

SCHULICH SCHOOL OF BUSINESS

PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION (PRME) SHARING INFORMATION ON PROGRESS REPORT

OCTOBER 2018

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; and 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, offered by the Schulich Executive Education Centre, 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 levels:

- 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 Executive Education Centre (SEEC) 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
- Leading with Impact: Leveraging Your Leadership
- Masters Certificate in Project Management
- Achieving Open Governance through Accountability, Transparency and Open Data

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 2nd globally** in the **2017 Corporate Knights Better World MBA Ranking**. Corporate Knights is a strong advocate for responsible business, and publishes a quarterly magazine. The Corporate Knights 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; 100% in the Faculty Research Articles category; and 100% in the Faculty Research Citations category. 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.

<https://www.corporateknights.com/reports/2017-better-world-mba-ranking/2017-better-world-mba-results-15081317/>

In 2017, the School was ranked **2nd in Canada, 25th among non-US schools, and 69th in the world** by *The Economist* in their global MBA ranking. The Economist is a well-known weekly news magazine published out of London, England.

<https://www.economist.com/whichmba/york-university-schulich-school-business/2017>

Schulich's MBA program was 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 was ranked **1st in Canada and 28th in the world** in the 2018 annual global MBA survey conducted by *América Economía*, the leading business magazine in Latin America. The América Economía ranking, titled **2018 Global MBA Ranking**, 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.

<https://mba.americaeconomia.com/articulos/notas/conozca-los-resultados-del-ranking-mba-global-2018>

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

- 1st in Canada and 29th in the world by *Expansion*, 2017 (MBA programs)
- 1st in Canada and 8th among non-US schools by *Forbes*, 2017 (MBA programs)
- 1st in Canada and 27th in the world by *Financial Times*, 2017 (EMBA programs)

- 1st in Canada and 8th in the world by *The Economist*, 2017 (EMBA programs)

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

GLOBAL 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/>

SCHULICH SCHOOL OF BUSINESS TO TEACH INFRASTRUCTURE FINANCING PROGRAM AS PART OF G7 GLOBAL INITIATIVE

Schulich's Brookfield Centre in Real Estate and Infrastructure recently launched a new program to teach the world's latest advances in infrastructure financing and development to visiting G7 Fellows from emerging economies. The infrastructure education program is part of a major G7 Investor Global Initiatives project involving the Ontario Teachers' Pension Plan (Ontario Teachers') and Caisse de dépôt et placement du Québec, in collaboration with other leading Canadian and international investors and the Government of Canada. The program will bring senior-level private and public sector infrastructure managers in emerging markets to Schulich for a three-month intensive business program, followed by an internship in the infrastructure group of a participating global investor. The first cohort of 12 Fellows will start their studies in 2019, and the number is expected to grow to more than 30 in future years.

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 Charles Cho, who also holds the Erivan K. Haub Chair in Business and Sustainability since 2017. Professor Cho is known for his research interest in Social and Environmental Accounting, Corporate Social Responsibility (CSR), and Accounting and the Public

Interest. In January 2018, the School appointed Robert Phillips as the new Gardiner Professor in Business Ethics.

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.

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, and 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; and
- Enable the establishment of community well-being self-evaluation in order to track outcomes over time.

Official Website: <http://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. He graduated from Osgoode Hall Law School of York University in 1983. In 2018, Peter Macdonald, Schulich professor and Osgoode graduate ('85), was appointed as Co-Director of the Hennick Centre for Business and Law.

HENNICK CENTRE'S ACCOMPLISHMENTS AND INITIATIVES

- In February 2018, Hennick Centre Co-Director Professor Cynthia Williams received a grant from the Ivey Foundation for the Commonwealth Climate Liability Initiative (CCLI), a research, education, strategic litigation theory development and outreach project that currently involves institutions in four Commonwealth countries – Australia, Canada, South Africa, and the United Kingdom. Launched in 2016, the CCLI initiative has convened expert meetings at various universities. In October 2017, a CCLI meeting was held at Osgoode, York University.
- In October 2017, the conference “2017 Climate Change: Directors at Risk” was held at York University, which highlighted the significance of disclosure of information in business and investment regarding climate change.
- 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.
- In March 2014, the Bank of Canada’s Deputy Governor, Timothy Lane, gave a special lecture titled “Building Trust in the Financial System”, 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.
- In March 2013, the Hennick Centre hosted a lecture from John Kay, visiting professor at the London School of Economics, to discuss his research and findings on the UK equity markets and its impact on long term business performance.
- 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 “Governance of the International Financial System” for upper-year law students and financial journalists. Another current offering is the “Indigenous Perspectives and Realities” course, which provides students an opportunity to gain sound appreciation for the perspectives and realities of Indigenous people through various field excursions and experiences directly learning from the Indigenous community.
- JD/MBA students are provided the opportunity to participate in “LawWithoutWalls”, a groundbreaking international academic program organized by the University of Miami School of Law. Students work with other 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 2018 one Osgoode JD/MBA student received an award from the University of Miami School of Law’s innovative LawWithoutWalls program.

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

CENTRE FOR GLOBAL ENTERPRISE (CGE)

In 2013 the Schulich School of Business launched the Centre for Global Enterprise (CGE), 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.

CGE'S 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.

The CGE's annual RBC-Schulich Enterprise Forum, Success Without Borders, is designed to foster national learning networks among entrepreneurs and SME managers, and between these enterprise leaders and the policymaking and business research communities. The 2017 theme "Connecting Opportunity to Expertise" was devoted to finding new ways to connect Canadian entrepreneurs and SMEs with the expertise and capabilities they need to support their global ambitions. The event was attended by representatives of SME owners, larger companies, government organizations, NGOs, and academic institutions. Attendees include Roshan Mohan, Director of Business Engagement at Ontario Ministry of Economic Development; Dana Fox at Waterloo Institute for Smarter Government; and Adam Froman, CEO at Delvinia.

The CGE is also helping to coordinate and support the virtual Winter Olympic Network of organizations to assist Canadian SMEs by identifying and taking advantage of opportunities in the lead-up to the 2022 Winter Olympics in Beijing. The CGE has partnered with members of the Schulich Chinese Alumni Network (SCAN) in providing coaches and leveraging existing networks in the Chinese market. Schulich's South-East Asian Business Association, a student club, is also being considered as a possible resource to help Canadian SMEs better understand markets overseas.

