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

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

David M. Saunders, PhD
Dean
Queen’s Smith School of Business established the Centre for Social Impact in 2004 (formerly known as the Centre for Responsible Leadership). The Centre’s mission is to educate students and foster outreach, research and advocacy on issues of social impact.

The Centre does this by:

- Fostering education in the fields of responsible leadership and social impact
- Supporting research and providing advice in key focus areas
- Providing support for local communities
- Being a global advocate on issues of responsible leadership and social impact

The Centre’s key focuses around these areas:

**Integrity**
Issues of ethics, values, trust, transparency and courage

**Innovation**
Domains of social innovation, social finance and social entrepreneurship

**Investment**
In our students, communities and our future

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

Tina Dacin, PhD
Director, Centre for Social Impact
E. Marie Shantz Chair of Strategy & Organizational Behavior
At Queen’s Smith School of Business, we provide students with a range of opportunities to develop their skills and knowledge in responsible leadership. Smith, as a whole, is committed to ethics and responsibility at the undergraduate and graduate levels, while the Centre for Social Impact fulfils its mandate through education; the support of research; stewardship; community engagement; collaboration and advocacy.

Smith dedicates its time and resources in Principle 1 through the following programs and initiatives:

1. Certificate of Responsible Leadership
2. MBA Oath
3. Social Impact Summit
4. Hult Prize Host

1. CERTIFICATE OF RESPONSIBLE LEADERSHIP

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

The Certificate programs have been designed with the following objectives:

1. Provide a meaningful, substantive, high quality experience surrounding issues of responsible leadership for students who choose this accreditation option
2. Allow students to achieve the Certificate concurrent with the completion of their degree
3. Provide participating students with a truly unique curriculum experience

Certificate Requirements

**Academic Component**

Students will complete elective courses with responsible leadership themes and assignments

**Event Component**

Students will attend conferences and/or events to expose them to a diversity of topics and business issues within the broad field of responsible leadership

**Outreach Component**

Students will commit time to volunteer outreach activities with registered charities or non-profit community organizations
Principle 1: Purpose *Continued*

2. **MBA OATH**

After convocation in the Queen’s Smith School of Business, the MBA graduates have the option to sign a pledge to demonstrate commitment to responsible leadership in their professional careers. Based on the Harvard model, graduates commit to using their knowledge and skills obtained at Smith to lead with integrity in consideration of the greater good and to create value for society. Since 2011, more than 250 graduates have signed the Oath in what has evolved to a Smith tradition.

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**The MBA Oath**

As a Queen’s Alumnus, I accept entry into the network of Smith School of Business Alumni and acknowledge the responsibilities and value the benefits of being a member of such an association. I will respect that I now represent alumni before me and alumni after me and will vow to uphold the knowledge and skills that Smith School of Business has been granted me.

As a business leader, I acknowledge my role in society:

- My purpose is to lead people and manage resources to create value that no single individual can create alone.
- My decisions affect the well being of individuals inside and outside my enterprise, today and tomorrow.

Therefore, I promise that:

1. I will manage my enterprise with loyalty and care, and will not advance my personal interests at the expense of my enterprise or society.
2. I will understand and uphold, in letter and spirit, the laws and contracts governing my conduct and that of my enterprise.
3. I will refrain from corruption, unfair competition, or business practices harmful to society.
4. I will protect the human rights and dignity of all people affected by my enterprise, and I will oppose discrimination and exploitation.
5. I will protect the right of future generations to advance their standard of living and enjoy a healthy planet.
6. I will report the performance and risks of my enterprise accurately and honestly.
7. I will invest in developing myself and others, helping the management profession continue to advance and create sustainable and inclusive prosperity.

In exercising my professional duties according to these principles, I recognize that my behavior must set an example of integrity, eliciting trust and esteem from those I serve. I will remain accountable to my peers and to society for my actions and for upholding these standards.

**This oath I make freely, and upon my honor.**
3. SOCIAL IMPACT SUMMIT

The Centre for Social Impact at Smith School of Business hosted its 10th and 11th Annual Social Impact Summit (formerly Responsible Leadership Summit) in October 2014 and October 2015, respectively. These two-day conferences welcome leading academics and practitioners to our school in order to provide our students with exposure to a variety of issues and solutions in responsible leadership. Delegates attend key note speeches, panel discussions, skill building workshops, and networking opportunities in order to educate and inspire them to be effective and responsible leaders in their career and their local communities. The 10th Annual Summit was themed *Purpose + Passion* and had topics in community development, social innovation, social finance and sustainability. This conference was attended by over 200 students in the Smith Commerce, MBA, AMBA, and Executive MBA programs. The 11th Social Impact Summit’s theme was *Amplify Your Impact* and focused on youth innovation, social entrepreneurship, social finance, impact career planning, solution development, and sustainability. This conference was attended by more than 200 students in the Smith Commerce, MBA, Accelerated MBA, and Executive MBA programs.

