



QPCG 2023 First-Year Researcher Hiring
Information Session



Tyler Forrest
Managing Director

BDT & MSD Partners
Merchant Banking
Chicago



Jun Lim
Managing Director

BC Partners
Private Credit
New York



Carter Morrison
Managing Director

Barclays
Investment Banking
Toronto



Overview of QPCG

What is QPCG?

Canada's premier student-run financial organization

Queen's Private Capital Group Overview



QPCG is a student run organization that aims to educate the student body and provide pro bono services for private equity and venture capital clients across North America.

Our Mission

Our team of well-educated students aim to provide pro-bono value add work to private equity (PE) and venture capital (VC) clients



This mission has been successfully fulfilled over the past five years by QPCG completing over **25 pro-bono projects** for private capital firms

Our Strategy

Educate

Interested students with necessary knowledge and experience required to excel

Evaluate

The needs of the client and layout where QPCG will add the most value

Execute

Professional-level work quality for a strong and enjoyable client experience

Our Services

1

Market Research

Conduct extensive deep dives into the industry in which portfolio companies and potential investments operate

2

Valuation

Provide valuation services to evaluate potential investments and expansion alternatives

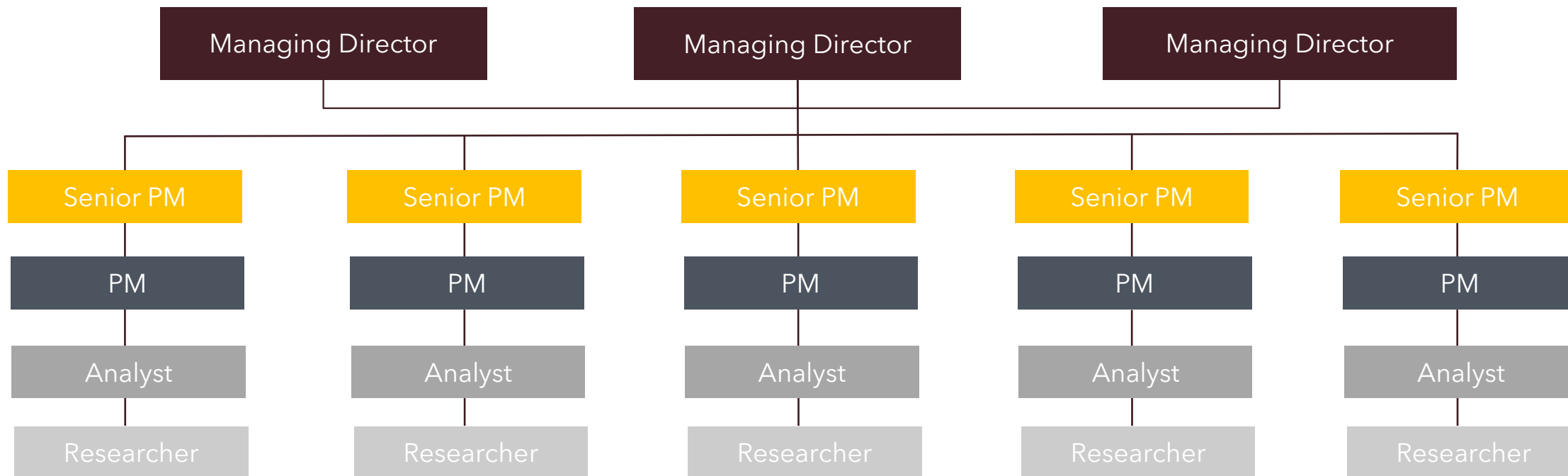
3

Advisory

Discuss findings with clients in order to help them inform investment decisions and understand industries better

Organizational Structure

The organizational structure deploys multiple SPMs, PMs, and analysts across teams, with SPMs overseeing projects and providing feedback to both analysts and PMs.














Marketing Team

The **Marketing Team (1 - 3)** will take charge of managing QPCG's brand, social media, graphic design and public relations, as well as take on major ad-hoc marketing projects throughout the year. Required skills: Graphic design and social media management.

IT Coordinator

The **Information Technology Coordinator** will design and maintain the QPCG website, among other responsibilities. We are looking for candidates with strong experience in WordPress, HTML, and web design.

The Big Picture

Stage of Target	Deal Type	Leverage Used	Example Companies
Startup (Early Stage)	Seed Capital	0%	  
	Venture Capital	0%	
Growth (Mid Stage)	Growth Equity	0%	  
	Growth Buyout	~0-50%	
Mature (Late Stage)	Minority Buyout	0%	    
	Leveraged Buyout	~50-80%	
	Distressed Investment	0-95%	

Private Equity

Private equity is an alternative asset class characterized by long-term holding periods (often 5-7 years), concentrated ownership, and active management of assets throughout the ownership period (private equity firms often work closely with management to improve the business and achieve value creation)

What is Private Equity?