The CGE partnered with the Centre for International Governance and Innovation (CIGI) for an event fostering entrepreneurship and innovation partnerships between the two countries. Speakers were drawn from both Canada and Japan and included Jim Balsillie, co-founder of Blackberry, and Nobuyuki Akimoto, EVP, NTT Docomo Ventures. Recommendations from the forum formed the basis of a report that highlighted two primary sectors where Japanese and Canadian SMEs could collaborate for mutual benefit – clean technology and health technologies, and made suggestions for where academic research could better serve entrepreneurs.

In 2017, the CGE and the University of Calgary's School of Public Policy teamed up to co-host the ASEAN Financial Services Opportunities Roundtable, to discuss timely opportunities for Canadian businesses wishing to expand into financial services markets throughout Southeast Asia. More than 50 international trade and financial services professionals from Canada, Indonesia, Malaysia, the Philippines and Thailand gathered before keynote speaker Dr. Supachai Panitchpakdi, former Director General of the World Trade Organization (WTO) and former Secretary General of UNCTAD, as he shared experiences and knowledge about risks and opportunities in the Southeast Asian markets. The event made headway toward improving government policy surrounding Canada's opportunities in the financial sector in the region.

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

TRANSPARENCY INTERNATIONAL CANADA (TI 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.

On May 17, 2018 TI Canada held its 8th Annual Day of Dialogue: Spotlight on Corruption with Coalition of the UN Convention Against Corruption (UNCAC) Chair, Juanita Olaya, as the keynote speaker. The panels addressed corruption in relations to the emerging markets, beneficial ownership transparency, behavioural economics, fintech, integrity regimes, and white collar crime enforcement. The event brought nearly 80 participants from across various sectors including legal, finance, academia, government and consulting.

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

THE SIX PRINCIPLES OF PRINCIPLES FOR PRESONSIBLE MANAGEMENT EDUCATION (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 maintain social, environmental and economic responsibilities as key priorities. New and 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 program 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 2040: 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 Business and 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 Across Cultures

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.

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

<http://schulich.yorku.ca/course-catalog/>

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

BBA/iBBA Program Viewbook: <http://schulich.yorku.ca/news/schulich-launches-interactive-viewbooks/>

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

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 for 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), 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 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 the 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 Non-Profit 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 <http://schulich.yorku.ca/course-catalog/>
Core Curriculum Overview and Specializations: <http://schulich.yorku.ca/programs/mba/details/>
MBA/IMBA Program Viewbook: <http://schulich.yorku.ca/news/schulich-launches-interactive-viewbooks/>*

PHD AND EMBA COURSES FOCUSED ON SUSTAINABILITY AND RESPONSIBLE BUSINESS

PLCY 7900: Business, Society, and Global Governance

This course 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 6455: Responsible Business Leadership

This course introduces students to five fundamental strategies companies use to respond to growing pressures to adopt more responsible business practices. Through these strategies, students will develop an understanding of the major causes that leave companies at odds with society and how responsible business leadership requires graduates to challenge the fundamental institutions that guide industrial activity.

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.

In 2017, Schulich appointed Charles Cho as Erivan K. Haub Chair in Business and Sustainability, and the Schulich School of Business celebrated the 25th Anniversary of its groundbreaking Erivan K. Haub Program in Business and Sustainability, one of the first programs of its kind at a business school.

The Program is characterized by three key elements:

1. An international perspective - dealing with issues of relevance to the developed and developing world.
2. A real-world focus - concentrating on a practical approach to which future business people can relate.
3. 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:

- 2018: Schulich placed 1st at the MBA Games. The annual competition brings together nearly 20 teams, comprised of over 600 students from across Canada to compete in academic, spirit and sport competitions. It was the 7th time since 2003 that Schulich has captured the prestigious Queen's Cup and the 5th time in the last 10 years. During that period, Schulich has not only won the Cup 7 times, but has also placed among the top 3 schools in 15 of those 16 years.
- 2018: A team of Schulich BBA students won the CSR Award at the 2018 national L'Oreal Brandstorm competition. L'Oreal created the CSR award last year in response to their 2020 global environmental commitments.
- 2018: A Schulich MBA team made it to the North American finals of the Unilever UniGame global marketing case competition and placed 2nd overall competing against hundreds of teams from Canada and the US. It was the second year in a row that a Schulich team made it to the North American finals.
- 2018: Two Schulich MBA students captured 1st place at Canada's Next Top Ad Exec competition. The top Schulich pair, which won the \$30,000 grand prize, defeated a total of 142 teams from 25 universities across Canada to win the competition. Students were required to solve a real-world challenge for the lead sponsor, which was Canadian Tire. This year's challenge was to provide a recommendation on how Canadian Tire can most effectively launch their new loyalty program and engage millennials.

- 2018: In March, a team of students enrolled in Schulich’s Master of Real Estate and Infrastructure (MREI) Program won 1st place overall at the eighth annual Developers’ Den, Canada’s longest-running and most prestigious real estate case competition. The winning team received a \$6,000 prize. Also, a team of Schulich MBA students finished 3rd place and received \$1,500.
- 2018: A Schulich MBA team captured 1st place in the Desautels Graduate Management Challenge, a strategy and business analytics case competition held at McGill University in early March. Team Schulich won the Strategy Award. The competition was sponsored by AIMIA, which manages the Aeroplan loyalty rewards program, and the case revolved around some of the company’s current market challenges.
- 2018: A team of Schulich Master of Business Analytics (MBAN) students placed 2nd at the inaugural Data VizArt Student Challenge (DVA), a national data visualization and analytics competition open to undergraduate and graduate students. The Challenge included a Qualifying Round that identified the top 10 teams who then competed in a Finals Round event in Toronto in late March. The competition is sponsored by CIBC, Deloitte and Tableau.
- 2018: A Schulich MBA team defeated teams from across North America and Europe to take 1st place in the HEC Corporate Responsibility Challenge. A total of 22 teams took part in the challenging two-day case competition, which included multiple cases.
- 2018: A Schulich team took 1st place and a \$10,000 prize at “The Smart Retail Challenge” sponsored by Oxford Properties. Teams taking part in the weekend-long business challenge were given access to data from Yorkdale Mall in Toronto and asked to use data and technology to enhance the retail experience, attract new customers, and maximize the time customers spend at the mall. Yorkdale Mall will now proceed to implement some of the ideas contained in the team’s winning proposal.

