

Schulich School of Business

Principles for Responsible Management Education



SHARING INFORMATION ON PROGRESS REPORT 2012



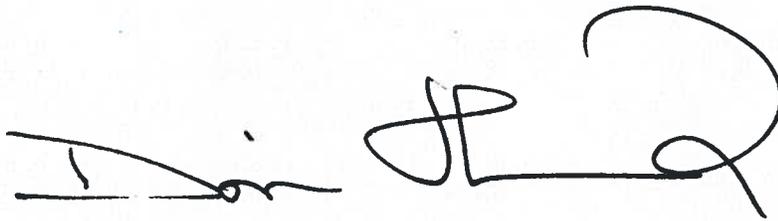
SCHULICH SCHOOL OF BUSINESS

PRME SHARING INFORMATION ON PROGRESS REPORT

NOVEMBER 2012

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.



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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 new state-of-the-art complex on York University's main campus and its downtown Miles S. Nadal Management Centre located in the heart of the city's financial district. The School also offers the Schulich MBA in India — one of the first MBA programs to be delivered in that country by a leading international business school from outside India. In addition, Schulich operates satellite centres in Beijing and Shanghai, China; Mumbai, India; Seoul, South Korea; Mexico City, Mexico; São Paulo, Brazil. Schulich offers undergraduate, graduate and postgraduate business degrees that lead to careers in the private, public and nonprofit sectors, and has more than 24,000 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 Master of Public Administration focuses on the intersection of business and social issues. The Schulich Executive Education Centre provides executive development programs annually to more than 16,000 executives in Canada and abroad.

DEGREES OFFERED AT SCHULICH

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

- BBA (Bachelor of Business Administration)
- iBBA (International BBA)
- MBA (Master of Business Administration)
- IMBA (International MBA)
- India MBA
- MPA (Master of Public Administration)
- MF (Master of Finance)
- EMBA (Executive MBA)
- PhD
- MSc in Business Analytics

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/client/schulich/Schulich_LP4W_LND_WebStation.nsf/page/School+Overview?OpenDocument

SCHULICH EXECUTIVE EDUCATION CENTRE PROGRAMS

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

- Executive Program in Leading Sustainable Strategic Change
- Broadening Opportunity through Leadership Diversity (BOLD)
- Advanced Certificate in Post-Merger Integration
- Certificate in Strategic Leadership and Innovation: Managing the Organization for Growth
- Creating a Resilient Organization in the 21st Century
- Strategic Planning using the Balanced Scorecard
- Master's Certificate in Project Management

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 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, nonprofit 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.

http://www.schulich.yorku.ca/client/schulich/Schulich_LP4W_LND_WebStation.nsf/page/bba+ibba+Responsible+Business!OpenDocument

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, and for the ninth consecutive year, the school was **ranked 1st in Canada** in the **2012 (9th Annual) Corporate Knights survey**. Corporate Knights is a strong advocate for responsible business, and publishes a quarterly magazine. The Knights Schools ranking evaluates Canadian universities on how well they integrate sustainability into their curriculum and overall school experience.

<http://www.corporateknights.com/report/2012-knight-schools-survey/results-top-15-mba-programs-0>

In 2011, the school was ranked **1st in Canada and 16th in the world** by **The Economist** in their **2012** survey. The Economist is a well-known weekly news magazine published out of London, England.

<http://www.economist.com/whichmba/full-time-mba-ranking>

Schulich also ranked **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.beyondgreypinstripes.org/rankings>

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

- 1st in Canada and 20th in the world by *Expansion*, 2012
- 2nd in Canada by *Financial Times*, 2012
- 1st in Canada and 27th in the world among EMBA programs by *Financial Times*, 2012
- 1st in Canada and 10th among non-US schools by *Forbes*, 2011
- 9th among non-US schools by *Bloomberg Businessweek*, 2010-2011
- 1st in Canada and 5th in the world among EMBA programs by *The Wall Street Journal*

For a full listing of rankings visit the Schulich website at:

http://www.schulich.yorku.ca/client/schulich/schulich_lp4w_Ind_webstation.nsf/page/Global+Rankings?OpenDocument

MINING SPECIALIZATION

As of September 2012 the Schulich School of Business began offering 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. 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.

http://www.schulich.yorku.ca/client/schulich/schulich_lp4w_Ind_webstation.nsf/page/MiningSpecialization!OpenDocument

GLOBAL REPORTING INITIATIVE (GRI) CANADA CONFERENCE 2012

Based in Amsterdam, Netherlands, the Global Reporting Initiative (GRI) is a non-profit organization that promotes triple-bottom-line (economic, environmental and social) sustainability. GRI provides all companies and organizations with a comprehensive sustainability reporting framework that is widely used around the world.

On October 16th and 17th, 2012 the Schulich School of Business, in partnership with GRI Focal Point USA and Sustainalytics, hosted GRI's first ever Conference in Canada. While the Pre-Conference, held on October 16th, consisted of Master Classes held downtown at the Toronto Stock Exchange, on October 17th the Conference itself was held entirely at Schulich. Professor Andrew Crane, the Director of Schulich's Centre of Excellence in Responsible Business (COERB), opened the day with a welcome statement and Professor Stepan Wood, Osgoode Hall Law School, York University, moderated the first panel of the day. The goal of the conference was to engage Canadian stakeholders in dialogue in preparation for the GRI Global Conference in May 2013 and the concurrent release of the G4 Sustainability Reporting Guidelines. In the interest of furthering triple-bottom-line thinking and education, twenty tickets were made available to York University students to attend the conference at no charge.

