**Dean, Business Administration**

**Statement of Accomplishments and Vision**

As I prepare this statement of accomplishments and vision I note that it’s 42 months to the day since I arrived at the University of Regina. In retrospect, there has been much carried out in this time, none of which would have been possible without the tireless support of staff, faculty, and committed members of our extended community. I am truly indebted to them for their energy, experience, and wisdom for all that we have been able to accomplish.

“Our strength is in our relationships.” That was the first sentence in my first public address at the 2012 Hill Business Dinner. Our main effort over the past three and a half years since becoming Dean has been to increase our strength. We focused on elevating our profile and recognition of the brand. We extended our reach by broadening our organizational structure and formalizing relationships with our stakeholders and beyond. We created communication conduits, which promote the excellent work of our students, staff, and faculty.

We committed ourselves to preparing students to graduate and to set their own independent path of personal and professional fulfillment, as well as accommodate the needs of employing organizations. We prepared our students to lead in business through critical reflection, personal connection, and consideration for the global community. We carried this out through many activities and new initiatives. We did this together and I believe today, for our effort, we are stronger.

The total number of student applications for fall 2015 increased by 62% since fall 2012. Registration of Saskatchewan residents has increased nearly 24%, and the number of registrations by Canadians outside Saskatchewan, though smaller in comparison, has increased by more than 112%. We are also connecting with the international community. The number of registrations by international students has increased by more than 61% since fall 2012. Today, more than 20% of our classroom is comprised of students representing 34 countries other than Canada. The admission average has also steadily increased. In fall 2012 the admission average was 80.94. In fall 2015 the admission average increased to 83.56.

A listing of accomplishments is presented below, under bolded statements of expected activities of the Dean of Business Administration, as were stated in the position profile, posted in fall 2011. Within each statement the accomplishments are presented as they occurred. Hyperlinks are also offered to provide additional information as needed. A statement of vision or future state follows.

**Accomplishments**

***Lead in the development and enhancement of programs, including the Ivey partnership, that attract, retain, and graduate highly qualified students.***

* The Hill-Ivey Agreement was renewed three times (October 2012, January 2014, April 2015). The most recent renewal, for three years, not only sustaining, but strengthening this important relationship.
* With Senate approval in June 2013, Levene GSB launched the new [Levene MBA](http://www.uregina.ca/business/levene/programs/levene-mba/index.html). The Levene MBA offers innovative features, broadening access and opportunity to people thinking about pursuing an MBA degree. The program offers a five course post-graduate diploma in business as a ladder into the MBA for people without an undergraduate business degree. It also enables students to specialize in engineering management, or international business. Along with an international study tour as part of the program.
* The role of Executive Lead for [UR Investing](http://www.uregina.ca/business/hill/student-groups/ur-investing.html) was established on August 1, 2013. This position is for an industry expert who will also teach in our Faculty and provide investing experience to the UR Investing team.
* In September 2013 the UR Investing portfolio was increased from $200,000 to $1,000,000 from general endowed funds as well as $500,000 of the endowed gift the Faculty of Business Administration received from Paul Hill in 2007. The UR Investing program was influential in the [success of Hill students](http://www.uregina.ca/external/communications/feature-stories/current/2016/01-20.html) who placed third among 1909 teams from 37 universities in the Montreal Exchange Options Trading Simulation contest in fall 2015.
* In September 2013 the [Hill Legacy Program](http://www.uregina.ca/business/hill/hill-legacy-program.html) was initiated. Entering Hill students receive the Hill Legacy Pin at a ceremony in their first term. Students wear it to School functions and events throughout their program. When they graduate, they return their pin with a letter reflecting on their time at the Hill School. In exchange, graduating students receive the Hill Alumni Ring, signifying that they have successfully completed the program. 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 Paul J. Hill School of Business.
* In December 2013 the [Hill Summer Study Program](http://www.uregina.ca/business/hill/student-groups/international-study/summer-study-program/index.html) began with a negotiated agreement with Shanghai Lixin University of Commerce. The program involves a cohort of Hill students studying abroad together for four weeks at a partner institution. Accommodations, tuition, local travel and airport shuttles are included in the cost of the program. Students who qualify for the UR International travel scholarship will in total pay about the same for six credit hours of study abroad as if they remained at home. Today, students have their choice of undertaking study in Shanghai, Ulsan South Korea, Paris, and Hong Kong in the months of May, June, or July.
* In spring 2014 the value of the [Hill Excellence Program](http://www.uregina.ca/business/hill/excellence-program.html) entrance award was increased from $500 to $1,000.
* The UR Investing portfolio was further increased in September 2014 by $250,000 from endowments whose investment income goes directly back to the business school.
* With Senate approval in June 2015, Levene GSB added the Levene MBA specialization in Public Safety to the offering of graduate study in business.
* In June 2015, two new $3,000 scholarships were created using Leaders Council funds – one for undergraduate students and one for graduate students. The respective awards will be given in conjunction with the Hill and Levene Business Dinners each year. The scholarships will be named in honour of each year’s keynote speaker.
* In February 2016, In order to facilitate student success and development towards setting their own independent path of personal and professional fulfillment we introduced three program leads in the area of experiential activity, research activity, and international activity. Each Program Lead coordinates efforts associated with their portfolio, elevating awareness among Hill and Levene students, faculty and staff.