10th Annual Summit Speakers included:

- **Geoff Cape**, CEO, Evergreen
- **Geoff Green**, Founder, Students on Ice Foundation
- **Johann Koss**, President and CEO of Right to Play International
- **Mikael Meir**, President, Mikael Meir Inc.

11th Annual Summit Speakers included:

- **Jessica Bolduc**, Executive Director, 4Rs Youth Movement
- **Hamoon Ekhtiar**, Director of Strategic Programs, TELUS
- **Al Etmanski**, Social Entrepreneur and Author
- **Harry Kraemer**, Executive Partner, Madison Dearborn Partners
- **Vicky Saunders**, Founder, SheEO
4. **HULT PRIZE HOST**

The Hult Prize Foundation is a not-for-profit organization dedicated to launching the world’s next wave of social entrepreneurs. It encourages the world’s brightest business minds to compete in teams to solve the planet’s biggest challenges with innovative ideas for sustainable start-up enterprises. Queen’s Smith School of Business hosted the Regional Finals in March 2016 where teams created a sustainable, scalable and fast-growing social enterprise that would double the income of 10 million people residing in crowded urban spaces. As host, Smith provided judges, venues and facilitators for the competition.

"It’s not everyday that you have an opportunity to change the world. This is our chance to show the world that Queen’s is dedicated towards making impact. Last year, I was lucky enough to attend the 2015 Regional Finals in Boston at the Hult International Business School. This opportunity was by far the highlight of my tenure so far at Queen’s.”

**Jessica Peters,** Campus Director, Hult Prize

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<thead>
<tr>
<th>GOAL SET FOR NEXT 24 MONTHS</th>
<th>PROGRESS AGAINST GOALS</th>
</tr>
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<tbody>
<tr>
<td><strong>IN JUNE 2014 SIP REPORT</strong></td>
<td><strong>Since 2015, more than 300 new students have enrolled in the Certificate program.</strong></td>
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<tr>
<td><strong>Further expand our Certificate in Responsible Leadership programs</strong></td>
<td><strong>In the inaugural class of the EMBA 2014 Certificate program, over 30% of the class enrolled.</strong></td>
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<td></td>
<td><strong>The Commerce 2014 and 2015 classes graduated a combined 117 Certificate in Responsible Leadership students.</strong></td>
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<td></td>
<td><strong>AMBA enrollment exceeded 60% of the class</strong></td>
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<td><strong>Responses from the Centre for Social Impact’s Certificate Survey indicated:</strong></td>
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<td></td>
<td>◊ Over 80% of Certificate Candidates are satisfied with the value they received</td>
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<td>◊ 100% of respondent would recommend the program to others</td>
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<td></td>
<td><strong>Programming now includes:</strong></td>
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<td>◊ The Certificate in Responsible Leadership for five programs: Commerce, MBA, Master of International Business, Accelerated MBA and Executive MBA.</td>
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<tr>
<td></td>
<td>◊ Our annual Social Impact Summit</td>
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<td></td>
<td>◊ Annual Social Innovation Bootcamps</td>
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<td></td>
<td>◊ A variety of Discovery Learning Workshops</td>
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<td></td>
<td>◊ Social Impact Speakers Series</td>
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<td>◊ Monthly Brown Bag Sessions</td>
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<td>◊ The design and provision of learning modules for the MBA, MSc, and PhD programs</td>
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<td></td>
<td>◊ Support of student-led responsible leadership clubs and events</td>
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<td></td>
<td>◊ The development of new teaching methods and educational materials</td>
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<td></td>
<td>◊ New opportunities for student engagement including the Centre for Social Impact Student Ambassador Program, Responsible Leadership Internships and Fellowships</td>
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</table>
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*

At Queen’s Smith School of Business, we integrate the values of global social responsibility into all of our undergraduate and graduate programs.

