

EXPANDING HORIZONS

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MESSAGE FROM THE DEAN



**THIS STRATEGIC PLAN
BUILDS ON OUR STRONG
PROGRAMMING, UNIQUE
RESEARCH AND
EXCEPTIONAL SERVICE
TO MARK OUT OUR
FUTURE ASPIRATIONS.**

Developing a strategic plan is a daunting process. The collection of information and seeking input is time-consuming and requires massive amounts of introspection and reflection. All too often it can be viewed as a distraction from simply “getting on with it.” Maybe, for this reason, our Faculty of Business Administration has never had a unit-based strategic plan, complete with priorities, objectives, and actions. All the same, carrying on without a plan fails to create a sense of shared understanding among ourselves within the Faculty, and those who comprise our stakeholders.

Through conversations over the years, we regularly validate among ourselves the importance of being a school, which looks at offering experiences that extend beyond the classroom. We also note with pride the varied and rich opportunities afforded to students within and beyond the classroom. These opportunities wouldn’t be possible without the tireless dedication of our staff and faculty members, as well as the support of the entire university and our external stakeholders. Our Faculty also contributes to our communities in important ways through our outreach and research. This strategic plan builds on our strong programming, unique research and exceptional service to mark out our future aspirations.

I thank everyone for their input into this strategic planning process and look forward to the exciting time ahead as we continue to fulfill our mission and move towards the achievement of our vision.

A handwritten signature in black ink, appearing to read 'AG', is positioned above the printed name and title of the Dean.

Andrew Gaudes, *PhD*
Dean

BACKGROUND

The Faculty of Business Administration (Hill and Levene Schools of Business) is one of the founding Faculties of the University of Regina. Our origins date back prior to University of Regina as an independent degree granting institution and the year 2015 marked 50 years of operations. The Faculty of Business Administration has also played an important role in business education in Canada, awarding Canada's first Bachelor of Administration (B.Admin) degree in 1969.

We have experienced remarkable growth since those early days. Our 45 faculty members are recognized nationally and internationally for their teaching and research expertise. The Faculty now offers education to approximately 1500 undergraduate and 160 graduate students, approximately 20 percent of whom are international students. Our graduate program offerings provide students with a number of options tailored to meet their personal and professional needs.

The naming of our undergraduate (after Paul J. Hill in 2007) and graduate (after Kenneth Levene in 2005) schools occurred in recent history. The support by these and other donors, and our commitment to supporting local communities has facilitated the development of a strong suite of programs, recognized brand, and growth in faculty and staff complement to support our student body.

This strategic plan outlines revised vision and mission statements, as well as the values, which guide decision-making. Six strategic priorities are identified and the plan provides an overview of each of these priorities, as well as objectives and timelines aligned with each priority. It also discusses the next steps required for the development of supportive actions and implementation of the strategic priorities. This strategic plan aligns with the University of Regina's 2015-2020 strategic plan, *peyah aski kikawinaw: Together We Are Stronger*.



FACULTY COMPONENTS

PAUL J. HILL SCHOOL OF BUSINESS

Est. 2007
Current Enrolment: 1,505*

CENTRE FOR MANAGEMENT DEVELOPMENT

Est. 2005

KENNETH LEVENE GRADUATE SCHOOL OF BUSINESS

Est. 2005
Current Enrolment: 149*

HILL BUSINESS STUDENTS' SOCIETY

Est. 1967

LEVENE GRADUATE STUDENTS' ASSOCIATION

Est. 2013

HILL ALUMNI ASSOCIATION

Est. 2012
Current Alumni: 9,950*

FACULTY OF BUSINESS ADMINISTRATION

Est. 1965 as part of the
U of S Regina Campus;
1974 was a founding Faculty
of the University of Regina

LEVENE ALUMNI ASSOCIATION

Est. 2012
Current Alumni: 830*

HILL ADVISORY BOARD

Est. 2014

LEADERS COUNCIL

Est. 2013

LEVENE ADVISORY BOARD

Est. 2014

* As of December 2016.

MISSION, VISION AND VALUES

MISSION

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

Hill and Levene students will receive a business education, but they will move on to build careers in a multitude of organizations in local, national and global communities – diverse communities indeed.

