SHARING INFORMATION ON PROGRESS REPORT 2012

Principles for Responsible Management Education (PRME)
MESSAGE FROM THE DEAN

The Haskayne School of Business is committed to the Principles of Responsible Management Education as an integral component of our strategic dedication to ethical leadership, entrepreneurship and energy education. The ten Global Compact Principles are consistent with our values and vision. We are proud of our record as recognized leaders in research and education related to corporate social responsibility, ethics, and sustainability. We commit to continue developing and improving in these important scholarship fields.

Jim Dewald, Dean
Haskayne School of Business
The University of Calgary

Principles for Responsible Management Education

The Haskayne School of Business has joined the Principles for Responsible Management Education (PRME) initiative, which is intended to inspire and champion responsible management education, research and thought leadership globally.

The PRME are inspired by internationally accepted values such as the principles of the United Nations Global Compact. They seek to establish a process of continuous improvement among institutions of management education in order to develop a new generation of business leaders capable of managing the complex challenges faced by business and society in the 21st century.

There are six principles to which HSB has committed:

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.

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.

Principle 3: Method
We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

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.

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.

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.

We understand that our own organizational practices should serve as example of the values and attitudes we convey to our students.
The Haskayne School of Business at the University of Calgary is closely linked to the global resource-based industries headquartered in western Canada: energy, mining, forestry, agribusiness, and tourism. These industries were among the first to experience societal demands for sustainable development. Consequently, HSB has played a pioneering role in integrating the management of environmental and social issues into the school’s MBA curriculum.

All HSB MBA students are required to take a course called ‘The Global Environment of Business,’ which emphasizes ethics and decision-making as well as issues in corporate social responsibility. Environmental and social issues management topics have been integrated into the core and disciplinary courses of the MBA. Specialized courses such as ‘Managing Environmental and Social Issues in the Global Marketplace,’ ‘Strategies for Sustainable Development,’ ‘Evaluating Environmental Performance,’ and ‘Indigenous People in Sustainability,’ are offered as electives. ‘Rediscovering Leadership: the Haskayne Wilderness Retreat’ is an experiential MBA course conducted at the University of Calgary’s research field station in the nearby Rocky Mountain wilderness and features sessions with indigenous elders.

In 1994, HSB introduced an MBA specialization in Environmental Management and Sustainable Development. This was revised in 2004 as a specialization in Global Energy Management and Sustainable Development (GEMS). Since 1996, a multi-disciplinary Master of Science degree in Sustainable Energy Development has been offered in Quito, Ecuador and a Canadian version was launched in Calgary in 2008. In 2010, HSB introduced a new Global Energy Executive MBA program.

Because of the unique focus of its MBA and MSc programs, HSB has developed many original conceptual and case teaching materials dealing with resource industries and sustainability in an international context. In 2001, the Institute for Resource Industries and Sustainability Studies (IRIS) was established at HSB. The Institute, now funded by industry and federal granting agencies, houses a group of business school faculty from various disciplines and a group of Ph.D. students focused on resource industries and sustainable development management and renamed the Enbridge Centre for Corporate Sustainability.

The Haskayne School of Business is a founding member of the University of Calgary’s interdisciplinary Institute for Sustainability, Energy and the Environment (ISEEE). The founder of IRIS and an ISEE affiliate, Dr. Harrie Vredenburg is a Haskayne professor of Strategic Management and holds the Suncor Energy Chair in Competitive Strategy and Sustainable Development.

How does the MBA program 'walk the talk' of social and environmental impact?

The University of Calgary leads Canadian universities in environmental sustainability, earning top grades in the 2011 Sustainable Endowments Institute's (SEI) College Sustainability Report Card, sharing the highest honour with the University of British Columbia and the University of Toronto.

The U of C has undertaken a pan-university approach to advancing sustainability; one that encompasses teaching and learning, research, campus operations, as well as community engagement and partnerships. University faculties and research institutes are engaged in diverse research initiatives, curriculum offerings, and service learning initiatives that support an institutional commitment to excellence and leadership in advancing the pursuit of sustainability.

From buildings and infrastructure to student service programs, the University of Calgary strives to model campus sustainability and improve performance. Through individual and collective capacities, the university is transitioning to sustainable business models within targeted financial resources. The campus is a living laboratory for applied research in sustainability and a model for the broader community. Through the Sustainability ON initiative, the university is realizing change through the collective actions of more than 30,000 students, staff, and faculty stepping up together.
The U of C is committed to sustainability through a formal policy and plan. Three pan-university committees and a director of sustainability address environmental issues on campus. The university purchases green products when possible, and institutionally purchased appliances and computers which meet Energy Star criteria. Energy-efficient technologies, such as steam trap systems and economizers, have been installed across campus through an energy performance initiative. Renewable energy is generated through a building-based photovoltaic array.

University dining services staff purchase local and organic products as well as sustainably harvested seafood items. Fair trade coffee and tea are available in all dining locations. In addition to traditional materials, the university recycles tires, scrap metal, and fluorescent bulbs.

Major construction projects pursue at least LEED Silver standards. Seven buildings on campus are LEED certified or meet LEED standards. The university practices green housekeeping and pest management. Water conservation technologies have been installed, including dual-flush toilets, low-flow faucets, and waterless urinals.

New students learn about sustainability on campus through presentations and hands-on activities. Groups such as Bike Root and the Eco Club organize environmental initiatives on campus, and students participate in competitions with the goal of encouraging alternative transportation and reducing energy consumption and waste. The University of Calgary is primarily a commuter school, and more than half of the school community travels to campus via alternative transportation. The City of Calgary offers ride-matching services with discounted parking for carpoolers, and subsidizes fares on public transit for students. The university also offers full-time students “Upass” which is a special validation sticker applied to your current University of Calgary ONEcard which entitles you full access to available transit services during the applicable term(s) at a subsidized rate, and a student-run bike-sharing program and partners with a car-sharing program.

The University of Calgary aims to optimize investment returns and is exploring investment in renewable energy funds. Major donors who give more than $1 million to the university can request that gifts be directed into sustainable and socially responsible investment options.

**Centres and Institutes**

**Canadian Centre for Advanced Leadership in Business (CCAL)**
The Canadian Centre for Advanced Leadership in Business is a national leadership centre that will be housed at the University of Calgary’s Haskayne School of Business (HSB). The centre will deliver a new model of leadership development, education and research that is currently unprecedented in Canada. It will differentiate itself from other business schools through its focus on a unique research agenda, experiential learning and organizational development.

The Canadian Centre for Advanced Leadership in Business will transform the educational and research programs of the Haskayne School of Business. It will provide students with distinct leadership knowledge and skills taught throughout the curriculum, complemented by real-life learning opportunities outside the classroom. The centre will put HSB in the forefront for post-secondary leadership development in business in Canada. Establishing this centre shows that HSB is dedicated to developing and nurturing future business leaders into responsible, ethical individuals so that they can make sound choices and decisions that will affect the world around them.

