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

June 2014

This is our Sharing Information on Progress (SIP) Report on the Implementation of the Principles for Responsible Management Education.
Message from the Dean

Queen’s School of Business is pleased to renew its commitment to the Principles of Responsible Management Education (PRME).

We are proud to be a signatory to PRME and look forward to continuing to work with fellow members as we collectively strive to develop the next generation of globally responsible leaders.

David M. Saunders, PhD
Dean

Our Mission

We develop outstanding leaders with a global perspective, and create new knowledge that advances business and society.

Our Vision

To be one of the world’s most innovative and influential business schools.

Our Purpose

- We prepare students from across Canada and around the world for positions of leadership and impact through excellent undergraduate and graduate programs
- We improve the practice of management and leadership, and advance business and society through excellence in research
- We provide excellent executive education to Canadian and international executives
- We offer our alumni lifelong learning, development and engagement opportunities
Queen’s School of Business Centre for Responsible Leadership: Developing the next generation of Responsible Leaders

Queen’s School of Business established the Centre for Responsible Leadership in 2004 (formerly called the Centre for Corporate Social Responsibility). The Centre trains students to meet the challenges of responsible and sustainable business, sparks minds with innovative ideas to encourage students to embrace a personal passion for social responsibility, and fosters research that will ultimately promote responsible leadership.

The Centre’s mission is to educate students and foster research, outreach, and advocacy on responsible leadership.

Its focus areas are:

- **Integrity**: Ethics, respect, transparency, authenticity and courage
- **Innovation**: Social innovation and social entrepreneurship
- **Impact**: Sustainability and environmental stewardship, community leadership and outreach

The Centre has four major purposes:

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

OUR WORLD TODAY NEEDS LEADERS THAT ARE BOTH READY AND WILLING TO TACKLE OUR MOST PRESSING SOCIAL NEEDS SUCH AS POVERTY, HEALTH CARE, HUMAN RIGHTS, EDUCATION, CIVIC ENGAGEMENT AND THE ENVIRONMENT. QSB’S CENTRE FOR RESPONSIBLE LEADERSHIP IS HELPING TO MEET THIS DEMAND BY PREPARING THE NEXT GENERATION OF RESPONSIBLE LEADERS.

Tina Dacin, PhD  
Director, QSB Centre for Responsible Leadership
E. Marie Shantz Chair of Strategy & Organizational Behavior
Moving through the different elements of the Responsible Leadership requirements—volunteerism, case focus, workshops and a CSR element to your individual project—was very powerful. It required me to consider a different perspective than the typical business outcomes of profitability, ROI, and shareholder returns... The challenge here was to find a way to balance business outcomes with community, social and environmental points of view. Viewing an economic development opportunity through this larger lens resulted in a really rewarding challenge and richer learning experience for me.

Curt W. EMBA’14
Queen’s School of Business 3\textsuperscript{rd} SIP Report

Progress against goals from last SIP report
Queen’s School of Business has engaged in several new and ongoing activities in support of the six Principles of Responsible Management Education (PRME) since becoming a signatory. In this, our third, Sharing Information on Progress (SIP) report, we highlight some of our achievements since our June 2012 SIP report. We are pleased to report that we have achieved all of the goals that we set for ourselves in the last SIP report, as summarized in the table below. For more information on Queen’s School of Business and our activities, please visit our website at www.business.queensu.ca.

