

# HORIZONS



## **PAT YOUZWA**

Appointed as the  
RBC Woman Executive in Residence

## **INDIGENIZING THE DEP**

Saskatchewan Directors  
Education Program  
introduces First  
Nations governance

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## CREDITS

### Editor:

Kelly-Ann McLeod

### Original Design & Layout:

Bradbury Branding & Design

### Publisher:

Hill & Levene Schools of Business

### Production:

University of Regina

ISSN 2371-0039 (Print)

ISSN 2371-0047 (Online)

**Cover photo caption:** Pat Youzwa,  
RBC Woman Executive in Residence

Cover photo courtesy of U of R Photography

IT IS IMPORTANT FOR ALL STUDENTS TO UNDERSTAND THE OVERWHELMINGLY POSITIVE INFLUENCE WOMEN HAVE IN LEADERSHIP ROLES.



U of R Photography

It gives me great pleasure to introduce in this issue of *Horizons* our first RBC Woman Executive in Residence, Ms. Pat Youzwa. We had excellent submissions, and the task was very challenging, but we were able to identify Pat as our primary choice for the RBC Woman Executive in Residence. I approached Pat in late May and invited her to meet with me to discuss the position. She took time to consider the role, and to meet with our RBC Scholar, Dr. Grandy, as well as our President, Dr. Timmons, to discuss this opportunity.

I was delighted when Pat informed me she would accept the invitation to become our first RBC Woman Executive in Residence for two years, effective July 1, 2016. Ms. Youzwa is presently the Saskatchewan Vice-Chair of the Canada West Foundation, and Chair of STARS Foundation. Ms. Youzwa is also past President

and CEO of SaskPower, a former Deputy Minister of Energy and Mines, as well as former Deputy Minister of Economic Development.

Pat has a proven record of senior leadership, and a demonstrated commitment to the development of others and will be an excellent advocate for women in leadership as our first RBC Woman Executive in Residence. Her contributions in this role will have an impact in addressing the need to increase the presence of women in senior positions.

Pat will lead in building a program, which will increase knowledge about the challenges and barriers women face as they rise through the leadership ranks. She will work with us to increase understanding of the benefits woman leaders bring to organizations and inspire women in business studies to set their sights as future leaders. It's also important to

note the programming will be accessible and will resonate with all students — women and men. As it is important for all students to understand the overwhelmingly positive influence women have in leadership roles.

I am also proud to inform you in this issue of *Horizons* that our offering of the Directors Education Program (DEP) through the Institute of Corporate Directors has taken a national lead by dedicating a half-day to First Nation and Métis governance. The Levene School delivers two of the four three-day DEP modules, along with Edwards School of Business, where the other two modules are delivered.

The session on First Nation and Métis governance is given the Friday morning of a three-day module at Levene GSB, in collaboration with First Nations University. All participants and instructors are invited to a pipe

ceremony, taking place the night before at the First Nations University campus and the morning concludes with a First Nations feast. This addition to our DEP was critical in offering a program truly representative of board governance in Saskatchewan, and it would not have been possible without the enthusiastic support we received from everyone at First Nations University.

I hope you enjoy reading about these two new programs featured in this issue, as well as the many other great stories we present to you in this fall 2016 offering of *Horizons*. As always, I welcome your comments.

Andrew Gaudes, PhD, ICD.D

Dean  
Hill & Levene Schools  
of Business

H



# HILL SCHOOL HOSTS PRINCE'S OPERATION ENTREPRENEUR PROGRAM

BY: BILL ARMSTRONG

The Honourable Vaughn Solomon Schofield, Lieutenant Governor of Saskatchewan presents POE participant Daniel Spielman with a certificate at the graduation ceremony at the end of the entrepreneurship "boot camp" (centre) with Shadab Tahir, Enactus student mentor (far left) and Lenard Arnold (BBA '16), Enactus alumnus mentor (far right).

Photo courtesy of D3 Imaging

Daniel Spielman might fit the description of a teacher's ideal student: keen, well prepared and eager to absorb as much information as possible from every session. Now, add in another 19 similarly motivated students, all of them, like Spielman, former members of Canada's regular armed forces, and you just might have an instructor's dream class. The 20 came together for a weeklong entrepreneurship "boot camp" to learn more about launching and fine-tuning their business idea as they transition back to civilian life. It's the fourth time the Prince's Operation Entrepreneur (POE) program has been offered in Regina, hosted by Enactus Regina and the Paul J. Hill School of Business.

The POE is a unique made-in-Canada program managed by the Prince's Charities in Canada, and delivered by business schools at four universities, including the Hill School at the U of R. The Regina branch of Enactus Canada, a national student organization that contributes to community improvement projects, provided each of the participants with a student mentor. Emily Barton, the

President of the local Enactus chapter, says more than 50 members have been involved in five different projects over the past four years, including the POE. Being a mentor herself during the 2015 POE was "... a really valuable experience, a look into a lifestyle that was very different from my own."

**I'M IN AWE OF THE DEDICATION OF THE STAFF AND STUDENTS, AND THE ENTIRE EXPERIENCE HAS BEEN REALLY GOOD.**

The POE boot camp consists of an intense week of classes where the 20 participants are provided with information and guidance on subjects such as market research, financing, human resources, marketing and using social media.

In Spielman's case, he and three partners launched their business, Joint Force Tactical, in Chilliwack, BC, in May 2016. Strategically located across the street from a regional training centre used

by municipal police forces, the RCMP, the military and Canada Border Services, the store sells the clothing and other tactical gear these organizations use on a daily basis. Joint Force Tactical will also soon offer a website with online shopping and ordering.

Spielman spent 14 years in the armed forces, including a tour of duty in Afghanistan in 2009-10, and he remains a full-time Reservist while setting up the fledgling business. Despite working 14-hour days, he took the time to ensure he was well prepared for the boot camp.

"I came loaded with questions, because I knew what I didn't know. My only apprehension," he says, "was not getting enough out of the sessions. But I'm in awe of the dedication of the staff and students, and the entire experience has been really good. I now have many more tools for critically analyzing situations and coming to a solution."

Shadab Tahir, who will receive her Bachelor of Business Administration degree in Accounting at the U of R Fall 2016 Convocation, was

Spielman's Enactus boot camp mentor. All of the mentors received an orientation before it began, but Tahir admits she at first wasn't sure what to expect. However, it turned out to be a great experience.

"We talked with the other mentors and veterans about various business issues, and I helped him complete a financing application to the Business Development Bank of Canada," Tahir says. "I learned a lot from Daniel and the other veterans; it gave me more ideas about how businesses run."