- Private equity is a form of alternative asset management that allows firms to take controlling stakes in businesses and operate them privately
- Under most circumstances, PE firms will use extensive amounts of leverage in order to amplify the returns of these investments
- Similar to other asset managers, PE firms also earn revenues based off fees, typically using the "2 and 20" structure below

Management Fee

PE firms will charge **2%** of the total capital managed by the fund

Performance Fee

PE Firms will typically charge **20%** of the profits made on its investments

Parties Involved in Private Equity

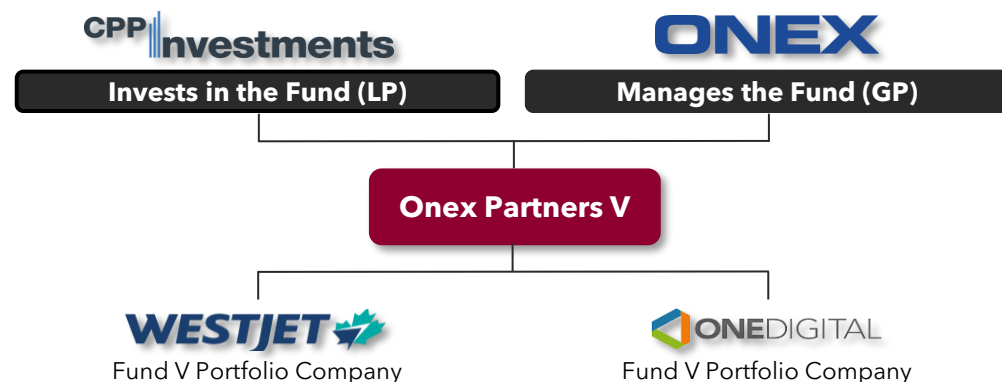
Limited Partners (LPs)



General Partners (GPs)



How do Private Equity Funds Work?



Leverage Buyout Out (LBO) Candidates

What We Want	What We Don't
✓ Strong, stable cash flows	✗ Highly cyclical businesses
✓ Low capital intensity	✗ High correlation to a country's GDP
✓ Strong market position	✗ Few to no economic moats
✓ Sustainable competitive advantages	✗ Limited debt / capital markets access
✓ Multiple growth avenues	✗ Significant disintermediation risk
✓ Strong industry trends	✗ High recurring / maintenance capital expenditure requirements
✓ Strong management teams	✗ Mgmt. with misaligned incentives
✓ Value creation opportunities	

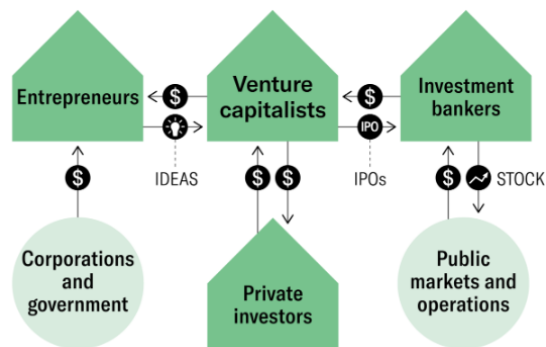
Venture Capital

Venture capital is a form of investing which focuses on providing capital to nascent business in the earliest stages of their lifecycle. Most of these businesses have negative cash flow and small revenues, but promise significant upside and growth potential

What is Venture Capital?

- Money provided by investors to start-up firms and small businesses with perceived long-term growth potential
- Venture capital is simply a higher yielding, speculative form of private equity
- Target a hit rate of ~1/10 - demands higher returns from successful investments
- The money invested by VC firms in startup companies is provided in exchange for equity in these companies
- VC firms typically invest in high funding and first institutional funding tech companies and typically deploy capital after the seed rounds

How do Venture Capital Funds Work?



The venture capital industry has four main players:

- 1 Entrepreneurs who need funding
- 2 Investors who want high returns
- 3 Investment bankers who need companies to sell
- 4 Venture capitalists who make money for themselves by making a market for the other three

Notable Early Investors



Chances of Success

Individual event	Probability
Company has sufficient capital	80%
Management is capable and focused	80
Product development goes as planned	80
Component sourcing goes as planned	80
Competitors behave as expected	80
Customer wants product	80
Pricing is forecast correctly	80
Patents are issued and are enforceable	80
Combined probability of success	17

Early Stage Candidates

What We Want	What We Don't
✓ Rapid, steady sales growth	✗ Lack of new emerging markets
✓ Growing industry (TAM)	✗ Slow industry growth
✓ Potential for exit	✗ Poor unit economics
✓ Disrupted by new technology	✗ Lack of potential exit opportunities
✓ Revolutionary solutions	✗ High CapEx requirements
✓ Strong industry trends	✗ Poor distribution of product
✓ Strong management teams	✗ Mgmt. with misaligned incentives
✓ Attractive unit economics	✗ Resistant to disruption of technology

2022-23 Projects

QPCG's Differentiated Work

Historical QPCG Client Roster



QPCG has a broad range of clients in the private capital industry, including various private equity, growth equity, and venture capital clients.