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 2040, MGMT 5150, MGMT 5260 and ORGS 5100 (all of which were previously discussed under Principle 1). In MGMT 5150, students have a series of guest speakers who focus on particular areas of interest such as negotiation skills, healthcare, etc. 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 one another 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 short study course. For instance, Schulich graduate students went to Chile and Peru in a Winter semester where they spent 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 2018 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 Masters-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, rainwater recapture system, radiant heating and operable windows with bird-friendly glazing. One of the first 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. Firstly, 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 four years, with the fifth publication underway for 2018.

Secondly, 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."

Thirdly, 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.

Fourthly, the Schulich Sustainable Supply Chain Research Initiative with a threefold purpose: 1) to provide leadership for the design, execution and evaluation of sustainable supply chains to decision makers in industry, government and NGO's; 2) to determine best practices in sustainability; and 3) to improve the quality of the analysis used in sustainability research.

NEWLY FUNDED PROJECTS

Schulich researchers continue to successfully secure funding from Canada's Multi-agency Research Funding Collaboration, the major source of research and scholarship funding for Canadian universities. Schulich researchers predominantly receive funding from the Social Sciences and Humanities Research Council (SSHRC) and the Natural Sciences and Engineering Research Council (NSERC).

NATURAL SCIENCES AND ENGINEERING RESEARCH COUNCIL OF CANADA (NSERC) – 2017

Data-centric Decision Supports for Large-scale Social Network Management

Principal Investigator: Zhepeng (Lionel) Li

Lionel Li's research is featured by applying and reinventing Artificial Intelligence (AI) methods to address business problems, such as intelligent recommendations, targeted marketing, and FinTech. Lately, he has moved into exploring quantum machine learning and its applications to optimization, prediction, detection, and personalization problems. Lionel has been serving as a Principal Investigator for an NSERC Discovery Grant on data-centric large-scale social network management and has received the INFORMS Design Science Award for Business AI studies in social network analytics.

Growing opportunities in digital information lead to changes in decision-making. Managers are embracing approaches that are unprecedented in their central focus on data. Data-based decision making provides cutting-edge analytical tools at many levels that create opportunities to re-invent managerial machinery. Despite the bright future, a big hurdle lies in how quickly effective decision-making can adapt to incoming Big Data when decision space and data sources are both at a massive scale. Given acceptable efficacy, scalability arises as a more

challenging issue that warrants promising research efforts. This gap warrants extensive study on business AI methods.

On the one hand, the performance of traditional techniques that seek for a theoretical optimum deteriorates severely as the problem dimensionality scales up and data size increases; on the other hand, more and more business decision problems are facing heterogeneous units at a much finer granularity, which lead to prohibitive decision space and a large scale of associated data. For example, decision-making for personalization, recommendation, and target marketing tasks are easily dealing with millions of interdependent individuals and/or items, at which scale traditional optimization techniques are often bounded intractable. To address this discrepancy, novel data-centric approaches (i.e., machine learning techniques) are favoured due to their generalizability and efficiency in excessive decision scenarios, such as large-scale networks.

The project has significant applications within the academic, business, and government sectors. For research considerations, data-centric optimizations, in addition to their decision process-driven counterparts, provide flexible approximation to decision making on a massive scale. With the proliferation of social media and the internet of things, business and government services now have access to the interactions among humans, organizations, and even items as a network. This study would apply to problems, such as financial market analysis, fraud detection, linkage forecasting, and strategic network building, which address relevant business interests, including target marketing, personalization, and recommendations. The findings of the research stream would further contribute to related areas, such as pharmaceutical/genetic studies and computational sociology.

Dynamic Group Scheduling: Theory and Applications

Principal Investigator: Adam Diamant

Adam Diamant's research introduces a mathematical framework for modeling large-scale systems where a decision-maker must repeatedly assign tasks, with different work requirements, to a collection of workers. The difficulty lies in the effect these tasks have on the worker, i.e., the whole is not equal to the sum of the effects of each task. Practical-sized problems are too large to be solved exactly and thus, it is customary to focus on suboptimal decision-making policies that consider the sum of the individual effects each task has on the worker. In many instances, this results in decisions that are far from optimal. One such example lies in the field of health care, where patients arriving over time must be assigned to a collection of home care workers. Adam developed an optimal scheduling framework that incorporates many industry-specific factors, including a patient's health requirement, the time per visit, the expected number of visits they will need, and consistency in personnel. In particular, the methodology considers the daily travel time of a home care worker, which is highly sensitive to the panel of patients they are currently serving, the set of new patients that are assigned, and patients they may be assigned in the future.

SOCIAL SCIENCES AND HUMANITIES RESEARCH COUNCIL (SSHRC) – 2017

Does A Strong Corporate Culture Create Shareholder Value?

Principal Investigator: Ming Dong

Corporate culture is widely recognized as a source of value by corporate leaders. A recent survey indicates that over 90% of executives believe that improving their firm's culture will increase firm value. However, there is only scant academic literature that examines the effect of corporate culture on firm value, mainly because corporate culture is intangible and difficult to quantify.

This research aims to address the challenge in measuring corporate culture and empirically test whether a strong corporate culture creates shareholder value. Ming Dong plans to use a novel measure of corporate culture, focusing on one aspect: flexibility. He will collect job reviews, posted by current and former employees, from a publicly available career intelligence website. He will perform textual analysis on these reviews and compute the frequency of words that are associated with flexibility. Aggregating the review-level frequencies by firms, Ming will obtain a time-varying measure of the corporate flexibility culture for each firm. He will measure firm value creation by stock returns and empirically confirm the theorized positive relation between a strong corporate culture and firm value. He will then assess whether the benefits of flexibility are particularly strong in uncertain economic environments.

Demographics and Innovation

Principal Investigator: Ambrus Kecskés

Younger labour forces produce more innovation. Ambrus Kecskés establishes this using the native-born labour force projected, based on local historical births in the U.S. Ambrus uses three successive levels of analysis – commuting zones, firms, and inventors – to eliminate or examine effects such as firm and inventor life cycles. He also finds that innovation activities reflect the innovative characteristics of younger labour forces, and firms in younger labour markets have higher valuations. His results indicate that younger people as a group – inventors interacting with non-inventors – produce more innovation through the labour supply channel rather than through a financing supply or consumer demand channel.