***Lead in the development of relationships with the Western Canadian and national business community that will move the Faculty to a position of national prominence, and enrich the student experience.***

* In collaboration with Prince’s Charities Trust, January 2013 saw the launch of [Prince’s Operation Entrepreneur](http://www.uregina.ca/external/communications/feature-stories/current/fs-08152013.html). The program assists Canadian military that are transitioning into civilian life and interested in launching a venture, but short on business knowledge. The program started in August 2013 and involves 20 participants in residence over one week on campus each year. During this time, they attend seminars conducted by faculty and are provided one-on-one mentorship by Enactus students.
* In February 2013 the [Insight Distinguished Speaker](http://www.uregina.ca/business/about-us/insight-speaker.html) Series commenced, featuring members of the community who are currently in, or from Saskatchewan and who have made a national or global impact in business. To date, we have had nine Insight Distinguished Speakers.
* In July 2013 [Leaders Council](http://www.uregina.ca/business/about-us/leaders-council/index.html) was formed to expand and strengthen relationships with people of influence in our business community, and to help advance the mission of the Hill School of Business and the Levene Graduate School of Business. Leaders Council offers its membership unique opportunities to participate directly in the life and development of the Hill and Levene Schools, assisting in its advancement by way of advice, offering perspective, and charitable contribution through membership dues. Currently at 47 members, the Leaders Council provides support of student scholarships, student travel and faculty research.
* In March 2014 the [Hill Advisory Board](http://www.uregina.ca/business/about-us/leaders-council/hill-advisory-board.html) and the [Levene Advisory Board](http://www.uregina.ca/business/about-us/leaders-council/levene-advisory-board.html) were established. They represent the interests of key stakeholders in the advancement of respective undergraduate and graduate programs within the Hill and Levene Schools of Business. The Boards are representative of the business community and provide counsel to the Dean on matters related to current and/or proposed programs, the needs of business and management, and outreach and engagement with the extended community.
* In May 2014 the Levene Luncheon shifted to become the Levene Dinner with external guest speakers and a pre-reception Q & A for Leaders Council membership. First dinner had guest speaker Rider Receiver, Chris Getzlaff with Jim Hopson for Q & A. The 2015 dinner had Murad Al-Katib for speaking and Q & A. The 2016 dinner will have Ralph Goodale, Minister, Public Safety.
* In September 2015 The Royal Bank of Canada (RBC) responded to a Faculty case for support for a Woman Executive in Residence. Their donation is the catalyst for a new [RBC Woman Executive in Residence](http://www.uregina.ca/external/communications/releases/current/nr-09242015.html) commencing July 2016. The RBC Woman Executive in Residence is Canada’s first executive residence dedicated to women and will be central in building a program, which creates related opportunities and initiatives accessible to students, faculty, and staff.

