

HORIZONS



ENACTUS REGINA

uses financial literacy project to place at Regionals & Nationals

STUDENT EXPERIENCE

at the core of BSS, LGSA and CMD opportunities



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contents

Dean's Message	2
Meet the new Associate Deans	3
Enactus Regina Success	4
Hill BSS & LGSA Presidents	6
Centre for Management Development	7
Hill Alumna - Susan Flett	8
Levene Alumnus - Mike Northcott	9
Hill Levene Dashboard	10
Research Profile - Dr. Gordon Pennycook	12
Staff Profile - Janice Leibel	13
Service Profile - Dr. Jean-Marie Nkongolo-Bakenda	14
Donor Recognition	15
Business School Update	16
Research Excellence	17
Recognition	18
Coming Events	20

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Cover photo caption: Sal Moola, Frank Norstrom and Jonathan Lipoth, Enactus Regina students who placed at Enactus Regionals and Nationals.

Cover photo courtesy of U of R Photography

DEAN'S MESSAGE

WITH ACCOMPLISHED AND ENGAGED FACULTY, STAFF WHO GO ABOVE AND BEYOND, AND AN EXPERIENCED LEADERSHIP TEAM, GOOD THINGS ARE AHEAD.



U of R Photography

The Hill and Levene Schools of Business have a rich history. Known originally as the Faculty of Administration of the University of Saskatchewan, Regina Campus, 2018 marks 50 years since the Faculty of Business welcomed its first students. We are over 1700 students strong, experiential opportunities for our students continue to expand, and our community partners are eager to engage with us in new ways. Exciting times are upon us.

In this issue of *Horizons* the stories highlight the impact of what we do here at Hill and Levene; impact on our communities through student experiential learning, staff engagement, and faculty research and service. The cover story features our Enactus students and faculty co-leads. Their success at a national level and their innovative financial literacy program are a reminder of

how social enterprise makes a notable social impact. Our stories about Janice Leibel, long time staff member, and Dr. Jean-Marie Nkongolo-Bakenda, Professor, illustrate how our people invest in our local and international communities. This summer we also welcomed Dr. Gordon Pennycook to the schools. Our story on Gord introduces us to some of his ground breaking research – research that is not only novel, but with important policy implications. You will see in here how our faculty members continue to demonstrate research excellence through their scholarly publications. This research excellence is made possible in part by our community partners who sponsor our Research Scholars, three of whom are noted in this issue.

This issue also demonstrates how the academic foundations and the work-integrated learning opportunities

afforded through Hill and Levene positively impact upon career progression. Susan Flett, graduate of Hill (before we were a named school), and Mike Northcott, graduate of Levene, both talk about this and they now play a vital role in Saskatchewan's public sector.

What you read here is the polished finished product, but pulling together an issue of *Horizons* is a highly organized and coordinated effort informed by the work of many, many people. It is *Horizons'* Editor, Kelly-Ann McLeod, however, that creates the real magic to make this happen – thank you Kelly-Ann for all you do with *Horizons*, and especially for your patience with me as I continue to figure out how I can best support you in this process. I would also like to express a thank you to everyone who has made my transition into my new role a smooth one. In this issue you

will 'meet' the Dean's Executive Committee; we are diverse in both gender and experience. I am fortunate to have such a team surrounding me.

As I enter my first semester as Dean I am confident that our students are in fine hands. With accomplished and engaged faculty, staff who go above and beyond, and an experienced leadership team, good things are ahead.

Read on and find out more about the remarkable people who represent our legacy of community impact and excellence.

Gina Grandy, PhD
Dean
Hill and Levene Schools
of Business





The Dean's Executive Committee in the Faculty of Business Administration: Dr. Morina Rennie, Associate Dean, Undergraduate; Dr. Adrian Pitariu, Associate Dean, Research & Graduate Programs; Dr. Gina Grandy, Dean; Dr. David Senkow, Associate Dean, Strategic Advisor to the Dean; Devon Anderson, Faculty Administrator; Dr. Saqib Khan, Associate Dean, Academic

U of R Photography

THREE NEW ASSOCIATE DEANS GUIDING FACULTY OF BUSINESS ADMINISTRATION THIS YEAR

BY EDWARD WILLETT

Three new Associate Deans will be joining Dr. Saqib Khan, Associate Dean, Academic in guiding the Hill and Levene Schools of Business this new school year...new in their positions, not in the school!

David Senkow: Associate Dean, Strategic Advisor to the Dean

Dr. David Senkow has moved from Acting Dean to the new position of Associate Dean, Strategic Advisor to the Dean. He will work closely with the Dean and other associate deans.

Dr. Senkow, from Selkirk, MB, obtained his Bachelor of Commerce degree and MBA from the University of Manitoba and his doctorate from the University of Minnesota. He taught at the University of Manitoba before coming to the U of R in 1992. After fifty years in universities, this position will be his "swan song": he's retiring December 31, 2019.

In addition to providing "advice and support" to Dean

Grandy, Senkow will focus on longer-term activities like accreditation and international programming. By the end of his term, his goals are "have a good plan and process in place taking us toward accreditation, that Gina is well-established, and that our associate dean team members are working smoothly together."

Adrian Pitariu: Associate Dean, Research & Graduate Programs

Dr. Adrian Pitariu has moved from Program Lead, Experiential Learning, into the position of Associate Dean, Research and Graduate Programs, previously held by Dean Grandy.

Dr. Pitariu, from Cluj, Romania, teaches organizational behaviour and human resources. He earned his MBA and PhD at the University of South Carolina and taught at the University of Toronto and York University before coming here in 2009. He says the associate dean position appealed to him

because he was looking for "another challenge."

He hopes to establish and facilitate connections with industry and local business leaders and bring in researchers from other universities, confident "something good, some collaboration," will result. On the graduate programs side, he will continue Grandy's work. "Those are big shoes to fill," he says.

By the end of his term, he says, he hopes "to start one or two initiatives...and to be able to keep everything together."

Morina Rennie: Associate Dean, Undergraduate Programs

Dr. Morina Rennie, Associate Dean, Undergraduate Programs, originally from Moose Jaw, holds a Bachelor of Commerce and an MSc in accounting from the University of Saskatchewan, and a PhD from the University of Alberta. She's taught accounting at the U of R for more than 30 years.

In addition to assigning faculty to teach undergrad courses, Dr. Rennie is in charge of student experience, and dealing with things like medical withdrawals, academic misconduct, and appeals for grade reassessments.

With enrollment rising, she says, "We have to use our teaching resources efficiently, while ensuring that we offer a sufficient array of classes to allow students to complete their programs."

She looks forward to the challenge. "I enjoy helping students," she says. "I enjoy figuring out ways to make things work."

