

AUTUMN 2015 NEWSLETTER

# HORIZONS

## MBA PUBLIC SAFETY LAUNCHES

Learn about this  
innovative new  
graduate program

## LABBR LAB

Faculty excited for  
opening of new  
Behavioural Research Lab

## ALUMNI PROFILES

Kyle Jeworski, President &  
CEO of Viterro and  
Paul McLellan, CEO of  
Alliance Energy



**Hill | Levene**  
SCHOOLS OF BUSINESS

# EXPAND YOUR HORIZONS

Join students from around the world and expand your horizons at the University of Regina.  
Our business programs prepare students to lead through critical reflection,  
personal connection, and consideration for the global community.

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With students representing more than thirty countries in our classrooms, the **Hill School of Business** is having a global impact. We offer a world class education with faculty who publish in top tier journals and produce business cases used in more than forty countries worldwide. We provide undergraduate programs with a wide array of experiential opportunities for our students, leading to their repeated success in business school case competitions, and placement in leadership roles around the world.

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[hill.uregina.ca](http://hill.uregina.ca)

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This year we celebrate ten years as the **Levene Graduate School of Business**. We are a growing destination for upwardly mobile individuals looking for advanced training in management. We offer graduate degrees in Leadership and Human Resource Management, along with an MBA in executive format, and specializations in Public Safety Management, Engineering Management, and International Business. With international travel included in all MBA programs, our students see the world before they change it.

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## **leaderscouncil**

The Hill and Levene programs are supported by a vast network of relationships, which extends around the world. The composition of Leaders Council and our two Advisory Boards are world class and a reflection of the vast knowledge and experience within our global reach.

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To learn more about the business schools at University of Regina, visit [www.uregina.ca/business](http://www.uregina.ca/business)

University  
of Regina



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# HORIZONS

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*U of R Photography*

It gives me great pleasure to introduce our new publication, *Horizons*. Its name comes from our intent on expanding horizons – broadening possibilities, and sustaining trajectories of personal and professional fulfillment for our stakeholders.

Our activities within the Hill School of Business, the Levene Graduate School of Business, the Centre for Management Development (CMD), as well as our overarching Faculty of Business Administration, work towards expanding your horizon. This publication proudly

reports these activities by our students, staff, and faculty, and the many people in our community who engage with our Schools and Centre in various ways.

You will read how we provide students with experiential opportunities, so that concepts presented in the classroom are reinforced and better understood. For example, Hill student Brock Forbes, managing \$1.4 million dollars in assets through UR Investing, or Levene EMBA graduate Bonnie Schmidt's international experience with businesses in Finland and Estonia.

You'll discover how faculty and staff facilitate experiential learning in a myriad of ways, such as junior consultant opportunities through our CMD under the direction of Larry Hiles, as well as our delivery of cases on Western Canadian businesses, prepared by our own faculty in collaboration with Ivey, which are purchased in more than forty countries worldwide. These are only two of several initiatives reported, which we believe enlighten our students and propel them along a path of personal success.

You'll also learn about how we engage our community so that they not only support, but benefit from our mandate of experiential learning and relevant research. You will read about Viterra President & CEO, business alumnus, and Leaders Council member Kyle Jeworski, as well as Conexus CEO, Leaders Council member and participant in our Directors Education Program, Eric Dillon.

We also present a sample of research activity undertaken by our faculty. Our intent is that the research resonates with our stakeholders from the boardroom table to the kitchen table. Research activity, such as Dr. Haithem Zourrig's work on the dark side of consumer behavior, or the work that will be supported by our new behavioural research lab, generate results that are relevant and will have an impact in our community.

Simply put, it's our hope that by expanding your horizon we may improve the social and economic well being of the world around us, leaving a better world for future generations. I hope you enjoy reading *Horizons* and I invite your comments.

Andrew Gaudes, PhD, ICD.D

Dean  
Hill & Levene Schools of Business

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Hill students receive their Hill Legacy Pin at the ceremony on September 25.



Hill Legacy Ring (right) designed by Rachel Mielke (B.Admin '07) and produced by Hillberg & Berk. Hill Legacy Pin (left) designed by Bravo Tango and produced by Laurie Artiss.

# PRIDE IN THE LEGACY

By Steve Wyrstek

**LIKE MANY STUDENTS, STEVEN TYMIAK, FROM THE TINY TOWN OF JASMIN, SASKATCHEWAN BEGAN HIS UNIVERSITY CAREER UNCERTAIN OF WHERE HE WANTED TO GO ACADEMICALLY. HIS FIRST TWO YEARS AT THE U OF R FOCUSED ON ARTS AND POLITICAL SCIENCE.**

*"I just wasn't finding motivation, so after two years I was thinking, what can I do to make a difference? What can I do to make a change to make life matter, and I came across the Paul J. Hill School of Business."*

The nurturing atmosphere, which included the professors making concerted efforts to learn students' names and being committed to the success of the students, and the Hill Legacy Program resonated with Tymiak.

The Hill Legacy Program started in 2013. New undergraduate students receive a Hill Legacy Pin at a ceremony that they wear at functions and events throughout their undergraduate program. At graduation, they return their pin along with a letter reflecting on their time at the Hill School. In exchange, they receive a Hill Legacy Ring signifying that they have successfully

**TO DATE, 523 HILL STUDENTS HAVE HILL LEGACY PINS.**

completed the program and are among the respected alumni from the Paul J. Hill School of Business.

*"They said the first pins they're giving out are being named after us, and so the legacy of the Steven Tymiak pin will be a big deal. The legacy is to bring people closer together and feel more connected."*

The following year, a new incoming student receives the returned pin and letter, fostering relationships and creating a legacy connecting generations of students and alumni of the Hill School.

Tymiak sees the potential of the program for networking years after receiving the ring and understands the impact of the letters although it is still a relatively new program. But what he's most proud of is that he was there in the beginning.

*"I mean it already is branded well. It already has that connection, that community feel... looking back, I can say I was a part of that, I was a part of the beginning. I made a mark."*



# GREAT OPPORTUNITIES AT THE HILL BUSINESS STUDENTS' SOCIETY

By Steve Wyrostek



Jeanna Kozan and Cari-Lynn Schoettler, past and current BSS presidents.

Jeanna Kozan and Cari-Lynn Schoettler slept outdoors in the coolness of a Regina spring as part of the BSS's 5 Days for the Homeless Campaign. Since 2010, the campaign has raised more than \$134,500 for Carmichael Outreach.

The pair are past and current presidents respectively for the Hill Business Students' Society (BSS), starting its 49th year in 2015. Giving back to the community is just part of what the BSS offers enterprising students like Jeanna and Cari-Lynn.

The Council which consists of 50 students strongly commits to the BSS, which networks with 34 other Canadian business schools. Their executive team meets with

some of these other schools each year. As part of the council structure, appointed directors of corporate relations secure sponsorships for Society events.

**Cari-Lynn:** "There are a lot of opportunities too, I've noticed, being at Hill versus other schools and Faculties."

In addition to the charity programs, the BSS plans and hosts eight major events and as many as 22 minor events each year including end-of-semester galas, a mentorship program, and business networking events. For example, each fall the annual Hill Business Dinner matches four students with representatives from

four corporations at each table. This popular gathering provides networking and potential job opportunities. The winter Momentum event features seven-minute speed networking sit-downs with corporate representatives.

When the BSS isn't planning and hosting events they are volunteering for various community organizations, putting in over 1,500 volunteer hours in 2014/2015!

**Jeanna:** "It builds confidence, it builds social skills, and I think everybody needs that. I stuck around for much longer than I think I anticipated in the beginning because I fell in love with it."

**Cari-Lynn:** "If someone was considering BSS, I would say to definitely try it. There's nothing to lose when joining the Business Students' Society and there's just so much to gain. It's introducing you to other things around the school as well."

**Jeanna:** "My advice to somebody coming in is don't be afraid to sign up for these things... we wouldn't be here if we didn't believe in it and neither would the 50, 60 members on our Council."

## 43 YEARS

KEG-A-RAMA IS THE LONGEST STUDENT RUN UNIVERSITY CHARITY EVENT IN CANADA

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JDC West and ICBC students after their competition in January 2015.

## REINFORCING CLASSROOM CONTENT WITH EXPERIENTIAL OPPORTUNITIES

By Steve Wyrstek

Brett Kitchen is a student at the Hill School of Business. He feels the business environment here prepares him for the world after graduation.

