on an hour long show. April 17, 2012,
<http://www.voiceamerica.com/episode/59049/caring-in-privacy>
- f. VoiceAmerica Internet Talk Radio Show, Family Care Givers Unite! (2012). *Caring in Privacy*, one of two guests on an hour long show. January 24, 2012,
<http://www.voiceamerica.com/episode/59049/caring-in-privacy>
- g. CBC Radio One (2006), Saskatchewan, The Noon Edition phone-in, May 29, 2006, 12:00 – 12:30.
- h. Report Radio, Alberta. April 26, 2002. Noon to 12:30. Discussion with Link Byfield. *Phone-in radio show*.
- i. CBC Radio, April 11, 2002, *Commentary*, aired across Canada on morning shows. Prepared and recorded a 3-minute commentary on issues of privacy

RESEARCH GRANTS

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|---|----------|
| A) 2022 OER Publishing Program's Small Project Grant at the University of Regina | \$5,000 |
| OER (Open Education Resource – open source textbook) | |
| B) Social Sciences and Humanities Research Council, Standard Research Grant, 2008-11, | \$55,000 |
| C) University of Regina research grant, 2007, SSHRC 4A support grant | \$2,500 |
| D) Faculty of Business Administration grant 2007, SSHRC 4A support grant | \$2,500 |
| E) SSHRC grant application 4A, 2007 | |
| F) SSHRC grant application submitted, fall 2006 and 2007 | |
| G) President's Research Grant, 2004 | \$4,980 |
| H) Faculty of Business Administration Research Grant, 2006 | \$5,000 |
| I) Faculty of Business Administration Research Grant, 2004 | \$5,000 |

RESEARCH INTERESTS

Privacy, IT and ethics, the process of public policy formation around IT, contextual historical investigation insights and understandings, theoretical contextual research methods, IT adoption by organizations, the construction of innovations, public-private partnerships.

RESEARCH SERVICE

- A. Academic Reviewer, Americas Conference on Information Systems (AMCIS), 2023
- A. Academic Reviewer, Americas Conference on Information Systems (AMCIS), 2018
- B. Academic Reviewer, Management and Organization History, 2015
- C. Academic Reviewer, Administrative Sciences Association of Canada (ASAC), Halifax 2015.
- D. SSHRC Insights Grant Reviewer 2015
- E. Academic Reviewer, Americas Conference on Information Systems (AMCIS), 2014
- F. SSHRC reviewer 2012
- G. Academic Reviewer, European Conference on Information Systems 2011
- H. Academic Reviewer, Journal of Business Ethics, 2009
- I. Academic Reviewer International Conference of Information Systems (ICIS) 2007
- J. Academic Reviewer for Journal of Strategic Information Systems, 2006.
- K. Academic Reviewer for the journal Database, 2006.
- L. Academic Reviewer for Information Technology & People, 2006.
- M. Academic Reviewer for the Atlantic Schools of Business (ASB), 2001.
- N. Academic Reviewer for the International Conference of Information Systems (ICIS) 2001.
- O. Academic Reviewer for the International Conference of Information Systems (ICIS) 2000.
- P. Academic Reviewer for the Administrative Sciences Association of Canada (ASAC), Saskatoon 1998.
- Q. Session Chair Law and Society, Lake Louise, June 2000
Session Title: *Law and Society in Asia*.

TEACHING

- A. University of Regina (Regina, Saskatchewan)

2024	Winter	BUS 375	Managing Information Systems
2023	Spring	BUS 375	Managing Information Systems
2023	Winter	BUS 375	Managing Information Systems
2023	Winter	BUS 388	Cost accounting
2022	Spring	BUS 375	Managing Information Systems
2022	Winter	BUS 388	Cost accounting
2022	Winter	BUS 375	Managing Information Systems
2021	Spring	BUS 375	Managing Information Systems
2021	Winter	BUS 288	Introduction to management accounting
2021	Winter	BUS 375	Managing Information Systems (2)
2020	Spring	BUS 375	Managing Information Systems
2020	Winter	BUS 288	Introduction to management accounting
2020	Winter	BUS 375	Managing Information Systems (2)
2019	Spring	BUS 375	Managing Information Systems
2019	Winter	GBUS/MBA 866	Managing Information Systems
2019	Winter	BUS375	Managing Information Systems (2)
2017	Fall	EMBA 850	Information Technology and e-Commerce Strategy
2017	Fall	BUS375	Managing Information Systems (3)
2017	Winter	BUS375	Managing Information Systems (3)
2016	Fall	EMBA 850	Information Technology and e-Commerce Strategy
2016	Fall	GBUS/MBA 866	Managing Information Systems
2016	Winter	BUS375	Managing Information Systems (2)
2016	Spring	BUS375	Managing Information Systems
2016	Fall	GBUS/MBA 866	Managing Information Systems
2016	Fall	EMBA 850	Information Technology and e-Commerce Strategy
2015	Fall	GBUS/MBA 866	Managing Information Systems
2015	Fall	EMBA 850	Information Technology and e-Commerce Strategy
2015	Winter/Spring	BUS375	Managing Information Systems (3)
2014	Fall	EMBA 850	Information Technology and e-Commerce Strategy
2013	Fall	EMBA 850	Information Technology and e-Commerce Strategy
2013	Winter/Spring	BUS375	Managing Information Systems (4)
2012	Winter/Spring	BUS375	Managing Information Systems (4)
2011	Spring	BUS375	Managing Information Systems