WE'VE HAD

**78**

TRANSITIONING  
MILITARY THROUGH  
OUR BOOT CAMP WITH

**67%**

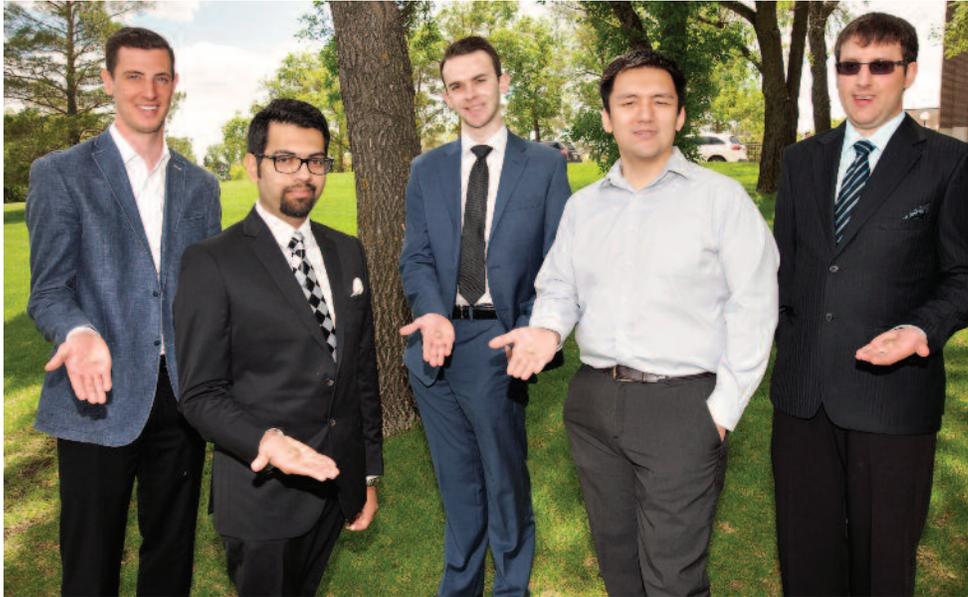
STARTING BUSINESSES



# PINS, RINGS AND LETTERS:

## HOW HILL SCHOOL OF BUSINESS STUDENTS ARE PAYING IT FORWARD

BY: BILL ARMSTRONG



The first five Hill Legacy Ring recipients (left to right) Kashtin Schumacher-Fisher, Sheikh Mahir Kapur, Drayton Leflar, Norman Trinh and Thomas Conrad, holding their rings after receiving them at the ring ceremony.



U of R Photography

On June 1, 2016, shortly before finance major Drayton Leflar received his degree at the University of Regina convocation ceremony, he read his letter of reflection on his university experiences to fellow classmates, family, friends and faculty members. While Leflar's letter was the only one read aloud, all of the students graduating from the Legacy Program had penned their own letters. The ring ceremony was part of a developing tradition that was initiated when Leflar and other students received a Hill Legacy Pin at a ceremony upon entering the Hill School. Those students kept the pins throughout their undergraduate program to wear at Faculty functions and events, and on the day they graduated, returned the pin and submitted their letter of reflection. Each pin and letter will be presented to a new incoming student of the Hill School.

"Those new students will know of someone who has successfully made it through the program," says Dr. Andrew Gaudes, Dean of the Hill School, "and Hill alumni will learn of the students who have become stewards of their pins."

When the new graduates returned their pins, they became the first class to receive a Hill Legacy Ring, signifying they have become respected alumni of the Hill School of Business. As Dean Gaudes points out, they will also identify with a group of students who will similarly share stewardship of the pins through generations to come. By doing so they are creating a virtuous circle, and then paying it forward.

Speaking of paying it forward, in his letter of reflection Leflar commented that while he breezed through high school, "... you don't breeze through university," an

observation that drew knowing nods from many of his classmates. He also confided that in his third year, while taking five classes, working two part-time jobs, being a member of the Hill Business Students' Society and part of UR Investing, he was bound to fail, even as he tried his best. "I also learned what I did wrong, and how I could improve," he says. "So, if I could leave one piece of advice to the new students, it would be: don't be afraid of failure."

Since graduating Leflar has joined CIBC's commercial banking team in Regina. He's excited to see what happens in the next five years as his fellow graduates put their business training into practice, likely scattering to different parts of the world. "I'm interested to see how far our class can go."

**H**

### Hill Paul J. Hill School of Business

#### Hill Legacy Program

##### My Reflection...

*University was undoubtedly one of the greatest experiences of my life. I was able to create many precious memories but there were also moments of extreme adversity and challenging myself to be the best that I could be. I will start from the beginning of my journey when I entered the faculty from pre-pharmacy. I had 64% average at the time and I knew I could do better. I started to push myself and actively focus on my studies by reading my textbooks, taking better notes and being disciplined and proactive. I paid off almost immediately as I started making the dean's list and excelling academically. Trust me when I say that you are able to do this but if you want to succeed you will need to work for it. I improved my cumulative average from mid 60s to an 80, believe in yourself and you can also achieve excellent results.*

*I believe it is very important to also get involved, it can be daunting to take the first step in joining a student organization but it is unparalleled in improving your university experience. Some of the extra programs I was able to get involved with on campus were UR Investing, the Business Students' Society and I was also a teaching assistant. In each of these areas I met many friends and also became a better student in the process, this is because you can learn and develop skills that will tie over into a professional setting. Some of the things I learned from the Students' Society were how to negotiate with business professionals and how to write a professional document that can summarize important information in a clear coherent manner. In UR Investing, I had the opportunity to learn about capital markets and how to speak effectively in front of a board of many other intelligent people. As a finance major, I can not speak highly enough of how valuable the UR Investing program was to my education. Furthermore, a team of myself and three other students (two others from UR Investing) participated in an international trading simulation competition and placed third out of over one thousand other teams. Getting involved on campus was one of the best decisions I could have ever made.*

*If I could leave one piece of advice, it would be to not be afraid of failure. I remember in my third year I was working two jobs, taking five classes, being a member of the student society, and also being a member of UR Investing - at the time I also had a girlfriend. A part of me knew it was too much and I was bound to fail at some point but I still tried my best. There is nothing more satisfying then working your hardest and proving to yourself that you can do anything you truly aspire to. Eventually I did fail though, I was unable to keep up with one of my jobs and ended up letting some people down. However, I also learned what I did wrong and how I could improve. In my fourth year I took five classes, was a member of the BSS and UR Investing and I also worked the equivalent of four part time jobs. Do not see failure as failure, it is an opportunity and I think you can learn the most just by picking yourself back up. Good luck on your endeavors.*

By Drayton Leflar



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Drayton Leflar's reflection letter which was read at the Legacy Ring ceremony.

STUDENTS EXPAND THEIR HORIZONS THROUGH

# “ABSOLUTELY AMAZING”

HILL SUMMER STUDY PROGRAM

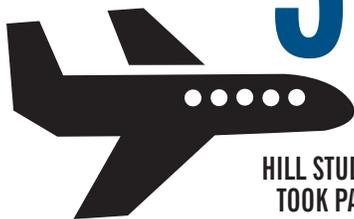
BY: EDWARD WILLETT



Hill students including Madeline Bates (third from the left) at Luxembourg Gardens in Paris.

Photo courtesy of Madeline Bates

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**HILL STUDENTS  
TOOK PART IN  
HILL SUMMER  
STUDY  
OPPORTUNITIES  
IN 2016**

“Absolutely amazing” is how Hill student Madeline Bates describes her experience attending classes at the Paris School of Business this past June through the Hill Summer Study Program.

“Half of our province's earned dollar is from international trade, so it is critical for our students to have the opportunity to gain international experience,” says Dr. Andrew Gaudes, Dean of the Hill School, “to underscore this importance, we have removed the financial barriers often associated with student study abroad. The Hill Summer Study program enables students to study internationally at a total cost that is about the same as taking two courses here in Regina.”

This year, the Hill School offered five study-abroad opportunities for students, four of which were offered exclusively to students at the Paul J. Hill School of Business. In addition to the Paris School of Business program (which ran June 1 to 29), students could attend Shanghai Lixin University of Commerce from May 3 to 31, Lingnan University in Hong Kong from May 30 to July 7, or the Supply Chain Management Program at the University of Ulsan Business College in Ulsan, South Korea, from July 4 to 29.

The University of Ulsan also offered an opportunity, open to all undergraduate Faculties including the Hill School, to attend the Ulsan International Program from July 4 to 29.

This was Bates's second year of overseas study: last year, she traveled to Switzerland. Her goal, she says, was to visit a new country and learn about the differences in their schools and culture.