Smith dedicates its time and resources in Principle 2 through the following programs and initiatives:

1. Mandatory Ethics and Social Responsibility in All Programs
2. Responsible Leadership Approved Courses
3. RECODE

1. MANDATORY ETHICS AND SOCIAL RESPONSIBILITY IN ALL PROGRAMS

All Smith programs have mandatory requirements as well as optional elements regarding ethics and social responsibility. Business Ethics & Corporate Social Responsibility (COMM104) is a required course for all first year Commerce students. The Cornell Queen’s EMBA and Queen’s MBA programs both have courses in governance as part of their program requirements. The MFin program has a mandatory session on ethics at the start of their program. The integration of business ethics and corporate social responsibility has become an increasingly important part of the MSc and PhD programs.

2. RESPONSIBLE LEADERSHIP APPROVED COURSES

Course offerings have been enhanced and increased since our last report. To qualify as a Responsible Leadership approved course, its content must contain one or more of the following concepts:

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

Approved Courses

Below is a comprehensive list of the 25 approved courses at the Commerce Program level:

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

In addition to these business course selections, over 60 courses within the Faculty of Arts and Science may be counted towards the Certificate in Responsible Leadership.
Principle 2: Values *Continued*

3. **RECODE**

Launched in 2014, RECODE is an initiative of the J.W. McConnell Family Foundation, created in collaboration with thought leaders and partners from the private, public and not-for-profit sectors. RECODE is a call to social innovation—to redesign public institutions from the inside out; to disrupt business as usual; to found and grow new social enterprises; to create partnerships across institutional and sectoral boundaries—in short, to ‘recode’ our culture’s operating systems in order to achieve a more just, sustainable and beautiful world.

Queen’s Smith School of Business hosted a RECODE Collaborate Roundtable in order to facilitate dialogue between students and professors to make meaningful social change in universities. We participated in a beta testing phase for RECODE, submitting data on the number and breadth of social innovation/entrepreneurship related courses on campus as well as resource allocation. In turn, we have been selected as an exemplar school for reporting and have been featured on the RECODE Impact Reporting website.

<table>
<thead>
<tr>
<th>GOAL SET FOR NEXT 24 MONTHS IN JUNE 2014 SIP REPORT</th>
<th>PROGRESS AGAINST GOALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continue to integrate the PRME principles into our programming and activities</td>
<td>• The Centre for Social impact initiated a Campus Scan for Social Innovation to identify and document existing curricula, tools, spaces, events, research and resources supporting entrepreneurial thinking and social innovation in the Queen’s University Community. This scan is ongoing and updated regularly with new and exciting initiatives.</td>
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<tr>
<td></td>
<td>• Expanded the roster of Ethical/Centre for Social Impact Approved Courses to 25 within the Smith and over 60 within the Faculty of Arts and Science.</td>
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<tr>
<td></td>
<td>• This year the Centre for Social Impact designed and launched two new courses: <em>Social Impact and Innovation</em>, an interdisciplinary course for undergraduate students, and <em>Global Social Impact</em>, a course for graduate students in the Masters of International Business Program.</td>
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<tr>
<td></td>
<td>• Through a targeted curriculum revision earlier this year, the Centre for Social Impact now adds social innovation, social enterprise, and social finance to the list of focus areas for students pursuing the Certificate in Responsible Leadership.</td>
</tr>
</tbody>
</table>
Principle 3: Method

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

At Queen’s Smith School of Business, we foster environments that enable learning experiences for students.

Smith dedicates its time and resources in Principle 3 through the following programs and initiatives:

1. **Responsible Leadership Themed Workshops and Speaker Series**
2. **Internships and Fellows**
3. **Volunteerism and Community Outreach**
4. **Online Tools**

**1. RESPONSIBLE LEADERSHIP THEMED WORKSHOPS AND SPEAKER SERIES**

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

**2. INTERNSHIPS AND FELLOWSHIPS**

Through the Centre for Social Impact and with the generous support of donors, Smith engages students to assist with programs and events related to responsible leadership. Since the last reporting period, two Suncor Interns and two Kehoe Fellows have conducted research, written white papers and identified and secured resources for the various activities outlined in this report.

**Student Ambassador Profile**

Alex, a fourth year student in the Commerce Program, discovered the Centre for Social Impact in his second year and has now earned his Certificate in Responsible Leadership. He feels that the Certificate has enriched his undergraduate education through courses, events and networking opportunities. He has been a Student Ambassador for the centre for the past three years and is always looking for new ways to increase social impact at Queen’s.

