

SCHULICH SCHOOL OF BUSINESS

PRME SHARING INFORMATION ON PROGRESS REPORT

OCTOBER 2016

DEAN'S LETTER OF RENEWED COMMITMENT

The Schulich School of Business is pleased to reaffirm our commitment to the UN Principles of Responsible Management Education (PRME). As an early signatory and a proven leader in responsible business education, Schulich strives to imbue our curriculum and school environment with the principles and values embodied by PRME, producing top-quality graduates who are prepared to carry these principles into the business world. We will continue to collaborate with local and global business and community leaders, as well as with fellow signatories, to practice and promote the six Principles.

Dezső J. Horváth, PhD, CM
Dean
Tanna H. Schulich Chair in Strategic Management
Schulich School of Business
York University

ABOUT SCHULICH SCHOOL OF BUSINESS

Global, innovative, and diverse, the Schulich School of Business at York University prepares its students to meet the needs of social and environmental stewardship in a rapidly changing world. The School has been an early pioneer in terms of integrating social impact management and environmental management into its core curriculum and throughout its business courses. The concept of sustainability underpins all Schulich's management programs, and can be seen in both core courses and in the wide variety of elective courses and specializations available to students. In addition, many of the core and elective courses in both the undergraduate and graduate programs contain material specifically relevant to social impact and environmental management issues.

Known as Canada's Global Business School™, Schulich offers programs year-round at two Toronto campuses — its state-of-the-art complex on York University's main campus and its downtown Miles S. Nadal Management Centre located in the heart of the city's financial district. The School also offers the Schulich MBA in India – one of the first MBA programs to be delivered in that country by a

leading international business school from outside India. In addition, Schulich operates satellite centres in Beijing and Shanghai, China; Mumbai, India; Seoul, South Korea; Mexico City, Mexico; São Paulo, Brazil. Schulich offers undergraduate, graduate and postgraduate business degrees that lead to careers in the private, public and non-profit sectors, and has more than 29,000 alumni working in approximately 90 countries. Schulich pioneered Canada's first International MBA (IMBA) and International BBA (iBBA) degrees, as well as North America's first ever cross-border executive MBA degree, the Kellogg-Schulich Executive MBA. Schulich's Masters Certificate in Public Management focuses on the intersection of business and social issues. The Schulich Executive Education Centre provides executive development programs annually to more than 12,000 executives in Canada and abroad.

DEGREES OFFERED AT SCHULICH

Schulich offers the following degrees at both the undergraduate and graduate level:

- BBA (Bachelor of Business Administration)
- iBBA (International BBA)
- MBA (Master of Business Administration)
- IMBA (International MBA)
- MBA India
- MF (Master of Finance)
- Macc. (Master of Accounting)
- MBAN (Master of Business Analytics)
- MMgt (Master of Management)
- MREI (Master of Real Estate and Infrastructure)
- PDAM (Post-MBA Diploma in Advanced Management)
- EMBA (Executive MBA)
- PhD

JOINT DEGREE PROGRAMS

Additionally, Schulich offers the following joint degrees that allow students to gain a well-rounded education incorporating business with other interests or professions.

- MBA/JD (MBA/Juris Doctor)
- MBA/MFA/MA (MBA/Master of Fine Arts/Master of Arts)

<http://schulich.yorku.ca/admissions/admissions-requirements/mba-jd/>

<http://schulich.yorku.ca/admissions/admissions-requirements/mba-mfa-ma/>

SCHULICH EXECUTIVE EDUCATION CENTRE PROGRAMS

The Schulich School of Business Executive Education Centre offers several courses and programs focused on environmental, social and ethical business issues. Some of these offerings include:

- Executive Program in Leading Sustainable Strategic Change
- Broadening Opportunity through Leadership Diversity (BOLD)
- Certificate in Strategic Leadership and Innovation
- Strategic Planning Implementation using the Balanced Scorecard
- Master's Certificate in Project Management
- Achieving Open Governance through Accountability, Transparency and Open Data
- The Global Leader: Managing Culture, Diversity and Geography to Create a Successful Organization

For more information on Schulich Executive Education Centre courses and programs please visit their website at <http://www.seec.schulich.yorku.ca/Default.aspx>

RECENT ACHIEVEMENTS IN RESPONSIBLE BUSINESS

CENTRE OF EXCELLENCE IN RESPONSIBLE BUSINESS (COERB)

Schulich has founded the Centre of Excellence in Responsible Business (COERB) to consolidate and enhance the school's position as a leader in sustainability. Founded in 2010 by Professors Andrew Crane, Bryan Husted and Dirk Matten, COERB strives to be a global leader in creating and disseminating new knowledge about responsible business. Further details about the Centre can be found in the 'Centres and Institutions' section to follow.

UNDERGRADUATE/GRADUATE SPECIALIZATION IN RESPONSIBLE BUSINESS

As of September 2012 the Schulich School of Business began offering BBA/iBBA students a Responsible Business specialization. The specialization offers students the chance to prepare themselves for the management challenges that lie ahead. The theme of responsible business cuts across sectors and across traditional business boundaries and this specialization enables students to focus on responsible business issues as they relate to different core business functions (e.g. strategy, accounting, marketing, etc.) and to different sectors (business, non-profit and public). The goal of the specialization is to create future leaders ready to meet some of the most urgent and complex challenges of business in the twenty-first century.

The Erivan K. Haub Program in Business and Sustainability (initially the Business and Environment program) was initiated in 1992 following an endowment by Erivan K. Haub, owner of the Tengelmann Group. The program rapidly expanded to include an MBA specialization in Business and Sustainability, and a Graduate Diploma in Business and the Environment run in conjunction with the Faculty of Environmental Studies

CONTINUED SUCCESS IN RANKINGS

The Schulich School of Business strives to be a leader in responsible business research, thinking and education and the School continues to be acknowledged for its excellence in achieving these aims. Schulich continues to excel in global business school rankings, particularly with those rankings looking at sustainability or corporate responsibility. Most recently the school was **ranked 1st globally** in the **2016 Corporate Knights Better World MBA ranking**. Corporate Knights is a strong advocate for responsible business, and publishes a quarterly magazine. The Knights Schools ranking evaluates MBA programs globally on how well they integrate sustainability into their curriculum and overall school experience. *The Better World MBA Ranking* measured business schools in three key areas: dedicated institutes and centres, core curriculum courses, and faculty research. Schulich scored 100% in the Institutes and Centres category; 80% in the Core Curriculum category; 97% in the Faculty Research – Publications category; and 100% in the Faculty Research – Citations category. According to *Corporate Knights*, Schulich “continues to be a worldwide leader in sustainability, with strong curriculum integration, a base of relevant research institutes and centres, and widespread faculty support.” Schulich’s **Centre of Excellence in Responsible Business (COERB)** is a global leader in creating and disseminating new knowledge about the social, ethical, environmental and political responsibilities of business, and is also one of the world’s largest and most influential academic centres dedicated to triple-bottom-line thinking.

<http://www.corporateknights.com/magazines/2016-better-world-mba-issue/2016-better-world-mba-results-14763351/>

In 2016, the school was ranked **1st in Canada, 19th among non-US schools, and 56th in the world** by *The Economist* in their global MBA ranking. Schulich was the only Canadian school to make the top 50. The Economist is a well-known weekly news magazine published out of London, England.

<http://www.economist.com/whichmba/york-university-schulich-school-business/2016>

Schulich’s MBA program was also ranked **1st in Canada, and 2nd in the world** in the *Beyond Grey Pinstripes 2011-2012* survey. Beyond Grey Pinstripes is an *Aspen Institute Center for Business Education* initiative and ranks MBA programs on their success in blending social and environmental stewardship issues into their curriculum.

<http://www.aspeninstitute.org/sites/default/files/content/docs/pubs/BGP%202011-2012%20Global%20Report-small.pdf>

The Schulich School of Business at York University was ranked **16th in the world and #1 in Canada** in the 2016 annual global MBA survey conducted by América Economía, the leading business magazine in Latin America. The América Economía ranking, titled “Best Business Schools for Latin Americans 2016”, rates leading MBA programs from around the world using a broad range of criteria, including Student Selectivity, International Experience and Diversity, Network Potential, and Emphasis on Innovation.

<http://mba.americaeconomia.com/indice/especial-ranking-mba-2016>

In addition to the above successes, Schulich's recent ranking highlights include:

- 1st in Canada and 24th in the world by *Expansion*, 2016, (MBA programs)
- 1st in Canada, 9th among non-US schools by *Forbes*, 2015 (MBA programs)
- 1st in Canada and 5th in the world by *The Economist*, 2015 (EMBA programs)
- 1st in Canada and 20th in the world by *Financial Times*, 2016 (EMBA programs)

For a full listing of rankings visit the Schulich website at: <http://schulich.yorku.ca/about/rankings/>

MINING SPECIALIZATION

The Schulich School of Business continues to offer MBA/IMBA students a Global Mining Management specialization. Schulich is well-placed to offer this specialization, not only as a leading school in sustainability globally but also specifically as a leading Canadian business school. Canada has a long history of mining and 80 per cent of the world's mining equity financings have been done on the Toronto Stock Exchange. The specialization is the first of its kind and provides a much-needed focus on the fundamentals of responsible mining practices, including community and government consultation. This specialisation is relevant to this report as one third of the program focuses on sustainability issues and challenges in the mining sector. The program will bring students closer to the sector by incorporating mine site visits, internships, attendance at industry events and strategic consulting reports on mining companies.

Official Website: <http://schulich.yorku.ca/specializations/global-mining-management/>

CENTRES & INSTITUTES

CENTRE OF EXCELLENCE IN RESPONSIBLE BUSINESS (COERB)

Founded in 2010, the Centre of Excellence in Responsible Business (COERB) is an academic centre at Schulich focused on triple-bottom-line thinking. Drawing on 40+ faculty experts from a diverse range of specializations, COERB examines the social, ethical, environmental and political responsibilities of business. The faculty boasts research strength in accounting, operations management, economics and strategy. Currently the Director of COERB is Professor Dirk Matten, who has also held the Hewlett-Packard Chair in Corporate Social Responsibility since 2007. Professor Matten is particularly known for his work on the changing role of the corporation in the global economy.

COERB has an Independent Advisory Council comprised of senior leaders with high level experience and knowledge of responsible business and who all embody a commitment to enhancing responsible business practice through education and research.

Throughout the year, COERB hosts multiple information sessions on sustainability, corporate social responsibility, ethics and responsible business for students to learn about related courses, research, career advice and other related opportunities at Schulich. In addition, COERB hosts lectures,

such as the November 2015 lecture by Dennis Fotinos, President & CEO of Enwave Energy Corporation, and panel discussions through their 'Responsible Business Dialog Series', which are outlined further in the 'Dialog' section of this report.

COERB MISSION CREATING AND DISSEMINATING NEW KNOWLEDGE ABOUT RESPONSIBLE BUSINESS.

- Enabling and inspiring managers, policy makers, students, academics, and consumers to integrate ethics, social responsibility and sustainability into the core of their decision making processes.
- Fostering a new generation of business leaders who will be equipped to chart a course towards a more just and sustainable society through responsible business.

COERB THEMES

- **Ethics, integrity and responsibility in business** – we make sense of the complex challenges facing managers in multiple stakeholder environments and offer thought leadership on issues of social responsibility, ethics, and good governance.
- **Sustainable enterprise** – in striving for a sustainable future, economic goals have to be balanced with wider social and environmental goals. We provide robust research-based guidance on the opportunities and risks posed by these challenges, and offer new insight on the delivery of sustainable enterprise across private, public and non-profit sectors

AFFILIATED RESEARCH UNITS

COERB affiliates itself with several research units at York University that have similar views towards the promotion of responsible business. These units include the Canadian Business Ethics Research Network (CBERN).

