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at ICBC, JDC West & OBCC
Competitions

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CREDITS

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Cover photo caption: Bruce Anderson, Shelagh Campbell and Andrew Stevens represent teaching, research and service excellence in the Hill and Levene Schools of Business

Cover photo courtesy of U of R Photography

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We at the Hill and Levene Schools of Business are delighted to present to you the Spring 2018 edition of *Horizons*. In this issue we once again not only celebrate our successes and accomplishments but also provide a bit of the back stories of the individuals responsible. We are proud of our people and invite you to read these stories and get to know us better.

Featured on the cover are three Hill and Levene faculty members – Bruce Anderson, Shelagh Campbell, and Andrew Stevens – representing our primary activity areas of teaching and learning, research and scholarship, and service to our communities. Experiential education is key to the Hill | Levene School's vision and Bruce Anderson is a leader in putting this vision into action. Under Bruce's leadership, Levene students worked with United Way of Regina on two "live cases" where the client received real benefits and the students gained real experience. Relevant research is also key to the Hill | Levene vision.

Shelagh Campbell's academic work has been focused on understanding the world of work and how the quality of life in that world can be improved. Commitment to our communities is central to what we do. Andrew Stevens, in addition to being an accomplished teacher and researcher, has deep roots in community involvement. Andrew has taken this involvement to a new level as City Councillor.

Students are the focus of what we do. Students, past and present, are the focus of several stories in this issue. Hill School teams have an impressive track record in case competitions. We present the stories of our teams at the 2018 Inter-Collegiate Business Competition (ICBC) in Kingston and at the Organizational Behaviour Case Competition (OBCC) in Toronto. Women as leaders is a theme shared by our featured Hill student, Olivia Arnal, and Levene student, Kirandeep Kaur. The stories of Jason Drummond, a Hill alumnus, and Sheree Ortman, a Levene alumna, show how our graduates make a difference.

The Hill and Levene Schools of Business have strong ties to community leaders. We are fortunate to have Dr. Murad Al-Katib as a supporter, including chairing the Levene Advisory Board, and he is featured in a story of his many accomplishments. Pat Youzwa is completing her term as the RBC Woman Executive in Residence and her time in this role is profiled in another story.

I am blessed to have been part of this great Faculty of Business Administration for more than a quarter of a century – the last year in the role of Acting Dean. It's fitting that I write this Dean's Message in *Horizons* because soon the sun will be setting on the horizon for me. However the daily cycle also includes a sun rising on the horizon – in this case Gina Grandy who will become the Dean of the Faculty of Business Administration on July 1, 2018. I'm very confident that the future of the Hill and Levene Schools will be in very capable hands. We get to know more about Gina in this issue.

I'll conclude with two thoughts.

I'm grateful for the opportunity to have been part of the lives of so many fabulous students, staff, faculty, and community partners. We have accomplished much and the Hill and Levene Schools have a very bright future.

A special thank you to Kelly-Ann McLeod. Although Kelly-Ann is listed as the Editor of *Horizons*, she is very much more. The credit for this great publication goes to her and her dedication to making it as good as it can be.

Over to you Gina ...

David Senkow, PhD, CPA, CGA

Acting Dean
Hill and Levene Schools
of Business



NEW DEAN SEES HERSELF AS ADVOCATE AND CHAMPION

BY: EDWARD WILLETT

U of R Photography



Dr. Gina Grandy, Incoming Dean

Dr. Gina Grandy's decision to apply to be Dean of Business Administration at the University of Regina was partially driven by the need to practice what she teaches.

"One of my areas of research and teaching is women in leadership," she says. "I know women have a tendency to more often say, 'This isn't what I want,' 'Not right now' or, 'No, I'm not ready,' and pass by these types of leadership opportunities, often for very good reasons. Working with other women, talking about these types of statistics, and knowing how important it is to step forward, I realized that my actions serve as a role model for others. It is important to have women in these types of positions, and I feel privileged to be able to do this."

As Dean, she says, "I can speak to issues that are important to me, and more importantly I can give voice to the issues that are important to others." As a woman in a leadership role, she hopes she can be "a catalyst, an intermediary, a channel, to foster new opportunities for our students."

Dr. Grandy's five-year appointment takes effect July 1. She is currently the Associate Dean of Research & Graduate Programs, Professor in Strategy and Leadership, and RBC Women in Leadership Scholar. As a current faculty member, Grandy has been able to take advantage of an extended transitioning time, working closely with Acting Dean, Dr. David Senkow.

Ensuring that the student experience is of exceptional quality, both in and out of the classroom, has always been important to Grandy and she intends to lead as Dean with the same intent. "With the support of committed faculty and staff, our students continually excel at a national level in case competitions and various other events. Enhancing what we already do very well, specifically as it relates to our academic programming and extracurricular possibilities to enrich the student experience, is certainly on my mind. Working closely with the business and broader communities will be critical in creating new experiential learning opportunities and

preparing our students for their future careers."

Another priority will be to assess the progress made on the strategic plan, in particular with regard to internationalization. Although the school has a number of international partnerships, she feels "there are a lot of opportunities we haven't leveraged yet for our students and faculty."

Another focus will be indigenization. "We have an indigenous lead on the faculty who has done remarkable work," Grandy notes. "We need to see what kind of impact we are making and where we would like to direct our efforts."

Accreditation will be a priority, not only to enhance what the Hill and Levene Schools offer, but raise their profiles and reputations. "Accreditation is a long process that requires a significant commitment by the Faculty, but it is important for our sustainability," Grandy notes that the University of Saskatchewan's recent accreditation by AACSB "puts a certain urgency" on the

U of R. Grandy also believes that doing more to profile the research excellence of faculty members is part of building a stronger regional, national and international reputation.

A dedicated building for the Hill and Levene School is also on her list. Space is always at a premium, and a new building would mean more space for their growing student groups and activities and to bring the community to students. It would also free up space in the Education Building for other Faculties. She notes, "such an endeavour will only come to realization with the support of our partners in the community."

In many ways, Grandy says, her job is to be an advocate and champion of the many "excellent, amazing things" happening within the Faculty of Business Administration.

"Part of the reason I wanted to take this role is that there are fantastic students, faculty, and staff and a very supportive business community," she concludes. "I feel grateful and proud that they selected me to be their champion in moving their school where they want it to go." **H**

HILL STUDENT COMPETITION ACTIVITY



Photo Courtesy of Brett Dierle

2018 Hill JDC West team at the JDC West Gala after they were awarded 2nd Place for School of the Year

Hill students have numerous opportunities to compete against students from other business schools, and have enjoyed much success over the past six months. Here are some of the highlights:

Enactus Regina: Under the guidance of faculty advisor Dr. Lisa Watson, Enactus Regina placed first in League B of the Capital One Financial Education Challenge at the Enactus Regional Exposition in Calgary in March 2018.

They placed for their project called *Financial Foundations*, which is a project that is designed to teach financial literacy to high school students in an engaging and hands-on way.

This is the first time that the team has placed first in a challenge at regionals. The team will now be one of four teams representing the West in this national challenge at the Enactus National Exposition in Toronto in May.