This study offers ready policy prescriptions for the demographic challenges confronting most countries in the world today. The study finds that not only do younger labour forces produce more innovation, they also create more wealth. The findings provide support for at least three types of public policies that can counter the effects of an aging population: improving the education and training of the native-born population; encouraging young and skilled immigration; and incentivizing domestic population growth.

Short Interest and Investment

Principal Investigator: Yelena Larkin

This project evaluates the role of sophisticated investors, such as short sellers, in corporate investment decisions. Although short-selling is considered controversial, the scope of its activity in the United States has quadrupled over the past 30 years, and various countries around the world have passed regulations permitting short-selling as part of trading activity on their local stock exchanges.

The main hypothesis of this project is that the presence of sophisticated investors such as short sellers can benefit the firm and lead to more efficient investment decisions. Existing literature provides ample evidence on how short-selling activity is related to stock prices. Yet, little is known on whether short sellers play a role in shaping the real activity of firms, in particular corporate investments. This project is one of the first ones in the literature to examine this link.

The benefits of short-selling activity stem from the premise that short sellers possess information regarding the firm's future. As a result, an increase in short-seller activity can potentially indicate a negative view of investors on the company's prospects that might induce managers to take a corrective action and reduce investment.

Construal of Trust and Suspicion in Marketing Contexts

Principal Investigator: Peter Darke

The birth of online retail was heralded as leveling the playing field for small and large businesses, as well as for providing consumers with access to more sellers, better information, and lower prices. However, the current reality is quite different in that the online channel is dominated by big brands, most of which also have a substantial bricks-and-mortar presence. Moreover, consumers are often willing to pay substantial premiums to brand name retailers online, even when smaller online sellers offer identical products for less. Why is reality so different from what was anticipated? While many factors are likely involved, one central explanation is almost certainly that consumers are highly suspicious when making online purchases, and seek the comfort of larger, better-established firms as a result. The funded research identifies the role of psychological distance in consumer judgments of trust and distrust during online marketing interactions and identifies a number of theory-based marketing strategies that can be used to suppress, avoid, or even reverse the negative effects psychological distance can have on trust, without the need to build a chain of local physical stores or a trusted brand image.

Opacity: Artificial Intelligence, Corporate Accountability and Public Understanding

Principal Investigator: Dirk Matten

Dirk Matten and his team's proposed research will show how corporations and their networks are currently shaping, and proposing to account for, society's understanding of Artificial Intelligence's (AI's) perilous possibilities. On a theoretical level, they develop the "opacity framework" that will help quickly and rigorously explicate the manner in which AI interfaces can be more or less open and characterized by more or less opacity (hence they coined this term "opacity"). Their empirical objective is to explain the importance of the policies and practices of corporations and associated networks with key interests in open-source AI. The pilot study that Dirk and his team have conducted as part of this proposal's development suggests that they will include the corporations and associate networks on AI as part of their empirical investigation.

The final objective of the proposed research is a function of theoretical and empirical objectives complementing each other. It relates to the continuing need for a fuller understanding of the political and social importance of corporations. Whereas much of the literature conceives of the political and social importance of corporate policies and practices reactively – e.g., as responses to legitimacy crises, as responses to state-centric governance failures – Dirk and his team aim to show that corporations are also of much more proactive social and political importance. In short, they aim to show how corporations are playing an active role in creating the norms and values that will potentially play a key role in the future development of AI.

National Pensions, Investment Policies, and Financial Markets: Evidence from Canada and around the World

Principal Investigator: Lilian Ng

Lilian Ng's proposed research will provide a comprehensive comparison of the investment policies of national pension reserve funds (NPRF) between Canada and 20 developed and developing countries. The investment objectives and investment policies of national pension funds differ vastly across countries. For example, Spain, Belgium, and the U.S. can only invest their NPRFs in fixed income securities (typically government bonds); Japan and many European countries invest in both fixed income securities and equities; and Canada, Australia, and New Zealand allocate a substantial portion of assets to private equity funds and hedge funds. Based on the aggregate asset allocation data, Lillian then examines the asset allocation decisions of NPRFs across different asset types (i.e., equities, fixed income securities, and alternative investments), and between domestic and foreign markets and studies the underlying economic and financial factors driving their differences. Finally, Lillian will study whether

the investment practices of these funds have any valuation effects at the asset class level and at the individual security level. Specifically, she will test whether and how investment activities of NPRFs affect the important properties of financial markets, such as price efficiency, liquidity, and volatility.

How Extreme Product Incongruity Leads Consumers to Affirm Other Consumption-Relevant Knowledge Structures

Principal Investigator: Theodore Noseworthy

To date, scholars and practitioners in the area of product design and innovation have focused extensively on the likelihood of consumers adopting radical product innovations. However, a distinct body of research suggests there may be more to the story. It seems that people strive to maintain existing beliefs. An interesting finding from this literature is that when a belief is sufficiently threatened, people will compensate by affirming other established beliefs, even in unrelated domains. For example, one study found that reading an incoherent story can lead people to more strongly affirm their cultural identity. In the proposed research, Theodore Noseworthy will investigate the analogous notion that new products that challenge existing beliefs can cause people to affirm their cultural identity via nationalistic preference, morality via “green” consumerism, and even social standing via conspicuous brand signaling. Should the findings manifest as expected, they would have significant implications for researchers and firms engaging in product design and innovation. First and foremost, the results would demonstrate that radical innovation can cause consumers to affirm other beliefs that may have direct and immediate implications for the firm.

SOCIAL SCIENCES AND HUMANITIES RESEARCH COUNCIL (SSHRC) – 2018

The Changing Global Landscape of Management Consulting: Exploring the Rise of India

Principal Investigator: Matthias Kipping

Over the past century, management consultants have come to define “best practices” and their application. They also became favourite employers of graduates everywhere. Since its inception, the industry has been dominated by firms of Western, namely US, origin. But over the last two decades its centre of gravity has gradually been shifting to India, where firms such as Accenture, Cognizant, Deloitte or Canada’s CGI are now employing tens, even hundreds of thousands of consultants. At the same time, Indian consulting firms led by Infosys, Tata Consultancy Services (TCS) and Wipro are now offering an increasing range of services on a global scale.

This project examines the recent and ongoing rise of India as a global hub for management consulting activities by systematically examining: (i) the factors and actors behind these developments, (ii) the strategies of Western and Indian firms in leveraging their presence in India, and (iii) the organization of operations and life worlds of consultants there. Research takes place both in Canada and in India and draws on a wide range of approaches and sources, including interviews, a questionnaire survey, and an analysis of social media postings.