It is the mission of the Hill and Levene Schools of Business to prepare students to transition confidently into their chosen careers. This is fostered by exposing students to interdisciplinary thinking and experiential education, as well as challenging them to reflect about themselves and their place in the world around them.

Faculty members will actively guide this educational experience and supplement it with relevant research, which informs themselves, academics and the society at large to new ways of thinking about business.

VISION

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

Our vision is to be recognized by those seeking a business education as their school of choice because of the quality of our programs, graduates, faculty, and research.

Our vision will be achieved when we can demonstrate our success, relative to other business schools, in reputational standing, brand recognition and/or student surveys, and are able to attract and retain best in class faculty and staff.



VALUES

Ethical Conduct and Professional Practice

We are guided by the principles of collegial governance; procedural fairness, inclusivity and transparency in decision-making. We respect the values and language related to: academic freedom; relevant collective agreements; relevant university policies; Hill and Levene partnership guidelines; and, human rights legislation, standards and practices. Professional standards and codes for ethical conduct outlined by professional bodies (e.g., CPA, CFA, CHRP) also inform our teaching, research and everyday conduct. A concern for the dignity and well-being of students, staff, faculty, and broader communities underpin our practices.

Diversity in Thought and Action

Our staff, faculty and student base represent diverse communities and perspectives. Our appreciation for diversity is enacted through our responsiveness to students' needs, our hiring processes, our desire to engage in research that challenges taken for granted ways of doing 'business', and our willingness to embrace and incorporate different perspectives into our teaching and everyday practices.

Respect for Our Indigenous Heritage

The Hill and Levene Schools of Business are located on land that is the traditional territory of the Cree, Sauteaux, Nakota, Lakota, and Dakota peoples and is the homeland of the Métis people. This land is part of Treaty 4 territory. We are all treaty people, meaning that we are all part of the relationship agreed to over 150 years ago. It is our collective priority to ensure that all learners gain a deeper understanding of our shared histories and contemporary relationships. Indigenization and reconciliation are our collective responsibilities.

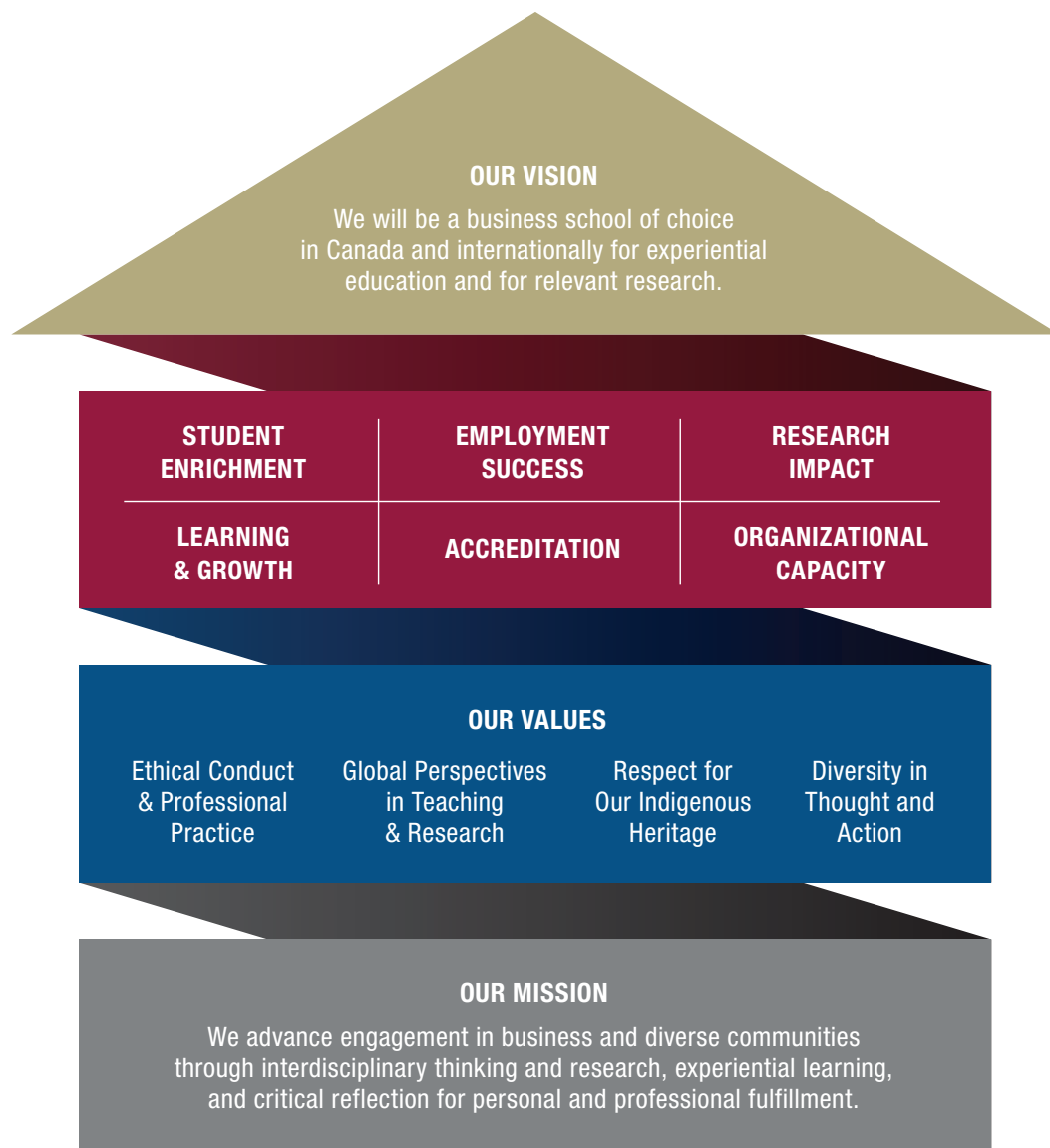
Global Perspectives in Teaching and Research

