

Paul J. Hill School of Business  
and the Kenneth Levene Graduate  
School of Business

# Economic and Social Impact Study

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



University  
of Regina

**Hill | Levene**  
SCHOOLS OF BUSINESS

The Paul J. Hill School of Business and the Kenneth Levene Graduate School of Business are committed to building community through innovative partnerships around the world; and ensuring students, faculty, and research make a positive impact that grows the city, region, and province.

The Schools deliver relevant, labour market aligned programming in business and play a key role in thought leadership across the province. Education is a key driver of innovation, and the Schools play an important role in addressing issues

that affect businesses, governments, and society. Faculty produce cutting-edge research in areas which drive economic and social development, such as Indigenous and women's entrepreneurship, ag business, and health and safety.

CONTENTS

- 2 About the Report
- 3 About Hill and Levene
- 4 Economic Impact by the Numbers
- 6 Summary of Cumulative Provincial Impact
- 8 50 Years Shaping Industry and Community
- 9 Work-Integrated Learning
- 13 Partnerships That Matter
- 14 Research That Matters
- 17 Impact Highlights



# About the Report

This Economic and Social Impact Assessment was undertaken, in partnership with Economic Development Regina (EDR), to determine the extent of the Schools' impact on the local, regional, and provincial economies.

## The methodology used in this study includes:

- ▶ Budget and enrollment information provided by the Hill and Levene Schools of Business

**The Paul J. Hill School of Business and the Kenneth Levene Graduate School of Business at the University of Regina are an important economic driver producing \$211M in economic activity or \$139.9M in Gross Domestic Product (GDP) to the provincial economy.**

Hill and Levene Business Schools' operational impacts include all organizational expenditures derived from financial data for the 2017–18 academic year, assumed to be equivalent to the 2018 calendar year. EDR completed an independent assessment of data provided by the schools and worked with Praxis and SJ Research to complete the economic impact assessment. The findings are represented in this report.

The report highlights the economic and social impact of the Schools, and demonstrates research and community partnerships which generate impact beyond economic spending.

- ▶ Application of an input/output model to assess the Schools' operational spending, student spending, graduate productivity, and convocation spending
- ▶ Historical information about the Schools' activities including student engagement with the community, work-integrated learning, and classroom programming
- ▶ Interviews conducted with alumni to assess experiences at the Schools
- ▶ Interviews with faculty members to highlight research impact

## Vision

We will be a business school of choice in Canada and internationally for experiential education and for relevant research.

## Mission

We advance engagement in business and diverse communities through interdisciplinary thinking and research, experiential learning, and critical reflection for personal and professional fulfillment.

## Values

### We value:

- ▶ Ethical Conduct and Professional Practice
- ▶ Diversity in Thought and Action
- ▶ Respect for Our Indigenous Heritage
- ▶ Global Perspectives in Teaching and Research

# About Hill and Levene

The Hill and Levene Schools of Business are uniquely positioned to offer exceptional undergraduate and graduate business education. Programs are tailored to meet the needs of students interested in full- or part-time studies through flexible delivery methods.

### These schools:

- ▶ Leverage exclusive partnerships with world class institutions;
- ▶ Have a symbiotic relationship with business, government, and non-profits creating a meaningful impact on professions and surrounding communities;
- ▶ Inspire and support an undergraduate culture infused with experiential opportunities; and,
- ▶ Offer a distinct suite of graduate programs in business with flexible study options for every stage of one's career.

The **Paul J. Hill School of Business** (named in 2007) offers a four-year Bachelor of Business Administration degree and a two-year Diploma of Business Administration that provides an in-depth knowledge in all areas of business administration. Using an innovative and work-integrated approach to learning, the Hill School fully prepares students to be career-ready upon graduation. A unique partnership with Ivey Business School exposes students to the case method and world renowned visiting researchers.

The **Kenneth Levene Graduate School of Business** (named in 2005) offers Executive Master of Business Administration (EMBA) and Master of Business Administration (MBA) degrees, as well as specialized degree programs such as Master in Human Resource Management, Master in Administration (Leadership) and Master of Science (Organizational Studies). The school also offers several graduate certificate programs and was the first to offer an Executive MBA in Saskatchewan. Levene programs focus on developing critical reflection, strategic thinking, exposure to Harvard Business School case methodology, international exposure and bridging theory and practice.