Hill Case Competition:

Award recipients for the Hill Business Students' Society's Hill Case Competition in November 2017 were as follows:

- 1st Place from the Hill School of Business: Kendall Johnson, Rebecca Taylor, Kaylyn Veresh, Paige Ziemer
- 2nd Place from the Hill School of Business: Cassidy Rath, Jessica Tresek
- 3rd Place from the University of British Columbia Okanagan: Vinil Sood, Johanna Veloz, Chisa Takagaki, Jodie Panchi

JDC West: Under the guidance of faculty advisor Randy Linton and co-captains Rachel Langen and Nicole Pyne, the Hill School took home 2nd place as "School of the Year" in the 2018 JDC West Competition in January.

The Hill JDC West team received the following placements:

- 2nd place Overall School of the Year (Edwards 1st, Sauder 3rd)
- 1st place Business Strategy – Sarah Kreklewich, Bryce Riddell, Zachery Zabinsky
- 1st place Social – Spencer Brightman, Jana Ham,

Jacob Stewart, Emma Ulmer

- 2nd place Taxation – Sam Bancescu, Janessa Fox, Lesia Lazurko
 - 3rd place Debate – Myles Fuchs, Nicholas Giokas, Ben Hamilton, Jae Won Hur
 - 3rd place Finance – Jackson Brailean, Riley Orchard, Jon Stricker
 - 3rd place Human Resources – Christina Arsenault, Jade Hoffman, Jacob Nelson
 - 1st place Volunteer/Charity Hours with 3,585 hours
 - 2nd place Charity Dollars with a total of \$66,570 which includes \$23,175 donated to Hope's Home and 43,395 pounds of food sorted
 - 3rd place Participation
- ICBC:** Under the guidance of faculty advisor Dr. Paul Sinclair, the Hill ICBC Accounting team of Olivia Arnal and Amanda Kostur,

with faculty coach Nola Joorisity, made it to the final round of the Inter-Collegiate Business Competition (ICBC) at Queen's University in Kingston, Ontario based on their submissions in the preliminary round in late October 2017.

Olivia and Amanda took home first place in the ICBC final round in January 2018.

OBCC: Under the guidance of faculty coach Justin Feeney students from the Hill Human Resources Club attended the 13th Annual Organizational Behavior Case Competition (OBCC) at the Ted Rogers School of Management in Toronto in January 2018. The Hill team of Francis Odum, Shafeeka Sayyid, Haley Stearns, and Hayley Usherwood won first place at the competition. The judges unanimously voted the Hill team first place ahead of 11 other schools. This is the first time the Hill School has won the competition.

H

A CHALLENGING, REWARDING TERM AS RBC WOMAN EXECUTIVE IN RESIDENCE

BY: EDWARD WILLETT

U of R Photography



Pat Youzwa, RBC Woman Executive in Residence (far right) with (left to right) Cathy Warner, Dr. Deborah Kolb, Andrea Robertson and Kim Ulmer at the RBC Woman Executive in Residence Breakfast.

As the end of her term as the first RBC Woman Executive in Residence approaches, Pat Youzwa notes two things about her appointment: it's gone by very quickly, and it's been a challenge, as the first person in the role, to craft initiatives that would have an impact and be meaningful for the Hill and Levene Schools' students.

It's a challenge she's met well. She's given fourteen presentations to classes, ranging from a second-year business class to an Executive MBA class. She's also organized two major events: a fall screening of the film *Dream, Girl*, a documentary about inspiring and ambitious female entrepreneurs, and, this spring, a breakfast meeting featuring guest speaker Deborah M. Kolb, Ph.D., the Deloitte Ellen Gabriel Professor for Women in Leadership at Simmons College of Management, Co-Director of the Negotiations in the Workplace Project at the Program on Negotiation at Harvard Law School, and an adjunct professor at INSEAD. Both events were followed by panel discussions, the first featuring women entrepreneurs, and the second, three women in executive leadership roles, who spoke about their own

experiences. Youzwa says her class presentations, rather than being academic, were a way for her to provide her personal perspective as an executive, "to engage students and give them an opportunity to talk to me about what my experiences have been, and what might be useful to them as they plan their own careers."

The screening of *Dream, Girl*, drew 150 people, and very positive feedback. "People found it very interesting and engaging," Youzwa says. She adds she was very pleased to see many students attending in addition to people from the community.

For the March 22 breakfast with Dr. Deborah Kolb, Youzwa chose both the speaker and the panelists. "I had an advisory committee, a group of volunteers, whom I met with to seek their advice on what type of initiatives would be of value to people in the business community, government officials, students, and faculty. One of the topics identified was second-generation bias in organizations, and its impact on leadership roles for women—and how women can, understanding this,

negotiate conditions of their work, and help change organizational culture as well."

Second-generation bias, Youzwa explains, are policies, values, and attitudes that appear neutral, but effect men and women differently: such as a woman not being considered for a project because of the assumption she wouldn't be interested in extended travel, having a young family at home.

At the breakfast, Kolb gave a more down-to-earth example of second-generation bias: an organization focus on stand-up meetings, which fails to recognize how that disadvantages women wearing high heels or who are short.

Basing her talk on her 2015 book *Negotiating at Work*, Kolb advised woman (and men, too) how they can effectively negotiate for desired jobs, support, resources, credit, new opportunities, work schedule, or change. Tips included knowing your value, and finding ways to make it visible; assessing your leverage, being clear on what happens if a deal can't be reached ("their alternative may be worse than yours," Kolb pointed out); enlisting allies; building rapport; framing your request in terms of what's good for the organization; and being willing to offer something in exchange for what you want. She also talked about how to deal with resistance and offered ways to get a potential agreement back on track.

The panel discussion featured Andrea Robertson, President and CEO of STARS; Kim Ulmer, RBC Regional President for Manitoba, Saskatchewan, and North Western Ontario; and Cathy Warner, Marketplace Leader for Deloitte Saskatchewan. Each provided her own insights into negotiation and work-life balance.

Asked for a concluding nugget of advice, Robertson offered two: get your ego out of the way, and realize you can't be

successful unless you are doing something deeply meaningful to you.

Warner's advice was that "understanding the other person's perspective is key," because negotiation is all about getting to the "win-win," where everybody is satisfied with the outcome.

Ulmer concluded with five guidelines: know your worth, know your facts and business, speak with determination about them, know when to push, and know when to let go.

For Youzwa, Kolb's talk was "a way to empower women to position themselves to succeed."

With Youzwa's term winding down, it's time to look ahead to her replacement, expected to be announced this spring. "Pat has made great contributions as the inaugural RBC Woman Executive in Residence, and the Hill and Levene Schools of Business look forward to building on her efforts," Acting Dean David Senkow says.

"Whoever comes in after me needs to work closely with the Dean and the business school to ensure the program is well-articulated and understood, and that initiatives insure the success of this program into the future," Youzwa says. In particular, she'd like to see more initiatives that involve direct student engagement and participation.

Youzwa lauds the generous support of the Royal Bank of Canada. "There are funds to expand the program," she says. "The opportunity exists to build something even bigger and wider into the future because of their generosity."

"There is interest in having exposure to people who have actual experience in executive roles," she concludes. "I've been really pleased to be able to share some of mine."