<table>
<thead>
<tr>
<th>Goals set for next 24 months in June 2012 SIP Report</th>
<th>Progress against Goals</th>
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<tbody>
<tr>
<td>Continue to integrate the PRME principles into our programming and activities</td>
<td>• Completed a Curriculum Review Process to identify how Responsible Leadership is incorporated into our existing curriculum and how course offerings can be improved.</td>
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<td>• Expanded the roster of Ethical/CRL Approved Courses to 22 within the Queen’s School of Business and over 60 within the Faculty of Arts and Science.</td>
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<td>• 203 graduating students have signed the Queen’s MBA Oath which was newly created in 2011.</td>
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<td>• A wide variety of topics related to PRME are explored by Faculty in their research and lectures. Including, \textit{The Dark Side of Social Enterprise} which uncovers the potential for unintended negative consequences; \textit{Doing Good Gives Firms an Investment Edge}, published in the Journal of Business Ethics, which shows a link between access to financial capital and CSR scores; a White Paper on the top 10 best practices for accountability in annual reporting.</td>
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<td>• Several tools were developed to help ensure corporate responsibility, including a collaboration between QSB and the School of Computing which resulted in a linguistic-based statistical method that flags suspicious words and phrases — indicators of fraud.</td>
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| Further expand our Certificate in Responsible Leadership programs | • Launched Certificate program to Queen’s MIB students (Sept 2012) and EMBA (Jan 2013).  
• Enrolled 179 new students in the Certificate program.  
• In the inaugural class of the EMBA 2014 Certificate program, over 30% of the class enrolled.  
• The number of the Full Time MBAs participating in the Certificate program nearly doubled from 2014 to 2015 classes, with over a third of the 205 class enrolling.  
• MIB enrollment nearly quadrupled from the 2013-2014 class with 43% of eligible students participating.  
• Programming now includes:  
  o The Certificate in Responsible Leadership for 5 programs including Commerce, MBA, Master of International Business and Executive MBA students  
  o Our annual Responsible Leadership Summit  
  o Annual Social Innovation Bootcamps  
  o A variety of Discovery Learning Workshops  
  o Responsible Leadership Speakers Series  
  o Monthly Brown Bag Sessions  
  o The design and provision of learning modules for the MBA, MSc, and PhD programs  
  o Support of student-led responsible leadership clubs and events  
  o The development of new teaching methods and educational materials  
  o New opportunities for student engagement including the CRL Student Ambassador Program, Responsible Leadership Internships and Fellowships |
| Develop public education programs | • Queens School of Business QSB Insight, including a section on Social Impact was launched in 2013 to share QSB’s research and ideas to a world-wide audience.  
• QSB maintains Queens By Your Side, an online resource for lifelong learning including topics related to responsible leadership.  
• Two Discovery Learning workshops on Social Entrepreneurship and Aboriginal Issues for Business Professionals were offered to the public.  
• Several events offered by the Centre for Responsible Leadership welcomed members of the public (eg. Responsible Leadership Summit, Speakers Series, Brown Bag Sessions and the Social Innovation Bootcamps). |
<p>| Further develop strategic partnerships with corporations, the non-profit community and other organizations and research centres with similar interests and goals | • QSB co-created the Community of Social Innovation (COSI), an academic collective comprising more than 25 leading international business schools and research centres focused on Responsible Management Education and hosted two COSI conferences at our Toronto facility. |</p>
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<th>Students innovating in the Skills Building Sessions led by Dr. José Colucci of IDEO, as part of the 8th Annual Responsible Leadership Summit.</th>
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| - Continued the “Visiting Executive” Program which brings practitioners in the Responsible Leadership space to QSB so that they may share their experience and insight with students, faculty and staff.  
- Established donor funded Internships (through Suncor) and Fellowships (through the private donor) for students wanting experience in the area of responsible leadership.  
- Developed key internal partnerships within the Queen’s community in order to expand opportunities for students outside of the School of Business (eg collaborated with the Queen’s Alma Mater Society for the 2014 Social Innovation Bootcamp).  
- Students completed over 4,500 hours of community volunteer service as part of their Certificate requirements.  
- Several guest lecturers presented at the various forums hosted at QSB including Max H. Bazerman, the Jesse Isidor Straus Professor of Business Administration at Harvard Business School delivered a lecture at QSB in March 2013 on the concept of “bounded ethicality” and the phenomenon of rationalizing unethical behaviours. Other examples are to be found on QSB Insight, the QSB website and the Centre for Responsible Leadership blog.  
- The Centre for Responsible Leadership hosted:  
  - two annual Responsible Leadership Summits, the second of which attracted a record number of students.  
  - A responsible Leadership Speakers series, two Social Innovation Bootcamps; two Discovery Learning workshops on Social Entrepreneurship and Design Thinking & Social Innovation; monthly Brown Bag sessions and a variety of guest lecturers. | - Continued the “Visiting Executive” Program which brings practitioners in the Responsible Leadership space to QSB so that they may share their experience and insight with students, faculty and staff.  
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Principle 1
Purpose: We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