<https://www.globalreporting.org/Information/about-gri/Pages/default.aspx>

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 Andrew Crane, who has also held the George R. Gardiner Professorship in Business Ethics since 2007. Professor Crane is particularly known for his work on the changing role of the corporation in the global economy.

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

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 nonprofit 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). 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.

Additionally, COERB is affiliated with:

- The Hennick Centre for Business and Law
- Institute for Research and Innovation in Sustainability (IRIS)

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 May 2011 and featured Tom Campbell, Director of Australia's Centre for Applied Philosophy and Public Ethics, speaking on corporate social responsibility, business responsibility and philanthropy and how to develop a framework to aid businesses in defining their role in human rights accountability.

HENNICK CENTRE'S ACCOMPLISHMENTS AND INITIATIVES

- The report *Corporate Social Reporting Initiative* released in 2010, written in partnership with Jantzi Sustainalytics and submitted to the Minister of Finance. The report spoke about changes the OSC (Ontario Securities Commission) could implement to improve corporations' disclosure of their social practices.
- The establishment of the Collaborative Research Grants Program supports interdisciplinary research work of faculty members and graduate students from Osgoode Hall and Schulich. The grant awards seed grants to teams of prospective researchers. In 2010 Professors Burkard Eberlein and Alan Richardson (Schulich) and Stepan Wood (Osgoode) were the recipients of the award in support of their proposal, 'The Dynamics of Interaction in Transnational Business Governance Regimes', a paper looking at the interaction among transnational business governance initiatives such as civil codes of conduct, industry self-regulatory standards, transgovernmental networks of officials, and complex multi-stakeholder governance institutions.
- A partnership between the Hennick Centre and FAIR (Canadian Foundation for the Advancement of Investor Rights) was established in 2009. The launch of the partnership was marked by the inaugural Advanced Seminar on Investor Protection for senior JD students and financial journalists. In February 2011, the partners presented a roundtable discussion on the fiduciary standard debate, in the context of the duty owed by financial professionals to their clients.

TRANSPARENCY INTERNATIONAL CANADA

Transparency International Canada Inc. (TI-Canada) was launched in November 1996 and is managed out of the Business Ethics Office at Schulich. TI-Canada is a voluntary non-profit organization affiliated with more than 70 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.

<http://www.transparency.ca/index.htm>

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

IRIS' ACCOMPLISHMENTS AND INITIATIVES

- In 1999, UNESCO (United Nations Scientific and Cultural Organization) and York University established the UNESCO Chair in Reorienting Teacher Education towards Sustainability. The role of the Chair – Charles Hopkins, former Toronto Board of Education Superintendent of Curriculum – is to train institutions on including sustainable development in their teacher training. To date, the Chair has established a network of over 35 teacher education institutes, allowing them to share their expertise.
- On April 16th and 17th, 2009, York University hosted the *Ecojustice Conference* with the theme being “How will disenfranchised peoples adapt to climate change?” The conference brought together community activists and scientists from around the world to discuss strategies for addressing inequities in climate change causation, mitigation, funding and education.
- IRIS hosts a speaker series as a method of creating, and encouraging, dialogue between students and faculty concerned with issues of sustainability. In the 2011-2012 year the IRIS Speaker Series hosted such speakers as: Peter Sale, author of *Our Dying Planet*; Dr. Mari Kira, presenting her research on sustainable work and sustainable work organizations and a group of COP-17 delegates as part of a Climate Justice Workshop. A more detailed listing of speakers from past years can be found at <http://www.iris.yorku.ca/events/speaker-series/>
- Partnering with Planet in Focus, Osgoode Environmental Law society and Climate Consortium for Research Action Integration, in 2012 IRIS presented the first annual Focus on Sustainability Film Festival focused on water. In addition to films, the event provided a forum for students, filmmakers, academics and environmental activists to connect.
- In 2004, the incumbent Business & Sustainability Program Director was appointed the Founding Director of IRIS. Currently, Schulich's Associate Dean, Academics, Markus Biehl, serves as an IRIS Senior Fellow.

IRIS' PARTNERS

Iris has partnerships with a range of educational institutes and community partners. Below is a listing of a select few. A comprehensive listing can be found at: <http://www.iris.yorku.ca/about/our-partners/>

- Learning for a Sustainable Future

- UNESCO
- The London School of Economics and Political Science
- International Social and Environmental Accreditation and Labelling Alliance
- Hague Institute for Internationalization of Law

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

THE SIX PRINCIPLES OF PRME

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

PRINCIPLE 1: PURPOSE & PRINCIPLE 2: VALUES

Principle 1: "We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy."

Principle 2: "We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact."

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

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

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

UNDERGRADUATE COURSES FOCUSED ON RESPONSIBLE BUSINESS.

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

MGMT 1000: Managing Contemporary Enterprise

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

MGMT 1040: Ethics, Social Responsibility and Sustainability in Business

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

FINE 2000: Introduction to Finance

Students learn about investment and financing in this core course. The investment decision allocates scarce resources to projects in the organization, and involves asset valuation, capital budgeting, risk management, working capital management and performance assessment. The financing decision chooses sources of cash to finance the investment decisions and involves capital structure, financial instruments, the risk-return trade-off, financial planning and the cost of capital. Ethical considerations and management in the global context are integrated into these topics.