*“The most impactful aspect was integrating myself into the whole community to create meaningful relationships. This laid the solid foundation of the network that ultimately helped support the start and the growth of Hillberg & Berk.”*

## Rachel Mielke

B. ADMIN 2003 – FOUNDER AND CHIEF EXECUTIVE OFFICER OF HILLBERG & BERK

The impact of Mielke's experience at the Hill School cannot be understated. She credits both the sense of community and the education she received as the reasons she was able to create, start and scale Hillberg & Berk, a global jewelry and accessory chain based in Regina.

## Impact in 2018

The total economic activity of the combined operations, student spending, graduate productivity, and convocation was

# \$211 million

for the provincial economy, of which 70% (\$147.8M) is attributed to Regina.

New graduates' total economic impact by working and living in Regina was

# \$178.6 million

helping to create an additional 344 jobs from their spending in the community.

## 1,722 students

1,522 Hill/200 Levene spent

## \$10.1 million

in Regina, supporting an estimated additional 60 jobs in the city and across the province in 2018.

The Schools' operational spending was

## \$8.3 million

with an estimated \$7.9M spent locally with annual salaries of \$7.4M.

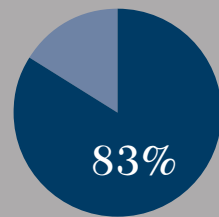
## 1 in 280 jobs

in Regina depends directly or indirectly on the Hill and Levene Schools.

The Schools' operational GDP impact was

## \$14.4 million

in the province, with \$10.9M impacting Regina.



In the 2017–18 academic year, 416 students graduated from the business schools, of which 83% of Hill students graduated with employment, and of those, 74% with employment in their relevant fields of study.

The business schools' operations, student spending, graduate productivity, and convocation spending creates or sustains

## 868 jobs

provincially and 475 in Regina.

Student spending created an estimated additional GDP impact of

## \$4.8 million

in the city pushing the GDP impact provincially to

## \$7.7 million.

## \$10.1 million

in student spending

## \$11.7 million

in graduate spending.

Total estimated new government revenues in 2018 were

## \$19.8 million federal

## \$13.8 million provincial

## \$4.1 million municipal.

# Economic Impact by the Numbers

The impact of direct spending from the Hill and Levene Schools' daily operations, student and convocation guest spending, and graduate productivity and spending sends ripples through the local and provincial economies<sup>1</sup>. This spending has a strong economic and financial impact on Regina and reverberates throughout the greater Saskatchewan economy. The economic activity impact includes the total expenditures on local goods and services, and payments to labour.

The Schools' operations, student spending, graduate productivity, and convocation spending is estimated to add **\$139.9M** to the provincial Gross Domestic Product (GDP), \$100.5M to Regina's GDP, and create or sustain **868 jobs** provincially and 475 jobs in Regina. Included in these figures are student spending of \$10.1M and graduate spending of **\$11.7M** within the city. Total estimated new government revenues in 2018 were **\$19.8M** federal, \$13.8M

with an estimated \$7.9M spent locally with annual salaries of **\$7.4M**. The Schools' operational GDP impact is \$14.4M in the province, with \$10.9M impacting Regina.

In 2018, **1,722 students** (1,522 Hill and 200 Levene) spent \$10.1M in Regina, supporting an estimated additional 60 jobs in the city and across the province. Student spending created an estimated additional GDP impact of \$4.8M in the city pushing the GDP impact provincially to \$7.7M.

In the 2017–18 academic year, 416 students graduated from the Schools, of which **83%**<sup>4</sup> of Hill students graduated with employment, and of those, **74%** with employment in their relevant fields of study. New graduates' total economic impact by working and living in Regina created an economic impact of **\$178.6M**<sup>5</sup> helping to create an additional **344 jobs** from their spending in the community.

## The Hill and Levene Schools of Business total direct, indirect, and induced economic activity impact is \$147.8M to Regina.

