

HORIZONS



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Cover photo courtesy of U of R Photography

FOR THE THIRD TIME IN FIVE YEARS THE HILL SCHOOL OF BUSINESS HAS BEEN RECOGNIZED AS THE TOP BUSINESS SCHOOL IN WESTERN CANADA.



U of R Photography

School of the Year! For the third time in five years the Hill School of Business has been recognized as the top business school in western Canada by the most challenging of business school competitions, JDC West. There was great leadership in assembling and preparing the team of more than 50 Hill students. We owe a debt of gratitude to co-captains Cari-Lynn Schoettler and Danielle Lane, who were also named Executives of the Year, for their commitment to the team. In this issue we feature an interview with the co-captains regarding their thoughts on leading the Hill School towards recognition as School of the Year.

While on the subject of being recognized, our business programs received national recognition for the first time by Maclean's Magazine. Our business programs were ranked among the top twenty in Canada, based upon the opinions of university leadership across Canada. Our programs placed above all

others in the Atlantic Provinces, above nine AACSB business schools, and above four business schools at doctoral/medical universities, including Manitoba, and Saskatchewan. While we have more to do in order to arrive at our strategic vision, we are making great progress.



Two other items we are pleased to include in this issue are news of the release of our 2016-2021 strategic plan, and our pursuit of EQUIS accreditation. Both initiatives involve participation of the entire Faculty, as well as our

stakeholders. I'm very proud to report we set our priorities for the next five years, along with a refresh of our vision and mission, and a statement of our values. This is also an exciting time for our Faculty as we progress towards EQUIS accreditation. EQUIS is the gold standard for accreditation of business schools and we look forward to being among the leading business schools around the world that are also EQUIS accredited.

Also in this issue, it's a pleasure to introduce two members of our alumni, Rachel Mielke (BAdmin '03) and Mark Lemmerick (EMBA '08). Both are leaders in our business community. Rachel founded Hillberg & Berk, and Mark is COO at ISM. Their leadership in building and running successful companies has generated many opportunities for others in our community and abroad.

We also have many changes to report within our staff and faculty. In the Levene School

we welcome Dr. Gina Grandy, to serve as Acting Associate Dean of Research and Graduate Programs, and a new Manager of the Levene School, Ms. Lynn Barber (BBA '16). We also welcome Dr. Adrian Pitariu as our Program Lead, Experiential and Dr. Sandeep Mishra as our Acting Program Lead, Research. As I write this message, we are in the final stages of selection of a new Assistant Dean, Levene School. The Assistant Dean will focus on graduate student recruiting and retention.

I hope you enjoy reading about these stories, as well as the many other great articles we present to you in this spring 2017 offering of *Horizons*. As always, I welcome your comments.

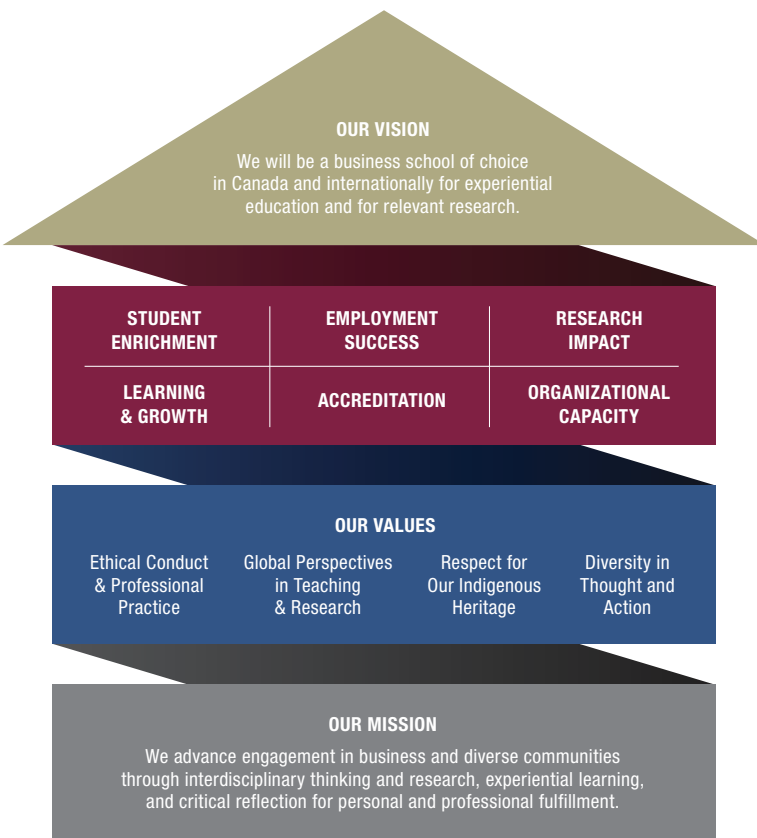
Andrew Gaudes, PhD, ICD.D

Dean
Hill and Levene Schools
of Business



NEW STRATEGIC PLAN LAYS A COURSE FOR THE NEXT FIVE YEARS

BY: EDWARD WILLETT



“WHAT IS OUR MISSION—OUR REASON FOR EXISTENCE?”

“WHAT IS OUR VISION FOR SUCCESS OVER THE NEXT FIVE YEARS?”

“WHAT VALUES WILL GUIDE OUR DAY-TO-DAY BEHAVIOUR?”

“WHAT ARE THE THINGS WE NEED TO DO TO GET THERE?”

They’re big questions—questions the Hill and Levene Schools of Business have just answered in their first formally adopted five-year strategic plan.

Andrew Gaudes, Dean of the Hill and Levene Schools of Business, sponsored the effort, while Larry Hiles, Manager of the Centre for Management Development, facilitated it. A core group, including teaching and research faculty and staff, participated in the drafting of the plan.

“It’s an important communication device, so people see what we view as important: what do we see in ourselves, where are we going,” says Gaudes, who also

notes, “You can’t have an accredited school without a strategic plan,” and the schools are currently pursuing EQUIS accreditation.

Development of the plan began late last June. “We met twelve times over the course of about four months,” Hiles says. Faculty were given numerous opportunities to provide input, both in small groups and at large meetings of all faculty and staff.

“People think they have a sense of what we’re doing, where we’re going and why, but haven’t necessarily spent a lot of time talking about it. It created some challenging discussions, but at the end of the day I think that we got a comprehensive plan that gave us good direction for the next five years.”

The plan was formally approved by the Faculty in November.

The common refrain heard throughout the process was that “people wanted to see themselves in the plan,” Hiles notes.

“It needed to be authentic and realistic,” Gaudes says. “It had to be about who we are as individuals and as an organization.”

It was a challenge to ensure that the plan spoke to everyone “without becoming too diluted by trying to speak to too many things,” Hiles says, but adds, “We’re really happy with our strategic priorities.”

The plan identifies six: three external (Student Enrichment, Employment Success, and Research Impact), and three internal (Learning & Growth, Accreditation, and Organizational Capacity), as well as identifying the overall mission, vision, and values.

“On some of these, we’ve got a good start, on others we’ve got a lot of work to do,” Hiles says. “We’ve set objectives with each of those strategic priorities. Those objectives will guide us toward the actions we need to achieve them.”

The plan will undergo constant review and adjustment. “We look at this as a rolling five-year plan. Each year we step back and say, ‘Is the path we chose the one we still want to pursue in every case, do we want to amend it, what progress have we made?’ You do not let it get stale, constantly addressing whether or not it’s on path, or if changes are needed.” A full review will be carried out in 2021.

“A strategic plan is a living document,” agrees Gaudes. “As we move forward we can pivot and adjust as needed. We don’t hold ourselves hostage.”

In the end, Hiles says, developing the plan was a great experience. “It led us into lots of conversations we wouldn’t have had otherwise. We’re all richer for having gone through it.”

Visit: <https://www.uregina.ca/business/about-us/strategic-plan.html> to read the full plan.