	2010	Winter	BUS375	Managing Information Systems
	2009	Winter/Fall	BUS375	Managing Information Systems
	2008	Fall	GBUS866	Managing Information Systems
	2008	Fall	BUS375	Managing Information Systems
	2008	Winter	BUS375	Managing Information Systems
	2007	Fall	BUS375	Managing Information Systems
	2007	Winter	BUS375	Managing Information Systems
	2006	Fall	BUS375	Managing Information Systems
	2006	Winter	ADMN435AI	Managing Information Systems
	2005	Fall	ADMN388	Cost Accounting
	2005	Winter	ADMN435AI	Managing Information Systems
	2005	Winter	ADMN388	Cost Accounting
	2005	Winter	ADMN845AF	Society, Technology and Work
	2004	Fall	ADMN388	Cost Accounting
	2004	Winter	ADMN845AD	Management Information Systems
B.	University of Calgary (Calgary Alberta)			
	2004	Fall	MGIS321	IS in Business Organizations
	2004	Winter	MGIS321	IS in Business Organizations
	2002	Spring-Summer	MGIS797	Seminar in Information Systems Topics
	2001	Fall	MGIS601	Information Systems Technology
C.	Saint Mary's University (Halifax, Nova Scotia)			
	1994-1997		ACC242	Introductory Accounting 2 (multiple)
	1994-1997		ACC332	Planning and Control (multiple)
	1995-1997		ACC323	Management Information Systems (multiple)
	1996	Spring	ACC334	Cost Management
	1996	Summer	ACC626	Managing Information and Technology
D.	Society of Management Accountants of Nova Scotia			
	1993-1997 CMA National Exam Weekend Preparation Sessions			

UNIVERSITY SERVICE

2024	Faculty of Business Administration Research Committee member
2023	Inter-Collegiate Business Competition (ICBC) Digital Strategy Team coach. We did not make it to the final round.
2023	Chair, Masters Thesis Defense, An Evaluation of User Interfaces for Environmental Decision Support Systems, Anaamalaai Annamalai Senthilnathan, Department of Industrial Systems Engineering, University of Regina, August 25, 2023
2023	Faculty of Business Administration Research Committee member
2022-3	Inter-Collegiate Business Competition (ICBC) Digital Strategy Team coach, finalists, placing third in Kingston Ontario
2021-2023	Faculty of Business Administration representative for the Executive Council
2021-2023	Faculty of Business Admin representative to the Faculty of Arts
2020-2021	Faculty of Business Admin representative to the Faculty of Social Work
2020-2021	Faculty of Business teaching committee
2018-2019	Faculty of Business Administration Studies, Scholarship & Admissions, Committee
2015-17	Council Committee on Budget, Chair
2015-16	University of Regina, United Way Campaign Co-Chair
2016	Facilitator – University Of Regina, Levine Graduate School, Graduate case team
2016	Supervisor, EMBA project, Data analytics at Conexus Credit Union
2016	Member, Dean of Faculty of Business Review Committee
2015	Supervisor, EMBA project, <i>Internet voting: Could it work in Saskatchewan</i>
2014	Faculty of Business Administration representative on the Faculty of Education Council.
2011-2014	Inter-Collegiate Business Competition (ICBC) MIS coach, finalists invited to Kingston Ontario.
2006-2008,}	
2010-2012,}	
2014	JDC West MIS coach

- 2013 JDC West case writer
- 2012-2013 Faculty of Business Administration Studies, Scholarship & Admissions, Committee
- 2011-2012 Dean Search Advisory Committee, Faculty of Business Administration, University of Regina
- 2009-2012 Dean's Advisory Committee (Chair)
- 2008-2009 Dean Search Advisory Committee, Faculty of Business Administration, University of Regina
- 2006-2008 Faculty of Business Administration representative for the Executive Council, University of Regina
- 2007-2009 Faculty of Business Administration, Undergraduate Program Committee
- 2006-2007 Faculty of Business Administration, Graduate Program Committee
- 2006-2007 Faculty of Graduate Studies and Research Faculty Council
- 2004-2007 Faculty of Business Administration representative for the Computer Science Department.
- 2006 Chair, Masters Thesis Defense, An Evaluation of User Interfaces for Environmental Decision Support Systems, Timothy J. Maciag, Department of Computer Science, University of Regina, January 30, 2006.
- 2005-2006 Faculty of Business Administration, Standing Committee on Studies and Admissions
- 2005-2007 Associate, Graduate School of Public Policy, University of Regina.
- 2005 Co-supervisor, MPA Project, Jason Todd Hall. *Privacy Regimes: The role of privacy regimes in society and a description of Saskatchewan's current privacy regime*. Paper presented June 10, 2005.
- 1997 Coach - Saint Mary's University MBA National Case Competition
National High Technology Management Case Competition, Ottawa Ontario. Winning team.