Winter 2023 Projects



Business Development Bank of Canada (BDC) is a national development bank owned by the Government of Canada with over CA\$30B in assets that invests in a variety of industries in the mid market



Onex Partners is Canada's largest private equity fund with CA\$47B in AUM. The firm specializes in large-cap buyouts within the industrials, business / financial services, and healthcare segments



OMERS is one of the largest pension funds in Canada with investments across capital markets, private equity, ventures, growth equity, infrastructure, and real estate. QPCG works with their growth equity division



Peloton Capital Management is a PE firm with long-term investment orientation. PCM is currently funded with support from Stephen Smith and numerous leading Canadian financial institutions, family offices, and high net worth individuals



Generation Capital is one of Canada's largest family offices, investing in a range of assets including private equity and venture capital. It invests internationally through both secondary and direct investments

Select Fall 2022 Projects



Altas Partners is one of Canada's leading PE firms, managing \$11B in assets. The firm employs a long-term investment horizon and targets investments between \$400M - \$1B in Services, Specialized Industrials, and Healthcare



CPP is Canada's largest pension fund with investments across public and private equities, credit, real estate, and infrastructure among other areas. QPCG works with their private equity division that has ~CA\$100B in AUM

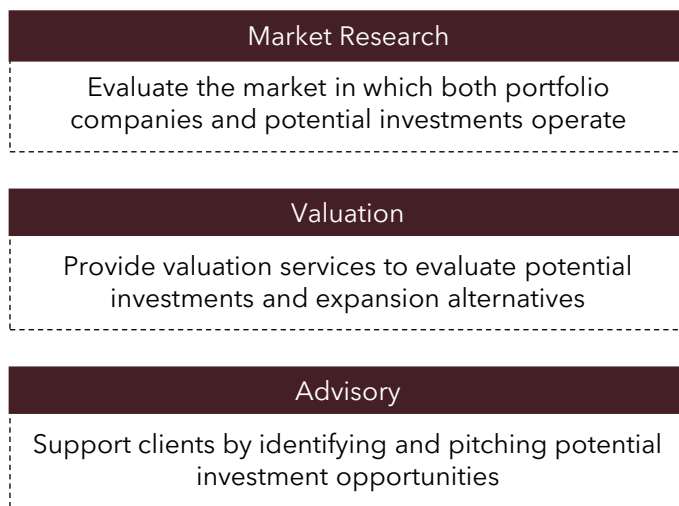


First Ascent Ventures was founded in 2015 and invests in emerging technology companies that are building the next generation of disruptive, enterprise B2B software. The fund has offices in San Francisco and Toronto

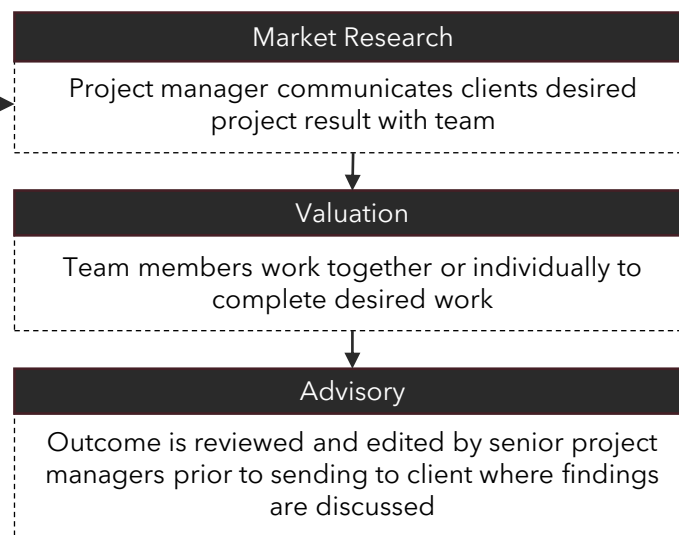
Past Projects



What We Do



Execution Strategy

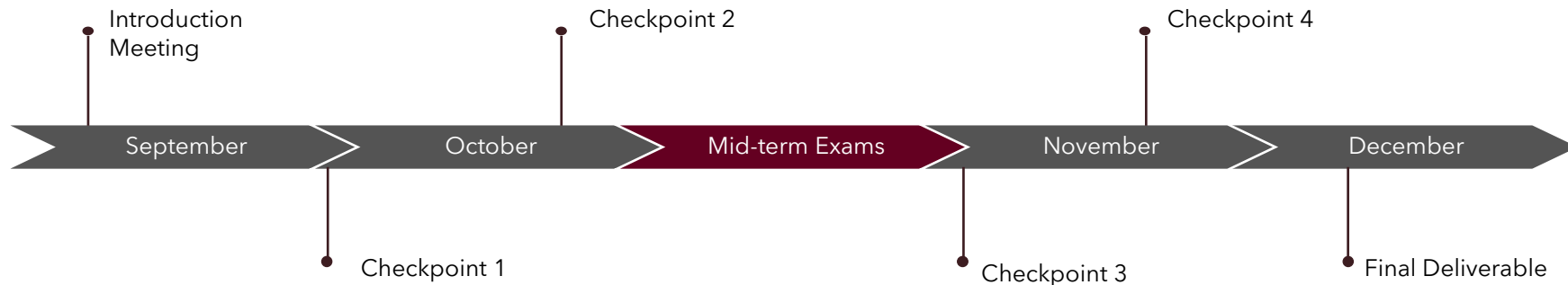


Outcome

EXPLORA PARTNERS acquired BasicGov for Undisclosed Value

The Queen's Private Capital Group worked closely with Explora Partners on the deal