Our undergraduate and graduate programs incorporate knowledge about the global economy, politics, and societal and cultural considerations. Through our teaching and experiential education opportunities students develop an understanding for the importance of how global perspectives inform local, national and international business and society. Our faculty collaborate with esteemed international researchers in such locations as Australia, China, Japan, United Kingdom, and across Europe, disseminating research that has a global impact.

STUDENTS FROM AROUND THE WORLD EXPAND THEIR HORIZONS AT THE HILL & LEVENE SCHOOLS. OUR PROGRAMS PREPARE THEM TO LEAD THROUGH CRITICAL REFLECTION, PERSONAL CONNECTION AND CONSIDERATION FOR THE GLOBAL COMMUNITY.

STRATEGIC PRIORITIES

For the period 2016-2021, the strategic direction of Hill and Levene Schools of Business is guided by the University of Regina's strategic priorities and overarching areas of emphasis, namely: Student Success; Research Impact; Commitment to Our Communities; Indigenization; and Sustainability. Six strategic priorities were identified and each is discussed here, as well as objectives and time lines. The strategic priorities are inter-connected and direct attention to both internal and external stakeholders.



STRATEGIC PRIORITY

Student Enrichment

The strategic priority ***Student Enrichment*** builds upon our current initiatives, supports our mission, vision and values, and aligns directly with the University of Regina's strategic priorities. This priority addresses: a need for enhanced policies and procedures to ensure students' academic success; a need to ease the growing financial burden faced by our students, while simultaneously recognizing academic excellence; a desire to indigenize our knowledge and practices to afford a greater appreciation for the indigenous heritage of our country; and, a need to better meet our mission and vision by expanding students' opportunities in experiential learning, international experience, and research application.



As stated in the University of Regina's strategic plan, we exist to provide quality post-secondary education to our students and it is through the following objectives that we aim to maintain and enhance student enrichment.

OBJECTIVES

- ✓ To improve the academic success of Hill and Levene students
- ✓ To improve student satisfaction and engagement (over 2016 baseline)
- ✓ To grow student participation in experiential education
- ✓ By 2021, to increase the number of Excellence Award recipients to 50% of first year enrolments¹
- ✓ To increase the level of Hill and Levene student participation in an international experience
- ✓ To expose all students to indigenous content during their program
- ✓ By 2021, to ensure 100% of students participate in research during their program of study
- ✓ By 2021, to ensure support for 50 students annually to engage in a research forum external to the university



IN FALL 2015,
EXCELLENCE SCHOLARSHIP
RECIPIENTS REPRESENTED

26%
OF FIRST YEAR ENROLMENTS.

