

# Sustainability and Ethical Leadership

## REPORT

January 2018 to June 2020



**UNIVERSITY OF CALGARY**  
HASKAYNE SCHOOL OF BUSINESS

**PRME** Principles for Responsible  
Management Education



## LETTER FROM THE DEAN



I am pleased to release the 2018 – 2020 Sustainability and Ethical Leadership report for the Haskayne School of Business at the University of Calgary. As an Advanced Signatory of the Principles of Responsible Management Education (PRME), we are committed to PRME’s mission to inspire and champion responsible management education, research and leadership.

In the last two years, we have made remarkable progress on our goal of equitable faculty recruitment. After providing diversity training to our selection committees, we achieved an 83 per cent hire rate of female faculty and a 56 per cent hire rate from underrepresented groups in 2018 and 2019. We will continue our work towards hiring a balanced faculty complement. This year we have also challenged ourselves to embed equity, diversity and inclusion throughout all of our practices, having taken the first step of assembling a task force to create the Haskayne School of Business Equity, Diversity and Inclusion (EDI) Strategy.

2018 was an exciting year for us when a \$20 million donation from Ron Mathison allowed us

to begin a much-needed expansion of our physical space. Mr. Mathison stated that the Haskayne School of Business embodies his ideals of ethical leadership, holding high standards and treating all people with respect. The new building, Mathison Hall, scheduled to open for the 2022-2023 school year, will be constructed to a LEED Platinum standard, exemplifying our school’s commitment to sustainability.

While this report captures only some of our many accomplishments and highlights from the past two years, 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 black ink, appearing to read 'Jim Dewald'.

Jim Dewald, PhD  
Dean, Haskayne School of Business





# Sustainability at the University of Calgary

NAMED AS A  
**TOP 10**  
overall performing institution  
AMONG DOCTORAL INSTITUTIONS  
by the 2019 Sustainable Campus Index (SCI)



Fair Trade Campus  
OF THE YEAR 2019

 **50%**  
reduction  
in food court waste  
sent to landfill

 NAMED ONE OF THE  
**TOP 20**  
sustainable schools  
IN NORTH AMERICA  
by Sierra magazine 2019

ONE OF CANADA'S  
**Best Diversity  
Employers**  
for 2017



One of Canada's  
**greenest employers**  
2019



One of Alberta's  
**TOP employers**  
for 6 consecutive years



**400+**  
courses  
related to sustainability

**14 LEED**  
certified projects, including  
**TWO PLATINUM** buildings  
(Leadership In Energy and Environmental Design)



**TOP 100**  
university championing  
RESPONSIBLE CONSUMPTION AND PRODUCTION  
(Time's Higher Education) 2020



## PRINCIPLE ONE: 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.**

### University-wide commitment

#### Sustainability Resource Centre

The University of Calgary's [Institutional Sustainability Strategy](#) joins three frameworks for sustainability: education and research, engagement, and administration and operations. The Sustainability Resource Centre is a central hub for learning about and getting involved in sustainability activities.

##### Campus Community Garden

Open to the entire community, anyone can request a plot and begin growing pesticide-free food.

##### Annual Campus Clean-up

Volunteer event since 2010.

#### Office of Equity, Diversity and Inclusion

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.

##### Inaugural appointment of a Vice-Provost (Equity, Diversity and Inclusion)

Dr. Malinda Smith to start Aug. 1, 2020.

#### Indigenous Strategy

Dr. Michael Hart began his term as the inaugural vice-provost (Indigenous engagement) on June 1, 2018. His role is to be the key champion and advocate for the Indigenous Strategy at the University of Calgary.

#### FutureU

New experiential learning program helps UCalgary students find their place in a rapidly changing world. FutureU is part of the Innovation@UCalgary ecosystem and strives to help students build a sustainable and healthy life for themselves, working on challenges they care about. The theme for its first iteration is Innovation in Climate Action.



## Calgary Pride

The University of Calgary is a proud partner of Calgary Pride, and offers an extensive list of activities and events during Pride Week. The closing event is the Pride Parade, which draws tens of thousands of spectators celebrating the diversity of Calgary’s community.