- At QSB, we provide a broad spectrum of learning and engagement opportunities for students in terms of Responsible Leadership. In addition to the general emphasis placed on ethics and responsibility throughout our graduate and undergraduate programs, the Centre for Responsible Leadership continues to fulfill its mandate through education; the support of research; stewardship; community engagement/collaboration and advocacy.

MIB’14 Certificate in Responsible Leadership students pose with Dean Saunders and Janet Longmore, Founder and CEO of Digital Opportunity Trust (DOT).

- Certificate in Responsible Leadership program.
Since 2004 QSB has offered an optional Certificate program to students looking for in depth exposure to issues of responsible leadership. Formerly known as the Certificate in Corporate Social Responsibility, the current program has grown to reflect today’s holistic approach to the field. We are happy to report that interest in the program is ever increasing. Since 2012, we have expanded eligibility to include students in both the Masters in International Business (MIB) and Executive MBA cohorts and enrollment in each of the programs has increased substantially.

To receive this Certificate, in addition to their degree, students must complete relevant courses, attend Responsible Leadership related events, and engage in meaningful community volunteer work.
As a direct result of my MBUS 808 Project and the CRL Certificate Program, I was asked by my employer to lead the integration of sustainability into their business decision-making processes— a new role in their Sustainability department that I will be moving into soon!

Samia S. EMBA’14
• **Annual Responsible Leadership Summit.** Each year in the fall QSB hosts a Responsible Leadership Summit. This two day conference brings together leading academics and practitioners to expose students to a variety of issues in the area of responsible leadership. It is a mix of key note speakers, panel discussions, skill building workshops and networking opportunities, all designed to educate and inspire delegates to be effective and responsible leaders both in their careers and in their local communities. Under the heading “Pathways to Social Change”, the 2013 Summit was opened to other Queen’s students as well as the public and addressed topics such as social entrepreneurship, sustainability, creating shared values, socially responsible investing, business ethics, and community engagement. Visit the QSB Centre for Responsible Leadership website for details on past and upcoming conferences.

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**THE RESPONSIBLE LEADERSHIP SUMMIT BROADENED AND FORTIFIED MY PERSONAL LIFE GOALS AND INSPIRED ME IN MANY WAYS. IN THE SPAN OF 24 HOURS, MY PERSONAL COMMITMENTS MULTIPLIED AND MANY OF MY VALUES AND PRE-DISPOSED NOTIONS WERE CHALLENGED.**

Jessie M. BCom’17
Participant of the 9th Annual Responsible Leadership Summit which had as its theme “Pathways to Social Change”
Social Innovation Bootcamps. Since our last report, QSB has hosted two hands-on workshops specifically designed to give students the skill set needed to create social change in their careers and in society. Ground breaking entrepreneurs and leaders in this space shared stories and gave students the opportunity to learn from their success and failures as well as to explore their own potential as drivers of positive change. Especially successful were the “live cases” where participants grappled with real life issues within each of the organizations and presented their proposed solutions to the executives themselves.