Indigenous Social Entrepreneurship: A Co-generated Approach

Principal Investigator: Irene Henriques

Irene Henriques’s cross-Canada research team seeks to build an aspirational Indigenous social entrepreneurship framework. Their framework is based on the co-generation and co-creation of knowledge and experiences whereby the Indigenous world view of cooperation, community, sustainability, sense of place and a generational perspective, and the entrepreneurial Western perspective are synthesized so as to derive a more complete and inclusive understanding of entrepreneurial processes. Such a new perspective requires all stakeholders to the

entrepreneurial activity, including Indigenous communities, Indigenous social entrepreneurs, the financial and business sector, governments and non-governmental agencies to share experiences and co-generate/co-create an entrepreneurship framework. They seek to incorporate these values, and lay bare tensions between private and collective rights, the needs of the individual and those of the community and economic valuation and Indigenous valuation, so as to inform not only Indigenous entrepreneurship but non-Indigenous entrepreneurship as well. The interest in her team's research will be significant, spanning a wide range of topics and activities of Indigenous communities, Elders, youth, governments, policy makers, financial institutions, individual entrepreneurial practitioners and academics.

Reshaping Entrepreneurship as a Tool for Poverty Alleviation

Principal Investigator: Geoffrey Kistruck

Entrepreneurship is increasingly heralded as fundamental to alleviating poverty, and many development organizations have undertaken large scale and costly entrepreneurial training initiatives. While these efforts have had some success, the resulting entrepreneurial activity has been largely imitative rather than innovative – activities that replicate existing businesses in their communities, rather than identify “new means/ends relationships”. The objective of this research is to collaborate with the Tanzanian Social Action Fund (TASAF) and the University of Dar es Salaam Business School (UDBS) to design and test modifications to TASAF's entrepreneurial training programs. More specifically, Geoffrey plans to conduct three longitudinal field experiments designed to foster greater innovation at each stage of the entrepreneurship process: opportunity identification (seeing innovative opportunities), opportunity exploitation (acting on innovative opportunities), and growth (increasing the scope or scale of innovative opportunities). From a theoretical perspective, his goal is to explore how characteristics that are most salient within the chosen setting alter current explanations of causal relationships in the field of entrepreneurship more broadly. From a practical perspective, not only will the project directly impact TASAF's targeted beneficiaries across 25 different regions in Tanzania, but potentially millions more throughout Africa and around the world who receive entrepreneurship training from similar organizations.

The Effect of Technology on Auditors' Professional Judgement

Principal Investigator: Linda Thorne

Perhaps the most significant factor rapidly changing the way professional accountants perform their work is the increased reliance of the accounting profession on technology. Credible media reports suggest that by 2030, 40% to 90% of all accounting functions will be replaced by technology. Most of the evidence points to the benefits of increasing reliance on technology, as this facilitates long-distance communication and standardizes work procedures, thereby increasing decision accuracy and lowering the costs of doing business. There are, however, potential drawbacks associated with technology use that threaten the quality of auditors' professional judgement. For instance, excessive reliance on technology can have detrimental impacts on staff training and development. Similarly, applying standardized decision protocols that may not apply to unique or new decision contexts mitigates their benefits. Most alarmingly, excessive reliance on technology may result in professional accountants' abdication of responsibility which, in turn, undermines their ethical obligation to the public. With these factors in mind, Linda Thorne's research team aims to understand how to best ensure accountants' professional judgement adheres to high ethical standards in a technically advanced world.

OTHER EXTERNAL RESEARCH PROJECTS

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

- *Interest Rates, Monetary Policy and Economic Policy Uncertainty, and Banks' Financial Reporting Quality*, Kiridaran Kanagaretnam
- *Blockchain-Enabled Smart Energy Micro-Grids for Transactive Energy marketplaces*, Henry Kim
- *Beyond Environmental Building Certification: The Impact of Environmental Interventions on Commercial Real Estate Operations*, Avis Devine
- *Disruptive Technological Innovation: Mechanisms and Evolutionary Path*, Justin Tan

RESEARCH PAPERS

One of the features that makes a school of business perform at a consistently high level over many decades is the quality of its researchers. Over the past five decades, scholars at Schulich have transformed the way management educators understand core issues in many areas and have published numerous journal articles.

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

“Discourse of the Professions: The Making, Normalizing and Taming of Ontario’s ‘Foreign-Trained’ Accountant”
Annisette, Marcia (2017)

Informed by insights from the sociology of categories (Lamont, 1992; Lamont & Molnar, 2002; Gieryn, 1983) and the anthropology of pollution (Douglas, 1966), the paper focuses on how the category “foreign-trained accountant” is constructed on the basis of attributes that are deemed polluting and impure in the context of Ontario accountancy. The paper illustrates the problems of social categorization by demonstrating how Ontario's 'new immigrant' ACCA and CIMA qualified accountants, straddled two incompatible categories and in so doing, became dangerously polluting to the professional accountancy landscape of Ontario. Theoretically, the paper locates boundary-work within the sociology of categories literature, and by making an analytical distinction between boundary-work and social closure, provides a perspective for understanding the cultural dimension of professions.

Journal Title: Accounting, Organizations and Society, Volume 60, Pages 37-61. DOI: 10.1016/j.aos.2017.06.006

“Locus of Uncertainty and the Relationship between Contractual and Relational Governance in Cross-Border Interfirm Relationships” Aulakh, Preet (2017)

The relationship between contractual and relational arrangements in interorganizational relationships has been subject to an ongoing debate. We propose that in the context of cross-border partnerships, the governance mechanisms can be both substitutes and complements depending upon contingencies posed by uncertainties of two different origins: environmental and behavioral. We argue that environmental uncertainty (i.e., instability and unpredictability of the external environment) drives the formal and relational arrangements into a more substitutive relationship by elevating the adaptation complications in which increasing reliance on either form of governance inhibits the effective operation of the other. Contrastingly, behavioral uncertainty (in the form of inadequate common grounds and shared frameworks among collaborating firms) encumbers the understanding of partner behavior and conduct and drives the governance mechanisms into a more complementary relationship in which contractual and relational mechanisms facilitate the effective operation of each other. Empirical results from 205 cross-border partnerships of large U.S. firms support our theorized relationships.