ENACTUS REGINA

OFFERS STUDENTS ENTERPRISING OPPORTUNITIES

BY: BILL ARMSTRONG

When Jonathan Lipoth was a boy he always carried a notebook containing a list of all the things he was going to invent. As he grew up he gradually discovered that all his “inventions” already existed. Now, as a first-year student of the Hill School he is helping to create something new, through his involvement with the Enactus Regina student club.

Jonathan first heard about Enactus when he was a Grade 12 student at Regina’s Luther College High School, during presentations and mini-lectures offered by the University of Regina. The orientation day not only confirmed his decision to attend the U of R; he filed away the presentation by Enactus Regina members for future reference.

Enactus is an international organization with 62,000 student members in 37 countries, creating and implementing projects and business ventures to make positive, sustainable contributions in the community. Jonathan describes it as a gateway and an idea hub where people who want to make things

happen come together. Members of the Enactus Regina group – with the help of faculty, staff, and community and business partners – have developed and implemented projects to help international students make a smoother transition to their studies at the U of R, hosted a week-long boot camp for transitioning military entrepreneurs, harvested 13,000 pounds of fresh vegetables from a market garden near Lumsden for the Food Bank, and presented two seminars on personal finance to immigrant and refugee clients at the Regina Open Door Society. The club has grown to over 200 members this year through a combination of ongoing and new projects - such as work with the local food bank, a composting club, and the Breaking Barriers project.

During an Enactus presentation in his first semester, Jonathan immediately expressed his interest when third-year business student Salmaan Moolla, the VP of Corporate Relations for Enactus Regina, described the financial literacy project he had started.



Hill students Jonathan Lipoth and Salmaan Moolla at Enactus Regionals in Calgary

Photo Courtesy of Alyssa Toporowski

“My father is a financial planner, so I grew up learning about finances,” Jonathan explains. “A lot of people aren’t given that opportunity, and even if they’re not in the business world it’s important to know what life costs.”

ENACTUS IS A GATEWAY AND AN IDEA HUB WHERE PEOPLE WHO WANT TO MAKE THINGS HAPPEN COME TOGETHER.

Jonathan is now the junior project manager for the project. He and Salmaan are currently expanding the scope of the project, working with business teachers at Regina’s Campbell Collegiate (which offers personal finance and entrepreneurship courses) to pilot a financial literacy course, and to introduce financial literacy at Luther College High School (which does not have personal finance or business courses) in Fall 2017. Their ambitions go even further.

“We’re connecting with teachers, administrators and school boards to develop a financial literacy module that could be offered province-wide,” Jonathan says. “The end goal would be that every Grade 12 student would be familiar with financial literacy.”

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7 PROJECTS
200+ STUDENTS
2,000+ LIVES IMPACTED

SECOND HILL CASE COMPETITION SHOWCASES SCHOOL AND INSPIRES STUDENTS

BY: EDWARD WILLETT

Business schools around the world participate in case competitions so their students can network, learn problem-solving skills, and gain confidence. Over the years, Hill students have done very well in those competitions, but only for the past two years have they had the opportunity to take part in one hosted by their own school.

The first Hill Case Competition, held in 2015, was a one-day event, only for Hill students. Some 73 took part.

The second Hill Case Competition (HCC), though, held November 10 to 12, drew 112 competitors on 28 teams, not only from the Hill School of Business, but from the University of Saskatchewan, the University of British Columbia Okanagan, Minot State University, Saint Mary's University, and Laurentian University.

Leading the way in organizing both competitions were Cyrena Lockert, President of the Hill Business Students' Society (BSS), and Erin McLellan, Vice-President of Events, who originally proposed the idea to the BSS

to replace a long-running, but dwindling, golf tournament.

They started with an internal-only competition to gain experience and insight. "It would have been a mess if we had tried to host 100-some students in the first year!" Lockert admits.

Planning began early last year. Part of the impetus was an effort to win the \$20,000 first prize in the Event of Events, a competition held by the Regina Hotel Association. Through four rounds, Lockert, McLellan, and others from the BSS designed multiple versions of a business plan. They placed second, but though they didn't win the cash, they'd won in other ways: they were thoroughly prepared for the November event, had made valuable contacts, and had also negotiated a sponsorship deal with the Regina Hotel Association.

The weekend began with two Friday workshops, "The Nitty-Gritty" and "Presentation is Key." The former walked participants through the process of deconstructing a case, while the latter provided them with tips and tricks for

presenting, and showed them how to format their PowerPoint presentation. "These sessions are an extremely important part of the competition because most of these first and second year students have never had the opportunity to deconstruct a case, let alone do so in three hours," Lockert explains.

THE HILL CASE
COMPETITION MADE ME
REALIZE THAT BUSINESS
WAS EXACTLY WHAT I
WANTED TO DO.

For the competition itself, each four-person team tackled a case from the United Way in Florida, which is struggling with getting millennials to donate locally. Teams had three hours to identify issues and recommend solutions. A 15-minute presentation to the judges was followed by a five-minute Q&A. "Then they're allowed to breathe a sigh of relief and they're free to go," Lockert says.

The competition went off without a hitch. "Right before the gala on Saturday night I told Erin, 'I'm still waiting for something to go wrong,'" Lockert says. "It never did."

"It is so important for students to have opportunities like this to put what they are learning in the classroom into a different environment," McLellan says. "HCC showed the students that there are different learning opportunities outside the classroom, and really got them excited about getting involved with the Business Faculty. We also had the chance to show off our amazing school to five external schools."

"We wanted to host an event that would get first and second years excited about business and getting involved, and judging by the feedback we received, we did just that."

As one competing student put it: "I came into (the business school) not really knowing what I wanted to do. The Hill Case Competition made me realize that business was exactly what I wanted to do."



Cyrena Lockert, BSS President and Erin McLellan, BSS VP Events

CRAFTING A SUCCESSFUL JDC WEST TEAM

BY: EDWARD WILLETT



Photo Courtesy of Jordan Han

2017 Hill JDC West team members (left to right) Braedon McLeod, Cari-Lynn Schoettler and Marissa Burwell in action at the Opening Ceremonies

Think “business competition” and you may think primarily of case studies, but JDC West, the largest business competition in Western Canada, involves far more: not only academics, but also athletics, debate, and a social competition.

The three-day event annually draws more than 600 students from 12 of Western Canada’s top post-secondary institutions, and year after year, since 2006, the Paul J. Hill School of Business has consistently finished in the top three, winning “Academic School of the Year” twice and “School of the Year” three times—including this year in Edmonton, from January 13 to 15.

Co-captains Cari-Lynn Schoettler and Danielle Lane were also co-named “Executive of the Year.” Cari-Lynn had competed twice before and Danielle once,

both on the academic team, and both volunteered when the competition was held in Regina in 2014, to “see what it looked like from the other side.”

That experience served them in good stead when they were named co-captains in early 2016 by the previous year’s co-captains. Their first task: assemble a team.

As Cari-Lynn says, “it’s hard to explain JDC West to someone who has never experienced it,” but those who have experienced it are often eager to experience it again, and reapply. “To an outsider it’s a lot of work, and it can be hard to convince someone to commit a semester of their life,” Danielle says, “so having people who have experienced it and can vouch for it was basically our biggest tool.” Other recruitment efforts included a social media campaign, classroom talks, posters, and a video.

The resulting 54-person team was divided into 10 academic teams of three people each, focused on various disciplines (such as finance, marketing, and entrepreneurship); a team of four debaters; eight athletes; and a four-person social team.

In the academic case competition, each team has three hours to review the facts and prepare an analysis, recommendation and implementation for the proposed business problem before doing a 20 minute presentation to industry judges and experts. In debate, each four-person team has 30 minutes to review a proposal before presenting, with one team designated Team Government and the other Team Opposition.

Each social team, made up of two males and two females, is on-call day and night for ten social challenges that might

include athletic or spirit competitions. Cari-Lynn compares it to *The Amazing Race*. “There’s a physical and mental aspect: 48 hours without sleep, starting at 7 p.m. on Friday. Every half an hour the team checks for a clue, and if there’s a clue, they have to have a competition.”