Dell Social Innovation Challenge (DSIC). Queen’s was the first Canadian University to sign as a DSIC Partner. DSIC’s mission is to identify and support promising young social innovators who dedicate themselves to solving the world’s most pressing problems with their transformative ideas. This partnership helps us to provide our students with the valuable skills and training needed to start up successful social enterprises. Participation also offers students the opportunity to access capital and a network of mentors and advisors.
Principle 2

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

- Mandatory ethics and social responsibility content in all programs. All QSB programs have mandatory requirements as well as optional elements regarding ethics and social responsibility. Business Ethics is a required course for all first year Commerce students. Other courses incorporate cases that require an analysis by the students of socially responsible thinking from a manager’s viewpoint. The Cornell Queen’s EMBA and Queen’s MBA programs both have courses in governance as part of their program requirements. The MFin program has a mandatory session on ethics at the start of their program. The integration of business ethics and corporate social responsibility has become an increasingly important part of the MSc and PhD programs.

Queen’s MBA Oath:
In 2011, the graduating MBA class initiated the Queen’s MBA Oath. Based on the Harvard model, graduates pledged to use the knowledge and skills they obtained at QSB to lead with integrity in consideration of the greater good and to create value for society. To date, 203 graduates have taken the Oath in what has become an annual QSB tradition.

James K. MBA’13

The Certificate program was a great way for me to actively stay engaged with my core values through the MBA journey... and making the commitment up front kept me in line with who I am and how I want my career to unfold. Ultimately it got me engaged in the local community and taught me a great deal about the good we as MBA’s have to offer.

James K. MBA’13
Responsible Leadership Approved Courses: Course offerings have been enhanced and increased since our last report. To date QSB offers 22 Commerce Programs in the following areas:

- Business and Ethics
- Environmental Accounting
- The Economics of Canada’s Financial System
- Marketing Ethics
- Leadership
- Managing Across Cultures
- Gender Issues in Management
- Interpersonal Skills for Managers
- Business and Development
- International Business Negotiations
- International Business and the Nonmarket Environment
- Business Law I
- Business, Government and the Global Economy
- Advanced Topics in Strategy
- Business Ethics: Understanding Religion for Doing Business
- Critical Perspectives on Business
- Sustainability Strategies and Practices
- Sustainability Measurement, Implementation and Evaluation
- Strategies for Social Enterprise
- Corporate Governance & Control in For Profit and Not for Profit Organizations
- Organizational Fraud
- Information Systems, Ethics and Privacy

In addition to these business course selections, over 60 courses within the Faculty of Arts and Science may go towards the Certificate in Socially Responsible Leadership.

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

- **Business Ethics** - Understanding the conduct of business in a transparent and legal manner with a high level of integrity.
- **Environmental Issues** - Understanding the impact business has on the environment and how to manage in an environmentally sensitive way.
- **Standards of Corporate Governance** - Recognizing that management is responsible to investors as well as a broader group of stakeholders.
- **Human Rights** - Understanding the organization's responsibility to be aware of and respect human rights in all jurisdictions in which the company operates.
- **Employee Relations** - Treating employees with fairness, dignity, and respect.
- **Community Involvement** - Understanding good corporate citizenship which forms a bond between the corporation and communities.
Principle 3

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

- **Responsible Leadership Themed Workshops and Speakers Series.** Various non-formal venues have been created to engage faculty, staff and members of the public as well as students of QSB in the area of responsible leadership. Two Discovery Learning Workshops gave participants the opportunity to delve into the topic of Social Entrepreneurship as well as Design Thinking and Social Innovation. A Speakers Series was developed to hear about the experiences and insights of executives in the corporate and not for profit sectors and finally “Brown Bag Lunch” sessions create a space each month for faculty, staff and students to share their own work and insights on social innovation and responsible leadership with each other in an informal setting.

> WHEN YOU DIG A LITTLE DEEPER, AND TALK TO SOME INSIGHTFUL PEOPLE, YOU LEARN THAT IT IS POSSIBLE TO WORK IN ANY INDUSTRY WHILE STILL MAKING A POSITIVE DIFFERENCE AND TRULY MAKING YOUR JOB REFLECT WHAT YOU’RE PASSIONATE ABOUT.