Additionally, COERB is affiliated with:

- The Hennick Centre for Business and Law
- Network for Business Sustainability
- York Collegium for Practical Ethics

Official Website: <http://schulich.yorku.ca/faculty-research/coerb/>

CANADIAN BUSINESS ETHICS RESEARCH NETWORK (CBERN)

Founded in 2004, CBERN aims to promote efficient knowledge transfer and partnerships in business ethics across various sectors. CBERN also aims to support work from inception to dissemination,

from graduate student research and fellowship opportunities to promoting the projects of established professionals.

CBERN'S PROJECTS AND INITIATIVES

Since early 2007, the Canadian Business Ethics Research Network (CBERN) has been actively involved in the **Naskapi Knowledge Needs Assessment/Mobilization and Community Well-Being Self-Monitoring project**. This project is aimed at fostering dialogue about major mining projects that will affect the indigenous Naskapi First Nations of Kawawachikamach (NNK) community located approximately fifteen kilometres northeast of Schefferville, Quebec. This research project aims to:

- Use information communication technology tools and curriculum development in the local school to enable greater understanding within the Naskapi Nation of current knowledge and tools with respect to mining and Aboriginal community development;
- To enable the establishment of community well-being self-evaluation in order to track outcomes over time.

Official Website: <https://www.cbern.ca/naskapi/>

CBERN hosted an academic conference, *Educating for Integrity*, at York University in November 2015 in partnership with the Center for Integrity in Business and Government, Central European University Business School and Schulich School of Business. The conference focused on how institutions can prepare individuals to lead with integrity and build and maintain cultures of integrity, including addressing challenges of corruption and bribery. Sessions included “*Integrity in Human Resource Management*”, “*Global Anti-Corruption University Project – Challenging Students to Become Agents of Change*”, “*Does it Matter if Stockbrokers Get Caught Cheating? Consequences of Misconduct on Careers in the Securities Industry*” and, “*Foreign Corruption: Differentiating Illegal from Legal Acts*”

THE HENNICK CENTRE FOR BUSINESS AND LAW

In February 2009, the Hennick Centre for Business and Law was founded after a generous gift from Jay and Barbara Hennick with a goal to promote joint business and law research, education and outreach in Canada. The Centre fosters collaboration between the faculties of the Schulich School of Business and Osgoode Hall Law School.

Throughout the year, the Centre organizes lectures and events on business, law and public policy issues. These programs provide a forum for students, faculty, and practitioners to learn about, and discuss, trends, policy issues and research in the business world. One such talk took place in November 2015 and featured Sergio Marchionne CEO of Fiat Chrysler and Chairman of Ferrari S.p.A. The event coincided with the 2015 Hennick Medal for Career Achievement being awarded to Sergio Marchionne for his leadership within the automobile industry. Harris is a graduate of York University's LLB '83 program.

HENNICK CENTRE'S ACCOMPLISHMENTS AND INITIATIVES

- In February 2015 the MBA/JD Conference “Higher Ground” was held at One King West, which focused on how technology and Innovation are driving change in business, law and media
- In November 2014 the conference “Understanding and Taming Public and Private Corruption” was held at Osgoode Hall Law School, which focused on corruption in business, finance, government and enforcement. The conference was organized in partnership with the student-run JD/MBA Association.
- The Bank of Canada’s Deputy Governor, Timothy Lane, gave a special lecture, “Building Trust in the Financial System” in March 2014, which highlighted the importance of good governance in the financial system and the economy more generally.
- In October 2013 Gregory Sorbara, a member of the Ontario legislature for 21 years as a Liberal MPP and recipient of the 2013 Hennick Medal for Career Achievement, gave a special lecture “Law, Politics and the Art of the Possible” at Osgoode Hall.
- The Hennick Centre for Business and Law develops innovative additions to the curriculum in business and law at Osgoode Hall Law School and the Schulich School of Business through advanced seminar courses, including the “Investor Protection Seminar” for upper-year law students and financial journalists. Another current course offering is “The Art of the Deal”, which provides an integrative experience for senior Osgoode J.D. and Schulich MBA students interested in developing a deeper and more practical understanding of the planning and execution of major business transactions. The central focus of the course is the extensive analysis and appreciation of significant, recent business transactions, such as mergers, acquisitions, joint ventures, initial public offerings and recapitalizations. Joint teams of MBA and J.D. students working with senior legal and investment banking practitioners are exposed to the intricacies and insights of the interaction of legal and business disciplines in practice.
- JD/MBA students are also provided the opportunity to participate in “LawWithoutWalls”, a groundbreaking international academic program organized by the University of Miami School of Law. Students work with students and faculty from leading law and business schools from around the world to conduct guided, collaborative research on a current problem in legal education or practice. In 2015, two Osgoode JD/MBA students received awards from the University of Miami School of Law’s innovative LawWithoutWalls program.
- The Hennick Centre hosted a lecture from John Kay, visiting professor at the London School of economics, in March 2013, to discuss his research and findings on the UK equity markets and its impact on long term business performance.

Official Website: <http://hennickcentre.ca/>

CENTRE FOR GLOBAL ENTERPRISE

In 2013 the Schulich School of Business launched the Centre for Global Enterprise, a one-stop consulting, research and teaching hub. The overall mission of the Centre for Global Enterprise is to stimulate Canada's economy by having more Canadian small- and medium-sized enterprises (SMEs) successfully doing business beyond Canada's borders and joining the global value chain. The Centre aims to develop new and innovative solutions for motivating, enabling and assisting Canadian SMEs to build on their domestic success to take advantage of global opportunities. The hallmark of the Centre will be its proactive and practical approach in seeking out potential market opportunities and potential entrepreneurial companies.

THE THREE PILLARS

- Knowledge Creation through close interaction among researchers, policy-makers and entrepreneurs leading to high quality research that has immediate relevance to businesspeople and policy makers;
- Knowledge Sharing through nation-wide networking and knowledge forums, as well as working/discussion papers; and
- Knowledge Application through faculty-led, student-executed consulting projects, as well as coaching and mentorship activities.

CGE RESOURCES AND ACTIVITIES

The Certificate in Managing International Trade and Investment (CMITI) was developed by the Schulich School of Business in partnership with Export Development Canada (EDC) to ensure that Canada has a cadre of young business people ready and able to assist Canadian businesses succeed internationally. The curriculum is based on the findings of a series of interviews done with international business professionals. From these interviews, it was apparent that there was a great need for new graduates to be able "hit the ground running" when hired by firms engaged in international business. Interviewees emphasized the desirability of developing in students a "global mindset" in which cultural awareness and sensitivity are key elements.

On June 24, 2015 the inaugural **RBC-Schulich Global Enterprise Forum *Success Without Borders*** was hosted at Schulich School of Business. The event brought together 70 small to medium-sized enterprises to discuss strategies for international growth. In addition to the panel and the coaching clinics, a valuable part of the event was the networking component, which connected attendees with each other for peer-to-peer learning and with Schulich students. The event ended with a keynote speaker, Peng Sang Cau, who came to Canada as a refugee from Cambodia and is now the President and CEO of Transformix Engineering, which she built from a local engineering service provider into a global concern that has customers in eight different countries.

Official Website <http://schulich.yorku.ca/centre-for-global-enterprise/>

TRANSPARENCY INTERNATIONAL CANADA

Transparency International Canada Inc. (TI-Canada) was launched in November 1996 and is managed out of the Business Ethics Office at Schulich. TI-Canada is a voluntary non-profit organization affiliated with more than 100 other national chapters, formed or forming, across the world. TI-Canada's purpose is to inform the business community, the government, and the general public of the effects of corruption in the international marketplace, and to provide support and resources for public and private sector initiatives to prevent corrupt business practices.

Official Website <http://www.transparency.ca>

YORK INSTITUTE FOR RESEARCH AND INNOVATION IN SUSTAINABILITY (IRIS)

Established in 2004, the York Institute for Research and Innovation in Sustainability acts as a hub for sustainability-related activities and research of York's ten faculties including the Schulich School of Business. The Institute is governed by a group of faculty, staff, students and alumni.

It is a university-wide interdisciplinary research centre dedicated to pursuing multifaceted approaches to the contemporary challenges of sustainability. The York University research community has a huge breadth and depth of expertise in sustainability and related issues. IRIS generates research collaborations and innovative ideas in a way that would not be likely to happen within the regular academic structure of the university.

IRIS' ACCOMPLISHMENTS AND INITIATIVES

- In 1999, UNESCO (United Nations Scientific and Cultural Organization) and York University established the UNESCO Chair in Reorienting Teacher Education towards Sustainability. The role of the Chair – Charles Hopkins, former Toronto Board of Education Superintendent of Curriculum – is to train institutions on including sustainable development in their teacher training.
- IRIS hosts a speaker series as a method of creating, and encouraging, dialogue between students and faculty concerned with issues of sustainability. In the 2014-2015 year the IRIS Speaker Series hosted such speakers as: Dr. Elizabeth Farnsworth, Senior Research Ecologist with the New England Wild Flower Society, who spoke on conserving the rich flora of Eastern North America.

Official Website <http://iris.info.yorku.ca/events/>

- IRIS undertakes research projects at the campus, regional, national, and international levels.

Official Website <http://iris.info.yorku.ca/projects/>

- Partnering with Planet in Focus, Osgoode Environmental Law society and Climate Consortium for Research Action Integration, in 2012 IRIS presented the first annual Focus on Sustainability

Film Festival focused on water. In addition to films, the event provided a forum for students, filmmakers, academics and environmental activists to connect. Subsequent festivals have focused on food (2013) and oil (2014).

- Several Schulich faculty currently serve on the IRIS Executive (Irene Henriques) and as Senior Fellows on IRIS, including Markus Biehl, Associate Dean of Academics and Perry Sadorsky, Associate Professor.

IRIS' PARTNERS

Iris has partnerships with a range of educational institutes and community partners. Below is a listing of a select few.

Learning for a Sustainable Future (Institute Partner)

- UNESCO (Institute Partner)
- Climate Justice and Water Management (CCAA) (Project Partner)
- Transnational Business Governance Interactions (Partnership Development Grant)
 - Arizona State University
 - The State University of New York
 - The London School of Economics and Political Science
 - International Social and Environmental Accreditation and Labelling Alliance
 - European University Institute
 - Hague Institute for Internationalization of Law

Official Website <http://www.iris.yorku.ca/about/>

THE SIX PRINCIPLES OF PRME

PRME is focused on six principles. What follows below is a summary of Schulich's research, events, courses and other initiatives and policies that pertain to each specific principle.

PRINCIPLE 1: PURPOSE & PRINCIPLE 2: VALUES

Principle 1: "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."

Principle 2: "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."

The Schulich School of Business strives to help build our students into responsible business leaders: leaders who take a rounded view of business by incorporating elements of the triple bottom line into their business actions. That is, students are trained to think of the social, environmental and economic implications of their actions and incorporate them into their business choices.

The school incorporates responsible business thinking into all its courses. Courses as varied as organizational behaviour, finance and operations management keep social, environmental and economic responsibilities as key priorities underlying. New, relevant courses, specializations and programs are continually being developed to ensure Schulich remains at the forefront of responsible business education.

Evidence of Schulich's success in accomplishing our purpose can be seen in our successful rankings, participation in activities and organizations centred on sustainability, and the career paths of students who have pursued careers in sustainable business.