H



Sal Moolla teaches financial literacy to students at Campbell Collegiate

FINANCIAL LITERACY PROJECT BRINGS GREAT SUCCESS TO U OF R'S ENACTUS TEAM

BY EDWARD WILLETT

It's been an amazing couple of years for the University of Regina's Enactus team, featuring success in regional and national competition thanks to the development of a financial literacy program whose impact has been felt across Saskatchewan and even on the other side of the world.

Enactus, short for "entrepreneurial action for us," is the world's largest experiential learning platform, "dedicated to creating a better world while developing the next generation of entrepreneurial leaders and social innovators." It boasts a membership of some 72,000 students on 1,730 campuses in 36 countries.

At the U of R, Enactus is led by a six-member executive, made up of a president and vice-president, plus members in charge of marketing, finance, operations, and community relations. Jonathan Lipoth is the outgoing president; the new president is Arslan Azeem. The faculty advisors are Dr. Lisa Watson, Associate Professor, and Lee Elliott

(MBA '08), Sessional Lecturer. Several different businesses or projects run beneath the Enactus umbrella, Lipoth explains.

About 120 U of R students—across several Faculties—meet the Enactus Canada membership guideline of volunteering at least ten hours to Enactus activities. Some 25 to 30 people are actually involved in developing projects and attending competitions, Lipoth estimates.

The program that led to the University of Regina's Enactus team's success this year was Financial Foundations, a course outline designed to teach financial literacy to Saskatchewan high school students.

Hill student Salmaan Moolla both created the outline and was the program manager. It all began in 2017. "It was originally a workshop and seminar-based project for new Canadians and refugees, held in cooperation with the Regina Open Door Society, something to have our students interact with new

Canadians and help them bridge themselves into living in Canada," he explains.

After that, Moolla, whose experience in 2014 as part of the first personal finance class offered at Campbell Collegiate made a lasting impression on him, started to build a financial literacy curriculum for high schools, looking at curricula at universities and elsewhere, and working with the Saskatchewan Business Teachers' Association (SBTA).

ENCOURAGE STUDENTS TO CONSIDER THE IMPORTANCE IN BUILDING THEIR OWN PERSONAL FINANCE INTELLIGENCE.

In November, Adam Hicks (BBA '08), a local school board trustee, contacted Moolla about creating a video outlining the proposed new curriculum for all Saskatchewan school boards.

"That took off quite well for us," Moolla says. He ended up test-piloting the new Financial Foundations curriculum with about 40 Grade 11 and Grade 12 students at Campbell, in cooperation with business-education teacher Jill Labas (BAdmin '01, BEd '05). Topics over the four days the project ran ranged from the basic (the differences between banks and credit unions and debit and credit cards) to the more complicated (investments, savings, and retirement). The goal was "to build a foundation for these grads going into adult lives."

Pre- and post-evaluations showed an impressive near-twenty-percent increase in the students' knowledge and understanding of financial principles.

Labas says Moolla easily connected with the students. "His passion for the topic was evident, and he was able to encourage students to consider the importance in building their own personal finance intelligence," she notes.



The Enactus Regina team at Nationals

Fast-forward to the Enactus Regional Exposition in Calgary March 1 and 2. Competing in the Capital One Financial Education Challenge, the University of Regina team, consisting of Salmaan Moolla, Jonathan Lipoth, and Frank Nordstrom, beat out Simon Fraser University for the top spot—the first time a U of R team has placed first, earning them an invitation to present the project at Nationals.

Then, on March 27, the province announced new financial literacy classes for Grades 11 and 12. “It’s not directly based on this, but we helped with some of the initial proposals,” Moolla says. “Working with the SBTA, we were able to get our key points into the curriculum.”

“It was brilliant programming, but also lucky timing,” says Lisa Watson. “Sal had all the right contacts.”

In May, at the National competition in Toronto, the University of Regina’s financial literacy project was the second-runner-up in the Capital One Financial

Education Challenge: third in all of Canada.

“It’s a panel of pretty high-powered corporate judges,” Watson points out. “They have a very, very strong panel of CEOs and executives from around the country.”

In a second stream of the national competition, all Enactus teams make a presentation about their year’s projects. In that stream, the U of R Enactus team once again presented Financial Foundations, along with two other projects: a micro-business incubator, Skills to Bills, and a green initiative, Team Compost.

Skills to Bills, one of the U of R’s newest Enactus projects (it only started in February), is “a program to help marginalized, underemployed individuals find a second source of income or find their own sources of income, using household skills,” Lipoth explains.

Team Compost, meanwhile, is focused on raising awareness of, and providing the opportunity for, composting on the university campus.

The U of R presentation of these projects won the national Spirit Award, for new programs with great potential.

Two new projects are in the works for the coming year, with two new project managers: one focused on mental health, and a second aimed at tackling the need for potable water solutions in rural areas.

Meanwhile, the Financial Foundations project continues to advance. Upon his return to Regina, Moolla got in touch with contacts in industry and education. “We had people contact us from a few school boards in BC to potentially come out and do a project with them this fall,” he reports. As well, he and a friend are looking at developing a digital app to supplement the curriculum, “a game-style application where the individual goes through a profile of learning, and at the end of it they’re presented with their own personal profile.”

He notes the program has received a lot of attention from financial institutions,

including Conexus, ScotiaBank, the Royal Bank of Canada and Toronto Dominion Bank—and he recently returned from South Africa, where he’s looking at potentially implementing a project in cooperation with the government and a tech startup company.

Though not even a year old, the Financial Foundations project has proved to be the perfect embodiment of Lipoth’s concise description of Enactus: “a student-run team of individuals who come together to make their community and their world better, through entrepreneurship, business ventures, and community investments.”

H



LGSA President Michelle Dubem-Nwachukwu and Hill BSS President Owen Kot

STUDENT ASSOCIATION PRESIDENTS ENCOURAGING MEMBER PARTICIPATION AS PART OF THEIR STUDENT EXPERIENCE

BY BILL ARMSTRONG

In Spring 2018 new presidents were elected to lead the Levene Graduate Students' Association and the Hill Business Students' Society. Both are focusing on encouraging member involvement through a variety of formal and informal events, inside the classroom, and in the wider community.

Michelle Dubem-Nwachukwu knew even before she was elected President of the Levene Graduate Students' Association (LGSA) that she would have two main objectives: to raise awareness about the association, and to engage more students in its activities. What better way to begin grabbing students' attention and promote activities than with pizza, hot wings and soft drinks?

Michelle and other members of the association, with the cooperation of the course instructor, organized two lunches for Levene students attending week-long intensive classes over the summer semester. During the lunch break she and members of her

team - some wearing their LGSA t-shirts - promoted awareness of the association. "It was a massive success," she observes, and the team plans to follow up with professional development and networking events, and possibly an informal bowling competition for alumni, students and faculty. "I believe students should be engaged, so that not only do they get a degree, but they experience something much greater," she says.