H

IT'S UNANIMOUS: HILL SCHOOL HR TEAM SCORES A DOUBLE FIRST

BY: BILL ARMSTRONG



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The Hill OBCC team. Left to right: Hayley Usherwood, Francis Odum, Shafeeka Sayyid and Haley Stearns

For the first time in 13 years of competition, a team from the Hill School of Business has won the annual Organizational Behaviour Case Competition. The event took place at Ryerson University in Toronto in January. Making the achievement even sweeter, the judges were unanimous in voting the team of Hayley Stearns, Haley Usherwood, Shafeeka Sayyid and Francis Odum in first place, besting teams from 11 other schools, including Richard Ivey, the University of Toronto Scarborough campus and Concordia University, the defending champion for the previous seven years.

The four Hill students began preparing for the competition in October 2017, holding weekly four-hour practice sessions examining business cases and problems. They invited various Human Resources professionals and their faculty coach, Justin Feeney, Assistant Professor in Organizational Behaviour, to provide feedback during the practice sessions. During

those gatherings, and even the night before the competition, Feeney encouraged the team members to discuss how the “big picture” principles of organizational behaviour and the “nuts and bolts” of human resources intersect. Team leader Francis Odum says this approach was the basis of their strategy for success.

“THE LITTLE GUY MIGHT HAVE A TEAM OF IMPRESSIVE INDIVIDUALS AND A GREAT BUSINESS PROGRAM BACKING THEM.”

“We mastered HR principles and theories; we had a mechanical process for deconstructing business cases, and distributed roles to different team members,” he explains.

Feeney agrees that the formula was effective, observing that the Hill School

team was the only one to successfully identify how talent management solutions could be used in examining the case used in the competition. The other teams focused exclusively on organizational behaviour topics, he noted.

All four team members agreed that participating in the competition was a great experience, opening up opportunities to meet industry professionals and other students from across the country, and bringing with it the realization that they had become better students. They also expressed gratitude for the support they received from the Faculty for travel costs and the coaching they received.

Shafeeka Sayyid, a third-year major in Management, observed that the Hill team was up against some very large and prestigious universities, “... and being from a smaller region, it was definitely intimidating. One thing I took away from the experience was that you

should not underestimate ‘the little guy’, because the little guy might have a team of impressive individuals and a great business program backing them.”

Odum, a fourth-year student who has served as Hill HR Club President during the 2017-18 school year, recruited his fellow team members from the Hill Human Resources Club, a student-run organization with about 30 active members that hosts professional development and networking events that are open to all business students.

H



Hill students Olivia Arnal and Amanda Kostur with their first place ICBC Accounting trophy

NO ACCOUNTING FOR OBSTACLES: HILL SCHOOL TEAM ADDS TO ICBC SUCCESS

BY: BILL ARMSTRONG

Delayed flights, lost luggage and the resulting sleep deprivation were not enough to keep Hill School of Business fourth-year students Olivia Arnal and Amanda Kostur from taking first place in the Accounting category at the Inter-Collegiate Business Competition (ICBC) held in January at Queen's University in Kingston, Ontario.

ICBC began in 1978, and is Canada's oldest and longest-running undergraduate business competition. It now annually brings together more than 170 student teams from over 40 business schools in Canada and beyond for eight competitive events. The competition is a two-stage process: during the preliminary round held in October teams are presented with a complex business problem. Their written analysis and recommendations are reviewed, and the top five or six teams in each of the eight competitive events are invited to the final round, where they are given five and a half hours to prepare their solutions to the business case.

A panel of judges made up of industry leaders and event sponsors chooses the top three finalists.

Arnal and Kostur are among 19 teams from the Hill School to make it to the final round since 2010. Arnal says she was hooked on the ICBC competition after making it to the final round as a member of the Marketing team in 2016. (That year the Hill School Human Resources team also advanced, and finished first.)

Arnal and Kostur may have had an edge since they had recently spent 30 days in close quarters together during one of the school's study abroad programs in Paris, in June 2017. It also helped that the two began preparing for ICBC as soon as classes began last September, and that their strengths complemented each other. "I'm more of a numbers person" says Kostur, "so I did a lot of the calculations and exhibits, while Olivia is very good with strategy and consulting, so she focused on a lot of the overarching business concerns. Together, we make a well-rounded team."

Preparation for the competition included some late nights, poring over textbooks, and a lot of guidance and feedback from their faculty coach, Nola Joorisity, as they tackled four simulations and rehearsed their presentations.

Later, at a victory celebration back in Regina, Joorisity described Amanda and Olivia as poised, polished, articulate, professional and engaging in their presentation. "They didn't just do the accounting numbers, but also considered the marketing, human resources, operations and strategy." Their performance achieved "celebrity status" in Kingston, she adds, with both of them identified as top candidates by some of the sponsoring companies at the event.

After graduating, Kostur will begin her career with accounting and consulting services provider Virtus Group

(with plans to pursue her CPA designation). After assessing several offers, Arnal chose to launch her career as a Relationship Manager Trainee with Innovation Credit Union. Both agree their ICBC experience had boosted their confidence, and helped them refine their presentation and problem-solving skills, insights that are similar to those of alumna Katie Osborne (BAdmin '12), who was a member of the Hill School Marketing team that placed third at ICBC in 2011. Osborne - now an Account Planner at Bravo Tango advertising agency in Regina - says the experience of problem-solving under pressure at ICBC helps her in her day-to-day work with clients. "I feel fortunate to have had the chance to participate, and I would recommend students take the time - and put in the effort - to be a part of this wonderful program," Osborne says.



**SINCE 2010
THE HILL SCHOOL
HAS SENT
19 TEAMS TO
THE FINAL
ROUND AT ICBC,
COMING HOME
WITH:**



FIRST PLACE FINISHES



SECOND PLACE FINISHES



THIRD PLACE FINISHES

SHEREE ORTMAN: LEVENE ALUMNA

BY: EDWARD WILLETT

U of R Photography



Inspector Sheree Ortman (MAdmin (Leadership) '15) with a Tactical Armoured Vehicle (TAV)

You might think it odd that a police officer with almost 25 years of experience would return to university for a master's degree in business. Inspector Sheree Ortman of the Regina Police Service, who obtained her Masters of Administration in Leadership from the Kenneth Levene Graduate School of Business in 2015, begs to differ.

Ortman joined the Police Service while pursuing an undergraduate degree in physical activity studies. At the time, she was one of only thirteen women on the Service. Today, about twenty-two percent of the police officers are women.

Among other things, Ortman is a Critical Incident Commander, overseeing all of the emergency services teams (SWAT, Crisis Negotiators, the Explosives Disposal Unit) when situations like hostage-taking and armed and barricaded persons arise.

Ortman decided to pursue a degree at the Levene Graduate School as she moved up in rank and found herself in positions focused on strategic planning. "At the time, there were limited professional development opportunities in

the Police Service with regard to leadership. I thought it was important, if I was going to oversee a number of different sections, to grow more academically: to understand how to motivate employees, empower them, and help them reach their fullest potential."

She took two classes a year over five years. "As a Critical Incident Commander who is subject to call-out 24 hours a day, I thought that would be manageable." She achieved the rank of Inspector in 2012, and in 2015, received her Masters degree.