UNDERGRADUATE COURSES FOCUSED ON RESPONSIBLE BUSINESS.

The BBA at Schulich includes a number of mandatory ('core') courses. It is the belief of the school that every course should be taught from a holistic point-of-view. That is, financial, social and environmental impacts should all be taught to be valued equally. Core courses that particularly demonstrate these values include:

MGMT 1000: Managing Contemporary Enterprise

This core course covers management concepts and theories on a wide range of topics (e.g. strategy, marketing, finance, sustainability, ethics) all within a "Sustainability Mindset" highlighting the societal, economic and environmental context of contemporary business. It provides a solid foundation for helping students develop the general management skills (e.g. teamwork, decision making) required for succeeding in the dynamic workplace of the 21st century.

MGMT 1040: Ethics, Social Responsibility and Sustainability in Business

This core course introduces students to the role of ethics, corporate social responsibility and sustainability in management. In recent decades, the importance of ethics and social responsibility and sustainable economic development has become increasingly clear both for local and global economies and firms. The purpose of this course is to encourage a basic understanding of why this is the case and what it means for good management in the 21st century. Tools and skills required for the application of these frameworks in all aspects of business will be developed.

FINE 2000: Introduction to Finance

Students learn about investment and financing in this core course. The investment decision allocates scarce resources to projects in the organization, and involves asset valuation, capital budgeting, risk management, working capital management and performance assessment. The financing decision chooses sources of cash to finance the investment decisions and involves capital structure, financial

instruments, the risk-return trade-off, financial planning and the cost of capital. Ethical considerations and management in the global context are integrated into these topics.

In addition to core courses, Schulich undergraduate students have the opportunity to specialize in a topic of their interest. These areas include Responsible Business, International Business and Strategic Management. In completing a specialization students must accumulate the equivalent of four full courses worth of classroom hours. Students are permitted to take courses both from within the Schulich School of Business and other York faculties such as the Faculty of Environmental Studies and Faculty of Liberal Arts and Professional Studies.

A selection of key elective courses that demonstrate Schulich's commitment to responsible business are listed below.

INTL 3400 Organisational Sustainability

This course takes a "triple bottom line" approach, defining sustainability in business as balanced progress towards economic performance, social justice and environmental quality. Throughout the weekly sessions and assignments, students will critically examine sustainability drivers, organizational conceptions of sustainability, strategic approaches to value creation and the challenges and opportunities of implementing a sustainability vision. The course is focused on unearthing the underlying assumptions of various approaches, as well as considering the managerial implications of adopting a sustainability framework.

INTL 3500 International Business Ethics

Business in the twenty-first century faces a rapidly evolving global business environment, characterized by a heightening of attention to the ethical responsibilities of corporations. Consumers and pressure groups are increasingly demanding that firms seek out more responsible ways of doing business. The media aims a constant spotlight on corporate abuses and malpractices. And many leading firms have recognized that being ethical (or at the very least being seen to be ethical) is good for business in the long term. Therefore, ethical issues now confront organizations whatever line of business they might be in, and balancing the competing demands of multiple stakeholders is a key requirement for effective organizational management in the global economy.

This course will develop students' knowledge about the ethical issues facing corporations in the global economy from the perspective of different stakeholder groups. Dealing with a range of controversial business practices, such as outsourcing to sweatshops, polluting the environment, paying bribes, and colluding with competitors, the course will develop tools and frameworks for understanding and assessing such practices, and evaluating ways of managing business ethics in a more effective way.

MGMT 4300: Corporate Social Responsibility in a Global Context

This course provides an advanced understanding of CSR by taking a distinctly global focus through readings and case analysis. The global focus not only reflects the main themes and issues raised in CSR

debates, but also enables the student to appreciate the topic from the perspective of various regional settings. The emphasis is on providing a conceptual understanding of why CSR has become so important and a basic overview of how corporations have responded to this challenge.

ORGS 4400: Managing Contemporary Enterprise

This course extends the basic frameworks and theories of Organization Behaviour into the context of international business, using fundamental OB concepts, including mind-sets and identities, interests and power, organizational roles and design, to enable students to work more effectively in terms of teams, leadership, motivation, negotiation, ethics, and organizational learning in cross-border business.

MGMT 4400: Sustainability Reporting and Management Decision-Making

This course explores and critiques the reporting of sustainability information by organizations and the use of this information by stakeholders (including management). The course examines the theory underlying sustainability reporting and its implementation in standards such as those produced by the Global Reporting Initiative and evaluates current sustainability reporting against these benchmarks.

For a full listing of courses available to undergraduate students, see the Schulich website at *Core Curriculum Overview and Specializations*: <http://schulich.yorku.ca/programs/bba/details/>
BBA/IBBA Viewbook: <http://schulich.yorku.ca/wp-content/uploads/2016/07/Schulich-Viewbook-2017-18-web.pdf>

GRADUATE COURSES FOCUSED ON SUSTAINABILITY AND RESPONSIBLE BUSINESS.

Like the undergraduate program at Schulich, graduate students take core courses designed to incorporate the triple bottom line into the curriculum. These courses are focused on teaching future business leaders the skills necessary to incorporate responsible business values into their work. Found in the first year of the program the courses are listed below.

MGMT 5150: Skills for Leadership and Governance

This is a first-semester core MBA course designed around the notion of the triple bottom line solution to business problems. The course is designed to teach students the thinking and reflective skills required for business leadership. Students are encouraged to take a holistic view of business issues, examining the environmental, social and economic impacts of their decisions on the local and global community. This course develops the thinking and reflective skills required for leadership in a turbulent world. Drawing on complexity science, the course applies a multiple perspectives framework to challenge embedded assumptions and advance students' ability to think creatively, analytically and strategically. Students learn to identify and reframe complex problems more effectively, and to develop and communicate actionable solutions compellingly.

MGMT 5260: Managing Value Creation

This is a second-semester core course focusing on value creation through management action in a multi-level, multi-actor environment. Creating value is a core purpose of any organization, whatever industry

or sector it may be in. It is also a key driver of social welfare and economic growth in our societies. We explore questions such as what is value, how is value created, and what and who drives value towards which ends? Locating the business enterprise within the value creation process, we link it to the role of various actors such as government, NGOs, consumers and employers.

ORGS 5100: Organizational Behaviour

This first-semester core course focuses on the social and ethical impacts of the relationship between organizational performance and the behaviour of individuals, groups and overall organizations. Students are introduced to new ways of dealing with issues ranging from ethical use of organizationally based power and technological change to workforce diversity. The course will stress the importance of synthesizing multiple perspectives and critical thinking, analysis and action. One of the objectives of the course is to promote a high standard of ethical, forward-looking leadership, organizational effectiveness, and positive interpersonal relations. Topics discussed in this course include, but are not limited to: 1) Power, Politics and Ethics; 2) Social Influence, Socialization and Culture; 3) Organizational Structure, Environment, Strategy and Technology; 4) Personality and Learning, Perception, Attribution and Judgement of Others; 5) Values, Attitudes, and Work Behaviours; 6) Organizational Change and Development and Innovation; 7) Leadership and 8) Conflict and Stress.

Similar to the undergraduate program, graduate students have the opportunity to specialize in an area of their interest. For graduate students, these specializations include Business and Sustainability (to be detailed below), Public Management, Social Sector Management and Leadership and Global Mining Management. The following is a sample of courses that students can take to work towards such specializations.

BSUS 6200: Managing Ethics & Social Responsibility

This course explores the social and ethical challenges facing contemporary organizations and develops the knowledge and skills necessary to manage these challenges effectively. The emphasis is on enhancing personal moral insight, developing individual and organizational strategies for dealing with social and ethical problems, critically evaluating relevant tools, and managing for global corporate responsibility.

BSUS 6300: Management Practices for Sustainable Business

This course provides a detailed review and analysis of the environmental and stakeholder management tools and techniques used by managers. The course considers how these techniques fit together to form management systems and examines their underlying assumptions, approach and role in managerial decision-making. Techniques include environmental management systems and audits; product life-cycle analysis and design for the environment; social and environmental reporting; sustainability and organizational change and stakeholder approaches to management.

BSUS 6500: Business Strategies for Sustainability

All organizations impact the natural and social environment. However, it is only recently that sustainability, social and environmental challenges have become strategic issues for business and its managers. For an increasing number of companies, sustainability in social, environmental and economic meaning is now an integrated part of organizational strategy formulation and implementation. Through a series of 'live cases' this course is designed to introduce students to the critical strategic and managerial issues in developing, implementing and adapting strategy to create environmental, social and economic value.

BSUS 6600: Sustainability and Carbon Finance

This course introduces the problem of climate change and analyzes the new carbon markets and financial instruments being developed to provide incentives for companies to reduce their greenhouse gas emissions. In particular, the course emphasizes the drivers behind carbon finance, the current state of carbon finance, and the likely direction carbon finance is to take in the future.

BSUS 6950: Ethics and Finance

This course will examine the role of ethics in the finance industry. It will look at the need for ethics in finance, codes of ethics, and ethical decision making. Tools for identifying ethical issues and making ethical decisions will be introduced and evaluated alongside an examination of ethical issues in financial services, financial markets, and financial management in non- financial organizations.

MGMT 6600: Social Innovation and Structure of Global Poverty

This course teaches students to perceive opportunities for social innovation based on a profound understanding of the global systems that create poverty. It examines many different industries and countries, with poverty and poverty alleviation as the unifying themes. Students develop concrete proposals for social innovation, building leadership and value creation skills.

SOCM 6200 3.00 LEADERSHIP IN SOCIAL SECTOR MANAGEMENT

This course discusses contemporary challenges facing leaders in the social sector in both Canadian and international contexts. The course is suitable for those who wish to develop leadership skills as either a senior manager or a board member. The course is team-taught, involves sectoral speakers and live cases, and offers flexibility in assignments.

SOCM 6400 3.00 SOCIAL PURPOSE INVESTING & FINANCE

Social impact investing, including microfinance, is an increasingly used tool within traditional finance, social enterprise, not-for-profit and international development spheres. This course takes an international and structural approach to considering the historical context of its origins, the operations

of a microfinance institution, the investor's due diligence and monitoring of an impact investment, and the field's current issues and developments.

SOCM 6960: Financial Management and Business Planning in the Nonprofit Sector

This course is directed at the student who is planning a career in senior management in a nonprofit sector organization, or the student who wants to learn the necessary skills to serve as a responsible and effective board member of nonprofit organizations. The course focuses on the relationships between the CEO, senior functional managers, the Chief Financial Officer, the external auditor and the Treasurer of the Board in a variety of nonprofit organizations, and enables students to gain skills in the areas of governance, accounting practices, financial operations, planning processes and program/organizational evaluation in nonprofit organizations.

PROP 6550: Sustainable Cities: Urbanization, Infrastructure, and Strategic Choices

The course provides an understanding of issues related to the pace of urbanization across the globe and the impact on the demand for new infrastructure. The challenges for both developing and developed countries is examined from the perspective of potential new strategies, new technologies, new business models and new financing techniques that can begin to make a difference in addressing a full range of infrastructure needs. In terms of sustainability, this will include an understanding of the demand side and supply side, cultural factors, and the policy framework.

For more information on Graduate level courses available see the Schulich website at

Core Curriculum Overview and Specializations: <http://schulich.yorku.ca/programs/mba/details/>

MBA Program Viewbook (2016): https://issuu.com/schulichschool/docs/mba_viewbook_final_lowres_singles/1?e=25852679/38392684

PHD AND EMBA COURSES FOCUSED ON SUSTAINABILITY AND RESPONSIBLE BUSINESS.