In Paris, she and the other students lived like locals, staying in apartments in a residential neighbourhood. At the School of Business, they attended classes alongside French students. Given the opportunity to choose two, Bates selected Business Strategy and the Business of Luxury, the former because it was mandatory for her degree (taking it in Paris was “just a bonus”), the latter because it sounded interesting and isn't available in Regina.

One of the highlights of the trip for Bates was when all of the Hill students competed in the L'Oréal Challenge, organized by the school in

collaboration with the L'Oréal cosmetics company.

“We were given 36 hours to create an original concept that would help L'Oréal engage consumers using digital platforms,” she explains. “It could be a product, an app, a website—whatever we wanted.” L'Oréal executives judged the pitches, and the top three teams all included Hill students. “That was really exciting—such a unique experience.”

Bates says she feels she gained a lot of confidence during the study program. “You are forced to get out of your comfort zone, try new things, and meet new people every day.”

She also gained a new appreciation for cultural differences. “For example, we noticed very quickly that the French seem to be late for everything! At first we thought it was really rude, but after a few days we realized that they don't see it as rude at all. It's just a cultural difference.”

“Our world is becoming more and more globalized, so I think it's important to recognize that every culture is different, and to understand these differences when interacting with people from different countries.”

Bates would “absolutely” recommend the Hill summer study program to other students. “It's such a great way to see different parts of the world while at the same time gaining credits toward your degree,” she says. “I made so many memories and became so close with the 11 other Hill students on the trip. I would do it again right now if I could!”

**H**



U of R Photography

# PAT YOUZWA

## FIRST RBC WOMAN EXECUTIVE IN RESIDENCE: ROLE MODEL AND MENTOR FOR YOUNG WOMEN ENTERING BUSINESS

BY: EDWARD WILLETT

The terms of reference for the new RBC Woman Executive in Residence initiative within the Faculty of Business Administration calls for a “passionate advocate for women in leadership” and a “woman of influence in our community.”

There’s no question that Pat Youzwa, the first selected for the position, fits the bill.

Youzwa is the Saskatchewan Vice-Chair of the Canada West Foundation and Chair of the STARS Foundation. She is past-president and CEO of SaskPower, a former Deputy Minister of Energy and Mines, and a former Deputy Minister of Economic Development.

When Dr. Andrew Gaudes, Dean of the Faculty of Business Administration, told her she had been nominated for the position of RBC Woman Executive in

Residence, she was instantly intrigued. “I thought that it was an innovative approach,” she says. “There are executive-in-residence positions at business schools across Canada, but this is the first in Canada where they’ve designated the position to be held by a woman.”

“One of the exciting things for me is that it hasn’t been done before. I have the ability to come in and create something new. If it’s successful, it could be a model for the future.”

She’s begun by developing ideas and key elements, and gathering input from the various audiences: students, faculty, and the university at large.

“The key is to determine how to have a positive and lasting impact in the role,” she says. “I come to this not as a scholar on issues of women in leadership, but as a

practitioner, an executive who happens to be a woman. I bring a practical perspective and can share experiences I’ve had that can influence and impact students who are looking to start their careers in business. I can help them think about leadership roles they might set for their career goals, and some of the considerations they should think about to achieve them.”

The program she develops will be focused on women, but not exclusive to them. “These considerations are relevant not only to young women, but to young business students at large,” she points out.

She’s been asked to have a presence at the business school, to be available to provide advice and input to faculty, to make herself available as a guest presenter, and to play a mentorship role. “I’m happy to meet with

students and provide advice or answer questions. I also plan to create events to engage faculty and students.”

Youzwa says it’s important for women to be in executive positions because success in an organization depends on drawing on all of the best available talent.

“Traditionally and historically, women have not been part of that talent pool in the same way as their male counterparts,” she says. “I also think having more women in leadership roles can bring different perspectives; to solving problems and seeing opportunities. Organizations are strengthened if they have the benefit of more diverse perspectives.”

Made possible by the support of RBC, the RBC Woman Executive in Residence initiative is a reflection of what can happen when the



*RBC Woman Executive in Residence, Pat Youzwa, meets with students from the Hill School.*

business community and the University of Regina come together to change the narrative.

RBC Regional President Kim Ulmer notes that studies have shown that there is a compelling business case for gender parity.

“It is important that we quickly arrive at a place where equal gender representation is aggressively pursued, so as to round out the boardroom table and better ensure the prosperity of our communities,” Ulmer says. “Alongside inspiring executives like Pat Youzwa and pioneering programs like the RBC Woman Executive in Residence, we all share in the responsibility of being mentors and sponsors to next-generation leaders while educating and championing gender parity in the workplace. That is why we at RBC are delighted to support this program.”

Dr. Vianne Timmons, President of the University of Regina, calls the appointment of Youzwa “tremendously important.”

“Women in business—and in every other area of endeavour—need strong role models and mentors as they build their careers,” Timmons says. “As a longtime public

servant in Saskatchewan and former President and CEO of SaskPower, Ms. Youzwa is an incredible role model for many women in our province, and for female students and faculty members in our Faculty of Business Administration in particular.”

**HAVING MORE WOMEN IN LEADERSHIP ROLES CAN BRING DIFFERENT PERSPECTIVES, TO SOLVING PROBLEMS AND SEEING OPPORTUNITIES**

“But her influence will extend further than that. Her executive, board and volunteer experience with different organizations has allowed her to develop insights that will be of value to all students and faculty members, regardless of gender. We are fortunate to have a such a leader as our inaugural RBC Woman Executive in Residence, and I look forward to seeing the impact she has in this role both on our campus and in the larger community.”

The terms of reference for the position call on the Women Executive in Residence to work with the RBC Women in Leadership Scholar to write at

least one case study on women in leadership each year. Dr. Gina Grandy, recipient of the RBC Women in Leadership Research Grant, says the initiative is “an incredibly important step towards normalizing women in executive positions.”

She points out that in Canada men are still two to three times more likely to hold a senior management position, that very few women hold CEO positions in companies listed on the Toronto Stock Exchange, and that only about 20 per cent of board seats at Canadian stock index companies are held by women.

“Not only has Pat held a CEO position, her experience on boards and involvement in the broader community make her an ideal person to lead in the development of this program,” Grandy says. “It would be wonderful if, through this initiative, we raise greater awareness of the issues that sustain barriers for women at work and provide a forum to generate ideas for change.”

Prabha Mitchell, Chief Executive Officer of Women Entrepreneurs of Saskatchewan Inc., and a member of Leaders Council, feels the RBC Woman Executive in Residence is “a pivotal initiative that can

influence, and advocate, to address the diversity gap that exists in leadership roles in our community,” adding that, “Pat is an excellent candidate. She can effectively address the barriers women encounter in their progression through senior leadership roles and serve as a mentor.”

Youzwa hopes that at the end of the two years many students will find her experiences useful as they see opportunities going forward, especially young women thinking about what they may be able to achieve.

She plans to bring other successful women executives to the business school to share their experiences, as well.

“One of the things I underestimated earlier in my career was the impact of being a role model,” she says. “Later, as I held more senior positions, I would often find myself being approached by women, and I came to realize that being a role model was important.”

“Now if I can relate some of my experience to have an impact for young women in particular, and young students in general, I will feel I have accomplished something.”