The total economic activity of the combined operations, student spending, graduate productivity, and convocation in 2018 was **\$211M** for the provincial economy, of which 70% (\$147.8M) is attributed to Regina.

provincial, and \$4.1M municipal. Approximately 1 in every 280 jobs in Regina depends directly or indirectly on the Hill and Levene Schools.<sup>2</sup> The Schools' operational spending<sup>3</sup> is **\$8.3M**

<sup>1</sup> To estimate the Hill and Levene Business Schools' benefits, separate economic models were employed for Saskatchewan and Regina using the latest provincial input-output tables available. An input-output table is a means of presenting a detailed analysis of the process of production and the use of goods and services (products) and the income generated in that production. The Saskatchewan model includes 35 industries and 66 commodities and based on a standardized methodology (Statistics Canada's) and will yield results similar to Statistics Canada's inter-provincial model and the Conference Board of Canada's STEAM model. Key to this analysis was the estimation of impacts at the regional level for the Regina region, corresponding to the Regina Census Metropolitan Area (CMA). Regional level impacts were estimated by constructing a separate economic impact model using regional employment by industry to estimate regional output, a community hierarchy model to assess regional trade flows and leakages, and re-balancing to ensure model cohesiveness. The Schools' operational impacts were calculated by creating a mixed endogenous-exogenous model. This approach allows modification of the input structure of the expanding industry to reflect the output and input structure of a new development or event.

<sup>2</sup> IBID

<sup>3</sup> Hill and Levene Schools' operational impacts include all organizational expenditures derived from financial data for the 2017-18 academic year, assumed to be equivalent to the 2018 calendar year.

<sup>4</sup> Source: Hill and Levene Convocation Survey (2018). Response rates for Convocation Survey: Hill graduate response rate: Spring 2018 - 27.9%, EMBA graduate response rate: Spring 2018 - 58.5%, Other Levene program graduate response rate: Spring 2018 - 48.7%.

<sup>5</sup> The productivity impact of employed Hill and Levene graduates working in their field of study was estimated by converting positions into economic output. These were derived using industry averages of output per employee for the Finance, Real Estate, Rental, and Leasing and Professional, Scientific, and Technical Services (based on the Regina CMA employment split) times the numbers of graduates working in these industries and "shocking" the model in terms of the resultant output. It is implicitly assumed that these positions would be unfilled in the hypothetical "no business school" base case.

# Summary of Cumulative Provincial Impact

## Operations, Student Spending, Graduate Productivity, and Convocation

PROVINCIAL IMPACTS Operations, Student Spending, Graduate Productivity, and Convocation	GROSS OUTPUT (\$M)	GROSS DOMESTIC PRODUCT (\$M)	EMPLOYMENT (POSITIONS)	LABOUR INCOME (\$M)
Operations	19.8	14.4	132	10.3
Student Spending	12.5	7.7	60	2.7
Graduate Productivity	178.6	117.7	676	36.0
Convocation	0.1	0.1	1	0.04
<b>Total Impact</b>	<b>211.0</b>	<b>139.9</b>	<b>868</b>	<b>49.0</b>

Convocation is a celebration for the students and those who supported them, but it also has a significant economic impact. Convocation of business students is estimated to have an economic impact of \$300,000<sup>6</sup> on the city's hospitality, restaurant, retail and tourism sectors.

The Hill and Levene Schools of Business are important economic drivers in Regina and in Saskatchewan. Without these schools, not only would the city lose over \$200M of annual economic activity, but it would also lose a central

hub of learning needed to help grow Regina. As the Schools grow, so too do their economic impact. For example, a 10% increase in total student enrollment

in these schools would create an additional economic impact of approximately \$31M, or 15% to Regina and Saskatchewan.

**The Hill and Levene Schools of Business have an economic impact of \$139.9M in GDP helping to create and/or sustain 868 employment positions in Saskatchewan.**

<sup>6</sup> Convocation impacts are confined to non-local visitors. The economic impact of visitor spending begins when a visitor spends any amount of money on any product or service in that area. The direct recipients of these expenditures use these dollars to earn income, pay wages, and pay taxes thus creating a direct impact on the local economy.

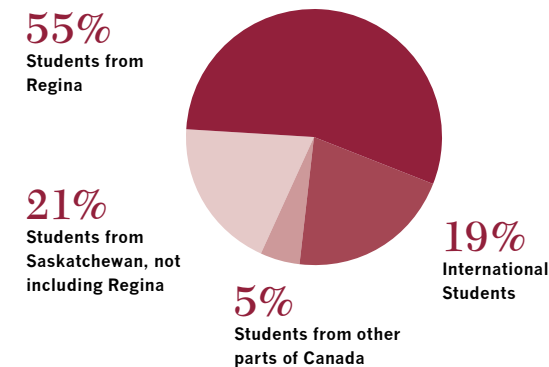
<sup>7</sup> Statistics Canada 2006 and 2016 Census

## Enabling Internationalization and Growth in Regina

Both the city and province have experienced significant population growth since 2006. This growth has been primarily driven by immigration, as the city has seen an increase in immigrants of 230%<sup>7</sup> since 2006. The Hill and Levene Schools help drive this growth, as approximately 24% of enrolled students come from outside the province.