PLCY 7900.030 Business, Society, and Global Governance

This course is a new offering at the PhD level. It addresses social, ethical, environmental and political dimensions of business, and draws from, and contributes to, a range of theoretical and empirical traditions. This course provides students with the opportunity to gain an in-depth understanding of the richness of scholarly research in business and society, with a particular emphasis on its relationship to global governance. Students taking the course will also develop insights into how one can make a theoretical, methodological, and practical contribution to the management literature through business, society and global governance research. Specifically, by the end of this course you should be able to:

- Understand, recall, and explain core texts in the field of business, society and global governance
- Evaluate and critique research in the field.

- Recognize and contribute to leading edge theory and research in the field.

The course develops students' understanding in three main areas:

(i) Foundational theories and concepts in business, society, and global governance. Here, students will study core areas such as the purpose of the corporation, theories of corporate social responsibility, stakeholder theory, and global business governance.

(ii) Research perspectives on business, society, and global governance. In this part of the course, students will have the opportunity to explore the contributions and challenges of alternative approaches to business and society research such as economic and political perspectives, normative approaches, international comparative research, and psychological perspectives on business and society.

(iii) Research contexts and issues. Finally, students will examine research that addresses specific contexts and issues, namely social entrepreneurship, cross-sector partnership, and business sustainability and environmental governance.

EMBA 6450: STRATEGIES FOR BUSINESS SUSTAINABILITY

This course is a new developed offering on the Kellogg-Schulich Executive MBA. It starts from the observation that business has been the source of tremendous economic growth, creating opportunities for many across the world to live better, healthier, and more prosperous lives. However sustainability challenges, including climate change, pollution, water scarcity, poverty, and human rights pose significant threats to our prosperity and to the ability of business to flourish. Smart businesses have recognized the need to understand and respond to these risks, but also to seek out new opportunities in the sustainability oriented markets of the future. This course enables participants to think about these sustainability risks and opportunities in terms of business strategy. It is designed to help executives become 'future fit' and adept at making their organizations resilient through the development, implementation, and adaptation of strategy to simultaneously create environmental, social, and economic value.

ERIVAN K. HAUB PROGRAM IN BUSINESS AND SUSTAINABILITY

Business operates in an increasingly complex setting. Environmental and social concerns are at the forefront of the new issues, which are stretching the responsibilities of business and demanding new types of management thinking. These concerns first affected established industries in forestry products, chemicals and mining sectors. Today, however, they are impacting other manufacturers, retailing and service industries, and the financial sector.

One of the first of its kind in North America, the Erivan K. Haub Program in Business and Sustainability at Schulich is at the cutting edge of current best practice. The Business and Sustainability specialization equips students for general management and senior corporate positions, as well as for work in specialist environmental management or consulting posts. The faculty members from Schulich School, York's Osgoode Hall Law School and the Faculty of Environmental Studies, come together to make this program a success. Students can earn a specialization by taking four elective courses focused on sustainability.

The Program is characterized by three key elements:

- An international perspective - dealing with issues of relevance to the developed and developing world.
- A real-world focus - concentrating on a practical approach to which future business people can relate.
- Contemporary insights - into what is happening today and what will happen tomorrow in leading businesses.

The result is a timely and innovative curriculum that strikes a successful balance between theoretical analysis and practical application.

MBA and Master of Environmental Studies (MES) students may also work towards a Graduate Diploma in Business and the Environment, concurrent with their graduate degrees.

PRINCIPLE 3: **METHOD**

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

STUDENT LEADERSHIP ROLES

There are ample institutionalized leadership opportunities at Schulich for elected and appointed governance roles, as well as executive positions within accredited student clubs and organizations. These formal titles provide incentive for student involvement, since those names are to assume leadership roles while working closely with faculty, staff, recruiters, alumni and fellow students. These roles provide students with the opportunity to put into practice their learned management, leadership and conflict resolutions skills amongst others such as budgeting and marketing. Student leadership roles involve representing the School in the community and interacting with business leaders from various sectors. In addition, student clubs and associations frequently organize networking events, seminars and workshops and give students the opportunity to increase involvement in a specific industry. Though

student organizations are dependent on community and business leaders for their participation in our many events these are not one-way relationships. Student organizations frequently engage in activities and initiatives that are for the greater good of the community such the Graduate Business Council's Buddy Program, annual food drive for the local food bank, and student participation in habitat for humanity.

Programming carried out by the undergraduate and graduate business councils also work to celebrate and engage with the high level of cultural diversity within the student population. For example, the Graduate Business Council hosts an annual Culture Crawl event each October to celebrate the diversity of the student population. During the event over 200 students showcase the artistic and culinary delights of their home country.

CASE COMPETITIONS

Schulich School of Business students actively participate in case competitions, both internally and externally, on a domestic and national level. The School encourages students to participate by establishing a training team coached by Schulich faculty members to prepare students for competitions. In addition, partial funding is available to help with the cost of travelling to international locations to compete in pre-approved and pre-selected competitions.

Many of the competitions students participate in have a responsible business aspect to them. Internally, Schulich has a 'Dean's Cup' which is awarded each academic year to a winning team after a series of case competitions. Each competition has a different focus and these are finance, marketing, strategy and sustainability. In order to succeed in the competitions, students should approach each case with a triple bottom line solution to the problem.

Externally, Schulich students compete both within Canada and internationally. Past successes for Schulich teams in external case competitions include:

- 2016: Schulich placed 2nd overall at the sixth annual Developers' Den case competition hosted by Schulich's Real Estate and Infrastructure Program and sponsored by RealNet Canada.
- 2016: A Schulich MBA team, competing against 24 teams from around the world, is one of three teams to present at the final round of "The Business for a Better World Case Competition during the World Economic Forum in Davos, Switzerland in late January. The team placed third.
- 2016: Schulich placed 3rd at the MBA Games. The annual competition brings together over 20 teams, comprised of over 700 students from across Canada to compete in academic, spirit and sport competitions. In 2015, Schulich won the event for a sixth time.
- 2016: A team of Schulich and Brock BBA students placed 2nd at the seventh annual Focus 2040 student competition. The national competition asks Canadian postsecondary students to present their views of how the world will look in 2040.
- 2016: Schulich MBA student team placed second in Wharton's MBA Impact Investing Network and Training (MIINT) case competition. The first time a team from a Canadian school has competed in Wharton's five-year-old international impact investing case competition

CLASS MATERIALS AND RESOURCES

Schulich instills the principles of responsible business leadership into students through all of our courses. A particular focus on these issues is found in MGMT 1000, MGMT 1040, MGMT 5150, MGMT 5260 and ORGS 5100 (all of which were previously discussed under Principle 1). In MGMT 5150, for example, students have a series of guest speakers who focus on particular areas of interest such as negotiation skills, healthcare, etc. For example, in January 2014 Kaz Flinn, VP of Corporate Social Responsibility at Scotiabank spoke to the class and other guests on developing strategic, social initiatives. Through in-class activities and interaction with classmates and guest speakers, students are given a chance to interact with environmental, social and ethical lines of thinking and to learn from each other through discussion.

The '601' (Strategy Field Study), a mandatory graduate level course, is also another means that Schulich provides to allow students to put triple bottom line thinking into practice. The 601 is detailed later in this report in the 'Projects' section.

In addition to the extensive exchange opportunities made available for students, Schulich also offers an international a Study Course in Chile and Peru in the Winter semester. Students of the graduate level course spent the 10 days participating in lectures, in-class discussion and company visits, which ranged from mining, agriculture and non-profit organizations in Santiago, Valparaiso, Vina del mar and Lima.

On September 30th, 2016, The Schulich School hosted an official ground-breaking ceremony in late September to kick-off construction for our new, \$50-million Graduate Study and Research Building. The 67,000-square-foot building, set to open in late 2017 and designed to be one of the most environmentally sustainable academic buildings in Canada, will create new space for graduate students and will become the new home for a number of graduate studies programs.

The new Graduate Study and Research Building will allow the School to pursue our vision of becoming one of the world's top management research schools while creating a dynamic learning environment for graduate students. The building will house Schulich's many Centres of Research Excellence, including the newly established Brookfield Centre in Real Estate and Infrastructure and the Centre of Excellence for Responsible Business, as well as future Centres of Excellence where Schulich is among the leading schools in the world. The new building will also provide the space needed to develop innovative new Master's-level degree programs designed to keep Schulich at the forefront of management education in the decade ahead.

The new building will merge with and link to the existing, award-winning Seymour Schulich Building and feature extensive outdoor courtyards, green roofs, radiant heating and operable windows with bird-friendly glazing. One of the first to buildings in Canada to use the principles of Thermally Active Building Design (TABS), the building will maximize natural ventilation and solar energy harvesting while minimizing unwanted solar heat gain. A 27-metre-tall solar chimney will provide free cooling and ventilation in spring and fall as well as passive solar preheating of mechanical air ventilation in winter. The new building will be targeting LEED Gold Certification.

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.”

Research is a key part of encouraging responsible business education. Facing a business environment that is rapidly changing, the Schulich School of Business must ensure we remain at the forefront of sustainable and ethical business practices and, successfully being able to do so is reliant on remaining abreast of the current atmosphere, working practices and beliefs in a variety of sectors. Our world-renowned faculty takes on research on ethics, sustainability and CSR that is unrivalled in its depth, diversity and quality.

Schulich houses several specialized research units that all work to further responsible business thinking. The first is the Schulich Responsible Business Intelligence Unit, established in 2014, which develops survey methodologies to rank companies based on their commitment to responsible business practices. The Responsible Business Intelligence Unit partnered with *Expansión*, Mexico’s leading business magazine, and created an annual Responsible Business ranking of Mexican corporations, published in its November CEO edition for the past three years. Presently, the Unit is negotiating an agreement with an Indian business publication to develop a survey methodology for a Responsible Business ranking of Indian corporations for 2017/2018. In addition to devising methodologies and creating rankings, the Unit also provides in-depth analysis of the ranking results.

The second is the Schulich Social Sector Management Program, designed to build the capacity for effective management and leadership in the non-profit sector and the broader social sector through research and education. Today their over 1500 graduates of the social sector program(s) working in the non-profit sector in Canada and internationally, and a large pool of university and adjunct faculty teaching and researching in the area. Students from Canada and around the world study at Schulich to learn to deal effectively with the challenges posed by this rapidly expanding and very complex sector. The program’s goal is to continue to develop strong, creative, flexible and visionary leaders who are capable of enhancing the quality of community life, and building and fostering civil society around the world."

The third specialized research unit is the Schulich Public Interest Accounting Group, focusing on the environmental, ethical, professional and social aspects of the field of accounting. The unit conducts research on accounting topics and works to determine their public interest and policy implications.

The fourth specialized research unit is the Schulich Sustainable Supply Chain Research Initiative with a threefold purpose: to provide leadership for the design, execution and evaluation of sustainable

supply chains to decision makers in industry, government and NGO's; to determine best practices in sustainability and to improve the quality of the analysis used in sustainability research.

NEWLY FUNDED PROJECTS

Schulich researchers continue to successfully secure external funding from Canada's Federal Tri-council agencies. The Tri-council agencies are the major source of funds for research and scholarship within Canadian academic institutions. Schulich faculty members primarily receive funding from The Social Sciences and Humanities Research Council (SSHRC) and The Natural Sciences and Engineering Research Council (NSERC). This year's achievements are exceptionally brilliant as Schulich gains its first Canada Research Chair.