# PERRY BELLEGARDE, NATIONAL CHIEF OF THE ASSEMBLY OF FIRST NATIONS: HILL ALUMNUS

BY: EDWARD WILLETT

Photo courtesy of Fred Catroll



*Perry Bellegarde (BAdmin '84), National Chief of the Assembly of First Nations*

Perry Bellegarde, National Chief of the Assembly of First Nations, sees his 1984 Bachelor of Business Administration degree from the University of Regina (the first earned by a Treaty Indigenous person) as an important first step in a long political career aimed at bringing people together to accomplish great things.

National Chief Bellegarde grew up on the Little Black Bear First Nation in Treaty 4 territory, graduated from Balcarres High School, and then attended the Saskatchewan Indian Federated College for two years before transferring to the U of R. His choice to pursue a business administration degree was driven by discussions with friends and relatives about the need within First Nations leadership for people well-grounded in planning, organizing, and finance.

Within two years of receiving his degree, National Chief Bellegarde moved into politics.

He has served as Tribal Chair of the Touchwood-File Hills-Qu'Appelle Tribal Council, Councillor for the Little Black Bear First Nation, Chief of the Little Black Bear First Nation, Chief of the Federation of Saskatchewan Indian Nations, Saskatchewan Regional Chief of the Assembly of First Nations, and now National Chief of the AFN.

National Chief Bellegarde notes that the value of his business degree extends beyond the classes he took. "One of the most important things from my time at the university was the relationships and friendships I built, both from study groups and playing intramural hockey." Many of his friends from those years are now prominent in the province's business and government circles.

Studying business at the U of R also drove home the necessity of drive, determination, and hard work. "No question," he says. "You have to have perseverance and

persistence if you're ever going to succeed."

And succeed National Chief Bellegarde has. As he puts it, "At every level, wherever I've been, I've managed to get something done." But not alone, he hastens to add. "I don't say 'I did this' or 'I achieved this.' When you bring people together you can get things done."

Major accomplishments have included settling the specific claim resulting in the restoration of the Treaty lands in Fort Qu'Appelle to reserve status for Treaty Four First Nations, the transference of the Fort Qu'Appelle Indian Hospital to First Nations control (which resulted in the building of the multi-million-dollar All Nations Healing Hospital), and facilitating negotiations leading to the signing of a new 25-year gaming agreement with the Province of Saskatchewan. As Saskatchewan Regional Chief for the AFN, he led the effort to obtain a national multi-

million-dollar compensation package for First Nations veterans and their spouses.

"Team building, leadership styles, commitment—all those things you learn at the University of Regina," he says. "The best way out of poverty for First Nations people is a good education. You can get that through the University of Regina Faculty of Business Administration."

The fact that First Nations University is "right next door" is an added value because, National Chief Bellegarde firmly believes, "As indigenous people we need two systems of education. We need math and science, literacy, and numeracy, but equally as important is learning our languages, customs and traditions, balancing them with who we are and where we come from. You have to walk in both worlds to bring results."

It's clearly a skill he has learned well.

**H**



U of R Photography

## BARB MCGRATH: LEVENE ALUMNA

BY: BILL ARMSTRONG

Barb McGrath (EMBA '08), Associate VP for Communications and Marketing with Saskatchewan Polytechnic

**THE LEVENE ALUMNI ASSOCIATION HOLDS A NUMBER OF EVENTS EACH YEAR. LEARN HOW TO GET INVOLVED BY EMAILING NEW PRESIDENT MARCY NICHOLSON-HAWKINS AT [LEVENE.ALUMNI@UREGINA.CA](mailto:LEVENE.ALUMNI@UREGINA.CA).**

From her eleventh floor office at Saskatchewan Polytechnic Barb McGrath has a great view of the U of R campus, just one connection to the place where she completed her MBA in 2008. In fact, she was a member of the first cohort to graduate from the Executive MBA program offered by the Levene Graduate School of Business. Since she was working full-time for Conexus Credit Union at the time, the rest of her life was put on hold, she says.

"I always knew I would do an executive MBA, and for me it was better than doing one course at a time. One of the benefits was the connections I made with my fellow students," she observes, "because we worked together on evenings and weekends, and discussed things by phone and email. I still keep in touch with people who were in that cohort, and with instructors. Adult learners have different ways of building relationships that often endure."

After starting her family McGrath worked as a sessional instructor teaching business communication

at the U of R. She is now Associate Vice President for Communications and Marketing with Saskatchewan Polytechnic, while wearing her volunteer hat as a board member for the Levene Alumni Association.

The Association came into being four years ago after Dr. Ron Camp, the Associate Dean for the Levene School, reached out to a handful of alumni to gauge support for the idea. McGrath was one of four who stepped up to launch the fledgling association. "It was a marketing project, so of course I was attracted to it," McGrath says. "I also believe the connections that alumni maintain with their alma mater and their level of involvement are good measures of the strength of the school they graduated from. I wanted to be a part of that."

The group (now five key people) spent the first year getting organized, and surveying alumni to find out what they would like from an association. Not surprisingly, McGrath says, the top priorities are professional development opportunities in key

areas, networking and social events. "Our hope is to build stronger local and global relationships, to bring the community together."

One of the key building blocks was to develop a partnership with the University of Regina Alumni Association, which has adopted the Levene Association as a Chapter. The URAA provides vital administrative and website support to help the Levene group reach out to its alumni.

"We're not sure, but we think we have a core group of about 800, which is a good working number," McGrath says. "Now the challenge is to grow awareness about the association and member engagement to it, to increase participation."

Looking back over the past four years, the feedback from alumni has been positive, she notes, and the association has been successful in finding its niche within the larger world of U of R alumni.

**H**

## EXCELLENCE SCHOLARSHIPS



The Hill School provides Excellence Scholarships to students with an average of 85% or higher. In Fall 2016, **129 students** received this \$1,000 scholarship – this is a **36% increase** from 2015.

## NEWLY REGISTERED HILL STUDENTS:

**50.3%** from Regina  
**23.35%** from elsewhere in Saskatchewan  
**4.19%** from elsewhere in Canada  
**22.16%** international

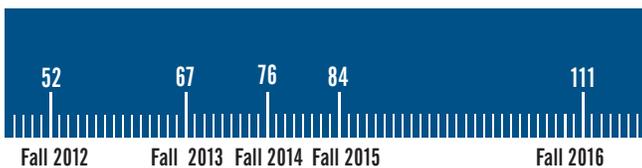


## HILL INTERNATIONAL STUDENTS

Total # International Students

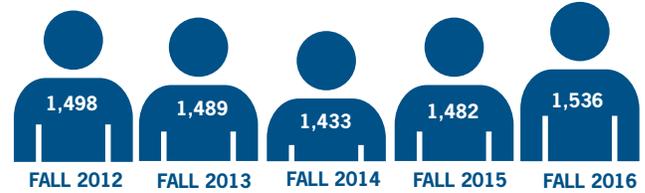


# New International Students

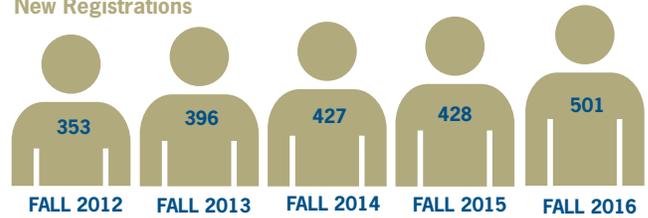


## REGISTERED HILL BUSINESS STUDENTS

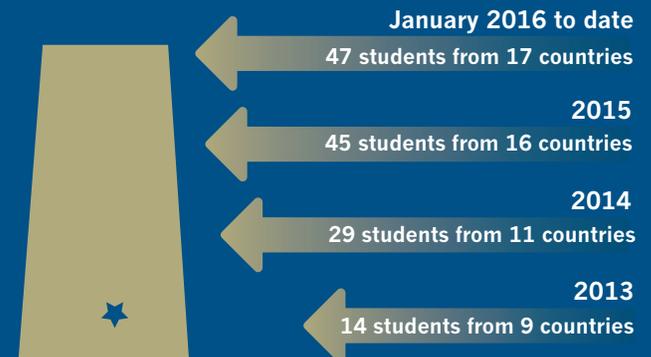
Total Active Students



New Registrations



THE HILL SCHOOL WELCOMES MANY INTERNATIONAL STUDENTS HERE ON EXCHANGE:



THE HILL SCHOOL SENDS MANY STUDENTS OUT ON INTERNATIONAL EXCHANGES AND STUDY TOURS:



## HILL SCHOOL HIGHLIGHTS\*

**75%** of respondents participated in at least one experiential opportunity

**76%** of respondents were employed while completing their program

**Satisfaction:**  
**89%** of respondents are either "satisfied or extremely satisfied" with their overall experience at the Hill School

**97%** of respondents would recommend the Hill School to a friend

**Employment Highlights:**  
**77%** of respondents were employed or had secured a job as of the day of convocation, with **91%** of these positions being in Regina

**80%** of these had interviewed with 3 or less organizations and **91%** had received 1 to 2 job offers

2016

### 40 YEARS OLD

The average age of newly accepted students across all Levene Graduate programs (Levene MBA, MAdmin Leadership, MHRM, Masters Certificates) for Fall 2016; and on average these students had **10.5 years** of experience.

### 40 YEARS OLD

The average age of newly accepted EMBA students in the Fall 2016 cohort; and on average these students had **14 years** of experience.

## LEVENE STUDENT NUMBERS FROM FALL 2015 TO FALL 2016

**34% increase in new registrations**  
**12% increase in total active students**

## GRADUATE STUDENT TUITION FEES\*

### EMBA Programs:



### Other Levene Programs:



## LEVENE EMBA HIGHLIGHTS\*

**Satisfaction:**  
**100%** 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:

**50%** of EMBA respondents had accepted a new role/position since starting their EMBA program, **67%** of whom considered this a promotion.



## OTHER LEVENE PROGRAMS\*

**Satisfaction:**  
**100%** 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:

**30%** of respondents had accepted a new role/position since starting their graduate program, **100%** of whom considered this a promotion.



\* Hill and Levene tuition, satisfaction and employment highlights are from our survey of graduating students in June 2016



Photo courtesy of Cameco

# SASKATCHEWAN ADDS FIRST NATIONS CONTENT TO DIRECTORS EDUCATION PROGRAM

BY: BILL ARMSTRONG

SK DEP II participant, Lisa Aitken

On a fine June evening about 20 people, most in business casual attire, sit on blankets beside a small tipi outside the First Nations University of Canada. For the next hour Elder Harry Francis of the Piapot First Nation conducts a pipe ceremony, while he explains elements of First Nations culture and beliefs. The pipe ceremony, and a First Nations feast that follows the next day, are optional activities offered during a module of the Directors Education Program (DEP).

The Institute of Corporate Directors and the Rotman School of Management developed the program to provide an experiential learning environment for executives and directors who want to be more effective in the boardroom. DEP is offered in four three-day modules in nine cities, including – through a unique partnership between the Levene Graduate School of Business at the U of R and the Edwards School of Business at the University of Saskatchewan – two modules in Regina and two in Saskatoon. The Saskatchewan-based modules are breaking new ground by including information about First Nations approaches to

governance and decision-making, and First Nations participation in workforce and business development.

“During our initial discussions regarding program content in the SK DEP with IDC, we made it critical the program include meaningful discussion on First Nations and Metis governance,” says Dean Andrew Gaudes.

Three presenters provided DEP participants with First Nations perspectives: Dr. Mark Dockstator, President of the First Nations University of Canada, Dr. Bob Kayseas, Associate Vice President (Academic) of First Nations University of Canada, and Gary Bosgoed, a business executive who graduated in Engineering from the U of R, and who is currently a member of the university’s Board of Governors.

“In my presentations I explained that organizations looking to partner with First Nations need to truly engage with the community,” Bosgoed says. “That means not accepting the mythology that might be present, but getting into the community and asking good questions; finding out what are the needs and

aspirations of the people.” With large projects, Bosgoed warns, the engagement and trust-building process may take years. Looking back at the history of projects that failed due to a lack of First Nations support, he adds, the root cause was likely because of a failure (or failures) at the Board level, including not having a community engagement strategy. He was encouraged by the dialogue sparked by his comments:

“ORGANIZATIONS LOOKING TO PARTNER WITH FIRST NATIONS NEED TO TRULY ENGAGE WITH THE COMMUNITY”

“About half the time available was devoted to questions from participants,” Bosgoed notes, “and I see that as very positive.”

Lisa Aitken participated in the DEP module and the traditional feast, an experience she highly recommends to others. She is the Director of Marketing (Canada) and

Intercompany Transactions for Cameco, which is the largest industrial employer of Aboriginal people in Canada, with over 1,200 Cameco and long-term contractor employees. The company, she says, believes that Aboriginal communities should benefit from resource development on or near their traditional lands. To that end the company has made commitments with Aboriginal communities in workforce development, business development and community investment, and involves communities in environmental monitoring programs.

“In Canada,” Aitken observes, “the regulation and implementation of consultation with Aboriginals is evolving and complex, so it was very informative to get the session leaders’ direct experiences with the Duty to Consult and Accommodate, and Impact and Benefit Agreements. For me, this session provided an in-depth understanding of contemporary issues in Aboriginal governance that is directly relevant to the strategy and growth of Cameco.”

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# LEADERS COUNCIL — INSPIRING TOMORROW'S LEADERS TODAY



U of R Photography

Leaders Council Executive (Left to right: Steve McLellan, Mark Borgares, Jolene Anton, Andrew Gaudes, John Lee, Kelly-Ann McLeod)



# 54



The Faculty of Business Administration launched Leaders Council (LC) in July 2013 to engage business leaders who are interested in shaping the future of business by supporting the Hill and Levene Schools of Business. Members of Leaders Council enjoy mentoring opportunities, and have access to student resumes and networking events. In addition, their membership dues provide both schools with financial support.

Current LC President Jolene Anton received her Bachelor of Administration with great distinction in 2003, joining KPMG right after graduation. She later earned her CPA-CA designation. Anton is now a partner with the firm, with a wide variety of clients from many different industries. Representing KPMG, she also had discussions with Dean Andrew Gaudes, about how her firm could help support the Faculty. When Leaders Council was established, Dean Gaudes reached out to Anton and asked her if she would become a member.

“I agreed,” says Anton, “and as a result of being on Leaders Council, and on the LC executive, I have created great relationships with Dean Gaudes and with the

members of the LC executive team. We all represent different aspects of the business community, with different opinions and perspectives, but we are all working towards our objectives, one of which is to connect the students with leaders in business. Dean Gaudes participates in the discussions at all of the meetings, and hearing his vision for the business schools first hand provides the overall foundation on which the executive can develop its tactical plan.”

Leaders Council, Anton notes, has established several objectives, with a key focus on the connections between the business community and the students in the Hill and Levene Schools. This includes six events each year.

“In my opinion, the three biggest events include the Q&A sessions at the Hill dinner and the Levene dinner, and the Student Recognition Event,” Anton says. “It’s important to celebrate student successes and achievements, get a deeper understanding of the programs they are involved in, and see the progress they are making.”