Nadia, BCom’16

Joyce Sou, Manager of B Corporations and Social Metrics, MaRS Centre for Impact Investing, moderates the Concurrent Knowledge and Skill Building Session “Building a Social Purpose Business” as part of the Responsible Leadership Summit 2013.
• **Internships, Fellowships.** Through the Centre for Responsible Leadership and with the generous support of donors, QSB engages students to assist with programs and events related to responsible leadership. Since the last reporting period, two Suncor Interns and two Kehoe Fellows have conducted research, written white papers, identified and helped secure resources for the various activities outlined in this report.

• **Volunteerism and Community Outreach.** Students enrolled in the Certificate in Responsible Leadership program engage in over 4500 hours of Community Outreach each year. In addition to this volunteer service, the Student Ambassador program was launched in 2012 where as many as 12 graduate and undergraduate students work alongside the staff of the Centre for Responsible Leadership as advocates and agents of social responsibility within the university and community at large.

• **Online tools.** Queen’s School of Business QSB Insight, including a section on Social Impact, was launched in 2013 to share QSB’s research and ideas to a world-wide audience. Queens By Your Side, an online resource for lifelong learning includes topics related to responsible leadership.

Heather, a second year student in the Commerce Program, chose Queen's because of the Certificate in Responsible Leadership and she feels very fortunate to be able to enrich her education through the Centre’s events. She spent a portion of the summer as an intern with the Centre for Social Innovation in Toronto and is always interested to learn about business models that are holistically sustainable. An energetic individual, Heather has become involved extensively within the Commerce Program as well as the broader Queen’s Community. Most notably, she launched #hatchQIC, a series of idea sharing events that promote student innovation, in partnership with QIC (Queen’s Innovative Connector). In general, Heather is passionate about innovative solutions in business that lead to a brighter tomorrow.
“Brown Bag” Presentations at the Queen’s School of Business

These informal lunch time presentations allow QSB staff and students to share the work they are doing in the area of responsible leadership. Organized by the Centre for Responsible Leadership, the sessions are attended by QSB staff, faculty, and students as well as members of the broader Queen’s community. They are one hour in length, starting with the presentation of a research idea or paper, and encourage a free exchange of dialogue, questions and feedback.

Recent speakers include:

- Steven Moore, Lecturer in Sustainability & Corporate Communications, QSB. *Can North America eliminate its use of oil and make a profit doing so?*

- Chialin Chen, Associate Professor of Operations Management & Technology, QSB. *Quality Control and Corporate Social Responsibility in Supply Chain Management: An Analytical Model and Case Study of the 2008 Adulterated Milk Incident in China.*

- Derin Kent, Doctoral Candidate in Management, QSB. *Corporate Philanthropic Responses to Natural Disaster: Assessing the Business and Moral Rationales.* How is the private sector engaging in disaster philanthropy today? Is there a business case for disaster philanthropy? Is there a moral one?

- Monica LaBarge, Ph.D., Assistant Professor, Marketing, QSB. *The Role of Mental Budgeting in Philanthropic Decision-Making.* This session looked at how donors manage their giving with a specific focus on the role of mental budgeting in charitable decision-making.

- Jane Webster, Ph.D., Professor & E. Marie Shantz Professor of Management Information Systems, QSB. *Green Information Systems: Fad, Greenwashing or Authentic?* She led a discussion around conducting research on environmental sustainability topics in organizations.

- Alex Mitchell, Doctoral Candidate in Marketing at QSB. *Confronting Scarcity.* Alex presented his working paper for feedback on scarcity and its impact on marketing.
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.

