

HASKAYNE

SCHOOL OF BUSINESS

Sustainability and Ethical Leadership Report

January 2016 to December 2017

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LETTER FROM THE DEAN

The Haskayne School of Business celebrated its 50th Anniversary in 2017. Much has happened over those 50 years, including our commitment to the six Principles of Responsible Management Education (PRME), a United Nations Global Compact backed initiative with the mission to inspire and champion responsible management education, research and leadership.



Photo by Kelly Hofer

I am pleased to release the 2016-2017 Sustainability and Ethical Leadership report for the Haskayne School of Business at the University of Calgary. We are proud of our record as recognized leaders in research and education related to corporate social responsibility, ethics, and sustainability. From our student-authored “Student Code of Conduct” to setting the standards high at our MBA orientation, innumerable guest speakers, case competitions and other learning opportunities, we have prioritized ethics and sustainability in student experience. At the organizational level, the Haskayne School of Business launched the Global Business Futures Initiative¹ and committed to reviewing our processes and procedures to ensure equitable faculty recruitment practices going forward.

Our commitment is stronger than ever before. On the solid foundations of our 2011 Strategic Plan focused on energy, entrepreneurship and ethical leadership, we have worked hard to create our bold 2025 vision, mission, goal areas and strategic priorities.

This report captures only some of our many accomplishments and highlights from the past two years, organized under the six PRME principles. However, we think it captures our school-wide commitment to PRME and the 17 Sustainable Development Goals to transform our city and our world.

A handwritten signature in blue ink, likely belonging to Jim Dewald, the Dean.

Jim Dewald, PhD
Dean, Haskayne School of Business

A \$1-million gift made this initiative possible. This first-of-its-kind project will initiate a conversation with leaders around the role of business in addressing social and economic issues arising from disruptive shifts in technology, globalization, urbanization and demographics.

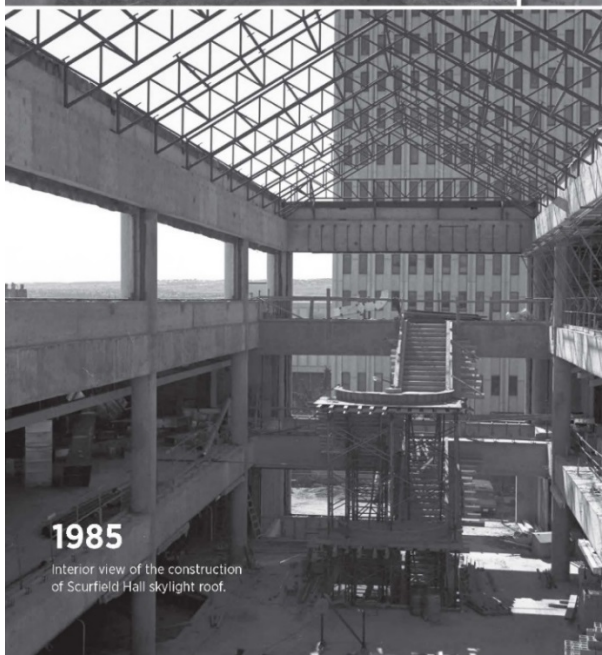
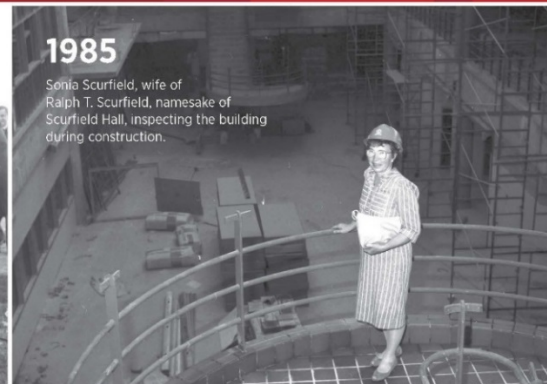


CELEBRATING 50 YEARS OF BUSINESS EDUCATION

GROWTH

1980s

Building on our foundations





LEADERSHIP

1990s

Building ties to our community

1981

Ralph Scurfield and family donate \$4 million, with an additional \$4 million from Nu-West Development, for the construction of a new building for

the Faculty of Management. Scurfield challenges the Calgary and southern Alberta business community to donate as well.

Mr. Klaus Springer, Chair of Carma Developments immediately responds with a donation and the Carma Chair is established - now the Brookfield Chair.



Mike Maher
is appointed dean on July 1st and serves for four consecutive terms.

The Master of Management Studies program is renamed the MBA program.

1983

The faculty's first executive development program is launched at Chateau Lake Louise. The program is later merged with the Banff School of Advanced Management.

1984

A successful fundraising campaign is launched and gives donor recognition throughout Scurfield Hall.

1985

The Faculty of Management achieves accreditation by the Association to Advance Collegiate Schools of Business (AACSB).

1986

SCURFIELD HALL IS OFFICIALLY OPENED BY THE HONOURABLE DAVE RUSSELL, MINISTER OF ADVANCED EDUCATION ON APRIL 7TH.

The full-time MBA program commences.

1990

THE EXPANSION OF THE BCOMM PROGRAM IS APPROVED
RAISING THE QUOTA FROM:

330 per year to **510**
students **students.**

A new Tourism concentration is introduced and a PhD program is approved.

1991

Full-time faculty has grown to 100+ from approx. 70 in 1986.



The Faculty of Management establishes 'Leadership in a Changing World' as a new mission.