Excellence Scholarships are awarded to students with an average of 85% or higher.

STRATEGIC PRIORITY

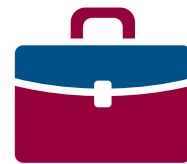
Employment Success

The strategic priority *Employment Success* responds to student and employer expectations that Hill and Levene programs of study will enhance workplace readiness, provide relevant experience, and create career development opportunities, during and upon the completion of studies. We need to consistently provide internship opportunities that are enriching, as well as adequate in number for all co-op students. We need to keep abreast of, and respond to, the needs of employers, and further leverage our community connections to provide new employment opportunities for students. It is through the following objectives that we will achieve *Employment Success* for students and employers.



OBJECTIVES

- ✓ To strengthen our connections with employer, business and community stakeholders
- ✓ To achieve 100% post-graduation placement for Hill and Levene students within 6 months (i.e., employment, further studies)
- ✓ To achieve 100% placement of Hill and Levene co-op students annually
- ✓ To improve employer satisfaction by 10% by 2021 over 2016 (measured through surveys)
- ✓ To have 50% of Leaders Council organizations hire Hill and Levene graduates every year (new hires)



85%

OF HILL STUDENTS FOUND
POST-GRADUATE PLACEMENT
(IE: EMPLOYMENT, FURTHER
STUDIES) AS OF THE DAY
OF CONVOCATION.

Based on responses from our survey
of graduating students in June 2016.

STRATEGIC PRIORITY

Research Impact

The strategic priority **Research Impact** reflects the central importance of research to both the mission and vision of Hill and Levene Schools of Business, as well alignment to the University of Regina's strategic priorities, Research Impact and Commitment to our Communities. To publish and disseminate research takes resources. We need to expand investment in research to enhance our capacity to produce, publish, and disseminate relevant research. Further, we need to direct investment in existing strategic areas of relevant research strength. Doing so will produce research clusters of excellence, facilitate collaborations within and beyond the University of Regina, and generate greater research impact. We pursue the enhancement of **Research Impact** through the following objectives.



OBJECTIVES

- ✓ By 2021, we will provide financial support for 15 research scholars
- ✓ By 2021, 55% of research publications will involve international collaborations*
- ✓ By 2021, all published peer reviewed research will have secondary dissemination informing the local, national, or international community
- ✓ By 2021, research faculty will produce 50 peer-reviewed papers annually
- ✓ By 2021, 50% or more of our research aligns with our core research areas

* This aligns with the University of Regina's target for international collaboration and research outputs.

76%

OF RESEARCH OUTPUTS CAN BE CATEGORIZED IN THE FOLLOWING FOUR AREAS: COMMUNITY WELL-BEING, HEALTH AND SAFETY; WOMEN AND LEADERSHIP; INDIGENOUS MANAGEMENT AND DEVELOPMENT; AND INTERNATIONALIZATION AND GLOBAL PERSPECTIVES.



STRATEGIC PRIORITY

Accreditation

Over the past ten years, the number of business schools accredited by an international accrediting body, in Canada and worldwide, has grown dramatically. Accreditation, e.g., EQUIS¹ and AACSB², serves as an important indicator of quality and plays heavily in business students' enrolment decisions. This is particularly apparent in the decisions of international students and is becoming increasingly important for domestic students. The strategic priority **Accreditation** recognizes that achieving and retaining accreditation status is a marker of quality assurance that will enhance the reputation of Hill and Levene Schools of Business and associated programs, and over time, create new employment opportunities for our graduates.



In order to continue to fulfill our mission and achieve our vision, there is a need to become an accredited business school. In July 2013, the role of Executive Lead, Accreditation was established, and with this began the formal process towards accreditation of our undergraduate and graduate programs. The strategic priority **Accreditation** addresses the need to commit resources and mobilize efforts towards accreditation over the next five years. The following objectives guide the achievement of this strategic priority.

OBJECTIVES

- ✓ To achieve EQUIS accreditation by 2018
- ✓ To complete the University Academic Unit Review in 2019-2020
- ✓ To meet the AACSB academically qualified faculty standard by 2021
- ✓ To achieve AACSB accreditation by 2021

¹ EQUIS stands for European Quality Improvement System. EQUIS accreditation is managed by EFMD, a globally recognized accreditation body of quality in management education <https://www.efmd.org/index.php/accreditation-main/equis>. There are 163 business schools in 40 countries that hold EQUIS accreditation status.

