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

June 2012
Renewal of Commitment to PRME

Queen's School of Business is pleased to renew its commitment to the Principles of Responsible Management Education (PRME). We are proud to be a signatory to PRME, a founding member of the Globally Responsible Leadership Initiative (GRLI), 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

About Queen’s School of Business

Queen’s School of Business is one of the world’s premier business schools - renowned for exceptional programs, outstanding faculty and research, and the quality of its graduates. Canadian executives regard Queen’s as Canada’s most innovative business school, offering its students academic excellence and a superior overall experience.

Our Mission is to develop outstanding leaders with a global perspective and create new knowledge that advances business and society. Our Values are: excellence and innovation, respect for self and others, ethics and integrity, and collaborative relationships with alumni, partners and stakeholders.

Queen’s School of Business – where Canada's first Commerce program was launched in 1919 – is located at Queen's University in Kingston, Ontario. QSB offers nine academic degree programs – an undergraduate Commerce program, three Masters programs (MSc in Management, Master of International Business, Master of Finance), four MBA programs (Full-time MBA, Accelerated MBA for Business Graduates, Executive MBA, and Cornell-Queen’s Executive MBA) and a PhD in Management. The School also offers a portfolio of custom and open enrolment non-degree executive education programs in Canada and in the MENA region (Middle East North Africa) that are considered amongst the best in the world.
Queen’s School of Business Centre for Responsible Leadership:
Developing the next generation of Responsible Leaders

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

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

Its focus areas are:

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

The Centre has four major purposes:

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

“**Our world today needs leaders that are both ready and willing to tackle our most pressing social needs such as poverty, health care, human rights, education, civic engagement, and the environment. QSB’s Centre for Responsible Leadership is helping to meet this demand by preparing the next generation of responsible leaders.**”

Tina Dacin, PhD
Director, QSB Centre for Responsible Leadership
E. Marie Shantz Chair of Strategy & Organizational Behavior
Queen’s School of Business 2\textsuperscript{nd} SIP Report

**Progress against goals from last SIP report**
Queen’s School of Business has engaged in several new and ongoing activities in support of the six Principles of Responsible Management Education (PRME) since becoming a signatory. In this, our second, Sharing Information on Progress (SIP) report, we highlight some of our achievements since our June 2010 SIP report. We are pleased to report that we have achieved all of the goals that we set for ourselves in the last SIP report, as summarized in the table below. For more information on Queen’s School of Business and our activities, please visit our website at www.business.queensu.ca.

<table>
<thead>
<tr>
<th>Goals set for next 24 months in June 2010 SIP Report</th>
<th>Progress against Goals</th>
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<tbody>
<tr>
<td>▪ Expand the certificate program to other MBA programs</td>
<td>✓ Launch Certificate program to Queens’ Full-time MBA program</td>
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<td>▪ Continue to build strategic partnerships</td>
<td>✓ Strategic partnerships established with KPMG LLP and Suncor Energy Foundation</td>
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<td></td>
<td>✓ Centre for Responsible Leadership formed external advisory board with leaders from corporate and non-profit communities</td>
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<td>✓ Signed as first Canadian university partner of the Dell Social Innovation Challenge</td>
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<td>▪ Enhance outreach with the local Kingston community</td>
<td>✓ Certificate students contribute over 3,500 hours of outreach annually to local community groups</td>
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<td>▪ Engage in more speakers series and seminars</td>
<td>✓ Engage many high profile speakers each year, through our Responsible Leadership Summit, Speakers Series, and guest speakers in classes</td>
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<td>▪ Engage the broader University community</td>
<td>✓ Speakers Series events are now widely promoted across the University, and attract attendees from several programs and the community</td>
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<td>✓ The Responsible Leadership Summit now has a limited number of spots available to the public</td>
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<td>✓ Launched a Discovery Learning Workshop Series which is open to participants from across the University and Kingston communities</td>
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Principle 1

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

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

- **Certificate in Socially Responsible Leadership Certificate Programs.** Since 2004 QSB has offered an optional Certificate program to undergraduate students looking to gain more in-depth exposure to issues of responsible leadership. The Certificate program was renamed from the Certificate in Corporate Social Responsibility (CSR) to the Certificate in Socially Responsible Leadership to better reflect program content and the evolution of the definition and approach to responsible leadership. The Certificate program has now been expanded to two of our MBA programs - our full time MBA and Accelerated MBA for business graduates - and we are looking at how it can be offered to some of our other graduate level programs.

To receive this Certificate, in addition to their degree, students must complete additional requirements, including completing relevant courses, attending Responsible Leadership related conferences and talks, and engaging in meaningful community volunteer work.

- **Annual Responsible Leadership Summit.**

Each year in the fall QSB hosts a Responsible Leadership Summit. This conference brings together leading academics and practitioners to expose students to a variety of issues and topics in the area of responsible leadership. The Summit is a mix of lectures, discussions, case studies, and networking opportunities. Over the past eight years this annual event has grown from a small conference targeted at Commerce students into a world-class conference, attended by nearly 300 delegates from across our Commerce and MBA...
programs. The Summit addresses topics such as social entrepreneurship, sustainability, creating shared values, socially responsible investing, business ethics, and community engagement. This year, to further its reach and impact, the Summit will be opened to other Queen’s students and the public. Visit the Summit website for details on past and upcoming conferences.