Dubem-Nwachukwu arrived at the University of Regina in January 2018, having worked as a finance and human resource manager for an oil and gas servicing company in her native Nigeria, and operating her own human resources consulting firm. She was attracted to the Levene School's Master of Human Resource Management program, and plans on pursuing a doctorate. Based on her own experience as an international student, arriving late due to delays in visa processing, Michelle would like to see the LGSA implement a buddy system for

incoming students. "The Faculty was welcoming," she observes, "but a buddy would have helped me with the local knowledge and informal things that help people adapt more easily. I think that is an initiative where the LGSA could help a lot of incoming students."

Owen Kot, the President of the Hill Business Students' Society (BSS), believes that business is not just learned in the classroom. He put that into practice when he began classes at the Hill School of Business by applying for every student group or activity he could. Kot ended up joining UR Investing as a mentee and the BSS as a breakthrough member. He then became a member of the BSS's Corporate Relations group, where he later was named Vice-President, elevating him to the BSS Executive.

"Being VP of Corporate Relations involved a lot of networking in the community, and soliciting donations for the Society's major events," Kot explains, emphasizing the

importance of community and corporate support to the success of the BSS. For example, by paying a higher price for corporate tickets to the annual Hill Dinner those organizations directly subsidize student tickets, making it more affordable for them to attend. "We couldn't do what we do without that support," he says.

As President, Kot, who is in his third year of study toward a degree in Business Administration, sees his role as ensuring the Society continues its round of successful high-profile events throughout the school year, while adding smaller-scale professional development events and social activities in the community, such as a group outing by bus to a Roughriders game.

"I captained the rugby team at LeBoldus High School in Grade 12," Kot says, "but being President of the BSS is a step up in assuming a leadership role; one that I'm finding rewarding on both the professional and personal side." **H**



Stu Niebergall (MBA '09) President & CEO, Regina and Region Home Builders' Association, Stephen Bardutz (BBA '17), Dr. Eman Almehdawe, Associate Professor (Operations Management)

THE CMD BRINGS BUSINESS AND BUSINESS EDUCATION TOGETHER BY EDWARD WILLET

CONSULTING PROJECTS CREATE OPPORTUNITIES FOR STUDENTS TO APPLY THEIR SKILLS AND BUILD MEANINGFUL CONNECTIONS WITH THE BUSINESS COMMUNITY.

The academic world is one thing; the real world is another. One way the Hill and Levene Schools seeks to bring them together is through the Centre for Management Development (CMD), which provides experiential learning opportunities for students, opportunities for faculty to apply their skills to real-world problems, and a valuable service for the local business community.

As CMD Director Larry Hiles puts it, "We offer anything a business could require: a business plan, a market assessment, a marketing strategy or strategic plan, governance work, survey work, industry capacity

studies...as long as we've got somebody on faculty with skills and knowledge in that respective area."

Clients sign a contract with the CMD, which then works with a faculty lead and a student consultant for each project. "It teaches the students what it's like to be a consultant and gives them a chance to test their feet in the water without major risk," Hiles says.

Dr. Eman Almehdawe, Associate Professor, led two projects for the Regina and Region Home Builders' Association (RRHBA) in 2017. "Working with a client to achieve project goals and meeting deadlines is a different experience for students than what they get in a classroom," Almehdawe emphasizes. "Those consulting projects create opportunities for students to apply their skills and build meaningful connections with the business community, which better prepares them for future full-time employment."

Stephen Bardutz was the student consultant for one of those RRHBA projects which was tasked to provide an unbiased third-party analysis of housing costs. He saw working with the CMD as an opportunity to challenge himself.

As RRHBA CEO Stu Niebergall, who earned his MBA from the University of Regina in 2009, puts it, in Canada, "hardly anybody understand the costs from the planning stage to when those keys are turned over." That's changing thanks to the CMD studies. "We're the only place in the country that now has a decade worth of data to look back at and say, 'We can actually observe what has occurred and why houses cost what they do.'"

Through the CMD, Niebergall says, the RRHBA has not only received very high-quality reports, but reports that have extra credibility because of the involvement of the University. He notes that the CMD studies may take a little

longer, due to the school schedule and student involvement, but sees that as an excellent trade-off. "I'd recommend organizations take advantage of the services offered by the Hill | Levene Schools through the CMD."

Bardutz worked ten to fifteen hours a week on the project over several months, leaving him time to continue his studies. He graduated in 2017 with a bachelor's degree in business administration and a certificate in economics and now works at KPMG as a consultant. He says having the CMD work on his resume was "definitely beneficial."

But most importantly, Bardutz says, by giving him an opportunity to work with a client, CMD allowed him to take what he was learning in the classroom and apply it in the real world... building a bridge between business school and the business community, to the benefit of both.

H

MAKING AN IMPACT IN SASKATCHEWAN'S PUBLIC SECTOR

BY BILL ARMSTRONG

While Susan Flett was taking her degree in Business Administration from the U of R she took as many marketing classes as she could fit into her schedule. "Marketing appealed to me because I had to use both the left and right sides of my brain; the creative as well as the analytical." When she graduated in 1993, however, her first job leaned more toward the analytical: working in the pension investment management department for Crown Life Insurance, which had recently established its head office in Regina. In fact, Flett observes, she was one of many from that 1993 grad class that landed their first job at Crown Life.

"While some chose to leave the province in hopes of greener pastures, those of us who chose to stay and work in Saskatchewan were just relieved to have a job," Flett says.

Flett spent three and a half years at Crown Life and then worked as a business analyst for the Crown Investments Corporation, the province's holding company for its commercial crown corporations. When an opportunity arose in 2000 to take on a marketing role at the Saskatchewan Gaming Corporation, she jumped at it enthusiastically. Her first job there was Director of Player Development, followed by increasing responsibilities as Director and then Vice President of Marketing, Vice President of Corporate Services and Chief Marketing Officer. Flett was appointed President and CEO of Saskatchewan Gaming Corporation in 2015.

Looking back at her time in the business program, one of the things she appreciates was the opportunity to participate in the co-operative education, combined work-study, program. "I think work terms

were relatively new and innovative at that time, with very few universities offering them. They broke up the studies and allowed me to gain some practical work experience, while earning some money." Flett also recognizes the value of the requirement in assignments to work in teams on projects and case studies, although she was less than enthused at the time. Working in a team, she observes, helps develop valuable abilities and skills that prepare you for the real world.

"Just as in the business world you don't necessarily get to pick your own team, you have to learn to communicate, collaborate and compromise to get results. Later," she adds, "you realize that you learned things that weren't on the course curriculum: critical thinking and analytical skills, and decision-making ability."

Flett notes that when she decided to attend university,

the U of R business program was the only school to which she applied. Her husband Dave is also a U of R alumni, having completed the combined Bachelor of Administration-Law program. They hope their children Mia, 15, and Alex, 12, will follow in their footsteps.