² AACSB stands for Association to Advance Collegiate Schools of Business. AACSB is an internationally recognized accreditation for business and accounting programs. There are 777 business schools in 52 countries that hold AACSB accreditation status. <http://www.aacsb.edu>



IN CANADA, THERE ARE
10 EQUIS
 ACCREDITED BUSINESS SCHOOLS AND
22 AACSB
 ACCREDITED BUSINESS SCHOOLS;
 OF THOSE, 7 ARE BOTH EQUIS
 AND AACSB ACCREDITED.

STRATEGIC PRIORITY

Learning & Growth

The strategic priority *Learning and Growth* recognizes that continual development and investment should be a constant (and supported) goal. This learning and growth manifests through applied research translation and practice (through the Centre for Management Development), as well as personnel development. In alignment with the University of Regina's overarching strategic focus on Indigenization, ongoing learning and growth entails appreciation of our history; as a consequence, Indigenous knowledge and practices must be acknowledged and embraced. Through the following objectives, we seek to continually enhance the learning and growth of members of Hill and Levene Schools of Business.



OBJECTIVES

- ✓ To develop a culture of professional development among staff
- ✓ By 2021, to have 15% of faculty engaged in Centre for Management Development projects annually
- ✓ By 2021 to double the Centre for Management's consulting hours (from those in 2016)
- ✓ By 2021, to be in full alignment with the University of Regina's indigenous strategy



IN 2016, THE CENTRE
FOR MANAGEMENT
DEVELOPMENT
COMPLETED OVER
3,500
CONSULTING HOURS.

STRATEGIC PRIORITY

Organizational Capacity

There is need to increase **Organizational Capacity** in order to achieve the goals of this strategic plan. Increased growth in student numbers and research activity requires increased capacity in staff support, technological capacity and physical infrastructure. During times of growth and change it is also important to remember that staff and faculty, at times, can be over-stretched. As a result, it will be necessary to monitor levels of engagement and job satisfaction to ensure we stay true to our mission and values in the pursuit of our vision. This priority aligns with the University of Regina's strategic priority Commitment to our Communities.



The following objectives guide the achievement of the strategic priority **Organizational Capacity**.

OBJECTIVES

- ✓ To ensure staff complement is sufficient enough for achievement of the overall strategic plan
- ✓ To increase job satisfaction by 2% annually
- ✓ To monitor quality assurance and ensure adequate promotion of all graduate programs
- ✓ To increase Levene MBA and EMBA student registrations to 40 and 30 per year, respectively
- ✓ To engage in continuous enhancement of technology capacity or teaching and research
- ✓ To ensure the physical infrastructure is sufficient enough for achievement of the overall strategic plan
- ✓ To ensure alignment between existing and new activities, programs, initiatives and events with strategic priorities



**HILL AND LEVENE FACULTY
AND STAFF RATE JOB
SATISFACTION AS**

4.16

**OUT OF 5, WHERE 5 IS
STRONGLY AGREE THAT THEY
ARE GENERALLY SATISFIED.**

Based on Faculty of Business
Administration responses to the 2015
U of R Employee Engagement survey.

faculty priority
opportunities
achievement improve University excellence
development Treaty employer
accreditation research diverse
increase members professional enhance experience
undergraduate employment practices investment
everyday vision knowledge education guide national
Canada Indigenization EQUIS perspectives aligns ethical
towards Hill job programs thinking graduates
local Centre all Levene program produce
collective values provide Administration new quality
collaborations study commitment students recognized conduct
respect plan AACSB
Regina mission enrichment degree engage years
people impact staff graduate capacity careers
overall success school communities growth
support objectives indigenous academic
appreciation business satisfaction organizational
international
important experiential relevant global
Regina's learning teaching
strategic achieve



hill.uregina.ca

hill.undergrad@uregina.ca | 306.585.4724



levene.uregina.ca

levene.gradschool@uregina.ca | 306.585.6294

A full-page background image of a bright blue sky with wispy white clouds. The sky transitions from a deep blue at the top to a lighter blue and then a pale yellow-orange at the bottom, suggesting a sunrise or sunset.

University
of Regina