"Policing is driven on the backs of our employees," Ortman notes. "It's a very difficult occupation and work environment. We have high expectations of our officers, who face traumatic events every day, work with very little to no supervision, and work shift work, twelve hours at a time, sometimes fourteen or fifteen hours. In addition, because of the confidential nature of their work, it is often difficult for officers to get the emotional and psychological support that they need. It was important for me to continue to grow and learn what I could do to help them meet organizational and personal

expectations and keep them healthy."

Her classes reinforced an already existing interest in diversity. Her fellow students not only came from many different occupations, but from many different countries. "It really did expand my perspective on how to look at a problem from different viewpoints, and to value those viewpoints." She also found it enlightening to get perspectives on issues from a non-police viewpoint. "I discovered there were solutions from other sectors that we could utilize. We sometimes miss these solutions because we tend to narrow our focus and pigeonhole ourselves into the police environment."

Today, she conducts workshops in diversity, unconscious bias, and inclusion with Sandra Steen, one of her instructors (in human resource management) at the Levene Graduate School. "Because I've lived some of the challenges, I can understand a little more clearly some of the obstacles diverse employees face."

She also conducts leadership workshops focused on such topics such as problem-solving and decision-making.

Her master's program also emphasized for her the importance of teamwork. "As a Critical Incident Commander, you manage a number of highly specialized teams. You're dependent on their input, feedback, and opinions when it comes to solving highly stressful and volatile situations. Your frontline employees are the ones closest to the work. They can offer you most of the insight and potential solutions. As a leader, you should listen more and talk less."

Another advantage of a business degree for a police officer? "There's a business side to policing: budgets, strategic objectives, training issues, human resource issues...aside from my training as a Critical Incident Commander, a large majority of my responsibilities are strategic rather than operational."

Ortman highly recommends the Levene program. "If you stop growing, you stop improving," she says. "I think everyone should take advantage of opportunities to grow and expand their experiences and knowledge."

H



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Kirandeep Kaur, Levene Executive MBA Student

WOMEN IN LEADERSHIP:

COMPARING THE IMPACTS OF NATIONALITY, CULTURE AND ETHNICITY IN TWO COUNTRIES

BY: BILL ARMSTRONG

Kirandeep Kaur grew up in India, and has lived in Canada for the past seven years, leaving her well positioned for her capstone research project as an EMBA student in the Kenneth Levene Graduate School of Business. For her EMBA capstone project, Kaur chose to explore how the influences of nationality, culture and ethnicity might affect the emergence of women leaders in India and Canada.

Kaur completed her undergraduate degree in Computer Science and Engineering in her home state of Punjab, in northern India, in 2010. After graduating she decided to move away from home, taking a post-graduate diploma in Wireless Telecommunications from Humber College in Toronto. She landed a job with Wind Mobile in Edmonton, but found that Saskatchewan's Immigrant Nominee Program offered a quicker path to a work permit with residency options, so she moved to Regina. While studying for her EMBA at the Levene School she also works as Director of Homelessness Partnering and Administration with YMCA Regina.

"My cousins in India tell me I am a role model," Kaur says,

"but in my opinion I'm not doing anything special. I asked myself, 'Why is this such a big deal?', and that led me to investigate factors affecting the emergence of female leaders in Canada and India."

Kaur developed four hypotheses about women leaders in the two countries, and adopted a qualitative approach to empirically investigate these hypotheses. "My perception is that culturally, Canada is more encouraging of female leaders than India, and that Canadians respond more liberally toward them than Indians," Kaur explains. "I also proposed that ethnicity and culture determine a person's leadership style, regardless of nationality, and that female leaders in Canada tend to be more direct and authoritative than in India, due to cultural differences."

The process of tracking down 12 to 15 willing interviewees in each country revealed a marked cultural difference. Cold calling women leaders in Canada worked well in recruiting participants, but did not work in India. Recruiting participants there required her to rely on family networks and referrals. Based on the small

sample size, she also concluded that female leaders are more approachable in Canada, are represented over a greater age spread (almost 60 per cent between 46 and 75), and are working in a wider variety of occupations. In India, such women tend to be an emergent group between 18 to 45 years of age (three-quarters of participants), and concentrated in academics, banking and insurance, reflecting the prestige associated with working in a more secure, air-conditioned office environment.

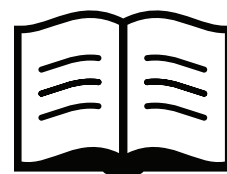
Authority and power dynamics emerged as one of the main topics in the interviews, revealing that ethnicity and culture do influence leadership styles: most of the Indian women leaders reflected traits of a more authoritative style, while all of the Canadian women interviewed most regularly reflected a collaborative style. One Indian participant told Kaur how style influences perception: "If someone doesn't have authority, they are not a leader; they are just a manager."

Assessing her project, Kaur says having the opportunity to listen to the experiences of talented leaders was the most

rewarding part, emphasizing for her the importance of mentors in one's professional life. Learning about the challenges these leaders faced as women, and how they overcame those challenges also helped her to map out her next research goals. "Earning a Ph.D. has been a dream since I was a teenager," Kaur says, "and this project brought clarity to my thoughts on further research into women in leadership roles."

H

100%
OF LEVENE MBA &
EMBA STUDENTS
PARTICIPATE IN
RESEARCH DURING
THEIR PROGRAM.





39% MALES

Across all Levene Graduate Programs for Winter 2018



61% FEMALES

Across all Levene Graduate Programs for Winter 2018

WINTER 2018

5% of Levene students **self-declare as being indigenous and/or métis**



25% of **new** Levene students **self-declare as being indigenous and/or métis**

GUEST SPEAKERS

In Fall 2017 Levene classes welcomed **28 guest speakers** from the business community.

28



181



BUSINESS CO-OP PLACEMENTS

In 2017, **121** Hill students completed **150** placements and **17** Levene students completed **21** placements in paid co-op work terms; average salary earned for business co-op students is **\$3,100/month**.

11

COUNTRIES

In Winter 2018 the Levene Graduate School of Business registered international students from **11 countries**.



HILL MAJORS

Hill students may declare one of the following majors upon completion of their Bachelor of Business Administration (BBA):



HILL STUDENT SCHOLARSHIPS

\$130,700



Each year Hill students have exclusive access to **75 scholarship opportunities** specific to the Faculty of Business Administration for a total of **\$130,700** in support (in addition to the entrance scholarship for Excellence Students).

42







Members of the Saskatchewan business community completed the third **Saskatchewan Directors Education Program (DEP)** in 2017.



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

43,352 copies of these cases have been purchased and used in **68 countries**.

RESEARCH ACTIVITY

	2014	2015	2016	2017
 REFEREED JOURNAL ARTICLES PUBLISHED	28	22	17	24
 REFEREED CONFERENCE PRESENTATIONS	42	35	46	26
 BOOKS OR BOOK CHAPTERS PUBLISHED	7	7	4	7
 HILL-IVEY CASES PUBLISHED	5	4	4	6

JASON DRUMMOND: HILL ALUMNUS

BY: EDWARD WILLETT

U of R Photography



Jason Drummond (BAdmin '03), Entrepreneur

Jason Drummond was born and raised in Regina—and born and raised to be an entrepreneur.