- The CPA-Queen’s School of Business Centre for Governance aims to improve corporate governance in Canada via basic research – the first Centre in Canada to have this as its primary mission. With support from the Institute of Chartered Accountants of Ontario, the Centre funds Queen’s faculty and doctoral student research into Canadian and international corporate governance issues, especially those which relate to audit committees and financial reporting fraud. The Centre for Governance also coordinates a separate Voluntary Sector Initiative in applied research including its flagship program the Voluntary Sector Reporting Awards (VSRA). The VSRA’s goal is to aid not for profit organizations in achieving transparency in annual reports. Both of these research programs speak to the creation of sustainable social and economic value. Key accomplishments in research include:
  - Published research in top tier academic journals
  - An innovative tool developed as a result of collaboration between QSB and the School of Computing. This linguistic-based statistical method helps ensure corporate responsibility by flagging suspicious words and phrases — indicators of fraud.

- QSB’s Monieson Centre for Business Research in Healthcare creates opportunities and provides on-going support to academics, business leaders and policymakers to develop research-based solutions to real-world problems. The Centre provides partners with access to evidence-based findings and strategies, and collaborative, interdisciplinary research teams with the large datasets necessary for rigorous research. The Centre’s past research has investigated economic revitalization, including the role of entrepreneurship, broadband infrastructure investment, and the knowledge economy as drivers of rural economic growth.

More and more corporations and philanthropists are looking to see if organizations are making socially responsible decisions. I feel this trend will only increase and I am so pleased that [QSB] recognized the need and is on the cutting edge of this exciting new direction

Teresa V. EMBA’14
• **Conferences.** The second annual Conference on Morality & Ethics in Consumer Decision Making was held. It explored moral and ethical choices and behaviours of both firms and consumers in the marketplace. Topics included psychic numbing, deception, encouraging pro-social behaviours such as "green" practices and charitable giving, consumer and marketplace responses to risk and natural disasters, and how the internet has affected the way we share goods and services.

• **Formation of COSI.** QSB co-created the Community of Social Innovation (COSI), an academic collective comprising more than 25 leading international business schools. It was designed to build community and mentor junior scholars in this domain. The first COSI conference was held at Harvard Business School in 2012. The Centre for Responsible Leadership hosted two COSI conferences at QSB’s Toronto facility in 2013 and 2014.

• **Several QSB faculty are engaged in research on Responsible Leadership.** These faculty and their research interests are highlighted on the Queen’s School of Business website as well as QSB Insight. Faculty have recently published in leading journals including *Accounting, Organizations and Society*, *Academy of Management Journal*, *Academy of Management Perspectives*, *Journal of Business Ethics*, *Journal of Business Venturing*, *Management Science*, and *Organization Science*.

• **Online resources are posted on QSB Insight.** Samples include:
  
  o **Research briefs** such as the *Challenges of Microfinance*; "Mental Charity Budgets" in Philanthropy; and *The Link between Corporate Social Responsibility and Firms’ Access to Financial Capital.*
  
  o **White papers** such as *Best Practices in Charities’ Annual Reporting*
  
  o **Webinars** such as *Lessons in Leadership from Nelson Mandela*
  
  o **Videos** such as *The Dark Side of Social Enterprises*
Principle 5

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

- **QSB’s Centre for Responsible Leadership** has developed strategic relationships with a number of organizations. Through their support as sponsors of the Centre, we are developing programming in areas of mutual interest, such as Aboriginal education, sustainability, community engagement, and social entrepreneurship. Through its various events as well as the makeup of its external Advisory Board, the Centre brings a wide variety of executives together to share with faculty, staff and members of the community, their challenges and successes in terms of social, corporate and environmental sustainability.

Paul Pellizzari, Director of Policy and Social Responsibility at OLG speaks at the 9th Annual Responsible Leadership Summit.