The centre will also be a unique leadership research and learning network with international, national and community collaborations. Pioneering research in teaching and management practice will be brought to stakeholder groups in Calgary, and ultimately across the country. The leadership opportunities coordinated by the centre aim to develop students who are:

**Knowledgeable:** Familiar with the multiple dimensions of leadership;
**Capable:** Equipped with an individualized arsenal of leadership competencies, communication skills, self-awareness and understanding of their own leadership capabilities, and ability to work with others;
Motivated: To assume leadership roles, continue to develop capability (building upon their successful HSB leadership experience), and give back to the HSB and the community at large. Leadership development for students will go hand in hand with a similar investment in faculty, in the form of innovation in learning, teaching methods and delivery.

The centre will be headed by a research chair and an assistant dean for Leadership Development, a core team of faculty members, an extended faculty steering committee and an external advisory board to guide and monitor all professional leadership educational projects at the HSB. The external advisory board will also oversee the centre’s continued commitment to—and the delivery of—high quality research output and student learning experiences in the leadership field.

The faculty steering committee will consist of representatives in each subject area, the associate deans for the undergraduate and MBA programs, and for research, and will be chaired by an appointee of the dean, ensuring broad faculty involvement.

New Centre for the Digital Economy (CDE)

The objective of the CDE is high quality research on policy issues associated with the digital economy, with a focus on Canadian issues. The allocation of research funding, graduate student support, and the projects undertaken by the research associates will be determined in consultation with the Centre's Advisory Board.

The advisory board will consist of three types of representatives. Every financial donor will have a representative (sponsoring representative). In addition, representatives from international organizations, Canadian academics, and Industry Canada who do not contribute financially, but provide valuable expertise and perspective, may be asked to join the advisory board (non-sponsoring representatives). The number of representatives from the financial donors will not be less than the number of non-sponsoring representatives. In addition, the Dean of Haskayne, the Head of the Department of Economics, and the Academic Director will be members of the advisory board.

The day to day operations of the Centre will be overseen by the Management Committee (MC). The MC will be responsible for oversight of the academic, outreach and financial performance of CDE. The MC will report biannually to the advisory board. The Management Committee will consist of the Dean of the Haskayne School of Business or designate, the Department Head of Economics or designate, the Academic Director of the CDE, and two representatives of the Advisory Group.

Enbridge Centre for Corporate Sustainability (ECCS)

The University of Calgary's Haskayne School of Business (HSB) has partnered with Enbridge to create a best-in-class, Alberta-based sustainability centre, titled the Enbridge Centre for Corporate Sustainability (ECCS). In collaboration with academics, institutions and private sector organizations, the ECCS will provide a neutral ground for impactful and relevant research and education. The mandate of the ECCS is to inform business decisions that advance the triple bottom line: people, planet and prosperity.

The ECCS will be led by Director Bob Page and its activities will be guided by an external advisory board comprising leading scholars and practitioners of corporate sustainability from across North America. The ECCS will draw on more than 60 years of research and practice related to the science of sustainability and decision making in a way that is meaningful for businesses, policymakers, and individuals.

The ECCS will operate as both a convener and thought leader, bringing together leading scholars, practitioners, and industry experts in the field of corporate sustainability from various institutions and organizations. Through the ECCS, these individuals and bodies will be encouraged to produce, translate, and disseminate leading-edge research on triple bottom line decision-making in Canada, across North America, and abroad and to share this work with emerging and current business leaders, ultimately changing the way businesses are run.
Enbridge has committed $2.25 million over 10 years to the ECCS, which will facilitate graduate student and faculty research, fund post-doctoral fellows, and support the ECCS's ground-breaking initiatives. Two specific initiatives aimed at advancing corporate sustainability research include:

The Enbridge Research-in-Action Seminars:
Held at least four times each year, the Enbridge Research-in-Action Seminars will bring together influential researchers, practitioners, and industry experts to discuss and disseminate leading-edge sustainability research in Canada and abroad. The timing of these seminars will coincide with the academic year at the University of Calgary with seminars occurring in the autumn and winter terms.

The Sustainability Awards:
Each year, the ECCS will award two Enbridge Sustainability Awards, recognizing student achievements in areas related to sustainability and the advancement of the triple bottom line. One award will be granted for research or academic achievement by a graduate student (or students) based at a university in Canada or the U.S. The second award will be granted for community-level achievement by an undergraduate student (or students) based at a university in Canada or the U.S.

Centre for Public Interest Accounting (CPIA)
In the corporate sector, accounting decisions of public companies affect investors, creditors, employees and other stakeholders. In the public sector, accounting methods used by governments in education, health and social services impact on how these services are provided, who receives the services and the costs of these services. At the international level, accounting policy prescriptions of international organizations (e.g. International Accounting Standards Board, International Monetary Fund and World Bank) influence how countries structure their capital markets and provide services to their citizens. In all of these domains, accounting practice impacts upon the economic and social health of the public.

The Centre for Public Interest Accounting (CPIA) at the Haskayne School of Business has a mandate to:
1. conduct, promote, and support research about accounting and the public interest;
2. act as a source of information for researchers, students, managers and others who are involved and interested in the problems and issues; and
3. co-ordinate and collaborate with other organizations devoted to the study of accounting and the public interest.

Informatics Research Centre (IRC)
Vision: To be a leader in the study of informatics and its effects on individuals, organizations, markets, and the economy through theory-driven and applied research, and through partnerships with research institutions, industry and public organizations.

World Tourism Education & Research Centre (WTERC)
During the past decade, WTERC has achieved international recognition as one of the most dynamic centres in the field of tourism education and research. WTERC is a world class learning environment dedicated to the interdisciplinary study of tourism. At the University of Calgary, WTERC serves to coordinate all tourism academic programs and research activities.

Mission: To create a greater understanding of tourism and its role in global economic, social and cultural development; to improve the effectiveness of those responsible for managing the human, physical and financial resources of tourism regions; and to enhance, through tourism, greater international understanding and goodwill in an environmentally responsible manner.

Risk Studies Centre (RSC)
The purpose of the Risk Studies Centre at the Haskayne School of Business is to create and disseminate knowledge that improves the understanding of risk, and improves the practice of risk management. We improve management practice by working with other agencies, centres and institutes dedicated to similar ends.
International Resources Industries and Sustainability Centre (IRIS)
Analyzing Environmental and Social Issues
IRIS researches state-of-the-art innovative management practices and their impacts on societal issues, both environmental and social, and the role that those practices may play in moving industry towards a more sustainable posture.
The mission of IRIS is to create and disseminate leading-edge sustainability research through publications, teaching and various forms of outreach to industry and community audiences.