His father, Gary Drummond, was a local lawyer who started several businesses: among others, he was co-founder and president of Direct Energy, a public utility company that ultimately sold to a British conglomerate, and former part-owner and president of hockey operations for the Arizona Coyotes.

Jason played basketball for the University of Regina while obtaining his Bachelor of Administration, graduating in 2003. “It’s given me a good strong base, an ability to understand general business practices and challenges,” he says of his degree. He also learned a lot playing basketball, “competing, being challenged, losing and winning, playing with diverse groups of people.”

After a couple of years as a junior analyst with PFM Capital, he started working with his father, in real estate and energy. Over time, he focused on managing a

diversified investment portfolio with investments all over the country. In about 2012 he started to put more focus on Saskatchewan and the Regina area.

Drummond is a partner in Queen City Sports and Entertainment Group, who own the Regina Pats Hockey Club, and is a managing director of York Plains Investment Corp., Leo’s Group (which owns the Leopold’s Tavern and Victoria’s Tavern pubs in Regina), and is involved in Green Acre Capital Fund, a private equity fund focused on the legalized cannabis industry.

Leopold’s Tavern came about five years ago because, Jason said, he and some friends felt there was a lack of places in Regina for like-minded people who wanted to hang out. “We wanted to open something small and cozy. It didn’t cost a lot and we were prepared for failure. People told us it wouldn’t work because of the location, lack of parking and our lack of experience. Next thing you know we were hiring more staff.” There are now three Leopold’s in Regina, two

in Saskatoon, one in Calgary, and one planned for Winnipeg.

The ownership interest in the Pats made sense for Drummond because he played hockey himself for ten years (though not at a high level). He saw an opportunity to help create a good experience for Regina’s fans. “It’s been a really fun experience, in particular seeing the city rally around the team last year in the playoffs.”

York Plains Investment Corporation was born in 2011. With his partner Shawn Dym in Toronto, Drummond is focusing a lot of York’s attention on Saskatchewan. One project, opening this summer, is a 15,000-square-foot co-work space on Broad Street, called Path Cowork, connected to the DoubleTree Hotel. “The idea is, you get out of a traditional sort of office, where there are closed doors and plenty of walls. It’s more open, more casual, more of a community. You share amenities and resources. Hopefully you share some ideas and get your business to a better place in that environment.”

Drummond says in the past few years he’s made a conscious decision to seek opportunity in Saskatchewan. “I think we realized we can influence things here, we have a finger on the pulse, we understand what this province needs and doesn’t need.”

Drummond has six children, ranging in age from seven to nineteen. “When I was that age, people were leaving the province. I want my kids to finish their school, high school, university, or trade school in Saskatchewan. I’d like for them to have that choice to leave if they want, but also to have the choice to stay here because there is opportunity, exciting things they can work on, a career they can pursue.”

Ultimately, he says, “I would like to see the province known as very entrepreneurial. I think we are, but historically we haven’t celebrated that enough. It would be good for the province if we got over that and owned the fact there’s a lot of opportunity here, and lot of smart people.”

H



Olivia Arnal, Hill Student

HILL SCHOOL GRAD PREPARED FOR MORE LIFE-CHANGING EXPERIENCES

BY: BILL ARMSTRONG

As she prepares to graduate from the Hill School of Business, Olivia Arnal knows she took a risk four years ago by applying only to the University of Regina, but she is absolutely certain it was the right move.

"I was so impressed with the University of Regina, which sent recruiters right to our school (a K-12 school with about 100 students in Eastend, Saskatchewan) for one-on-one conversations with us about the programs offered," she explains. "Also, the Hill School offers a collaborative program with the University of Saskatchewan that allows business students to transition into the Law program there after three years. Law was my original goal going into university, so this program was a large factor in my choice of schools."

Arnal's experiences, however, encouraged her to re-direct her career path from law to the business program at the U of R, including some very personal reasons. In recent years Olivia and her family have faced two profound tragedies: she lost an older

brother, Blake, in a farm accident a few years ago, and younger brothers Lyndon and Sean in another farm accident just weeks before she was to enter the Hill School in 2014. It was a vulnerable time for her, but the first week reassured her that she'd made the right choice.

"Being from a small town I was told no one would care who I was," Arnal recalls, "but this is not true. Every single professor, teaching assistant and staff member absolutely cares. If it had not been for the supporting and caring faculty in the Hill School I would not have made it through the first semester, let alone a degree." She fell in love with the school, and with business, and realized that three years was not going to be enough.

Arnal was one of 14 Hill students who spent June 2017 studying in Paris. "I never thought I could take off a month of work to travel, but Paris was life-changing; it changed me as a business student and as a person." She has also participated in mentorship programs offered by the Hill Business Students

IF IT HAD NOT BEEN FOR THE SUPPORTING AND CARING FACULTY IN THE HILL SCHOOL I WOULD NOT HAVE MADE IT THROUGH THE FIRST SEMESTER, LET ALONE A DEGREE.

Society and Hill School, which enabled her to connect with business leaders, an experience she says, "... absolutely changed my perception of business and the world. I would call mentorships like this a *must* for future students."

Besides emotional support, Arnal also points to the financial help she has received, including the Paul and Carol Hill Scholarship in Business Ethics, a Most Promising Student scholarship funded by U of R retirees, and a Saskatchewan Chamber of Commerce scholarship. In the spirit of "pay it forward", she was a founder and is a director for the Arnal Boys Memorial Bursary for Young Farmers, which now distributes more

than \$50,000 annually, and continues to grow.

"I have to credit some of the success of this bursary to the professors and mentors I have had, for the great advice and knowledge they've given me to apply to this bursary, which is so close to my heart."

As she neared the end of her final semester, Arnal considered job offers from several companies, and did not base her decision on money, paid overtime or vacation days. "Not only has the Hill School enabled all of the opportunities that resulted in job offers," Arnal observes, "but it has also taught me the value in aligning values and morals with the company you choose to work for." At the end of her decision-making process, Arnal chose to become a Relationship Manager Trainee with Innovation Credit Union.

H



U of R Photography

COMPASSION AND ENTREPRENEURISM: INGREDIENTS OF SUCCESS

BY: BILL ARMSTRONG

Dr. Murad Al-Katib, CEO and President of AGT Food and Ingredients

With success comes recognition, and for Murad Al-Katib, CEO and President of AGT Food and Ingredients, 2017 brought a bumper crop of global, national and local honours and awards. These included receiving the Oslo Business for Peace Award, the EY World Entrepreneur of the Year Award, appointment as Chair of the federal government's National Agri-Food Strategy Roundtable, and receiving the Saskatchewan Order of Merit and an Honorary Doctorate from the University of Regina.

All of the honours he has received, Al-Katib explains, stem from what he calls the "compassionate upbringing" he received from his parents, growing up in Davidson, Saskatchewan. His father Fatih served as a family doctor in the small community, and his mother Feyhan, less than ten years after arriving there knowing no English, became only the second woman in Saskatchewan to be elected to the council of a Rural Municipality. She later served as Mayor of Davidson for nine years.