OTHER ACADEMIC SERVICE

- 2014 External reviewer for promotion, Thompson Rivers University, School of Business and Economics.

OTHER PUBLIC SERVICE

- A. Call for public comments (2016), Online Consultation on National Security (Bill C-51), <https://www.publicsafety.gc.ca/cnt/cnslttns/ntnl-scr/tm09-en.aspx>
- B. Call for Public Submissions, Standing Committee on Citizenship and Immigration on the issue of a proposed national identity card, February 2003.
- C. Call for Public Submissions, Minister of Justice, in collaboration with the Solicitor General of Canada and the Minister of Industry, *Canadian Lawful Access discussion paper*, December 15, 2002
- D. Public Submission, *Comments on Draft Guidelines on the National Privacy Principles of Australia*, July 2001.
- E. Varsity Acres Elementary School Council 1997-2002
Council Member, Certified Management Accountants of Nova Scotia, 1994-1997.

PROFESSIONAL MEMBERSHIPS

- A. IFIP TC 11 Working Group 12 - Human Aspects of Information Security and Assurance 2017-2018
- B. Association for Information Systems 2008-2018, 2021 to present
- C. Certified Professional Accountants of Saskatchewan 2014 to 2019 (resigned)
- D. Certified Management Accountants of Saskatchewan 2004-2014
- E. Certified Management Accountants of Alberta 1999-2004
- F. Certified Management Accountants of Nova Scotia 1993-1998
- G. Certified Management Accountants of British Columbia 1981- 1993

PROFESSIONAL EXPERIENCE**HALIFAX DARTMOUTH INDUSTRIES LIMITED**, Halifax, N.S.**1993 - 1994****Manager, Project Cost Accounting**, Halifax Shipyards

Contract position, reporting to the Controller

Responsible for determining and reporting the profitability of ship repair and industrial jobs, and tracking the costs and revenues of ongoing projects.

- Supervised and prepared progress claims made to the federal government.
- Completed various system projects for the VP Finance to test and validate the accuracy of data in project tracking system for their seven-year contract to build mine sweepers.

FLETCHER CHALLENGE CANADA, Vancouver, B.C.**1980 - 1993**

A diversified multi-national company with Canadian forest operations generating \$2 billion in sales and employing 12,000 people.

Project Accountant, Wood Products Division**1992 - 1993**

Reporting to the Controller

Responsible for instituting a standard reporting format for a business unit that was created as the result of corporate reorganization.

- Accumulated historical data and mapped it against current results to distinguish between market and seasonal variances versus internal operating improvements.
- Co-ordinated and consolidated divisional latest view projections for corporate management.

Marketing Systems Analyst, Crown Packaging Division**1992**

Reporting to the Marketing Manager

Responsible for developing a customer and product profitability model to provide accurate and timely information of actual performance, measured in bottom-line dollars.

- Used insights gained from data mining tools (data analytics) to discover patterns in our data to improve profitability.
- Developed and implemented a dynamic model which matched actual sales revenue to current costs to determine profitability by customer/product.
- Modified existing data in Sales and Marketing System and developed decision rules and formulae to ensure that future data entered would be consistent and reliable.

Systems Project Accountant, Crown Packaging Division**1990 - 1992**

Reporting to the Controller (includes 2 eight month leaves to complete MBA)

- Led the divisional GST Task Force to determine the impact of the GST on revenues and costs. Developed strategies with marketing and sales to address changes internally and for customers
- Conducted studies and made recommendations on alternative systems, and capital expenditure proposals.

Senior Cost Accountant, Crown Flexpak Division**1989**

Reporting to the Group Controller and plant General Manager

- Served as the plant's senior accountant and office manager supervising 4 people.
- As a member of the divisional management team, determined and reported divisional earnings to senior management. Was the "local champion" for new system developments.

Senior Cost Accountant, Crown Packaging Division **1988**

- Determined and reported monthly profitability for the division.
- Converted all cost accounting activities to a newly created fourth generation software system.
- Designed and implemented a costing system used to establish product pricing that formed the basis for data mining and improving profitability.

Senior Financial Accountant, Crown Packaging Division **1987**

- Maintained all financial asset records, capital expenditure reporting, and the general ledger.

Paymaster, Crown Packaging Division **1983 - 1986**

- Managed the payroll system for 3 physical plants, two unions, and over 400 employees.
- Designed, wrote and implemented a wage payroll data entry and recording system that also tracked employee benefits, vacations and deferred overtime, using dBase III. This reduced payroll processing cycle time, provided access to historical wage payroll data and allowed the Division to add a plant without increasing payroll staffing levels.