- **QSB’s Monieson Centre for Business Research in Healthcare**, through an SSHRC-funded Partnership Development Grant and other initiatives, the Monieson Centre engages over 40 economic development partners including the Federal Government’s Rural Secretariat; the Ontario Ministries of Economic Development and Innovation, Government Services, and Agriculture Food and Rural Affairs; and the Eastern Ontario Wardens’ Caucus.
The CPA–Queen’s School of Business Centre for Governance funds Queen’s faculty and doctoral student research into Canadian and international corporate governance issues, especially those which relate to audit committees and financial reporting. Preliminary results from this research reported last fall showed that 19 per cent of Canadian companies have been identified as having such deficiencies, underscoring the importance of the Centre’s mandate.

Another of the Centre’s key initiatives provides assistance to Canada’s not-for-profit sector, with grants for NFP participants attending Queen’s governance programs, case writing on governance problems unique to the NFP sector, developing a comprehensive survey of training programs available for NFP boards, and a competition to provide boards with meaningful feedback on their annual reports and encourage excellence in reporting.

Concurrent Knowledge and Skill Building Session on “Social Intrapreneurship: Change in Corporate Settings” with Sally Atalla (Accenture), Peter MacConrackie (Suncor Energy), Dave Robitaille (IBM Canada) and Julius Tapper (TD Bank Group), 9th Annual Responsible Leadership Summit 2013.

Queen’s School of Business is fully accredited by the world’s two leading accreditation bodies - AACSB (Association to Advance Collegiate Schools of Business) and EQUIS, through the European Foundation for Management Development. In addition, since our last report, we collaborated with several organizations such as:

- **ABIS (Academy for Business in Society)** - a unique alliance of companies, business schools and academic institutions, committed to integrating business in society issues into the heart of management theory and practice.
- **GRLI (Globally Responsible Leadership Initiative)** - whose mission is to develop a next generation of responsible leaders through collective and individual actions.
- **Ivey Network for Business Sustainability** – a network that conducts free, credible research on the issues that matter to sustainability managers.
Principle 6

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

- **External Advisory Boards.** QSB Centres are connection points with the corporate community. QSB’s Centre for Responsible Leadership formed a high-level advisory board comprised of leaders in the private and non-profit sectors to help guide the Centre’s programming to ensure it is relevant and meets the needs of students, the private sector, and society.

- QSB’s Monieson Centre for Business Research in Healthcare, the CPA-Queen’s School of Business Centre for Governance, and Queen’s Centre for Business Venturing have advisory boards that serve to broaden the School’s connection with the business community and other stakeholder groups.

- **Visiting Executive at QSB Centre for Responsible Leadership.** In 2012 the Centre established a “Visiting Executive” program to expose students to individuals doing interesting work within the space of responsible leadership. Visiting Executives share their knowledge and experiences with students through lectures, mentoring, and participating in a variety of School and student-led forums. In 2012, we hosted Tania Carnegie from KPMG. In 2013, The Centre welcomed as its Visiting Executive Janet Longmore, the founder and CEO of Digital Opportunity Trust and honours graduate of Queen's University School of Business. Janet has dedicated her career to the creation of innovative approaches to help people in marginalized communities acquire the skills necessary to enter the modern workforce and become self-reliant. As “social entrepreneur in residence”, Janet connects with students across several of our programs.

Tina Dacin, Director of the QSB Centre for Responsible Leadership with Janet Longmore, founder and CEO, DOT during the 9th Annual Responsible Leadership Summit.
• QSB’s Centre for Responsible Leadership continues to encourage dialogue amongst students, faculty, staff and practitioners by supporting the following activities: Hosting the annual Responsible Leadership Summit; Responsible Leadership Speaker Series; Social Innovation Bootcamps; a Brown Bag series for faculty and graduate students; Hosting a number of guest speakers in classes; Student led projects and volunteerism within the community.

Eighty QSB Commerce students descended on local Kingston charities to volunteer their time, talents and creativity at the annual Commerce Has Heart event on March 20, 2013.

CRL Certificate students are everywhere! Jessica Lui, BCom’14, sent this Facebook shout-out from Cologne.