Canada Research Chair in Entrepreneurial Innovation and the Public Good

Theodore J. Noseworthy

The proposed research programs under the tenure of this chair will advance our understanding of how consumers respond to innovation. The goal is to develop theory while informing business and policymakers not only about the benefits of properly communicated innovation, but also about the potential costs to susceptible consumers and society. This chair position coincides with an infrastructure grant from the Canadian Foundation for Innovation (CFI) to develop a world-class behavioural lab (The Innovation, Design, and Consumption Laboratory). The CRC/CFI combination presents an ideal balance to help Dr. Noseworthy examine three of his most pressing research programs: (1) how marketers can better communicate disruptive innovation, (2) how consumers may be susceptible to certain food innovations, and (3) how behaviours alter with introduction of certain monetary innovations. This CRC position was designed to help combat Canada's innovation deficit by helping the private sector transfer knowledge into sustainable commercialized products and services to grow the economy.

Moral Reasoning, Social Preferences, and Honest Reporting

Principal Investigator: Sylvia Hsu - Co-Investigator: Janne Chung

The purpose of this project is to examine the interaction between moral reasoning and social preferences in individuals' ethical decision making. Conventional economic theory suggests that ethics is of "no value" in self-interested agents' decision making. However, recent empirical research shows that a proportion of ethical people forego economic payoffs in preference of behaving ethically. Because of social preference concerns, individuals' behavior may differ from that predicted by agency theory. In contrast to conventional economics theory, social psychology suggests that individuals' decisions are influenced by moral motivation. When individuals resolve ethical dilemmas, they evaluate two important moral concerns: harm/care and fairness. Kohlberg (1969, 1976) proposes a cognitive moral development model to theorize the cognitive aspect of moral decision making. The objectives of this project are to address two previously untested research questions by integrating the economics and social psychology literature. First, how does distributional fairness affect the ethical decisions of individuals with different moral cognitive processes? Second, when facing different levels of monetary payoff for misreporting, how do managers with different levels of moral reasoning provide financial reporting? The results will contribute to business and ethics research and provide implications for business management in enhancing moral behavior.

Social Impact Research Lab

Principal Investigator: Geoffrey Kistruck

The Social Impact Research Lab (SIRLab) is a newly formed partnership based at the Schulich School of Business, York University. It is a collaborative effort comprised of three primary types of actors; (1) strategic management scholars from developed country institutions (i.e. Canada, U.S.) that possess a passion for designing and pilot testing theoretically-based improvements to poverty alleviation models, (2) management scholars from developing country institutions (i.e. Ghana, Tanzania) that possess a desire to strengthen their knowledge of current management theories and combined qualitative and quantitative research methodologies in the context of poverty alleviation, and (3) non-profit organizations and social enterprises (i.e. CARE, Technoserve, Accion) who are willing to acknowledge shortcomings in their existing programming, and to experiment with potential solutions in order to achieve greater impact and efficiency in the scaling of their overall efforts. Thus, the overarching goal of the SIRLab partnership is to build stronger networks between both academic and non-academic audiences from diverse contexts for the direct sharing and co-creation of knowledge with regard to the role of business in poverty alleviation.

Effects of National Level Trust on Bank Risk Taking, Performance and Financial Reporting

Principal Investigator: Kiridaran Kanagaretnam - Collaborator: Gerry Lobo (University of Houston)

The most recent financial crisis has been characterized by many as trust crisis. The opportunistic behavior of bank managers has eroded the trust in banks and bankers, and is an important reason for the stock market collapse during the crisis. Given the importance of trust, the primary objective of our research program is to study whether and how national level trust influences bank financial reporting, risk taking and performance. We plan to address these questions by analyzing a sample of banks from over 70 countries during the period 2000-2006 (prior to the financial crisis) and the period 2010-2014 (after the crisis).

Simulation-Optimization Methods and Modelling-to-Generate Alternatives for Planning Under Uncertainty

Principal Investigator: Julian S. Yeomans

Simulation-optimization (SO) is a computational approach for incorporating significant uncertainties into the determination of best solutions to complex planning problems. This research will investigate a variety of methods that improve the performance of SO both by decreasing its computing time and by producing better quality solutions. Furthermore, most large, "real world" applications typically contain components that are very difficult to incorporate into corresponding computational models and tend to be riddled with unquantifiable design specifications. While mathematically optimal solutions might provide the best solutions to these modelled problems, they are generally not the best answers to the underlying "real" problems as there are invariably unmodelled objectives and unquantified issues not considered during model construction. Hence, in practice, it is considered more desirable to generate a number of very dissimilar alternatives that supply completely distinct perspectives to the formulated problem. In response to this multi-solution creation requirement, several approaches referred to as modelling-to-generate-alternatives (MGA) have been developed. This project will demonstrate that SO can be used as an effective MGA method for large-scale policy planning under uncertainty.

RESEARCH PROJECTS

A sample of recent research projects undertaken by Schulich faculty members follows.

- *Values, Authenticity and Responsible Leadership*, Ellen Auster and R. Edward Freeman

- *The Impact of Corporate Social Responsibility on Multinationality Multinationals are in Danger of being 'stuck in the middle' of CSR*, Yuval Deutsch and Cyril Bouquet
- *The Safety Case for Business: A multi-stakeholder Examination of Best Practices and Health and Safety Outcome*, Mark Pagell, David Johnston and Markus Biehl
- *The Corporation as a Political Actor*, Andrew Crane, Dirk Matten and Jeremy Moon

RESEARCH PAPERS

The following is a sample of recent research papers written by Schulich faculty members.

“The Trouble with Stock Compensation” Deutsch, Yuval

Using equity to compensate outside board members has become a popular practice. The theory goes that if directors are paid with stock, they will have a stronger incentive to protect the interests of shareholders. But does investor advocacy for a compensation scheme that aligns the interests of the board with those of shareholders usurp the interests of other constituencies — such as the environment or society at large — that may not have an obvious connection to shareholder value creation?

This question comes amid recent public outcry over business actions that have had a negative impact on societal and environmental interests — such as BP’s oil spill in the Gulf of Mexico in 2010 or the 2008 financial crisis. Surprisingly, despite the growing prevalence of corporate social responsibility (CSR) in business over the past decade, the question of whether compensating the board with stock has any adverse impact on such responsibility remains largely unanswered.

Our research set out to investigate the relationship between outside director compensation and corporate social performance. We looked at both social performance ratings and director compensation data for more than 1,100 U.S. public companies between the years 1998 and 2006. (A full description of the study was published online in August by the *Journal of Business Ethics* in an article titled “Compensating Outside Directors With Stock: The Impact on Non-Primary Stakeholders.”)

Our analysis produced some intriguing results. While companies in our sample with high levels of outside director stock compensation in a given year exhibited higher financial performance in later years, they also showed lower levels of responsibility to communities as measured by their charitable giving, relations with indigenous peoples, community employment and economic development, and support for basic public services. A similar effect was evident with environmental performance, where companies with higher rates of outside director stock compensation later exhibited higher pollution levels, higher use of toxic and ozone-depleting chemicals, higher instances of environmental fines, lower use of recycled materials and alternative fuels, and higher revenues from products with environmentally destructive outcomes. Finally, companies with higher outside director stock compensation tended to perform less well on human rights measures in subsequent years and demonstrated greater involvement in “sin” industries — alcohol, tobacco, gambling, nuclear power and firearms.

Journal Title: MIT Sloan Management Review (with Valente, M.) Volume: 54 Edition: 4 Page Numbers: 19-20.

“Internal Auditing and Corruption within Government: The Case of the Canadian Sponsorship Program”

Neu, Dean and Everett, Jeffrey

This study investigates the practices of auditing in the context of systemic public sector corruption. We focus on the Canadian federal government's sponsorship program, an advertising program aimed at countering separatism in the province of Quebec. As much as \$50 million of the \$338 million allocated to the program went missing, most being diverted to the campaign coffers of the governing Liberal party via a network of corrupt business executives, politicians, and government bureaucrats (Kroll, Lindquist and Avey [2005](#); Fraser [2007](#)). Based on a variety of documents associated with a major government inquiry into the scandal and an in-depth interview carried out with one of its central figures, the study examines the activities of government auditors and those hired to assist them. The analysis illustrates how political considerations frame, enter into, and are exercised through audit judgments, thereby making it difficult to detect and report on potentially corrupt activities.

Journal Title: Contemporary Accounting Research Volume (with Rahaman, AS.): 30 Edition: 4 Page Numbers: 1223-1250

“The Evolution of CSR Reporting: A Longitudinal Study of Canadian Firms” Thorne, Linda

Our paper explores the evolution in the reporting of Corporate Social Responsibility (CSR) for 115 Canadian firms (51 cross-listed on U.S. stock exchanges) throughout the seven year period of 1999–2006, which was the period before and after *SOX and Bill 198 were enacted, resulting in a period of increasing pressure for CSR and CSR disclosure* (Ballou, Heitger, & Landes, 2006). We examined CSR scores for Canadian firms listed only on Canadian stock exchanges and for Canadian firms cross-listed on U.S. exchanges. During this period, our analysis shows an overall decrease in CSR scores for all Canadian firms in our sample, and for both our subsamples of firms: Canadian firms cross-listed on U.S. stock exchanges and Canadian firms listed only on Canadian exchanges. Our analysis suggests that as a result of increased scrutiny facilitated by the regulatory changes, CSR disclosures become more transparent and comprehensive: CSR Strengths and CSR Weaknesses Scores both declined after 2002 resulting in an overall decline in Total CSR scores. Implications for research and practice are discussed.

Journal Title: Research on Professional Responsibility and Ethics in Accounting (with Mahoney, L.) Volume: 17 Page Numbers: 79-96.

“Seeing through smoke and mirrors: A Critical Analysis of Marketing Corporate Social Responsibility”

Holzinger, Ingo

This study adopts a critical management studies perspective to appraise the phenomenon of marketing corporate social responsibility (CSR). Views emerging from critical management studies are particularly beneficial for a project of this scope due to their ability to render visible the hidden ideologies that are the corollary of corporate marketing of CSR initiatives. Slavoj Zizek's concept of false consciousness of ideology elucidates the dynamics of this enactment. This paper concludes with a discussion of the contributions a critical management studies perspective can impart on to discourses regarding

corporate marketing and CSR, and provides some consideration of the implications these arguments pose for practice.

Journal Title: Journal of Business Research Volume (with Prasad, A.) Volume: 66 Edition: 10 Page Numbers: 1915-1921.

“The business firm as a political actor: A new theory of the firm for a globalized world” Matten, Dirk

The state governance system seems to be incapable to address sufficiently global public goods problems or to regulate global business so that the public interest is served. At the same time, international governmental organizations are unable to fill the governance gap while nongovernmental organizations (NGOs) criticize the behavior of business firms along their supply chains. Therefore, business firms are confronted with increasing social and environmental demands and are requested to take responsibility for issues of public concern. As a response, some business firms engage with corporate social responsibility (CSR) projects and directly contribute to the production of public goods. These developments challenge the received theory of the firm and its strict separation of public and private domains. Corporations become political actors. In this introductory essay, the guest editors first elaborate on the concept of politics and describe the challenges that lead to the new political role of global business firms and, second, will introduce the articles in this special issue and briefly comment on their contribution.

Journal Title: Business and Society (with Palazzo, G., Scherer, A.G.) Volume: 52 Edition: 2 Page Numbers: 143-156.