*"This is, in a sense, a testing ground, but it's also a place where opportunities are made plentiful for you as a student. It makes your experience that much more enjoyable."*

Brett got involved with the Hill BSS's 5 Days for the Homeless Campaign that has raised more than \$134,500 for Carmichael Outreach since 2010. He has participated in the Prince's Operation Entrepreneur through Enactus, which helps veterans who have been discharged from the military start up their own business. He has also travelled to Queen's University for the Intercollegiate Business Competition (ICBC).

*"I would say 5 Days for the Homeless spoke to me most personally and that ICBC was the most rewarding experience for my education."*

Initially, especially going into the final round of the rigorous ICBC competition, Brett thought that Hill students might struggle to measure up with students from

larger schools and programs. However, that did not prove to be the case.

*"The reality was that we ended up placing first in marketing and third in debate. The debate team had about a month to prep compared to universities who had spent the entire semester practicing. The thing that I took away from that is the students who are coming out from the Paul J. Hill School of Business are just as good, if not better than most of the big schools."*

Enactus, ICBC, JDC West and UR Investing are some of the major groups where Hill students can participate. Here are some of the highlights from this past year:

**Enactus:** With 74 active members and four projects in the 2014-15 year, the Enactus Regina team:

- Integrated 67 people socially into their communities
- Impacted 83 international students and 452 people through seeing opportunity, taking action and enabling progress
- Educated 67 people on a career skill and educated 369 people on financial literacy
- Exposed 38 new people to entrepreneurship as a career path
- Helped launch eight additional businesses, created six

full-time jobs, and 33 part-time jobs

- The Tax Solutions project saw 345 tax returns prepared by a group of 25 volunteers

**ICBC:** The accounting team of Jaimee Dowdeswell and Jingwen Su, coached by Shelley Lukasevich, and the marketing team of Brett Kitchen and Tiffany Lougheed, coached by Tatiana Levit, made it to the final round of competition based on their submissions in the preliminary round in late October 2014.

These results in the preliminary round put the Hill team in the top six universities overall, and allowed them to also bring a debate team to the final round in January 2015, including Kevin Chow and Robert Vancise, coached by Lisa Watson. This is the third time in four years that the Hill School has placed in the top six in the preliminary round.

The Hill Marketing team came in first overall, and the Hill Debate team came in third overall, in the final round.

**JDC West:** JDC West sees teams from 12 Western Canadian universities compete in academic, athletic, debate and social competitions. The Hill School took 3rd place as both "School of the Year" and "Academic School of the Year" in the 2015 JDC West Competition.

The Hill School received the following academic placements:

- **1st in Business Strategy** – Jon Maierhoffer, Suzanne Barber, and Victoria Johnson with faculty coach Bruce Anderson.
- **1st in Debate** – Aaron Fritzler, Ahsan Amjad, Eric Holloway, and Gulraiz Tariq with faculty coach Lisa Watson.
- **2nd in Finance** – April Pyne, Levi Lawrence and Brock Forbes with faculty coaching team of Youngsoo Kim, Arturo Rubalcava, Joe Zhang, Helen Huang, and Darryl Yasinowski.
- **1st place** awards for participation, most volunteer hours, and most monetary donations.

**UR Investing:** 25 students in the UR Investing group manage a portfolio of \$1.4 million in assets. The group had a return of 9.9% in the 2014 fiscal year.

# A REWARDING INTERNATIONAL EXPERIENCE

Photo courtesy of Brock Forbes

By Donna Boyle

**BROCK FORBES IS A FINANCE MAJOR AT THE PAUL J. HILL SCHOOL OF BUSINESS. HE GETS INVOLVED IN PROGRAMS DESIGNED TO SHARPEN HIS ACADEMIC SKILLS AND PREPARE FOR THE REAL WORLD APPLICATION OF THEM.**



Brock Forbes (second from the left) with a group of Hill students who participated in the 2015 Summer Student Program to SLUC in May.



**NUMBER OF HILL STUDENTS OUT ON EXCHANGES TO SEVEN COUNTRIES FROM JANUARY 2015 TO DATE.**

Brock competed on the 2015 JDC West team and is part of UR Investing. UR Investing is a student-run endowment investment fund that's sponsored by the university and the business faculty.

*"I'm the Chief Investment Officer alongside April Pyne. We experience actual, practical finance application and money management and follow the market. We can actually bring this into the workplace when we graduate. I learn better through hands-on, practical teaching, so I appreciate these events and that style of learning."*

Brock also took advantage of hands-on international experience as one of 11 students who took part in a Summer Study Program in China at the Shanghai Lixin University of Commerce (SLUC).

Brock and his group took international finance, international negotiations and

Chinese cultural classes. In addition to their classes they took a four-day trip to Beijing to see the Great Wall, Tiananmen Square and the Forbidden City.

*"We were pretty much fully immersed into the culture of the university town that has seven other universities and about 300,000 people just inside this one area of Shanghai. Having the JDC West and UR Investing experience and then going to China has really given me a lot more confidence about how I will carry myself in the business world."*

The Shanghai study immersion is just one opportunity for Hill students to gain international experience with a second being offered at the University of Ulsan in South Korea. A long-term vision of the Dean is to have five study tour destinations allowing up to 100 students to have an international experience each year.



# KYLE JEWORSKI

By Donna Boyle



Kyle Jeworski (B. Admin '98), President and CEO of Viterra.

The Faculty of Business Administration has produced over 10,400 alumni to be proud of and none more so than local success story Kyle Jeworski (BAdmin '98), currently President and CEO of Viterra. Viterra is a leading grain and oilseeds marketer with assets stretching from Vancouver to Montreal to Mexico City. The company trades to over 50 countries.

Kyle grew up in Regina and didn't know what he wanted to do when he got out of high school. He studied general arts at the U of R and discovered that he enjoyed his business classes, which led him to the Faculty of Business.

*"For me one of the best things I did was I went into the cooperative education program. And that really opened my eyes... My last work term actually was with Saskatchewan Wheat Pool, and before I finished my last semester they offered me a position.*

*When I first started... we were still a cooperative. It was a huge transformation to go from a very large cooperative to becoming Viterra, a very large publicly-traded company.*

*We had some challenges with three consecutive droughts, high debt, being on the brink of bankruptcy... It seemed like every day, every week, every month there was significant change, significant restructures, significant things. So I think those skills really helped me as I got more into management because management is dealing with a lot of change."*

Kyle describes his CEO role as risk management because his business is full of risks including crop failures, political turmoil, currency fluctuations, pricing instability, etc. He also realizes he needs to be less of a 'doer' and more a devil's advocate, encouraging his staff to find their own answers. Kyle believes you won't know your full potential unless you push boundaries. He knows firsthand about meeting challenges; he was a vice-president by his early 30's and the President and CEO of Viterra at 38.

*"I would say to students that you need to prepare yourself for change... because I think the pace of change is going to continue to accelerate."*

Kyle believes life lessons learned at the U of R are still relevant today. Just as there will be classes you don't love, there will be things about every job you don't love. Learning to adapt and handle a variety of stressors at university, including heavy workloads and deadlines, helps students to mature. Kyle suggests both at university and at work to always be questioning and challenging the status quo.

Kyle also recommends students not be one-dimensional, studying all the time. He encourages people to get involved with extra-curricular activities, whether that's the Business Students' Society or other things.

As a CEO, Kyle's job will never be 9 to 5. He still struggles with balancing his career, board work, family, friends and travel.

However, he recommends consciously setting aside family time. Kyle also advocates healthy living including a focus on proper nutrition and plenty of exercise, and that is one of the 'pillars' Viterra promotes to all of its employees.

*"One of our three community investment pillars as a company is education... We're heavy promoters of the university; Saskatchewan is our main talent pool for our office staff. We are also a supporter of the technical schools... and I think it's important that we give back.*

*School allowed me to really be prepared for the business community... It teaches you how to learn and how to mature and how to develop, and so I'm really grateful for the experience I had at university."*

**The Hill Alumni Association holds a number of events and forums each year. The association was established to serve the business and social interests of the alumni.**

**Learn how you can get involved by emailing Brady Kapovic, HAA President, at [Hill.Alumni@uregina.ca](mailto:Hill.Alumni@uregina.ca) to find out more.**

# LEVENE GSB CELEBRATES ANNIVERSARY

By Sabrina Cataldo



Kenneth Levene in the Levene GSB office.

This year marks the 10th anniversary of a \$4 million donation made by philanthropist and former Regina businessman Kenneth Levene. The gift, which was at the time, the largest donation from an individual to the University, was used to develop, advance and promote the Kenneth Levene Graduate School of Business (Levene GSB).