Insurance industry leaders provide support to create a chair in Insurance and Risk Management. The first students are admitted to the Insurance and Risk Management concentration.

1993

The inaugural **Distinguished Business Leader Award** is presented to John Currie. This award honours individuals whose exceptional demonstration of vision, leadership, business sense and commitment to the community has marked them as role models for future business leaders.

1995

An **Executive MBA program** is introduced jointly with the Faculty of Business at the University of Alberta.

A **Bachelor of Hotel and Resort Management** is introduced in co-operation with SAIT.

1996

Calgary businessman Dick Haskayne ends his six-year term as University of Calgary Chair of the Board of Governors. In his honour, the driveway in front of Scurfield Hall is named Haskayne Place.

1999 David Saunders
is appointed dean.



ACCOLADES

2000s

Hitting our stride

2000

The inaugural **Management Alumni Excellence Award** is presented to Michael Tims (BComm'76) in recognition of his personal achievements and extraordinary service to the school and the community.

2002

Richard (Dick) and Lois Haskayne make a transformational \$16 million gift. The Faculty of Management is renamed the **HASKAYNE SCHOOL OF BUSINESS**, becoming the first named faculty on campus.



Richard F. Haskayne, OC, AOE, FCA, F.I.C.D

2005

UNIVERSITY OF CALGARY ANNOUNCES FIRST APPOINTEE TO CHAIR IN BUSINESS ETHICS.

2008 Financial Times ranks the Haskayne Executive MBA program 36th overall in the world, and 4th in Canada.

2006

The Energy Management concentration is introduced across all degrees.

Deans:

2003 Carol Stewart
2004 Michael Grandin
2006 Vern Jones
2008 Leonard Waverman

2009

For the 32nd consecutive year, students from the **Haskayne School of Business** finished in the **top two** overall in the regular season of the Inter-Collegiate Business Competitions (ICBC).

OPPORTUNITY

2010s

Creating unique learning opportunities

2010

The University of Calgary Downtown Campus opens, offering a new home for Haskayne's Executive Education program, the university's Continuing Education faculty and the School of Public Policy.



The **'Where Leaders Learn to Lead'** campaign is launched with a goal of raising \$50 million. **\$53 million is raised by the campaign end.**

2013

The Hunter Centre for Entrepreneurship and Innovation is launched as well as the Westman Centre for Real Estate Studies through the generosity of donors.

2013

Jim Dewald is appointed dean.

2012

THANKS TO THE GENEROSITY OF DONORS, **THE GLOBAL ENERGY EXECUTIVE MBA** AS WELL AS **THE CANADIAN CENTRE FOR ADVANCED LEADERSHIP IN BUSINESS** ARE LAUNCHED.

2016

The University of Calgary celebrates its **50th Anniversary** with a full year of activities and programs, and kicks off **Energize: The Campaign for Eyes High**.

A Bachelor of Science in Engineering and Bachelor of Commerce combined undergraduate degrees program is offered for the first time.

A concentration in Real Estate is added.

2014 - 2016

Courses in entrepreneurship become a requirement in both BComm and MBA programs.

July 1, 2017 marks the faculty's 50th anniversary of providing **50 years of business** at the University of Calgary.

SUSTAINABILITY AT THE UNIVERSITY OF CALGARY





PRINCIPLE ONE: PURPOSE

We are committed to developing the capabilities of students to be leaders of sustainable value for business and society and to work for an inclusive and sustainable global economy.

University-wide commitment

Sustainability Resource Centre

The University of Calgary's Institutional Sustainability Strategy joins three frameworks for sustainability - academics, engagement, and administration and operations. The Sustainability Resource Centre is a central hub for learning about and getting involved in sustainability activities. The Haskayne School of Business participates in many campus wide initiatives such as the PowerOFF challenge, Campus Clean-Up, Sustainability Awards, Top of the Lot carpool program, and the Bike Share.



Office of Diversity, Equity and Protected Disclosure (ODEPD)

Designed to deal with both individual and systemic issues, the University of Calgary established the Office of Diversity, Equity and Protected Disclosure (ODEPD) in 2014 to advance the core values of collaboration, communication, support and excellence that underlie the university's strategic direction.

Indigenous Strategy of the University of Calgary

ii' taa'poh'to'p, the Blackfoot name for the University of Calgary's Indigenous Strategy, was formally launched in November 2017 and is available online. The University created a Vice Provost, Indigenous Engagement position to champion the strategy and publicly announced the successful candidate on December 2017.

“Let us move forward with promise, hope and caring for the sake of those children not yet born, seven generations into the future.” – ii' taa'poh'to'p

Haskayne's commitment to student leadership

At an institutional level, from its strategies to its school-wide centres, Haskayne is committed to developing leadership in our students such that they are prepared to work towards an inclusive and sustainable global society and economy.

Haskayne's 2011 Strategic Plan focused on reaching internationally recognized excellence in business education, research and community outreach, with a special emphasis on energy, entrepreneurship and ethical leadership.

Building on this strong foundation, in 2017 the Haskayne School of Business unveiled its big ideas, bold leaders vision supported by its three-pillar mission: innovative research, unparalleled learning opportunities, and meaningful engagement.

Haskayne's ambitious 2025 Strategic Plan is a renewed commitment to excellence – in both the accomplishments it aspires to and the path to get there.