Looking back from when Leaders Council began, Anton

describes it as “... a really positive journey.” The results of their efforts include the creation of a Leaders Council Scholar program to support faculty research, an annual Hill scholarship for an undergraduate student and an annual Levene scholarship supporting a graduate student.

Anton is proud of her school, and believes it just makes good business sense to hire Hill and Levene grads. “Students from the Faculty have had a great learning experience, including having access to experiential learning opportunities,” Anton says. “They have incredible presentation skills and know how to think on their feet. They are of a very high caliber and are the future business leaders, not only in Regina, but worldwide.”

Being a member of Leaders Council gives Anton what she describes as a “rewarding perk,” an inside track on getting to know the students over a longer period or time, and in different situations. She and other members of the LC would like to see the membership grow, because of the real benefits for both the students and Leaders Council members.

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# THE NEXT FIVE YEARS:

## DEAN ANDREW GAUDES LOOKS AHEAD TO HIS SECOND TERM

BY: EDWARD WILLETT



U of R Photography

Dr. Andrew Gaudes, Dean of the Hill & Levene Schools of Business

Andrew Gaudes, Dean of the Hill & Levene Schools of Business, won't wrap up his first five-year term until July 2017—but with the announcement of his reappointment for a second five-year term, he's already looking beyond that.

His goal for the next few months is to build a new five-year plan for the Faculty based on the many accomplishments of the past four years, ranging from changes to the organizational structure to expanded experiential opportunities for students, enhanced research activities, and a variety of special initiatives.

Several of the organizational initiatives, such as the Hill Alumni Association (formed in Fall 2012), are aimed at strengthening students' sense of affiliation. "We want them to feel they're part of this school for the rest of their professional career," he said. "We need to create a sense of belonging in order to create an environment for students to have more successful outcomes."

For example, each student entering the school now receives a pin previously worn by another student—and a letter of reflection written by that graduating student. "It shows that others have made it, so they can, too," Gaudes says.

The relationship between the students and the school is important, but so are relationships between the school and business communities (and other business schools) here, across Canada, and abroad. Both Hill and Levene Schools have made connections with a long list of other schools and institutions, from the Ivey Business School to the Paris School of Business to IPADE in Mexico.

"We've got to continue to maintain and strengthen our relationships," Gaudes says. He'd like to put particular focus on improving connections with the indigenous community. Further strengthening overseas relationships is also valuable because it helps gain appreciation for how

connections around the world are key to the prosperity of Saskatchewan.

"So much of our goods and services transactions are with organizations outside of our province," Gaudes says. "It's important for a graduate of our business schools to have an appreciation for our global presence."

Ultimately, it all comes back to benefitting the province. "We want to draw students from around the world to come here and contribute to Saskatchewan, but we also want students from Saskatchewan to learn the global economy and further Saskatchewan's prosperity." Currently one in five students is international, with more than 35 countries represented—and thanks to the international relationships mentioned above, more and more Hill and Levene students are able to go abroad for part of their study at U of R.

"We've also generated \$1 million in gifts to the school since last fall," Gaudes says.

"My hope is this is a trend, which doesn't slow down, that it actually grows: that we've raised the profile, we've created a value proposition for people to invest in the school and to take our programs."

When his second term comes to a close in 2022, how will Gaudes judge success?

"For me, it's been insuring that the Hill and Levene Schools have a strong profile, that the brand is known, that graduates are sought after, that the number of employing organizations increases and that their satisfaction with our graduates are very high. I think that if after my second term 100 per cent of our students are employed right after graduation, and that they are staying in Saskatchewan, finding successful careers, and building the Saskatchewan economy, then we're doing what we need to do as a business school within our province."





U of R Photography

Dr. Eman Almehdawe, Assistant Professor (Operations Management)

# APPLYING OPERATIONS MANAGEMENT TO HEALTH CARE

BY: BILL ARMSTRONG

The major challenges facing Canada's publicly funded health care system are well known: serving a growing population, including aging Boomers needing more health care services, and providing timely care with finite funding resources. Assistant Professor Dr. Eman Almehdawe has begun a five-year research project that will apply her interest and expertise in operations management to problems within the health care system. Funded by a grant from the Natural Sciences and Engineering Research Council of Canada (NSERCC), Almehdawe will collect and analyze data from different databases to understand all the factors inside and outside the health care system that might affect health care delivery. Then, she will develop specialized algorithms and optimization models for decision making that administrators use in two areas: appointment scheduling and reactions to congestion in the system, such as when the admissions manager of an Intensive Care Unit might discharge a patient early when a new patient is expected from surgery or the emergency room. "The goal," Almehdawe says, "is to address key objectives such as patient wait times, access to care and resource usage."

During the course of the research project Almehdawe will supervise students who will assist in the work. One Master's level student began work in May 2016; another began in September. She and the students laid some groundwork for the project by participating in a conference hosted by the Canadian Operations Research Society

that brought together operations researchers with health care practitioners.

"In some ways, we speak different languages," Almehdawe observes. "The conference created opportunities to help practitioners understand what we do, and to help us understand what they do."

“THE GOAL IS TO ADDRESS KEY OBJECTIVES SUCH AS PATIENT WAIT TIMES, ACCESS TO CARE AND RESOURCE USAGE.”

Often managers in different parts of the health care system focus on their particular area, Almehdawe notes, and will try to optimize their own operations, which might produce results, but may not bring benefits to other parts of the system. She hopes to improve on that with analysis and modeling that will be used widely to answer the countless "what if" scenarios that practitioners and administrators face. "For instance," she continues, "a decision model may show how wait times or other delays in the system could be reduced within current resources. Or, if a practitioner has more resources to work with, the model will guide them to the best decision on how to use those additional resources. There's lots of potential for study in areas with practical applications," she says.

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# INTRODUCING TWO NEW

## (BUT ALSO FAMILIAR) FACES IN THE CLASSROOM

BY: BILL ARMSTRONG



Randy Linton, Instructor  
(Accounting)

U of R Photography

Two new faces – Jacqui Munro and Randy Linton – have joined the Faculty of Business Administration this summer, although it would be more accurate to say both are returning in new roles, since both are graduates of the University of Regina and both have worked in the Faculty previously. Jacqui Munro is the new Assistant Professor in Accounting, and has also been appointed the CPA Emerging Scholar for a two-year period. Munro received her Bachelor of Business Administration degree, with distinction, from the U of R in 2006. She is also a Chartered Professional Accountant with significant experience working with private sector businesses.

Munro is nearing completion of her PhD in Accounting and Financial Management from Lancaster University in the UK, focusing on the linguistic properties and capital market outcomes of companies that produce high quality annual report narratives. Analyzing the language used and disclosure attributes of annual reports in this way, she explains, provides a lot of information about how corporations report on

subjects such as corporate responsibility and governance, performance, and accounting choices. For Munro, who grew up near Regina in White City, coming back to the U of R offers her the opportunity to continue research in this field, particularly her exploration of linguistic analysis and its links to corporate reporting.

“The U of R is unique in that we are encouraged to work across disciplines with members of other Faculties on projects, which is beneficial for students and faculty,” Munro says. “I’m looking forward to working with other faculty members, and discovering what my research might bring to other disciplines.”

Randy Linton, who grew up on a farm near Parry, south of Regina, has been appointed as an Instructor in Accounting. He completed his Bachelor of Administration from the U of R in 2005, and received his Chartered Professional Accountant designation (CPA-CA) in 2007. He has worked for Deloitte, Farm Credit Canada (FCC) and as a sessional lecturer and lecturer

at the U of R. He also owns a taxation practice that provides small businesses with advice, taxation services and estate planning throughout Western Canada. In addition, he is a facilitator for the Chartered Professional Accountants of Canada.