In addition to core courses, Schulich undergraduate students have the opportunity to specialize in a topic of their interest. These areas include Responsible Business, International Business and Public 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.

MGMT 1010: The Environmental Context of Management

Social, political, economic and environmental externalities and their effects are discussed in various models and theories. Labour markets and the ethics involved with regard to the rapid growth of developing nations and their social impact are also topics of study and discussion. The net effects concerning the depletion of natural resources such as soft wood lumber, oil & gas, and minerals in Canada and internationally is also studied. The course focuses on the application of economic concepts and theories and the social impact of fiscal and monetary policy. Perfect market theory and the ethical considerations of insider information as well as the exploitation of developing nations are examined.

MGMT 1000: Managing Contemporary Enterprise

This 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 social, 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.

INTL 3500: International Business Ethics

This course develops students' knowledge about the ethical issues facing corporations in their relations with different stakeholders in global economy. Dealing with a range of controversial business practices, such as outsourcing to sweatshops, polluting the environment, and paying bribes, the course outlines tools and frameworks for understanding and assessing such practices, and evaluating ways of managing international business ethics.

For a full listing of courses available to undergraduate students, see the Schulich website at http://www.schulich.yorku.ca/client/schulich/Schulich_LP4W_LND_WebStation.nsf/page/Bachelor+Degrees?OpenDocument

GRADUATE COURSES FOCUSED ON SUSTAINABILITY AND RESPONSIBLE BUSINESS.

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

MGMT 5150: Skills for Leadership and Governance

This is a first-semester core MBA course designed around the notion of the triple bottom line solution to business problems. The course is designed to teach students the thinking and reflective skills required for business leadership. Students are encouraged to take a holistic view of business issues, examining the environmental, social and economic impacts of their decisions on the local and global community.

MGMT 5260: Managing Value Creation

This is a second-semester core course focusing on value creation through management action in a multi-level, multi-actor environment. Creating value is a core purpose of any organization, whatever industry or sector it may be in. It is also a key driver of social welfare and economic growth in our societies. We explore questions such as what is value, how is value created, and what and who drives value towards which ends? Locating the business enterprise within the value creation process, we link it to the role of various actors such as government, NGOs, consumers and employers.

ORGS 5100: Organizational Behaviour

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

Similar to the undergraduate program, graduate students have the opportunity to specialize in an area of their interest. For graduate students, these specializations include Business and Sustainability (to be detailed below), Public Management, Nonprofit Management and Leadership and Global Mining Management.

BSUS 6500: Business Strategies for Sustainability

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

BSUS 6600: Sustainability and Carbon Finance

Carbon finance is an exciting new field in business that is rapidly developing in response to climate change. This course takes a rather broad definition of the term carbon finance by examining the financial implications of climate change and analyzes the institutional arrangements of the new carbon

markets as well as the financial instruments being developed to provide companies with incentives to reduce their greenhouse gas emissions. Being successful in the field of carbon finance requires a thorough understanding of the consequences of carbon dioxide emissions build ups in the atmosphere and the possible ways to reduce carbon dioxide emissions. The objective of this course is to build on these strengths. In particular, the course emphasizes the drivers behind carbon finance, the current state of carbon finance and the likely direction carbon finance is to take in the future. Students with a good mix of qualitative and quantitative skills are the ones likely to get the most out of this course.

SGMT 6150: Board of Directors

This course focuses on the role of the Board of Directors in the operation of the business corporation. The composition, organization, operation and functions of boards are studied. The role of the board in determining the ethical conduct of firms, the social responsibilities of business and the input of business into the formation of public and environmental policies is given special attention. Boards in government-controlled and non-profit organizations are also examined.

PROP 6300: Principles of Public Private Infrastructure Delivery

Infrastructure has been elevated to an international business of increasing scope and scale. This course examines the many “moving parts” of this business and explores the various models that are being employed to address a variety of infrastructure needs from hospitals and schools to airports, highways, and energy plants. Infrastructure is necessary to sustain community building down the level of the house. It is also essential to the health and wellbeing of society whether through the delivery of clean water, health and education services, the removal of waste, the provision of clean energy, or the ability to move between work and home. Around the world, public-private partnerships (PPPs) have become an increasingly popular means for procuring public services and infrastructure. This course provides a basic understanding of the procurements methods that fall under the rubric of PPPs with a focus on the following: First, an examination of the unique challenges which PPPs present to participants and stakeholders in different regions and continents; second, an examination of some of the business models being utilized; third, an understanding of the financial structures and requirements which underpin PPPs; and finally, a look at such issues as innovation, risk assessment, managements structures, and pricing.

For more information on available courses see the Schulich website at http://www.schulich.yorku.ca/client/schulich/Schulich_LP4W_LND_WebStation.nsf/page/Master+Degrees?OpenDocument

ERIVAN K. HAUB PROGRAM IN BUSINESS AND SUSTAINABILITY

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

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

The Program is characterized by three key elements:

- an international perspective - dealing with issues of relevance to the developed and developing world
- a real-world focus - concentrating on a practical approach to which future business people can relate
- Contemporary insights - into what is happening today and what will happen tomorrow in leading businesses.
- The result is a timely and innovative curriculum that strikes a successful balance between theoretical analysis and practical application.

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

PRINCIPLE 3: **METHOD**

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

STUDENT LEADERSHIP ROLES

There are ample institutionalized leadership roles 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 as WIL's Mentorship program and the GBC CW Jefferys Scholarship (both detailed in the 'Giving back to the Community' section at the end of this report).