Calgary Centre for Research in Finance (CCRF)
The Calgary Centre for Research in Finance was established by the Haskayne School of Business at the University of Calgary to promote outstanding research in all mainstream areas in the field of finance at the University. Our activities include conferences, seminars, classes and outreach activities to the business community.

The CCRF is partially funded by the Alberta Investment Management Company (AIMCo). The Centre director is Alexander David.

Principle 1 Purpose & Principle 2 Values
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 & sustainable global economy.
We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nation Global Compact.

Leadership in the Core Curriculum

As a result of a full-scale review of the undergraduate curriculum (specifically our Bachelor of Commerce Program), a revised program has been approved that will include core courses that focus on ethical leadership and entrepreneurship, starting in the fall of 2013. These themes are in line with our strategy as a business school that aims to encourage students to demonstrate leadership through entrepreneurial and ethical thinking and decision-making. At the MBA level, students are now required to take a Leadership and Management Skills course at the start of the program as well as a Leadership capstone course at the end of the program and before they enter the workforce. These courses are enhanced by guest speakers from the business community who are renowned for their contributions to business and community. Innovative ways to enhance leadership training are continuously being explored by our faculty, due to in part to substantial support provided through our new Canadian Centre for Advanced Leadership in Business. At a leadership retreat last fall, we examined the use of using innovative tools such as e-portfolios to raise students’ awareness of their program’s learning goals (which includes being ethical leadership, team cooperation and decision making), and to help them create their own portrait of a well-rounded leader.

On Campus Speakers

Peter Tertzakian, Chief Energy Economist and Managing Director of ARC Financial Corp.
Description: Strategic opportunities and challenges of the Canadian energy industry, including issues surrounding the Northern Gateway pipeline project. The presentation perfectly supplements the “industry analysis” segment of the course and was well received by the students. About 100 students benefited from his 2 consecutive talks in the two sections of Investments of the FNCE443 class. We very much appreciated his taking a whole morning from his busy schedule to lecture for HSB and to interact with our students.

Bernard Callebaut, Founder and Owner of Papa Chocolat Inc.
Description: Bernard Callebaut captivated our Advanced Business Law class with his story of how he started his gourmet chocolate business alone in Calgary as a young immigrant in the early 1980s, and shepherded it through growth for almost three decades, after which time he lost it by involuntary
transfer to another. He described the challenges of that industry and how they collided with the great recession of 2009. Our class was exposed to this fascinating example not only of the power of receivership to change business and one's life, but also of losing the legal right to use one's own name for commercial purposes. Bernard's story is also one of positive energy and resilience which the class found most inspiring. Ever the marketer, Bernard did not miss a chance to impress the students with abundant fresh samples of his new product.

Graham Wetter, CGA, CFO of Pengrowth Energy Corporation
Description: Graham spoke on Strategy and implementation. He discussed what it takes to build an organization that is capable of executing strategy, and presented a short case study on how his company went about strategy execution. Central to his talk was the role of organizational culture in enabling successful implementation.

Julie Watkins, Director, ERP Application Team and Special Projects, CNRL
Description: Spoke to undergraduate students in ACCT 323 on how to become a CMA, and what possible career paths might be pursued. Also addressed leadership challenges and issues and possible challenges students might face.

Rita Sly, Director, ATB Financial
Description: Spoke to undergraduate students in ACCT 323 on how to become a CMA, and what possible career paths might be pursued. Also addressed leadership challenges and issues and possible challenges students might face.

Geeta Tucker, CFO, Agriteam
Description: Spoke to undergraduate students in ACCT 323 on how to become a CMA, and what possible career paths might be pursued. Also addressed leadership challenges and issues and possible challenges students might face.

John Otitoju, Controller, Oilfield, Newalta
Description: Spoke to undergraduate students in ACCT 323 on how to become a CMA, and what possible career paths might be pursued. Also addressed leadership challenges and issues and possible challenges students might face.

Stephen Lefabvre, IT Director, Integrated Business Services, Devon Energy
Description: Spoke to senior undergraduate students in Management Information Systems classes about the impact on technology in the workplace, specifically on interpersonal skills, team dynamics, and time management.

Warren Martinson, Director of Legal & Regulatory Affairs, Alberta Insurance Council
Description: Spoke to students on professional standards in the insurance industry, specifically consumer protection.

Graduate Speakers:

Rick George, President and CEO of Suncor Energy Inc.
Description: Spoke to MBA students on “Leadership and Mentorship” at the Haskayne School of Business. The presentation incorporated his secrets for effective leadership, and the importance of mentoring.

Ken King, President and CEO of the Calgary Flames
Description: Panel Member for the MBA Leaders Panel, the session is held the first day of a four-day student orientation and block-week course on MBA skills. The discussion referred to three articles (June 2012) from the Economist; “Women in Management”, “A Tissue of Lies.” and “In Praise of Misfits.”
Lucy Miller, President and CEO of Calgary United Way
Description: Panel Member for the MBA Leaders Panel, the session is held the first day of a four-day student orientation and block-week course on MBA skills. The discussion referred to three articles (June 2012) from the Economist; “Women in Management”, “A Tissue of Lies.” and “In Praise of Misfits.”

Steve Snyder, Chair of Calgary Homeless Foundation and former CEO of TransAlta Corporation
Description: Panel Member for the MBA Leaders Panel, the session is held the first day of a four-day student orientation and block-week course on MBA skills. The discussion referred to three articles (June 2012) from the Economist; “Women in Management”, “A Tissue of Lies.” and “In Praise of Misfits.”

Brenda Kenny, President of the Canadian Energy Pipeline Association
Description: Panel Member for the MBA Leaders Panel, the session is held the first day of a four-day student orientation and block-week course on MBA skills. The discussion referred to three articles (June 2012) from the Economist; “Women in Management”, “A Tissue of Lies.” and “In Praise of Misfits.”

Curriculum

Course Name: Introductory Financial Accounting 317
Instructor: Wayne Irvine
Introduction to accounting for business organizations. Reporting of financial results of operations and financial position to investors, managers, and others. Emphasis on the use of accounting information for decision making.

Course Name: Financial Management 317
Instructor: Dr. Peggy Hedges and Larry Wood
Focuses on the investment and financing decision of the firm. Heavy emphasis is placed on valuation and management of working capital and long term assets. The Canadian financial system and sources of financing are surveyed with a view to integrating the financing and investment decisions of a firm.

Course Name: Employment Relationships – Canada 317
Instructor: Dr. Robert Isaac
Introduction to the factors that shape and influence employment relationships in Canada, with a focus on the labour market, organization and structure of work, legal issues, work site governance, motivation, performance, and staffing practices.

Course Name: Management Information Systems 317
Instructor: Cameron Welsh
Introduction to management information systems and how such systems facilitate business activities. Foundations of intra- and inter-organizational systems are covered along with their economic, social and organizational impacts. Managerial, leadership and ethical issues in management of information systems. Analysis, design, development, implementation and project management issues are addressed through a semester-long, applied course project undertaken by student teams, involving the business community.