• Our student body continues to engage in a number of activities supporting the principles of responsible management education. In the past two years many conferences, events and clubs have focused their activities on responsible-leadership related issues (sustainability, social entrepreneurship, community engagement, philanthropy etc.). Examples of student-led activities are included in Tables 1 & 2 below.
Table 1: Examples of student led-activities supporting the Principles of Responsible Management Education:

Select Student Conferences and Competitions:
- *Commerce and Engineering Environmental Conference*: a cooperative effort between Commerce and Engineering Students to address crucial environmental issues.
- *QSB Innovation Summit*: aims to provide participants with a deeper understanding of the impacts that innovation can have and aid in developing outstanding leaders with a global perspective who will generate innovative ideas to advance both business and society.

*In addition, several long-standing conferences have had responsible leadership focuses in the past few years, which attest to student interest in this space.*

Commerce Student Clubs/Committees
- *ENACTUS* [formerly Students in Free Enterprise (SIFE)]
- *Queen’s Micro Credit Challenge*
- *Commerce Kids*
- *CREO non-profit consulting club*
- *Consulting for a Cause* (Queen’s Non Profit Gateway)
- *Brain Trust*

Commerce Volunteer & Charitable Work
- *Holiday Hope Campaign*
- *Commerce Has Heart*
- *Queen’s Wears Pink*
- *Board Leadership Program*
- *CSR Club*
- *Non-profit consulting club*
Table 2: Examples of QSB students leading change in the Corporate Social Innovation / Social Intrapreneurial space:

1. Rawad Smayra (AMBA’14) who completed his outreach with his employer, FedEx Canada. The project entailed analyzing the current philanthropic investments made by FedEx Express Canada and then proposing improvements and recommendations.

2. Whitney Bell (AMBA’13) who completed her outreach with her employer, Unilever Canada. The project saw her organize the launch of Dove Day in Canada which provided empowerment workshops for thousands of young girls in Ontario.

3. Arthur Liberian (AMBA’14) who completed his project with Mark’s/Canadian Tire, also his employer at the time. The project involved creating an awareness plan and development of new funding opportunities for Canadian Tire’s charitable wing.

4. Louanne Wong (EMBA’14) who completed her outreach with her employer, a shipping and dockyard terminal. She conducted a feasibility study and supported the first phase creation of a green score-card for her organization’s operations.

5. Wesley Seibutis (MIB’13) completed an outreach project/case study with Suncor focusing on isolating opportunities to increase the environmental sustainability of a specific portion of their field operations. Wesley now works for Suncor.

6. Maria Laverde (AMBA’14) who completed her outreach with her employer, RBC Canada, developing the principles behind a renewed employee volunteering strategy incorporating both the organization’s social vision and business objectives.

7. Laura Muisiner (AMBA’14) who completed her outreach with her employer, IBM Canada. She led a team of IBM employees in providing consulting services to City of Toronto’s Partnership to Advance Youth Employment program with the objective of enhancing their strategic operations. Laura also co-facilitated a leadership workshop for 45 senior leaders working in the non-profit space in Toronto.
I. Key Objectives for the next 24 months

Moving forward, we will continue our work in the areas outlined and reported on in this report.

Over the next 24 months our overall objective will be to better demonstrate impact by storytelling and profiling the amazing work of our students, staff and faculty.

We will explore and develop ways and means of showing how our emphasis on PRME is having a positive impact on

- Students
- Faculty and staff within QSB and Queens
- The broader management community
- The community at large

II. Desired Support from the PRME Community

We continue to look to the PRME community for ideas on areas of potential collaboration (research, conferences, advocacy), recommendations on speakers to bring to campus for conferences and classes, and suggestions for other schools or organizations to partner with.

It would be particularly valuable to learn of new and innovative undergraduate and MBA curriculum material (courses, cases, workshops or engaging assignments).

We will also actively seek examples of how new and existing partners are leveraging technology to create compelling narratives and show value.

For more information, and any SIP related questions or comments, please contact:

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