On May 12, 2005, Kenneth Levene dedicated the donation to his late parents, David and Margery, as well as to the city and province “for affording our family the chance to pursue our dreams in a land of freedom and opportunity.” Levene said that it was his “fervent wish that this graduate school of business, and its quest for excellence, serve as a catalyst in creating an exciting new climate for the economic growth of this province.”

Today, Levene is proud of all the University has achieved with his gift in the past decade: “They’re doing a very good job. I’m quite pleased with the way the school has been progressing under the direction of Dean Gaudes.”

In 2005, the Levene GSB offered three graduate management programs. Today, it provides students with a diverse suite of programs, including the Executive Master of Business Administration and the Levene Master of Business Administration with specializations in international business,

engineering management and public safety management, as well as the Master of Administration in Leadership, Master of Human Resources Management and master’s certificates. The school also offers the Directed Education Program, in partnership with the University of Saskatchewan, which is geared at those interested in board governance.

**“They tell me how valuable achieving that goal has been to them. That I have, in some small way, enhanced that is very rewarding to me.”**

Gaudes says that it’s hard to imagine the graduate school existing in the same way without Levene’s gift 10 years ago. “It created a huge momentum to how we could think and dream about the school. It changed the tone and ability to envision what the school can be in a way that wasn’t possible before,” he says.

The school has been able to upgrade its facilities to an international standard, including the addition of an MBA student lounge and a Graduate Management Admission Test on-site centre. “We have

so much more we plan to do and there are so many opportunities given the resources handed to us by Kenneth Levene,” Gaudes says.

In addition to his generous donation, Levene gives of his time by serving as a permanent member of the Levene GSB Advisory Board, which actively seeks feedback and advice from the business community. Gaudes says, “It’s been a pleasure to work with him and to be able to say thanks for the vision and support that he’s given the school. He’s been a tremendous facilitator for our programs and for moving toward the realization of our vision.”

Levene has enjoyed being active in the school over the past decade and watching the impact his gift has had. “What I like about giving to the University is that it’s a living and evolving entity. I’m involved in what is happening at the University and also have input. It’s constantly growing, and it’s stimulating and fulfilling in that regard,” he says.

Most fulfilling is when he meets students and alumni from the school. Levene says, “They tell me how valuable achieving that goal has been to them. That I have, in some small way, enhanced that is very rewarding to me.”

U of R Photography



Paul Hill, Chairman, President and CEO of Harvard Developments Inc.

**THE PAUL J. HILL SCHOOL OF BUSINESS NAMESAKE RECEIVED A SIGNIFICANT HONOUR THIS YEAR. CANADA DAY WAS EXTRA SPECIAL FOR REGINA BUSINESSMAN PAUL HILL AS HE WAS APPOINTED BY GOVERNOR GENERAL DAVID JOHNSTON TO THE ORDER OF CANADA, ONE OF OUR COUNTRY'S HIGHEST CIVILIAN HONOURS, FOR HIS ACHIEVEMENTS AS A BUSINESS LEADER AND FOR HIS GENEROUS CONTRIBUTIONS TO COMMUNITY AND EDUCATION INITIATIVES.**

# PAUL J. HILL

By Donna Boyle

The U of R undergraduate business program was named the Paul J. Hill School of Business after the Hill family donated \$10 million in 2007, the largest donation ever given to the University of Regina. Through the donation, a partnership with the Ivey School of Business was also created. Paul continues to demonstrate his personal commitment with his ongoing contribution to the School's activities.

As well as his involvement with the U of R, Paul has contributed to Athol Murray College of Notre Dame in Wilcox, and Mother Theresa Middle School in Regina which is focused on under-privileged children. Paul also founded One Life Makes a Difference, a charitable foundation that assists disadvantaged youth. In 2010, he was entrusted as a Knight of St. Sylvester by Pope Benedict XVI in acknowledgment of his charitable work. In 2011, Paul was awarded with an honorary Doctor of Laws degree from the University of Regina in recognition of the positive impact his leadership has made throughout Canada. He has also received the Canada 125 Medal and the Queen Elizabeth II Golden Jubilee Medal. In addition, Paul and his wife Carol received the Outstanding Philanthropist of the Year from the Association of Fundraising Professionals and in 2014 were named the CTV Regina Citizens of the Year.

Paul's community involvement runs in the family. His grandfather, Walter, was involved in the insurance and land development business even before Regina became a city in 1903, and the Frederick W. Hill Mall in downtown Regina is named after his father Fred. Since 1978 Paul has been president of The Hill Companies which now operate in the areas of real estate, insurance, broadcasting, oil and gas, manufacturing and technology. Paul has served on numerous boards and was the driving force in structuring the 1991 transaction that led to obtaining the controlling interest in Crown Life and relocating its head office from Toronto to Regina.

## 30

**STUDENTS HAVE RECEIVED THE HILL-IVEY SCHOLARSHIP WHICH IS \$40,000 TOWARDS TAKING THEIR LAST TWO YEARS AT IVEY SCHOOL OF BUSINESS**

## 18

**HILL-IVEY CASES BASED ON WESTERN CANADIAN BUSINESSES HAVE BEEN PUBLISHED**

## 15

**FACULTY MEMBERS HAVE PARTICIPATED IN THE HILL-IVEY IMMERSION WHERE THEY ATTEND IVEY FOR A WEEK TO COLLABORATE ON CASE DEVELOPMENT AND INSTRUCTION**

## 152

**STUDENTS HAVE RECEIVED THE \$2,500 PAUL AND CAROL HILL SCHOLARSHIP IN BUSINESS ETHICS SINCE 2008**



# CENTRE FOR MANAGEMENT DEVELOPMENT

By Donna Boyle



Larry Hiles, manager of the CMD.

The Centre for Management Development (CMD) was established in the Faculty in 2005. In March of this year, Larry Hiles became Manager of CMD. We recently spoke to him about his new position.

Larry's business background makes him well suited to manage the Centre and to liaise with the business community. In addition to managing the CMD, he is also currently a chair of a TEC Canada peer group of local CEOs, consults with Praxis Research Strategy, and sits on several boards. Larry defines the CMD's mission as providing experiential learning opportunities for students that allow students and faculty to use their talents in real world scenarios through the Centre's services.

*"We have primarily been engaged with two major areas... one of them is providing students with real-world experience with consulting engagements... with faculty members supervising those students."*

*"Another is that we can also put together tailored short-term training programs for businesses. It might be one day, half a day, two days or whatever, based on the needs of the company."*

Larry says CMD's consulting projects offer a wide range of work opportunities for students including research, strategic planning, and marketing studies.

*"As an example, we've done some engagements where the entity wants to know the potential impact of an industry or legislative change being contemplated. We do research and come back saying here's some implications for you to consider."*

Projects might range from 30 hours of student consulting time to up to 600 hours.

*"There are certain projects where the needs don't require the expertise of a \$300 an hour person. It's hard work, but you do not need someone who's got a PhD. We think we can help fill that market niche with students."*

Student benefits for taking on CMD projects include a chance to discover if this is the career they want, to earn a modest amount of money and to get exposed to potential future employment. Our business clients benefit from quality work supervised by faculty and CMD management, while also getting exposure to the level of talent graduating students can bring to their company.

CMD's educational side provides executive-level training sourced from more than 40 faculty members with a range of knowledge that they can draw on to create custom-made programs.

*"We can tailor a specific course or series of seminars for any organization. An example is 'Financial Management for the Non-Financial Manager'. They take the company's annual report, completely break it down, and then deliver the course based on that financial report."*

Consulting with organizations outside of the classroom can only help to prepare students for career challenges after graduation.

*"The students that are going through here are going out with degrees. You really want them to be ready to run as soon as they get out there."*

The hope is that increased practical work experience for students through the Centre for Management Development will help to develop tomorrow's business leaders for our province, country, and beyond.

U of R Photography



Eric Dillon, CEO of Conexus Credit Union.

# DIRECTORS EDUCATION PROGRAM

By Donna Boyle

In addition to his responsibilities as a CEO, Eric currently sits on several boards. He sees one big advantage to having the DEP available in Saskatchewan.

*"It helps build better business relationships across the province of Saskatchewan. The learning environment is really rich and probably better than others in Canada."*

Halfway through this highly-interactive 12-day course, Eric has thoroughly enjoyed the classes and absorbed a great deal of information.