“The Haskayne School of Business evolved through courage, dedication and belief. Belief that without abundant resources, we can employ determination, grit and strategic innovation to punch above our weight as an internationally recognized research-based, student-focused centre of excellence. Now is the time to build our future, grounded in our proud history, but connected completely to the changing and dynamic frontier of what’s to come.” - Jim Dewald, Dean, Haskayne School of Business

Vision

Where big ideas come to life and bold leaders thrive.

Mission

We create innovative research, unparalleled learning opportunities, and meaningful engagement with our community.



Strategic Priorities and Major Goal Areas

The Haskayne 2025 Strategic Plan identifies three strategic priorities and four major goal areas.

Strategic Priorities:

1. Grow our programs and research to be at the forefront of evolving business needs.
2. Develop our team and expertise through continual improvement redefining excellence.
3. Expand our space and learning environment to position us as a premier business school befitting Calgary's business leadership.

Major goal areas: – innovative research, unparalleled learning, meaningful community engagement and a caring organizational culture.



The Centre for Corporate Sustainability (CCS)



In collaboration with academics, institutions and private sector organizations, the CCS provides a neutral ground for impactful and relevant research and education in the area of corporate sustainability. CCS is dedicated to the pursuit of finding balance in economic development, social well-being, and environmental stewardship in the energy industry.

To encourage research in the area of sustainability in the energy industry, CCS facilitates graduate student and faculty research, as well as funds post-doctoral fellows, and undergraduate and PhD awards.

Throughout the year, CCS hosts a number of events aimed at creating dialogue to improve best practices for sustainability in the energy sector.

The Canadian Centre for Advanced Leadership in Business (CCAL)

With its vision that educating leaders in advanced leadership principles will transform the future of business and its role in society, CCAL is actively creating principled and proactive management education.

CCAL:

- Develops leadership capacity of students (purpose, value and method) through its wide range of experiential programs;
- Promotes and facilitates research and thought leadership (research) and dissemination through its grants, research projects on the impact and best practices of its own programming and research salons;
- Meaningfully engages the business community in advanced and ethical leadership (values, partnership and dialogue) through its events, newsletter and volunteer opportunities.



Photo by Jazhart Studios Inc.

Principles for Responsible Management Education (PRME) Taskforce

Senior Associate Dean (Academic) in partnership with Canadian Centre for Advanced Leadership in Business to advance the PRME principles at the Haskayne School of Business.

Haskayne Ethics Strategy

Work on the Haskayne Ethics Strategy began in the fall of 2016 and has continued through 2017. The Haskayne Ethics Strategy primarily aims to equip our students with the tools to perform at their best, being their best selves. Haskayne encourages them to include their values as part of their personal brand because success is a long-term and shared goal. Secondly, Haskayne graduates will be a force for good in our communities and our world, using their business acumen to create a better world for all.

Over 50% of Haskayne faculty engaged in the consultative process, sharing their experience and insights in personal interviews. Numerous pilots were been identified and ten were executed during the 2017/18 academic year. With this knowledge base, the team dedicated to this project are committed to preparing the formal strategy and its launch by the fall of 2019.



PRINCIPLE TWO: VALUES

We incorporate global social responsibility into our curricula, activities and organizational practice.

Undergraduate Curricula

The Undergraduate Curriculum includes elements of ethics and social responsibility throughout its courses; all Bachelor of Commerce students are required to complete:

Course Title	Description
Strategic Management Strategy and Global Management	Long-term vision of business and sustainability, taking into account the environment
Corporate Governance and Ethical Decision-Making Management Studies	Role of corporate governance systems, decision-making quality and responsibility/agency
Ethical Leadership Management Studies	Leadership theories and behaviors, critical thinking, ethical quandaries
Entrepreneurial Thinking Entrepreneurship and Innovation	Entrepreneurially and innovative thinking, students are challenged to do more than just business; giving back to society is expected



Photo by Ewan Nicholson

Graduate Curricula

Haskayne's MBA program integrates environmental and social issues management topics into its core and disciplinary courses. Specialized courses such as 'Managing Social and Environmental Issues in the Global Marketplace,' 'Strategies for Sustainable Development,' 'Ethics and the Professional Manager,' and 'Ecology, Sustainable Development and Indigenous Cultures' are offered as electives.

All MBA students are required to complete:

Course	Title	Description
Business and Environment 777	The Global Environment of Business	Topics include Canada in the world economy, business and government relations, business ethics and legal environment for business
Entrepreneurship and Innovation 601	Entrepreneurial Thinking	Entrepreneurial thinking in practice: students engage in experiential learning to complete a feasibility assessment of such an opportunity, including the concept of giving back to society
Organizational Behaviour and Human Resources 721	Advanced Leadership	Leadership theories relevant to advanced leadership (e.g., ethical leadership, humble leadership, charismatic leadership), decision-making and implementing strategy

Beta Gamma Sigma

In 1989 the first Chapter of Beta Gamma Sigma outside the United States was installed at the University of Calgary's Haskayne School of Business. In June of 2016 and 2017 invitations to join were sent to:

- 126 new Bachelor of Commerce graduates
- 63 new MBAs
- 8 new PhDs

PRME-inspired Specializations/Degrees

Certificate in Sustainability Studies

Undergrad students can complement their program of study with the Certificate in Sustainability Studies at no extra cost. Graduates will have the knowledge and skills to become a sustainability leader in their career and community. They will also have a strong understanding of the role they can play in achieving the United Nations 17 Sustainable Development Goals. The program emphasizes sustainability in all dimensions, and offers hands-on opportunities for understanding and defining solutions to real world problems, locally, nationally and internationally.