A charismatic individual, Alex has become involved extensively within the Queen’s and Kingston community. He used his resources as Captain of the Queen’s Men’s Lacrosse team to promote volunteerism among his teammates. Thanks to efforts from Alex, the team now dedicates over 100 hours of community service each year. Alex has also applied his passion for lacrosse to coaching two teams in the local Kingston community on a volunteer basis. Now, Alex has accepted a part-time job at the Centre for Social Impact while he works toward his Chartered Professional Accountant distinction.

In general, Alex is passionate about the role businesses play in positive social impact and he looks forward to creating change in organizations from the inside-out.
“Brown Bag” Presentations at Smith School of Business

“Brown Bag” lunches provide an informal setting for Smith staff and students to share the work that are doing in the area of responsible leadership. The sessions are organized by the Centre for Social Impact and are attended by Smith staff, faculty, students, and members of the broader Queen’s community. Within the one hour sessions, speakers present their current research, paper, or idea and welcome free exchange of dialogue, questions and feedback from the attendees.

Recent speakers and topics include:

<table>
<thead>
<tr>
<th>Speaker</th>
<th>Position/Institution</th>
<th>Topic</th>
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<tbody>
<tr>
<td>Diego Moreira Soares</td>
<td>PhD Student in Organizational Behaviour, Smith</td>
<td>“How Communities Organize: The Development of a Local Food System”</td>
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<tr>
<td>Warren Mabee</td>
<td>Associate Professor, Geography and Planning, Queen’s University</td>
<td>“Addressing the Social Challenge of Adapting Canada’s Energy Systems”</td>
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<tr>
<td>Anna Kim</td>
<td>Assistant Professor, HEC Montreal</td>
<td>“Tea Time: Temporal Coordination for Sustainable Development”</td>
</tr>
<tr>
<td>Jacob Brower</td>
<td>Assistant Professor, Smith</td>
<td>“Where the Eyes Go, The Body Follows: Understanding the Impact of Strategic Orientation on Corporate Social Performance”</td>
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<tr>
<td>Nyla Obaib</td>
<td>PhD Candidate, York University</td>
<td>“Performance as a Response to Community Obsolescence”</td>
</tr>
<tr>
<td>Bertrand Malsch, PhD, MBA</td>
<td>Associate Professor, Smith</td>
<td>“Functional Stupidity in the Boardroom: A Qualitative Examination of Compensation Committees”</td>
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<tr>
<td>Tandy Thomas PhD</td>
<td>Assistant Professor, Smith</td>
<td>“New Parent Decision Making in a Culture of Choice Overload”</td>
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<tr>
<td>Dan Hendry</td>
<td>Sustainable Initiatives Coordinator, Limestone District School Board</td>
<td>“Building Sustainable Good-for-Everyone Community-Based Projects”</td>
</tr>
<tr>
<td>Rena Upitis</td>
<td>Professor of Arts Education, Queen’s University</td>
<td>“Wintergreen Studios: Where Education and Environment Intersect”</td>
</tr>
<tr>
<td>Anton Ovchinnikov PhD</td>
<td>Associate Professor of Management Science and Operations Management, Smith</td>
<td>“Green Technology Adoption”</td>
</tr>
<tr>
<td>Pamela Murphy PhD, CPA</td>
<td>Associate Professor and E. Marie Shantz Fellow in Accounting, Smith</td>
<td>“Myths about Fraud”</td>
</tr>
<tr>
<td>Alex Mitchell</td>
<td>PhD. Candidate in Marketing</td>
<td>“Confronting Scarcity”</td>
</tr>
</tbody>
</table>
3. VOLUNTEERISM AND COMMUNITY OUTREACH

Students enrolled in the Certificate in Responsible Leadership program engage in over 4500 hours of Community Outreach each year. The Student Ambassador program was launched in 2012 where as many as 12 graduate and undergraduate students worked alongside the staff of the Centre for Social Impact as advocates and agents of social responsibility within the university and community at large.