*"For my perspective, having worked on boards and having been on boards, it's a really close simulation to what happens in real life. The case studies are all recent and relevant and it's really a neat way to learn."*

Eric believes one of the strengths of the DEP is that students learn from each other as much as from the faculty, consequently a rich network of peers develops.

*"I've already had meetings with some of my cohort friends, about business challenges that we face. I would also tell you we've established some new business relationships."*

Eric appreciates the practical application of the knowledge being provided in the Directors Education Program and sees a real need for the program.

*"Many organizations are now headquartered in Saskatchewan, so I think there's going to be an emergence of companies looking for experienced governors."*

When asked if Eric would recommend the Directors Education Program, he did not hesitate.

*"Frankly, I think this is the pre-eminent, gold-standard education for corporate governance in Canada. This program will elevate business performance of the province at a time when the opportunity in Saskatchewan is still enormous."*

This year, for the first time, the Directors Education Program (DEP) is being offered at the U of R. The Levene Graduate School has embarked on a new relationship with the Edwards School at the University of Saskatchewan in conjunction with the Rotman School at the University of Toronto and the Institute of Corporate Directors (ICD) to bring this exceptional program to the province. Completion of the DEP is the first step towards obtaining the professional ICD.D designation granted by the Institute of Corporate Directors.

We spoke with inaugural DEP participant Eric Dillon, CEO of Conexus Credit Union. Eric has more than 20 years of experience as a financial services professional in the credit union system and the co-operative movement.

An advocate of lifelong learning, Eric has a Bachelor of Science in Mathematics and Economics from the University of Alberta, Master of Business Administration degree focused on Management Consulting and Enterprise Risk Management from Royal Roads University, and is also a graduate of the Queen's University Leadership Program. So, with all that education, why take this Directors Education Program now?

*"The educational things I've done are very different from this. There are many best practices that I'll be able to share about building effective governance for our member owners in our co-operative."*

## HILL CO-OP STUDENTS

230



In **2014**, 230 Hill students were placed on paid co-op work terms; average salary earned for business co-op students is **\$3,100/month**

The Hill School has welcomed many students here on exchange:

JANUARY 2015 TO DATE  
43 students from 16 countries

JANUARY TO DECEMBER 2014  
29 students from 11 countries

JANUARY TO DECEMBER 2013  
14 students from 9 countries

The Hill School has also sent many students out on exchange:

JANUARY 2015 TO DATE  
27 students to 7 countries

JANUARY TO DECEMBER 2014  
37 students to 6 countries

JANUARY TO DECEMBER 2013  
7 students to 4 countries

40 COUNTRIES

In the 2014/2015 Academic year, the Hill School of Business welcomed students from 40 countries.



## HILL INTERNATIONAL STUDENTS

	FALL 12	FALL 13	FALL 14	FALL 15
TOTAL # INTERNATIONAL STUDENTS	284	288	266	303
# NEW INTERNATIONAL STUDENTS	52	67	76	84
% INTERNATIONAL IN THE HILL STUDENT BODY	18.9%	19.3%	18.6%	20.4%

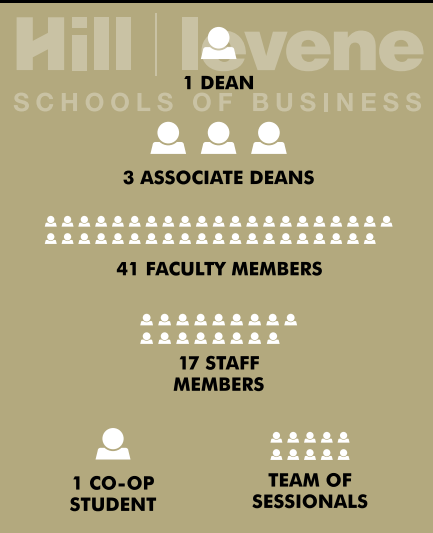
## HILL SCHOLARSHIPS



Hill students have access to up to **66** scholarship opportunities each year. These awards are specific to business students for a total of **\$119,200** in support. The award amounts range from **\$300** to **\$5,000**, with the average being **\$1,800**.

In addition, the Hill School provides Excellence Scholarships to students admitted with an average of **85%** or higher. In Fall 2015, 95 students received this **\$1,000** scholarship.

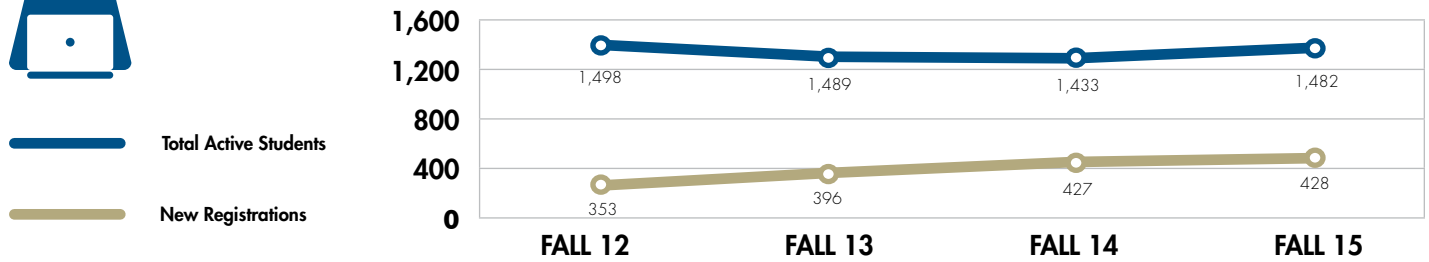
## FACULTY MAKE UP







## REGISTERED HILL BUSINESS STUDENTS



### FALL 2015 NUMBERS



**31** EMBA STUDENTS

**114**

STUDENTS IN OTHER LEVENE PROGRAMS

### GRADUATE STUDENT TUITION FEES\*

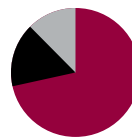
#### EMBA PROGRAMS:

- 50%** PERSONALLY PAID FOR THEIR EMBA PROGRAM
- 38%** FULLY FUNDED BY THEIR EMPLOYER
- 13%** PARTIALLY FUNDED BY THEIR EMPLOYER



#### OTHER LEVENE PROGRAMS:

- 64%** PERSONALLY PAID FOR THEIR PROGRAM
- 14%** FULLY FUNDED BY THEIR EMPLOYER
- 21%** PARTIALLY FUNDED BY THEIR EMPLOYER



**33** YEARS OLD



**39** YEARS OLD

THE AVERAGE AGE OF NEWLY ACCEPTED STUDENTS ACROSS ALL MBA PROGRAMS (LEVENE MBA, MADMIN LEADERSHIP, MHRM, MASTERS CERTIFICATES) IN THE 2014-2015 ACADEMIC YEAR; AND ON AVERAGE THESE STUDENTS HAD **8.5** YEARS OF EXPERIENCE.

THE AVERAGE AGE OF NEWLY ACCEPTED EMBA STUDENTS IN THE 2015 FALL COHORT; AND ON AVERAGE THESE STUDENTS HAD **13.9** YEARS OF EXPERIENCE.

### HILL SCHOOL HIGHLIGHTS\*

- 69%** of respondents participated in at least one experiential opportunity

#### 👍 Satisfaction:

- 85%** of respondents are either "satisfied or extremely satisfied" with their overall experience at the Hill School
- 93%** of respondents would recommend the Hill School to a friend

#### 👤 Employment highlights:

**80%**

OF RESPONDENTS WERE EMPLOYED OR HAD SECURED A JOB AS OF THE DAY OF CONVOCATION, WITH **54%** OF THESE POSITIONS BEING IN REGINA

- 72%** of these had interviewed with 3 or less organizations and **79%** had received 1 to 2 job offers

### LEVENE EMBA HIGHLIGHTS\*

#### 👍 Satisfaction:

- 87.5%** of respondents are either "satisfied or extremely satisfied" with their overall experience at the Levene GSB
- 100%** of respondents would recommend the Levene GSB to a friend

#### 👤 Employment highlights:

THE AVERAGE SALARY OF RESPONDENTS AT THE START OF THEIR PROGRAM WAS **\$92,500** AND THIS HAD INCREASED TO **\$107,500** BY THE END

- Of those respondents who had experienced a salary increase, **77%** attributed the increase to being "somewhat or very much" a result of the completion of their EMBA program

### OTHER LEVENE PROGRAMS\*

#### 👍 Satisfaction:

**71%** OF RESPONDENTS ARE EITHER "SATISFIED OR EXTREMELY SATISFIED" WITH THEIR OVERALL EXPERIENCE AT THE LEVENE GSB

- 71%** of respondents would recommend Levene GSB to a friend

#### 👤 Employment highlights:

- The average salary of respondents at the start of their program was **\$60,000** and this had increased to **\$67,500** by the end
- Of those respondents who had experienced a salary increase, **80%** attributed the increase to being "somewhat or very much" a result of the completion of their Levene program

\*Tuition, satisfaction and employment highlights are from our survey of graduating students in June 2015

The Levene GSB has added a brand new option for those interested in attaining an MBA – a specialization in Public Safety. Steve Palmer, the Executive Director of the Collaborative Centre for Justice and Safety, played an integral role in the development of the program. Steve has been working with police, fire, paramedics, and emergency management for well over a decade across Canada and internationally. The Collaborative Centre is a multi-disciplinary research centre at the U of R and Steve's work there covers a wide range of issues from traffic problems to post-traumatic stress disorder.