Course Name: Foundations of Marketing 317
Instructor: Marc Boivin
An introductory marketing course designed for management students to introduce the principles and practices of marketing. Topics will cover basic marketing concepts, societal issues, and the decision-making process of marketers in developing marketing strategies and plans. The focus of the course will be on the implementation of specific product, pricing, distribution and communication strategies for specific market situations.

Course Name: Fundamentals of OPMA 317
Instructor: Brent Snider and Sherry Weaver
Introduction to the wide applicability, broad scope, strategic importance and major decisions of operations management, as well as important interactions with other functional areas. Topics covered include the design, control and improvement/innovation of business and other processes, project planning and control, quality management, statistical quality control, inventory management, just-in-time systems, and supply chains.

Course Name: Introductory to Risk Management and Insurance 317
Instructor: Dr. Anne Kleffner
Covers risk management, economics of insurance and Canadian life/health and property/liability insurance institutions. Both consumer and industry perspectives are provided.

Graduate Curriculum

Finance & Accounting Core Courses
Course Name: Introductory Financial Accounting
Instructor: Dr. Michael Wright, CGA
Reporting quarterly/yearly results of operations and financial position to investors, managers and other stakeholders.

Course Name: Management Accounting
Instructor: Dr. Philip Beaulieu
Tools and techniques to make better economic decisions – breakeven analysis, budgeting, Productivity measures and activity-based costing and management

Course Name: Managerial Economics
Instructor: David Chan, Dr. Janne Kettunen
How to use economic models (both micro and macro) in decision-making and to aid the understanding of costs, pricing, industry structure (and competitive interaction), as well as the effects of government policy on inflation and exchange rates

Course Name: Managerial Finance
Instructor: Dr. Alfred Lehar
Decision-making for financial managers in the current financial world, including understanding financial markets, capital budgeting, net present value, risk/return, capital structure and dividend policy, IPOs, mergers and acquisitions, derivatives and options.

People & Organizations Core Courses:
Course Name: Managing Human Resources
Instructor: Dr. Sushil Nifadkar, Dr. Peter Sherer
An introduction to managing the human side of business with a focus on developing leadership and team skills as well as understanding human behavior in order to effectively manage people in the work place.

Course Name: Strategic Management
Instructor: Dr. Jim Dewald
An exploration of the role of the CEO and other similar senior executives in formulating and implementing corporate strategy. Topics include industry analysis, executive leadership, corporate strategy, corporate change, corporate diversification, global strategy, and mergers and acquisitions.

Course Name: Marketing Management
Instructor: Dr. Derek Hassay
Marketing concepts as the focus for a business strategy, explored through the decision variables and functional frameworks used by marketing managers (concentrating primarily on the relationship between business and consumers).

Course Name: Global Environment of Business
Instructor: Dr. Loren Falkenberg & Ms. Sandra Mallach
The economic, political, social and legal factors affecting decisions for managers in Canada. Topics include Canada’s place in the world economy, governmental relations with business, business ethics and legal issues for business organizations in today’s world.

**Supply Chain & Business Analysis Core Courses:**

**Course Name:** Managerial Decision Modelling  
**Instructor:** Dr. Maria Stoletova, Dr. Jaydeep Balakrishnan  
Use quantitative models to transform raw data into useful information for decision-making for the modern manager. Topics include basic probability and statistics, decision trees, regression analysis, optimization and simulation.

**Course Name:** Strategic Business Analysis  
**Instructor:** Leo Donlevy  
This course integrates learning from various management disciplines through a detailed case study of a real business using real data.

**Course Name:** Management Information Systems  
**Instructor:** Dr. Chad Saunders, Dr. Wael Jabr  
The role of information systems and technologies in leading and managing organizations effectively. Topics include strategic, tactical and operational aspects of IS, seeking to highlight the development, control, impact and evaluation of IS activities; and how these impact on the manager, the individual, and society as a whole.

**Course Name:** Operations Management  
**Instructor:** Dr. Giovani Caetano da Silveira  
Managing day-to-day production/service delivery in an organization in conjunction with Marketing, HR, Finance, and Information Systems. Topics include operations strategy, product/service design, inventory management and supply chain management.

**Management Studies Core Courses:**

**Course Name:** MBA Skills Development  
**Instructor:** Dr. Jim Dewald  
Incorporated within the MBA Orientation Week experience, this course provides basic skills for more effective learning in MBA courses. It includes lectures, exercises, assignments, and a team-based case competition.

**Course Name:** Leadership Capstone Course  
**Instructor:** Dr. Jim Dewald  
This last class is designed to draw together everything you have learned over the course of the MBA program.

**Areas of Specialization:**

**Course Name:** Global Energy Management and Sustainable Development  
**Instructor:** Dr. Harrie Vredenburg, Dr. Joseph Arvai, Dr. Irene Herremans, Dr. David Lertzman, Dr. Birgitte Grogaard and Dr. Jennifer Krahn  
Develop an understanding of the context for decisions and planning within the global energy industry and concepts, principles and management processes of particular significance to energy enterprises.

**Course Name:** Entrepreneurship and Innovation  
**Instructor:** Dr. Chad Saunders, Ron George, Alex Munro, Sandra Malach, Leo Donlevy, Dr. Jess Chua  
Learn about the start-up and development of high-potential businesses, and experience all aspects of entrepreneurship through project-based classes that provide real-world learning experiences.

**Course Name:** Finance  
**Instructor:** Dr. Alex David, Dr. Michael Robinson, Dr. Alfred Lehar, Dr. Jess Chua
Gain an understanding of the theory and methodology of modern finance and its application to the complex problems facing financial executives in the global environment.

**Course Name: Marketing**  
**Instructor:** Dr. Jack Kulchitsky, Deb Andrus, Dr. James Agarwal, Leo Donlevy  
MBA graduates specializing in Marketing are well suited to strategic/general management positions requiring market-related decisions and actions. Much of the course work draws on the experiences of the students in applied projects and learning.

**Course Name: Project Management**  
**Instructor:** Dr. Jennifer Krahn, Dr. Chad Saunders, Dr. Peter Sherer, Dr. Laurie Milton  
Learn to apply the management principles from other business disciplines to the project environment, looking at a wide range of issues such as planning, control, scope, time and cost processes, project organization and HR issues.

**Joint Degree Programs**

**Juris Doctor/Master of Business Administration (JD/MBA)**  
Offered by the UofC Faculty of Law and the Haskayne School of Business, the Juris Doctor (JD)/Master of Business Administration (MBA) program brings together the study of business and law. Currently five students are admitted each year. If you are admitted to the JD/MBA combined degree program, you will spend the first year completing core studies in either law or business, and the second year completing core studies in the other program. The remaining years combine law and business courses in a way that allows students to fulfill the requirements of both degrees in four years rather than five.