Journal Title: Journal of Management, Volume 43, Edition 3, Pages 771-803. (with M. Abdi) DOI: 10.1177/0149206314541152

“Reflexive Dis/embedding: Personal Narratives, Empowerment and the Emotional Dynamics of Interstitial Events” Auster, Ellen (2018)

Reflexivity is required for institutional work, yet we know very little about the mechanisms for generating such understandings of the social world. We explore this gap through a case study of an interstitial event that aims to create a community of ‘change-makers’. The findings suggest that such events can generate reflexive dis/embedding through two complementary mechanisms. Specifically, personal narratives of injustice and action and individual-collective empowering generate emotional dynamics that disembed actors from their given attachments and embed them within new social bonds. Through these mechanisms, the event in the case study was able to challenge audience members’ conceptions of self and others and change their worldview. This research advances our understanding of how reflexivity can be developed by uncovering the emotional dynamics crucial to the dis/embedding of actors.

Journal Title: Organization Studies, Volume 39, Edition 4, Pages 467-490. (with T. Ruebottom) <https://doi.org/10.1177/0170840617709308>

“Corporate Social Responsibility Disclosure: Perspectives from Sell-Side and Buy-Side Analysts” Cho, Charles (2017)

This study examines the usage of non-financial information related to corporate-social responsibility (CSR) issues from the perspective of sell-side and buy-side analysts revealing that financial-analysts make use of CSR disclosures very rarely and attribute little importance to such information.

Journal Title: Sustainability Accounting, Management and Policy Journal, Volume 8, Edition 1, Pages 2-19. (with J. Krasodomska) <https://doi.org/10.1108/SAMPJ-02-2016-0006>

“Ethics in the Eye of the Beholder: A Pluralist View of Fair-Trade” Everett, Jeffery (2017)

This paper examines fair trade through a variety of ethical lenses as a means of determining whether or not it is, indeed, fair. The specific lenses employed are utilitarianism, justice, rights, virtue, and care. The context examined is coffee production and the analysis is based on twenty-three interviews conducted with fair trade coffee producers and other associated actors in the country of Guatemala. The paper highlights how each of these lenses draws attention to the unique moral dimensions of fair trade, and demonstrates how a pluralist view enables a better grasp of the complexity of the ethics surrounding fair trade than is provided by any one, singular framing. Implications of the analysis are provided for business educators, practitioners, and students of fair trade.

Journal Title: Business and Professional Ethics Journal, Volume 36, Edition 1, Pages 1-40. (with D. Neu and A.S. Rahaman) DOI: 10.5840/bpej201692644

“Microaccountability and Biopolitics: Microfinance in a Sri Lankan Village” Graham, Cameron (2018)

Based on a micro-level study of microfinance, this paper explores how basic accounting technologies and interpersonal accountability are used to make lending to poor village women profitable and low risk. We argue that “microaccountability,” our term for the structuring and formalization of convivial relationships into a capillary system of accountability, must be recognized as a central tool of social governance under neoliberalism. Our field

research in Sri Lanka allows us to analyse how microaccountability is employed by for-profit banks to create from poor villagers a legion of bankable individual entrepreneurs, trained to invigilate each other's savings and credit behaviours. Using the theoretical lens of biopolitics, we show how microaccountability enables the extension of the finance industry into untapped sectors of the global population.

Journal Title: Accounting, Organizations and Society. (with C. Alawattage and D. Wickramasinghe)
<https://doi.org/10.1016/j.aos.2018.05.008>

“Governing the Void between Stakeholder Management and Sustainability” Henriques, Irene (2018)

In this paper, we explain why firms selectively responding to the most powerful, legitimate, and urgent demands of their stakeholders will not bring about sustainability and offer suggestions on what we should do in light of this shortcoming. Sustainability issues tend to be wicked problems that require cooperation across parties and over time to define and resolve. Stakeholder pressures can bring sustainability to the fore, but government intervention is necessary to drive meaningful action to resolve such issues. Without government intervention, self-interested stakeholders can pressure firms to move away from the complex, long-term challenges of wicked problems. Yet, stakeholder pressure is also necessary, as without it, industries may self-regulate in self-serving ways. Our analysis thus suggests that collaboration between business, government, and stakeholders is necessary to resolve the wicked problems of sustainability. We therefore urge the stakeholder literature to move beyond its libertarian underpinnings by (re)incorporating government into models of effective corporate governance.

Journal Title: Advances in Strategic Management, Volume 38, Pages 121-143. (with M. Barnett and B.W. Husted)
<https://ssrn.com/abstract=3135417>

“Social Capital and Bank Stability” Kanagaretnam, Kiridaran (2017)

Using a sample of public and private banks, we study how social capital relates to bank stability. Social capital, which reflects the level of cooperative norms in society, is likely to reduce opportunistic behavior (Jha and Chen 2015; Hasan et al., 2017) and, therefore, act as an informal monitoring mechanism. Consistent with our expectations, we find that banks in high social capital regions experienced fewer failures and less financial trouble during the 2007–2010 financial crisis than banks in low social capital regions. In addition, we find that social capital was negatively associated with abnormal risk-taking and positively associated with accounting transparency and accounting conservatism in the pre-crisis period of 2000–2006, indicating that risk-taking, accounting transparency, and accounting conservatism are possible channels through which social capital affected bank stability during the crisis.

Journal Title: Journal of Financial Stability, Volume 32, Pages 99-114. (with J.Y. Jin, G.J. Lobo, and R. Mathieu)
<https://doi.org/10.1016/j.jfs.2017.08.001>

“Do Long-term Investors Improve Corporate Decision Making?” Kecskés, Ambrus (2018)

We study the effect of investor horizons on a comprehensive set of corporate decisions. We argue that monitoring by long-term investors generates decision making that maximizes shareholder value. We find that long-term investors strengthen governance and restrain managerial misbehaviors such as earnings management and financial fraud. They discourage a range of investment and financing activities but encourage payouts. Innovation increases, in quantity and quality. Shareholders benefit through higher profitability that the stock market does not fully anticipate, and lower risk.