**Hill and Levene Schools' student population is made up of 19% international students, coming from 44 different countries.**

Student origins for the 2017-18 academic year were:



The Schools' ability to attract and retain international students is an important factor in maintaining and continuing the city's growth. Students immigrating to the city bring new perspectives and contribute to its economic growth. Canadian students are exposed to international perspectives and build cultural competencies needed to compete in a global marketplace. An increasing international student enrollment provides local companies an opportunity to leverage a skilled workforce with international knowledge and experience.



*"...real and practical curriculum challenges you to critically think and strategically solve problems."*

## Vandana Jain

B. ADMIN 2004, MBA 2009  
CHIEF FINANCIAL OFFICER,  
SASKATCHEWAN SCIENCE CENTRE

Vandana Jain, a Hill and Levene graduate, says an undergrad degree provides a really good foundation for learning. She believes the experiences in her Levene MBA program were able to build on that and contribute to success in the workplace.

# 50 Years Shaping Industry and Community

In **1969**, the first Bachelor of Administration degree in North America was awarded here and the Hill and Levene Schools continue to build upon this 50-year legacy<sup>8</sup>. The University of Regina was the first university in Western Canada to establish a **co-operative education** program. In the 2017–18 academic year, **61** Hill and Levene students graduated with the co-op designation. During the 2018 calendar year, 140 Hill and Levene students participated in 204 paid work placements.

New graduates account for **\$20.1M** in new salaries in Saskatchewan of which \$16.7M were earned in Regina. These wages create **\$14.1M** in new consumer spending in the province and \$11.7M in the city. Hill and Levene alumni serve in leadership roles across the province, including senior positions in government, ag business, entrepreneurship, and Indigenous businesses. In fall 2018, there were 143 self-declared Indigenous students enrolled in Hill and Levene business programs. Committed to a strategic priority of Indigenization, in collaboration with First Nations University of Canada, the Faculty has invested in curricular and extra-curricular programming in Indigenous entrepreneurship and an Indigenous Pathways Program to create opportunities for Indigenous students.

The connections to industry are direct, meaningful and grounded in mutual learning. The Schools created a forum, **Leaders Council**, in 2013 through which business, government and community leaders come together to advance the missions of the Hill and Levene Schools of Business and offer support to students and faculty.



This distinctive group of 50+ business community leaders represents a dynamic network from the region. The Schools also have two **Advisory Boards** that provide support and counsel to the Dean on matters related to identifying industry trends and creating opportunities for students. The advisory board members serve as strong ambassadors of the Schools across industry, governments and the community.

The Schools are also home to two Executive-in-Residence Programs, in which industry practitioners assume part-time residency to develop and deliver extra-curricular programs to advance entrepreneurship and provide mentorship. The **RBC Woman Executive-in-Residence in Entrepreneurship** involves delivery of a program to build

an entrepreneurial spirit among aspiring entrepreneurs who are women students. The 2018–19 cohort includes 16 students from across the university and is an opportunity for cross-disciplinary innovation. This program, similar to the program in development by the **Rawlinson Executive-in-Residence in Indigenous Entrepreneurship**, is intended to empower and support skills development for the next generation of entrepreneurs in the city and province.

The Schools also play an important role in supporting businesses and government through executive education, business advisory services and research. The **Center for Management Development (CMD)** is dedicated to promoting leading business practices that will enhance the professional development and growth of business leaders and their organizations. Established in 2005, the CMD is a mechanism through which faculty are able to share their expertise with organizations across the region and students to garner practical work experience. In 2018, the CMD was engaged in **30 active consulting projects** involving eight individual faculty members and 13 students. Projects involve work in business areas such as occupational health and safety, ag business, and social impact.