“Is Safety in Production an Oxymoron?” Johnson, David and Biehl, Markus

This research examines how organizations simultaneously manage their operations and occupational health and safety. Although both safety and operations scholars conduct research in the same operational settings, they have reached different, yet untested, conclusions about the relationship between creating a safe workplace and creating a productive workplace. The results from a series of 10 case studies show that it is possible to create safe and productive workplaces, but that many facilities fail at this task because of problems associated with the culture management creates and the practices management adopts.

Journal Title: Production and Operations Management (with Kassen, R., Pagell, M., Veltri, A.) Volume 23 Edition: 7 Page Numbers: 1161-1175

“Contesting the value of the shared value concept” Crane, Andrew

This article critiques Porter and Kramer’s concept of creating shared value. The strengths of the idea are highlighted in terms of its popularity among practitioner and academic audiences, its connecting of strategy and social goals, and its systematizing of some previously underdeveloped, disconnected areas of research and practice. However, the concept suffers from some serious shortcomings, namely: it is unoriginal; it ignores the tensions inherent to responsible business activity; it is naïve about business compliance; and it is based on a shallow conception of the corporation’s role in society.

Journal Title: California management Review Volume: 56 Edition: 2 Page Numbers: 130-153

“The Role of Agents in Private Entrepreneurial Finance” Cumming, Douglas J.

We examine theory and evidence on agents in private-market entrepreneurial financings. After controlling for the endogenous issuer–agent matching and a whole host of other controls, the empirical findings in this paper indicate that agents attract more investors, broaden the geographic investor and capital base, and increase the percentage of investors and capital from investors that are more vulnerable to the costs of information asymmetry. We also find that more capable agents generally provide more valuable benefits to private entrepreneurial firm financings than less capable agents, and that increasing the number of agents in a financing further increases value to issuing firms.

Journal Title: Entrepreneurship Theory and Practice (with Pandes, J.A., Robinson, M.J.) Volume: 39 Edition: 2 Page Numbers: 345-374

“The Impact of Moral Intensity and Desire for Control on Scaling Decisions in Social Entrepreneurship”
Kistruck, Geoffrey M.

While research has focused on why certain entrepreneurs elect to create innovative solutions to social problems, very little is known about why some social entrepreneurs choose to scale their solutions while others do not. Research on scaling has generally focused on organizational characteristics often overlooking factors at the individual level that may affect scaling decisions. Drawing on the multidimensional construct of moral intensity, we propose a theoretical model of ethical decision making to explain why a social entrepreneur’s perception of moral intensity of the social problem, coupled with their personal desire for control, can significantly influence scaling decisions. Specifically, we propose that higher levels of perceived moral intensity will positively influence the likelihood of scaling through open as opposed to closed modes in order to achieve greater speed and scope of social impact. However, we also propose this effect will be negatively moderated by a social entrepreneur’s higher levels of desire for control. Our model has implications for research and practice at the interface of ethics and social entrepreneurship

Journal Title: Journal of Business Ethics (with Smith, B. and Cannatelli, B.) DOI 10.1007/s10551-014-2447-6.

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.”

The Schulich School of Business is continuously embarking on partnerships with responsible business leaders from a variety of industries.

The 'Business for a Better World' MBA Case Competition has been organized by Schulich School of Business in partnership with Corporate Knights, the magazine for clean capitalism, since 2013. The competition challenges MBA student teams from around the world to improve the sustainability performance of a corporate case subject relative to their industry peers. The 2016 case subject was the decarbonisation of the holdings of the Norway Government Pension Fund Global, the largest sovereign fund in the world with a value of \$940 billion (USD). The three finalists were required to present their detailed business plan in front of a high-profile judging panel at the World Economic Forum in Davos, Switzerland, with the team from Schulich winning third place. The 2015 case focused on the Suncor Energy. In 2017, the teams are being challenged to design a global equity portfolio that advances the United Nations' Sustainable Development Goals while also maximizing returns.

For more information, please visit <http://www.corporateknights.com/affiliates/2017contest/>

Schulich partnered with Expansión in 2014, the leading business magazine in Mexico, to create a responsible business ranking of the top companies in Mexico. The ranking rated the top 75 companies operating in Mexico, using a methodology that has been developed by Schulich's Center for Excellence in Business Responsibility which focuses on evaluating the three triple bottom line pillars: economic, social and environmental. The results of the study were published in the November CEO edition of Expansión magazine for the past three years (2014-2016).

In partnership with McKinsey & Company, Schulich held "Capitalism for the Long Term", a forum for ideas and dialogue that brought together a select group of CEOs, policymakers, and industry leaders in 2012. In 2016, The Schulich School and McKinsey & Company jointly hosted the Canadian launch of a thought-provoking new book, *Re-Imagining Capitalism*, on October 5th at a special event held at the King Edward Hotel in Toronto. The event drew 140 people and featured a Panel and Q&A session with the following guest speakers, all of whom had authored a chapter in the book: **Kathleen McLaughlin**, Chief Sustainability Officer at Walmart and President of the Walmart Foundation; **Bruce Simpson**, Senior Partner at McKinsey's Toronto office; **John Stackhouse**, former Editor-in-Chief of the *Globe & Mail* and now Senior Vice-President and Advisor to the CEO at RBC; and **Ed Waitzer**, the Jarislowsky Dimma Mooney Chair in Corporate Governance at Schulich and Osgoode Hall Law School. Co-editor of the book, **Dr. Matthias Kipping**, Professor of Policy and Chair in Business History at Schulich, moderated the panel.

The two other Co-Editors of the book, McKinsey's Global Managing Partner **Dominic Barton**, a member of the Dean's Advisory Council at Schulich, and Dean Horváth spoke following the Panel Session about the concluding chapter of the book that we co-authored, entitled "Capitalism Re-Imagined".

Re-Imagining Capitalism brings together renowned academics, global executives and NGO leaders who tackle some of the major issues confronting capitalism today and put forward a number of innovative proposals. The global launch of the book will take place at the World Economic Forum in Davos, Switzerland in January 2017.

The fifth annual Schulich International Case Competition took place in March 2016 bringing together students from Global business schools from Australia, North America, Europe and Asia. The

competition's case was developed by the Schulich School of Business' Global Mining Management MBA Specialization. Over the past five years the competition has consistently partnered with leading natural resource companies such as Barrick Gold, Kinross Gold, Resource Capital Funds, New Gold Inc., PotashCorp, Alamos Gold Inc., and PwC.

In 2014 Schulich announced a new partnership with Kinetic Café Inc., an innovation consulting firm, to support students launching their own start-up companies. Chris Carder, a senior leader at Kinetic Café and co-founder of ThinData, will serve as Entrepreneur-in-Residence at Schulich.

Schulich also partners with business managers through projects such as the '601' Strategy Field Study incorporated into the MBA, IMBA and MPA programs. In addition, a vast range of courses and student clubs see one-off or continuing partnerships formed.

PROJECTS

Schulich students contribute to the community by engaging in small, consulting projects free of charge. Several elective courses involve a consulting project in which students must go into the community and find a company to use as the basis of a strategic analysis. Students will consult with business owners and community members and offer free advice as to how to leverage the business' strengths and maximize success. As they always involve working in groups to analyse a company or a particular problem and then to make recommendations, projects of this nature also give students a chance to put their academic knowledge into practice in the real-world and to further develop their leadership skills.

601 STRATEGY FIELD STUDY

The '601' is a mandatory strategy field study for MBA, IMBA and MPA students and is the capstone of the Schulich program. The project spans the final two semesters of the program and is undertaken by a group of seven or eight students (from a range of specializations) who form a 601 team. Though teams work with companies of different sizes and from different industries, all teams follow the same process. They must first search out a company willing to share enough internal information to allow students to provide extensive analyses of the organization. Students are given the opportunity to integrate all their learning from the first year and apply it in a real-world setting. Participating companies gain a comprehensive look into their company's health (financially, operationally and strategically). A panel of three faculty advisors assists the group in translating their in-class lessons to real-life strategies

GLP (GLOBAL LEADERSHIP PROGRAM)

The Global Leadership Program may be substituted for the 601 and involves creating a market entry strategy for a foreign company looking to enter the North American market or a Canadian company looking at foreign markets. In this case, five Schulich student partner with three to five

students from partner schools (in the past these have included Wharton, University of Pennsylvania, Tel Aviv University, Israel or Copenhagen Business School in Denmark).

A GLP project involves the student team travelling to the partner school/country to meet the company, returning to Toronto to conduct research and then returning at a later date to their site to review data and make conclusions and recommendations. Like the 601, this program gives Schulich students a chance to interact with a real company and learn how to take a holistic view of potential issues before implementing strategic goals for the future.

YCG (YORK CONSULTING GROUP)

The York Consulting Group is a non-profit student-managed consulting group that is overseen by a panel of faculty advisors headed by Schulich faculty member James Mackay, Director of the '601' Strategy Field Studies course. As part of its portfolio of activities, the group offers strategic and marketing consultation services to organizations in the public, private and non-profit sectors. YCG consultants are a select group of MBA students with varied backgrounds, skills and experience.

This provides students with an understanding of core management concepts and shows how research practices can benefit firms with a social impact mandate. It also provides, at rates well below those in the wider market, a highly valuable service to firms in the non-profit sector.

Past YCG clients have included: the City of North York, CANAM Tours, Myplasticsrecruiter.com and Internexperts.com. For more information please visit <http://ycg.schulich.yorku.ca/>

YORK SUSTAINABLE ENTERPRISE CONSULTANTS

York Sustainable Enterprise Consultants (YSEC) combines the skills of current and former students in York University's MBA/IMBA and MES programs to provide consulting services in the area of sustainable business. YSEC's consultants share a common aim: to advance social, environmental and economic sustainability by promoting responsible business strategies and practices. YSEC consultants work on a variety of tasks ranging from drafting project proposals to working and contributing to projects. With a wide range of expertise and backgrounds, YSEC consultants deliver feasible recommendations to the real-life challenges of small to mid-sized companies.

For more information, please visit <http://ysec.ca/>

PRINCIPLE 6: DIALOGUE

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

We understand that our own organizational practices should serve as example of the values and attitudes we convey to our students.”

Schulich strives to continuously build avenues for discussion for students and faculty. Our classes create an open environment for dialogue with a focus on group work and presentations. Outside of the classroom, Schulich supports dialogue and debate through relevant presentations, conferences, workshops, student clubs and other community initiatives. In creating pertinent events the School’s administration works with both external speakers and organizations and student clubs. In addition, student clubs often work collaboratively to bring speakers in and to provide forums for discussion. They also participate in external events such as networking opportunities, educational seminars or charitable initiatives that allow them to go into the community and move from discussing the principles of responsible business management to putting them into practice.

PRESENTATIONS, WORKSHOPS & WORKING GROUPS

Green Growth was a one-off presentation in March 2012 that combined the Canadian premiere of ‘Freedom’, a Sundance-award winning film about ethanol and its value as an alternative fuel source with a panel discussion between Ken Field, Chairman and Founder of Greenfield Ethanol and Cam Di Prata, Executive Vice-President and Head of Corporate and Investment Banking at National Bank Financial. The screening and discussion was followed by a networking session that allowed students an opportunity to interact, and share ideas, with these two professionals.

The Social Impact Management Association (SIMA), along with the Social Sector Management Program at Schulich hosted a one-day course and certificate program in Social Impact Analysis in Fall 2016. The program focused on equipping managers with the foundation necessary to understand and interpret social impact data and analysis in both for-profit and not-for-profit settings. In the 2015-2016 academic year, SIMA also hosted speaker panels on Social Impact Investing, Social Impact Marketing, and Corporate Philanthropy.

