



SIP Report

Queen's School of Business is pleased to renew its support of the six Principles for Responsible Management Education and to present the following report to share information on its activities in support of these principles.

June 2010



Message from the Dean



Queen's School of Business, dating from 1919, is located in Kingston, Ontario, Canada. ***Our Mission*** is to develop outstanding leaders with a global perspective and create new knowledge that advances business and society. ***Our Values*** are: excellence and innovation, respect for self and others, ethics and integrity, and collaborative relationships with alumni, partners and stakeholders.

Queen's School of Business (QSB) is proud to be a founding member of the Globally Responsible Leadership Initiative and one of the first 100 business schools to sign the UN's Principles for Responsible Management Education (PRME).

QSB's Centre for Responsible Leadership works on the world stage to better understand the challenges associated with globally responsible leadership. The Centre provides assistance to those wishing to improve responsible leadership education and works to change educational models to develop new and better ways to train future and current managers.

I am pleased to renew our commitment to the Principles for Responsible Management Education, which state that *"as institutions of higher learning involved in the education of current and future managers we are voluntarily committed to engaging in a continuous process of improving the (six Principles of PMRE), reporting on progress to all our stakeholders, and exchanging effective practices with other academic institutions"*.

The following report highlights Queen's School of Business' activities in support of the PRME principles. I hope you find it of interest, and that perhaps it will inspire additional activities in support of the principles in other institutions around the world.

Sincerely,

A handwritten signature in black ink that reads "David M. Saunders". The signature is written in a cursive, flowing style.

David M. Saunders, PhD
Dean

Message from the Director

Business leaders worldwide are beginning to respond to the demand for greater social responsibility. The issues they face are increasingly complex whether it is wrestling with issues of climate change, or building an ethical culture, managing diversity, creating responsible, safe and equitable practices in their operations or engaging with their communities. Issues of social innovation and sustainability dominate the agendas of many organizations and individuals.



The Centre for Responsible Leadership was founded in 2004 to help train students to meet these challenges and to foster research that will ultimately promote Responsible Leadership.

The Centre has four major purposes:

Our Focus
Areas

Integrity

Innovation

Impact

- **Educate** a generation of globally responsible leaders.
- **Foster high-quality research** to build knowledge on topics related to the successful formation and implementation of Responsible Leadership practice strategies.
- **Support the non-profit community.**
- **Be a global advocate for Responsible Leadership** by working on the world stage to better understand the challenges associated with globally responsible leadership and developing new and better ways to train future and current managers.

We are pleased to present the following “Sharing Information on Progress (SIP)” report as part of our commitment to sharing ideas on effective practices to promote Responsible Leadership. We look forward to continuing our commitment to PRME and to learning from others in the PRME community.

Sincerely,

Tina Dacin, PhD
Director

Queen's School of Business SIP Report

June 30th, 2010

I. QSB's Achievements in the Implementation of the PRME Principles

Queen's School of Business (QSB) is proud to be a leader in supporting the Principles for Responsible Management Education (PRME). Below are some of the highlights of our activities through which we are supporting PRME's six principles with our students, faculty and staff, and the broader community.

Principle 1

Purpose: We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

- **CSR/Socially Responsible Leadership Certificate Programs:** QSB offers students in the undergraduate Commerce and MBA programs an opportunity graduate with an additional certification in Corporate Social Responsibility/Socially Responsible Leadership. To receive this certificate, students must complete additional requirements, including completing relevant courses, attending Responsible Leadership related conferences and speakers sessions, and engaging in meaningful community volunteer work. The certificate in the Commerce program started in 2004, and in 2009 the certificate program was expanded to the School's Accelerated MBA program.



QSB Dean David Saunders presents students with their Certificates in Corporate Social Responsibility at an awards ceremony on Convocation Day.

- **Annual CSR Weekend:** QSB hosts an Annual CSR Weekend attended by students, faculty, staff, members of the community and CSR practitioners. Five such weekends have been held to date, and the sixth planned for October 2010. The goal of the CSR Weekend is to provide an opportunity to help participants to understand the complexities involved in managing the social side of business, and to take steps towards developing the skills needed to manage these complexities. The weekend includes an academic component with opportunities for learning and evaluation, keynote speakers, workshops, and case competitions. Originally developed to target undergraduate students, the weekend has now been expanded to include an MBA component, in partnership with the MBA Net Impact Club.