Typical Project Timeline



Peloton Capital Management

Mandate

- Peloton Capital Management (“Peloton” or “PCM”) expressed interest in the fertility industry
- Queen’s Private Capital Group (“QPCG”) offered a team of six students to execute a deep dive on the industry ultimately resulting in a thesis outlining the overall attractiveness of the industry

Working Group List

Position	Experience
Two Senior Project Managers (“SPM”)	4 th year students with professional experience in investment banking or consulting
Two Project Managers (“PM”)	3 rd year students with internship experience in private equity, banking, accounting, venture capital, tech, etc.
Two Analysts	2 nd year students who have completed QPCG’s summer education modules

Execution Strategy

- QPCG iterated their findings several times with the associates on Peloton’s team deciding on the following areas to focus on:
 - 1. Industry Overview**
 - A preliminary look at fertility needs and methods of treatment
 - 2. Market Segmentation**
 - Identifying sub-sectors within the market
 - 3. Market Sizing**
 - Procedure and clinic metrics over time as well as revenue breakdown
 - 4. Regulatory Environment**
 - Insurance coverage analysis across Canada and the U.S.
 - 5. Market Trends**
 - Analyzing industry merits and risks to determine attractiveness
 - 6. Geographic Competitor Analysis**
 - Breakdown of clinic locations and major players across the U.S.
 - 7. Target List**
 - List of potential acquisition targets with statistics on each target
 - 8. Public Comparable Analysis**
 - Multiples analysis to understand public market appetite
 - 9. Precedent Transaction Analysis**
 - Summary of platform investments and tuck-in acquisitions in North America and globally

Outcome

QPCG Presentation of Findings to PCM

QPCG presented their findings on the fertility industry to members of the Peloton team on December 5th, 2019, outlining their theses and determining its overall attractiveness



Leveraging QPCG’s preliminary research on the industry, Peloton dedicated internal resources to continue evaluating the space and potential investment opportunities



The Fertility Partners Investment

On August 4th, 2020, Peloton Capital Management announced it had made a significant investment in The Fertility Partners (“TFP”), Canada’s largest network of fertility clinics

An illustrative example of our QPCG Client Work. Please find the entire presentation on our website: [Exploring the Data Protection Industry with OMERS Ventures - Queen's Private Capital Group \(qpcg.ca\)](https://www.qpcg.ca)

Our Research and Thesis Creation Process

Approach to Building Our Investment Philosophy

Six-Steps to Identifying Key Companies of Interest

1. Build framework covering online activity and data privacy sentiment
2. Collect primary survey data
3. Conduct secondary research and leverage Tegus interview transcripts
4. Identify and analyze major trends and themes to build theses
5. Identify companies that fit with core theses related to data privacy
6. Deep-dive into select companies

High-Level Overview of Survey

- 120 total survey responses, all but 5 entered their email to win a \$200 gift card incentive prize after a 17-day response window
- 80 male respondents, 39 female respondents, 1 non-binary respondent
- 97.5% of respondents are under age 25, with 22.5% of respondents being under age 18
- 83% of respondents are full-time students, while 15% of respondents are employed to some degree
- 84% of respondents have either obtained an undergraduate degree, or are currently completing an undergraduate degree
- 3 core factors to evaluate:
 1. Internet Usage Behaviour
 2. Online Purchasing Behaviour
 3. Sentiment on Data Privacy

Control of Personal Data & Targeted Ads

Consumers Want Higher Protection Over Personal Data

Sentiment on Big Tech's Data Collection

How much Personal Data Do Big Techs Have? (0-10)

Rating	Number of Responses
1	1
2	1
3	4
4	7
5	7
6	21
7	23
8	31
9	23
10	23

Sentiment on Targeted Media Content & Ads

"Targeted Ads Increase over Past 3 Years (0-10)"

Rating	Number of Responses
1	2
2	2
3	6
4	2
5	12
6	13
7	13
8	28
9	20
10	21

Concerned By Big Tech's Control of Your Data?

Response	Percentage
Yes, I am concerned	55%
No, I am not concerned	45%

Are You Happy With Targeted Media Content & Ads?

Response	Percentage
No, I am not happy	54%
Yes, I am happy	46%

Consumers believe that Big Tech have a lot of their personal data and would like more protection over their data

Companies can do a better job of creating targeted advertisement and content based on consumer's preferences

Why QPCG?