Master of Science in Sustainable Energy Development (SEDV)

An interdisciplinary graduate program providing a balanced education related to energy and environmental management. A combined offering through the Haskayne School of Business, Schulich School of Engineering and the Faculties of Law and Environmental Design, SEDV is an unprecedented program designed for professionals and students who are seeking a broad-based and comprehensive education in sustainable energy.

MBA Specialization in Global Energy Management and Sustainable Development

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.

Global Energy Executive MBA

This program aims to transform the global energy industry by preparing the next generation of leaders for its complex and evolving challenges. It combines academic excellence with energy industry expertise. Students learn from excellent faculty and thought leaders in industry and government, as well as benefit from the collective experience of a diverse, international cohort.

New Programs

Data Science and Analytics Graduate Certificate and Graduate Diploma

The Faculty of Science is collaborating with the Cumming School of Medicine and the Haskayne School of Business to offer this interdisciplinary, graduate-level program to help graduates prepare for careers of the future.

Combined Engineering and Business degree

The only program of its kind in Western Canada, the Bachelor of Science in Engineering and Bachelor of Commerce combined degree blends technical expertise with strategic thinking to give you a truly unique education.



Photo by Riley Brandt

Master in Management

The Master in Management provides recent graduates of non-business degrees with the business and management tools they need to succeed in a rapidly changing economy.

Doctor of Business Administration

Developed for senior business leaders and academics, the DBA is an opportunity to build superior research, critical thinking and analytical skills in the context of current issues in the business world.

Global Social Responsibility in our Activities

Distinguished Business Leader Awards

The Distinguished Business Leader Award (DBLA) is both a celebration of ethical leadership and a legacy to support future leaders. Co-presented by the Haskayne School of Business and the Calgary Chamber of Commerce, the award has recognized outstanding leaders in the Calgary business community since 1993. The award endeavours to recognize the exceptional contribution of our community's ethical business leaders and to support our future leaders. The DBLA has honoured over 20 business leaders since 1993.



Photo by Jazhart Studios Inc.

2017: Leslie O'Donoghue, Executive Vice President Corporate Development & Strategy and Chief Risk Officer, Agrium Inc.



Photo by Jazhart Studios Inc.

2016: Sam Kolas, Chairman and CEO, Boardwalk Rental Communities

We believe that through celebrating ethical business leadership we can grow a legacy of community builders. - Jim Dewald, Dean, Haskayne School of Business

Since 2008, proceeds from ticket sales and sponsorships for the gala dinner have gone towards the endowment of a scholarship awarded annually to a Haskayne undergraduate student who reflects the award recipients' commitment to ethical leadership.

Management Alumni Excellence Award

The Management Alumni Excellence Award recognizes individual excellence in innovation, support of business education, service to the university and the Haskayne School of Business, community involvement and business success. Award recipients embrace the Haskayne School of Business values of leadership, commitment, excellence, integrity and dedication.



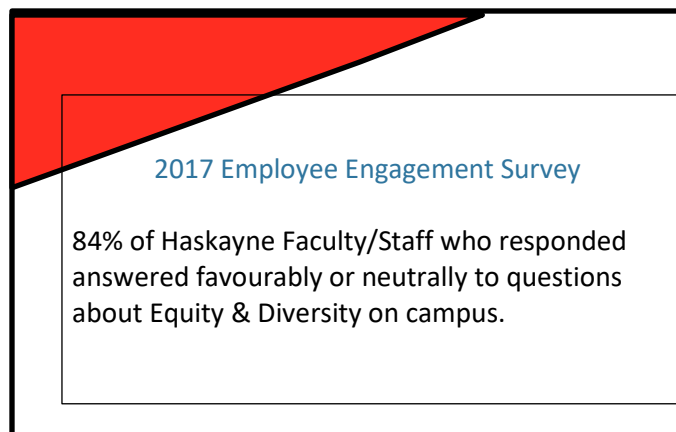
Photo by Jazhart Studios Inc.

2017: Shahauna Siddiqui, MBA '01,
Partner, DHR International



Photo by Jazhart Studios Inc.

2016: Larry Shelley, BComm '80
Managing Partner, Citrus Capital Partners



Global Social Responsibility in our Organizational Practices

Facilities and Operations

Haskayne incorporates sustainable methods into every project. Some examples in 2016-2017 are:

- Bronze rating in U of C's Green Workplace Program
- Staff members sit on the University of Calgary Sustainability board
- Plant Project (a plant for every employee) and two Living Walls installed
- Lighting retrofit
- Drinking faucet retrofit to fit personal water bottles
- Choosing to use nora® rubber flooring when renovating
- Changing from single use coffee pods to compostable coffee grounds in staff lounges



University of Calgary Sustainability Coordinators at Haskayne

Haskayne has five Sustainability Coordinators in different offices across the school where they champion sustainability in big and small ways.

Haskayne Waste Audit Initiative

By conducting regular waste audits as part of their event protocol, this project team seeks to minimize the total amount of waste produced during events, to divert waste away from landfills, and to create tools, processes and protocols for the campus community to use to reduce event waste, control costs and support food rescue. So far, these audits have sparked ideas for future implementation, such as a food-cam to help advertise leftover food available for consumption to the campus community, as well as partnerships with the Students' Union Food Bank or local food rescue organizations.