Steve feels the new MBA specialization is geared towards individuals who see themselves as potential senior executives dealing with public safety issues. We asked him to discuss the impetus behind creating this unique program.

*"When you look at many of the communities across Canada, look at the size of the public safety, they're often some of the largest employers in those societies... Often they are trained functionally in their core competencies as police officers or paramedics or fire fighters, but not in how to lead and transform a large public service industry."*

*So we looked at how we could address that... How do you evolve an organization to address changes in the future so that your staff can respond to the needs of your communities as they evolve?*

*We thought that the best fit would really be an MBA program. Fortunately, the Levene Graduate School has created over the last few years what I would call a modular program which allows for the development of specializations."*

To shape the MBA Public Safety program, Ron Camp, Associate Dean of the Levene GSB, along with Palmer and Hirsch Greenberg, Chair of Justice Studies at the U of R, consulted experts from a wide spectrum of industries, including senior



representatives in government, police, fire, and emergency medical services, educators and even Interpol.

*"Public Safety as a discipline is expanding in scope and currently encompasses a wide range of fields, from emergency and justice services, to cyber security, risk management, and food safety," Palmer says.*

*"Public safety has evolved into the broader area of community safety. So you look at how you help the public feel safe. And what organizations that are engaged and involved in that? And that includes those paid directly by the taxpayer, a number of non-governmental agencies, and companies."*

One of the greatest challenges this new MBA option will address is communication and interaction among diverse specialists and industries to oversee significant projects and overcome far-reaching problems. How do senior executives in traditional public safety organizations work with other community groups? Case studies in this course will allow the participants to learn best practices while developing cross-organizational relationships.

*"It enables interprofessional relationships, blending a cohort of people participating in the*

*MBA, so they will get the chance to rub shoulders and work with others, share ideas. The more we can help them build networks outside of their specific sector into other areas is again going to help bring new approaches and new ideas."*

Palmer believes the broader public safety community is recognizing the need for this original training provided by the Levene GSB.

*"I've just come back from the Canadian Association of Chiefs of Police Annual General Meeting and talking to the senior chiefs there and the reception was very positive. Not only did they say it was a good idea, but they wanted information on it."*

Palmer is very enthusiastic about the potential of the Levene MBA Public Safety Specialization beginning this fall.

*"We've asked a number of people what they feel the real needs are. The university has been able to put together a suite of courses that actually responds to the needs of the Public Safety community: that's what really excites me and I'm really looking forward to the feedback from the first cohort of participants."*

Photo courtesy of Bonnie Schmidt



Participants in the 2014 Levene International Study Tour visit the STX Finland shipyard.

# LEVENE INTERNATIONAL STUDY TOUR

By Donna Boyle

**SEE THE WORLD BEFORE YOU CHANGE IT.  
THE WORLD IS YOUR CLASSROOM.**

At the Levene GSB we believe learning to lead with a global perspective is vital for senior managers today. As a result, all MBA students now participate in an international study tour to help widen their horizons. This spring Bonnie Schmidt, Chief Information Officer (CIO) at the Government of Saskatchewan, received her Executive Master of Business Administration (EMBA'15).

*"It was a lot of work but it was so well worth it...I wouldn't be in this job if it wasn't for the EMBA program because although I've been with government forever, I don't think I would have had the confidence..."*

Taking the EMBA program has yielded practical tools for Bonnie in her career. Her capstone, or final written assignment, focused on "creating a culture of one team," i.e. cohesiveness in the workplace.

*"As I move forward in my role, I want to make sure that we are a team. I'm implementing my recommendations and my findings from my capstone into my day-to-day work."*

What Bonnie most values of her EMBA experience was being exposed to such a wide cross section of talented people and the relationships forged over the two years of study.

*"It's the cohort mentality. While you're not necessarily interacting all of the time, just the support the group provides is very valuable."*

The international study tour her EMBA group took in May 2014 opened Bonnie's eyes to new ways of doing business. The group visited the STX Finland shipyard where a giant cruise ship was being built in a modular fashion.

*"It's a large manufacturing facility. They used to build everything outside in the elements and took a step back to see how they could build smaller, more manageable pieces."*

Next the tour went to Estonia where they visited the Estonian Cell paper mill, Saku Brewery, the Canadian Consulate, the Estonian Business School, and Skype.

*"One of the things on the study tour that was great is visiting other businesses including our visit to Skype. Nobody is really controlled by rules there. I found how they worked together really valuable and hopefully we can bring some of those things back to government."*

Bonnie was surprised by Estonia's leading-edge digital culture and by the extreme contrast of old and new.

*"What an amazing place! You're sitting by these old ancient castle walls and there's free Wi-Fi*

*everywhere because all of their services are delivered online.*

*We're going down that road in Saskatchewan now. To me it's just very exciting, the art of the possible."*

Each organization Bonnie visited on her international tour offered opportunities to broaden her perspective, but what most resonated with her was the lasting friendships she built with her cohort.

*"The confidence, the real-world experience and to be able to call on that network of friends is invaluable... the program is so worth it."*

## 87.5%

OF EMBA GRADUATES  
ARE EITHER "SATISFIED  
OR EXTREMELY SATISFIED"  
WITH THEIR OVERALL  
EXPERIENCE AT THE  
LEVENE GSB



# PAUL MCLELLAN

By Donna Boyle

Since the mid-80's Paul McLellan has been the CEO of Alliance Energy, an electrical company established over a century ago in Regina.

*"I took business administration at the U of R. My brother and sister were also in the program... I loved the University and loved the Faculty. For me it was life-changing on many levels."*

Paul and Alliance Energy donated the initial \$50,000 to start the UR Investing program in the Hill School of Business. That group now manages \$1.4 million in real funds. He is a past chair of the U of R Board of Governors and is a member of the Leaders Council as well as the Hill Advisory Board. He's a believer in lifelong learning and being engaged.

*"I think education is key to getting better. When you're a CEO every day is different; you're in a changing environment and education helps you recognize that."*

In 2007, Paul returned to his beloved U of R to participate in the Executive Master of Business Administration (EMBA) program. Deciding to go back to school at age 50 was a very personal decision.

*"I just made the commitment. For me it was a life changing, a revitalization and a refresh. I thoroughly enjoyed it."*

Despite his busy work schedule, Paul is a leader in the construction industry and in the community. He has never sat on a board he didn't enjoy, but Paul generally enjoys everything he does.



Paul McLellan (EMBA '09), CEO Alliance Energy.

*"Negativity does not work as a CEO. That doesn't mean you can't be critical, but you need to be positive."*

In addition, Paul advises students who are considering becoming a CEO to see themselves as a mentor or a coach.

*"A coach is rarely in the game; they are on the sideline so they can mentor and help, while trusting folks to do their job. I like to think I do that and that the EMBA program really helped me."*

Whatever role interests you, CEO or otherwise, Paul recommends you try to imagine yourself in the position first.

*"It can sound sexy and big money but sometimes it's none of that stuff, and not everyone is cut out for the role. Get the background and make sure it's a good fit. Picture yourself in the role and decide whether you'll be happy in it."*

With that accountability and responsibility also comes the opportunity and authority to make real progressive change.

*"My sister is my CFO. I've encouraged her to get involved in the construction industry. She's President of the Regina Construction Association, the first women President ever. So that has introduced a wonderful diversity, and that comes with challenges too!"*

Paul says the EMBA real-life case studies and theory helped enhance his ability to deal with change. One of the other positive advantages of the program is the people he met.