"Growing up in Davidson I was aware of the importance of agriculture, and familiar

with rural life," Al-Katib says, "but my mother and father also told my siblings and I there was a bigger world out there." Perhaps because of this combination of influences, Al-Katib says the idea of creating jobs in rural Saskatchewan had been in his blood for a long time before he left his position with the Saskatchewan Trade and Export Partnership to create a lentil processing company, Saskcan Pulse Trading, which later became AGT.

I'M PROUD OF THE U OF R, AND I'VE DEVOTED A LOT OF TIME TO IT, SO TO BECOME A SON OF THE U OF R FOREVER I SEE AS RECOGNITION FOR 20 YEARS OF LEADERSHIP AS AN ENTREPRENEUR.

From his company's modest beginnings - including going door-to-door persuading farmers to grow the red lentils most in demand in global markets - Al-Katib has led AGT to become a publicly-traded \$2 billion-a-year company employing about 2,200 employees, including approximately 650 in

Saskatchewan. His efforts in opening new and emerging markets have helped pulses become an integral part of Saskatchewan's economy, reflecting the company motto: From Producer to the World.

Al-Katib received the Oslo Business for Peace Award - along with Elon Musk, by the way - for his advocacy for sustainable agricultural practices, and for an initiative to deliver 4.5 million cartons of staple foods - through the Red Cross and Red Crescent - to Syrian refugees. The initiative provided 700 million meals to refugees in 2016. "I was deeply touched to be given the award by a Syrian refugee," Al-Katib notes. The judges for the 2017 EY World Entrepreneur of the Year Award also recognized his support for sustainable agriculture and what he calls "compassionate entrepreneurialism." In a way, he muses, he is not worthy of the awards, because he believes the concept of social entrepreneurship is outdated. To him, it is a necessity. "If we (business leaders) don't do it, we are in trouble," he says. "In the end consumers will demand social corporate responsibility."

Closer to home, Al-Katib has served for four years as chair of the Advisory Board for the Levene Graduate School of Business, a group of business and community leaders that provides information and guidance to help the school advance its strategy and direction. As for the honorary degree he received from the University of Regina in 2017, the phone call came unexpectedly from President Vianne Timmons on a Sunday morning, on what became for him a very emotional day.

"I'm proud of the U of R, and I've devoted a lot of time to it, so to become a son of the U of R forever I see as recognition for 20 years of leadership as an entrepreneur based in Saskatchewan who has helped people understand the importance of agriculture to our country, and around the world."

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ANDREW STEVENS: ASSOCIATE PROFESSOR AND CITY COUNCILLOR



U of R Photography

Dr. Andrew Stevens, Associate Professor (Industrial Relations & Human Resource Management) and City Councillor

Dr. Andrew Stevens is both an Associate Professor in the Faculty of Business Administration and represents Ward 3 on Regina City Council: an unusual combination, yet a natural one for Stevens, who has a long history of community involvement.

Stevens was born in Saskatoon, where his father worked in construction and his mother for Federated Co-operatives. In the early 1990s, with the construction industry in a slump, the family moved to British Columbia. Stevens returned to attend the University of Saskatchewan, where he studied sociology and, in his fourth year, met his wife, Jennifer Richards.

After graduating in 2003, he earned his Master's (in 2006) and his Ph.D. (in 2011) at Queen's University. "It was eye-opening for me. There were people from all over Canada, with totally different life experiences, and Queen's has a history of community engagement." While there, he was elected president of the Society of Graduate Professional Students.

With his Ph.D. in his pocket, he started looking for work—

and ended up at the University of Regina, even though, "It was a different world: I'm from sociology, this was a faculty of business administration." But he found the faculty both encouraging and very community-involved. "That's part of the social fabric of the U of R. You couldn't ask for a better workplace."

He became involved in the community himself, serving on executive boards for the Canadian Centre for Policy Alternatives, *Briarpatch Magazine*, the Unemployed Workers Help Centre, the Regina and District Labour Council, and the University of Regina Faculty Association, and volunteering with the Regina Open Door Society. He didn't pay too much attention to municipal politics, although he heard good things about Shawn Fraser, the City Councillor for Ward 3, "the most historically and demographically rich part of town," as Stevens says, whose people have "a more urban perspective" and "want Regina to be more than just a big prairie town."

When Fraser decided not to run again, people started asking Stevens if he would. "I said no a bunch of times," he

said. But eventually, he said yes.

"I saw the city as a kind of a blank slate. The economy was cresting. I thought, 'There's lots that we can do here, a lot of hunger for new perspectives.'"

I LIKE HOW PASSIONATE PEOPLE CAN BE, HOW INTERESTED IN IMPROVING THEIR LIVES. IT'S AN OPPORTUNITY FOR ME TO ASK WHAT THEY THINK SHOULD HAPPEN.

With the help of a "tremendous support group," he put together a platform, ran—and won. "Since then, it's been trying to work on and sharpen those promises into deliverable action."

Stevens says he's learned new things about policies, housing, and labour relations while on Council, all of which tie into his research interests, which include the sociology of work, labour studies, and industrial relations.

One thing that has struck him is how fast-paced it is. "You

make decisions over the weekend with four or five years of history. A lot of it's on your own shoulders to figure it out."

Nor can you make everyone happy. "A decision that pleases one infuriates another. People are quick to judge based on a headline. You can't control every message because every message has twenty different interpreters." Still, he says, "I like how passionate people can be, how interested in improving their lives. It's an opportunity for me to ask what *they* think should happen."

Last August Stevens's six-year-old son Logan was diagnosed with cancer. Stevens, determined to spend as much time with his son as needed, almost resigned, but thanks to support from colleagues and people in the community, decided to stay.

"I thought, 'If I'm going to stick around, I need to do things that will leave a positive mark,'" he says. "In the long run I'd like to make this city, with others, a better place."

H

SHELAGH CAMPBELL: RESEARCHING HOW PEOPLE GATHER TOGETHER IN THE WORKPLACE

BY: EDWARD WILLETT



Dr. Shelagh Campbell, Associate Professor (Business Ethics and Human Resources/Industrial Relations)

Dr. Shelagh Campbell has lived and worked across Canada, and everywhere has been struck by one notion: “People spend a lot of their life preparing for work, traveling to and from work, and spending time at their jobs, and an awful lot of those people are dissatisfied and unhappy.”

That realization has become the focus of her academic research. “I was prompted to go and learn more about how people come together in work, and what can be done to improve the quality of that life.”

Campbell, born in Labrador, grew up there and in the district of Ungava in northern Quebec, traditional territory of the Cree, Innu, and Naskapi Nations. “Coming to Regina, much later in life, was like coming home in many ways, because we’re very aware of, and interact with, indigenous people here in the context of traditional homelands.” Also, she adds, “The weather here is just like the weather there.”

Campbell earned her Bachelor of Commerce (Honours), from Queen’s University in 1984, and went to work as an auditor for the

National Bank of Canada, traveling coast to coast. It was visiting a lot of different workplaces and speaking to a lot of different workers that led her back to school: she received a Master’s of Industrial Relations from the University of Toronto in 1990.

Over the next few years, Campbell says, she worked in mining, packaged goods, health care, education, and government: “Just about every industry except broadcasting.”