Haskayne Events Team

Since 2014, the Haskayne events team has been working towards waste-free events by encouraging our partners and student clubs to consider sustainable alternatives when planning events branded as Haskayne. For example:

- Use video or teleconferencing tools as frequently as possible to reduce travel
- Use electronic registration and documents to reduce paper waste
- Encourage guests to stay in hotels that are close to the venue
- Encourage use of public transit, walking, cycling
- Ensure there are clearly marked compost and waste bins in every room used for the event
- Green cleaning products
- Compostable or china plates and glassware, cloth napkins
- Use pitchers for juice and water
- Carefully order food (quantity) to try to reduce waste from leftovers

The Haskayne Events team were finalists for the Sustainability Awards in March 2017 for producing and implementing Sustainable Events Guidelines.



PRINCIPLE THREE: METHOD

We enable effective learning experiences for responsible leadership.

Enabling effective learning experiences for responsible leadership: Faculty and In-Class

Haskayne Wilderness Retreat



Photo by Jazhart Studios Inc.

Dr. David Lertzman was a 2017 University of Calgary Sustainability Award winner. His decades of work with Indigenous communities has inspired the creation of innovative leadership courses that bridge traditional ecological knowledge and Western science in sustainable development.



Photo by Jazhart Studios Inc.

Dr. Lertzman also runs an Applied Leadership course where MBA students partner with teams of undergraduates to work on projects for not-for-profit and social venture enterprises that connect them with the community at large to solve real world problems.

For almost 15 years, Dr. Lertzman has been teaching the Haskayne Wilderness Retreat course, a week long immersive experience in Kananaskis Country with the support of Native elders. Students deepen their reflective capacity and discover their leadership potential through experiential outdoor activities, group dynamics and strategic self-reflection.

Business Technology Management 333 – Enterprise Analysis

Collaborating with industry professionals as in-class mentors and advisors, undergrad students create an IT solution to improve the quality of life at the University of Calgary or the city of Calgary. The systems foster student community, student resiliency, and/or community engagement. Ideally, the systems build on and improve a current system for low to zero cost. The University has implemented some past projects.

Marketing 431 – Retail Management

Students are required to complete a case study assignment called: Ethical Dilemmas in Retailing. The students work through/discuss the dilemmas in a small group, write down their answers, hand them in, and de-brief as a large group to discuss the different answers and approaches to handling the issues.

During the 2016-2017 academic year we had over 388 different community members from 300 organizations as speakers, collaborators on projects and judges for various in-class case competitions. – Sylvia Trosch, Community Based Learning Advisor



Photo by Kelly Hofer

Accounting 445 – Accounting Theory

This course is offered in collaboration with Steve Wilson, former CFO of Shaw Communications, who supports the development of the curriculum to ensure relevancy for industry, provides advice to students upon request, invites other business leaders as guest speakers, and encourages other business leaders to get involved with the Haskayne School. Guest speakers in 2016 and 2017 included:

- Mark Porter, Executive Vice-President, People and Culture, Westjet
- Rhonda Bashnick, CFO of Long View Systems Corporation
- Matt Bootle, Partner, Ernst & Young

Enabling effective learning experiences for responsible leadership: Extra-curricular

Commerce Undergraduate Society (CUS)

The Commerce Undergraduate Society is the umbrella group for all the student organizations in the Haskayne School of Business. Haskayne students can enroll in the Corporate Social Responsibility and Sustainable Development program, a student-initiated program backed by CUS with faculty collaboration.

5 Days for the Homeless

For the previous six years, Haskayne students have given up basic comforts and necessities for five days to raise both awareness and monetary donations to help alleviate homelessness. Donations go to Avenue 15, a local youth housing and shelter. 5 Days for the Homeless is a national campaign that takes place annually in 26 universities across Canada.

Spicing Up Spaces

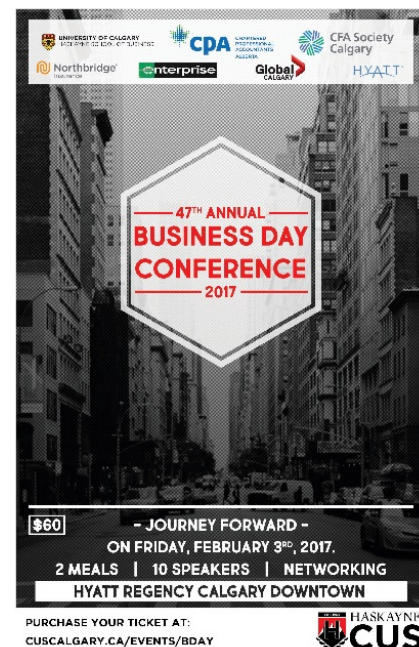
Spicing up Spaces is a weekend of “Extreme Home Makeover” for a local Boys and Girls Club. Students work with a local painting company to renovate and decorate their space to make it more functional and enjoyable for their youth.

Business Days Conference – a 47 year-old tradition

Business Day gives undergraduate business students the opportunity to step outside of the classroom and learn in a unique way.



5 Days for the Homeless



University of Calgary Solar Car Team

Established in the fall of 2004, the University of Calgary Solar Car Team has evolved over the past decade to become an experienced solar car racing team dedicated to educating the community about renewable energy. As an interdisciplinary initiative, the team is composed primarily of undergraduate students from various faculties working in collaboration with faculty members to support development of sustainable energy solutions. The University of Calgary has designed and produced four generations of solar cars and competed in seven races.



Haskayne Mentorship Program

Haskayne's professional mentorship program celebrated its 15th anniversary in October 2017. The program matches Haskayne students with a mentor - a business professional who wants to help the next generation of business professionals prepare for the transition from university to the business world. Mentors have the opportunity to develop their own skills to become a better manager and leader.