<sup>8</sup> The School of Administration was developed as part of the Faculty of Arts at the University of Saskatchewan Regina Campus in 1965. In 1968, the School of Administration became known as the Faculty of Administration. The Faculty of Administration was a founding faculty when the University of Regina became an independent degree granting institution in 1974.

# Work-Integrated Learning

## Business Students Who Make a Mark in Saskatchewan and across Canada

The Schools' strategic priority of employment success responds to student and employer expectations that Hill and Levene programs enhance workplace readiness, provide relevant experience, and create career development opportunities, during and upon the completion of studies.

Business foundations are grounded in a work-integrated model, where students are exposed to both workplace and community learning opportunities. Students graduate with the essential skills and knowledge to lead in business, and with the leadership skills needed to foster change in our communities, both from an economic and social impact perspective. Students engage and lead in initiatives such as fundraising and awareness campaigns for homelessness, social entrepreneurship ventures, regional and national case competitions, and real-time investing through the UR Investing program.



Hill JDC West 2018 team celebrates their competition success.

### Hill | Levene Executive Mentor Program

The Hill | Levene Executive Mentor Program has been in place for several years and allows for students to connect with practitioners in their area of interest. In 2018, the program paired 35 Hill and Levene students with community business partners, based on a match between their interests. It allows students to ask questions in an informal setting about the work experience.

### JDC West Case Competition

JDC West is the most prestigious undergraduate business competition in Western Canada. It is a three-day event that brings together approximately 1,300 attendees including more than 600 student competitors from twelve of the premier post-secondary institutions across Western Canada. The 2020 event will be hosted by the Hill and Levene Schools of Business and is expected to attract over 700<sup>9</sup> people to the city.

<sup>9</sup> Source: JDC West 2020 Competition Organizing Committee

Since 2017, JDC West participants have raised \$73,277.55 for Hope's Home and logged 10,552 volunteer hours.



Hill Legacy Pin Ceremony 2018 welcoming new students to the Hill School.

The Hill School has placed in the **top three as School of the Year (academic and/or overall) 11 of the past 13 years.**

Since 2007, Hill School participants have received 46 top three placements in academic and debate categories. Beyond demonstrating their academic success, the Hill JDC West team has had a significant impact on the community as a part of their involvement.



### Inter-Collegiate Business Case (ICBC) Competition

ICBC is one of the oldest business case competitions in the world and continues to serve as a benchmark of business excellence. Top business students from around the world compete in eight divisions annually at the Smith School of Business at Queen's University. Since 2010, at least one team from the Hill School has advanced to the final round. A total of 19 teams have represented the Hill School in the final round with 11 of those placing in the top three for their category.

**In 2018, the accounting team took home first place!**

### UR Investing

The University of Regina Investing Fund is a university-sanctioned, student-run investment fund with the ability to invest over \$1.5M in capital markets. This program provides students with the opportunity to gain practical investment experience, through a team-based approach, by performing sector and company research, pitching buy/sell recommendations, and participating in industry events. They invest in Canadian and US Equities, Canadian Fixed Income, and Canadian and US Real Estate Investment Trusts (REITs).

### 5 Days for the Homeless

5 Days for the Homeless is a national initiative which generates awareness about homelessness, raises money for local charities and develops community leaders. At the Hill and Levene Schools of Business, this initiative is led by the Business Students' Society and during this event students raise awareness and funds to support an organization dedicated to eradicating poverty and homelessness in the community. Since the start of the initiative in 2010, the students have raised \$338,244 for Carmichael Outreach, a non-profit organization offering emergency services and long-term supports to people, who are experiencing homelessness or who are at risk of experiencing homelessness, with a goal to end the chronic experiences of poverty and homelessness in Regina. In March 2018, the campaign raised \$54,859 which was the most money raised in a single year by a participating school across the country.

**Total active students at the Hill School of Business have increased 12% averaging 467 new registrants each fall since 2014.**

### Enactus

Enactus (Entrepreneurial Action for Us) is the world's largest experiential learning platform, dedicated to creating a better world and developing the next generation of entrepreneurial leaders and social innovators. Enactus Regina has created and operates two high impact change programs – **Prince's Operation Entrepreneur (POE)** and **Financial Foundations**. POE is a unique,



*“The EMBA program gave me confidence to take the next steps and I was able to get a promotion to the senior VP position. It is that confidence that sticks with me. I am not afraid to stand with anybody now.”*

### Lionel Tootosis

MBA 2014, CPHR – SENIOR VICE PRESIDENT, OPERATIONS, SASKATCHEWAN INDIAN GAMING AUTHORITY

For Lionel Tootosis, the Executive MBA at the Levene Graduate School of Business provided him with the knowledge and confidence to advance his career to the executive level.

made-in-Canada program that provides servicemen and women with the education, tools, and resources to launch and sustain successful businesses.