COERB hosts a regular **Responsible Business Dialogue Series** in order to promote dialogue between students, faculty and business leaders. The series features periodic panels populated by local business leaders and focused on a range of issues related to environmental, social and ethical aspects of business in the community.

Recent panel themes have included:

- *Building towards Sustainability: A Case Study for the Role of a Professional Services Firm in Sustainable Development*, James Hartshorn, Principal, EHS Management & Compliance
- *Stakeholder engagement in Frontier Markets*, Luc Zandvliet, Director, Triple R Alliance Inc.
- *Intrapreneurship, Making Large Social Change from Within Companies*, Elisha Muskat, Executive Director, Ashoka Canada

- *Can one be a Kantian and subscribe to “Good ethics is good business*, Norman Bowie, Professor Emeritus, Strategic Management & Entrepreneurship
- *How Culture Shapes the Climate Debate*, Andrew J. Hoffman, Professor of Sustainable Enterprise & Director of the Frederick A. and Barbara M. Erb Institute for Global Sustainable Enterprise
- *What do consumers want? Highlights from Loblaw's consumer CSR research*, Sonya Fiorini, Senior Director, Corporate Social Responsibility, Loblaw Companies Ltd
- *Identifying the Impacts of Mining on Children through the Barrick-UNICEF Cross-sector Partnership*, Simon Chorley, Manager, International Programs, UNICEF and Jonathan Drimmer, VP & Deputy General Counsel, Barrick Gold
- *Green up Work Design Jam Featuring HP Canada*, Frances Edmonds, Director of Environmental Programs, HP Canada and Olivia Fernandez, Corporate & Employee Engagement, World Wildlife Fund
- *People & Planet Positive*, Brendan Seale, Sustainability Manager, IKEA Canada
- *The Why and What of the New Future-Fit Business Imperative*, Bob Willard, Author
- *What Contributes to Corporate Responsibility Success in the Resource Development Sector*, Craig Ford, President, NPB Consulting
- *Making a True Difference: Sustainability and Responsibility at Tim Horton's*, Heather Mak, Manager, Sustainability & Responsibility, Tim Horton's Inc.
- *About the UN Global Compact*, Helle Bank Jørgensen, Head of the UN Global Compact Network Canada
- *Making a Difference - The Scotia bank roadmap to CSR and greener living*, Kaz Flinn, Vice President, Corporate Social Responsibility, Scotiabank
- *Waging War on Corruption* with Frank Vogl, author of “Waging War on Corruption: Inside the Movement Fighting the Abuse of Power”, in partnership with the Canadian Business Ethics Research Network in Transparency International Canada
- *Aligning Community Engagement Strategies with Business Objectives* with James Temple, Chief Corporate Responsibility Officer, PwC Management Services
- *The Growing Link Between Corporate Sustainability and Stock Market Performance* with Tyler Hamilton, Editor, Associate Publisher of Corporate Knights Magazine
- *CSR in the Resource Extraction Sector* with David Clarry, VP Corporate Social Responsibility, Hudbay Minerals
- *Reducing the carbon footprint of corporations: the low hanging fruit and beyond* with James Gray-Donald, VP Sustainability, Strategic Resources Group, Bentall Kennedy
- *21st Century CSR: emerging issues for global business and corporate social responsibility* with Marketa Evans, Extractive Sector CSR Counsellor at Government of Canada, DFAIT
- *Are We Prepared to Avoid the Philanthropic Cliff?* With Marco Di Buono, Vice President, American Heart Association
- *A View from the inside: Seeing beyond the CR Report* with Nelson A. Switzer, Director and Leader, Sustainable Business Solutions, PwC
- *Unilever Sustainable Living Plan* with John Coyne, VP Legal, Unilever Canada
- *Extended Leadership: What the Global Sustainability Community Needs in Order to Scale Up* with Eric Wahn, Sustainability Director, GlobeScan

- *Scotiabank's EcoLiving Program* with Kaz Flinn, VP Corporate Social Responsibility, The Bank of Nova Scotia
- *Waste to Energy and the True Potential of Cleantech* with Daniel Kaute, President, SDAZ Investments Corporation
- *Management and Metrics in CSR* with Rachel Guthrie, Senior Manager, Corporate Social Responsibility, TD Bank Group
- *Value Creation through Collaboration* with Hadley Archer, VP Strategic Partnerships and Development, WWF-Canada and David Moran, Director, Coca-Cola Canada
- *Aboriginal Power: Changing the landscape of energy and sustainability coast-to-coast across Canada* with Chris Henderson, author of "Aboriginal Power", in partnership with the Institute for Research and Innovation in Sustainability

Throughout the year Schulich's Career Development Centre and Schulich Clubs host a variety of events that help inform and prepare students on careers that are related to responsible business. The information sessions and networking mixers bring together industry professionals, many of which are Schulich Alumni, to speak with students on their career paths and provide insight into current markets. For example, Net Impact hosted its annual conference (Sustainability by Design) in March 2016 that brought together current students with alumni and industry leaders who have made a commitment to upholding sustainability, social responsibility, continuous innovation, and featured interactive workshops on innovation and intrapreneurship. The Social Impact Management Association also held speaker session on corporate philanthropy, Non-profit marketing, and Social entrepreneurship,

Schulich Professors Andrew Crane, George R. Gardiner Professor of Business Ethics, and Dirk Matten, Hewlett Packard Chair in Corporate Social Responsibility, publish insights into a range of issues related to business ethics and corporate citizenship across the globe through their blog Crane and Matten.

For more information, please visit <http://craneandmatten.blogspot.ca/>

Special events featured notable guest speaker are also often organized throughout the year at Schulich, by the Schulich administration in partnership with Research groups and Student Clubs. For example, in 2013, Paul Polman, Chief Executive Officer, Unilever spoke to Schulich students on responsible capitalism. Alnoor Ebrahim, Harvard Business School, also spoke to students in 2013, on measuring performance in the social section

STUDENT-LED ORGANIZATIONS

There nearly 50 student clubs at Schulich, some of which provide forums for discussion and opportunities for action regarding corporate responsibility and community efforts. Each club organizes multiple events throughout the year, including guest lectures and expert panels, to enrich in-class learning with real-world learning. Faculty advisors are involved to guide the proceedings of every student association, and to provide an important link between clubs' missions and the Schulich academic program.

Schulich's extensive club network participates in various annual conferences, which constitute an important linkage with the corporate world and greater community. Generally, these marquee events span one full day and feature presentations and panels led by specialists in the area of focus. Distinct student clubs organize their own special projects and student-led activities in ethics and corporate responsibility that span the breadth of the student population. Many serve to provide awareness for local non-profit organizations and take place in support of special events happening concurrently in the community.

Net Impact and Social Impact Management association hosts 'Dinner with an Expert' series to engage students in conversation with industry leaders on how businesses can leverage partnerships to achieve sustainability and social impact objectives. Such an event serves as platforms for specific discussions regarding relevant community issues, and coordinate student involvement.

Below is a sample of relevant student clubs with some highlights of their work promoting responsible business practices or dialogue around responsible business issues. Links to each club's website will provide the reader with more information of club's missions and activities. Please note that this is only a small sample of the many clubs at Schulich that are involved in creating economic and social value in the community.

For a detailed listing of undergraduate clubs please visit <http://ubsschulich.ca/> For a similar listing of graduate clubs please visit <http://gbcschulich.com/>

Corporate Social Responsibility Society (CSRS)

- As one of the largest undergraduate clubs at Schulich the Schulich School of Business, the Corporate Social Responsibility Society stands strong on its CSR grounds, aiming to educate Schulich's student body through best CSR practice promotions and providing the required skills for students to implement CSR in the business environment.
- CSRS plans an annual CORE conference, focused on CSR issues.

Entrepreneurship and Venture Capital Club (EVCC)

- This club aims to build a strong community that not only creates opportunities for itself but also for society. This is done through panel discussions, networking events, workshops and business plan competitions.
- The club also provides access to various external competitions that hold significance for small enterprises.
- The EVCC also publishes periodical newsletter for its members profiling successful entrepreneurs and highlighting upcoming relevant events in the Toronto area.

Net Impact (Schulich Chapter)

- Net Impact is an international non-profit organization with a mission to inspire, educate, and equip individuals to use the power of business to create a more socially and environmentally sustainable world.

- Net Impact organizes and facilitates information sessions throughout the year that vary in format from hands-on workshops to lectures and panel discussions.
- Net Impact also organizes an annual sustainability conference, bringing together leaders from various industries to discuss business sustainability with students.

Social Impact Management Association (SIMA)

The SIMA promotes student involvement in the social sector by providing information and facilitating exchange through speaking events, networking activities, workshops and much more. The SIMA acts as a platform, linking industry experts and organizations with students passionate about social purpose business and looking to make a positive impact in the world.

- On a weekly basis, the SIMA sends a newsletter to its members that include details about networking opportunities, lecture series and educational seminars and listings of local employment or internship opportunities for students looking to build their experience and networks in the non-profit sector.
- SIMA organized and hosted the Certificate in Social Impact Analysis workshop in Spring 2015 for current students and local industry professionals, bringing together a dynamic group of participants to learn and discuss social impact in the for-profit and not-for-profit sectors.
- Discussion panels are also often organized by SIMA to engage leaders from the social sector in discussion with students.

Schulich Chapter of Canadian Mining, Metallurgy and Petroleum (Schulich CIM)

The purpose of Schulich chapter of CIM is to expose club members to the business opportunities present within all aspects of natural resources industries, both within Canada and Internationally.

- The club organizes networking opportunities for members with business leaders in the energy sector and in financial services but with a focus on energy.
- Schulich CIM is a frequent collaborator with Net Impact on events that appeal to students interested in both energy and sustainability issues.

Open Arms Committee (OAC)

- Each year approximately 200 exchange students choose Schulich as their destination of choice. The Open Arms Committee works to create a connection between the Schulich community and these exchange students as well as our own students of international origin.
- By welcoming foreign-born students and helping them transition into life in Canada, the club helps maintain Schulich's reputation worldwide by representing the school as an enjoyable place to study and Toronto (and Canada, on a larger scale) as a stimulating, enriching place to live.
- The club hosts events to expose international students to Canadian – and local Toronto – culture. Past events include tours of: the Distillery District Tour, Niagara Falls, the Toronto Islands and a visit to a Toronto Argos football game.
- OAC also runs a successful Buddy Program that pairs Schulich mentors with international students. An effort is made to pair students who share an interest in each other's cultures or

schools to encourage cross-cultural and language exchange. Mentors act as Schulich ambassadors and help answer questions new students may have about everyday life ('Do I tip a cab driver?') to help the student easily integrate into our community.