When an opportunity came up in 2011 to become a lecturer at the U of R he decided to leave industry and move full-time into education.

“I really like teaching. I can take what’s in a textbook and translate that to my real-world experience,” Linton says. “Students know I bring real client experience into the classroom, and because of that the students engage; they see the future value in the material they are seeing today.”

In his courses Linton will focus on issues facing small businesses, including corporate taxation, trust and estate planning, and auditing. His case study classes, he adds, will focus on giving students the tools they need to help “Saskatchewan-type businesses” grow and succeed.

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Jacqui Munro, Assistant Professor  
(Accounting)

U of R Photography

# NEW PROGRAM LEADS HELP STUDENTS AND FACULTY EXPAND THEIR INTERNATIONAL AND RESEARCH EXPERIENCE

BY: EDWARD WILLETT

The Faculty of Business Administration seeks to prepare graduates to set their own independent path of personal and professional fulfillment—and to meet the needs of employing organizations.

That means producing graduates capable of grasping the many interconnected (and often international) relationships driving the challenges they face, and who can draw on prior experience and/or conduct research to generate solutions to those challenges.

To facilitate these goals, this year the Faculty introduced two program leads: one in the area of international activity, and one in the area of research activity. Dr. Saqib Khan, an Associate Professor of Finance, is the international program lead, while Dr. Gina Grandy, Professor and RBC Woman in Leadership Research Scholar, is the research program lead.

## Dr. Saqib Khan, Program Lead, International

Dr. Khan sees his primary role as helping the Faculty achieve its goal of providing all its students with opportunities to participate in an international experience before graduation. Since not all students are able to travel abroad, he would also

like to find opportunities for Hill and Levene students to collaborate with students in other parts of the world in a virtual team setting.

Khan will also facilitate faculty members going abroad as visiting scholars, and help bring visiting scholars to Regina.

By the end of his two-year term, Khan says, “I would like to have generated, among our students, an appreciation of the importance of international experience,” and to see a significantly increased number of business students pursuing the available international opportunities. He will work closely with UR International on this.

“This is the age of globalization,” Khan points out. “The advancements in technology have transformed the way we do business. Geographical boundaries are diminishing; markets are getting more and more integrated. Under these circumstances, it is becoming increasingly important for students to be exposed to different cultures and work environments. This will allow them to develop a better understanding of the growing complexities of the business world and to become more effective leaders of tomorrow.”



Dr. Saqib Khan, Associate Professor (Finance)



Dr. Gina Grandy, Professor (Strategic Management)

## Dr. Gina Grandy, Program Lead, Research

Dr. Grandy would like to help fulfill the Faculty’s vision that “every student, undergraduate and graduate, will be involved in research in some way throughout their degree.”

This might involve traditional academic research resulting in a conference presentation or a publication in a peer-reviewed journal, but it might also involve writing a case study that could be brought back into the classroom as an educational tool, working on a consulting project in cooperation with the Centre for Management Development (CMD), or even taking part in a research study as a participant.

Among her goals are to foster an appreciation for the many forms of research and to highlight the link between research and practice. “Within the Faculty of Business we always strive to make transparent connections between research and practice. One of the key aspects of the Research Program Lead is emphasizing the practical impact of research, so students can better see how good research can inform effective practices, policies and decisions in their organizations,” Grandy says.

“We intend to enhance awareness of, generate excitement about, and enrich learning through direct involvement in research,” she continues. “A part of my role will involve providing support to students who are taking advantage of our existing research options such as the EMBA Capstone Project, GBUS Research Project and MBA Practicum.” Over her two-year term she also plans to work collaboratively with various student, faculty, business and community groups to create new and exciting research opportunities for students.

“Research is about inspiring curiosity, developing critical thinking, and becoming continuous learners,” Grandy says. “It is about stretching ourselves intellectually, but it is also an opportunity to create positive changes in our personal and professional lives. Working alongside my colleagues, my job is to try to make those connections a bit easier for students to see.”

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U of R Photography

Convocation award recipient Lenard Arnold with Dean Gaudes

**Dr. Eman Almehdawe** is the recipient of an NSERC grant through the Discovery Grant Program for \$110,000 for her project entitled “Queueing models and optimization for healthcare system design and improvement.”

**Dr. Robert Anderson** was appointed as a Visiting International Fellow at the Australian National University for the period of September 2016 to May 2017.

**Dr. Ronald D. Camp II** has been reappointed as Associate Dean, Graduate and Research, for the period of July 1, 2016 to June 30, 2019.

**Dr. Shelagh Campbell** is the recipient of a U of R President’s Research Seed Grant for her project entitled “Extending analysis of occupational community across cultures: The Accounting profession in China.”

**Dr. Shelagh Campbell** was elected Communications Chair for the Canadian Industrial Relations Association (CIRA), in addition to her role as a member at large on the national executive.

**Dr. Andrew Gaudes** has been reappointed as Dean of the Hill & Levene Schools of Business in the Faculty of Business Administration, for the period from July 1, 2017 to June 30, 2022.

**Dr. Peter Moroz** is the recipient of a SSHRC Insight Connection Grant for \$25,000 with co-applicants Drs. Simon Parker,

Oana Branzei and Edward Gamble for their project entitled “Enterprise before and beyond benefit.”

**Dr. Peter Moroz** and **Dr. Aldene Meis-Mason** are recipients of a U of R President’s Research Seed Grant for their project entitled “Entrepreneurship through business transfer: Non-Aboriginal to Aboriginal succession.”

**Dr. Peter Moroz** with coauthors **Drs. Robert Anderson**, Leo-Paul Dana and Bob Kayseas received a “Best Paper Award” at the Annual Meeting of the Academy of Management in California in August for their paper entitled “Toward an understanding of Indigenous rights and their impact on development: An Application of regulation theory.”

**Dr. Peter Moroz** with coauthors Drs. Edward Gamble and Simon Parker received a “Best Paper Award” at the Sustainability, Ethics and Entrepreneurship (SEE) Conference in Colorado in May for their paper entitled “Signaling social value in startups: The Case of B Corp organizing.”

**Jacqui Munro** was appointed as the Faculty’s inaugural CPA Emerging Scholar for two years commencing July 1, 2016.

**Dr. George Peng** and coauthor Dr. Paul Beamish received a “Best Paper Award” at the Annual Meeting of the Academy of Management in California in

August for their paper entitled “Sequential entry timing and the survival of MNC subsidiaries.”

**Dr. Adrian Pitariu** was appointed as Vice Chair of the University of Regina’s Research Ethics Board.

**Dr. Arturo Rubalcava** was the Spring/Summer 2016 Dean’s Research Grant recipient for his project entitled “Investment banking fees on seasoned equity offerings: Evidence from Canadian issuers after the passage of Canadian SOX.”

**Brian Schumacher** has been reappointed as Associate Dean, Undergraduate, for the period of July 1, 2016 to June 30, 2020.

**Dr. Andrew Stevens** is the recipient of a SSHRC Insight Development Grant for \$65,000 for his project entitled “Saskatchewan in the global division of migrant labour.”

**Dr. Andrew Stevens** was appointed Treasurer and executive member of the Canadian Association for Work and Labour Studies (CAWLS).

The Hill School sent a team consisting of **Alice Nguyen**, **Kailin Volke**, **Nicholas Orem** and **Stephen Bardutz** to the Student Conference on Operations (SCOPE) in Calgary. The team, supervised by **Dr. Eman Almehdawe**, received an honourable mention award for their project entitled “Integer Programming: A

comprehensive approach to staff scheduling.”