The program is managed by the Prince's Trust Canada and is delivered by its partners across the country, including the Hill and Levene Schools. In August 2018, the Hill and Levene Schools of Business

the Saskatchewan Business Teachers' Association, was piloted in 2018 with approximately 40 Grade 11 and Grade 12 students at Campbell Collegiate.

The project ran over four days, teaching students about key topics in personal finance. This program helped shape the recently-announced financial literacy classes for Grades 11 and 12 in the province.

**At the time of convocation, 31% of 2018 Levene graduates attributed receiving pay raises to the completion of the program<sup>10</sup>.**

were part of POE for the sixth-year hosting 20 transitioning military personnel and veterans in a week-long entrepreneurship "boot camp". 2018 marked a significant milestone with the 100<sup>th</sup> graduate completing the program through the Hill and Levene Schools.

Financial Foundations is a program that teaches financial literacy to Saskatchewan high school students. The program, developed in collaboration with

### Tax Solutions

In Spring 2018, the Hill Business Development (Accounting) Club filed a total of 680 tax returns through their Tax Solutions Program. This program offers free tax returns for U of R students during the month of March. Student volunteers gain valuable hands-on experiences while processing the returns.

<sup>10</sup> Source: Hill and Levene Convocation Survey (2018). Response rates for Convocation Survey: Hill graduate response rate: Spring 2018 - 27.9%, EMBA graduate response rate: Spring 2018 - 58.8%, Other Levene program graduate response rate: Spring 2018 - 48.7%.

<sup>11</sup> IBID

**Hill** Paul J. Hill School of Business

**10,837**  
Alumni

**levene** | gsb

**1,005**  
Alumni

Graduate productivity by business school graduates is responsible for

**\$117.7 million**

in direct, indirect, and induced contribution to Saskatchewan's GDP in 2018.

**31%**

of Levene graduates in 2018 reported receiving a promotion since they started the program <sup>11</sup>.

# Partnerships That Matter

The Hill and Levene Schools of Business invest in partnerships with provincial, national and international bodies.

These partnerships with other academic institutions, non-profits, and professional organizations are helping to build the Schools' reputation as key players in industry, government and community.

## Provincial



## National



## International



<sup>12</sup> The Hill and Levene Schools of Business are a member of AACSB International – The Association to Advance Collegiate Schools of Business: [aacsb.edu/about](http://aacsb.edu/about)



# Research That Matters

The research undertaken at the Schools support evidence-based decision making, stimulate entrepreneurial activity and inform policy. Faculty members work collaboratively with private and public organizations to lead change in several areas including **ag business, occupational health and safety, women in leadership, Indigenous entrepreneurship** and much more.

This research is showcased in leading academic journals and disseminated through popular media. From 2014–18, faculty members published 41 A\* or A, and 7 FT50 peer-reviewed journal articles<sup>13</sup>.

Research by Dr. Gordon Pennycook on the science of “fake news” has been picked up by the media including 26 online articles in 2018 in such outlets as Bloomberg.com, CBC.ca, IrishTimes.com and ScientificAmerican.com. He was invited to present at Yale University and the Wharton School. His Twitter account has over 3,800 followers who subscribe for updates on his research.

<sup>13</sup> The Financial Times' FT50 ranking identifies the top 50 academic (peer-reviewed) journals in business and management. The Australian Business Deans Council's (ABDC) list also assesses a journal's quality, grading 2,767 different journal titles as A\*, A, B and C with only 6.9% of those assessed achieving the A\* rating and 20.8% achieving the A rating.



Dr. Eman Almehdawe

## Ag Business

Dr. Eman Almehdawe's work in ag business centers on maximizing supply-chain efficiencies with new generation inventory models, referred to as economic growing quantity (EGQ). The EGQ models focus on growth and life-cycles of agricultural industries such as fisheries, poultry, and livestock by tracking and understanding the ordering, purchasing, holding, feeding, and disposal costs.