Each CSR Weekend has an evaluative component designed to evaluate the student's ability to integrate a CSR approach towards common business issues consistent with that student's level in the Commerce program. The evaluative component is different for each weekend a certificate student attends. In the past, students attending their first weekend have prepared a case presentation, students attending their second weekend were part of a debate, and the third weekend group has often done a social entrepreneurship case presentation. All the evaluative components have been team based and have been judged by a combination of faculty and representatives from organizations that are part of the weekend. The winners of each competition have had funds donated on their behalf to a charity of their choice.

Principle 2

Values: We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

- QSB launched a new course in Commerce on Strategies for Social Innovation designed to give students a conceptual understanding of the complexity of social innovations and first-hand experience of the challenges linked to social change.
- Introduced "*Change the World – Make a Difference*" projects for all full-time MBA students as part of the Strategic Change and Execution course. The guiding question for this assignment is: ***In the next 5 years, what would you change to make the world a better place? What you would like to see happen & how do you plan to get there?*** Students were required to incorporate ideas from the course to develop a practical and specific action plan for execution of the proposed change. One student's project was selected as runner-up for the Health Council of Canada Health Innovation Award.
- Engaged in a curriculum review process to identify how Responsible Leadership is incorporated into existing curriculum, and identify ways to fill gaps.

Principle 3

Method: We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

- Queen's School of Business offers a number of courses that have a significant Ethics/Responsible Leadership component. Course content was assessed and selected courses were approved as Responsible Leadership courses that would count towards credits for students working towards a CSR/Socially Responsible Leadership Certificate.

To qualify as a Responsible Leadership approved course, it must have as its theme one or more of the following concepts:

- *Business Ethics* - Understanding the conduct of business in a transparent and legal manner with a high level of integrity.
 - *Environmental Issues* - Understanding the impact business has on the environment and how to manage in an environmentally sensitive way.
 - *Standards of Corporate Governance* - recognizing that management is responsible to investors as well as a broader group of stakeholders.
 - *Human Rights* - Understanding the organization's responsibility to be aware of and respect human rights in all jurisdictions in which the company operates.
 - *Employee Relations* - Treating employees with fairness, dignity, and respect.
 - *Community Involvement* - Understanding good corporate citizenship which forms a bond between the corporation and communities.
- Other activities where the Centre promoted Responsible Leadership learning opportunities include:
 - A Research Brown Bag Lunch Series, where QSB researchers share their learning and encourage dialogue with faculty, staff and students.
 - Research Seminars.
 - Responsible Leadership Speakers Series.
 - The Centre hosted a conference on Social Enterprise, attended by leading academics and practitioners to share their recent work in this area.
 - Professors Tina Dacin and Pamela Murphy co-organized, and the Centre for Responsible Leadership and QSB Research Program co-sponsored, a conference on Fraud and Corruption. Attendees were leading academics in this area from management and accounting. The conference will translate into forthcoming Special Issues of 2 FT40 journals and an edited book.

Principle 4

Research: We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

- Hosted Altaf Saleem, newest GRLI member from Pakistan, who gave a talk on earthquake relief.
- Hosted Clodia Vurro from Bocconi University as Visiting Scholar-in-Residence.
- Several QSB faculty are engaged in research on Responsible Leadership. These faculty and their research interests are highlighted on the Centre's website. Faculty have recently published in leading journals including *Accounting, Organizations and Society, Academy of Management Perspectives, Journal of Business Ethics*, and *Management Science*.
- The CA-Queen's Centre for Governance coordinates the Voluntary Sector Reporting Awards (VSRA) to help promote financial reporting excellence in Ontario not for profit organizations. The VSRA program was created in 2008 in partnership with the Queen's School of Business and the Institute of Chartered Accountants of Ontario. PricewaterhouseCoopers Canada LLP has been the sponsor of the program since its inception.

Principle 5

Partnership: We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

- QSB is a member of the following organizations:
 - *EABIS (European Academy for Business in Society)* - a unique alliance of companies, business schools and academic institutions, committed to integrating business in society issues into the heart of management theory and practice.
 - *Net Impact* – a global network of leaders with the mission to inspire, educate, and equip individuals to use the power of business to create a more socially and environmentally sustainable world.
 - *GRLI (Globally Responsible Leadership Initiative)* - whose mission is to develop a next generation of responsible leaders through collective and individual actions.
 - *Ivey Network for Business Sustainability* – a network that conducts free, credible research on the issues that matter to sustainability managers.
- QSB's Centre for Responsible Leadership has engaged a number of private sector partners and sponsors over the past years including: Accenture, Boardwalk Rental Communities, Molson, Nexen, Proctor & Gamble, and the Society of Management Accountants.