Finally, the athletic teams, which again include both male and female competitors, compete in sports chosen by the hosting school. This year’s sports, deliberately chosen so nobody would know how to play them ahead of time, were korfball and DBL Ball (whatever those are).

Preparation is time-consuming. For example, the academic team has a class every Friday from 8 a.m. to 5 p.m., plus a once-a-month Saturday meeting from 9 a.m. to 5 p.m. Among the 54 team members, the co-captains estimate, “we volunteer 3,400 hours.”

The purpose of all this effort? To create “well-rounded business people,” says Danielle.

“A business person has their academic component, their job, but they also stay active (the sport component); they have a social life (the social component), and they also volunteer, give back to the community,” Cari-Lynn says. “It showcases that you are a well-rounded individual.”

She says she grew a lot through her participation. “When I first started presenting, I’d get up there and shake. I’d find every reason not to go to class on Friday, I was so nervous. Since then I have given speeches to a crowd of 500 business professionals in the city, and it was nothing.”

The connections and friendships made are also invaluable. “We started as 50 strangers, but we became family,” says Cari-Lynn. “It sounds cliché, but it’s true.”

“It’s such a good tool to use in your university,” Danielle puts in. “It’s a ton of fun, and it’s also huge for confidence. A lot of the students came into it not knowing anyone in university, and took a shot in the dark by applying. It really changed their lives.”

For herself, she notes, “I’ve never stepped into a leadership role before, and doing it with a good friend of mine, for something I’m really passionate about, was a really good experience.”

Winning School of the Year in Edmonton this year wasn’t something they expected, but it made them proud.

As Cari-Lynn puts it, “It was a nice cherry on top.”

MORE HILL AND LEVENE STUDENT ACTIVITY

HILL AND LEVENE STUDENTS HAVE NUMEROUS OPPORTUNITIES TO GET INVOLVED AND HAVE ENJOYED MUCH SUCCESS OVER THE PAST SIX MONTHS. HERE ARE SOME OF THE HIGHLIGHTS:



U of R Photography

2017 Hill ICBC team members Seth Tyler and Rochelle Berenyi

BSS Hill Case

Competition: Award recipients for the BSS’s Hill Case Competition in November were as follows:

- First Place from Edwards School of Business: Fariha Hashim, Naina Nicodemus, Mikaila Ortynsky, Mark Weiss
- Second Place with members from Minot State and U of R: Madison Engen (Hill), Erin Kampen (Minot), Cassidy Rath (Hill), Cole Sylverstre (Hill)
- Third Place from the Hill School of Business: Kyle Anderson, Daniel Goldade, Mikaela Hordichuk, Nathan Sgrazzutti

JDC West: Under the guidance of faculty advisor Randy Linton and co-captains Cari-Lynn Schoettler and Danielle Lane, the Hill School took home 1st place as “School of the Year” in the 2017 JDC West Competition in January.

The Hill School received the following placements:

- 1st Place in International Business – Braxton Houlden, Emily Larson and Liam Nystuen
- 1st Place in Finance – Remi Dufour, Brendon Fornwald and Garret Springer
- 2nd Place in Marketing – Conrad Hewitt, Tris Nyhus and Abbie Treslan
- 2nd Place in Debate – Ahsan Amjad, Emily Brenner, Myles Fuchs and Jae Won Hur
- 3rd Place in Accounting – Eric Holloway, Brandon Ricketts and Bryce Riddell
- 1st Place in Social – Marissa Burwell, Tai Ha, Harjot Mavi and Braedon McLeod
- 3rd Place in Athletics – Christina Arsenaault, Tyler Boychuk, Ryan Bryden, Brandon Buttazoni, Kristen Finley, Sydney Langen, Alexa La Plante and Madison Libby
- 1st Place in Volunteer Hours with 3,377 hours
- 1st Place in Participation
- Executive of the Year Award – Danielle Lane and Cari-Lynn Schoettler

ICBC: Under the guidance of faculty advisor Paul Sinclair, the Hill ICBC Marketing team of Rochelle Berenyi and Seth Tyler, with faculty coach Tatiana Levit made it to the final round of the Inter-Collegiate Business Competition (ICBC) at Queen’s University in Kingston, Ontario based on their submissions in the preliminary round in late October 2016.

They took second place in the final round in January.

Levene School at Ivey: Alan Dedman, Kirandeep Kaur, Khaleel Soomro, and Amir Zafar represented the Levene School at the East Meets West MBA Leadership Case Competition at Ivey Business School in February.

The two winning teams from the first day of competition included Levene students – Alan Dedman and Khaleel Soomro. **H**

RACHEL MIELKE: HILL ALUMNA

BY: BILL ARMSTRONG



U of R Photography

Rachel Mielke (BAdmin '03), Founder & CEO of Hillberg & Berk

When Rachel Mielke was a little girl she went door-to-door around her Regina neighbourhood trying to sell rocks. It was, she says, an early lesson in understanding your market. Now, as the CEO of Hillberg & Berk, her company's unique jewelry products – including semi-precious stones gathered from around the world – are selling to an ever-growing clientele. Clearly, Mielke understands her target market: from a kitchen-table-based start-up Hillberg & Berk has grown to become a \$15 million company that employs about 150 people, and has been recognized with a slew of business, entrepreneur and marketing awards along the way.

It could be that Mielke was born with an entrepreneurial spirit, since her grandparents and parents on both sides of her family were entrepreneurs in Saskatchewan's earlier days. During high school she anticipated attending the University of Regina, watching with particular interest as the business school was building momentum and its reputation.

"I arrived at the U of R just passionate about entrepreneurship; one of my favourite courses was online marketing, which was a new, emerging concept at that time," says Mielke, who graduated with a degree in business administration in 2003. "The course gave me an idea of what the future might look like, and reinforced the idea that entrepreneurs always have to be thinking about the future."

That kind of forward thinking is evident in her decision in 2007 to re-brand her original start-up, Urban Pearl, as Hillberg & Berk. "I wanted the best of both worlds; a brand that sounds like it has been around for one hundred years, will be around in 100 years, and can grow beyond jewelry," she explains. (The company name is a melding of two names; Mielke's grandmother, Hilda Bergman, and her dog, Berkeley).

In 2008 Brett Wilson of CBC's *Dragon's Den* invested \$200,000 for a 30% share in the company. He remains keenly interested in the

company's progress, serving as Mielke's coach, and connecting her with other entrepreneurs.

"It has been exciting watching Rachel pursue her vision and dream of building out a purpose-driven brand," Wilson says. "Growing a business that focuses on philanthropy and social engagement takes courage and tenacity. She has been able to achieve outstanding financial and operational success in the eight years we have been partners."

Clearly, the re-branding has worked well: beyond selling quality products Hillberg & Berk has built a reputation and an identity around its three pillars supporting women; Education, Inspiration and Opportunity. The company contributes to a variety of organizations locally, nationally and internationally that support and empower women, most recently adding its support to the Canadian Women's Hockey League, with the goal that the players will eventually make a living playing the game. Mielke adds that the company is planning to consolidate its

administrative and manufacturing functions into one location in Regina's warehouse district in summer 2017, with the retail locations remaining in the CornIntyre Centre and on McIntyre Street. She hints that the company will likely unveil a new venture within the next 12 months.

Mielke is a working mom with a 10-month old son, Luke, a four-year old daughter, Luran, and a 17-year old stepson, Caleb. She is also a member of the Leaders Council, a group of high-profile business leaders who contribute to the advancement of the Hill and Levene Schools of Business at the U of R. While she doesn't get to all the Council events, she does enjoy interacting with students when she is able to sit in on a class.

"What the business school has achieved since I graduated is just incredible," she says. "I think the future for the school, the province and the workforce is extremely exciting."