As for offering advice to today's students in the Hill School, Flett emphatically recommends taking work terms and making the most of every experience, "... because there is a purpose in everything, even though it may not become clear until much later. Continue to invest in yourself so your capabilities remain relevant, because the business landscape is constantly changing," Flett says.



U of R Photography



Susan Flett (BAdmin '93), President and CEO of Saskatchewan Gaming Corporation



CHIEF HUMAN RESOURCES OFFICER AND MHRM GRADUATE: LEADERSHIP AT WORK

BY BILL ARMSTRONG

Mike Northcott (MHRM '17), Chief Human Resources Officer for the Saskatchewan Health Authority

When Mike Northcott's kids Lexi and Hailey were four and seven he decided he would pursue a Master's degree. He received a BSc in Kinesiology and a Bachelor of Commerce degree from the University of Saskatchewan, and worked at health regions in Alberta while his wife Peggy completed a degree in Occupational Therapy from the University of Alberta. When the kids came along they decided to move back to Saskatchewan.

"I always knew I wanted to do a Master's degree," he says, "and the Master of Human Resource Management (MHRM) program at the Levene School was an excellent fit for me. It focuses on an area I'm passionate about, it complemented my day-to-day responsibilities, and it offered the flexibility I needed to complete the program from a distance, while growing a career and raising a family."

Northcott credits the outstanding leadership of a few of his professors who pushed him to succeed. Associate Professor Sean Tucker's leadership course had a strong influence on him, he notes. "He's an exceptional professor with high expectations and an excellent approach." Northcott also recognized Dr. Gina Grandy, who taught a course in Strategy and Leadership at that time, for challenging him. "They will pave a path for the program, and the university is lucky to have them," he states.

In January 2017, while he was still working toward his degree, Northcott was offered the opportunity to become a member of the transition team tasked with amalgamating 12 health regions into one provincial health authority. During the transition he led the Human Resources and Change Leadership work streams, respectively. These assignments meant spending four days a week in Regina and

commuting home to Saskatoon on weekends. It also meant doing transition team work during the day, followed by homework in the evening.

"There were plenty of long days, but to be part of the transition team was the opportunity of a career. We were building a system for the future," he says.

Northcott found that his work connected well with what he was studying. As an example, a specific case study on changing the Human Resources service delivery model applied directly to the products of his work for the health authority. "There was a natural alignment between course work and my career work."

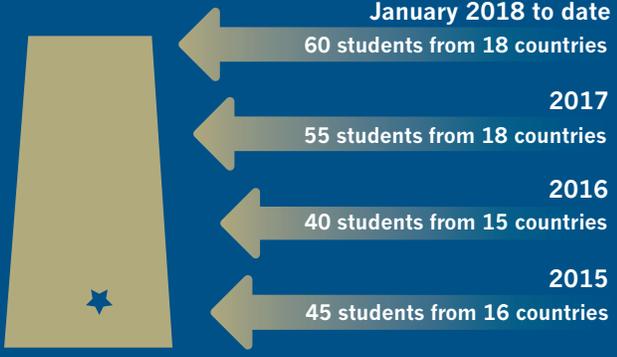
Northcott completed his Master of Human Resource Management degree in 2017, and was appointed the Chief Human Resources Officer for the Saskatchewan Health Authority before the end of the

year. His philosophy on leadership has evolved throughout his 16-year career in human resources, and he credits the Levene School's MHRM program in helping him grow his leadership values and acumen. A leader's job is to develop more leaders, he states, adding that he is a big believer in employing leadership as a means of creating an engaging work environment.

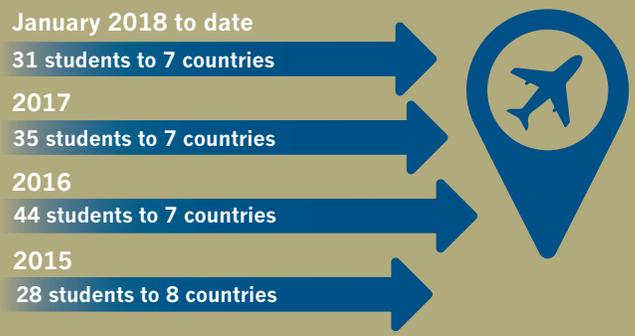
"I'm grateful for the opportunity to have completed the program. It helped me grow as a leader and a human resources practitioner," he says. Much of his focus with the Health Authority is on putting in place what he describes as "... real foundational pieces, developing outstanding leaders and creating a great work experience for employees, with the ultimate goal of achieving better care for patients, clients and residents of the SHA."



THE HILL SCHOOL WELCOMES MANY INTERNATIONAL STUDENTS HERE ON EXCHANGE:



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



44

COUNTRIES

In Fall 2018 the Hill School of Business registered **347 international students** into our programs, from **44 countries**.



EXCELLENCE SCHOLARSHIPS



The Hill School provides Excellence Scholarships to students with a high school average of 85% or higher. In Fall 2018, **124 students** received this \$1,000 scholarship.

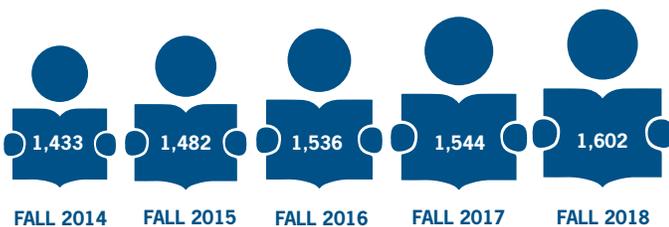


HILL CLASS SIZE

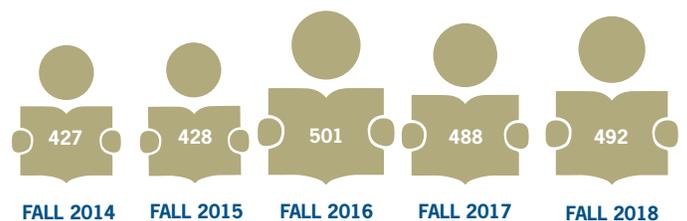
In Fall 2018 the average number of students enrolled in an undergraduate class was **44.5**

REGISTERED HILL STUDENTS

Total Active Students



New Registrations





\$100,000

OVER **\$100,000** IN SCHOLARSHIPS ARE AVAILABLE ANNUALLY TO LEVENE STUDENTS.