Event Highlights

QPCG x QUIC Private Equity Panel

Executive Panel



Jessica Galli

Associate

Moderator



Rayan Soni

Associate

Moderator



Andrew Sheiner

Founder & CEO

Speaker



Jeffery Rosenthal

Co-Founder & MP

Speaker



QPCG x QUIC Private Equity Panel

Experienced Professional Panel



Irene Keskinen

Vice President

Speaker



Sandra Bartkowiak

Vice President

Speaker



Joanne Gutwinski

Senior Associate

Speaker



QPCG Venture Capital Panel

Leading VC Investors from top US and Canadian firms



Paul De Sadeleer

Investor

Speaker



Matthew Dorr

Vice President

Speaker



Seth Rosenberg

Investor

Speaker



Saif Hashmi

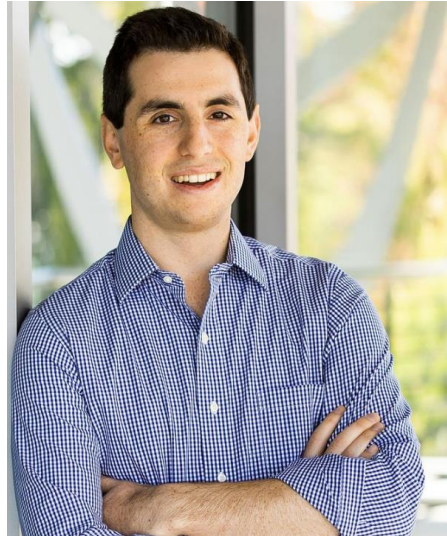
Principal

Speaker



QPCG Venture Capital Panel

Our junior working panel hosted an additional workshop with OMERS Ventures and OMERS Growth Equity



Jonathan Mendelson

Investor

Moderator



Andrew Lawlor

Associate

Moderator



Charlie Renzoni

Investor

Speaker



Rainee Mistry

Analyst

Speaker



























Why QPCG?

Unparalleled Career Opportunities

Why QPCG Initial Alumni Placements



 Jack Hayward 2017 Investment Banking	 Emma Herron 2017 Investment Banking	 Raymond Verbeke 2017 Private Equity	 Hao Chen Sang 2017 Corporate Finance	 Nicole Li 2017 Investment Banking	 Jeremy Davies 2017 Consulting	 Dale Nerland 2017 Private Equity	 Lucas Giacomelli 2017 Venture Capital
 Lara Liebovitz 2017 Investment Banking	 Elliot Rosenbaum 2018 Investment Banking	 Linda Du 2018 Investment Banking	 Meghan Wood 2018 Consulting	 Liam Loewen 2018 Investment Banking	 Josh Bitonte 2018 Private Equity	 Vikram Mechanda 2018 Corporate Strategy	 Thom Ryan 2018 Private Equity
 Matt Orr 2018 Corporate Finance	 Matt Graves 2018 Corporate Strategy	 Marc Levine 2018 Investment Banking	 Daniel Cheung 2018 Investment Banking	 Mike Vanderlinden 2018 Investment Banking	 Anthony Lisi 2019 Consulting	 Ellen Williams 2019 Investment Banking	 Evan Goldman 2019 Consulting

Why QPCG Initial Alumni Placements



 Hetesh Seth 2019 Investment Banking	 Adam Klingbaum 2019 Investment Banking	 Jessica Galli 2019 Investment Banking	 Nathan Witteveen 2019 Investment Banking	 Jack Holmes 2019 Investment Banking	 Martin Yin 2019 Investment Banking	 Adam Carnicelli 2019 Private Equity	 Rayan Soni 2019 Investment Banking
 Owen Henderson 2019 Investment Banking	 Jordon Boerchers 2019 Investment Banking	 Shant Mardikian 2020 Investment Banking	 Benji Rodkin 2020 Investment Banking	 Noah Blaff 2020 Corporate Strategy	 Shahmeer Ahmad 2020 Investment Banking	 Miriam Glustein 2020 Business Analytics	 Jacob Neufang 2020 Investment Banking
 Aaron Zhang 2020 Investment Banking	 Alex Badea 2020 Investment Banking	 Cameron Dick 2020 Investment Banking	 Jenny Lu 2020 Investment Banking	 Dylan Morrison 2020 Sales & Trading	 Dylan Rupnow 2021 Investment Banking	 Josh Lester 2021 Investment Banking	 Chris Lloyd 2021 Investment Banking

Why QPCG Initial Alumni Placements



 Sasha Twardowski 2021 Investment Banking	 Kyle Johnston 2021 Investment Banking	 Lucy Chen 2021 Investment Banking	 Isabella Farag 2021 Investment Banking	 Isabel Young 2021 Investment Banking	 Sebastian Weersink 2021 Investment Banking	 Alex Collins 2021 Private Equity	 Sajaan Hopton 2021 Consulting
 Lauren Montgomery 2022 Investment Banking	 Mona Soni 2022 Consulting	 Ethan Lucke 2022 Investment Banking	 Jamie Bennett 2022 Investment Banking	 Joel Bishop 2022 Private Equity	 Malavika Patel 2022 Investment Banking	 Matt Walker 2022 Investment Banking	 Chris Cusinato 2022 Investment Banking
 Alex Macdonald 2022 Law School	 Adam McWatt 2022 Investment Banking	 Erica Carnicelli 2022 Growth Equity	 Florian Steinmann 2023 Investment Banking	 Jacob Jackson 2023 Private Equity	 Karl Buhler 2023 Consulting	 Chris Power 2023 Consulting	 Olivia Jia 2023 Private Equity