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U of R Photography

MARK LEMMERICK: LEVENE ALUMNUS

Mark Lemmerick (EMBA '08), COO of ISM Canada

BY: EDWARD WILLETT

Mark Lemmerick had been working in executive positions for years when he enrolled in the Levene School of Business' Executive MBA program. For him, the graduate school offered a chance to examine and evaluate what he was already doing.

"It was a great way to go back and look at what I was doing through a different lens, and it was interesting to work with people at different levels of experience in a different setting."

There was one other reason: born and raised in Regina, Lemmerick had begun an administration degree at the U of R, but never completed it. "I wanted to complete my University education," he says. "It was on my list." Though he'd taken numerous development courses over the years, the business school offered him an opportunity to study and learn "in a very focused way."

After beginning his post-university career in a highly specialized technical/medical

field, he joined his friend Mark MacLeod to start up a computer services company, Software 2000 Inc. After System House bought it eight years later, he stayed on for a couple of years, then did a bit of consulting before rejoining MacLeod at Information Services Corporation, where MacLeod was Chief Executive Officer and Lemmerick Chief Operating Officer. After three and half years, Lemmerick then spent a couple of years as CEO of a trucking logistics company, helping to turn it around so the owners could divest.

As that wound down he enrolled in the Levene School of Business, graduating in May 2008. His cohort of 39 was the first to pass through the Executive MBA program, and is still the largest to have done so.

Three years spent developing a resort development, Sun Dale, was followed by a year with the Saskatchewan Liquor and Gaming Authority to help improve their warehouse distribution system, after which he was hired by the

Global Transportation Hub Authority to put in management systems and to develop and help operationalize their legislation.

LEARNING FROM EACH OTHER IS AS IMPORTANT IN A PROGRAM LIKE THAT AS IT IS LEARNING FROM THE LECTURE-BASED CASE STUDY FORMAT OF THE COURSES.

Then, three years ago, MacLeod and Lemmerick, reprising their roles from Software 2000 and ISC, joined ISM Canada, a computer services company (a division of IBM), born in Saskatchewan in 1973, that today operates in all four western provinces.

Because of the rapid pace of change in the industry, "this was a company in need of transformation," Lemmerick says. "Mark was brought in to help the company transition out of some of the more traditional computer services

into things like data analytics and cloud-based computing."

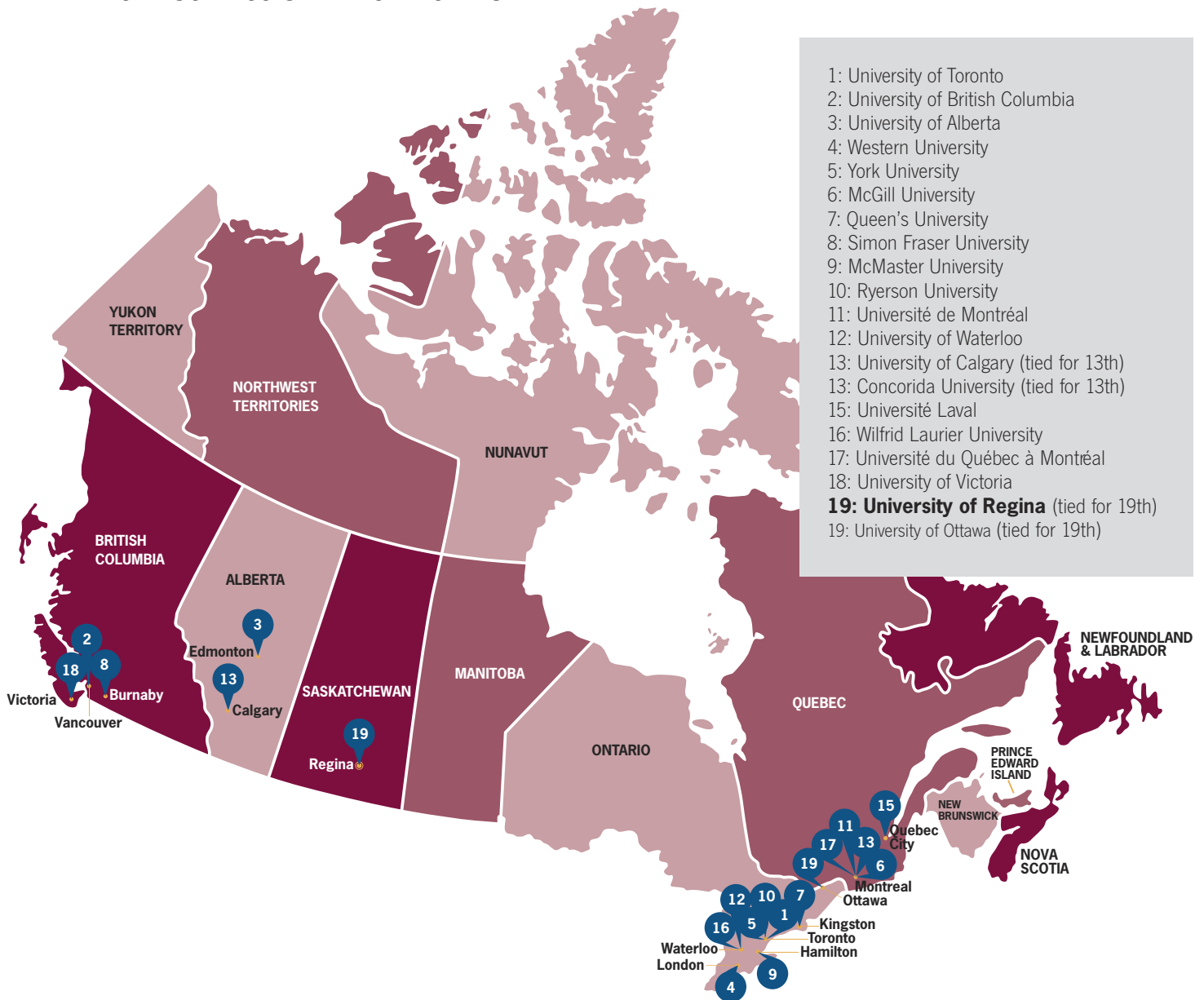
Looking back, Lemmerick says the Levene Executive MBA program made him a better critical thinker — but most valuable of all were the connections he formed with his fellow students. "Learning from each other is as important in a program like that as it is learning from the lecture-based case study format of the courses."

What's next in Lemmerick's career? He isn't looking down the road.

"I'm here, and it's meaningful work that's important," he says. "I'm excited about where I am and I love what I do and most importantly who I work with. Who knows what's next?"



HILL & LEVENE SCHOOLS NAMED IN MACLEANS 2017 RANKING OF THE “BEST BUSINESS UNIVERSITIES IN CANADA”



35



Members of the Saskatchewan business community completed the second **Saskatchewan Directors Education Program (DEP)** in 2016.



25 Hill-Ivey cases on western Canadian business have been published since 2009.

33,131 copies of these cases have been purchased and used in **60 countries**

207

BUSINESS CO-OP PLACEMENTS

In 2016, **134** Hill students completed **185** placements and **17** Levene students completed **22** placements in paid co-op work terms; average salary earned for business co-op students is **\$3,100/month**.

HILL CLASS SIZE

In Winter 2017 the average number of students enrolled in an undergraduate class was

38



LEVENE TUITION

Levene MBA Tuition is **\$35,590.50**, compared to the national average of \$33,336.33

Levene Executive MBA Tuition is **\$49,200** compared to the national average of \$64,708

Levene MBA and EMBA tuition **includes** the cost of the International Study Course which is required of all MBA and EMBA students.



STUDENT CHARITY & VOLUNTEER ACTIVITY

Giving back is part of the culture at the Hill School.





\$92,100

In 2016 Hill students raised \$92,100 for charity through JDC West, 5 Days for the Homeless and Keg-a-Rama.