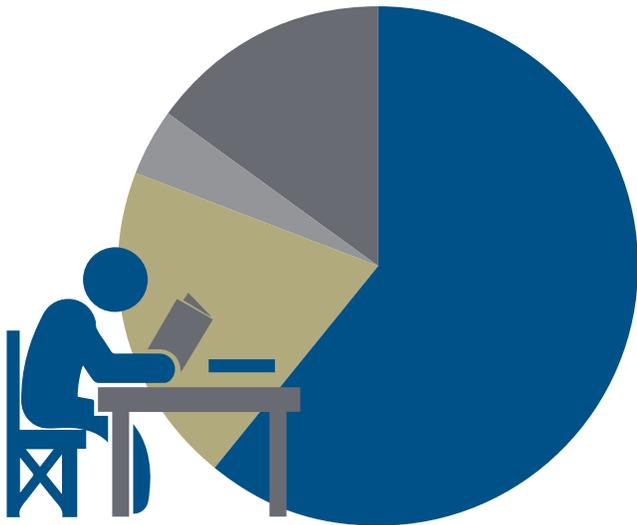


RECOMMEND TO A FRIEND

92% of respondents would recommend the Levene Graduate School of Business to a friend.
(based on a survey of graduating students in June 2018)

NEWLY REGISTERED HILL STUDENTS

61% from Regina	20% from elsewhere in Saskatchewan	4% from elsewhere in Canada	15% international
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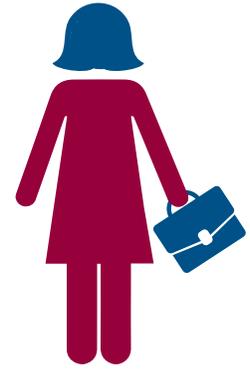


2018

On average, students across **all Levene Graduate Programs** (Levene MBA, MAdmin Leadership, MHRM, Masters Certificates) have **9 years of experience.**



On average, students in the Levene **Executive MBA** have **16 years of experience.**



947
LEVENE ALUMNI

10,530
HILL ALUMNI

FAKE NEWS, SOCIAL MEDIA AND CONTRIBUTING TO THE DEVELOPMENT OF PUBLIC POLICY

BY BILL ARMSTRONG



Dr. Gordon Pennycook, Assistant Professor (Behavioural Science)

U of R Photography

Dr. Gordon Pennycook focuses his research on how people use their intuitive (“gut”) and analytic (“head”) reasoning processes to make decisions. Pennycook, a cognitive psychologist and Assistant Professor in the Hill and Levene Schools, is specifically exploring a hot topic in the public sphere: fake news. “I’ve long been interested in how people apply their reasoning abilities,” Pennycook says, “and my research into fake news and the spread of misinformation stems from that.”

Pennycook is a self-professed “small town boy”, from Carrot River, Saskatchewan. He received his Honours Bachelor of Arts degree from the University of Saskatchewan, and then completed his Master’s and Doctor’s degrees at the University of Waterloo. In what might be termed a

relevant digression, when he was a grad student Pennycook stumbled upon a website that assembled the abstract buzzwords from the Twitter feed of a new age guru into random sentences.

THERE IS A REAL HUNGER AMONG BUSINESSES FOR INFORMATION ABOUT FAKE NEWS AND HOW TO FIGHT IT.

“I immediately realized that this would be the perfect material to test - and measure - the very human tendency to be receptive to humbug (deceptive or false talk or behaviour),” he says. He and four colleagues produced a

peer-reviewed and published study, *On the reception and detection of pseudo-profound bullshit*, for which they received a tongue-in-cheek Ig Nobel Peace Prize in 2016.

Following his doctorate Pennycook completed a two-year fellowship in Psychology at Yale University and taught in the Yale School of Management. While there, he and Dr. David Rand collaborated to assess Facebook’s initial strategy to combat fake news, where warning labels were placed on news headlines that were determined to be fabricated, stating that the content of the posts was disputed by third-party fact-checkers. They observed that the labels had a backfire effect, since some users assumed that a story without a warning label must be trustworthy, as though the lack of a warning label implied

an unspoken seal of approval. Facebook has since discontinued labelling fake news.

The research done by Pennycook and Rand into the role of machine learning and automation in spreading information online recently attracted a US \$275,000 grant from the Miami Foundation’s AI Fund. Their mandate is to research existing and potential proposals for dealing with online misinformation and disinformation by testing the ideas with real users. That work is in its early stages. Pennycook has also received a \$50,000 grant from the Social Sciences and Humanities Research Council of Canada to explore what he terms, “... the broader topic of the everyday consequences of analytic thinking.” Some of his findings, he adds, are included in the content of the course on Organizational Behaviour that he is teaching in the Hill and Levene Schools, with the larger goal to produce research that will be directly relevant to journalists and social media companies, and contribute to the development of public policy related to social media.

Pennycook regularly receives invitations to share his expertise, and he is more than happy to do local talks; in April he participated in panels in Regina and Saskatoon hosted by the Saskatchewan Better Business Bureau. “The questions I received showed there is a real hunger among businesses for information about fake news and how to fight it. This is something that affects all of us.”

H

JANICE LEIBEL

ON THE FRONT LINE OF SERVICE

BY BILL ARMSTRONG



Janice Leibel

Janice Leibel's position with the Hill School of Business places her very visibly at the front line; a semi-circular desk that forms the entry portal to the faculty offices. For the past 18 years she has often been the first face that students and visitors see, fielding questions and handling all manner of requests for service, from giving directions to visitors to helping students resolve complex course registration and timetable problems. And, she wouldn't have it any other way. "I couldn't be in a cubicle. I like being on the front line."

Leibel was not one of those described in her high school yearbook as a "people person." On the contrary, she says, she was shy and tentative, but credits Girl Guides for helping her gain confidence and drawing her out of her shell. "A friend of mine observed that the little girl who wouldn't speak has now become the

lady who won't shut up," Leibel says with a laugh.

Before coming to the Faculty Leibel worked for 20 years as an optician, where she did everything from ordering supplies to fitting frames for clients. She also trained dogs for a while, and keeps four "spoiled rotten" dogs at her home on the east side of Last Mountain Lake.

Over the past 18 years at her post Leibel has been the face of the Faculty for countless students attending the Hill and Levene Schools. While there used to be a summer lull, there is now a steady, year-round stream of students in need of assistance or guidance of some kind.

"Even when you get the same questions, the people are different, and that's what makes this my dream job; this is where I was meant to be,"

she says. Not for much longer, though. Leibel is retiring at the end of 2018, and she vows she won't be a stay-at-home person.

Leibel has adhered to the same spirit of service in her personal life as in her work on the Faculty front line, chairing the parish council at St. Rita's Catholic Church at Strasbourg for the past ten years. She plans to enter the three-year Lay Formation program - which provides leadership and skills training one weekend a month for lay women and men seeking to serve in a variety of roles in parishes and communities - within the Archdiocese of Regina. She's not sure where that will lead, since the role encompasses many different possible duties, but she regards the involvement of lay people as an important function of church life in rural Saskatchewan, where priests are responsible

for several parishes, and may not be readily available.

"You are on your own in the country," Leibel observes. "Just as there's no running away from the questions that come with the job at the front desk, you are often the one that has to make decisions for the parish community," she says. "In that way, my experience here working with people will be invaluable for whatever happens next."