**Master of Social Work/Master of Business Administration (MSW/MBA)**  
Offered by the University of Calgary Faculty of Social Work and the Haskayne School of Business, the Master of Social Work (MSW)/Master of Business Administration (MBA) program requires students to have an undergraduate degree in Social Work (BSW) or equivalent. The MSW/MBA degree can be completed in two years of study (24 months) including fall/winter and spring/summer sessions.

**Master of Biomedical Technology/Master of Business Administration (MBT/MBA)**  
Offered by the University of Calgary Faculty of Medicine and Haskayne School of Business, the Master of Biotechnology (MBT) / Master of Business Administration (MBA) program will give you hands-on research experience combined with courses in business. The program includes courses ranging from the lab bench to the boardroom, including Microbiology, Technology Commercialization, Immunology, Venture Development and Pharmacology. The degree culminates in a three- to six-month practicum in which students will incorporate science and business strategy.

**Doctor of Medicine/Master of Business Administration (MD/MBA) (“Leaders in Medicine” Program)**  
Offered by the University of Calgary, Faculty of Medicine and the Haskayne School of Business, the Doctor of Medicine (MD)/Master of Business Administration (MBA) program requires students to hold an undergraduate degree and be admitted to both the MD and MBA programs.

### Principle 3 Method
We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.
The BComm Co-operative Education/Internship program lets you develop career-related experience before you graduate. You get practical experience, develop a network of contacts, and gain a better understanding of careers in your field.

The Co-operative Education Program is an optional academic program that allows you to alternate in-school learning with full-time work experience. The Co-op Program will give you 12 to 16 months of paid full-time work experience before graduating in your chosen field.

What are the advantages of participating in the Co-op Program?

By participating in the Co-op program you will:

- Apply classroom knowledge & skill
- Gain real-world experience
- Discover Career Options
- Develop your business network
- Experience the job application & interview process
- Gain a competitive edge through practical experience
- Earn a full-time salary
- Complete the program with a resume showing relevant work experience

Co-op lets you explore a number of different industries and geographic locations that can help you make informed decisions, from choosing a concentration to determining your first career. Over 85% of Co-op students are employed within 3 months of graduation.

Co-op gives BComm students the opportunity to apply knowledge and skills developed in the classroom in a practical work environment. Practical experience gives you a competitive edge and distinguishes you from your peers.

More than ever, employers seek graduates who can "hit the ground running" and who require less time to adjust from school to work. Co-op provides you with practical experience, confidence and up-to-date business skills necessary to fit seamlessly into the business world after graduation.

Co-op lets students "earn while they learn." Students maintain financial independence as they approach graduation by working full-time during co-op placements and earning full-time wages.

### 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.

As researchers, our mission is “to create knowledge through basic and applied research in business disciplines and related fields, when possible capitalizing on the natural advantages of our location” in Calgary, Alberta, Canada. Furthermore, this knowledge will transfer to our students and we will “provide innovative programs and rich experiential, research-based learning opportunities, so that our students learn teamwork, problem solving, critical thinking, effective communication, and a spirit of community service. In this way we all contribute value to our organization and society at large.”

### Publications


Peer Reviewed Journal Articles


Peter Bowal (2012). The Internship Model to Teach Legal Research and Writing. The Law Teacher 4. 19:1.


**Principle 5 Partnerships**

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.

**Student Clubs**

*The Institute for Sustainable Energy, Environment and Economy Students' Association (ISEEESA)*

ISEEESA's mission is to integrate a multidisciplinary group of students alongside today's energy and environment leaders, to help make positive changes that ensure a secure, competitive supply of energy, a sustainable environment and a strong economy for Alberta. ISEEESA works with ISEE and partner Faculties and Schools at the University of Calgary and with industry, other post-secondary schools and other organizations to provide students with opportunities for enhanced learning and professional development.

ISEEESA hopes to encourage companies to invest in clean, efficient and sustainable technologies for conventional energy development and in unconventional and renewable energy sources.

*Alpha Kappa Psi*

The Alpha Kappa Psi Co-Ed Professional Business Fraternity is North America’s first professional business fraternity. Originally founded in 1904 in New York by four business students, it has currently initiated over 230,000 members and alumni and now has over 190 chapters worldwide. As of 2002, the Fraternity expanded into Canada with the Omega Chi chapter at the University of Calgary and the Phi Chi chapter at McGill University.

We are recognized as the premier developer of principled business leaders. The main focus of Alpha Kappa Psi is to provide leadership development, personal and professional training, and experience. Membership in Alpha Kappa Psi serves as a stepping-stone into the “real world” of business. By developing a program of presentations, educational programs, community service, and social events,
members apply theoretical lessons in a ‘hands on’ fashion in lessons they are taught in real life situations. This allows members to acquire the life skills necessary to survive in the challenging business world. Skills such as project management, team building and networking will help position members for success in business.

**SIFE Calgary**

SIFE Calgary is a student club whose goal is to promote student and community awareness and action. We focus on areas such as market economics, success skills, financial literacy, entrepreneurship, the environment, ethics, and sustainability. To showcase the achievements of our members, we participate in the SIFE regional and national competitions. For the past three years, our club, overall, has been ranked as one of the top five university teams in Canada.

We have projects that cater to all our members passions, such as Arts, Sports, Ethics and Entrepreneurship. Visit www.sifecalgary.com to see how you can get involved and start building yourself, your community and your future today.

**Alberta Solar Decathlon Team**

A group of University of Calgary students formed the only Canadian team in the prestigious 2011 Solar Decathlon competition, hosted by the U.S. Department of Energy and the national Renewable Energy Laboratory. The team designed a solar-powered home specifically for the First Nations communities of Southern Alberta. The house features a distinct Aboriginal style and will produce at least as much energy as it consumes, making it ‘net-zero’. The design also targets chronic health and durability issues and has been a highly collaborative process between students, First Nations and industry. Teams from around the world must undergo a rigorous application process to qualify for this biennial event. Of the more than 40 teams who applied, only 20 were chosen. The U of C entry is the only Canadian team to qualify and will compete against teams representing schools from China, Belgium, New Zealand and numerous U.S. states. The Solar Decathlon will take place in Washington, D.C. in October 2011. There are ten categories for scoring, including architecture, engineering, affordability, and market appeal. This is the second time a team from Alberta will compete in the Solar Decathlon. In 2009, students from the University of Calgary, SAIT polytechnic, Mount Royal University, and Alberta College of Art + Design joined forces for an impressive sixth place finish, besting numerous returning competitors. The U of C team will take advantage of the multidisciplinary culture on campus to attract the best and brightest minds, including those within the the Haskayne School of Business, Faculty of Environmental Design (EVDS) and the Schulich School of Engineering. For more information on the U of C team: http://asd2011.ca/

**Commerce Undergraduate Society (CUS)**

The Commerce Undergraduate Society is the umbrella group for all the student organization in the Haskayne School of Business. The CUS executive serves as student representatives to the faculty, student organizations and the rest of the corporate community. We function as an avenue in which, you, the student, can build important relationships with your fellow classmates, professors, and future business contacts.