5,570

Hill students also invested well over 5,570 hours volunteering with various organizations in Regina

RESEARCH ACTIVITY

	2013	2014	2015	2016
 REFEREED JOURNAL ARTICLES PUBLISHED	20	28	22	19
 REFEREED CONFERENCE PRESENTATIONS	27	42	35	47
 BOOKS OR BOOK CHAPTERS PUBLISHED	8	7	7	4
 HILL-IVEY CASES PUBLISHED	2	5	4	4



U of R Photography

UNDERSTANDING HUMAN BEHAVIOUR: CONNECTING RESEARCH TO REAL-WORLD ISSUES

BY: BILL ARMSTRONG

Dr. Sandeep Mishra, Assistant Professor (Organizational Behaviour)

Decision-making and risk-taking are obviously core topics for business courses in economics, organizational behaviour and entrepreneurship. However, Dr. Sandeep Mishra's research into the psychology of how and why individuals make the decisions they do transcends tidy categories and disciplines. Mishra, who is an assistant professor with the Faculty of Business Administration and also an associate in the Department of Psychology at the U of R, focuses his research on how people assess risk and approach decision-making.

"In general, my research program emphasizes that it is essential to understand both the person – through individual behaviours, attitudes, perceptions, personality traits and abilities – and the situation they are in –

the social and environmental context," Mishra says. Some of his research takes place in the field, and some at the U of R's Laboratory for Business Behaviour Research (LaBBR), a \$500,000 human research lab. Using state-of-the-art equipment researchers can run complex experiments, develop computer simulations, or conduct physiological tests and in-depth interviews to study behaviour in various "real-world" business settings. Research conducted in the lab will help shed light on community and organizational health, well-being and safety; consumer behaviour; judgment and decision-making; group and team dynamics, and many other behavioural phenomena.

Mishra is also supervising and collaborating with two graduate students working toward their master's degrees

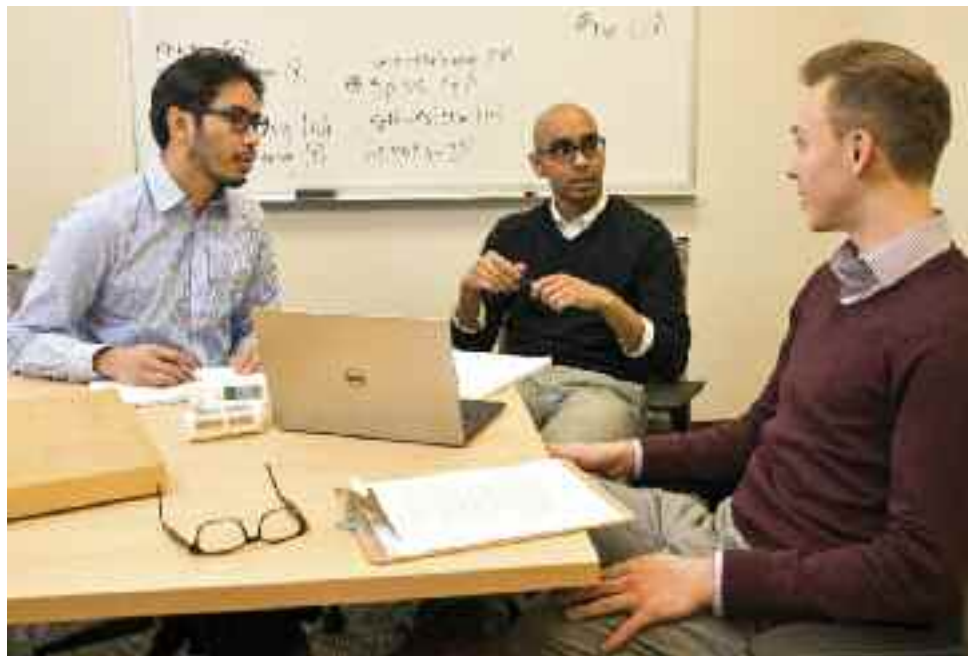
in Psychology. Josh Gonzales is studying how NFL coaches take strategic risks based on the game situation and their players' capabilities. "Coaches appear to be adept at switching their strategies when the situation calls for it," he says, "but we have yet to explore how much of this is affected by team quality, and whether this is due to individual differences among coaches. I would also like to explore whether the same effects exist in other sports."

Dallas Novakowski's master's thesis is investigating whether people's intelligence, attractiveness and physical strength influence their tendencies to feel envious or relatively deprived. "We still have a lot to learn about how people react to their relative disadvantage, or privilege, compared to other people," he says. "While I'm not actually

“IN GENERAL, MY RESEARCH PROGRAM EMPHASIZES THAT IT IS ESSENTIAL TO UNDERSTAND BOTH THE PERSON... AND THE SITUATION THEY ARE IN...”

within the Levene School," Novakowski adds, "I benefit from having access to a world-class behavioural research laboratory and business faculty members who foster an encouraging and stimulating academic environment."

Mishra shares his research interests with a network of colleagues scattered across Canada and internationally, using email and holding meetings on Skype. He and his collaborators are also developing theoretical models



Dr. Mishra works with his graduate students Josh Gonzales (left) and Dallas Novakowski (right)

to help them more broadly understand human behaviour within a framework of evolutionary theory, which informs all of his work.

“Evolutionary biologists put forth the idea of risk-sensitivity in the early 1980s,” he observes, “but there’s been very little research done on humans until very recently.” Most of that research, he adds, has focused on anti-social and/or impulsive risk-taking, perhaps because the social issues and their costs to society draw the most attention. Mishra and his colleagues have found that the focus on anti-social and impulsive forms of risk-taking only partially explains the behaviour. More recent theorizing and empirical evidence suggests that risk-taking may be better understood as the product of what the individual estimates as the costs and benefits, he says. “Furthermore, our research suggests that need is a key situational input. Every single human decision involves some consideration of need.”

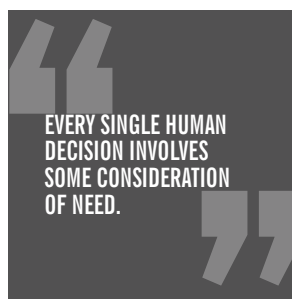
In a recent theoretical paper Mishra and his fellow researchers have proposed the “relative state model” that integrates risk-taking based on

the interaction of both stable individual differences and situational factors. There is now a large body of evidence showing both factors affect risk-taking, he notes.

“If we want to explain why people engage in risk-taking very broadly we need to integrate those two literatures. All research must end up connected if we want to explain how behaviour works as it manifests in the real world.”

While email and other technologies are helpful tools for collaboration, Mishra notes, personal visits and contacts at conferences still provide the richest experience. He recently participated in the annual Bernoulli Symposium in Basel, Switzerland, where Mishra was among 20 of the world’s leading experts invited to share their research into individual differences and risk-taking. They will create a white paper that summarizes the state of research in the field. (The Symposium is named in honour of Daniel Bernoulli, an 18th century mathematician, who was one of the first to develop theories about decision-making under risk.) Mishra also recently gave a

presentation to the Department of Psychology at Harvard University, where several researchers do work on social comparisons, inequality, and evolutionary psychology.



“Society is paying a lot of attention right now to the idea of inequality,” Mishra says. “The findings that my colleagues and I have discovered: that relative deprivation is in part a result of inequality, and the experience of relative deprivation is linked with poorer physical and mental health, as well as anti-social and risk-taking behaviour, are particularly timely. Those findings,” he continues, “suggest there are significant gains to be made in public health, among individuals and in communities by addressing the root causes of social ills.”

This brings Mishra to what he describes as his mantra for why he conducts his research, which he frames as a rhetorical question: “If a random taxpayer on the street asked me about our research, from my answer, could that person understand the real-world importance and implications of my work? I think this line of research is particularly relevant in the current environment, where young people – especially Millennials – are not experiencing the same socio-economic outcomes as previous generations. Thus, all the attention paid to the notion of the 1% versus the 99%.”



NEW PROGRAM LEAD FOCUSES ON EXPERIENTIAL LEARNING

BY: EDWARD WILLETT

The Fall 2016 issue of *Horizons* introduced two new Program Leads in the areas of international activity and research activity to support the Faculty's goals of producing quality, well rounded graduates. A third Program Lead in the area of Experiential Learning will work towards this same goal.