GEeMBA Scholarships

The Haskayne School of Business offers scholarships to students in the Global Energy Executive MBA; these students receive financial support to partake in 'green' related competitions.

Calgary Portfolio Management Trust (CPMT)

This Haskayne School of Business initiative provides training for undergrad finance students who, over two years, manage a real Canadian equity portfolio. Students obtain one finance half course credit and gain valuable knowledge and skills in equity research, spreadsheet modeling, database management, portfolio tracking, teamwork, public relations and investment skills. Haskayne's Canadian Centre for Advanced Leadership in Business (CCAL) supports an ethical leadership fellowship position for the CPMT initiative.

Case Competitions



Eller Collegiate Ethics Case Competition

Won First prize in 2017 Eller Collegiate Ethics Case Competition

Hosted by the University of Arizona, this international competition focuses on promoting ethical behaviour from business leaders. Haskayne's winning team will attend the 2018 Global Ethics Summit in New York.

Finalist in 2017 Hult Prize President's Challenge

The Haskayne team developed a web-to-text job-matching platform that connects refugees, slum dwellers, displaced peoples and migrant workers with employers in West Africa. The team won the regionals in Dubai (March) and competed in the UN Headquarters in New York (November).

Placed third in 2016 Ted Rogers Ethical Leadership Case Competition at Ryerson University

Eight teams from business schools across Canada developed and presented a plan that tested their leadership skills as well as their personal and organizational ethics acumen in front of an esteemed panel of judges comprised of top business leaders and journalists.

Finished second in 2017 McDonough-Hilltop Business Strategy Challenge

The McDonough Business Strategy Challenge is a non-profit case consulting competition organized by Georgetown University, and primarily sponsored by the McDonough School of Business.

Hosted East Meets West MBA Leadership Case Competition

A joint venture between Ivey Business School's Ian O. Ihnatowycz Institute for Leadership and Haskayne's Canadian Centre for Advanced Leadership in Business, the East meets West MBA Leadership competition is a premier leadership competition in Canada. This competition challenges team members to work through live business cases that challenge the fiscal demands of a good business with the ethical demands of good leadership and how they can be used together to further business goals.

Ivey and Haskayne alternate hosting the competition: Haskayne hosted the 2016 competition and Ivey hosted it in 2017.

Spotlight on Ethics: Undergraduate Case Competition

The Canadian Centre for Advanced Leadership offered undergraduate students the opportunity to solve a real-world ethical problem in less than three hours. This mini-case competition builds student knowledge on ethics in the workplace, hones problem solving abilities and builds leadership skills.

JDC West - Placed second in 2016 and third in 2017

JDC West is the largest business competition in Western Canada and is a three-day event that highlights academics, athletics, debate, and an out-of-the-box social competition. Over 600 students from twelve of Western Canada's top universities unite annually to compete.



Team Haskayne 2016



PRINCIPLE FOUR: RESEARCH

We engage in conceptual and empirical research that advances our understanding of business and its impact on society, the environment and economy.

In 2016 and 2017, Haskayne faculty published twenty-two articles related to sustainability and ethical leadership in top journals.



Distinguished Research Chair in Canadian Centre for Advanced Leadership in Business (CCAL)

The role of the Chair is to integrate perspectives on leadership into research and education. The Chair serves as a hub for leadership research and evidence-based leadership education in the Haskayne School of Business. My vision of the Chair aligns strongly with one of Haskayne's signature research areas, namely *ethical leadership*, in the form of advancing understanding of the causes, processes and consequences of leadership.

– Nick Turner, current CCAL Distinguished Research Chair



Photo by Skogen Photography

Suncor Energy Chair in Competitive Strategy and Sustainability

Held by Dr. Harrie Vrendenburg since 2001, this donor-funded research chair advances the teaching, research, and outreach expertise of the Haskayne School of Business in the field of Energy and Environment. The Chair's research program addresses issues central to practicing managers, advancing theory in an empirically rigorous way and offering opportunities for faculty members in all disciplines to engage with the business community, gaining their support and commitment. Research is applied to teaching programs at the undergraduate, masters and PhD levels.

Suncor Post-Doctoral Fellowship

The Haskayne School of Business received a donation from Suncor to create the Suncor Post-Doctoral Fellowship. The fellowship is awarded to researchers for periods of one to two years and is funded for a total of five years. The first Suncor Post-Doctoral Fellow was hired in 2015.

Enbridge Corporate Sustainability Award Doctoral Scholarship

This annual scholarship recognizes and honours academic excellence, leadership and engagement in corporate sustainability practice and achievement of the triple bottom line in business and policy decisions. Candidates submit a statement demonstrating their scholarly contributions to the improvement of North American corporate sustainability practices and achievement of the triple-bottom-line.

Enbridge Sustainability Award

Two awards of \$5,000 each, the Enbridge Sustainability Award recognizes two undergraduate students' achievements in areas related to sustainability and the advancement of the triple bottom line.

Dr. Irene Herremans

Dr. Irene Herremans is a professor in the Accounting and Tourism areas at the Haskayne School of Business. She also held a position of adjunct professor in the faculty of Environmental Design. She supervises graduate students in Haskayne School of Business, Environmental Design, and the Interdisciplinary Graduate Program at University of Calgary. She teaches courses in the University of Calgary's inter-disciplinary degree program and Sustainable Energy Development in both Calgary and Ecuador.