Journal Title: Journal of Corporate Finance, Volume 50, Pages 424-452. (with J. Harford and S. Mansi)
<https://doi.org/10.1016/j.jcorpfin.2017.09.022>

“The Opportunity not Taken: Entrepreneurship as an Occupational Identity in Contexts of Poverty” Kistruck, Geoffrey (2018)

Innovative entrepreneurship is an essential but often missing outcome of poverty alleviation efforts. This qualitative study set in rural Ghana explores the occupational identity of entrepreneurs, the institutions that shape it in isolated “island networks”, and how it influences entrepreneurs' practices and decisions. We find that the institutional forces of “collectivism” and “fatalism” feature prominently. Being an entrepreneur in such settings means being a mentor, market link, and community safety net, and the types of opportunities entrepreneurs pursue are largely seen as pre-destined and inherited rather than individually chosen. As a result, the pursuit of innovative opportunities may be significantly limited.

Journal Title: Journal of Business Venturing, Volume 33, Edition 4, Pages 416-437. (with A.S. Shantz and C. Zietsma)
<https://doi.org/10.1016/j.jbusvent.2018.02.003>

“Measuring Corporate Social Responsibility and Impact: Enhancing Quantitative Research Design and Methods in Business and Society Research” Matten, Dirk (2017)

An issue of *Business & Society* does not pass where there is not at least one, if not more, papers on corporate social responsibility (CSR) or corporate social performance (CSP). In fact, the field is obsessed with issues of performance and impact. Does CSR have an impact on financial performance? Or, perhaps more importantly, does CSR have an impact on social welfare or firm environmental performance? These questions go to the heart of our field and are related to its legitimacy as an area of intellectual inquiry. Still the answers to these questions are not clear and the results of research continue to be mixed. These motley results are no doubt due to the many methodological issues that such research faces. Still, progress is being made—slowly. As editors, the main reasons we desk reject quantitative papers are due to inattention to issues such as variable measurement, endogeneity, survey biases (Fowler, 2014), and other methodological issues. As we receive manuscripts from around the world, we see that many studies do not incorporate state-of-the-art measurement and research design that would allow for the more rapid accumulation of knowledge. So in this Editors' Insights, we want to draw your attention to ways we, as business and society researchers, can improve our quantitative methods for evaluating the impact of CSR engagement and related initiatives of the firm not only on financial performance but also on social well-being.

Journal Title: Business & Society, Volume 56, Edition 6, Pages 787-795. (with A. Crane, I. Henriques, and B. Husted)
<https://doi.org/10.1177/0007650317713267>

“A Comparison of Canadian and U.S. CSR Strategic Alliances, CSR Reporting, and CSR Performance: Insights into Implicit–Explicit CSR” Thorne, Linda (2017)

We considered the question of how corporate social responsibility (CSR) differs between Canada and the U.S. Prior research has identified that national institutional differences exist between the two countries [Freeman and Hasnaoui, *J Business Ethics* 100(3):419–443, 2011], which may be associated with variations in their respective CSR practices. Matten and Moon [*Acad Manag Rev* 33(2):404–424, 2008] suggested that cross-national differences in firms' CSR are depicted by an implicit–explicit conceptual framework: explicit CSR practices are deliberate and more strategic than implicit CSR practices. We compared Canada and U.S. CSR and examined how CSR strategic alliances, CSR reporting, and CSR performance in the two countries correspond to implicit versus explicit CSR practices, which we link to stakeholder and signaling perspectives. We relied upon a new database, the

Sustainalytics Global Platform (SGP), and we found a positive association exists between CSR strategic alliances and the number of years that firms have issued standalone CSR reports in both countries. Moreover, we found that CSR scores mediated this association in the U.S., as U.S. firms with high CSR scores typically engage in more CSR strategic alliances. In Canada, we did not find this mediating effect. Our findings suggest that U.S. firms engage in signaling activities that are more strategic and explicit than their Canadian counterparts. This paper closes with implications for practice and theory.

Journal Title: Journal of Business Ethics, 143(1), 85-98. (with L. Mahoney, K. Gregor, and S. Convery)
<https://doi.org/10.1007/s10551-015-2799-6>

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’ Case Competition has been organized by the 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. In 2017, the teams were being challenged to design a global equity portfolio that advances the United Nations’ Sustainable Development Goals while also maximizing returns. For 2018, the three finalist teams were challenged to develop a new business idea for the BNP Paribas’ Corporate & Institutional activity, in line with their strategy to develop financially viable products and services that direct meaningful investment towards the achievement of the United Nations’ Sustainable Development Goals. BNP Paribas is a leading bank in Europe with an international reach.

For more information, please visit <https://www.corporateknights.com/affiliates/casecompetition/>

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 Responsible Business Intelligence Unit that 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 four years (2014-2017), with the fifth publication underway. With a growing interest from Mexican firms to participate in the ranking, the 2018 edition will rank the top 100 companies operating in Mexico.

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 took place at the World Economic Forum in Davos, Switzerland in January 2017. In the same year, a panel discussion was held in London, UK in March and one held at the 2017 SHAPE North America Summit in Toronto, a five-day summit that brings together World Economic Forum Global Shapers from around the world. In November 2017, the School hosted a number of public discussion in Mumbai and Hyderabad, India centered on the business themes and issues contained in the book “Re-Imagining Capitalism”. In addition, Schulich hosted a China launch of the book that took place at the Guanghua School of Management, Peking University, in early 2018. The book has recently been translated into Chinese. A Latin America launch of the *Re-Imagining Capitalism* book is planned for late 2018 in São Paulo, Brazil.

The 7th annual Schulich International Case Competition (SICC) took place in March 2018 bringing together students from Global business schools from Australia, North America, Europe and Asia. The case for the competition was developed by the Schulich School of Business’ Global Mining Management MBA specialization. The competition provides students with the opportunity to discuss real-life business challenges, bringing together a collection of innovative and pragmatic solutions. Focused on mining, finance, and sustainability, we are about pitching real solutions to current industry leaders. Over the past seven 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. The next edition of SICC will be held in March 2019.

For more information, please visit <http://schulich.yorku.ca/schulich-international-case-competition/>

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 and IMBA 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 and IMBA students and is the capstone of the Schulich program. For the IMBA students this project is called the International Field Study. The project spans the final two semesters of the program and is undertaken by a group of six or seven 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 for 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. In the end the team presents its findings and recommendations to the senior management of the firm. The deliverable is a PowerPoint presentation and 40-page company assessment that summarizes its prospects, identifies strategic alternatives and makes actionable recommendations for implementation.