Dr. Adrian Pitariu, Program Lead, Experiential, began his first year in the position by asking a fundamental question: What does "experiential learning" mean?

His "nutshell" definition: "Experiential learning is taking a piece of knowledge, testing it, reflecting on your experience, and seeing what you can take away from that experience and apply in real life."

The current focus on experiential learning reflects a change from the university experience of two or three decades ago, which was "get accepted in a program, go to classes, take those classes, listen to a professor's lecture, try to absorb the material, and

see how this is going to be useful to you in your future job." Today we're in what Randall Bass, Vice Provost of Education at Georgetown University, has termed a "post-course" era. Though the definition of experiential learning might seem straightforward, in fact there is considerable debate about what qualifies.

EXPERIENTIAL LEARNING IS TAKING A PIECE OF KNOWLEDGE, TESTING IT, REFLECTING ON YOUR EXPERIENCE, AND SEEING WHAT YOU CAN TAKE AWAY FROM THAT EXPERIENCE AND APPLY IN REAL LIFE.

Pitariu, originally from Romania, earned his MBA and PhD from the University of South Carolina and taught at the University of Toronto and York University before coming to Regina in 2009. He teaches classes in organizational behaviour and human resources. For him, applying for the position of



Dr. Adrian Pitariu, Associate Professor (Organizational Behaviour)

Program Lead, Experiential, was a way to "get a little bit out of my comfort zone."

"Our job is pretty much teaching, research, service," he says. Service typically consists of serving on committees, but "this is more active service and I like the direction, the main idea behind this."

Pitariu sees the efforts of all three program leads, Experiential, International, and Research, as closely connected. "Research is experiential," he points out, "asking students to come up with their own research ideas, collect data, analyze the data, see if their research question is answered or if their hypothesis is confirmed." Similarly, he says, the whole purpose of going abroad is to experience something new, reflect on those experiences, and put that new knowledge to use.

Pitariu's goal for the first year of his term is to craft a white paper defining experiential learning, and have it approved in Faculty Council. In his

second year he can then devise an action plan centered around increasing awareness of experiential learning among students. "It's not that we don't do experiential activities, but maybe students are not aware of the fact that they are participating in an experiential program, because they don't know what it means."

"The business school wants to be the destination school for experiential learning. I thought this was a critical role in terms of the school's strategy for the coming years, and I'm trying to make an impact."



MANY HILL AND LEVENE COURSES INCLUDE IN-CLASS PROJECTS WHERE STUDENTS WORK ON "LIVE CASES" WITH ORGANIZATIONS TO GAIN HANDS ON EXPERIENCE AND GIVE BACK TO OUR COMMUNITY.

RESEARCH WITH A FOCUS, AND FRINGE BENEFITS

BY: BILL ARMSTRONG



Christine Enmark, Levene MBA Student

Christine Enmark readily admits that initially she was not looking forward to doing a research practicum as part of her MBA at the Levene Graduate School of Business. “It was so far out of my comfort zone,” she says, “but I have learned a ton, including what I call the fringe learning, which I wasn’t expecting.”

Christine explains that the extensive reading she did while developing her research question – factors contributing to resistance to change within technical organizations – included a lot of knowledge that didn’t relate directly to her final topic. These became fringe benefits: new knowledge that she has applied in her everyday work in the planning, environment and sustainable development area at SaskPower. “It has really reinforced the idea that learning never stops, and that it can surprise you,” she says.

After receiving her Industrial Systems Engineering degree from the University of Regina, Christine decided to pursue the Levene MBA, in the International Business specialization, because she could continue to work full-

time while attending school. Going to class after a full workday wasn’t easy, she concedes, but the discussions and interactions encouraged by small class sizes made the time fly. She also wanted to round out her education.

“A lot of decisions are made because of factors beyond the technical. I wanted to arm myself with the knowledge that allows me to see more sides of the problem, and find solutions,” she says. The program’s international study course, which included stops in Germany and Estonia, gave her opportunities to observe the differences in how business is conducted there, and see that dynamic play out, as compared to back home. Christine has also discovered that she is approaching problems at work differently than she used to because her awareness of different perspectives has increased, and her problem-solving skills have developed beyond the technical side.

Having completed a literature review for the practicum, Christine is now interviewing participating colleagues about their experiences with change and resistance to change

within SaskPower. While resistance to change is commonly perceived as a negative reaction, this is a one-sided view, Christine notes. Through her research she hopes to gain a better understanding of the positive aspects that such resistance can bring to the change process. She chose to study SaskPower because it is “close to home,” and also because it’s a good fit: a complex technical organization that employs people in a wide variety of fields of expertise working toward a common goal of power generation and distribution.

“With that variety of backgrounds there can be many opinions and ideas around change,” she observes. While each participant has his or her own perceptions and experiences, she notes, even early in the interview process some common themes are emerging. Once her empirical research is completed Christine will document what she has learned and will develop recommendations for practice in technical organizations when dealing with resistance to change processes – negative and positive. And when her

practicum is completed, MBA in hand, Christine plans to take a deep breath and decide what she wants to do next. Whatever that might be, she says, “I believe my MBA will help me achieve the career goals I’ve set for myself.”

The Levene MBA degree requires students to complete a six credit Integrative Practicum. The Practicum is informed by research, but grounded in practice. It bridges theory and practice by developing a student’s ability to apply integrative and multi-disciplinary theories, concepts, and frameworks to address an organizational issue or problem. Students learn how existing research can be tested and / or applied to a particular business-related issue and through this process new insights emerge which ultimately contributes to better informed decisions in practice.

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EQUIS



EFMD

ACCREDITATION COULD OPEN WORLDWIDE DOORS FOR U OF R BUSINESS STUDENTS

BY: EDWARD WILLETT

Since its launch in 1997, EQUIS (EFMD Quality Improvement System) has become one of the world's most prestigious business school accreditation programs, accrediting more than 160 institutions in 40 countries.

The Hill and Levene Schools of Business may soon be added to that illustrious list.

The school filed a notice of intent in the fall of 2015, and now, "We're well into it," says Dean Andrew Gaudes. "We have been assigned an advisor by EFMD, who is going to work with us. We have about another year of process to go through, preparing our materials, demonstrating where all our strengths lie, identifying potential challenges, building the case that we have all the components in place, and satisfying all the requirements towards accreditation."

Gaudes notes that EQUIS, which started in Europe, is the best accreditation program for schools trying to both draw students internationally and give its own students international opportunities.

Students and potential faculty members worldwide see accreditation through EQUIS as a sign that the school adheres to a high standard, he says. "We're already seeing an increased interest in international collaboration because we're in pursuit of the EQUIS accreditation."

As well, EQUIS accreditation will also allow the school to partner with other accredited schools. "The opening of doors happens more freely when you are equally accredited."

"It's a provincial imperative to have students coming from abroad to settle in Saskatchewan," Gaudes notes, "and also for our students to understand the global reach our province has and requires in order to carry on our trade and business."

"Fifty cents of every dollar in Saskatchewan is an international transaction. Our students have to have a firm handle on global trade, working in diverse environments, and transactions that could be on the other side of the planet, to respond to a global portfolio

of clients, customers, and partners."

EMFD, the global not-for-profit organization of business schools and corporations that administers EQUIS, says EQUIS accreditation "ensures a rigorous quality improvement process, benchmarking the School against a set of international standards in terms of governance, programs, faculty, students, research, and foremost, corporate connections, internationalization and ethics, responsibility and sustainability."

A key question EQUIS wants answered by the schools it accredits is, "What's your story?" Gaudes says. "The most compelling part of our story is our connection to First Nations University, and our path toward indigenizing the business school and our programs, and the growth we're seeing with aboriginal students within our programs."

"Our story is going to be an interesting and compelling one, around how we will become more ensconced in a

tradition and a culture that dates back to the days of the pyramids. It's something we see as ongoing, ensuring that traditions of First Nations people are embedded in how we think about business going forward."