Women in Leadership (WIL)

- With the mission to empower female students to thrive in leadership roles in the workplace, WIL serves both undergraduate and graduate students and often partners with other clubs to co-host events.
- WIL plans an annual Inspire to Aspire conference featuring female business leaders from the Canadian Business LANDSCAPE

York Sustainable Enterprise Consultants (YSEC)

- A joint initiative between Schulich MBA and York MES students, YSEC provides research and advisory services in sustainable business. Services offered are: market research and analysis, strategic planning, stakeholder engagement, business plan development and performance benchmarking.
- The goal of the group is to promote social, environmental and economic sustainability by advocating responsible business strategies and practices
- Past clients include: WWF, Alterna Savings, Sustainalytics, Green Belt, OSEA (Ontario Sustainable Energy Association) and OPA (Ontario Power Authority)
- YSEC's faculty advisor is Professor Dirk Matten, Hewlett-Packard Chair in Corporate Social Responsibility

CONFERENCES/PRESENTATIONS SUPPORTING DIALOGUE

The annual **Schulich International Case Competition (SICC)** began in November 2011, coinciding with Schulich's introduction of a new mining specialization. SICC is unique in its focus on the mining and sustainability sectors. Using a case written by Schulich faculty member Richard Ross, former CEO of Inmet Mining, the competition brings together teams from across North America. Participants have the opportunity to present their cases in front of business leaders from the mining industry as well as academic and government experts. SICC is organized by a student committee in partnership with the Global Mining Management Specialization. Past sponsors for the competition have included Barrick Gold, Kinross, Avalon Rare Metals, Teck Resources, Prospectors & Developers Association of Canada and Bedford Consulting. The conference is punctuated by a keynote speaker, such as Jochen Tilk, President and CEO of Inmet Mining Corporation.

For more information, please visit <https://www.facebook.com/schulichinternationalcasecompetition/>

The **Net Impact** club hosts an annual conference at the Schulich School of Business which brings in business leaders to participate in panels on specific issues surrounding sustainability. With a different theme each year, the conference is kept relevant to specific topics of the day. There is networking

sessions built into the event, to encourage dialogue between student participants, speakers and local professionals interested in sustainability.

CORE is an annual CSR conference organized by the undergraduate club, CSRS (Corporate Social Responsibility Society). Featuring a different theme each year, the two-day conference exposes delegates to the perspectives and practices of CSR leadership and strategy in today's dynamic business world. The conference provides the unique opportunity for students to not only take part in workshops but to also participate in a case competition created with the help of sponsors, judged by a panel of industry experts and with a cash prize for winning teams. Speakers come from a multitude of different industries. Students also have the opportunity to network with speakers and representatives from conference sponsors which include financial institutions such as Great West Life, London Life, Canada Life, retail giant Loblaws, energy companies such as Suncor, and KPMG.

For more information, please visit <http://csrsociety.ca/>

Inspire to Aspire is an annual conference organized by WIL (Women in Leadership) and celebrates top women executives and business women who have achieved personal and professional success. By showcasing business successes by women the conference seeks to inspire and encourage today's students in growing their careers and becoming responsible business leaders but also members of the community. The 2016 conference was sponsored by companies such as TD Bank, Scotiabank, CPA, CIBC, and Bell.

For more information, please visit <http://inspiretoaspire.strikingly.com/>

MBA Insights is an annual alumni conference presented by the Graduate Business Council, Schulich's graduate student government. The conference provides a forum for graduate students to interact with Schulich alumni and representatives from conference sponsors through industry-specific panels, a keynote speech and networking lunches and cocktail receptions. Each year the conference has a different theme with recent conferences' including *Fuelling your Fire*, *Look before you Leap: Making Informed Career Decisions and Breaking in during bad times*. The autumn 2014 conference saw the involvement of Porsche Canada, CPA, Scotiabank, Google and Business Development Bank of Canada.

The JD/MBA Students Association hosted or co-hosted two high-profile events in 2015: the **18th annual JD/MBA Conference** in February focused on how technology and innovation are driving change in business, law, and media; and the **Osgoode Distinguished Speakers Series**, which took place throughout the year.

GIVING BACK TO THE COMMUNITY

The Schulich School of Business upholds an academic environment that is dedicated to the achievement of students and the betterment of the community. Administrative staff and faculty are encouraged to engage in various external outreach activities, including, and not limited to, taking on advisory and consulting roles in the public, private and non-profit sectors; serving on corporate and non-

profit boards; assisting NGOs with expertise, teaching in executive education, etc. Student and faculty involvement is essential in providing an enriched experience that includes active learning and civil service.

One manner in which Schulich faculty give back to the community is by their active involvement on boards that serve various communities. Leading the faculty by example is Dean Dezső J. Horváth who sits on a number of external (as well as internal) Boards. Since 1998 he has been a member of the *Toronto Leadership Centre* (formerly the *Toronto International Leadership Centre for Financial Sector Supervision*). He has been a member of the International Advisory Council of the *Guanghua School of Management* and *Fundacao Dom Cabral*, since 1996 and 2009 respectively. Dean Horváth also was a co-Founder of the Czech Management Centre (1990) and of the *International Management Centre* (1989) which is now part of the Central European University in Budapest. He also serves as Chair of PACIBER, the *Pacific Asian Centre for International Business and Economic Research*. Dean Horvath retains active membership, along with representatives from the Schulich faculty, in the *Academy of International Business* (AIG) as well as the *Partnership in International Management* (PIM). In 2004, AIG named Dean Horváth 'Dean of the Year' for transforming Schulich into a truly global business school with pioneering international programs. In 2009, he was named to the Order of Canada for his contributions to the internationalization of business education and enhancing 'Canada's international reputation for academic excellence'.

In addition, many members of Schulich's faculty are active leaders within their respective sectors. Professor Joyce Zemans, C.M., Director of the Arts and Media Administration Program, is currently a member of the *Culture and Communications Committee of Canadian Commission for UNESCO* (United Nations Educational, Scientific, and Cultural Organization) and of the steering group for the CCNC, for the Creative City Network of Canada. Professor Moshe Milevsky (Finance) is the Executive Director of the non-profit *IFID Centre* at the Fields Institute for Research in Mathematical Sciences. These are just a few examples of external professional contributions made by Schulich faculty.

Community events sponsored by the School work to advance its reputation as a responsible business leader through stakeholder relations and institutional services in the areas of special events, ceremonials, and extra-curricular initiatives. Some top-down initiatives are prompted at the University level with the expectation that Faculties, departments and/or student clubs will run their own in conjunction with the University's, such as the annual University-wide *United Way Campaign*. Numerous events take place in support of this cause over the course of the campaign, for example the *French Toast Breakfast* hosted by the School's Executive Education Centre.

During Schulich community endeavours and charitable events, Schulich staff members are active in both managerial and participatory roles. Events that Schulich staff members have worked on include *Sheena's Place Fireball Gala and Fundraiser*, an event to raise funds for families affected by eating disorders, and supported by the student-led Women in Leadership (WIL) club. Other events supported by the school, and staff members are the annual *Terry Fox Run*, and the annual *United Way Campaign*, to name a few examples.

STUDENT-LED INITIATIVES

In addition to University-sanctioned activities, a substantial number of community activities are initiated at the student level and organized from the bottom-up. Schulich students participate in university-wide charitable and volunteer activities for numerous causes at the local, national and international level on both an annual and ad hoc basis established by community need. Each year, hundreds of members of the Schulich Community participate in these campaigns. The School, students, and faculty also engage in impromptu efforts to respond to local and international crisis and areas of need.

For example, the Schulich Graduate Business Council held several fundraising campaigns throughout 2016 from small coffee break fundraisers to the MBA Games charity fundraising, supporting such causes as the Yellow Brick House, a local shelter for women experiencing violence and abuse, and the Ronald McDonald House. Student involvement of this kind supports immediate and long-term charitable efforts, and encourages individual philanthropy and volunteerism. These student-led endeavors are supported by faculty and are successful in their charitable outcomes. An additional sample of these initiatives follows.

WIL MENTORSHIP

The student club Women in Leadership runs a popular and highly-regarded mentorship program that pairs female undergraduate and graduate Schulich students with local high school students. This program is beneficial both to the youth being mentored and the university students acting as mentors. The high school students gain the advice, experience and insight of their mentors and also begin building a professional network. As a result of the mentorship, they may gain a clearer understanding of how to channel their own aspirations and interests into concrete career goals.

Schulich students have the opportunity to reflect on their own career paths, both past and future. They can also put their classroom-learned leadership skills into practice and, at the same time, grow their own personal and professional networks.

HABITAT FOR HUMANITY

Schulich students have participated in Habitat for Humanity house builds on numerous occasions. Teams of 20-25 students worked together to fundraise to make substantial donations to the organization ahead of their day on the build sites. By working together to build homes for local families in need, students put into practice the teamwork skills learned in the classroom. By giving their time to go out into the community and work together, students enhance Schulich's reputation as a responsible community member.

YORK UNIVERSITY'S CSR INITIATIVES

The Schulich School of Business is part of York University and York has itself undertaken much in the way of responsible business education and research. For example, York has led by example in

implementing policies and initiatives that promote environmentally sound, socially and ethically responsible practices. A selection of these actions and policies follows.

- The creation of the President’s Sustainability Council, an advisory council “...with responsibility for providing input and recommendations on how York University can advance sustainability initiatives, projects and practices and to provide oversight of the required actions from approved recommendations”. The committee meets four times a year and is comprised of subcommittees who meet more often.
- York’s green building policy emphasizes low-impact development and sustainable principles, including the use of environmentally preferable materials, efficient airflow systems and storm water retention. Six buildings on campus are built to Leadership in Energy & Environmental Design (LEED) certification standards including the York Research Tower which is a LEED Silver-certified building. The new Schulich Graduate Studies Building (set for completion in 2018) will also be built to the LEED certification standards.
- Schulich continues to prominently feature their recycling campaign to promote the responsible disposal of coffee cups, lids and sleeves and provides a discount at its coffee shop for reusable coffee mugs to promote their use.
- The ‘Res Race to Zero’ competition reduced energy use by 5 per cent amongst nine participating residence halls
- Since 2007, York University has successfully reduced its energy use by 25 percent. The University’s waste diversion rate has also continues to improve to 66 percent, with a commitment to phase out the sale of bottled water on the University’s campuses by September 2015. Additionally, some 80 percent of University community members commute to campus by alternative transportation, including public transit, carpooling, and foot or by bicycle.
- Due to these and other initiatives, York University was ranked one of Canada’s greenest employers in 2013, 2014, 2015, and 2016.

For further information on York University CSR initiatives please visit <http://sustainability.info.yorku.ca/>

Moving forward, the Schulich School of Business will continue to be a leader in responsible business education and to promote the principles of ethical leadership through our curricula, events, student clubs, community initiatives, and by fostering an environment of open dialogue and debate. We will continue to forge strategic partnerships with local and global businesses, governments, non-profit organizations and educational institutions.

The school has already made inroads in this regard by working towards creating several new research chairs. To date, the school has nineteen endowed research chairs and professorships, including

in a variety of areas of study including business sustainability, business ethics, corporate social responsibility, marketing, public policy and enterprise competitiveness, international business, non-profit management, finance, broadcast management, and organizational strategy. Schulich's research has been acknowledged for its success in research by ranking #1 in both faculty research and relevant coursework in the 2009-2010 and 2011-2012 in the *Beyond Grey Pinstripes* annual rankings of MBA programs. Additionally, Schulich scored 97% for publications and 100% in citations for the Faculty Research Category in the *2016 Global 100 Sustainable MBA* survey published by *Corporate Knight Magazine*. Our excellence in research is embodied in our course curricula and students have the opportunity to learn sustainable business management strategies from award-winning faculty.

<http://schulich.yorku.ca/faculty-research/endorments-and-awards/ended-chairs-and-professors/>

Additionally, by expanding our programs into new regions Schulich is continuously expanding our reach and impact as well as building educational and business opportunities for our students and faculty in foreign markets. As a truly global school Schulich has set up satellite centres in Beijing, Shanghai, Seoul, Mexico City and São Paulo. On a larger scale, Schulich has established the MBA in India program, serving one of the largest, and fastest-developing, economies in the world. In the India program, students complete their first year at home in India (taught by visiting Schulich faculty) and the second year at Schulich's Toronto campus.