For more information, please visit <http://schulich.yorku.ca/strategy-field-study-601/>

GLOBAL LEADERSHIP PROGRAM (GLP)

The Global Leadership Program (GLP) 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). In 2018 the projects are focused on a range of countries including Israel, India and China.

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.

For more information, please visit <http://gradblog.schulich.yorku.ca/apply-for-the-global-leadership-program-glp/>

YORK CONSULTING GROUP (YCG)

The York Consulting Group (YCG) 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 consulting group 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: City of North York, CANAM Tours, Myplasticsrecruiter.com and Internexperts.com.

For more information please visit <http://www.yorkconsultinggroup.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 clubs, along with Schulich's Career Development Centre and/or Schulich's Alumni Relations unit, 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, in March 2018 Schulich Net Impact hosted its annual conference titled "Annual 360° on Business Sustainability". The focus of this year conference is on the wide range effects of global climate change, the evolving policies to address the threats we face as a result, and the different areas of business to deal with these challenges through exploring opportunities and technologies. The conference 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. Speakers for the 2018 annual conference include Dr. Blair Feltmate, Head of the Intact Centre on Climate Adaptation, Julia Langer, CEO of The Atmospheric Fund, and Professor Gordon McBean, President of the International Council for Science. The Social Impact Management Association (SIMA) also held speaker sessions on corporate philanthropy, non-profit marketing, and social entrepreneurship. For instance, also in March 2018 SIMA hosted an Executive Lunch and invited Devika Shah, Senior Manager – Strategic Initiatives at WWF-Canada and a Schulich alumna, to provide Schulich students the opportunity to learn about how they may use their business skills to combat climate change.

Schulich Professor Dirk Matten, Hewlett Packard Chair in Corporate Social Responsibility, alongside former Schulich Professor Andrew Crane, the then George R. Gardiner Professor of Business Ethics, published insights into a range of issues related to business ethics and corporate citizenship across the globe through their blog Crane and Matten. Since March 2017 the blog is no longer active due to many factors as explained in their last blog post; however, the blog's archive remains available to the public.

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. A couple of

examples follows. In 2013, Paul Polman, Chief Executive Officer of Unilever, spoke to Schulich students on responsible capitalism. Professor Alnoor Ebrahim of Harvard Business School also spoke to Schulich students in 2013, on measuring performance in the social sector. In 2018, Schulich hosted its first Schulich Speaker Series featuring Douglas McCuaig, CGI President for Eastern, Central, Southern Europe and South America and a longstanding member of Schulich's International Advisory Council. The theme of the event was "Embracing Digital Disruption". He discussed the findings of the 2017 CGI Global Insights report that focused on digital transformation in various industries and corporations. One of the key findings from the report is that more companies are rating "digital transformation" as their top priority. Some of the main drivers fueling this transformation are customer expectations, cost pressures and the growing use of digital technologies. According to Douglas McCuaig, consumer-intensive companies are leading the way with the development of digital-only customer channels, and a growing number of companies are experimenting with analytics, Artificial Intelligence and other digital technologies. Close to 200 alumni, students, faculty and staff attended the event.

STUDENT-LED ORGANIZATIONS

There are 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. 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://qbcshulich.com/>

Corporate Social Responsibility Society (CSRS)

As one of the largest undergraduate clubs at 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)

EVCC 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.

- It provides access to various external competitions that hold significance for small enterprises.
- 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.

- It 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 <http://schulich.yorku.ca/schulich-international-case-competition/>

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 also to 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 <https://www.facebook.com/events/136131020416140/>

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 as well as members of the community. In the past, conference sponsors include TD Bank, Scotiabank, CPA, CIBC, and Bell. The upcoming 15th Annual Inspire to Aspire Conference will take place March 2019.

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

MBA Insights is an annual alumni conference presented by the Graduate Business Council, Schulich's graduate student government body. 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 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 Horváth 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 enhancement of 'Canada's international reputation for academic excellence'.

In addition, many members of the Schulich faculty are active leaders within their respective sectors. Professor Joyce Zemans, C.M., Director of the Arts, Media and Entertainment Management Program, is

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 (Creative City Network of Canada). Professor Moshe Milevsky 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 events, such as the annual University-wide *Terry Fox Run*. Team Schulich raised more than \$5,200 at the 2018 Terry Fox Run held at York University in September. The team consisted of more than 50 Schulich undergraduate and graduate students, faculty, alumni and staff members. 2018 marked the 20th year that a Schulich team has taken part in support of cancer research.

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.

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 instance, the Schulich Graduate Business Council (GBC) 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. Another example, the GBC completed various fundraising initiatives from t-shirt sale to a "faculty versus students" soccer match to raise funds for the Moose Hide Campaign, a movement against violence towards women and children, as part of the 2018 MBA Games. 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. Additional samples of these initiatives follows.

WIL MENTORSHIP

The student club Women in Leadership (WIL) 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. The University 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 late 2018) will also be built to the LEED certification standards.
- The Yorkwise program is investing \$39.5 million in building and infrastructure renewal, design technology and training solutions, to promote energy conservation and reduce utility costs. The university completed an energy audit of all campus buildings in 2008, and has since been retrofitting and replacing lighting, HVAC (heating and cooling) and water fixtures across campus.
- The "Res Race to Zero" is an annual competition in which residences across York University campus face off to determine who can minimize their energy consumption the most over the

month of March. The winning residence receives an award of \$4,000 toward a sustainability themed initiative in their residence (i.e. low flow shower heads in the residence building, energy saving light bulbs, motion sensor light switches, etc.). This program complements York's 5-year energy management plan to reduce energy usage on campus by 25%.

- ZeroWaste, York's formal waste reduction program that was established in 1990, has achieved a 68 percent waste diversion, eclipsing the original goal of 50 percent by 2000.
- 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, 2016, 2017, and 2018.

For further information on York University CSR initiatives please visit <http://sustainability.info.yorku.ca/>; <https://content.eluta.ca/top-employer-york-university>

Moving forward, the Schulich School of Business will continue to be a leader in responsible business education, to promote the principles of ethical leadership through our curricula, events, student clubs, community initiatives, and to foster 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, Schulich has 30 endowed research Chairs and Professorships 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. The School'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.

For further information on Endowed Chairs and Professorships please visit <http://schulich.yorku.ca/faculty-research/endowments-and-awards/endowed-chairs-and-professors/>

In addition, 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 in India (taught by visiting Schulich faculty) and the second year at Schulich's Toronto campus.