4. ONLINE TOOLS

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

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### GOAL SET FOR NEXT 24 MONTHS IN JUNE 2014 SIP REPORT

We will explore and develop ways and means of showing how our emphasis on PRME is having a positive impact on students, faculty and staff within Smith and Queen’s, the broader management community and the community at large

<table>
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<tr>
<th>PROGRESS AGAINST GOALS</th>
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<tbody>
<tr>
<td>• The Centre for Social Impact has hired one full time Suncor Intern and three part-time funded Fellows to support our work in social impact and gain valuable work experience in the field.</td>
</tr>
<tr>
<td>• Twelve undergraduate and graduate students participated in our Student Ambassador Program as advocates and agents of social responsibility within the university and community at large.</td>
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<tr>
<td>• We initiated and completed several in-depth case studies on topics related to social innovation, including a study on the success of the JUMP Math social enterprise.</td>
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<tr>
<td>• The Centre for Social Impact continues the “Visiting Executive” Program which brings practitioners in the Responsible Leadership space to Smith School of Business so that they may share their experience and insight with students, faculty and staff. In 2015, the Centre for Social Impact hosted a round table with Tim Bui, CFA Director, Prosperity and Development Foreign Affairs, Trade and Development; Canada Brian Walsh, Chairman and Chief Information Officer at SSC; and speaker James Temple, Chief Corporate Responsibility Officer at PwC.</td>
</tr>
<tr>
<td>• The Centre for Social Impact has also strengthened its relationship with Ashoka Canada. Tina Dacin presented at the Ashoka U Exchange 2016 at Tulane University in New Orleans on the topic “Innovations in Instruction: Experiential Based Learning Through the Community Solutions Lab”. This presentation highlighted the work that has been done in the past year through the Community Solutions Lab and the benefits accrued to both students and the local community. Three Certificate Student Ambassadors and a representative of Queen’s RECODE Collaborate were also present at the Ashoka U Exchange 2016.</td>
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[Commerce students and children from the local Kingston community at the Commerce Kids Training Day]
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.

At Queen’s Smith School of Business, we support and engage in research centred around Responsible Leadership and sustainability.

Smith dedicates its time and resources in Principle 4 through the following programs and initiatives:

1. The CPA-Queen’s Smith School of Business Centre for Governance
2. Smith’s Monieson Centre for Business Research in Healthcare
3. Conferences
4. Formation of COSI
5. Several faculty engaged in research on Responsible Leadership

1. THE CPA SCHOOL OF BUSINESS CENTRE FOR GOVERNANCE

The Centre for Governance aims to improve corporate governance in Canada via basic research – the first Centre in Canada to have this as its primary mission. With support from the Institute of Chartered Accountants of Ontario, this centre funds Queen’s faculty and doctoral student research in Canadian and international corporate governance issues, especially those which relate to audit committees and financial reporting fraud. The Centre for Governance also coordinates a separate Voluntary Sector Initiative in applied research including its flagship program the Voluntary Sector Reporting Awards (VSRA). The VSRA’s goal is to aid not for profit organizations in achieving transparency in annual reports. Both of these research programs speak to the creation of sustainable social and economic value.

2. SMITH’S MONIESON CENTRE FOR BUSINESS RESEARCH IN HEALTHCARE

The Monieson Centre creates opportunities and provides on-going support to academics, business leaders and policymakers to develop research-based solutions to real-world problems. The centre provides partners with access to evidence-based findings and strategies, and collaborative, interdisciplinary research teams with the large datasets necessary for rigorous research.

The Centre for Governance

Mission

To be the premier centre for the thoughtful study of governance in Canada with a special emphasis on the roles of the public accountants and audit committees to whom they report.

Vision

- A centre for creative and innovative ideas about corporate governance reforms.
- A centre to advocate for inclusion of stakeholders beyond shareholders in defining good corporate governance.
- A centre for constructive examination of Canadian board norms and practices.
- A centre that will aid the integration of corporate governance understanding in all bachelors, masters, and doctoral level programs at Smith School of Business and the broader Queen’s campus.
- A centre that will ensure that Smith School of Business students entering the CPA program of studies will be prepared to enter that program and to have an above average understanding of the role of the public accountant in corporate governance.

Key Research Accomplishments

- Published research in top tier academic journals
- An innovative tool developed as a result of collaboration between Smith and the School of Computing. This linguistic-based statistical method helps ensure corporate responsibility by flagging suspicious words and phrases — indicators of fraud.
3. CONFERENCES
Smith School of Business held the second annual Conference on Morality & Ethics in Consumer Decision Making. It explored moral and ethical choices and behaviours of both firms and consumers in the marketplace. Topics included psychic numbing, deception, encouraging pro-social behaviours such as "green" practices and charitable giving, consumer and marketplace responses to risk and natural disasters, and how the internet has affected the way we share goods and services.