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:

- May 2012, 1st in the **MIT Real Estate Case Competition**
- March 2012, 1st in **Certified Management Accountants of Ontario Case Competition**
- March 2012, 1st in **Developers Den II Case Competition**
- February 2012, 1st in the **Rotman Corporate Social Responsibility Case Competition**
- January 2012, 1st in the **MBA Games Stantec-Ernst & Young Strategy Case Competition**
- November 2011, 1st in **Schulich International Case Competition in Sustainability**
- May 2011, 2nd in **Sofaer International Case Competition**
- March 2011, 3rd in the **Hult Global Case Challenge**
- February 2011, 1st in **Rotman/Net Impact CSR Case Competition**
- February 2011, 1st in the **Rotman Corporate Social Responsibility Case Competition**

CLASS MATERIALS AND RESOURCES

Schulich instills the principles of responsible business leadership into students through all of our courses. A particular focus on these issues is found in MGMT 1000, MGMT 1040, MGMT 5150, MGMT 5260 and ORGS 5100 (all of which were previously discussed under Principle 1). In MGMT 5150, for example, students have a series of guest speakers who focus on particular areas of interest such as negotiation skills, healthcare, etc. Through in-class activities and interaction with classmates and guest

speakers, students are given a chance to interact with environmental, social and ethical lines of thinking and to learn from each other through discussion.

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

PRINCIPLE 4: RESEARCH

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

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

Schulich houses several specialized research units that all work to further responsible business thinking. The first is the Schulich Nonprofit Management and Leadership Program, designed to build the capacity for effective management and leadership in the nonprofit sector through research and education.

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

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

For a more comprehensive listing please visit our *Beyond Grey Pinstripes* school profile at <http://www.beyondgreypinstripes.org/school/york-university-schulich> or the COERB website at http://www.schulich.yorku.ca/client/schulich/Schulich_LP4W_LND_WebStation.nsf/page/coerb-projects!OpenDocument.

RESEARCH PROJECTS

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

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

RESEARCH PAPERS

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

"Accounting and the Construction of the Retired Person", Graham, Cameron

This paper seeks to describe the constitutive role played by accounting in the social safety net for the elderly, and its effects on the individual preparing for retirement. The paper documents the effects of accounting on life-long behaviours, through the objectivization of the individual as a worker, saver, and pensioner. It shows how accounting has, by capturing measures of individual earnings, by enlisting the individual in the preparation of tax returns, and by reflecting back to the individual various accumulations of lifetime savings, attempted to transform that individual not just into a saver who can continue to consume long after ceasing to produce, but into an investor whose interests are aligned with the financial markets. The focus of the paper is the Canadian retirement income system. Starting with an early attempt at retirement income protection, the 1908 government annuities program, the paper develops a genealogy of Canada's present comprehensive retirement income system. By examining the succession and accumulation of retirement income programs introduced since 1908, the study shows how accounting has functioned as a dividing practice, separating citizens into categories wherein they can be subjected to particular programs. The paper suggests that the accounting technologies used in constructing the Canadian system have fallen short as tools for governing retirement and retirement savings, largely due to their inadequacy as technologies of the self. The paper is of particular relevance to accounting scholars because the aging population in many countries is putting tremendous pressure on retirement income programs. The paper helps us to understanding the role of accounting in shaping political policy on the aged and in preparing citizens for old age.

Journal Title: Accounting Organizations and Society Volume: 36 Edition: 6 Page Numbers: 1016-1032

"Accounting for Social Purpose Alliances: confronting the HIV/AIDS pandemic in Africa", Neu, Dean

Social purpose alliances are an increasingly important organizational form used by governments and supranational institutions to address large-scale social problems. Little is known, however, about how these alliances are organized and directed. This study investigates one such alliance, focusing on how accounting practices are being used to arrange, coordinate, and control a geographically-dispersed

and heterogeneous group of actors involved in the fight against HIV/AIDS in Ghana, Africa. It considers how the World Bank and the Ghana AIDS Commission are using accounting to assemble and coordinate over 3000 NGO and community-based organizations which, in turn, provide HIV/AIDS prevention and treatment activities throughout the country. The analysis shows not only the centrality of accounting in the alliance-building process but also the tensions that exist between those activities aimed at governing individual actors and on-the-ground health activities. Archival documents along with 57 semi-structured interviews carried out between 2003 and 2006 provide the data for the study.

Journal Title: Contemporary Accounting Research Volume: 20 Edition: 2 Page Numbers: 129-156

"Ahoj there!: Toward greater congruence and synergy between international business and business ethics theory and research", Husted, Bryan W.; Matten, Dirk

The literatures of business ethics and international business have generally had little influence on each other. Nevertheless, the decline in the power of nation states, the emergence of non-governmental organizations, the proliferation of self-regulatory bodies, and the changing responsibilities, roles, and structure of multinational corporations make constructive engagement between these two disciplines imperative. This changing institutional landscape creates many areas of common concern. In this article, we describe the changing institutional context of global business and suggest ways in which both business ethics and international business may inform each other more fruitfully.