- Provided advice and support to the Human Rights Commission in Ottawa as well as to Ashoka Canada.
- QSB's Centre for Responsible Leadership has partnered with the following organizations:
 - *Ashoka Canada* – a community of business and social entrepreneurs who are actively changing the fields in which they work. The Centre has worked with them on joint projects and our students have been placed there as interns.
 - *Kingston Community Foundation* to provide opportunities for outreach.
 - *Centre for CSR at Bocconi University* to host an annual workshop on Social Enterprise.
 - Internally partnered at QSB with the *Monieson Centre* – a research Centre that brings leading academic research to business, government, and community audiences to create value through knowledge.
 - *Boardwalk Rental Communities* to develop and support the Homes of Hope Initiative. Fifty Commerce students and staff members travelled to Tijuana, Mexico to help build homes for two deserving families.



QSB students and staff stand with new homeowners in front of one of two houses they helped to build in Tijuana, Mexico during spring break in support of the Homes for Hope Initiative.

- *Molson National Mentoring Program*, a program through which a number of our Certificate students are selected to work as interns for a charity. Each student intern is assigned a mentor from Molson who works with them prior to and during their summer placement to provide advice and help the student complete the project or solve the challenge for the not for profit.



“The NMP is a great way to get a first-hand experience of non-profit operations in terms of finance, communications, and administration. I was able to apply what I’ve learned in university but from a wholly different perspective”.

Quote from previous NMP Intern.

Attendees of the 2010 Molson National Mentoring Program (NMP) Lunch.

Principle 6

Dialogue: We will facilitate and support dialog and debate among educators, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

- QSB’s Centre for Responsible Leadership is encouraging dialogue amongst students, faculty, staff and practitioners by supporting the following activities:
 - Launched a monthly Brown Bag series for faculty and graduate students. Topics have ranged from CSR Integration, Sustainable Practices, and Fraud.
 - Introduced an MBA component to the CSR Weekend and had the participation of 40 full-time MBA students.
 - Co-sponsored a number of events (conferences, speakers, field trips) in the QSB, Queen’s and Kingston community.
 - Hosted a number of guest speakers in classes.
- QSB’s Centre for Responsible Leadership formed an internal advisory board comprised of faculty from a wide variety of disciplines to engage in shaping the strategic direction of the Centre.
- Queen’s Commerce Society (ComSoc), the largest and most successful business student government in Canada, has a number of student groups actively engaged in Responsible Leadership activities, including:

- *Students in Free Enterprise (SIFE)* - an innovative blend of community outreach programs and national business competition. Its mission is to engage the local community through the creation of entrepreneurial projects and initiatives, which are then presented at regional and national competitions. Initiatives range from entrepreneurship competitions to prison outreach programs. SIFE continues to support projects initiated by Queen's Commerce Outreach (QCO). SIFE is a recognized international organization that brings together a diverse network of university students, academic professionals and industry leaders who share the vision of creating a better, more sustainable world through the positive power of business. By contributing their talents to projects that improve the lives of people worldwide, SIFE participants are demonstrating that individuals with a knowledge and passion for business can be a powerful force for change.

- *Queen's Commerce Initiative Abroad (Q'CIA)* – seeks to show students the world they live in and the positive impact that their Commerce education can have on developing nations. Q'CIA organizes an annual international volunteer initiative for Commerce students to aid them in expanding their horizons. In 2008/09 students spent their reading week improving a daycare centre in Quito, Ecuador, and this year 24 students went to Peru to help renovate community Centres in Santa Cruz and La Campina.



Commerce students spend reading week helping kids in Peru.

- *Queen's Micro Credit Challenge* – a new Commerce initiative in which teams of 3-5 people are given \$100 and seven days to start and run a new business. Teams are paired with an entrepreneur to mentor them and provide guidance. Teams compete for prizes, awarded at a banquet dinner, and all the money raised during the challenge is given back to charity. The charity selected this year was Kiva.org which helps support Micro Credit lending across the globe. This way, students were able to help other individuals start their own small business and break the poverty cycle.
- *Equity Issues Committee* - has the objective of ensuring that all aspects of the Commerce Society and the Commerce program are inclusive and welcoming to

all students and faculty, regardless of their background, gender, ethnicity, religion, or sexual orientation.