**Accounting Student Association (ASA)**

Struggling with an accounting course? Not certain what accounting is all about or the differences between the designations? Need help getting that accounting job? The Accounting Students’ Association (ASA) can help you! Whether you need assistance in your required accounting course or you are interested in the accounting profession, the ASA is a club that is dedicated in helping students do better in accounting!

**AIESEC in Calgary**

As the world’s largest student organization, AIESEC is the international platform for young people to discover and develop their potential to have a positive impact in society. To reach this aim, AIESEC provides over 5,000 leadership positions, organizes over 350 conferences, and runs an exchange program that offers 3,500 members the opportunity to live and work in a foreign country. Present in over 800 universities in 89 countries and territories,
AIESEC provides you the opportunity to: develop leadership, gain practical business skills, get international experience and work abroad and build a personal network.

Get involved NOW and learn hands on practical business skills and start networking with the corporate community, manage major corporate accounts, oversee local chapter finances, help integrate exchange participants into the Calgary community, manage the annual AIESEC Careers Day project or expand and develop the membership base.
The time is now to explore yourself and your future.

Alliance in Marketing (AIM)
Alliances in Marketing is a student run organization that promotes a better understanding of marketing and its role in the business community. The goal of AIM is to make Haskayne marketing students among the most visible and sought after across Canadian business schools.
AIM provides opportunities to network with classmates, alumni and professionals, as well as attend industry nights highlighting a variety of marketing disciplines. Providing corporations access to Haskayne’s most involved marketing students and offering time and monetary contributions to local charities are a few of the many ways AIM gets involved in the Calgary community.

AIM is a great tool for those students attempting to make themselves more marketable upon graduation as AIM aligns itself with success and strives to be the difference between simply getting a degree and getting a job. So if you are looking for a place to have fun, meet interesting people, and learn more of the many facets of marketing then AIM is the place to be.

Association for the Management of Information and Operations (AMIO)
AMIO's is intended to be the premier student club for the students in the management science concentrations at the Haskayne School of Business.

AMIO's mission is to provide industry connections for students in Business Process Management (BPMA), Management Information Systems (MIS), Operations Management (OPMA) and Transportation & Logistics (TLOG); facilitate course applicable training for the students in the Haskayne School of Business; promote the management science concentrations; and add value to the Bachelor of Commerce degree.

The Calgary Portfolio Management Trust (CPMT)
The Calgary Portfolio Management Trust provides a training ground for some of Canada’s top finance students. Through this innovative, two-year program and generous support from the Calgary Society of Financial Analysts, students manage a $380,000 Canadian equity portfolio. Students obtain two finance half course credits and gain valuable knowledge and skills in equity research, spreadsheet modeling, database management, portfolio tracking, teamwork, public relations, and investment skills.

Financial Management Group (FMG)
The Financial Management Group is devoted to building successful finance careers for commerce students by providing a link to the financial community and support for financial studies. FMG’s vision is to become a leading student organization-one where our determination to succeed in a financial career creates a learning environment for future diverse leaders; where we strive to exceed our own expectations; and where our decisions, principles, and values guides our actions.

Events such as The Finance Networking Night and Careers in Finance attract prominent financial professionals from chief financial officers to investment advisors, and provide students with an opportunity to learn and network. FMG allows students to showcase their technical skills by applying qualitative and quantitative research at our annual Case Trading Competition.

Human Resources Students’ Association (HRSA)
The Human Resources Students’ Association encourages awareness about careers and current events in Human Resources. Our club provides a way for students to build a valuable network of University professors and prominent industry representatives. Through on- and off-campus events, we provide a
sense of social solidarity and cohesiveness among students interested in Human Resources and Organizational Dynamics. HRSA also works to provide all students with the tools to excel in Human Resources and Organizational Dynamics courses.

**International Business Student Association (IBSA)**
IBSA is the club for students with an interest in international business, whatever their concentration, wherever their homeland, and no matter their experience or skill level with the subject matter. Benefits of membership include qualification for a CIM grant for study overseas, reduced fees for non-free IBSA events, information on relevant industry events and conferences, and an opportunity to build a great network of like-minded young professionals.

Students considering participating in an exchange are especially encouraged to contact IBSA. Through IBSA’s Buddy Program, local students can meet visiting international students at various social events. These events facilitate cultural awareness, and allow Haskayne students going on exchange to make valuable contacts with international students from their intended exchange school.

**Personal Portfolio Management Group (PPMG)**
The Personal Portfolio Management Group is a new student club dedicated to assisting its members to better understand the investing world. PPMG plans to hold numerous guest speaker events to give members a chance to receive helpful investment advice and network with experienced industry representatives. PPMG will also host more casual events where all members can meet with industry investors. The primary goal of this club is to help students realize the benefits of long-term investment, especially when individuals are accumulating debt, and pension plans are becoming less secure. PPMG wants to emphasize that investing should not be overly complicated and therefore we are encouraging students from all concentrations to attend our events.

**Petroleum Landman Undergraduate Society (PLUS)**
The Petroleum Landman Undergraduate Society helps develop relationships between students and the oil and gas industry. We sponsor events that encourage learning, provide academic and social support and create opportunities to network with industry professionals. PLUS is actively involved with Canadian Association of Petroleum Landmen (CAPL) members in developing a strong mentoring program. The program enables PLMA students to receive practical, hands-on experience and provides an ideal setting for industry leaders to meet with emerging leaders.

**Tourism & Hospitality Undergraduate Society (THUS)**
The Tourism & Hospitality Undergraduate Society represents students in the Bachelor of Hotel & Resort Management program (BHRM) as well as any and all students majoring, or simply interested in Tourism. Students registered in the two-year BHRM program are given industry and faculty links through THUS, ensuring their short enrolment is well-communicated, successful, and the most it can be. Students outside of the BHRM program are exposed to various aspects of the tourism and hospitality industry, supporting their studies and encouraging them to further specialize. Feel free to stop by the THUS office while in the clubs area, to meet the friendly executive team, pick up some interesting facts from the tourism industry, or get inspired to volunteer at one of Calgary's many festivals!

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**Graduate Student Clubs**
**MBA Society**

The MBA Society is a non-profit student run organization consisting of almost 400 students. Our motive is to provide support to the MBA society members in the areas of personal and community development. We raise issues and awareness concerning the student body and build bridges between students and the corporate community of Calgary.

The goal of the Haskayne MBA Society is to improve the MBA student experience academically, socially, and professionally while enhancing the reputation of the Haskayne MBA brand. The key annual events are as listed:

• The Haskayne School of Business 24 Hour Case Competition. Organized and managed by the Society, the competition provides MBA students from across Canada with an opportunity to not only test their strategic analysis skills against fellow competitors, but participate in networking opportunities with employers and fellow students.