- **Discovery Learning Workshops.** The Centre for Responsible Leadership has launched a Discovery Learning Workshop Series. These one day workshops are open to Queen’s students, faculty, staff and the community, and provide an opportunity for participants to do a ‘deep dive’ into a variety of topics within the field of responsible leadership. A successful first workshop was held on issues facing Aboriginal communities in Canada, and a series of workshops focused on Social Enterprise was launched this year.

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

**Principle 2**

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

- **Initiated Queen’s MBA Oath:** In 2011, the graduating MBA class initiated the Queen’s MBA Oath, through which graduates pledged to use the knowledge and skills they obtained at QSB to lead with integrity in consideration of the greater good to create value for society. The Queen’s MBA Oath was developed as an adaption of the MBA Oath Project started in 2009 at Harvard Business School. Administration is fully encouraging and supporting the establishment of this as an annual tradition with all future graduating MBA classes.

- **New courses launched:** Three new responsible leadership themed courses have been launched in the Commerce program: Strategies for Social Innovation, Sustainability, and Ethics. Curriculum review processes are identifying how Responsible Leadership is incorporated into existing curriculum, and how course offerings can be improved.
Principle 3

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

- **Responsible Leadership themed courses.** Queen’s School of Business offers a number of courses that have a significant Ethics/Responsible Leadership component. Course content was assessed and selected courses were approved as Responsible Leadership courses that would count towards credits for students working towards the Certificate in Socially Responsible Leadership.

- **Responsible Leadership Speaker Series.** Each year the Centre brings in a number of speakers to share their stories, information and insights with our students. These talks are opened to the wider Queen’s and Kingston communities. Talks in 2011-12 covered topics of measuring social return on investment, and social entrepreneurship.

- **Lunch talks and research seminars** are held to share information. This year sessions were held on topics such as Aboriginal issues and Social Entrepreneurship.

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.

- **QSB’s CA-Queen’s 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. The Centre funds Queen’s faculty and doctoral student research into Canadian and international corporate governance issues, especially those which relate to audit committees and financial reporting fraud, with support from the Institute of Chartered Accountants of Ontario. 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 including their financial reporting through research and the identification of exemplary organizations to model their reporting after. Both of these research programs speak to the creation of sustainable social and economic value. Key accomplishments in research include:

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

- **Business Ethics** - Understanding the conduct of business in a transparent and legal manner with a high level of integrity.
- **Environmental Issues** - Understanding the impact business has on the environment and how to manage in an environmentally sensitive way.
- **Standards of Corporate Governance** - Recognizing that management is responsible to investors as well as a broader group of stakeholders.
- **Human Rights** - Understanding the organization’s responsibility to be aware of and respect human rights in all jurisdictions in which the company operates.
- **Employee Relations** - Treating employees with fairness, dignity, and respect.
- **Community Involvement** - Understanding good corporate citizenship which forms a bond between the corporation and communities.
Published research in top tier academic journals (i.e. *Contemporary Accounting Research*) on internal controls over financial reporting in the Canadian milieu that illustrates the benefits of Canada’s “comply or explain” approach to corporate governance including our much less costly, but effective, approach to ensuring corporations have effective internal controls.

Funded several research projects related to fraud detection in the for profit enterprise environment that are expected to lead to top tier research journal publications in the years ahead including innovative projects on using text comprehension to identify fraudulent reports and a behind the prison walls look at prisoners who were convicted of fraud to gain insights into their motivation and potential for deterrence.

Applied research published in *The Philanthropist* the quarterly journal for practitioners, scholars, supporters and others engaged in the nonprofit sector in Canada on:

- Fraud causes and consequences for managerially committed fraud in not for profit organizations
- How to improve transparency in not for profit reporting annual reporting

**QS&B’s Monieson Centre** brings together interdisciplinary teams of researchers from academia, business and government to conduct concurrent and complimentary investigations of business issues. Research findings are then shared with academic, business, government and community audiences through a variety of means, including scholarly journals, conference papers, books, white papers, and client research reports. In the past two years, the Centre’s research has investigated economic revitalization, including the role of entrepreneurship, broadband infrastructure investment, and the knowledge economy as drivers of rural economic growth. The Centre is currently launching collaborative research on the business of healthcare.

**Conferences on Morality & Ethics in Consumer Decision Making:** QSB Professors Monica LaBarge and Laurence Ashworth initiated this annual conference, which focuses on consumer behaviour research in the domain of moral and ethical choices and behaviours of both firms and consumers in the marketplace. Speakers at the 2011 and 2012 conferences presented research on a variety of topics including psychic numbing, deception, encouraging prosocial 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.