The goal is to determine the optimal economic growth/slaughter cycle and the economic growing quantity to minimize the total costs.

Dr. Almehdawe's work with the private sector includes assisting organizations such as Viterra, the largest grain handler in Canada, to optimize the performance of one of their grain elevators and to recommend an optimal work schedule for employees based on demand and supply data.

Dr. Almehdawe was also involved in analyzing the imports and exports of Saskatchewan to assist in decision making at the Global Transportation Hub to create stronger investment lead generation to attract investment and create jobs in the region.

Dr. Saqib Khan's work analyzes agricultural finance issues from the perspective of both producers and lenders. His research with Dr. Morina Rennie on a Saskatchewan Ministry of Agriculture funded project focused on identifying and managing the financial impact of weather-related risks faced by Saskatchewan agricultural producers, and helping them hedge these risks and reduce the volatility of their income. Their research showed that index-based instruments have the potential to mitigate weather risk and reduce income volatility. It also provides policy alternatives for the government to facilitate the private sector in providing better solutions to farmers.

Dr. Khan's research relating to agricultural lenders is multifaceted. Working with Dr. Eman Almehdawe on a MITACS funded project, he studied the factors that impact the financial performance of Canadian credit unions. These findings can be used by management to better manage and competitively position their credit unions.



Dr. Saqib Khan



Dr. Morina Rennie

Since 2007 – business faculty members have published or presented:

**274** journal articles

**74** books

**36** Hill-Ivey cases

**477** conference papers



Dr. Gina Grandy

## Women in Leadership & Entrepreneurship

Dr. Gina Grandy's research involves studying and readdressing the low representation of women in leadership and entrepreneurship. Her work identifies the systematic barriers that prevent opportunities for women, and the stigma that some women face when they step into leadership and entrepreneurial roles. Through interviews with more than 80 women leaders in the United Kingdom (UK), Dr. Grandy and her collaborator, Dr. Sharon Mavin from Newcastle University, identified how women leaders confront and respond to unique pressures associated with body and appearance expectations. The London School of Economics invited them to write a blog about this research. In another project, Dr. Grandy examined the learning strategies of women church leaders and their experiences of gender discrimination. She has also collaborated with Teri Phillips, a Levene Graduate School of Business alumna, to propose mindfulness as an addition to women's leadership development programs. Dr. Grandy is currently working on a project exploring the value of women-focused entrepreneurial support organizations in advancing women's entrepreneurship using the Women Entrepreneurs of Saskatchewan as the case example.



*“When I decided to go to law school, it was my plan to become a corporate lawyer, so my business administration degree has been very helpful to me in my career as a corporate / securities lawyer in New York.”*

## Ken Ottenbreit

B. ADMIN 1980, MANAGING PARTNER OF THE NEW YORK OFFICE OF STIKEMAN ELLIOTT

Ken Ottenbreit is a respected attorney and humanitarian. A solid business education and mentorship helped Ottenbreit find his way into Stikeman Elliott. His mentor and former University of Regina professor, Fred Flynn, recognized Ottenbreit's potential and desire to lead an organization with an entrepreneurial culture and international impact.



Dr. Peter Moroz

## Indigenous Entrepreneurship

For 10 years **Dr. Peter Moroz** has worked in the area of Indigenous entrepreneurship. Small and medium businesses are the primary driver of new jobs in the community, but many businesses struggle with succession. Dr. Moroz is interested in supporting innovative partnerships with First Nations to address these needs for the future. Dr. Moroz's work recognizes that Indigenous people best

understand the communities, cross networks, and the critical questions that are important for First Nations peoples. The federally-funded research projects, of which he is a part, will focus on encouraging reconciliation and how through reconciliation there are opportunities not only for social development, but also entrepreneurial and economic development.

## Well-Being

### FINANCIAL WELLNESS

**Dr. Magdalena Cismaru** is the **Conexus Research Scholar** with the Hill and Levene Schools of Business. In collaboration with Conexus Financial Wellness Manager Joel Graham and others, she has engaged in several research projects pertaining to financial wellbeing. Financial wellness is an important issue and those who find themselves in financial trouble can experience serious physical and mental health concerns. Her research has identified steps to help people become more comfortable with their finances. For some audiences, specific behaviors such as not borrowing for day-to-day expenses and active saving can make a big difference for people's financial wellness. To help make this change and effectively reach youth and young adults, Dr. Cismaru recommends using a multi-channel innovative approach that includes YouTube videos, text messaging, mobile and game applications, applications for smartphones, and widgets. Dr. Cismaru's article titled "10 tips to Avoid Living Paycheck to Paycheck" for Conversations Canada was published in the National Post, featured on Global News and many other outlets. It had more than 26,000 readers in just two weeks.