Dr. Herremans' research includes management and environmental control systems, environmental performance, international business and performance evaluation. As part of her work, she looks at the internal resources and processes necessary for a corporation to provide good quality disclosure.

In 2016, 10 graduate students from the Sustainable Energy Development Master of Science degree program undertook internships in the Galapagos.



Photos provided by Irene Herremans

They worked on a project in the community of Puerto Ayora and the Island of Santa Cruz initially started by the World Wildlife Fund and the Republic of Ecuador's Ministry of Tourism in the Galapagos. They undertook energy and water audits of a sample of tourist hotels to help identify where to improve energy efficiency and, in turn, better manage growing energy demands from increasing land-based tourism pressures².



² Herremans, Irene M and Tyler, Mary Ellen. "Climate Change Policy as a Catalyst for Sustainable Energy Practice: Examples from Mainland Ecuador and the Galapagos." In *Sustainable Energy Mix in Fragile Environments: Frameworks and Perspectives*, edited by Mary Ellen Tyler, 39. Springer, 2018.



PRINCIPLE FIVE: PARTNERSHIPS

We talk with business leaders about their social and environmental challenges.

Student Action Volunteer Initiative (SAVI)

Launched in 2017, SAVI connects third or fourth year Bachelor of Commerce accounting or business technology management students with local not-for-profits (NFPs) to support the NFP by assisting with routine or special accounting or technology-related projects.



Photo by Riley Brandt

Associate professor Mark Anderson with three accounting students who were among the first SAVI volunteers. Dr. Anderson helped launch this initiative during the winter of 2017.

Newly Launched Lunch with Leaders Program



Launched in February 2017, this program offers small groups of Haskayne School of Business students (5 or 6 at a time) the opportunity for a pivotal conversation with established business leaders (e.g. Hal Kvisle, Bonnie DuPont, Avik Dey, Arlene Dickinson, Patrick Lor, Tamara MacDonald, Kevin Brown) in an intimate setting. Topics are typically “big questions” such as decision-making, valuing people while valuing performance, ethical business, women in leadership positions in traditionally male-dominated fields, etc.

Executive-in-Residence

The Jarislowsky Fellow in Business Management provides a unique opportunity to enrich Haskayne School of Business students' experience through engaging successful business, social sector and public sector leaders as role models. Philanthropist Steven Jarislowsky's vision is to give students access to professionals, and their real world successes and failures, to increase the depth and breadth of the university learning experience.

Global Entrepreneurship Week

In November 2016 and 2017, the Hunter Centre joined thousands around the world for Global Entrepreneurship Week, a celebration of the innovators and creators who bring ideas to life, drive economic growth and expand human welfare.



Examples of Events:

Global Challenges Hackathon

In partnership with a local social enterprise, CMNGD, multidisciplinary teams are challenged to work together in a short time frame to come up with innovative solutions that will positively impact homelessness within our city and across the world.

The Challenges of Social Impact

What might happen if we bring together successful social innovators, organizations that are looking to deepen their impact, and passionate students from diverse backgrounds with great ideas about how we could build a better world?

Startup Spaces

A daylong adventure across Calgary to visit some of this city's most inspiring entrepreneurs. Students hear their stories, share in some personal reflections and take away important lessons.

The Centre for Corporate Sustainability Industry Case Studies

Student exposure to real world problems in an industry location better prepares them to transition upon graduation. Industry case studies have proven to give students a more balanced understanding of their fields.

The simulation helps them understand how their decisions affect stakeholders. It also helps them choose projects that are more relevant and useful to our current or future energy sources. – Dr. Irene Herremans

Alberta Energy Regulator (AER), March 4, 2016

The AER hosted twenty-six students at Govier Hall in their downtown office on the topic of regulation transformation with a focus on activity versus space.

Suncor Energy, November 10, 2016

Suncor hosted twenty-two MBA students in its downtown office for a four-hour session on integrating sustainability into project review. This included using complicated risk matrices similar to what Suncor would actually use with its internal management team.

Corporate Action in Sustainable Ethics (C.A.S.E) Competition, November 26-27, 2016

This weekend event aimed to challenge the way students think about ethics and sustainability as well as provided them with examples of how they impact each aspect of an organization. Forty undergraduate students participated. The winning team received a \$1,000 prize.

Shell Canada, March 24, 2017

Shell hosted sixteen Master of Science in Sustainable Energy Development students in one of its downtown offices for a 2.5 hour session on Shell's Onshore Operating Principles.

Newtonian Shift Game Simulation

Newtonian Shift is a facilitated role-playing simulation that allows players (students, faculty and industry leaders) to experience energy shifts while representing a diverse set of viewpoints: energy producers, private customers, large energy consumers, First Nations, suppliers, grid operators, investors, and government. The simulation ran four times in 2016 and 2017 and, for the first time, within a course.

The Newtonian Shift was an intense and enlightening experience. It gave me deep insight into the challenges that all stakeholders face not only in today's rapidly changing energy market, but also in society as a whole.

– Ryan Hearn, Master of Science in Sustainable Energy Development (SEDV) Student

Cushman & Wakefield Internships

Over the summer months of 2016, students from the Real Estate Students Association (RESA) at Haskayne received real-world experience through internships at Cushman & Wakefield.

The education and training of the next generation of ethical and entrepreneurial leaders in commercial real estate that is being delivered by the Haskayne School is both important and incredibly valuable. Investing in and creating opportunities for students and introducing them to a commercial real estate environment makes good sense for Cushman & Wakefield. It is investing in our future growth, success and leadership.