“WE’RE ALREADY SEEING AN INCREASED INTEREST IN INTERNATIONAL COLLABORATION BECAUSE WE’RE IN PURSUIT OF THE EQUIS ACCREDITATION.”

Accreditation for the Hill and Levene Schools could come as early as next year, if all goes smoothly, Gaudes says—and he's confident it will. "All indicators are that we're well-positioned and well-suited."

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RESEARCH EXCELLENCE: MAKING THE FT50 AND THE A* GRADE

BY: BILL ARMSTRONG



Dr. Sean Tucker, Associate Professor (Human Resource Management)



Dr. Eman Almehdawe, Assistant Professor (Operations Management)



Dr. Gina Grandy, Professor (Strategy & Leadership)

U of R Photography

To help cut through the clutter of the thousands of academic journals that exist, the prestigious Financial Times magazine and the Australian Business Deans Council (ABDC) have developed lists identifying the *crème de la crème* of journals on topics relating to all aspects of business and administration, which they review and update every few years. The Financial Times, for example, last year increased the number of journals it considers top-notch from 45 to 50. The FT50, as it is often referred to, encompasses journals on management, accounting, statistics, entrepreneurship, human relations, applied psychology and business ethics.

The ABDC first developed its journal quality list in 2007 for use by its member business schools, but it has since been adopted internationally. In its 2013 review it examined 2,767 journal titles separated into various fields of research, grading them as A*, A, B and C. Only 6.9% of those assessed achieved the A* rating.

Horizons is proud to note that recently, three members of the Hill and Levene Schools of Business had papers published in FT50 or A* ranked journals.

Do Workplace Safety Cultures Originate in the C-Suite?

Authors Dr. Sean Tucker and Dayle Ehr of the of the Hill and Levene Schools and Dr. Babatunde Ogunfowora of the

University of Calgary examined the prevalent idea that powerful and high status individuals can significantly influence the behaviours of others, specifically in the area of workplace safety. In their article *Safety in the C-Suite: How Chief Executive Officers Influence Organizational Safety Climate and Employee Injuries*, the authors note that empirical evidence related to the influence of top organizational leaders on employee safety is non-existent.

Published in the September 2016 issue of the (FT 50) *Journal of Applied Psychology*, the authors collected data from 2,714 frontline employees, 1,398 supervisors, and 229 top management team members in 54 organizations. They found that CEOs play an important (and indirect) role in preventing frontline employee injuries. The study provides strong preliminary support for a collective social learning process in which CEOs initiate and drive safety priorities among top management teams. In turn, senior managers role model appropriate safety behaviours to supervisors. Finally, the priority that supervisors give to safety directly influences employee injury experience.

Analysis and Optimization of an Ambulance Offload Delay and Allocation Problem

Offload delays occur when an ambulance arrives at a congested hospital emergency room and is forced to wait

until a bed becomes available, increasing Emergency Medical Services (EMS) response times and wasting scarce resources. Some emergency rooms can alleviate delays by diverting patients to less crowded ERs, but this comes at a cost to the health care system. In their article *Analysis and Optimization of an Ambulance Offload Delay and Allocation Problem*, published in the A* journal *Omega* in 2016, Dr. Eman Almehdawe of the of the Hill and Levene Schools, with Beth Jewkes and Qi-Ming He of the University of Waterloo, investigated the effect of patient routing decisions on EMS offload delays. They introduced a queuing network model that captures the relationships among offload delays, EMS resources, hospital resources and congestion. Their model, the researchers state, is a decision support tool that can help guide EMS dispatchers on how to allocate patients to hospital ERs. Further, the model can also help measure the effects of policy decisions such as adding or decreasing ER capacity on offload delays, and the number of ER beds needed to reduce offload delays to a certain threshold.

Appearances Do Matter

In their article *A theory of Abject Appearance: Women elite leaders' intra-gender 'management' of bodies and appearance*, authors Dr. Gina Grandy of the Hill and Levene Schools of Business and Dr. Sharon Mavin of Roehampton University (UK) develop a theory of Abject

Appearance. This theory helps explain the pressures women leaders face because their feminine bodies are “out of place” in organizations. Such pressures become visible through women’s bodies and appearance.

Published in 2016 in the (FT50) journal *Human Relations*, the authors report on a qualitative study of the experiences of 81 women elite leaders who hold power through their formal positions, but who remain underrepresented in organizations. With a desire to offer insights into women’s lack of progress in organizations, and to shift explanations away from blaming women for “not getting along with other women”, the authors draw attention to how women’s leadership is embodied. They illustrate that gender socialization and patriarchy inform social relations between women and continue to limit women’s advancement.

Article details:

Tucker, S., Ogunfowora, B., & Ehr, D. (2016). Safety in the C-Suite: How Chief Executive Officers influence organizational safety climate and employee injuries. *Journal of Applied Psychology*, 101(9), pp.1228-1239.

Almehdawe, E., Jewkes, B., & He, Q. (2016). Analysis and optimization of an ambulance offload delay and allocation problem. *Omega*, 65, pp.148-158.

Mavin, S. & Grandy, G. (2016). A theory of abject appearance: Women elite leaders' intra-gender 'management' of bodies and appearance. *Human Relations*, 69(5), pp.1095-1120.



RECOGNIZING ACHIEVEMENTS



Bruce Johnstone (centre) receives a Certificate of Recognition from Dean Andrew Gaudes and LC Vice-President Mark Borgares

U of R Photography



2017 5 Days for the Homeless participants (left to right) Siobhan Neary, Sasha Shupe, Rebecca Peringy, Paige McNabb and Joshua Exner

Photo Courtesy of Kyle Hodge

Hill student **Ruaa Al-Bahrani** was the recipient of the Faculty of Business Administration Dean's Medal at the Fall 2016 Convocation.

Murad Al-Katib, chair of the Levene Advisory Board, was one of four recipients of a 2017 Oslo Business for Peace Award in May.

Murad Al-Katib, chair of the Levene Advisory Board, was recognized as Canada's 2016 EY Entrepreneur of the Year in November.

Dr. Eman Almehdawe is the internship supervisor along with co-supervisor **Dr. Saqib Khan** who will be working with Celero Solutions Inc. on a project entitled "Predicting Canadian Credit Union Financial Performance and Its Effect on IT Investment Decisions". The project received \$30,000 in funding through the Mitacs Accelerate program.

Wayne Baerwaldt was appointed as the Hill and Levene Schools' Michele Sereda Artist in Residence for Fall 2016 and Winter 2017.

Lynn Barber (BBA '16) joins the Faculty as the Manager of the Levene Graduate School.

The Faculty funded a number of research projects through the Dean's Research Grant program which offers up to \$5,000 of funding to faculty members each semester. Fall 2016 recipients were: **Dr. Eman Almehdawe** for her project "Using empirical

analysis to examine and improve Long-Term Care (LTC) patient flow in Saskatchewan", **Dr. Gina Grandy** for her project "Exploring the Complexities of Gender, Identity and Stigma: Women Leaders in Dirty Work Organizations", and **Dr. Tatiana Levit** for her project "Price discounting and nutritional estimates of consumers"; Winter 2017 recipients were:

Dr. Shelagh Campbell for her project "Extending Analysis of Occupational Community Across Cultures: The Accounting Profession in China", and **Dr. Andrew Stevens** for his project "Saskatchewan in the Migrant Division of Labour: Perspectives from the Construction Industry."

The **Hill BSS** was recognized at the Canadian Association of Business Students (CABS) Roundtable Conference in March as the Most Outstanding Business Student Association. The award was nominated by the presidents of the 32 CABS member schools, and chosen by the CABS Management Team.

The **Hill BSS** ran an incredibly successful 5 Days for the Homeless campaign from March 19-24, raising \$52,075 for Carmichael Outreach. For the second year in a row, their 5 Days total was the largest amount raised of all participating universities.