Dr. Magdalena Cismaru



Dr. Sean Tucker

### SAFETY MATTERS

Since 2012, **Dr. Sean Tucker** has been influencing change through research in occupational health and safety (OH&S). Dr. Tucker is called upon on a regular basis to deliver public talks for the government or other organizations to help drive policy and strategies forward that address real challenges in the workplace. Dr. Tucker brings public awareness and understanding to OH&S issues, and is regularly called upon by the media to add context to complex issues. Dr. Tucker collaborates with public and private sector partners, such as the WorkSafe Saskatchewan partnership involving the Workers Compensation Board and the provincial Ministry of Labour Relations and Workplace Safety, the Saskatchewan Federation of Labour, the Saskatchewan Health Authority, Safe Saskatchewan and several safety associations and employers. This research extends beyond physical worker safety to include the factors that drive and influence mental health in the workplace. Dr. Tucker's work includes analyzing and understanding the role that leadership plays in creating and maintaining a healthy workplace. In 2018, Dr. Tucker received the Bob Sass Occupational Health & Safety Award from the Saskatchewan Federation of Labour for his work in this area.



Dr. Sandeep Mishra

### RISK AND DECISION MAKING

Risk is more important than most people acknowledge, both on the upside and the downside. **Dr. Sandeep Mishra's** research is rooted in understanding decision-making, personality, mental health, and individual differences using perspectives drawn from such diverse disciplines as biology, economics, and psychology. Dr. Mishra's research addresses how individual factors affect risk-taking and decision-making, with implications for understanding individual, organizational, and societal problems. Dr. Misha has been an invited speaker at some of the most prestigious universities in the world, including Harvard, UCLA, and the University of Basel, Switzerland. His insights on the effects of social inequality have significant implications for the development of public policy. His research suggests there can be positive effects of risk-taking, and that encouraging well-calibrated risk-taking may lead to positive outcomes in various domains, including investment, job growth, and economic diversity.

# Impact Highlights

The Hill and Levene Schools of Business are committed to interdisciplinary thinking and research, work-integrated learning, and critical reflection. Working directly with private and public sector partners in evidence-based research and decision making, creating unique relationships with other educational institutions, and ensuring students are exposed to a variety of experiential learning opportunities and develop an entrepreneurial spirit, the Schools play a major role in creating innovative solutions to solve real world issues.

The total economic activity of the combined operations, student spending, graduate productivity, and convocation was

**\$211 million**

for the provincial economy, of which 70% (\$147.8M) is attributed to Regina.

Since 2010, the Hill Business Students' Society has raised

**\$338,244**

for Carmichael Outreach.

In 2018, the Schools spent

**\$8.3 million**

with an estimated \$7.9M being spent in Regina.

This created or sustained

**78** full and part-time positions

This generated employment salaries of \$8.5M and contributed to the provincial GDP by

**\$10.9 million**

**Faculty members give generously of their time and expertise to the community by serving on the boards of a diverse range of organizations, such as:**

- ▶ Association for the Development of the Rural Communities of Congo (ADERC)
- ▶ Canadian Automobile Association (CAA) Saskatchewan
- ▶ Economic Development Regina
- ▶ Globe Theatre
- ▶ Habitat for Humanity
- ▶ Rainbow Youth Centre
- ▶ Regina Downtown Business Improvement District (RDBID)
- ▶ Regina Education and Action on Child Hunger (REACH)
- ▶ Saskatchewan Institute of Certified Management Consultants (ICMC-Saskatchewan)
- ▶ SaskEnergy

## Contact

---

**Hill** Paul J. Hill  
School of Business

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

E: [hill.undergrad@uregina.ca](mailto:hill.undergrad@uregina.ca)  
T: 306.585.4724

---

**levene** | gsb

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

E: [levene.gradschool@uregina.ca](mailto:levene.gradschool@uregina.ca)  
T: 306.585.6294

---