While she was responsible for special initiatives for the Nova Scotia government, Crown Prosecutors in the province effectively unionized. “I was the point person on the management side to negotiate their first formal, structured agreement.” Those intense, difficult negotiations helped motivate her to go back to school for her Ph.D. in Management, which she received from St. Mary’s University in 2011.

“Why are people in an elite profession, self-governed, looking to collective action to meet their unmet need?” she wondered.

Much of her subsequent research has similarly looked at professionals’ relationship

with labour activism and unionization. With colleagues in China, for example, she has studied the effect on auditors in that country of the move toward a market economy, a big ideological change forcing professional bodies to catch up quickly.

As a co-researcher with the *Centre de recherche interuniversitaire sur la mondialisation et le travail*, Campbell (along with many others) has received funding through the Social Sciences and Humanities Research Council of Canada (SSHRC) to conduct research on institutional experimentation in the world of work. “It’s about innovation, but innovation from a human perspective,” Campbell says. “I’m interested in how people exist inside traditional structures but innovate to meet new needs.”

Always interested in connecting her research to the community, Campbell has shared research findings with the Canadian Association of Crown Counsel and conducted professional development sessions for them. It was while she was doing a post-doc study into the working conditions of public-sector lawyers that the

job at the University of Regina came up. She liked the institution, her colleagues, and the way the Faculty is structured. “It was a really good fit for me,” she says.

Several new instructors were hired at about the same time in 2012, forming a kind of “cohort” within the Faculty: intriguing to Campbell, because, “I’m interested in how informal groups coalesce, how they create identities.”

It’s great to live in an occupational community like the Faculty of Business Administration, she concludes. “Your colleagues help you stay focused and move things forward. We have a wonderful atmosphere here in our faculty for that kind of collaboration and mutual support.”

H



Bruce Anderson, Instructor (Strategy and Policy)

REAL-WORLD PROJECTS ENCOURAGE EXPERIENTIAL LEARNING

BY: BILL ARMSTRONG

Nineteen students in a Levene GSB consulting class have completed two “real world” projects for the United Way of Regina (UWR). The “live” cases are examples of a growing emphasis on experiential education at both the Hill and Levene Schools, with the vision to be the most experiential business schools in Canada, according to Bruce Anderson, Instructor in Strategy and Policy, who is leading the consulting course.

Anderson had previously used “live” cases in strategy and entrepreneurship courses, often having students analyze a case written about a local business, and then inviting the featured business leader to the class for a discussion. Applying this approach, the students integrate their classroom learning into a real world example of how work happens and build their soft skills, such as communication, he adds.

Organizations are delighted to work with the students, Anderson explains, in part, of course, because “free” is attractive; but more importantly because of the students’ independence, strong research skills, and their fresh perspective, points

echoed by Amanda Lanoway, Director of Engagement for UWR, and Judy Shum, the Project Lead for the expansion of the 211 Saskatchewan initiative. (Saskatchewan 211 is a web-based information and referral system listing thousands of community and social services available across the province, being developed by the United Way organizations in Saskatoon and Regina).

Before the course began, United Way CEO Robyn Edwards-Bentz and Anderson met to identify a suitable business problem and a desired outcome for the project. Edwards-Bentz notes that the students in the class reflect current or potential donors and volunteers, which helped in determining the scope of the projects put to them.

“We identified two priority areas for them to study and provide feedback: to improve our communications to encourage giving among younger and more mobile donors, and to increase awareness among those in need, and other referral agencies, of the benefits of the Saskatchewan 211 initiative,” Edwards-Bentz says. Five

UWR staff members then provided the students with an overview of the organization and high-level information about the business case, followed by a question-and-answer session. Students organized themselves into working groups, with one member in each group appointed to serve as their primary contact, handling follow-up questions and clarifications with UWR staff, who met with the students again in March to help them fine-tune their diagnosis of the business problem.

“I found it very valuable to discuss our challenge with the students and learn from the insights provided by their skillsets, including communications, data analysis, finance and strategic planning,” says Lanoway. Shum adds she liked that the project was “real”, and that the students were truly making a meaningful contribution to the organization’s work.

Even before the final meeting in April to hear and discuss the students’ final findings and recommendations, Edwards-Bentz and her colleagues recognized the benefits coming from the project. “We

now have research, findings and recommendations that we would otherwise not have. In addition, there are now 19 individuals who are better informed about the unique role of United Way in the community. This was an exceptional opportunity during a time of declining charitable giving, far more competition for limited resources, and increased needs in our community.”

When projects are well organized, and the expectations are realistic, Anderson notes, the outcomes can be very good and very practical. Organizations learn first-hand about how Millennials think, he continues, and can even scout for potential employees. “And, the students have practical experiences to show on their resumes.”





The 2018 5 Days for the Homeless participants, organizers and volunteers

Photo Courtesy of Jae Won Hur



Murad Al-Katib receives an honorary doctorate from President Timmons

U of R Photography

The 24th Accounting Fellowship Banquet welcomed 18 students into the program in October 2017, bringing the group to a total of 432 members.

Dr. Murad Al-Katib, past Chair of the Levene Advisory Board, was presented with an honorary doctorate recognizing his accomplishments as an entrepreneur, business leader and humanitarian at the U of R's Fall 2017 Convocation.

Dr. Murad Al-Katib, past Chair of the Levene Advisory Board, was honoured with the 2017 Saskatchewan Order of Merit.

Dr. Murad Al-Katib, past Chair of the Levene Advisory Board, was awarded the Senate Sesquicentennial Medal.

Thank you to **Murad Al-Katib** and **Cory Furman**, who are stepping off the Levene Advisory Board for their participation since 2013. We welcome **Senator Pamela Wallin**, who commences her term on the Levene Advisory Board in April 2018.

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".

Dr. Robert Anderson retired from the Faculty of Business Administration after 17 years of service.

Dr. Robert Anderson was awarded the title of Professor Emeritus in the Faculty of Business Administration.

Thank you to **Jolene Anton** who is stepping off the Leaders Council Executive for her participation since 2013. We welcome **Samer Awadh**, as a new Director on the Leaders Council Executive in January 2018.