Welcome to the 2017/2018 Hill Business Students' Society (BSS) Executive including:

Mason Fedec, President; **Delanie Wall**, VP Academic; **Jade Kerr**, VP Social; **Alexa LaPlante**, VP Marketing; **Brooklyn Fitzpatrick**, VP Finance; **Owen Kot**, VP Corporate Relations; **Christie Duran**, VP Student Affairs.

Hill student, **Janessa Fox**, was selected as our recipient for Canada's Outstanding CEO of the Year Futures Fund Scholarship program. In addition to the \$7,500 scholarship Janessa was invited to attend a gala dinner in February as well as a leadership session and special reception for the scholarship recipients.

Hill student **Aaron Fritzler** was the recipient of the University Prize in Business Administration at the Fall 2016 Convocation.

Dean Emeritus **Garnet Garven** was honoured with a University of Regina Distinguished Service Award.

Dr. Gina Grandy was appointed as Acting Associate Dean, Graduate and Research for the period of January 1 to June 30, 2017.

Dr. Paul J. Hill officially became a member of the Order of Canada at a ceremony in November.

Thank you to **Betty Hoffart** who is stepping off the Hill Advisory Board for her participation since 2013. We welcome

Steve McLellan, CEO of the Saskatchewan Chamber of Commerce, who commences his term on the Hill Advisory Board in April 2017.

BRUCE JOHNSTONE WAS RECOGNIZED BY LEADERS COUNCIL IN FEBRUARY FOR HIS BUSINESS REPORTING WITH THE LEADER POST.

Dr. Hilary Horan was granted the title "Associate Professor Emeritus" in the Faculty of Business Administration.

Three new Hill-Ivey Cases published:

- **Bruce Anderson** with Ivey authors Dr. Guy Holburn and Andre Wilkie entitled "Transcanada's Energy East Pipeline: Managing Aboriginal Relations in the Energy Sector"
- **Dr. Saqib Khan** with Ivey author Dr. Walid Busaba entitled "UR Investing: The H&R REIT Decision"
- **Dr. Chris Street** with Ivey authors Dr. Ann Frost and Maurice Thibodeau entitled "iQmetrix-Humanity: Negotiating a Partner Agreement"

Thank you to **Peter Jackson** (MBA '07) who is stepping off the Levene Advisory Board for his participation since 2013. We



Photo Courtesy of Dr. Ravi Mata, University of Basel

Dr. Mishra (front right) with other international researchers at the University of Basel in Switzerland.



Photo Courtesy of Dana Dodsworth

Janessa Fox (far left) with fellow Futures Fund Scholarship recipients at the Canada's Outstanding CEO of the Year Futures Fund Scholarship gala

welcome **Colin McAllister**, President & CEO of Perspect Management Consulting who commences his term on the Levene Advisory Board in April 2017.

Thank you to **Steve McLellan** who is stepping off the Leaders Council Executive for his participation since 2013. We welcome **Valerie Sluth**, Owner and Managing Principal of Praxis Consulting as a new Director on the Leaders Council Executive.

Dr. Sandeep Mishra was appointed as Acting Program Lead, Research for the period of January 1 to June 30, 2017.

Dr. Sandeep Mishra was among 20 of the world's leading experts invited to share their research into individual difference and risk-taking at the annual Bernoulli Symposium in Basel, Switzerland in February.

Dr. Peter Moroz was appointed as Chair of the U of R's Intellectual Property Committee.

Levene student **Aurpa Nath** was the recipient of the Leaders Council Graduate Scholarship in honour of W. Brett Wilson in Spring 2017.

Raelynn Norbeck will be on maternity leave until spring 2018.

Dr. Adrian Pitariu was appointed as our Program Lead, Experiential for two years commencing July 1, 2016.

Dr. Andrew Stevens was elected the City Councillor for Ward 3 in Regina's Fall 2016 municipal election.

Dr. Andrew Stevens was elected Treasurer of the Canadian Association of Work and Labour Studies (CAWLS).

Hill student **Evan Wellman** was the recipient of the Leaders Council Undergraduate Scholarship in honour of Ellis Jacob at the Hill Business Dinner in November 2016. Mr. Jacob was the keynote speaker at the dinner and presented Evan with the award.

Hill alumnus **Tyler Willox** (BBA '11) was named Regina Chamber Chair for 2017.

2017 Levene Dinner keynote speaker **W. Brett Wilson** provided a gift to the Hill and Levene Schools of Business in support of scholarships and programs.

Dr. Zhou Zhang was appointed as the Leaders Council Scholar for one year commencing January 1, 2017.

H

RESEARCH EXCELLENCE
Researchers at the Hill and Levene Schools of Business publish in top journals including the following articles which were published in "A" ranked journals* in 2016.

Dr. Nourhene BenYoussef & Dr. Saqib Khan (2016). Timing of earnings restatements: CEO Equity compensation and market reaction. *Accounting and Finance*, doi: 10.1111.

Dr. Judith Holton & **Dr. Gina Grandy** (2016). Voiced inner dialogue as relational reflection-on-action: The case of middle managers in healthcare. *Management Learning*, 47(4), pp. 369-390.

Dr. Sharon Mavin & **Dr. Gina Grandy** (2016). Women elite leaders doing respectable business femininity: How privilege is conferred, contested and defended through the body. *Gender, Work and Organization*, 23(4), pp. 379-396.

Dr. Sandeep Mishra & Dallas Novakowski (2016). Personal relative deprivation and risk: An examination of individual differences in personality, attitudes, and behavioral outcomes. *Personality and Individual Differences*, 90, pp. 22-26.

* **A** is the second highest quality category in the ABDC Journal Quality List as set out by the Australian Business Dean's Council (ABDC)

H



Photo Courtesy of Delaine Wall

Annual Hill Business Dinner in November 2016

Levene Advisory Board meeting

Tuesday, May 2, 2017

Annual Levene Dinner

(Including Exclusive Leaders Council Q&A)

Featuring keynote speaker W. Brett Wilson

Tuesday, May 2, 2017

Hill Legacy Ring Ceremony

Wednesday, June 7, 2017

University of Regina Spring Convocation

(Including Hill & Levene Schools)

Wednesday, June 7, 2017

Hill Legacy Pin Ceremony

Friday, September 22, 2017

Levene Advisory Board meeting

Thursday, October 19, 2017

Hill Legacy Ring Ceremony

Friday, October 20, 2017

University of Regina Fall Convocation

(Including Hill & Levene Schools)

Friday, October 20, 2017

Hill Advisory Board meeting

Wednesday, October 25, 2017

44th Annual Hill Business Dinner

(Including Exclusive Leaders Council Q&A)

*Featuring keynote speaker Elyse Allan,
President & CEO of GE Canada*

Wednesday, October 25, 2017

Hill Case Competition

November 11 – 13, 2017

Leaders Council Executive and Hill & Levene Advisory Board meeting

Tuesday, November 21, 2017

Leaders Council AGM

Tuesday, November 21, 2017

“What is Business Admin?”

Prospective High School student event

Friday, December 8, 2017

45th Annual Hill Business Dinner

(Including Exclusive Leaders Council Q&A)

Keynote speaker tba

Wednesday, October 24, 2018

KENNETH LEVENE GRADUATE SCHOOL OF BUSINESS

Program Information Sessions

Wednesday, May 10, 2017

Wednesday, June 28, 2017

GMAT Workshop

Graduate Management Admission Test (GMAT)

Two-day Preparation Workshop

Saturday, November 25 & Saturday, December 2, 2017

You can find more information about the info sessions and workshop, and RSVP by visiting: levene.uregina.ca

Inspire tomorrow's leaders today.



Join Leaders Council and help shape the future of business.

Leaders Council is made up of the best of the business community, who lend their expertise, perspective and vision to advance the Hill and Levene Schools of Business.

Enjoy mentoring opportunities, access to student resumés, networking events and much more.

As a Leaders Council member, you will support undergraduate and graduate scholarships, research scholar appointments, as well as student travel to case competitions.

Learn more about Leaders Council at leaderscouncil.ca



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