• Nonprofit Governance – Fundamentals Workshop. A full-day workshop co-facilitated by certified instructors from the Alberta Government’s Board Development Program, students are provided with a presentation and discussion of best practices related to non-profit governance as well as an opportunity to speak with organizations across the city about available board member opportunities.

**Net Impact**

Net Impact is a nonprofit membership organization for students and professionals interested in using business skills in support of various social and environmental causes. It serves both a professional organization and one of the largest student organizations among MBAs in the world. [1] From its central office in San Francisco, the organization supports over 200 autonomous volunteer-run chapters and a membership base of over 10,000, with programs and networking events centered on topics such as corporate social responsibility, social entrepreneurship, nonprofit management, international development, and environmental sustainability.

Net Impact is an international nonprofit organization whose mission is to make a positive impact on society by growing and strengthening a community of leaders who use business to improve the world.

**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.

**Fridays with faculty**

Our popular seminar series “Fridays With Faculty” features professors from the Haskayne School of Business. Get the latest research in key areas of management and leadership, ideas you can apply in your company first thing Monday morning. Every Friday Haskayne students are invited to attend.

**The Business Day Conference & Generation Now**

The Business Day conference has been a Haskayne School of Business tradition since 1970. Each year, the sold-out conference is centered around a prominent business theme to provide the opportunity for students & corporate participants alike to gain insight into the importance topics. This year’s theme “Generation Now” focused on using the resources of today by exploring social media, social networking, globalization, technology and sustainability. Attended by over 200 students, there is an opportunity to explore an affiliated tradeshow, gather in networking areas, participate in panel discussions and break-out sessions and listen to high-profile speakers. The Jarislowsky Program supported the conference as a Silver Sponsor. Keynote presentations were delivered by: Rick George (CEO, Suncor Energy), Marilyn Smith (Executive Director, Southern Alberta Art Gallery), Eva Friesen (CEO, The Calgary Foundation), Tara Mahoney (Co-founder and Creative Director, Gen Y Media).
**Famous Five Foundation Speakers**
The Famous 5 Foundation hosts a variety of events aimed at preserving the story of the Famous 5 women and inspiring and cultivating leadership in women of today. The Enbridge Famous 5 Speakers Series has inspired over 15,000 guests with stories of leadership journeys of over 80 women. The series allowed 10 participants to listen to five (5) outstanding women leaders. Attendees included 6-8 student leaders hosted by 1-2 faculty, business leaders and Haskayne alumni. This year’s speakers included: Alida Visbach, Cheryl Foggo, Amanda Lindhout, and Elisabeth Fayt.

**Boyd Cohen: Climate Capitalism**
The Institute for Sustainable Energy, Environment and the Economy Student’s Association (ISEEESA) was founded in 2006 by a group of University of Calgary students led by then Haskayne student Mark Blackwell, with the simple mission to create initiatives that reflect the growing movement to obtain a cleaner energy supply, healthy environment, and efficient economy. Each year, ISEEESA hosts their annual Energy dinner. The 2012 keynote speaker was Boyd Cohen, Vancouver-based co-author of Climate Capitalism: Capitalism in the Age of Climate Change. Cohen’s talk focused on helping to lead communities, cities, and companies on the journey toward a profitable low-carbon economy.

**MBA 24-Hour Case Competition**
This unique, student-run competition gives teams just 24 hours to analyze a real-life company with real-world business challenges, and come up with a solution and detailed presentation which is judged by senior business leaders. Hosted by the Haskayne School of Business and presented by FLG Sports, this year’s competition drew 16 teams from 11 universities, including Queens, HEC Montreal, Concordia, Carleton, Ryerson, Manitoba, Saskatchewan and Alberta. There were 20 participating judges this year, and Gary Kovacs spoke at the opening reception on March 8, 2012. A leader in his field, Gary advised the students to find and claim their own space in the world.

**Key objectives for the next 18-month period with regard to the implementation of the principles**

Through the Canadian Centre for Advanced Leadership in Business (CCAL), many of the 6 principles are addressed in our five year plan which includes many key performance indicators (KPIs). The four pillars within the Centre are: Student Learning and Engagement (Purpose Values and Method), Research (Research), Staff and Faculty Development (Values and Dialogue) and Community Engagement (Partnership and Dialogue).

**Principle 1: Purpose & Principle 2: Values**
In September 2013, a new core BComm. curriculum will be rolled out. Faculty have worked collaboratively over the past year to develop broad learning goals for the program and specific learning goals for 5 new courses that will become part of the core program for all students entering the undergraduate program in 2013. Building a solid foundation in the first year of both individual and group leadership skills, students will continue to develop the capabilities to act and lead with integrity over the course of their 4-year program using cases (Giving Voice to Values etc.) and field work (community and business projects) in order to develop organizational and community leadership aptitudes and attitudes. We are actively encouraging students to become more involved within the community and expand their notion of social responsibility through the adoption of the co-curricular record. This record will help recognize the leadership work that many of students do outside of their regular academic classes. Our MBA program has initiated several innovative projects in their capstone leadership courses that will help focus students around the values of personal accountability and defining self-purpose. We will be developing measurement tools to determine the impact of our efforts on student values.

**Principle 3: Method**
As part of the curriculum re-design and commitment to the values of CCAL, all of our instructors have been asked to consider how ethical leadership can be integrated into their classrooms and functional areas. For this endeavor, it is essential that we create the materials, processes and culture that will facilitate instructor involvement and also create a standard framework. To that end, we are
creating a database of experiential learning tools and templates that may be used in the classroom. We will also be funding the attendance of faculty and staff to attend conferences specifically addressing leadership and social responsibility and the delivery of said curriculum.

This spring, our MBA leadership class will pilot an off-site program and we are piloting the use of software that will help students evaluate their individual and group performance over the course of their program. We are also working with the local orchestra in developing a leadership workshop that will be effective with both our MBA and executive education programs.

**Principle 4: Research**

Effective April 1, 2013, we have appointed 6 research fellows funded by CCAL. These fellows are existing faculty researchers that have demonstrated a track record of research addressing ethical leadership research and a desire to continue in a faculty leadership role in this area. The goals for these Fellows as well as our Distinguished Chair include the following:

- Conduct research of the highest calibre on aspects of advanced business leadership, and publishing this research in highly ranked academic journals according to the SSCI and/or SCI;
- Disseminate the results of the research sub a), in formats useful to both the business and academic community;
- Lead and participate in the development of a professional leadership culture at the HSB through activities such as faculty retreats attendance, conference presentations, professional development and involvement in CCAL.
- Raise additional funds (especially from SSHRC and/or NSERC) to augment further the research capacity on advanced business leadership at the HSB.