Why QPCG

Initial Alumni Placements / Current Team Internships



EVERCORE

Emma Andison
2023
Investment Banking



Andrew Horner
2023
Investment Banking



Martina Zou
2023
Merchant Banking



John Cicci
2023
Private Equity



Olena Halkowicz
2023
PE Value Creation

EVERCORE

Devin Meng
2023
Investment Banking



Taras Wylynko
2023
Investment Banking



Ttisa Rashford
2023
Private Equity



Lola Jiao
2024
Investment Banking

McKinsey
& Company

Ben Cooke
2024
Consulting

McKinsey
& Company

Arthur Huang
2024
Consulting



Quinton Watt
2024
Investment Banking



Ryan Doray
2024
Investment Banking



Corsen Parker
2024
Consulting



Jun Lim
2024
Private Credit



Troy Boydell
2024
Investment Banking



Theo Karanikas
2024
Investment Banking



Cynthia Jiang
2024
Investment Banking



Ihsan Sherzad
2024
Private Equity



Carter Morrison
2024
Investment Banking



Tyler Forrest
2024
Merchant Banking

Current Alumni Placements
Find Our Alumni At...



Private Capital



Venture Capital & Growth Equity



Investment Banking



Consulting



Tech



Case Study

An Example of What to Expect in Interviews

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 **Dr. Jart+**
Cryo Rubber™ Masks
ITEM 2344513
Type: 0.14 oz/ 4 g Ampoule + 1.41 oz/ 40 g Rubber™ Mask with Moisturizing Hyaluronic Acid
1 ▾ [Move to Loves](#) | [Remove](#) [Change Method](#) **\$19.00**

 **The Ordinary**
Niacinamide 10% + Zinc 1% Oil Control Serum
ITEM 2031391
Size: 1 oz/ 30 mL
1 ▾ [Move to Loves](#) | [Remove](#) [Change Method](#) **\$6.60**

 **Origins**
Dr. Andrew Weil for Origins™ Mega-Mushroom Relief & Resilience Soothing Treatment Lotion
ITEM 2564383
Size: 6.7 oz/ 200 mL
1 ▾ [Move to Loves](#) | [Remove](#) [Change Method](#) **\$49.00**

 **CLINIQUE**
Acne Solutions™ Cleansing Gel
ITEM 1677137
Size: 4.2 oz/ 125 mL
1 ▾ [Move to Loves](#) | [Remove](#) [Change Method](#) **\$31.00**

Merchandise Subtotal **\$105.60**

Shipping & Handling ^① **FREE**


Estimated GST/HST **TBD**

Estimated Total \$105.60

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Shipping & taxes calculated during checkout.


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
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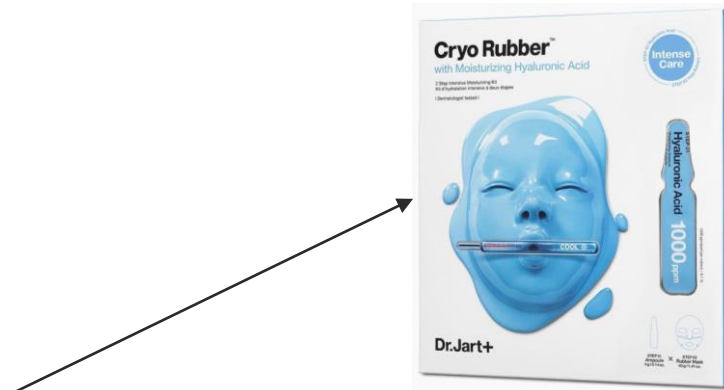
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
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
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Type: 0.14 oz/ 4 g Ampoule + 1.41 oz/ 40 g Rubber™ Mask with Moisturizing Hyaluronic Acid
1 v Move to Loves | Remove Change Method
-  **The Ordinary Niacinamide 10% + Zinc 1% Oil Control Serum** \$6.60
ITEM 2031391
Size: 1 oz/ 30 mL
1 v Move to Loves | Remove Change Method
-  **Origins Dr. Andrew Weil for Origins™ Mega-Mushroom Relief & Resilience Soothing Treatment Lotion** \$49.00
ITEM 2564383
Size: 6.7 oz/ 200 mL
1 v Move to Loves | Remove Change Method
-  **CLINIQUE Acne Solutions™ Cleansing Gel** \$31.00
ITEM 1677137
Size: 4.2 oz/ 125 mL
1 v Move to Loves | Remove Change Method

Merchandise Subtotal \$105.60
Shipping & Handling ① FREE
Estimated GST/HST TBD

Estimated Total \$105.60
or 4 payments of \$26.40 with Klarna.
or **afterpay** ①

Shipping & taxes calculated during checkout.