Journal Title: Business Ethics Quarterly Volume: 9 Edition: 94 Page Numbers: 1 - 7

"Being Virtuous and Prosperous: SRI's Conflicting Goals", Cragg, Wesley

Can SRI be a means to make investors both virtuous and prosperous? This paper argues that there are significant tensions between these goals, and that SRI should not allow the pursuit of higher investment returns to prevail over an ethical agenda of promoting social justice and environmental protection. The discourse on SRI has changed dramatically in recent years to the point where its capacity to promote social emancipation, sustainable development and other ethical goals is in jeopardy. Historically, SRI was a boutique sector of the market dominated by religious-based investors who sought to invest in accordance with the tenets of their faith. From the early 1970s, the aspirations of the SRI movement morphed significantly in the context of the divestment campaign against South Africa's apartheid regime. No longer were social investors satisfied just to avoid profiting from immoral activities; instead, they also sought to change the behaviour of others. It was not until the late 1990s that the mainstream financial sector, particularly institutional investors, began to treat SRI as a legitimate investment strategy. However, with the 'mainstreaming' of SRI, its aspirations have shifted from ethical investment towards a business case approach to responsible investment. In this guise, SRI is championed primarily as a means to be prosperous rather than virtuous. Social and environmental issues are at risk of being marginalized if they are not perceived by investors to be 'financially material.' Business case SRI is a problematic benchmark for several reasons: often there is a countervailing business case for financing irresponsible activities, given the failure of markets to capture all social and environmental externalities; secondly, even if investors care about such concerns, there may be no means of financially quantifying their significance for investment purposes; and, thirdly, even if such factors can be financially quantified, they

may be deemed to be such long-term financial costs or benefits that they become discounted and ignored. The ethics case for SRI and ethical business practices more generally takes the view that both investors and the companies they fund have ethical responsibilities that trump the pursuit of profits. Ethical investment should be grounded on this foundation. However, it may not be enough. To keep ethical investment ethical will likely require institutionalizing new norms and governance standards, in such domains as reforming fiduciary duties and the internal governance of financial organizations. SRI's own codes of conduct including the UNPRI have yet to demonstrate the robustness to move the financial community beyond business-as-usual.

Journal Title: Journal of Business Ethics Volume: 19 Edition: 1 Page Numbers: 66-78

"Business Responses to Climate Change Regulation in Canada and Germany: Lessons from MNCs from Emerging Economies", Eberlein, Burkard; Matten, Dirk

This article proposes a novel mapping of the complex relationship between business ethics and regulation, by suggesting five distinct ways in which business ethics and regulation may intersect. The framework is applied to a comparative case study of business responses to climate change regulation in Canada and Germany, both signatories to the Kyoto Protocol. Both countries represent distinctly different approaches which yield significant lessons for emerging economies. We also analyze the specific role of large multinational corporations in this process.

Journal Title: Journal of Business Ethics Volume: 50 Edition: 3 Page Numbers: 79-80

"Can environmental sustainability be used to manage energy price risk?", Henriques, Irene; Sadorsky, Perry

Energy security issues and climate change are two of the most pressing problems facing society and both of these problems are likely to increase energy price variability in the coming years. This paper develops and estimates a model of a company's energy price exposure and presents evidence showing that increases in a company's environmental sustainability lowers its energy price exposure. This result is robust across two different measures of energy prices. These results should be useful to companies seeking new ways of addressing energy price risk as well as governments concerned about the impact that energy price risk can have on economic growth and prosperity.

Journal Title: Energy Economics Volume: 22 Edition: 3 Page Numbers: 309-318

"Corporate social responsibility in small-and medium-size enterprises: investigating employee engagement in fair trade companies", Crane, Andrew

Employee buy-in is a key factor in ensuring small- and medium-size enterprise (SME) engagement with corporate social responsibility (CSR). In this exploratory study, we use participant observation and semi-structured interviews to investigate the way in which three fair trade SMEs utilise human resource management (and selection and socialisation in particular) to create employee engagement in a strong triple bottomline philosophy, while simultaneously coping with resource and size constraints. The conclusions suggest that there is a strong desire for, but trade-off within these companies between

selection of individuals who already identify with the triple bottomline philosophy and individuals with experience and capability to deal with mainstream brand management – two critical employee attributes that appear to be rarely found together. The more important the business experience to the organisation, the more effort the organisation must expend in formalising their socialisation programmes to ensure employee engagement. A key method in doing this is increasing employee knowledge of, and affection for, the target beneficiaries of the CSR programme (increased moral intensity).

Journal Title: Business Ethics: A European Review Volume: 92 Edition: 1 Page Numbers: 21-39

"Extending the Deontic Model of Justice: Moral Self-Regulation in Third-Party Responses to Injustice", Bell, Chris

The deontic model of justice and ethical behavior proposes that people care about justice simply for the sake of justice. This is an important consideration for business ethics because it implies that justice and ethical behavior are naturally occurring phenomena independent of system controls or individual self-interest. To date, research on the deontic model and third-party reactions to injustice has focused primarily on individuals' tendency to punish transgressors. This research has revealed that witnesses to injustice will consider sacrificing their own resources if it is the only way to sanction an observed transgressor. In this paper we seek to extend this model by arguing that punishment may not be the only "deontic" reaction, and that in fact, third-party observers of injustice may engage in moral self-regulation that would lead them to conclude that the most ethical response is to do nothing. We provide preliminary evidence for our propositions using voiced cognitions data collected during a resource allocation task. Results indicate that deonance may be more complex than originally thought, and previous tests of the model conservative in nature.

Journal Title: Business Ethics Quarterly Volume: 15 Edition: 4 Page Numbers: 305-323

"Great Expectations and Broken Promises: Misleading Advertising, Product Failure, Expectancy Disconfirmation and Consumer Suspicion", Darke, Peter R.