– Bob MacDougall, senior managing director at Cushman & Wakefield



Members of the Real Estate Student Association

Alberta Women on Boards Index

Haskayne's Dr. Loren Falkenberg co-chaired the advisory committee for a new Alberta Women on Boards Index in collaboration with the Alberta Securities Commission (2016).



PRINCIPLE SIX: DIALOGUE

We create opportunities for dialogue and debate among interested groups and stakeholders on global social responsibility and sustainability.

Haskayne Hour

“Everything you need to know – in one hour.” Haskayne Hour is bridging the gap between academic research and real-world business problems by bringing a faculty member and an industry leader into a conversation on their area of expertise. Haskayne Hour shares new research and its application to industry. Attendees leave with applicable, new knowledge and better business practice.

There were ten Haskayne Hours in 2016 – 2017 on topics such as:

- Making Canada the country of choice for business
- Canada's energy crossroads: Deregulation versus responsible management
- What is the roadmap to successful innovation

Brookfield Residential International Speakers Series

The Westman Centre for Real Estate Studies at the University of Calgary's Haskayne School of Business is developing ethical and entrepreneurial leaders for the real estate industry. As part of the mission to become a centre of excellence in real estate studies and research, the Brookfield Residential International Speakers Series welcomes global thought leaders to Calgary for engaging conversations about the role of real estate in city building.

Topics in 2016 - 2017 included:

- The affordability of housing
- Building complete communities: Partnerships and financing tools

Enbridge Research-in-Action Seminar Series

Held at least four times each year, the Enbridge Research-in-Action Seminar Series brings together influential researchers, practitioners and industry experts to discuss and distribute leading-edge sustainability research in Canada and abroad. There were nine seminars in 2016 – 2017 with a total attendance of 1,151 individuals.

Topics in 2016 – 2017 included:

- The road from Paris goes through Calgary (climate change)
- Creating a “burning platform” for sustainability risks in business
- Economic and environmental impacts of electrification of Canadian energy consumption
- Water for a sustainable economy in Alberta: Think globally, plan regionally, act locally
- Energy vs. environment: Do we have to choose?

Community for Advanced Leadership Celebrations

On March 21, 2017 the Canadian Centre for Advanced Leadership in Business held its Celebration of Advanced Leadership at the Calgary Petroleum Club.



Photo by Kelly Hofer

This annual advanced leadership event draws together close to 300 business leaders, students and university personnel to celebrate important progress in our community: students growing in leadership through transformational opportunities, research that grows our knowledge of advanced leadership, and community leaders who share inspiration and expertise.

A panel of five Calgary-based leaders across sectors (entrepreneurship, banking, not-for-profit) shared their learnings around leadership and what they advised for the next generation. The evening closed with an insightful conversation between Dean Jim Dewald and Steve Williams, CEO of Suncor.



Photo by Kelly Hofer



Photo by Kelly Hofer



ConocoPhillips International Resources Industries and Sustainability Centre (IRIS) Seminar Series

The ConocoPhillips IRIS Seminar Series facilitates the dissemination of leading sustainability endeavors from the governmental, academic, non-profit and industry view. There were twelve seminars during the 2016-2017 calendar years with a total attendance of 1,104 individuals.

Topics included:

- Economic reconciliation: for Aboriginal peoples and all Canadians
- Shared value and collaboration
- Transitioning from a non-profit to social enterprise
- Building the business case for Indigenous inclusion
- Following the molecules: The importance of water in Canada's future
- Canada's energy future: Delimiting Alberta's potential for clean technologies
- Developing the developed world: Lessons in sustainability from Ecuador
- Green energy finance: How a "perfect storm" is creating the need for best-in-class practices
- Climate Change Adaptation: The water/policy conundrum
- Decolonizing Indigenous entrepreneurship: Economic reconciliation through hybrid venture creation

"Today's speaker was amazing and very engaging, just what I needed."

"Great topics this year, I appreciate looking at new ideas."

"I enjoyed today's discussion, particularly the questions from the audience."

"It was an instructive panel - enjoyed hearing their experience."

"This seminar was very enlightening."

Wayne Henset Entrepreneurship Speaker Series

An ongoing series of interactive dialogues highlighting Calgary's entrepreneurial leadership. The series provides students, faculty and alumni, and the Calgary business community the opportunity to expand their networks, address real-life entrepreneurial challenges, learn from the personal experiences of business innovators and celebrate the entrepreneurial spirit in Calgary. There were seven different 2016 – 2017 speakers, including:

- Insights from a Dragon: W. Brett Wilson
- Lessons from Chip Wilson: UCalgary Alumnus, Entrepreneur, Philanthropist and Business Leader
- Explore Healthcare Innovation through Entrepreneurship: Breanne Everett and Ken Moore

Progress Energy International Speaker Series (PEISS)

Progress Energy Canada Ltd. donated funds to the Haskayne School of Business to enable a world-renowned speaker to come to Calgary and positively impact the energy sector, add value to academia, and strengthen the University's position as being the Canadian energy sector's choice for thought leadership.

The inaugural event took place on October 5, 2017 and featured Dr. Ernest Moniz, 13th United States Secretary of Energy under former President Barack Obama. The luncheon was attended by approximately 350 community members, academics and students.



Photo by Kelly Hofer

*L to R: Director of Energy & Environmental Initiatives
David Milia, Dr. Ernest Moniz, Dean Jim Dewald*



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