Several QSB faculty are engaged in research on Responsible Leadership. These faculty and their research interests are highlighted on the Centre’s website. Faculty have recently published in leading journals including *Accounting, Organizations and Society, Academy of Management Journal, Academy of Management Perspectives, Journal of Business Ethics, Management Science, and Organization Science.*
Principle 5

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

- **QSB’s Centre for Responsible Leadership** has developed strategic relationships with KPMG LLP and Suncor Energy Foundation. Through their support as Signature Sponsors of the Centre, we are developing programming in areas of mutual interest, such as Aboriginal education, sustainability, community engagement, and social entrepreneurship.

- **The Monieson Centre**, through an SSHRC-funded Partnership Development Grant and other initiatives, currently engages over 40 economic development partners including the Federal Government’s Rural Secretariat; the Ontario Ministries of Economic Development and Innovation, Government Services, and Agriculture Food and Rural Affairs; and the Eastern Ontario Wardens’ Caucus. The Centre is also developing new partnerships in the healthcare sector.

- **The CA-Queen’s Centre for Governance** provides assistance to not-for-profit (NFP) organizations in Canada. It provides grants for NPF participants to attend Queen’s governance programs and prepares cases on governance problems unique to the NFP sector. Though its Voluntary Sector Reporting Awards competition, it provides boards with meaningful feedback on their annual reports and encourages excellence in reporting. Its accomplishments include:
  - The Voluntary Sector Reporting Awards program has tripled in size in the four years of its existence going from 40 nominees the first year to over 120 nominees in 2011
    - The final judging stage of the competition including marketers, media representatives, philanthropists, voluntary sector managers as well as academics and accountants in judging the reporting transparency of the finalists in this annual competition.
  - The Centre produced a live webinar (also archived for future viewing) that covered the ten best practices in transparent financial reporting for not for profit organizations.
  - The Centre also provided background information and statistics used in the Canadian Institute of Chartered Accountants publication *Improved Annual Reporting by Not-for-Profit Organizations* through both Centre provided material and the involvement of the Centre’s Director on the document’s development committee with eight other chartered accountants from public practice, the not for profit sector and government.
  - The Centre funded case writing on not for profit governance focusing including a case focusing on crown corporation governance.

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

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

- **External Advisory Boards.** QSB Centres are connection points with the corporate community. The Monieson Centre, CA-Queen’s Centre for Governance, and Queen’s Centre for Business Venturing have advisory boards that serve to broaden the School’s connection with the business community and other stakeholder groups. QSB’s Centre for Responsible Leadership also formed a high-level advisory board comprised of leaders in the private and non-profit sectors to help guide the Centre’s programming to ensure it is relevant and meets the needs of students, the private sector, and society.

- **Established “Visiting Executive at QSB Centre for Responsible Leadership”.** In 2012 the Centre hosted its first Visiting Executive: Tania Carnegie, National Director of Community Leadership at KPMG. The Visiting Executive program was developed to expose students to individuals doing interesting work within the space of “responsible leadership.” Visiting Executives will share their knowledge and experiences with students through lectures, mentoring, and participating in a variety of School and student-led forums.

- QSB’s Centre for Responsible Leadership continues to encourage dialogue amongst students, faculty, staff and practitioners by supporting the following activities:
  - Hosting the annual Responsible Leadership Summit
  - Responsible Leadership Speaker Series
  - Brown Bag series for faculty and graduate students
  - Hosting a number of guest speakers in classes

*Justin Trudeau, Member of Parliament for Papineau, with Queen’s MBA students Beau Sackey and Eileen Prasad following his keynote address at the 2011 Responsible Leadership Summit*
Our student body continues to engage in a number of activities supporting the principles of responsible leadership. 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.). A selection of student-led activities is in included in Table 1 below.

Table 1: Examples of student led-activities supporting the six PRME principles:

Select Student Conferences and Competitions:

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

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

Commerce Student Clubs/Committees

- *Students in Free Enterprise (SIFE)*
- *Queen’s Commerce Initiative Abroad (Q’CIA)*
- *Queen's Micro Credit Challenge*
- *Commerce Kids*
- *Commerce Charity Cup*
- *CREO non-profit consulting club*
- *Equity Issues Committee*
- *Consulting for a Cause*
- *Brain Trust*

Commerce Volunteer & Charitable Work

- *Holiday Hope Campaign*
- *Commerce Has Heart*
- *Queen’s Wears Pink*
- *Board Leadership Program*

MBA Clubs

- *CSR Club*
- *Non-profit consulting club*
I. **Key Objectives for the next 24 months**

Over the next 24 months we will continue to integrate the PRME principles into our programming and activities. We are looking at further expanding our Certificate in Socially Responsible Leadership programs, and developing public education programs. We plan to host a number of Discovery Learning Workshops on topics such as Social Innovation and Social Entrepreneurship that will be open to our students as well as the community at large. We plan to further develop strategic partnerships with corporations, the non-profit community, and other organizations and research centres with similar interests where we can achieve mutually-beneficial goals. We plan to continue to bring leading edge thinkers and researchers to campus to share their information and insights with our faculty, staff and students.

II. **Desired Support from the PRME Community**

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

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

For more information, and any SIP related questions or comments, please contact: Tina Dacin, Director, QSB Centre for Responsible Leadership at:

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