*"You meet some very intelligent people. I think there were three PhD's in the course... I have become very good friends with some of my fellow students. There are also several professors that I still maintain a relationship with. Right at the end of the program I was appointed to the U of R Board of Governors and then became chair, so I ended up becoming quite integrated in the university. It's the best thing I've ever done and it's never too late to get involved!"*

**Barb McGrath, Levene Alumni Association President, extends an invite to all graduates from the Kenneth Levene Graduate School of Business to join the association.**

**Contact [Levene.Alumni@uregina.ca](mailto:Levene.Alumni@uregina.ca) to find out more.**

# RESEARCH ACTIVITY

**Dr. Robert Anderson** received a “Highly Commended Paper Award” through the Emerald Group Publishing for his paper “The development experiences of two small African and northern European communities under globalization – a regulation theory analysis” published in *Journal of Enterprising Communities: People and Places in the Global Economy*.

**Dr. Nourhene Ben Youssef** received a U of R President’s Research Seed Grant for \$5,000 for her paper titled “The impact of board characteristics and audit effort on restatement disclosure lag.”

**Dr. Shelagh Campbell** received a “Best Developmental Paper Award” at the British Academy of Management Conference in the UK for her paper “Silence across an organizational field: Discourse analysis of business school histories before and after the global financial crisis.”

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. **Dr. Gina Grandy** was the recipient in Spring 2015; Winter 2015 recipients were **Dr. Magdalena Cismaru**, **Dr. Youngsoo Kim**, **Dr. Tatiana Levit**, **Dr. Lisa Watson**, **Dr. Sandeep Mishra**, **Dr. Jean-Marie Nkongolo-Bakenda**, **Dr. Georg Peng**, **Dr. Andrew Stevens** and **Dr. Zhou Zhang**; and Fall 2014 recipients were **Dr. Eman Almeshdawe** and **Dr. Nourhene Ben Youssef**.

**Dr. Gina Grandy** received a “Best Case Award” at the Canadian Association for Studies in Cooperation Conference for her case “Neighbourhood Credit Union: To

merge or not to merge” with co-author Dr. Daphne Rixon.

**Dr. Sandeep Mishra** is a collaborator on a SSHRC Insight Grant with principal investigator Dr. Pat Barclay that was recently funded for \$143,524. The study is called “Reputation and cooperative signals: applications and limitations.”

**Dr. Sandeep Mishra**, with co-investigator Dr. Lukas Neville and collaborator Dr. Martin Day, received a SSHRC Insight Development Grant for \$33,111 for their project entitled “Social mobility and preference for income inequality.”





**Dr. Sandeep Mishra** was the recipient of the Viterro Fellowship in Business Administration. The award provides annual research funding in the amount of \$5,000 for three years.

**Dr. George Peng** was announced as one of the winners of the 2014 EFMD Case Writing Competition which globally recognizes case development in 14 categories. Dr. Peng and his co-author Dr. Paul Beamish were recognized in the Emerging Global Chinese Competitors category for their article “Yancoal: The Saskatchewan potash question.”

**Dr. Morina Rennie** received an “Outstanding Author Contribution Award” from Emerald Group Publishing (together with her co-authors Dr. Lori Kopp and Dr. W. Morley Lemon) for “Auditor-client disagreements and independence: An exploratory field study” published in *Research on Professional Responsibility and Ethics in Accounting*. It was identified by the editorial team as “one of the most impressive pieces of work the team has seen throughout 2014.”

**Dr. Haithem Zourrig** received a SSHRC Insight Development Grant for \$48,000 for his research project entitled “Consumer fraudulent behaviour: A cross-cultural perspective.” The research involves three international collaborators: Dr. Béatrice Parguel, Dr. Alexandra Medina-Borja, and Dr. Mengxia Zhang.

**Dr. Haithem Zourrig** received a “Best Thesis Award” discerned by the Commonwealth committee for his thesis entitled “Three essays on consumer revenge, avoidance, and forgiveness behaviours: A cross-cultural perspective” at the 14th International Marketing Trends Conference in France.

	 REFEREED JOURNAL ARTICLES PUBLISHED	 REFEREED CONFERENCE PRESENTATIONS	 BOOKS OR BOOK CHAPTERS PUBLISHED	 HILL-IVEY CASES PUBLISHED
<b>2012</b>	<b>23</b>	<b>36</b>	<b>6</b>	<b>3</b>
<b>2013</b>	<b>20</b>	<b>27</b>	<b>8</b>	<b>2</b>
<b>2014</b>	<b>28</b>	<b>42</b>	<b>7</b>	<b>5</b>

*In 2014 faculty members also wrote 11 cases for the JDC West Case Competition.*

**18 HILL-IVEY** cases have been published since 2009.

**15,960 COPIES** of these cases have been purchased and used in **42 COUNTRIES**.

# NEW BEHAVIOURAL RESEARCH LAB OPEN FOR STUDENTS, FACULTY, AND THE BUSINESS COMMUNITY

By Steve Wyrostek

As Principal Investigator of the just-opened LaBBR Lab (Laboratory for Behavioural Business Research), Dr. Sandeep Mishra led the grant team awarded \$417,781 from the Canadian Foundation for Innovation, John Evans Leaders Fund (CFI-JELF) to build a state-of-the-art human research lab.

The 1,100 square foot Faculty of Business Administration research lab is equipped to run complex experiments, advanced computer simulations, focus groups, in-depth interviews, and physiological tests. Flexible space design allows researchers to simulate retail and casino environments. The latest in mobile eye-tracking equipment enables researchers to take their work into the real world.

The purpose of the lab is to study counter-productive and antisocial behaviour in business settings with the idea of enhancing business productivity, informing public policy, and improving quality of life.

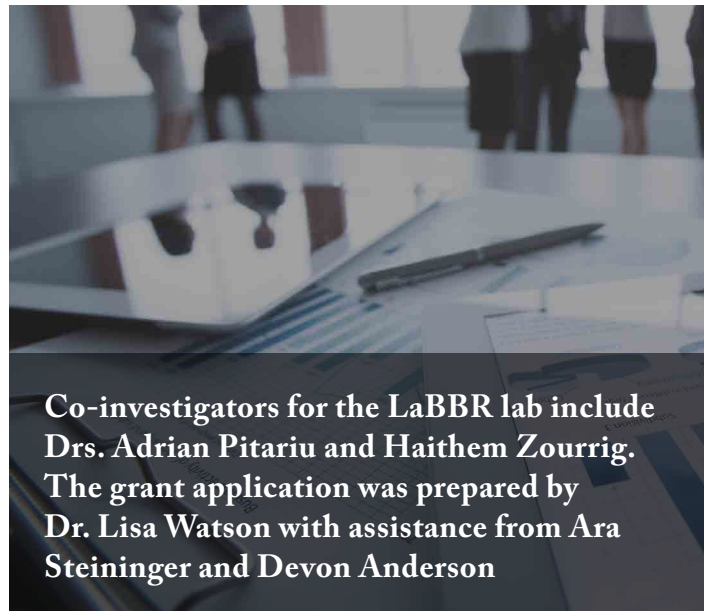
“The lab is very flexible with changeable lighting and furniture... it will feel like a storefront, a casino, or whatever real-world environment we want it to be,” says Mishra.

## THE UNIQUENESS OF THE LAB AT THE U OF R

Behavioural research labs are a rare commodity at business schools, especially ones as nice as this one. And as a modular lab, the intention is to create something for the whole campus because the U of R is very interdisciplinary. For example, Dr. Mishra is also cross-listed in the Department of Psychology.

Students will also benefit by being part of research programs.

“I have two Masters’ students starting with me through the Department of Psychology this fall who will be using the lab



Co-investigators for the LaBBR lab include Drs. Adrian Pitariu and Haithem Zourrig. The grant application was prepared by Dr. Lisa Watson with assistance from Ara Steininger and Devon Anderson

extensively,” says Mishra. “It’s going to be a really great experience. It’s not common and, because we’re a smaller school, we can let our undergrads in more on the ground floor of how things are actually done.”

There will be business community involvement, too. For example, iQmetrix, the retail software firm, is teaming up and offering to fund studies that involve consumer behaviour.

“This is just a preliminary relationship we’ve built, but I imagine that a lot of organizations in the community have empirical questions... how do I have a more productive work force, how do I increase organizational commitment, or whatever else. They might be able to use the lab or team up with researchers who are using the lab to generate knowledge that could be applicable to their own problems,” explains Mishra, excited about the potential business involvement in the new research lab.

*U of R Photography*



Dr. Sandeep Mishra, Devon Anderson, Dr. Adrian Pitariu, and Dr. Lisa Watson at the announcement of the new LaBBR Lab.