This article explores the links between strategic goals, enterprise risk management, and ethics. We offer a typology of managerial attitudes toward strategic goals and rationality and explore the interaction between strategic and ethical decision making. In so doing, we offer a practical framework for managers to approach ethical dilemmas in the highly complex, volatile, and risky economy that we currently find ourselves in.

Journal Title: Journal of Academy of Marketing Science Volume: 86 Edition: 4 Page Numbers: 322-335

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 inaugural Schulich International Case Competition saw the competition organizers partner with leading natural resource companies such as Barrick Gold, Kinross, Avalon Rare Metals, Teck Resources, Prospectors & Developers Association of Canada and Bedford Consulting.

The Graduate Business Council’s annual MBA Insights conference also sees the student government partner with General Mills to present a valuable alumni networking opportunity for current students. The autumn 2011 conference also saw the introduction of panel sponsors including green energy provider Bullfrog Power, Alterna Savings, and CMA (Certified Management Accountants).

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

PROJECTS

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

601 STRATEGY FIELD STUDY

The ‘601’ is a mandatory strategy field study for MBA, IMBA and MPA students and is the capstone of the Schulich program. The project spans the final two semesters of the program and is undertaken by a group of seven or eight students (from a range of specializations) who form a 601 team. Though teams work with companies of different sizes and from different industries, all teams follow the

same process. They must first search out a company willing to share enough internal information to allow students to provide extensive analyses of the organization. Students are given the opportunity to integrate all their learning from the first year and apply it in a real-world setting. Participating companies gain a comprehensive look into their company's health (financially, operationally and strategically). A panel of three faculty advisors assists the group in translating their in-class lessons to real-life strategies

GLP (GLOBAL LEADERSHIP PROGRAM)

The Global Leadership Program may be substituted for the 601 and involves creating a market entry strategy for a foreign company looking to enter the North American market or a Canadian company looking at foreign markets. In this case, five Schulich student partner with three to five students from partner schools (in the past these have included Wharton, University of Pennsylvania, Tel Aviv University, Israel or Copenhagen Business School in Denmark).

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

YCG (YORK CONSULTING GROUP)

The York Consulting Group is a nonprofit 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 nonprofit sectors. YCG consultants are a select group of MBA students with varied backgrounds, skills and experience.

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

Past YCG clients have included: the City of North York, CANAM Tours, Myplasticsrecruiter.com and Internexperts.com

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

NMA (Nonprofit Management Association) also holds workshops designed to equip participants with tangible skills to succeed in the nonprofit industry and, in the 2011-2012 academic year included two sold-out workshops on Program Evaluation and Grant Writing.

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:

- *Allocating the Resource Pie* with Richard Ross, Schulich School of Business

- *Corporate Crime and Accountability* with Norm Keith, Partner, Gowling Lafleur Henderson LLP
- *The Case for Leverage-Based Business Responsibility for Human Rights* with Professor Stepan Wood, Osgoode Hall Law School
- *Strengthening the Dairy Value Chain in rural Bangladesh: Alleviating and Assisting Women Dairy Producers with a Market-Based Approach* with Muhammad Siddiquee, Project Director, CARE Bangladesh
- *Values to Mission to Vision to Causes: Bringing some 'higher purpose' to work* with Philip Dionne, President, Campbell Canada
- *Developing Canada's Oil Sands in a Sustainable Way* with Leo Piciacchia, Vice-President (Sustainable Development & Health, Safety & Environment), Total E&P Canada
- *Integrating Sustainability into Business Schools* with Jeremy Moon, ICCSR Nottingham University Business School
- *Reconceptualizing Ownership as Stewardship: What Benefit Corporations are telling us* with Dr. Sophia Kusyk, IESE Business School (University of Navarra, Spain)
- *Corruption: A look at the Canadian issues, both domestic and foreign* with James M. Klotz, Miller Thomson LLP
- *How Going Green is Profitable: Case Studies & Best Practices* with Jim Harris, Former Leader, Green Party of Canada
- *Ubiquitous Benchmarking for the Environment*

STUDENT-LED ORGANIZATIONS

There are 42 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 nonprofit organizations and take place in support of special events happening concurrently in the community. A relevant example is the Net Impact Schulich Chapter's 'Earth Hour Every Hour' event in March 2011. In coordination with IRIS, and the Ecologically Conscious Organization the goal was to provide environmental knowledge, and to inspire the creation of a future where waste and energy reduction are daily considerations. These affairs serve as platforms for specific discussions regarding relevant community issues, and coordinate student involvement.

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

For a detailed listing of undergraduate clubs please visit <http://www.schulich-ubc.ca/>. For a similar listing of graduate clubs please visit <http://gbc.schulich.yorku.ca/clubs>.