H



Dr. Nkongolo-Bakenda (left) presents the director of the elementary school with the most recent Larousse French dictionary which will be kept in the school library and used by teachers of the school.

OFFERING HOPE TO THE RURAL PEOPLE OF CONGO

BY EDWARD WILLETT

When Dr. Jean-Marie Nkongolo-Bakenda, Professor of Strategic Management and International Business in the Faculty of Business Administration, returned, in 2006, to the tiny Congolese village of Bena Mpiana where he grew up, he was shocked by the deterioration.

“People were living miserably,” he says. “I wondered what I could do to help.”

He found a way. Returning to Regina, he joined with friends to form the Association for the Development of Rural Communities in the Republic of Congo (ADERC). They assembled and shipped a forty-foot container filled with agricultural equipment including a tractor, a truck, and a generator. Filling the empty spaces in the container were used books and toys.

The equipment allowed the villagers to farm more land,

while the truck facilitated transportation of their produce to the city markets. Since then, the association has also provided additional school materials, including uniforms for the ten top-ranked students, relieving the financial pressure on their parents.

Education, Nkongolo-Bakenda feels, is what the rural people of Congo need most. “For example, they take water from the river. They think this water is good, but it is not. They should at least boil it, but they don’t do that. More education is needed.”

This past summer, Nkongolo-Bakenda spent two months in Congo, alongside a newly purchased German-made underground water finder that can pinpoint the depth at which water can be found (tested on a Saskatchewan farm beforehand). He trained people from a partner organization in Congo to

continue the work, remaining in touch by phone once he returned to Canada.

Nkongolo-Bakenda, who was born in Congo, began his academic career there. He moved to Canada in 1990 to obtain his MBA and then PhD at Laval University in Quebec City and has taught at the U of R since 2001.

Though he says his work in rural Congo is “very separate” from his work teaching business strategy, this summer he spoke to a conference in Lubumbashi in the south of Congo about family businesses, which make up more than ninety percent of African companies.

One major difference he explored: in Congo, family businesses never extend into the third generation. “When someone who has a business passes away or retires, the company disappears with him. There is a problem of

succession that is very serious there.”

Nkongolo-Bakenda plans to return to Congo next year or the year after. The trips are expensive, but he feels the work is vital. “There are people who are without hope, especially the youth,” he says, who risk their lives by leaving their homes for the cities, looking for something better.

Nkongolo-Bakenda wants to make it possible for them to find opportunities in their home communities instead. That, ultimately, is the goal of all his efforts: “To give hope to people.”

H



“THERE’S NOT ENOUGH MONEY IN THE WORLD TO REPAY THEM [DONORS] FOR THE LIFE-CHANGING DIFFERENCE THEY’VE MADE FOR ME . . .”
OLIVIA ARNAL

Hill graduate Olivia Arnal with her parents, Cliff and Anne, at Spring Convocation

GIFTS TO THE HILL | LEVENE SCHOOLS

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ON THE HORIZON: ACCREDITATION AND A NEW BUILDING

BY EDWARD WILLET



Designer's rendering of a concept for a potential business school building.

On the prairie, you have a clear view of the horizon (hence the name of this magazine). Dr. Gina Grandy, the new Dean of the Faculty of Business Administration, sees two significant projects on that horizon for the Hill and Levene Schools, distant, but nearing all the time: a new business building, and international accreditation.

“At the heart of what we do and who we are is a commitment to excellence in business education, a rich student experience, and integration with our communities,” Dean Grandy says. “Accreditation and a new building will better allow us to deliver on those commitments and help us build a brand that is recognized regionally, nationally, and internationally.”

Additional space is needed to accommodate the business schools’ burgeoning experiential learning initiatives. “Hill students consistently outperform other business schools across the country at case competitions, such as JDC West and ICBC,” Dean Grandy says. “This requires weekly preparation in groups throughout the year, and imagine how successful our students will be if we have even better and more dedicated space for them to train and practice.”

As well, both the number and size of other student groups is growing—groups like Enactus, which directly benefits the community through social-enterprise activities like developing financial literacy programs and running an annual business boot camp for veterans in partnership with the Prince’s Operation Entrepreneur. “Experiential learning is a core principle of the Hill degree; a new building will help our students engage and flourish even more.”

The Dean’s New Building Advisory Group, formed in June, has members representing the perspectives of the different groups who will use the new building. In addition to Dean Grandy, the group comprises Devon Anderson (operations and staffing), Bruce Anderson (teaching), Dr. Magdalena Cismaru (research), Dwight Heinrichs (students), and Mo Bundon (community). It works closely with Facilities Management, External Relations, and the two consulting groups hired to produce a benchmarking study (Stantec) and infrastructure funding proposal (KPMG). Members recently visited two comparative schools in Ontario for inspiration.

“New spaces would create opportunities for innovative programming and applied research by enabling students and faculty to engage business and community leaders in addressing regional/global priorities,” says Advisory Group member Bruce Anderson. “Flexible learning spaces would generate ideas leading to innovation and new ventures, while integrating strategic thinking and digitization skills into our future workforce. New spaces would also allow collaboration with industry and other Faculties, such as computer science and engineering, and provide a variety of interfaces to engage in practical learning.”

A new building would also better support the schools’ executive education degree and related programs. It would also help the schools better connect with the community, by providing space for community groups or facilitating partnerships with regional entrepreneurial and business-development initiatives.

Other Faculties facing their own capacity constraints would also benefit, since a new building would free up nearly two floors in the Education Building.

“A new building will require the support of the University, the federal and provincial governments, and community partners,” Dean Grandy says. “It’s hard to say when we will be able to put shovels in the ground, but we need to be ready in the event of a federal infrastructure announcement.”

The other major project on the horizon is international accreditation. The schools’ programming is already aligned with the standards of professional bodies, but international accreditation is another way to have assurance of quality acknowledged. International accreditation is a symbol of quality that is particularly important for international students who use it to inform their decisions about where to study.

An internationally accredited institution is reviewed regularly to ensure standards are maintained and it is committed to continuous improvement. The Hill and Levene Schools are pursuing accreditation through the Association to Advance Collegiate Schools of Business (AACSB International), whose accreditation standards for business schools are the most widely recognized and respected worldwide. Approximately 800 business

schools in fifty-three countries, including twenty-four in Canada, have earned AACSB accreditation—less than five percent of business schools worldwide.

A 2015 survey by the Graduate Management Admissions Council revealed that ninety-five percent of deans at AACSB-accredited and in-process schools felt AACSB accreditation improved the quality of their programs and had a continuous positive effect on ongoing curricula development, program design, and delivery methods.

“The path to accreditation requires that everything we do supports with our espoused

mission and values, and within that we need to demonstrate excellence,” Dean Grandy says. “That means thinking about how we teach, what we teach, who teaches, learning outcomes, the advice and supports we provide to students, the quality and quantity of our research, our impact on our communities, and how all of this is interconnected.”