- *Commerce Kids* – a student run program that provides students with the opportunity to interact with children in Kingston. It runs two programs at local elementary schools: lunch time sports and games, and classroom helping. These volunteer opportunities allow Commerce students to give back to the community and show that they care about children and the future.
- *Commerce Charity Cup* - The Commerce Charity Cup is a hockey tournament with the goal of raising money for the Cancer Centre of Southeastern Ontario. Since its inaugural year this event has raised over \$75,000 which has enabled the Cancer Centre to acquire equipment crucial to the improved care of patients. Four teams from the top business programs in Canada participate in a round-robin tournament to determine which business school is the best...at hockey! The four teams compete to see who can raise the most money within their respective schools. The action-packed evening also consist of various intermission activities, raffles, giveaways and entertainment.

*The Centre's
Community
Outreach
initiative is a
success with
Commerce
students
performing
over 6,500
hours of
community
outreach in the
last two years.*



QSB students engage in a number of self-directed fundraising activities. This year, QSB Commerce students raised over \$10,000 in the form of holiday gifts that were distributed to over 150 underprivileged children.

- MBA Net Impact Chapter

The MBA Class of 2010 had a large group of students interested in leveraging their business skills for positive social change, so founded a Net Impact Graduate Chapter at Queen's University. Initially just a small group of MBA students sixteen years ago, Net Impact has grown into the largest MBA club in the world, boasting a global network of over 15,000 members coming from the leading business schools across the globe. Net Impact's mission is *to inspire, educate, and equip individuals to use the power of business to build a more socially and environmentally sustainable world.*



Net Impact Club Members

The Net Impact Club had a successful inaugural year, hosting numerous events with over 30% active class membership. Events and activities included:

- *MBA Day at the annual CSR Weekend.* In 2009 an MBA component was added to the CSR Weekend. Over one third of the class participated in a case competition, panel session and roundtable discussion with industry leaders in the realms of sustainability, corporate responsibility and social impact, providing participants with an excellent networking opportunity and a means of gaining insight into these areas of interest. In a case competition the top three placing teams were awarded a monetary prize to be donated to their charity or social mission of choice.
- *Net Impact Global Conference* at Cornell University was attended by 12 chapter members and one faculty member.
- *Non-profit consulting projects.* The Net Impact Club engaged with many local non-profit organizations to work on strategy consulting projects. One such project was to develop a revenue generating strategy for the Boys and Girls Club of Kingston. This provided an excellent opportunity for students to put their MBA toolkit to use while learning about the tremendous value created and challenges faced by non-profit organizations.

- *Judging Undergrad Case Competition.* The Net Impact team was asked by the Undergrad "Consulting for a Cause" committee to judge their case competition. It entailed judging a marketing case competition regarding "Drive Alive Drive Sober" a national organization advocating against drinking and driving. This event helped establish relations between the MBA Net Impact club, and the Undergrad Non-Profit association, and provided an opportunity to network with professionals in the non-profit industry.
- *Guest speakers.* Leaders in the area of Social Enterprise and Responsible Leadership were brought in as guest speakers as a way for students to learn about non-traditional career paths.
- *Ashoka Changemakers Challenge - TED X conference.* A small team of Net Impact Members were accepted to enter a Social Entrepreneurship Changemaker Challenge. The team was given less than one month to develop a strategic growth strategy (Marketing, Finance and HR Recruitment) for a non-profit, educational organization (Summer Advantage) based out of Boston and were also asked to present their findings at a TEDx conference in Washington D.C. The Queen's team obtained 2nd Place in the competition, competing against many US schools.



Changemaker Challenge judges pose with the Queen's MBA team: students Sonia Gangal, Shiv Narayan, Riyaz Nathwani and Anand Sivakumar with Faculty Advisor Tina Dacin.

II. Key Objectives for the next 18 months

- Expand the certificate program to other MBA programs.
- Continue to build strategic partnerships.
- Enhance outreach with the local Kingston community.
- Engage in more speakers series and seminars.
- Engage the broader University community.

III. Desired Support from the PRME Community

- Suggestions of other schools /organizations as potential partners.
- Identification of good keynote speakers/guest lecturers.
- Sharing information on innovate Undergraduate and MBA curriculum material.
- Ideas for collaboration on conferences and advocacy.