4. COMMUNITY OF SOCIAL INNOVATION
The Centre for Social Impact’s Tina Dacin co-created the Community of Social Innovation (COSI), an academic collective comprising more than 25 leading international business schools. It was designed to build community and mentor junior scholars in this domain. The first COSI conference was held at Harvard Business School in 2012. The Centre for Social Impact hosted two COSI conferences at Smith’s Toronto facility in 2013 and 2014.

5. SEVERAL FACULTY DID RESEARCH IN RESPONSIBLE LEADERSHIP
These faculty and their research interests are highlighted on the Queen’s School of Business website as well as Smith Business Insight. Faculty have recently published in leading journals including Accounting, Organizations and Society, Academy of Management Journal, Academy of Management Perspectives, Journal of Business Ethics, Journal of Business Venturing, Management Science, and Organization Science.

Highlighted Research

Social Enterprise for Aboriginal Youth
This discussion paper, commissioned by the Centre for Social Impact and prepared by Alan Morantz, takes stock of some of the forces driving positive change and offers examples of how those in the social enterprise sector, working with Aboriginal communities, are creating adaptive yet focused models that help youth achieve their full potential.

Leading with Integrity
This discussion paper from the Centre for Social Impact reviews the elements of integrity and shows how to judge leader integrity. The paper offers ways to develop integrity by understanding your personal values; to act with integrity by leading with your values; and to repair trust when mistakes are made. This paper was written by Kehoe Fellow Kathryn Christie.

To read the full versions of both discussion papers, please visit Queen’s Smith Business Insight.

GOAL SET FOR NEXT 24 MONTHS IN JUNE 2014 SIP REPORT

Continue to bring leading edge thinkers and researchers to campus to share their information and insights with our faculty, staff and students

- Walt Macnee, Vice Chairman of Mastercard and Director of the Centre for Inclusive Growth, presented a case study and educated students on driving financial inclusion to the Social Impact and Innovation class and five Student Ambassadors. Dave Robitaille, Director of Corporate Citizenship and Corporate Affairs at IBM, presented a case study to the MIB class.
- The Centre for Social Impact hosted:
  - two annual Social Impact Summits, the second of which attracted a record number of students.
  - A responsible Leadership Speakers series, two Social Innovation Bootcamps; two Discovery Learning workshops on Social Entrepreneurship and Design Thinking & Social Innovation; monthly Brown Bag sessions and a variety of guest lecturers.
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.

At Queen’s Smith School of Business, we focus on building relationship with leaders in corporations and work jointly toward solutions that are environmentally and economically sustainable for business development.

Smith dedicates its time and resources in Principle 4 through the following programs and initiatives:

1. Smith’s Centre for Social Impact Partnerships
2. Smith’s Monieson Centre for Business Research in Healthcare Partnerships
3. The CPA-Queen’s Smith School of Business Centre for Governance Partnerships
4. Queen’s Smith School of Business full accreditation

1. SMITH’S CENTRE FOR SOCIAL IMPACT PARTNERSHIPS
Smith’s Centre for Social Impact has developed strategic relationships with a number of organizations. Through their support as sponsors, the centre is developing programming in areas of mutual interest, such as Aboriginal education, sustainability, community engagement, and social entrepreneurship. Through its various events as well as the makeup of its external Advisory Board, the centre brings a wide variety of executives together to share with faculty, staff and members of the community, their challenges and successes in terms of social, corporate and environmental sustainability.

2. SMITH’S MONIESON CENTRE FOR BUSINESS RESEARCH IN HEALTHCARE PARTNERSHIPS
Through a SSHRC-funded Partnership Development Grant and other initiatives, the Monieson Centre for Business Research in Healthcare engages over 40 economic development partners including the Federal Government’s Rural Secretariat; the Ontario Ministries of Economic Development and Innovation, Government Services, and Agriculture Food and Rural Affairs; and the Eastern Ontario Wardens’ Caucus.