# CHALLENGING ASSUMPTIONS ABOUT HOW WE DO BUSINESS

By Steve Wrostek

Dr. Grandy grew up in Newfoundland in a home where both her parents had careers in the public sector. Her father is a retired teacher and her mother a retired nurse. “The idea of ‘business’ was a little foreign in my home, and I ended up studying business because of what I would call very limited career advice from my guidance counselor.” He suggested she had three options: a nurse, a teacher, or go into business.

“My initial response was, why do I have to be a nurse? Why can’t I be a doctor? I liked the idea of teaching, but the school context didn’t seem right for me. I decided to give business a try. I made the most of it, completing a co-ed degree at Memorial University with work placements in human resources and marketing and a study term abroad in Amsterdam,” says Grandy. During and following the completion of her MBA, she worked in small business development, human resources, and management training. She credits her PhD studies and her early attempts at research for her drive to continually question what we understand as normal and acceptable in business and organizations.

Her research interests are diverse and include competitive advantage, gender, leadership, identity, and stigma in for-profit, not-for-profit, and public sector organizations. Much of her work is collaborative and qualitative-based. Her research networks are extensive across Canada and in the UK, including colleagues at institutions such as Durham, Brunel, Essex and Leeds.

Dr. Grandy is presently collaborating with Dr. Sharon Mavin at University of Roehampton in London, England on a study which focuses upon elite women leaders and intra-gender relations. “We want to illuminate the complexities that women leaders experience and challenge assumptions that women simply don’t get along in workplaces,” explains Grandy. “For example, interestingly, women leaders made references to their own or other women’s bodies and appearances as a part of their leadership experiences. There’s a physicality to leadership, making us ask why we are evaluating leaders based on how they look and dress rather than the competence and skills that they bring to the table.”

She is also working on publications from a research project she completed with Dr. Judith Holton at Mount Allison University



**Dr. Gina Grandy is an Associate Professor (Strategic Management) in the Faculty of Business Administration.**

on the assessment of leadership development needs of middle managers in health care.

“A common theme in my research is that I’m intrigued by unexpected findings. There are incredible pressures on middle managers in health care to do more with less. One of our unexpected findings was that we realized the interview itself served an additional purpose,” says Grandy. “It was a rare chance for them to be reflective in conversation with us about their practice as managers and how they want to enact leadership differently. They desire a better balance and focus upon their own well-being while also being able to deliver on organizational expectations. From this we are proposing that health care organizations need to find innovative ways to offer managers time for reflection and create a culture where managers are able to integrate their reflective insights into daily practices.”

Another area of interest for Dr. Grandy is around stigma, marginalized occupations and what can be learned from them.

“I’m working with Dr. Bruce Thomson at MacEwan University and we are putting together a book on stigma at the individual, occupational and organizational levels. Unfortunately, too often we evaluate peoples’ worth by what they do for paid work, and I think we need to ask ourselves why is it that we value certain jobs more than others when they all contribute to our society?”

Dr. Grandy has published widely in scholarly journals but feels that the real impact is made by bringing research into the classroom and connecting with the community at large.

“When we publish in academic journals, mostly it’s other academics who read it, right? If we can bring our research into the classroom or community, we have an opportunity to discuss alternative ways to see issues with those who are living it daily, learn from each other, and consider how we might do things differently in the workplace.”

## RESEARCH ON MARKETING PERSUASION TACTICS AND CONSUMER WELL-BEING



U of R Photography

Dr. Levit teaches and researches in the area of consumer behaviour.

“What interests me is persuasion. What really works with people?

Why would they say yes to something if just a minute ago they wanted to say no? How could persuasion be used with good intentions? And how could consumers evade over-zealous pressure of commercial marketing? Finding these answers will benefit the consumer,” says Levit.

Her dissertation focused on how food advertising claims may backfire.

“Imagine if a consumer on a diet hears a pitch for a snack that will make her remember the best days of her childhood. She finds, though, that the product is just average,” says Levit. “While most people in my study stopped eating after such emotional disappointment, dieters ate more. People who struggle to maintain their weight are the most vulnerable to this ironic effect. Fortunately, dieters who develop high emotional intelligence can reverse it. There is a lesson for consumers as well as marketers.”

Dr. Levit is presently preparing a paper for publication on retail persuasion tactics.

“It’s on how sometimes sales people make themselves more likeable by stressing similarity with the consumer. For example, ‘Where are you from? Wow, me too!’ creates a simple but powerful social connection,” explains Levit. “A salesperson doesn’t pressure you, but you feel so good about the interaction that you just have to take something away with you.”

*(above) Dr. Tatiana Levit is an Assistant Professor (Marketing) in the Faculty of Business Administration.*

*(right) Dr. Peter Moroz is an Associate Professor (Entrepreneurship) in the Faculty of Business Administration.*

## THE ENTREPRENEURSHIP FACULTY VENTURES INTO MANY EXCITING AREAS



U of R Photography

Entrepreneurship is a tough path to follow, and Dr. Moroz knows this from experience.

“Approximately one-in-five businesses survive the first few

years of operation and we believe that by giving students an experiential education, hard-to-learn competencies, and world-class tools through our many specialized entrepreneurship courses, that they will be better equipped to survive and be that one-in-five that does succeed if they choose to start up a new business. But it’s not for everyone,” explains Moroz. “I’ve been an entrepreneur myself, involved in about five small businesses. We made some money and lost some money. You can often relate your own mistakes and successes to theory to show students hard-to-learn examples of what operating a small business is really like.”

Dr. Moroz has had the privilege to work with many highly-skilled colleagues to build the entrepreneurship programs at the Hill and Levene Schools. Over the last 10 years, Moroz and others have also developed a core of excellence around Indigenous entrepreneurship and economic development. They were awarded a \$200,000 SSHRC grant in 2014. The study explores how Aboriginal communities and natural resource corporations in Saskatchewan can create partnerships that facilitate new ventures, which benefit both.

“One thing about entrepreneurs is that we’re always working. We’re always on. We’re always doing what we need to do. Much of what we teach at the Hill and Levene Schools prepares entrepreneurship students to be constantly alert to new opportunities, quickly evaluate them, and if they’re worthwhile to seize them. This is an important skill to learn for anyone whether they are starting up or have established businesses.”

## SOCIAL MARKETING RESEARCH BENEFITS SOCIETY



U of R Photography

Dr. Cismaru is involved in social marketing which is about using marketing for the benefit of the person, the individual and society. It digs into things like drunk

driving, obesity and other social issues. The field involves qualitative research and talking to people individually or in small groups.

Dr. Cismaru has ventured into several social marketing research areas.

“One of the three projects I’m working on is texting while driving which has become a huge issue. Some say it’s worse than drunk driving in terms of how many accidents it causes and number of deaths from distracted driving,” says Cismaru. “I’m focusing on recommendations to abstain from texting while driving by looking at what’s already happening in the US, Canada, the UK, Australia, and New Zealand and evaluating how credible they are.”

She has also studied depression, finding in her research that a person suffering from depression dramatically affects the whole family dynamic.

“What we have found is that there is a lot of information for the depressed person but not much out there for family and friends. So, we’re trying to identify a model or models which can help family members of people suffering from depression to better deal with it,” explains Cismaru.

She likes using students to assist in her research, hiring undergrads for the texting while driving and depression studies. “I think training and mentoring students is something that benefits the community.”

*Dr. Magdalena Cismaru is a Professor (Marketing) in the Faculty of Business Administration.*

**Articles By Steve Wyrostek**

# RESEARCH HAS GOT TO BE ABOUT SOMETHING THAT MATTERS

By Steve Wyrstek



Dr. Haithem Zourrig, Associate Professor of Marketing.

At the U of R since 2012 and an Associate Professor of Marketing, Dr. Haithem Zourrig's expertise is studying consumer behaviour, especially the darker side of it and how companies can dissuade consumers' dysfunctional behaviours. In addition to teaching, Dr. Zourrig also researches in the field. His most recent project is on insurance fraud.

What he finds fascinating about fraud is that perceptions differ among consumers about the "wrongness" of insurance fraud.

"For example, say a person is in a car accident and there's not much to claim. But he inflates what little claim he has with a small addition. That could be perceived by idiocentric consumers (i.e. those who define themselves as independent, focus more on their own goals and make their own decisions without worrying about what others think) as something tolerable. However, we found that allocentric consumers (i.e. those who define themselves in terms of the group that they are part of, and behave according to that group's cultural norms) have an extremely

negative attitude about any kind of fraud compared to their idiocentric counterparts. We're trying to understand what could explain this from a consumer's perspective," says Zourrig.