## Food Services Leftovers donated to Charities

In 2018 the University partnered with the Leftovers Foundation to donate extra food to local charities.

## 29th in THE’s Impact Rankings 2020

The University of Calgary ranked 29<sup>th</sup> out of 766 universities in the Times Higher Education Impact Rankings 2020, which assess the social and economic impact of universities using metrics based on the United Nations’ Sustainable Development Goals.



## 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.

### 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 Trico Foundation Social Entrepreneurship Centre

In 2018 the Trico Foundation Social Entrepreneurship Centre was established through the support of the Trico Charitable Foundation. This new centre will build social enterprise education, support curriculum development and fuel teaching excellence. As there is growing recognition of the possibilities offered by social enterprises, Haskayne graduate students will have the unique opportunity to get in on the ground floor of a growing movement to do well by doing good.

### Hosted the Social EnterPrize awards in 2019

Celebrates the best, most innovative and impactful Canadian social entrepreneurs.

### What's Next YYC

Established this award to recognize Calgary-based social enterprises.

### Students Making a Difference

- While on a co-op term, Haskayne student Jacqueline Peeace spent seven months in Laos working for Agroasie, a social enterprise that pays fair wages to local tea farmers so they can stay in their communities.
- Six students came together in the summer of 2019 to form the Calgary Social Value Fund (CSVF), a chapter of the National Social Value Fund (NSVF). Their goal is to raise capital to make social impact investments – investments that look for a financial return by investing in social enterprises.

*Social EnterPrize 2019*







## The Centre for Corporate Sustainability (CCS)

Promotes student interest and engagement in sustainability-related areas of business, including Environmental, Social and Governance (ESG), Corporate Social Responsibility (CSR), and sustainable finance.

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**“The CCS seeks to promote the cutting-edge work of Haskayne researchers and instructors in the sustainability space, and to connect students with both curricular and co-curricular opportunities to be part of this global movement, both within Haskayne and with other faculties at the University of Calgary, as well as with the broader Canadian and global business communities.”** - Kristen van de Biezenbos, Academic Director, Centre for Corporate Sustainability

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## Corporate Knights

The Haskayne School of Business has ranked among the Top 40 in *Corporate Knights'* 2018 [Better World MBA ranking](#) – identifying our full-time MBA program as one of the top programs in the world instilling a holistic purpose of business in future leaders, ensuring they are equipped with the skills, tools and values to build a more inclusive and prosperous society in synch with our natural world.

## 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.



## Haskayne CCAL Ethics Strategy

Launched in fall 2019, the Haskayne Canadian Centre for Advanced Leadership in Business (CCAL) Ethics Strategy was developed through a series of consultations with faculty, industry and top tier business ethics scholars from across North America. The strategy serves primarily to equip our students with the tools to perform at their best. It supports faculty in their teaching of ethics, encourages industry to participate in ethics dialogue and supports active learning opportunities for students to embrace ethical imperatives.

The Ethics Strategy makes business ethics an ongoing, sophisticated and high-profile discussion that will attract participants from within the University and from around the world. The strategy uses an approach of providing multiple perspectives to consider the ethical imperatives of the complex and diverse conditions of business and society. Renowned, high-profile business ethicists engage with our students, faculty and business community to promote and inform an ongoing ethical imperative. Specifically, ethical perspectives are provided and discussed in senior-level ethical leadership courses and corporate governance courses. In addition, top ethics researchers from around North America gather at Haskayne to work on and share their research. Along with the faculty at Haskayne who teach ethics, the following researchers and teaching scholars join in stewarding our strategy:

- Dr. David Dick, Associate Professor of Philosophy and Fellow in CCAL, University of Calgary
- Dr. R. Edward Freeman, University Professor, Olsson Professor and Academic Director of the Institute for Business in Society at the University of Virginia's Darden School of Business, and author of "Strategic Management: A Stakeholder Approach"
- Dr. Mary Gentile, Creator/Director of Giving Voice to Values, Professor of Practice at the University Of Virginia Darden School Of Business, Senior Adviser at the Aspen Institute Business & Society Program, and Consultant on management education and leadership development
- Dr. Joanne Ciulla, Professor and Director of the Institute for Ethical Leadership, Rutgers School of Business
- Dr. Nien-he Hsieh, Professor of Business Administration and Joseph L. Rice, III Faculty Fellow in the General Management Unit, Harvard Business School
- Dr. Tobey Scharding, Assistant Professor, Rutgers Business School and author of "This Is Business Ethics"
- Dr. Robert Hughes, Assistant Professor of Legal Studies & Business Ethics, Wharton School of Business, University of Pennsylvania

This ethics strategy will continue to draw top ethics scholars and teachers internationally to create an ethics ecosystem that can facilitate complex ethical learning.



## **PRINCIPLE TWO: VALUES**

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

### **Undergraduate Curricula**

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

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

## 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
<b>Business and Environment 777</b>	The Global Environment of Business	Topics include Canada in the world economy, business and government relations, business ethics and legal environment for business
<b>Entrepreneurship and Innovation 601</b>	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
<b>Organizational Behaviour and Human Resources 721</b>	Advanced Leadership	Leadership theories relevant to advanced leadership (e.g., ethical leadership, humble leadership, charismatic leadership), decision-making and implementing strategy



## 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, School of Public Policy, School of Architecture, Planning and Landscape, and the Faculty of Law, 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.

Dr. David Dick, Canadian Centre for Advanced Leadership in Business (CCAL) fellow and Associate Professor, introduced the concept of business ethics to the inaugural class of Haskayne's Master of Management Program in 2019.

## 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.



**2018: Guy J. Turcotte**



**2019: Michael Culbert**

Since 2008, proceeds from ticket sales and sponsorships for the gala dinner have been directed towards the endowment of a scholarship that is awarded annually to a Haskayne undergraduate student who reflects the award recipients' commitment to ethical leadership. A portion of the proceeds also supports new entrepreneurs with the Emerging Entrepreneur scholarship offered through the Calgary Chamber.

### Distinguished Business Leaders' Summit

The inaugural summit was held in June 2020 to discuss "Ethical leadership during a crisis." Due to the measures in place to stop the spread of COVID-19, we postponed our annual Distinguished Business Leaders Award gala until 2021, but the need to celebrate ethical leaders has not changed. In fact, we feel it is more important than ever.

## Haskayne Alumni Awards

The Haskayne Alumni Awards is our annual celebration of Haskayne School of Business alumni that are making an impact in their communities and in their careers.

### Management Alumni Excellence Award

- 2018: Derrick Hunter, MBA'90
- 2019: Dawn Farrell, BComm'83, MA'85

### Rising Star Award

- 2019: Mark Blackwell, BComm'11

### Big Bold Leaders Award

- 2019: Patrick Lor, BA'90, EMBA'01





## Global Social Responsibility in our Organizational Practices

### Haskayne Facilities and Operations

Haskayne incorporates sustainable methods into every project. Some examples in 2018-2020 are:

- Using sustainable coffee beans
- Built the sustainable patio from Students' Union funding
- Installed compost/recycling bins through the building
- Hosted a Workspace Nudge workshop (Haworth) on workplace health, well-being, and overall productivity (using sustainable materials)
- Comply with UCalgary Architecture guidelines for sustainable materials and buildings, such as flooring and furnishings
- Events team encourages waste-free events

*Sustainable Patio*



### Annual Retreat

The 2020 annual faculty and staff retreat was held virtually on May 4, 2020. The theme was Equity, Diversity and Inclusion, and keynote speakers were Dr. Malinda Smith, UCalgary's soon to be vice-provost of EDI, and Erin Davis from Catalyst, an organization with a mission of advancing progress through inclusion.

## 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.

## Sustainable Events Program

This UCalgary program encourages event planners to plan inclusive, environmentally conscious and socially responsible events. Haskayne's 2018 Stampede breakfast was one of the first three 'certified' sustainable events held on campus.