She’s grateful for all the time and effort put into the accreditation effort so far, by people like former accreditation leads Glenys Sylvestre and Dr. Jim Mason, and members of the accreditation committees. “They have created the foundation for what I know

will lead us to a successful outcome.”

The first step for a school seeking accreditation is to put together an eligibility application, which can take up to three years. Following successful AACSB eligibility, it can take three to seven years to achieve AACSB accreditation (the average is 4.5).

Dr. David Senkow, Strategic Advisor to the Dean, and Dr. Saqib Khan, Associate Dean Academic, will co-lead the process. In the next few months, Dr. Senkow says, he’ll strive to get all faculty and staff engaged in the effort. “Gaining accreditation is a huge challenge and will only

be achieved if everyone is involved.”

“It is no longer a question of *whether* we pursue international accreditation,” Dean Grandy says. “The questions that face us now are, what supports do we need to have in place to get us there and how do we involve all staff and faculty in the process?”

“AACSB makes the most sense for us. We do this together, and we have reached a point where it is full steam ahead.”



U of R Photography



Dr. Ronald Camp



Justin Feeney



Dr. Gina Grandy



Dr. Helen Huang



Dr. Sandeep Mishra



Dr. Sean Tucker

RESEARCH EXCELLENCE

In 2017 researchers at the Hill and Levene Schools of Business publish in top journals including the following articles which were published in “A*” and “A” ranked journals based on the Australian Business Deans Council (ABDC) list.

A Justin Feeney, Dr. Patricia Pliner, Dr. Janet Polivy & Dr. C. Peter Herman. The persistence of and resistance to social norms regarding the appropriate amount to Eat: A preliminary investigation. *Appetite*, 109, 93-99.

A Dr. Geoff Moore & Dr. Gina Grandy. Bringing morality back in: Institutional theory and MacIntyre. *Journal of Management Inquiry*, 26(2): 146-164.

A* Dr. Helen Huang, Dr. Shunming Zhang & Wei Zhu. Limited Participation under

Ambiguity of Correlation. *Journal of Financial Markets*, 32, 97-143.

A* Dr. Sandeep Mishra, Dr. Pat Barclay & Dr. Adam Sparks. The relative state model: Integrating need-based and ability-based pathways to risk-taking. *Personality and Social Psychology Review*, 21, 176-198.

A Dr. Sandeep Mishra & Dr. Martin Lalumière. Associations between delay discounting and risk-related behaviors, traits, attitudes, and outcomes. *Journal of Behavioral Decision Making*, 30, 769-781.

A Dr. Sandeep Mishra, Dr. Martin Lalumière & Dr. Robert Williams. Gambling, risk-taking, and antisocial behavior: A replication study supporting the generality of deviance. *Journal of Gambling Studies*, 33, 15-36.

A Dr. Sandeep Mishra, Andrew Templeton & Tyler Meadows. Living, fast and slow: Is life history orientation associated with risk propensity, criminal outcomes, and gambling? *Personality and Individual Differences*, 117, 242-248.

A Josh Gonzales, Dr. Sandeep Mishra & Dr. Ronald Camp. For the win: Risk-sensitive decision-making in teams. *Journal of Behavioral Decision Making*, 30, 462-472.

A* Dr. Simon Pek, Dr. Nick Turner, Dr. Sean Tucker, Dr. Kevin Kelloway & Jane Morrish. Injunctive safety norms, young worker risk-taking behaviors, and workplace injuries. *Accident Analysis and Prevention*, 106, 202-210.

RECOGNITION



Brenda Missens (EMBA) and Bevan Fox (MAdmin) with their eagle feathers

U of R Photography



Jae Won Hur receives the University of Regina's President's Medal from President Vianne Timmons and Provost Thomas Chase at Spring Convocation

U of R Photography

Dr. Eman Almehdawe received \$25,000 in research funding from Natural Sciences and Engineering Research Council of Canada (NSERC) for her collaborative project with Access Communications Co-operative Ltd. entitled "A bi-level optimization model of the technician routing and scheduling problem for access".

Bruce Anderson was appointed to the Board of Directors for CAA Saskatchewan in October 2017 and Habitat for Humanity Regina in April 2018.

Professor Emeritus, **Dr. Robert Anderson** along with **Dr. Bettina Schneider** and **Richard Missens** of First Nations University, are co-applicants on a successful SSHRC Insight grant for \$175,000 for their project entitled "Indigenous social entrepreneurship: a co-generated approach". Other co-applicants include Dr. Rick Colbourne of UNBC and Dr. Ana Maria Peredo of UVic. The applicant is Dr. Irene Henriques of York University.

Professor Emeritus, **Dr. Robert Anderson**, was appointed as an ASAC Fellow for a three-year term.

Dr. Ronald Camp was appointed as the Deputy Director for the Collaborative Centre for Justice Studies for a two year term commencing October 1, 2018.

Dr. Ronald Camp was appointed as a reviewer for the *Journal of Community Safety and Well-Being*.

Justin Feeny was a recipient of a Dean's Research Grant in Fall

2017 for his project entitled "Adaptive Feedback Interventions with Job Applications".

Levene graduates, **Bevan Fox** (MAdmin) and **Brenda Missens** (EMBA) were presented with eagle feathers during a special ceremony as part of the Hill and Levene School's Convocation Celebration event in June 2018.

Dr. Gina Grandy was appointed as the regional editor for *Gender in Management: An International Journal*.

Welcome to the 2017-2018 Hill Alumni Association Executive including: **Nicole Nameth** (BBA '15), President; **Danielle Lane** (BBA '17), Vice President; **Erin Campbell** (BBA '13), Treasurer; **April Popadynec** (BBA '15), Secretary; **Amna Choudhry** (BBA '16), VP Events; **Mahendre Mishra Bungsy** (BBA '15), VP Finance; **Clarke Westby** (BBA '14), VP Marketing; **Rory McCorrison** (BBA '16), VP Membership; **Jasmine Gray** (BBA '05) and **Dan Kohl** (BAdmin '87), Members at Large.

Members of the Hill and Levene Schools of Business were honoured at the U of R's Long Service Recognition Awards in April 2018 including: **Dr. David Senkow** for 25 years of service; **Dr. Aldene Meis Mason** for 20 years of service; **Dr. Ron Camp** for 15 years of service; **Dr. Saqib Khan**, **Dr. Wallace Lockhart** and **Dr. Zhou Zhang** for 10 years of service.

The Hill and Levene Schools and Enactus Regina hosted Prince's Operation Entrepreneur for the sixth year under the guidance of faculty advisors **Dr. Lisa Watson** and **Lee Elliot** and student project manager **Ramish Attiq** in August 2018. This year the Hill and Levene School's POE reached a significant milestone, surpassing the 100 graduate mark.

The Hill Business Development (Accounting) Club filed a total of 680 tax returns through their Tax Solutions program this spring.