***Promote excellence and integrity in teaching, research, and community relations.***

* In January 2013, the Faculty adopted a new statement of [vision and mission](http://www.uregina.ca/business/about-us/mission-vision.html).
* In January 2013 a new program entitled "The Hill-Ivey Faculty Immersion Initiative" was launched. The program was developed as part of a renewed Hill-Ivey Agreement in September 2012. It involves sending members of our faculty to Ivey Business School for one week during the regular fall or winter term to experience Ivey's approach to case method teaching and writing. The program is fully funded by the gift provided by Paul Hill. To date, 18 members of faculty and administration have participated in the program. The initiative has also spurred activity in case publishing. There are more than 20 co-branded [Hill-Ivey cases](https://www.iveycases.com/ProductBrowse.aspx?f=0_150_10) published with more than 16,000 cases used in over 40 countries.
* In July 2013 the role of Executive Lead, Accreditation was created within our Faculty. The position oversees the process of application for accreditation with AMBA EQUIS, and AACSB. The Faculty became a member of the Association to Advance Collegiate Schools of Business (AACSB) in July 2013, a first step towards AACSB accreditation.
* In December 2013 the Faculty was accepted as a member of the European Foundation for Management Development (EFMD). EFMD is a global organization based in Brussels. EFMD membership is the first step towards EFMD Quality Improvement System (EQUIS) accreditation.
* In January 2014 we hosted [JDC West](http://www.uregina.ca/business/events/2014/01/jdc-west.html). Support of this initiative was financial as well as nearly all faculty and staff supporting logistics, case-writing, and team mentorship/coaching. Continual support of faculty participation in [case competition](http://www.uregina.ca/business/hill/student-groups/case-competition/index.html), as well as facilitating linkages with the business community via Leaders Council has developed a strong culture of students prepared to think critically and professionally. The results have lead to repeated successes each year in both JDC West and ICBC.
* In May 2014, following complete re-branding of the Levene Graduate School of Business, a new space for the [Levene GSB](http://www.uregina.ca/external/communications/feature-stories/current/fs-09052014-2.html) was officially opened. The source of funding came from Ken Levene’s transformational gift.
* In September 2014 the Maureen Lancaster Professional Development Fund was announced. The fund recognizes contributions made to the Faculty by Maureen Lancaster, who worked for the Faculty from 2003 to 2013. The initiative provides funds for professional development, such as accreditation processes, for CUPE and APT staff in Business Administration.
* In November 2014 our application for accreditation was forwarded to the Association of Masters of Business Administration (AMBA). This is the first step towards AMBA accreditation.

***Play a key role in developing research contracts, exchanges and collaborative initiatives with other local, provincial, national and international institutions.***

* In June 2013 an exchange agreement was signed with Lingnan University.
* In September 2013 an articulation agreement was signed with the Management Development Institute of Singapore.
* In September 2013, Hill and Edwards Schools collaborated to promote the success of our Schools and the prosperity of our province. A full-page ad was created inviting people to come to Saskatchewan for university studies in business and for opportunity. The ad ran in the October 2013 issues of *Avenue* magazine in Calgary and Edmonton, WestJet’s in-flight magazine *Up*, as well as the November university issue of *Maclean’s*.
* In December 2013 Shanghai Lixin University of Commerce agreed to host the Hill Summer Study Program, commencing in May 2014.
* In November 2014 the inaugural offering of a Saskatchewan [Directors Education Program](http://www.uregina.ca/external/communications/feature-stories/current/fs-06112015.html) (DEP) was announced. The Saskatchewan offering of the DEP is in collaboration with Rotman School of Business, and the Institute of Corporate Directors and is delivered as a partnership between the Edwards School and Levene GSB. The DEP is nationally promoted and runs over twelve days in four three-day modules and draws upon some of Canada’s most accomplished and highly respected experts in governance, delivering content and serving as directors-in-residence. Two modules are delivered in Saskatoon and two in Regina. In its first offering the program was over subscribed with 42 participants. Presently the second offering is scheduled to commence in April 2016.
* In April 2015 University of Ulsan agreed to host the Hill Summer Study Program, commencing in July 2015.
* In November 2015, a Transfer of Credit Agreement was signed between the Saskatchewan Indian Institute of Technologies, First Nations University of Canada, and the Faculty of Business Administration.
* In December 2015 the Paris School of Business agreed to host the Hill Summer Study Program commencing in June 2016.
* In January 2016 Lingnan University agreed to host the Hill Summer Study Program, commencing in June 2016.

***Work towards ensuring appropriate academic and financial support of the Faculty both within the University and through external partnerships.***

* In May 2013 we negotiated a new graduate tuition revenue sharing agreement with financial services, which simplified calculations/projections and shortened the timeframe to receiving the funds.
* Ensured space allocation and supporting funds would be available for the successful proposal (announced in September 2014) to the Canadian Foundation for Innovation, John Evans for the [Laboratory for Behavioural Business Research](http://www.uregina.ca/external/communications/feature-stories/current/fs-02192015-1.html) (LaBBR).
* In September 2015, funds for the RBC Woman in Leadership Scholar were announced. Commencing in July 2016 a member of the faculty will receive a two-year appointment and $5,000 annual in support of research on women in leadership.
* In October 2015, funds for the CPA Emerging and Established Scholars were announced. Commencing in July 2016 up to two members of the faculty may receive a two-year appointment and a portion of up to $15,000 in support of research in the area of accounting.
* In November 2015, funds for the Leaders Council Research Scholar were announced. Commencing in January 2016 a member of the faculty will receive a one-year appointment and $5,000 in support of research in management.
* In December 2015, funds for the KPMG International Research Scholar were announced. Commencing in July 2016 a member of the faculty will receive a two-year appointment and $5,000 annual in support of international research.