"We recognize that fraud is a universal problem, but if I'm a Canadian company and trying to dissuade the public from committing insurance fraud, I need to think differently. Maybe, I need to think about increasing the perception of the risk of being caught. That could work more efficiently in a society with a "loose culture" like Canada than one with a "tight culture" like Japan. If you want to influence consumer behaviours, one key is to consider the cultural background of consumers."

If your company or organization is trying to prevent insurance fraud, Dr. Zourrig's research indicates some things to consider:

- Put yourself in the shoes of a customer, thinking about the ways fraud would impact them. This will allow you to be proactive towards issues they might face.

- When you're talking about fraud, make sure to communicate in a way that takes into consideration how fraud is perceived in society; people view types of fraud differently.
- Remember that fraud is understood differently in different cultures; for example, how business fraud is perceived in Japan is quite different than in Canada, which can present communication challenges.

Since research consumes so much time and takes significant resources, Dr. Zourrig feels that there is one overarching reality... the research must matter.

"I need to begin with something that matters to people. If I go somewhere and see an intriguing occurrence, that might be a starting point, but the research has got to be about something significant to people, organizations and society in general," says Zourrig.



## RBC & CPA SASKATCHEWAN ANNOUNCE MAJOR GIFTS

By Emily McNair & Kelly-Ann McLeod



Andrew Gaudes, Dean; Vianne Timmons, U of R President; Jim Grundy, RBC Regina Branch Manager; Don Morris, RBC Regional Vice President, Regina and Parkland Region; and Andy Wolske, RBC Vice President, Commercial Financial Services

**OUR BUSINESS SCHOOLS ARE GENERATING INTEREST AND SUPPORT FROM BOTH THE LOCAL AND NATIONAL BUSINESS COMMUNITY. ONGOING PARTICIPATION AND FINANCIAL SUPPORT OF LEADERS COUNCIL MEMBERS, ALONG WITH LARGER GIFTS AND SPONSORSHIP FROM OTHER ORGANIZATIONS, ALLOWS US TO PROVIDE OPPORTUNITIES AND INITIATIVES FOR OUR STUDENTS, FACULTY, AND STAFF.**

The Faculty is very excited about two new gifts that were realized in 2015.

The Royal Bank of Canada (RBC) responded to a Faculty “case for support” for a Woman Executive in Residence, and donated \$375,000 as well as \$125,000 to the College Avenue Campus Renewal Project.

This donation will help establish a new RBC Woman Executive in Residence Program initiative in the Faculty. The

RBC Woman Executive in Residence will be responsible for building a program that creates opportunities and provides initiatives accessible to students, faculty, and staff. Her efforts will focus around the following principles:

- Increasing knowledge about the challenges and barriers women face as they rise through the leadership ranks;
- increasing an understanding of the benefits that women leaders bring to organizations;
- inspiring woman business students to set their sights as future leaders; and,
- further strengthening the Hill & Levene Schools of Business by assisting in refining programs, teaching, and experiential opportunities in order to better prepare women.

The College Avenue Campus Renewal Project aims to restore our century old campus through enhancing accessibility and the integrity of the campus buildings, and preparing CAC for its next century of use.

The Chartered Professional Accountants of Saskatchewan (CPA Saskatchewan) has also committed to continuing their support of the Faculty through a significant donation in support of various initiatives for both business student groups, and the Faculty itself. These initiatives are both sponsorship and philanthropic based.

The areas of student group support include: JDC West Business Competition, ICBC Competition, Hill Business Dinner Sponsor

(presenting sponsor), Career Development Conference, Accounting Fellowship Dinner, Hill BSS Momentum event, and Enactus.

The Faculty as a whole will see funds towards the support of Faculty accreditation, Hill Legacy Program, CPA Established Scholar, and CPA Emerging Scholar.

The contribution of these two gifts will allow the Faculty to continue to offer rich experiential opportunities to students and pursue new initiatives.

For more information about these gifts, and other “case for support” opportunities within the Faculty, please contact the Dean’s Office.



# RECOGNIZING ACHIEVEMENT

**Dr. Eman Almehdawe** was registered as a Professional Engineer with APEGS

**Dr. Robert Anderson** was appointed as Editor-in-Chief of the Journal for Enterprising Communities

**Dr. Shelagh Campbell's** designation has been upgraded from CHRP to CHRL

Hill student **Jia Deng** was the recipient of the University Prize in Business Administration and the Faculty of Business Administration Dean's Medal at the Fall 2014 Convocation

**Dean Andrew Gaudes** completed the Directors Education Program (DEP) and successfully passed his exam to earn the ICD.D designation through the Institute of Corporate Directors

**Dr. Gina Grandy** was appointed as Associate Editor of the Case Research Journal

**Nola Joorisity** was announced as the Chair designate for the CPA Western School of Business

**Nola Joorisity** obtained her Chartered Directors designation (C.Dir.)

Hill student **Jeanna Kozan** was named "Female Executive of the Year" by the Canadian Association of Business Students (CABS)

**Dr. Aldene Meis Mason** was awarded her PhD from the University of Canterbury in Christchurch, New Zealand. Her area of research focus is Indigenous Entrepreneurship and her thesis was "Canadian Inuit Use of Caribou and Swedish Sami Use of Reindeer in Entrepreneurship."

Hill student **Nicole Nameth** was the recipient of both the Leon Goldman Scholarship and the Faculty of Business Administration Dean's Medal at the Spring 2015 Convocation

**Dr. Morina Rennie** was appointed to the audit committee of the federal government's Department of Canadian Heritage

Hill student **Shahzadi Sayyid** was named as one of CBC's Saskatchewan Future 40

Hill student **Stacey Upson** was the recipient of the University Prize in Business Administration at the Fall 2015 Convocation

**Dr. Haithem Zourrig** served as Merit Reviewer on the 2015 SSHRC Adjudication Committee



## 42<sup>ND</sup> ANNUAL HILL BUSINESS DINNER

(INCLUDING EXCLUSIVE LEADERS COUNCIL Q&A)

*Featuring keynote speaker James Sinegal, co-founder & former CEO of Costco*

Tuesday, October 27, 2015

## LEADERS COUNCIL AGM

Tuesday, November 24, 2015

## SASKATCHEWAN DIRECTORS EDUCATION PROGRAM

(APPLICATION DEADLINE FOR 2016 SASK DEP 2)

Friday, December 18, 2015

## HILL ALUMNI ADVISORY FORUM

Tuesday, January 19, 2016

## HILL LEGACY PIN CEREMONY

Friday, January 22, 2016

## BSS MOMENTUM EVENT

Tuesday, January 26, 2016

## LEVENE ADVISORY BOARD MEETING

Tuesday, May 3, 2016

## ANNUAL LEVENE DINNER

(INCLUDING EXCLUSIVE LEADERS COUNCIL Q&A)

Tuesday, May 3, 2016

## HILL LEGACY RING CEREMONY

\*TENTATIVE\*

Wednesday, June 1, 2016

## UNIVERSITY OF REGINA SPRING CONVOCATION

(INCLUDING HILL & LEVENE SCHOOLS)

Wednesday, June 1, 2016

## HILL ADVISORY BOARD MEETING

Monday, June 6, 2016

## HILL LEGACY PIN CEREMONY

Friday, September 23, 2016

## UNIVERSITY OF REGINA FALL CONVOCATION

(INCLUDING HILL & LEVENE SCHOOLS)

Friday, October 21, 2016

## HILL ADVISORY BOARD MEETING

Tuesday, October 4, 2016

## 43<sup>RD</sup> ANNUAL HILL BUSINESS DINNER

(INCLUDING EXCLUSIVE LEADERS COUNCIL Q&A)

*Featuring keynote speaker Jochen E. Tilk, President & CEO of PotashCorp*

Tuesday, October 4, 2016

## KENNETH LEVENE GRADUATE SCHOOL OF BUSINESS PROGRAM INFORMATION SESSIONS

Each will start at 5:30 p.m. and take place on the U of R Campus, Education Building, Room 614

## LEVENE EMBA INFORMATION SESSIONS

Wednesday, November 18, 2015

Wednesday, February 24, 2016

Wednesday, March 16, 2016

Wednesday, April 20, 2016

## LEVENE GSB INFORMATION SESSIONS

Wednesday, March 2, 2016

Wednesday, April 6, 2016

Wednesday, May 18, 2016

You can find more information about the sessions or RSVP by visiting:  
[levene.uregina.ca](http://levene.uregina.ca)



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