Checkout Shipped Items

Pay With 


View featured offers >

Promo or Reward Code

United States checkout >

 **Have a Sephora Gift Card?**
Enter the Gift Card Number and PIN in the payment section at checkout.

Need assistance?
1-877-SEPHORA (1-877-737-4672)
TTY: 1-888-866-9845
Free return shipping or return in store ①

We accept 



Introduction

You're checking out your basket at Sephora and these are the items in your cart.

What's going on? What do all these items have in common?

They're all owned by the same company. Amongst over a dozen other brands.



CLINIQUE
Acne Solutions™ Cleansing Gel
ITEM: 1677137
Size: 4.2 oz/ 125 mL

\$31.00

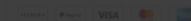
Change Method

Need assistance?

1-877-SEPHORA (1-877-737-4672)
TTY: 1-888-886-9845

Free return shipping or return in store 

We accept



You're checking out your basket at Sephora and these are the items in your cart.

What's going on? What do all these items have in common?

They're all owned by the same company. Amongst over a dozen other brands.



ESTÉE LAUDER




CLINIQUE
Acne Solutions™ Cleansing Gel
ITEM: 1677137
Size: 4.2 oz/ 125 mL

\$31.00

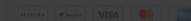
Change Method

Need assistance?

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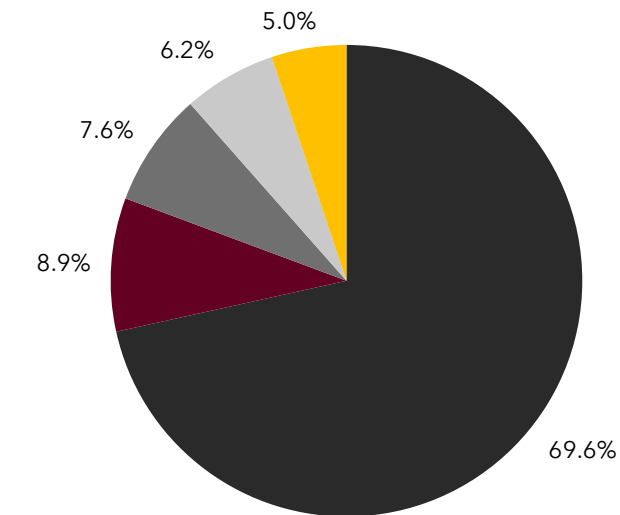
We accept



Beauty & Skincare: Competitive Landscape

How does Estee Lauder measure against competitors?

Beauty Manufacturing by Market Share



- Other Companies
- L'Oreal
- P&G
- Estee Lauder
- Unilever



Provides affordable hair and beauty product; recently entered the high-end beauty market, acquiring Tula Skincare



Produces consumer products including food, condiments, and beauty products; focus on no frills personal care such as Dove and Axe

L'ORÉAL

Focus on affordability and accessibility; present in 150+ countries; owns 36 brands such as Maybelline, Cerave, and Lancôme

How does Estee Lauder measure against competitors?

Porter's 5 Forces

1. Competition in the industry
2. Potential of new entrants into the industry
3. Power of suppliers
4. Power of customers
5. Threat of substitute products