***Represent the Faculty to the business community.***

* Apart from key messaging at dinners and Faculty-related events, there have been several other initiatives, which allow for reporting of the Faculty’s activities and successes.
* In fall 2012 the [Hill Alumni Association](http://www.uregina.ca/business/hill/hill-alumni.html) and the [Levene Alumni Association](http://www.uregina.ca/business/levene/for-alumni/) were created. Graduates of our undergraduate, and graduate programs are key stakeholders to the Faculty. Several times a year we hold advisory meetings as well as professional development opportunities for members of alumni to attend and learn about our activities, as well as to provide feedback on our operations. It was important to create the opportunity for our alumni to liaise directly with their fellow alum and to have a direct connection to the Schools to provide input on their experience and our programs.
* Contributed 21 articles to the Regina Chamber of Commerce publication *ChamberLink* since January 2013. The articles outline the activities and advances being made at the Hill and Levene Schools.
* October 2015 saw the launch of the Faculty Magazine [*Horizons*](http://www.uregina.ca/business/about-us/horizons-publication.html)*.* The periodical highlights the activities of the Faculty and members of key stakeholder groups.

***Support a culture of collegiality that facilitates and advocates strong team-building within the Faculty and the University as a whole*.**

* One-on-one meetings were conducted with all staff and faculty in fall 2012 and again in winter 2015. In both instances, meetings were scheduled with each member over several weeks in their offices/spaces so that we may have the opportunity to discuss the state of the business school and how they may find support through the Dean’s office.
* Initiated in October 2012, the staff and faculty gather every six months for “Faculty Forum.” The half-day session reviews the activities of the past six months and looks forward in a trajectory extending beyond the next six months.
* Daily walk-in hours were created in fall 2012 to address the need for access without appointment.
* Initiated in summer 2015. Casual Conversations involves small discussion over the summer months with groups of faculty and staff without the Dean. Groups of four to six people are hosted by a faculty or staff lead. While the host may have some opening questions, the intent is to have free-flowing conversations taking place in a relaxed setting with a few colleagues. It gives faculty and staff some time in small groups to reflect, and consider what we may do as a Faculty, and how we are prepared to face the future.
* In January 2015 we introduced Academic Bundles. Up to half of a student’s BBA program is comprised of arts and sciences courses. We developed with the Faculty of Arts bundled courses, which provide guidance for our students. The bundles are thematic streams, providing a meaningful coverage of a particular area offered within the humanities. Our first set of bundles is language-based themes, anchored by a course in German, Mandarin, Spanish or French. The supporting courses round out the context with courses in geography, religion, political studies, and art history relevant to the anchor language course. Also developed is a Canadiana bundle for international students on Canadian topics.
* Specialization Streams have been introduced into the Levene MBA, which draw upon the research and teaching strength of faculty across units. The benefit to the Faculty is that we are able to position graduate study in business, which responds to needs of organizations. The benefit to the University is we are able to draw upon the strengths within units in delivering high quality programs. This has successfully been implemented in the MBA Engineering Management as well as the MBA Public Safety.
* In collaboration with representatives from units across campus we have been in discussion on a campus-wide program on Ideation, Creativity, and Entrepreneurship.

**Vision**

Employing organizations seek graduates who can see the functional inter-relationship in challenges and are able to draw from prior experience, as well as engage in research when necessary, to generate solutions. Our Faculty of Business Administration will prepare graduates to set their own independent path of personal and professional fulfillment, as well as accommodate the needs of employing organizations.

I see the need of these organizations in balance with the strategic priorities of the University of Regina and our Faculty. That being student success, research with impact, and commitment to our community along with the overarching areas of indigenization and sustainability.

We will be a tightly interwoven component of our community. In this environment, we will become an integral member of the region’s social and economic fabric, and we will be providing employment opportunities for our students, with pre-degree opportunities in shadow/mentorship programs, as well as cooperative and internship job placements.

In this new environment, our faculty and apprenticing students will be sought after to conduct research towards the development of preliminary studies, cases, and advising. We will provide special opportunities for our local organizations in graduate-level programming, professional development, certification pursuit and maintenance, as well as facilitation of initiatives such as strategic planning.

We will also sustain our connection to the community through actively engaging stakeholders through collaborative programs, our Leaders Council, our Hill and Levene Advisory Boards, our alumni, and by invitation to participate in mentorship, coaching, and lecturing opportunities within our Schools.

“I promise you great things in the years to come.” That was the last sentence of my first address at the 2012 Hill Business Dinner. My hope is that I delivered on that promise and am able to continue in delivering the promise in a second term.