**Dr. Lisa Watson** and coauthors **Taylor Hoffart** (BBA ‘16) and **Dr. Tatiana Levit** received a “Best Paper Award” at the International Congress of the International Association of Public and Non-Profit Marketing (IAPNM) in Ireland in July for their paper entitled “Motivational response to positive, fear, and shame appeals in obesity-related social marketing campaigns.”

**Dr. Zhou Zhang** is the recipient of a SSHRC Insight Grant for \$92,220 as a co-investigator with Drs. Usha Mittoo and Madhu Kalimipalli for their project entitled “Post-crisis financial regulation, financial flexibility, and firms’ access to financing: International evidence.”



Photo courtesy of Privy Council Office,  
Government of Canada



Hill student Francisco Segura (back row, centre between the Canadian and Mexican flags) with the Mexican President and Canadian Prime Minister, along with about 100 post-secondary students from across Canada.

U of R Photography



Dean Andrew Gaudes with Kenneth Levene (left) and Gordon Rawlinson (right) announce the Levene and Rawlinson Scholarship gift

Two alumni from the Faculty of Business Administration were recognized at the University of Regina's Alumni Crowning Achievement Awards in October 2016: **Lisa King** (MAdmin '11) received the Dr. Robert & Norma Ferguson Award for Outstanding Service and **Dr. Regan Schmidt** (BAdmin '03) received the Outstanding Young Alumni Award.

Hill student **Lenard Arnold** was the recipient of both the Governor-General's Academic Silver Medal and the Leon Goldman Scholarship at the Spring 2016 Convocation.

**Dr. Shelagh Campell** is the Faculty's representative to the University of Regina Faculty Association (URFA) Council of Representatives. This is the new governing body for URFA.

**Dr. Gina Grandy** has been promoted to the rank of Professor in the Faculty.

Thank you to **Brady Kapovic**, who is stepping down as the President of the Hill Alumni Association for his participation since 2015. We welcome **Rick Hagglund** as the new HAA President.

Welcome to the 2016/2017 Hill Business Students' Society (BSS) Executive including: **Cyrena Lockert**, President; **Erin McLellan**, VP Events; **Nicole Pyne**, VP Marketing; **Brooklyn Fitzpatrick**, VP Finance; **Tye Doll**,

VP Corporate Relations; **Brendan Hill**, VP Student Affairs.

Hill students **Cyrena Lockert** and **Erin McLellan** represented the Hill BSS, making it to the final three in the Event of Events Competition put on by the Regina Hotel Association this summer.

Twelve members of the Hill JDC West team competed on three teams in the Casino Regina Charity Championships in August. The teams ran through an obstacle course to raise money for Hope's Home and came in second place, winning \$5,000. They also took home the Spirit Award which earned them another \$500 for Hope's Home. The Hill JDC West team has raised \$346,031 for Hope's Home, the Regina Food Bank and Raise-a-Reader since 2009.

Hill student **Brett Keller** was the recipient of a Hill-Ivey Scholarship and was accepted to attend the Ivey Business School starting September 2016.

**Kenneth Levene** and **Gordon Rawlinson** have provided a gift of \$50,000 to create the Levene and Rawlinson Scholarship - an annual scholarship for a Levene student. The first award will be given in Fall 2016.

Thank you to **Barb McGrath**, who is stepping down as the President of the Levene Alumni Association for her participation

since 2013. We welcome **Marcy Nicholson-Hawkins** as the new KLGSA Alumni Association President.

Welcome to the 2016/2017 Levene Grad Students' Association Executive including: **Kendra Cruson**, President; **Amy Breti**, Treasurer; **Alan Dedman**, Communications; **Shaeja Sharma**, Secretary.

**Dr. Tatiana Levit** has been granted a tenured appointment with the Faculty.

**Dr. Aldene Meis Mason** has been granted a tenured appointment and promoted to the rank of Associate Professor in the Faculty.

Levene MBA student **Phil Moleski** was the first recipient of the Leaders Council Graduate Scholarship in honour of Ralph Goodale at the Levene Dinner in April 2016. Minister Goodale was the keynote speaker at the dinner and presented Phil with the award.

**Dr. Adrian Pitariu** was elected to a 3-year term on the U of R's Council Committee on Undergraduate Admissions and Studies.

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

Hill student **Francisco Segura** along with President

Timmons and other international students from about 100 universities across Canada met Prime Minister Trudeau and Mexican President Enrique Peña Nieto at a town hall meeting held in Ottawa in June.

**Dr. David Senkow** won the Super Gas category on both June 25 and June 26 at the NHRA Big Sky National Open at Yellowstone Drag Strip in Acton, Montana.

Hill student **Brenda Thiessen** was the recipient of the Faculty of Business Administration Dean's Medal at the Spring 2016 Convocation.

**Dr. Lisa Watson** was elected to a 1-year term on the U of R's Council Discipline Committee.

Hill student **Evan Wellman** is the recipient of the Leaders Council Undergraduate Scholarship in honour of Ellis Jacob in Fall 2016.





U of R Photography

Annual Levene Dinner in April 2016

**Hill Advisory Board meeting**

Tuesday, November 1, 2016

**43rd Annual Hill Business Dinner**

(Including Exclusive Leaders Council Q&A)

*Featuring keynote speaker Ellis Jacob,  
President & CEO of Cineplex Entertainment*

Tuesday, November 1, 2016

**Hill Case Competition**

Thursday, November 10 to Sunday, November 13, 2016

**Leaders Council Executive and  
Hill & Levene Advisory Board meeting**

Tuesday, November 29, 2016

**Leaders Council AGM**

Tuesday, November 29, 2016

**“What is Business Admin?”**

*Prospective High School student event*

Wednesday, December 7, 2016

**Saskatchewan Director’s Education Program**

*Application Deadline for 2017 SK DEP III*

Friday, December 16, 2016

**Hill BSS Networking event**

Thursday, January 26, 2017

**Hill Advisory Board meeting**

Thursday, April 20, 2017

**Levene Advisory Board meeting**

May 2017

**Annual Levene Dinner**

(Including Exclusive Leaders Council Q&A)

May 2017

**Hill Legacy Ring Ceremony**

June 7, 8 or 9, 2017

**University of Regina Spring Convocation  
(Including Hill & Levene Schools)**

June 7, 8 or 9, 2017

**Hill Legacy Pin Ceremony**

Friday, September 22, 2017

**Hill Legacy Ring Ceremony**

Friday, October 20, 2017

**University of Regina Fall Convocation**

(Including Hill & Levene Schools)

Friday, October 20, 2017

**Hill Advisory Board meeting**

Wednesday, October 25, 2017

**44th Annual Hill Business Dinner**

(Including Exclusive Leaders Council Q&A)

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

Wednesday, October 25, 2017

**KENNETH LEVENE GRADUATE SCHOOL OF BUSINESS**

**2016 GMAT Workshop**

*Graduate Management Admission Test (GMAT)*

*Two-day Preparation Workshop*

Saturday, November 26 & Saturday, December 3, 2016

**Program Information Sessions**

Wednesday, March 15, 2017

Wednesday, April 19, 2017

Wednesday, May 10, 2017

Wednesday, June 14, 2017

Wednesday, August 16, 2017

**You can find more information about the info sessions  
and workshop, and RSVP by visiting: [levene.uregina.ca](http://levene.uregina.ca)**

# Inspire tomorrow's leaders today.



## Join Leaders Council and help shape the future of business.

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

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

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

Learn more about Leaders Council at [leaderscouncil.ca](http://leaderscouncil.ca)



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