■ P&G

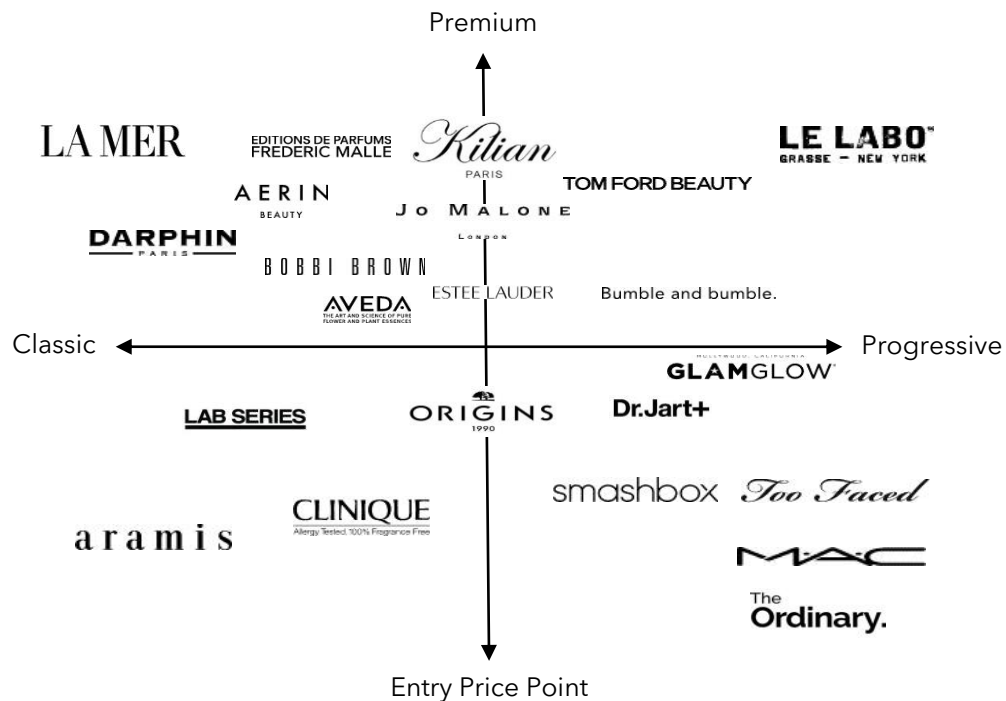
■ Estee Lauder

■ Unilever

Evaluating Estee Lauder: Revenue Drivers & Metrics

How many products do you buy a year? How much does each product cost and why can you charge that price?

Estee Lauder's Brand Portfolio



- 1 EBITDA Margins, margins per brand
- 2 Lifetime Value (LTV) relative to Customer Acquisition Cost (CAC)
- 3 Purchasing behaviour
- 4 Customer retention and churn

Evaluating Estee Lauder: Revenue Drivers & Metrics

How many products do you buy a year? How much does each product cost and why can you charge that price?

Example interview questions:

1. Where do you see revenue trending in the next 3 years?
2. Does this business have pricing power?
3. What is a potential downside risk in this business? What could go wrong?
4. What makes this company better than its competitors?

Entry Price Point

The
Ordinary.

4

Customer acquisition cost (CAC), retention and churn

QPCG Alumni Speakers

Alex MacDonald (Comm '22)

Martina Zou (Comm '23)

Esteemed Alumni Panel



Martina Zou

QPCG MD (Comm '23)

BDT & MSD Partners
Merchant Banking
Chicago



Alex MacDonald

QPCG MD (Comm '22)

**Cravath, Swaine, & Moore LLP /
Columbia University**
Juris Doctor (JD)
New York



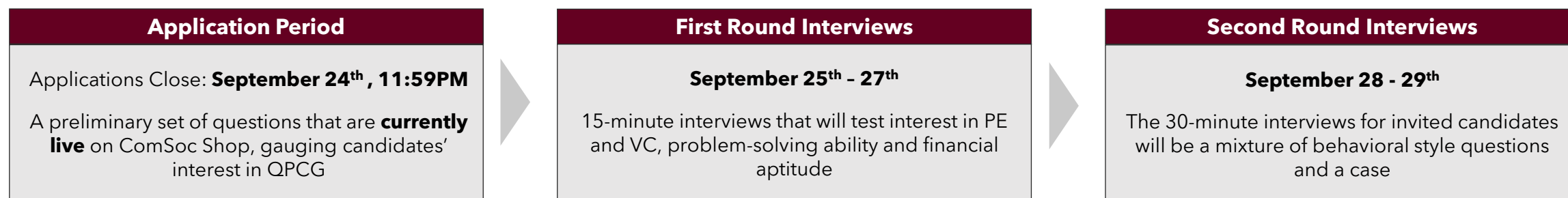
Hiring Update

2023-24

Position Description

- QPCG is looking to hire up to 5 first year researchers for the 2023 - 2024 academic year
- As a research, you will work with the team on LBO pitches and private markets research, participating in an educational training program for the first semester with the opportunity to be staffed on a client project in second semester
- Complete QPCG's bespoke and proprietary private markets training program, covering:
 - **Financial Valuation Models**
 - **Private Equity Investing Strategies**
 - **Leveraged Buyout Mechanics**
- Researchers will be placed with several upper-year mentors to help guide them in their career decision journey
- Researchers will need to re-apply for March Hiring in 2024; however, performance throughout the year will be used as another data point for the 2024 - 2025 Executive Team

Application Timeline



All hiring decisions will be communicated the morning of **October 2nd**: Candidates will have 24 hours to accept or decline an offer

Interest in QPCG

We want to hear why you are interested in joining QPCG. How can we help you grow and achieve your professional, educational, or personal goals?

How to Prepare

- Browse our [website](#) to learn more about our services
- Chat with current members
- Think about how we could help you achieve your goals

Critical Thinking

How do you analyze and assess new information or points of view? Our clients expect us to form an investment opinion or recommendation.

How to Prepare

- Read The Economist or WSJ and other analytical news
- Take a look at our past research on our website

Soft Skills

Most work on QPCG is done through teams. Do you have past leadership, presentation or collaboration experience that you can speak to?

How to Prepare

- Know your resume extremely well, it's all "fair game"
- Have a few experiences that can be applied to many different situational questions

Willingness to Learn

We don't expect you to have any background in finance or consulting when applying, but we seek to hire eager learners who want to learn about these areas

How to Prepare

- Be able to speak to past examples where you "challenged yourself"
- Show enthusiasm!

Our Information

Executive Team



Carter Morrison | carter.morrison@queensu.ca

Tyler Forrest | tyler.forrest@queensu.ca

Jun Lim | jun.lim@queensu.ca



QPCG 2023 First-Year Researcher Hiring
Information Session