Corporate Social Responsibility Society (CSRS)

- As one of the largest undergraduate clubs at Schulich the Schulich School of Business, the Corporate Social Responsibility Society stands strong on its CSR grounds, aiming to educate Schulich's student body through best CSR practice promotions and providing the required skills for students to implement CSR in the business environment.
- CSRS plans an annual CORE conference, focused on CSR issues. Details can be found in the 'Conferences/Presentations Supporting Dialogue' section and workshops detailed in the 'Workshops' section to follow.

http://csrsociety.ca/?page_id=2

Entrepreneurship and Venture Capital Club (EVCC)

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

<http://evcc.schulich.yorku.ca/>

Net Impact

- Net Impact is an international nonprofit 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.
- The club sends weekly Updaters to its members and these include details of events in the community focused on sustainability. Featured events include networking opportunities, lecture series and educational seminars. The Updater also includes listings of local employment or internship opportunities for students looking to build their experience and networks in the sustainability.
- Net Impact is partnered with KingHaven Energy, a small start-up offering consulting services for renewable energy projects in Ontario, <http://www.kinghavenenergy.ca/home>. Another partner

is the Toronto Sustainability Speaker Series, a live and online forum for promoting sustainability through leadership.

- Net Impact also organizes an annual Green Edge sustainability conference and is a co-organizing club for Schulich's International Case Competition. Details can be found in the 'Conferences/Presentations Supporting Dialogue' to follow.

<http://netimpact.schulich.yorku.ca/>

Nonprofit Management Association (NMA)

The NMA promotes student involvement in the social sector by providing information and facilitating exchange through speaking events, networking activities, workshops and much more. The NMA 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 NMA sends a newsletter to its members that - like Net Impact's newsletter - includes 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 nonprofit sector.
- The NMA also hosts an annual Board Governance and Leadership conference detailed in the 'Conferences/Presentations Supporting Dialogue' section and workshops detailed in the 'Workshops' section to follow.

<http://nma.schulich.yorku.ca/>

Natural Resources Opportunities Club (N-ROC)

The purpose of the Natural Resources Opportunities Club 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
- N-ROC is a frequent collaborator with Net Impact on events that appeal to students interested in both energy and sustainability issues.
- N-ROC is a co-organizing club for Schulich's International Case Competition. Details can be found in the 'Conferences/Presentations Supporting Dialogue' to follow.

<http://n-roc.schulich.yorku.ca/about.html>

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

<http://oac.schulich.yorku.ca/whatisoac.htm>

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
- The club sends periodical newsletters to its members and organizes networking events and workshops such as an Ontario Women's MBA Networking Event and the C2 (Conversations and Connections) panel
- For the past three years WIL has been participating in the Sheena's Place Annual Fireball Gala and fundraiser. Details of the club's involvement is to follow in the 'Giving Back to the Community' section
- WIL plans an annual Inspire to Aspire conference. Details can be found in the 'Conferences/Presentations Supporting Dialogue' section to follow. WIL also coordinates a mentorship program with a local high school. Details on the mentorship program are in the 'Giving Back to the Community' section to follow.

<http://wil.schulich.yorku.ca/>

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

Schulich International Case Competition was Schulich's inaugural annual International Case Competition held in November 2011. Coinciding with Schulich's introduction of a new mining specialization, SICCC was 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 brought together teams from across North America. Participants had the opportunity to present their cases in front of business leaders from the mining industry as well as academic and government experts. SICCC was organized by a committee comprised of representatives from Schulich administration, the Graduate Business Council and the student clubs Net Impact, N-ROC and the Case Analysis Club. The competition was sponsored by Barrick Gold, Kinross, Avalon Rare Metals, Teck Resources, Prospectors & Developers Association of Canada and Bedford Consulting.

<http://www.schulichinternationalcasecompetition.com/>

Net Impact Green Edge Conference is an annual conference held at the Schulich School of Business that brings in successful, local businesspeople 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 time built into the day, to encourage dialogue between participants who include Schulich students, speakers and local professionals interested in sustainability.

<http://netimpact.schulich.yorku.ca/index.php/greenedge/>

Net Impact Annual Networking Event affords students an opportunity to connect with business sustainability leaders and professionals. These representatives hail from a number of different industries including renewable energy, IT, environmental consulting and nonprofits.

<http://netimpact.schulich.yorku.ca/index.php/networking-event-2/>

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

<http://core2012.ca/overview-2/>

Inspire to Aspire is an annual conference organized by WIL (Women in Leadership) and celebrates top women executives and business women who have achieved personal and professional success. By

showcasing business successes by women the conference seeks to inspire and encourage today's students in growing their careers and becoming responsible business leaders but also members of the community. The 2012 conference was sponsored by companies such as Kraft, General Mills and Purdy's Chocolate.

<http://wil.schulich.yorku.ca/conference/>

MBA Insights is an annual alumni conference presented by the Graduate Business Council, Schulich's graduate student government. The conference provides a forum for graduate students to interact with Schulich alumni and representatives from conference sponsors through industry-specific panels, a keynote speech and networking lunches and cocktail receptions. Each year the conference has a different theme with recent conferences' including *Fueling your Fire*, *Look before you Leap: Making Informed Career Decisions* and *Breaking in during bad times*. The autumn 2011 conference saw the involvement of Bullfrog Power, a Canadian company providing 100% green energy to homes and businesses. Bullfrog joined the conference as a panel sponsor but also offset the energy used at the conference by injecting the same amount of renewable power into the grid.