The Faculty funded a number of research projects through the Dean's Research Grant program which offers up to \$5,000 of funding to faculty members each semester. Fall 2017 recipients were:

- **Dr. Robert Anderson** and **Dr. Jean-Marie Nkongolo-Bakenda** for their project "Structural and competitive determinants of global orientation by Indigenous-owned small business"
- **Dr. Nourhene BenYoussef** for her project "Audit Committee Diversity and Timeliness of Restated Earnings Disclosure"
- **Justin Feeney** for his project "Adaptive Feedback Interventions with Job Applications"
- **Dr. Ernest Johnson** for his project "Opportunities for Intergenerational Engagement in the Use of eTechnology for Health: Grandchildren Caring for Grandparents"
- **Nola Joorisity** (with **Dr. Wallace Lockhart**) for their project "Partnerships for Student Success"
- **Dr. Arturo Rubalcava** for his project "The effects of Canadian SOX on the price

discount of Canadian equity offerings"

- **Dr. Chris Street** for his project "The Effects of Product Type and Consumer Attitude on Use of Interactive Retail Technology"

Winter 2018 recipients were:

- **Dr. Eman Almehdawe** for her project entitled "Predicting Canadian Credit Union Financial Performance and Its Effect on IT Investment Decisions"
- **Dr. Magdalena Cismaru** for her project entitled "What makes a high quality evaluation of a social marketing campaign? Lessons learned from evaluation reports"
- **Dr. Youngsoo Kim** for his project entitled "How effective is NYSE Hybrid Trading System?"
- **Dr. Wallace Lockhart** for his project entitled "Performance Measurement for Aboriginal Development Corporation"
- **Dr. Adrian Pitariu** (with **Dr. Shadi Beshai** - co-researcher from Psychology) for their project entitled "Mindfulness in the Workplace"
- **Dr. Andrew Stevens** for his project entitled "Understanding managers' hiring decision-making process: Ontario and Saskatchewan"
- **Dr. Zhou Zhang** for his project entitled "Do Energy Firms Overinvest? Evidence from the Pay-to-Pump Compensation Structure"

Dr. Gina Grandy was appointed as Dean of the Hill and Levene Schools of Business in the Faculty of Business Administration commencing July 1, 2018.

Dr. Gina Grandy was appointed as the Editor of *Case Research Journal* as of January 2018.

Thank you to **Frank Hart** and **Pam Klein**, who are stepping off the Hill Advisory Board for their participation since 2013. We welcome **Bernadette McIntyre**, who commences her term on the Hill Advisory Board in April 2018.

Larry Hiles, Director of the Centre for Management Development in the Faculty of Business Administration, was recently awarded the prestigious Certified Management Consultant (CMC) designation.

Dr. Paul and Carol Hill, received the 2017 Regina Humanitarians of the Year award from the Canadian Red Cross.

Dr. Paul J. Hill, was honoured with the 2017 Saskatchewan Order of Merit.

The **Hill Business Students' Society** (BSS) ran an incredibly successful 5 Days for the Homeless campaign from March 18-23, raising \$54,859.33 for Carmichael Outreach. This was the highest 5 Days total raised of all participating universities (ever).

4 new Hill-Ivey Cases published:

- **Dr. Andrew Stevens** with Ivey author Dr. Ann Frost with a three-part case entitled "Newstar Magazine Exercise: Managing Editor Role", "Newstar Magazine Exercise: Publisher Role", and "Newstar Magazine Exercise: Board Chair Role"



U of R Photography

Cyrena Lockert, Fall 2017 Convocation Award recipient with Acting Dean David Senkow



Photo Courtesy of Danyka Meaurio

Evan Wellman (left) receives the Leaders Council Undergraduate Scholarship from Hill Business Dinner speaker Elyse Allan and Paul J. Hill

- **Dr. Nourhene BenYoussef** and **Dr. Saqib Khan** with Ivey author Dr. Walid Busaba entitled "Poseidon Concepts Corporation: Boom to Bust"
- **Dr. Chris Street** with Clayton Caswell and Ivey author Dr. Ann Frost entitled "Organizational Design at iQmetrix: The Holacracy Decision"
- **Dr. Tatiana Levit** with Ivey author Michael Taylor entitled "Westridge Cabinets: The account management decision"

Hill student **Troy Holfeld** was the recipient of the University Prize in Business Administration at the Fall 2017 Convocation.

Hill student **Cyrena Lockert** was the recipient of the University of Regina's President's Medal and the Faculty of Business Administration Dean's Medal at the Fall 2017 Convocation.

Dr. Jim Mason was awarded the Bar to the Silver Acorn by Scouts Canada for continued distinguished service.

Steve McLellan, member of the Hill Advisory Board, was awarded the Senate Sesquicentennial Medal.

Kelly-Ann McLeod, Communications Officer and Senior Liaison to Leaders Council, completed a Certificate in Public Relations in Fall 2017.

Dr. Aldene Meis Mason has been appointed to the Board of the Saskatchewan Institute of Certified Management Consultants.

Dr. Peter Moroz was appointed as the Leaders Council Scholar for one year commencing January 1, 2018.

Saskatchewan-born philanthropists **Gordon and Jill Rawlinson** provided a gift of \$100,000 in support of indigenous entrepreneurship programming in the Faculty of Business Administration.

Hill student **Evan Wellman** was the recipient of the Leaders Council Undergraduate Scholarship in honour of Elyse Allan at the Hill Business Dinner in October 2017. Ms. Allan was the keynote speaker at the dinner and presented Evan with the award.

Pat Youzwa, RBC Woman Executive in Residence, hosted a professional development breakfast featuring Dr. Deborah Kolb on the topic of *Negotiating at Work: Creating the Conditions for Career Success* in March 2018. The keynote presentation was followed by a panel discussion with Andrea Robertson from STARS, Kim Ulmer from RBC and Cathy Warner from Deloitte.

Pat Youzwa, RBC Woman Executive in Residence, hosted a screening of the documentary *Dream, Girl*, in November 2017. Following the screening the event featured a panel discussion with Pam Klein from Phoenix Group, Heather Quale from Mera Development Corporation and Aimee Schulhauser from Tangerine Group of Companies.

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It is with great sadness that we reflect on the passing of Dr. Subba (Muthu) Muthuchidambaram, Professor Emeritus. Dr. Muthu passed away on November 2, 2017 at the age of 85. Muthu was born and raised in India and received a Ph.D. at the

University of Wisconsin, Madison in 1968. He moved to Regina and started work as a professor in the Faculty of Business Administration at the University of Regina where he remained for 35 years. He was known as an individual with strong values and a gentle nature. He was a dedicated educator, trusted colleague and valued mentor and role model. The Faculty is thankful for his contributions and friendship over the years and will greatly miss his regular presence in the hallways.

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U of R Photography

RBC Woman Executive in Residence Breakfast in March 2018

Levene Advisory Board meeting

May 24, 2018

Annual Levene Dinner

(Including Exclusive Leaders Council Q&A)

*Featuring keynote speaker Chief Clarence Louie
Chief of the Osoyoos Indian Band*

May 24, 2018

Hill Legacy Ring Ceremony

Wednesday, June 6, 2018

University of Regina Spring Convocation

(Including Hill and Levene Schools)

Wednesday, June 6, 2018

Hill Legacy Pin Ceremony

Friday, September 21, 2018

Hill Legacy Ring Ceremony

Friday, October 19, 2018

University of Regina Fall Convocation

(Including Hill and Levene Schools)

Friday, October 19, 2018

Hill Advisory Board meeting

Tuesday, October 30, 2018

45th Annual Hill Business 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

Annual Levene Dinner

May 2019

KENNETH LEVENE GRADUATE SCHOOL OF BUSINESS

Information Sessions

Wednesday, May 23, 2018

Wednesday, June 20, 2018

Wednesday, September 12, 2018

Thursday, October 18, 2018

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 Workshops (two offerings)

Saturday, August 18 & Saturday, August 25, 2018

Winter 2019

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

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YOUR HORIZONS



hill.uregina.ca

hill.undergrad@uregina.ca
306.585.4724



levene.uregina.ca

levene.gradschool@uregina.ca
306.585.6294



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