Welcome to the 2018-2019 Hill Business Students' Society (BSS) Executive including: **Owen Kot**, President; **Taylor Istace**, VP Academic; **Megan Shoemaker**, VP Social; **Kyle Hodge**, VP Marketing; **Mackenzie Dangstorp**, VP Finance; **Jon Stricker**, VP Corporate Relations; **Amy Pilon**, VP Student Affairs.

Three new Hill-Ivey cases have been published:

- **Dr. Nourhene Ben Youssef** and **Dr. Saqib Khan** with Ivey author Dr. Walid Busaba entitled "University of Regina Club: Financial Statement Analysis"
- **Dr. Saqib Khan** with Ivey author Dr. Walid Busaba entitled "SaskPower U.S. Debt: Hedging Currency Exposure"
- **Dr. Chis Street** with Clayton Craswell and Ivey author Dr. Ann Frost entitled "Evaluative Holacracy at iQmetrix"

Hill student **Jae Won Hur** was the recipient of the University of Regina's President's Medal, the

Faculty of Business Administration's Dean's Medal and the Leon Goldman Scholarship at the Spring 2018 Convocation.

Welcome to the 2018/2019 Levene Alumni Association's Executive including: **Denise Junek** (EMBA '16), **Charlene Oancia** (CA '14, EMBA '16), **Charles Sylvestre** (CDP '99, CCS '02, MBA '14), **James Welter** (BEng '00, EMBA '14), **Rick West** (BSc '97, EMBA '14).

Welcome to the 2018-2019 Levene Graduate Students' Association (LGSA) Executive including: **Michelle Dubem-Nwachukwu**, President; **Sukhdeep Kaur**, Secretary; **Angela Fraser**, Treasurer; **Jonathan Calfat**, Social Media Influencer/Marketing/PRO; **Nonye Ajator**, GBUS Representative; **Jada Yee**, Indigenous Representative.

The Levene School of Business has signed an agreement with Harvard Business School's online branch, HBX, to create new opportunities for Levene MBA students. Levene is one of only three schools in Canada that has partnered with HBX.

Randy Linton has been granted a tenured appointment in the Faculty.

Hill student **Jonathan Lipoth** was the recipient of a Hill-Ivey Scholarship and was accepted to attend the Ivey Business School starting September 2018.

Dr. Jim Mason was awarded the Bar to the Silver Acorn by



U of R Photography

Faculty of Business Administration Long Service Award recipients (left to right): Joe Zhang, David Senkow, Saqib Khan



Photo Courtesy of the Office of the Lieutenant Governor

Participants in Regina's 2018 Prince's Operation Entrepreneur program with Lieutenant Governor Tom Mollo, Enactus Regina students and community partners at their graduation ceremony at Government House

Scouts Canada for continued distinguished service.

Dr. Sandeep Mishra was the recipient of a NSERC Discovery Development Grant for \$20,000 from 2018-2020 for his project entitled "Risk-sensitive decision-making: An examination of cognitive influences".

Levene student **Hayley Nargang** was the recipient of the Leaders Council Graduate Scholarship in honour of Chief Clarence Louie. Chief Louie was the keynote speaker at the Levene Dinner in May 2018 and presented Hayley with the award.

Ken Ottenbreit (BAdmin '80) received the Lifetime Achievement Award at the University of Regina Alumni Crowning Achievement Awards in October 2018.

Dr. Gordon Pennycook was hired as an Assistant Professor in the Faculty in the area of Human Resource Management.

Dr. Gordon Pennycook with co-applicant Dr. David Rand of MIT (Sloan) received a research grant from the Ethics and Governance of Artificial Intelligence Fund of the Miami Foundation for \$350,000 for their project entitled "Understanding and combating misinformation and fake news online."

Dr. Gordon Pennycook received a SSHRC Insight Development Grant for \$48,730 for his project entitled "The everyday consequences of analytic thinking". His was the #1 ranked application.

Dr. Adrian Pitariu was appointed as Associate Dean,

Research and Graduate Programs for a two-year term commencing July 1, 2018.

Dr. Morina Rennie was appointed as Associate Dean, Undergraduate for a two-year term commencing July 1, 2018.

Under the leadership of Hill alumni, **Cari-Lynn Schoettler** (BBA '17) and **Mason Gardiner** (BBA '14) the Hill School was successful in its bid to host JDC West 2020.

Dr. David Senkow was appointed as Associate Dean, Strategic Advisor to the Dean for an 18-month term commencing July 1, 2018.

Dr. Paul Sinclair has been granted a tenured appointment and promoted to the rank of Associate Professor in the Faculty.

Dr. Sean Tucker was appointed as the Worksafe Saskatchewan Research Scholar.

Dr. Sean Tucker was appointed as Associate Director of Research with the Workers' Compensation Board of Saskatchewan.

Dr. Lisa Watson was appointed as Associate Dean (Research) in the Faculty of Graduate Studies and Research for a three year term commencing January 1, 2019.

Dr. Lisa Watson received the John Dobson Enactus Fellow designation from Enactus Canada at Enactus Nationals in May 2018.

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RESEARCH SCHOLARS



Dr. Magdalena Cismaru,
Conexus Research Scholar in Financial Wellbeing



Dr. Peter Moroz,
Leaders Council Research Scholar



Dr. Sean Tucker,
Worksafe Saskatchewan Research Scholar



2018 Levene Dinner

Hill Advisory Board meeting

Tuesday, October 30, 2018

45th Annual Hill Dinner

(Including Exclusive Leaders Council Q&A)

*Featuring keynote speaker Dominic Barton
Global Managing Partner of McKinsey & Company*

Tuesday, October 30, 2018

BSS Hill Case Competition

November 1 – 3, 2018

Levene Advisory Board meeting

Thursday, November 15, 2018

Leaders Council AGM

Monday, November 26, 2018

“What is Business Admin?”

Prospective High School student event

Friday, December 7, 2018

Hill BSS “Taste of Networking” event

Thursday, January 31, 2019

Hill BSS 5 Days for the Homeless initiative

March 17 – 22, 2019

Annual Levene Dinner

(Including Exclusive Leaders Council Q&A)

May 2019

Hill Legacy Ring Ceremony

Wednesday, June 5, 2019

University of Regina Spring Convocation

(Including Hill and Levene Schools)

Wednesday, June 5, 2019

KENNETH LEVENE GRADUATE SCHOOL OF BUSINESS

Information Sessions

Tuesday, November 20, 2018

Wednesday, January 16, 2019

Tuesday, February 26, 2019

Thursday, March 28, 2019

Tuesday, April 30, 2019

GMAT Prep Workshop

Graduate Management Admission Test (GMAT)

Two-day Preparation Workshop

Winter 2019

You can find out more about the information sessions and GMAT prep workshop, and RSVP by visiting: levenegsb.ca

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