<http://www.bullfrogpower.com/>, gbc.schulich.yorku.ca

The annual **Board Governance and Leadership** conference is hosted by the NMA (Nonprofit Management Association) hosts and that frequently sells out and is attended by students and community nonprofit professionals. Invited speakers at the conference are accomplished professionals working in a number of different functions in the nonprofit and social services industry.

nma.schulich.yorku.ca

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 nonprofit sectors; serving on corporate and nonprofit 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 Deszo Horvath 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 Horvath also was a co-Founder of the Czech Management Centre (1990) and of the *International Management Centre* (1989) which is now part of the Central European University in Budapest. He also serves as Chair of PACIBER,

the *Pacific Asian Centre for International Business and Economic Research*. Dean Horvath retains active membership, along with representatives from the Schulich faculty, in the *Academy of International Business (AIG)* as well as the *Partnership in International Management (PIM)*. In 2004, AIG named Dean Horvath 'Dean of the Year' for transforming Schulich into a truly global business school with pioneering international programs. In 2009, he was named to the Order of Canada for his contributions to the internationalization of business education and enhancing 'Canada's international reputation for academic excellence'.

In addition, Brenda Zimmerman, Director of the Health Management Program, is an active participant in the healthcare field. She is currently a member of an expert panel on chronic disease with the *Canadian Academy of Health Sciences*, as well as Vice-Chair, Patient Safety and Quality Committee, for the *Board of Mount Sinai Hospital*. Professor Joyce Zemans, C.M., Director of the Arts and Media Administration Program, is currently a member of the *Culture and Communications Committee of Canadian Commission for UNESCO* (United Nations Educational, Scientific, and Cultural Organization) and of the steering group for the , for the Creative City Network of Canada. Professor Moshe Milevsky (Finance) is the Executive Director of the nonprofit *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 topdown initiatives are prompted at the University level with the expectation that Faculties, departments and/or student clubs will run their own in conjunction with the University's, such as the annual University-wide *United Way Campaign*. Numerous events take place in support of this cause over the course of the campaign, for example the *French Toast Breakfast* hosted by the School's Executive Education Centre.

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

STUDENT-LED INITIATIVES

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

For example, in support of the Red Cross' Japan Disaster Relief efforts, Schulich held a special event, *Sumo for Japan* in April of 2011. In February of 2010, donations were collected for the Canadian Red Cross as part of the Haiti Relief efforts, through the Schulich campaign, *Help for Haiti*. Student involvement of this kind supports immediate and long-term charitable efforts, and encourages individual philanthropy and volunteerism. These student-led endeavors are supported by faculty and are successful in their charitable outcomes.

An additional sample of these initiatives follows.

WIL MENTORSHIP

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

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

WIL SHEENA'S PLACE FIREBALL GALA

For the past three years the members of WIL have been volunteering in support of Sheena's Place's annual Fireball Gala and fundraiser. Funds raised from the event went towards the Toronto nonprofit's programs for local families affected by eating disorders. Sheena's Place serves as a link between those with eating disorders and hospital programs, schools, agencies, therapists and families.

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.

GRADUATE BUSINESS COUNCIL (GBC) GRADUATING HIGH SCHOOL STUDENT SCHOLARSHIP

The 2011-2012 GBC executive team established a scholarship in support of local CW Jefferys Collegiate Institute. The award is of a variable amount and is awarded to a graduating high school student who can demonstrate community involvement as well as a B average. The award was designed

to encourage students who may be good students (though not A students) yet have worked hard to give back to their communities while maintaining a good grade average. Schulich's local community has a high number of immigrant families and families who may be struggling financially. This award was put in place to help defray the costs of post-secondary education for a local student and, thus, lessen the financial burden on one local family.

Funding for the scholarship is derived from cash donations, designated fundraising events and donations made by students when purchasing event tickets.

NMA SCHOLARSHIP

In June 2012 the Nonprofit Management Association established a scholarship to support future leaders in the sector. The \$3,000 scholarship is annually-funded and will be gifted in three \$1,000 awards over the course of three years. The recipient will be a student completing the Nonprofit Management and Leadership graduate diploma which entails a 3-4 month work placement in the sector. Often nonprofit organizations are unable to pay interns and the award will support students looking to gain the experience but in need of financial assistance. Funding for the award was derived from a surplus accumulated from club membership fees and event admissions.

YORK UNIVERSITY'S CSR INITIATIVES

The Schulich School of Business is part of York University and York has itself undertaken much in the way of responsible business education and research. For two consecutive years (2011 and 2010) York has ranked first among Canadian universities in a global sustainability survey by UI GreenMetric Ranking of World Universities. The ranking looked at schools in 42 countries and examined criteria such as energy consumption, commuting practices, waste and water management, percentage of green space on campus and the application of eco-sustainability policies and efforts.

Additionally, York has led by example in implementing policies and initiatives that promote environmentally sound, socially and ethically responsible practices. A selection of these actions and policies follows.

- The creation of the President's Sustainability Council, an advisory council "...with responsibility for providing input and recommendations on how York University can advance sustainability initiatives, projects and practices and to provide oversight of the required actions from approved recommendations". The committee meets four times a year and is comprised of subcommittees who meet more often.
- Coffee sold at Schulich's Timothy's Coffee Shop is Las Nubes Coffee and contributes to social, economic and environmental sustainability in Costa Rica. Las Nubes is a sustainable coffee program spearheaded by York University and involves Timothy's Coffee and CoopeAgri. Sustainability is measured by biodiversity protection, shade-grown coffee, water and soil conservation and fair labour practices

- 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 'Res Race to Zero' competition reduced energy use by 5 per cent amongst eight participating residence halls

For further information on York University and Schulich CSR initiatives please visit <http://www.yorku.ca/susweb/psc/> or see Schulich's school profile on the *Beyond Grey Pinstripes* website at <http://www.beyondgreypinstripes.org/school/york-university-schulich>.

INTO THE FUTURE

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

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

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