Each of these Fellows have been appointed for a term of 3 years and our objective is to have these Fellows actively involved in the growth of CCAL and the recognition/dissemination of PRME.

**Principle 5: Partnership and Principle 6: Dialogue**

When one thinks of Calgary business, energy is top of mind. With energy comes a predisposed sense of a “can do attitude” with an entrepreneurial, independent, “maverick” spirit. At the same time, there is global focus on environmental concerns associated with the energy industry. This is a critical time to define, integrate, and exploit the benefits of ethical leadership within the private and public sectors of Canada’s energy and related industries, which makes the Haskayne School of Business an ideal institution for this initiative. To achieve our community outreach vision, we must embrace all forms of technological aids, such as website development, use of social media tools, open discussions, etc.

Our immediate objective is increase awareness of Haskayne’s role in the development and growth of industry attitudes towards ethical leadership and responsible management education. We have developed an outreach strategy that has segmented each of the various stakeholder groups and identified objectives for each based on their needs. We have identified that a key objective that we must provide to each group is an understanding of what Ethical Leadership is, and the benefits of ethical leadership. As a new research centre within Haskayne, it is also critical that we create an accurate profile of the Canadian Centre for Advanced Leadership in Business. Over the next 18 months, we need to clearly define and communicate our vision and mission. Our stakeholders must know who to go to and what to expect from the CCAL and they want tools to be able to engage in and share ethical leadership practices. We will be developing many of these tools over the next 18 months as well.
<table>
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<th>Group</th>
<th>Including Audiences</th>
<th>What they need…</th>
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| Internal                      | University of Calgary Administration, Faculty, & Staff  
CCAL has an external steering committee that includes representatives from all functional areas, students (undergraduate and graduate) and staff. Their input is sought in the development of annual and objectives.  
CCAL is also an active member of the intra-faculty network initiated in 2012 to bring together like-minded educators and researchers across campus. LEARN (Leadership Education Academic Research Network) | Tools to be able to engage in and share ethical leadership practices. Tools of engagement include one-directional (speeches, videos, newsletters, publications, website information, etc.), two-directional (workshops, discussion boards, chats, conferences, etc.), and feedback mechanisms.  
Faculty Retreat Fall 2013                                                                                                                                         |
| Business Leaders              | Business people in leadership positions, including large, medium, and small businesses in a full range of industries. Several key members of the community, including our donors are part of our External Advisory Committee that help guide and inform objectives. | Opportunities to provide financial support to CCAL  
Opportunities to become advocates for and proponents of ethical leadership  
Opportunity to mentor and share experience and knowledge                                                                                                             |
| Government & Not-For-Profit Leaders | Elected and non-elected government leaders serving through boards (schools, hospitals, etc.), municipalities, provincial, and federal institutions. Not-For-Profit leaders | Opportunities to become advocates for and proponents of ethical leadership                                                                                                           |
| Aspiring Leaders              | Developing leaders – including those in less senior positions in business, and youth.                                                                                                                                 | Opportunities to become advocates for and proponents of ethical leadership  
Access to mentorship opportunities  
Professional Development                                                                                                                                                                                                                                                                       |
| Haskayne Alumni               | Degree and non-degree alumni                                                                                                                                                                                        | Opportunities to increase ethical leadership knowledge and acumen after graduation.  
Venues to share experiences and give/receive feedback.  
Professional Development                                                                                                                                                                                                                                                                          |
| General Public                | Members of the general Calgary community                                                                                                                                                                           | An environment to voice opinion and to gain knowledge of leadership research                                                                                                           |
| Media                         | Print                                                                                                                                                                                                               | A source of research-based                                                                                                                                                                                                                                                                                                                                    |
Sustainability on campus

“The University of Calgary is committed to excellence and leadership in advancing the pursuit of sustainability in teaching, research, campus operations and community service.” (“Sustainability Policy” 2009)

2011 Completed initiatives
- Greenhouse gas emissions: The UofC has tracked scope 1 and 2 emissions from building operations at main campus for a number of years. The UofC was one of the first Canadian Universities to complete a comprehensive GHG emission inventory to accordance with World Resource Institute Protocols (Scope 1, 2, and 3 – all sources under operational control) for fiscal year 2008-09. GHG emissions have been steadily declining despite a 30% expansion in the built area of campus.
- Energy performance standards for new buildings have been steadily increasing. The CDC is 70% more efficient that the Model National Energy Code for Buildings. New buildings under construction range from 25% to 50% better than the Model National Energy Code of Buildings.
- Carpool incentives and CarShare program on campus.
- Student led Bike Loan and Bike “Kitchen” Program
- Idle Free UofC since September 2010.
- Fleet includes one Smart Car, one hybrid, one electric golf cart, five bio-diesel operated grounds maintenance vehicles.
- Suite of low flow and flush fixtures in new buildings, existing building retrofits in progress, waterless urinals use has been discontinued in favour of ultra-low flush.
- Addition of bottle refill devices on fountains, standard for new fountains.
- Site irrigation with non-potable process water from the central heating and cooling plant.
- Composting: all leaf and lawn waste, pre-consumer food service good waste (partial), post – consumer food waste (partial), on site in-vessel composter.
- Recycling: paper + Cardboard, beverage containers, e-waste, furnishings, metals, some plastics, fluorescent bulbs, pallets, cooking oil, tires, batteries, and toner cartridges.
- Phone books by request only, waste reduction (erase the waste) campaign, on-campus materials exchange sales, no free printing for students in libraries.

2012 Initiatives
- Consider implementing a mandatory recycled content for office paper purchasing
- Work with the print shop to prioritize recycled content paper in institutional printing, migrate to 100% recycled content paper for business cards and intuitional reports.
- Implement an on-line tracking program of environmentally preferred purchasing
- Require all departments purchasing clothing bearing the UofC logo to purchase apparel that is made under fair working condition ie. Through the bookstore (which requires sweat-free apparel) or an alternate party that can certify apparel is sweat free.
- Develop an IT Strategic plan that confirms an ISP goal, indicators, baseline performance, and performance targets. Plan to encompass data centres, desktop technologies, and e-learning tools/environments, supporting operating standards, as well as performance monitoring and reporting protocols.
- On-Campus residence to develop a model green dorm room.
- Residence to provide green purchasing guidelines in advance of move-in (CFL laps, Energy Star + EPEAT certified computers/ printers, etc.)
- Promote residence student community service sustainability initiatives.
- Align building operations practices with institutional goals.
- Develop and Environment Management system.
• Implement a strategic plan and operating standards for centralized management of legislative compliance and permitting.
• Transition hazardous materials management from a paper based system to an electronic system allowing the creation of a surplus chemical exchange program. Complete chemical inventory.

The Sustainability Plan is released annually in the fall and 2012/2013 implementations will be available at the following link: http://www.ucalgary.ca/sustainability/plans_reports