Monieson Centre Core Values

- **Innovation**: The Centre enables interactions between industry partners and world-class researchers. For partners, this creates access to evidence-based findings and strategies; for researchers it offers large datasets required to develop rigorous research. The end result is innovative insights into practitioner challenges.
- **Collaboration**: The Monieson research model emphasizes interdisciplinary interactions, building research teams that can bring multiple perspectives to a given problem. Exchanges between collaborative research teams with industry and government partners create a fertile environment for new thinking.
- **Support**: A hub for collaborative interactions, the Centre provides the requisite administrative support to sustain ongoing research interactions between academics and partners. The Centre possesses proven expertise in project management, knowledge mobilization and events coordination, which drive collaborative relationships between researchers and partners.
3. THE CPA-QUEEN’S SMITH SCHOOL OF BUSINESS CENTRE FOR GOVERNANCE

The CPA-Queen’s School of Business Centre for Governance funds Queen’s faculty and doctoral student research in Canadian and international corporate governance issues, especially those which relate to audit committees and financial reporting. Preliminary results from research reported last fall shows that 19 percent of Canadian companies have been identified as having such issues, emphasizing the importance of the centre’s mandate.

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

4. QUEEN’S SMITH SCHOOL OF BUSINESS FULL ACCREDITATION

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

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

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<th>GOAL SET FOR NEXT 24 MONTHS IN JUNE 2014 SIP REPORT</th>
<th>PROGRESS AGAINST GOALS</th>
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| Further develop strategic partnerships with corporations, the non-profit community and other organizations and research centres with similar interests and goals | - The Centre for Social Impact was selected as a Research Partner for 2015 Americas Alternative Finance Benchmarking Survey. The survey provides a comprehensive and empirical assessment of crowdfunding and peer lending.  
- The Centre for Social Impact has recently completed a project on the evolution of the 4rs Youth Movement, a youth led initiative that focuses on connecting indigenous and non-indigenous young people in Canada.  
- The Centre for Social Impact has developed strategic relationships with a number of organizations and with their support, the centre is developing programming in areas of mutual interest, including Aboriginal education and community engagement. |
Principle 6: Dialogue

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

At Queen’s Smith School of Business, we welcome partners from many professional and academic backgrounds in order to stimulate relationships and collaboration in solving complex social problems.

Smith dedicates its time and resources in Principle 6 through the following programs and initiatives:

1. RECODE
2. Our student body

3. RECODE COLLABORATE
   The Centre for Social Impact hosted a RECODE Collaborate event which provided a medium for discussion between professors, students, and professionals about how universities can better prepare students for careers in social impact and responsible leadership.

4. OUR STUDENT BODY
   Our student body continues to engage in a number of activities supporting the principles of responsible management education. In the past two years many conferences, events and clubs have focused their activities on responsible-leadership related issues (sustainability, social entrepreneurship, community engagement, philanthropy etc.).

Our Student Body

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

Commerce Student Clubs
- Queen's Micro Credit Challenge
- Commerce Kids
- CREO non-profit consulting club
- Consulting for a Cause (Queen’s Non Profit Gateway)
- Brain Trust

Commerce Volunteer & Charitable Work
- Holiday Hope Campaign
- Commerce Has Heart
- Queen’s Wears Pink
- Board Leadership Program
- Non-profit Consulting Club
## Principle 6: Dialogue Continued

### GOAL SET FOR NEXT 24 MONTHS
### IN JUNE 2014 SIP REPORT

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<th>Develop public education programs</th>
<th>PROGRESS AGAINST GOALS</th>
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<td>• Queen’s <em>Smith Business Insight</em>, including a section on Social Impact was launched in 2013 to share Smith’s research and ideas to a world-wide audience.</td>
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<td>• Smith maintains <em>Queens By Your Side</em>, an online resource for lifelong learning including topics related to responsible leadership.</td>
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<td>• Two Discovery Learning workshops on Social Entrepreneurship and Aboriginal Issues for Business Professionals were offered to the public.</td>
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<td>• Several events offered by the Centre for Social Impact welcomed members of the public (eg. Social Impact Summit, Speakers Series, Brown Bag Sessions and the Social Innovation Bootcamps).</td>
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<td>• The Centre for Social Impact continues to forge collaborative relationships within the Queen’s community, including the Alma Mater Society (AMS) which sponsored our Social Innovation Bootcamp in 2015.</td>
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BCom ’16 students at the Annual Holiday Hope Campaign collecting presents for local underprivileged youth
Key Objectives for the Next 24 Months

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

Over the next 24 months our overall objective will be to better demonstrate impact by storytelling and profiling the amazing work of our students, staff and faculty. We will explore and develop ways and means of showing how an emphasis on PRME positively impacts our:

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

Desired Support from the PRME Community

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

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

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

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

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