## Haskayne Wise and Well Committee

Some annual initiatives by this employee-led group are:

- Campus food bank donation boxes in staff areas
- Providing a low-income family with a Christmas hamper and gifts through the Kinette Club of Calgary's Adopt-a-Family program

## Golden Bull Award

The Golden Bull Award was developed by the Haskayne Recognition Committee to create a monthly peer-to-peer award. The spirit of this award serves to recognize those who work tirelessly to align to Haskayne's strategic initiatives and foster a more all-encompassing environment of appreciation and support.



## Mathison Hall

Since Haskayne's original building, Scurfield Hall, opened in 1986, enrolment has tripled and only one-sixth of business classes take place in the building. A \$20-million gift from Ron Mathison has allowed Haskayne to begin construction on a much-needed second building, named after Mr. Mathison.

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**“The school’s focus on the business ethics of honesty and prudence that reflects Haskayne’s mindset also appealed.”** - Ron Mathison

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With an emphasis on transparency and with large windows to allow an abundance of natural light, we are striving to create beautiful and inviting spaces where education is on full display. This space will be a home with spaces for many needs: socializing, quiet focus, eating, wellness and group work.

Sustainable design has been integral throughout the project, which will be constructed to target LEED Platinum certification. From the outset, we designed the building to look to natural environmental influences in order to be among the most energy-efficient buildings on campus. Some of the many sustainable features include:

- A high-performance building enclosure that will reduce heat loss and increase energy efficiency
- Mechanical equipment to minimize emissions and energy consumption
- Use of natural light, ventilation and shading to improve occupant comfort
- Low-flow plumbing fixtures to reduce water consumption
- Ability to add solar panels on the rooftop for future energy generation



*Architect rendering*





## PRINCIPLE THREE: METHOD

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

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

### Entrepreneurship and Innovation 317 - Entrepreneurial Thinking

Leaders in today's business environment are challenged to think entrepreneurially – to seek opportunities and find ways to turn opportunities into viable for-profit business ventures, social ventures or not-for-profit organizations. They are challenged to do more than just business; giving back to society is expected. The primary learning methodology is through a project in which an opportunity is identified, researched, and the results of a feasibility assessment are written and presented.



*2019 Sustainability Teaching Award winner  
Houston Peschl*

### Sustainability Studies 401 – Sustainability Research Methods

Undergrad Students examined a number of industry practices at an on-campus lounge/restaurant and offered recommendations to make the restaurant more sustainable. Many of their recommendations are going to be considered or implemented.

The main focus of my teaching is in the domain of ethical leadership. Last semester, I reviewed 15 cases in the area of ethics and leadership, I had four guest speakers from different industries, and I covered three textbooks.” – Maliheh Mansouri, Instructor



## Management Studies 615 – Strategic Business Analysis

This capstone course brings together community partners with students to learn to develop business strategies. In the spring 2020 online semester, 22 community partners participated. One company, Enterprise4Good, has participated in five semesters using the student resources to explore the feasibility of new social venture opportunities.

## Enabling effective learning experiences for responsible leadership: Extra-curricular

### Commerce Undergrad Society

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

Members of the CUS raised \$2,382 in 2019 for the Calgary Homeless Foundation Youth Advisory Table by participating in *5 Days for the Homeless*. This Canadian Association of Business Students' event is a national campaign that raises awareness of and provides support for homelessness in local communities.

#### Business Day Conference

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

#### Dress and Dine for Success

This evening of business etiquette and fashion was hosted by the CUS as an opportunity to give Haskayne students the knowledge of how to put their best foot forward in business social situations.

#### CUS Week of Giving

- Spin for a Cause  
Led by a Haskayne graduate, this event combined fitness with philanthropy, with the proceeds contributing to the donation for the Calgary Homeless Foundation.
- National Bowling Fundraiser  
A fun evening of bowling and socializing also provided a chance for CUS attendees to meet reps from Chartered Public Accountants Alberta, who sponsored the Week of Giving.

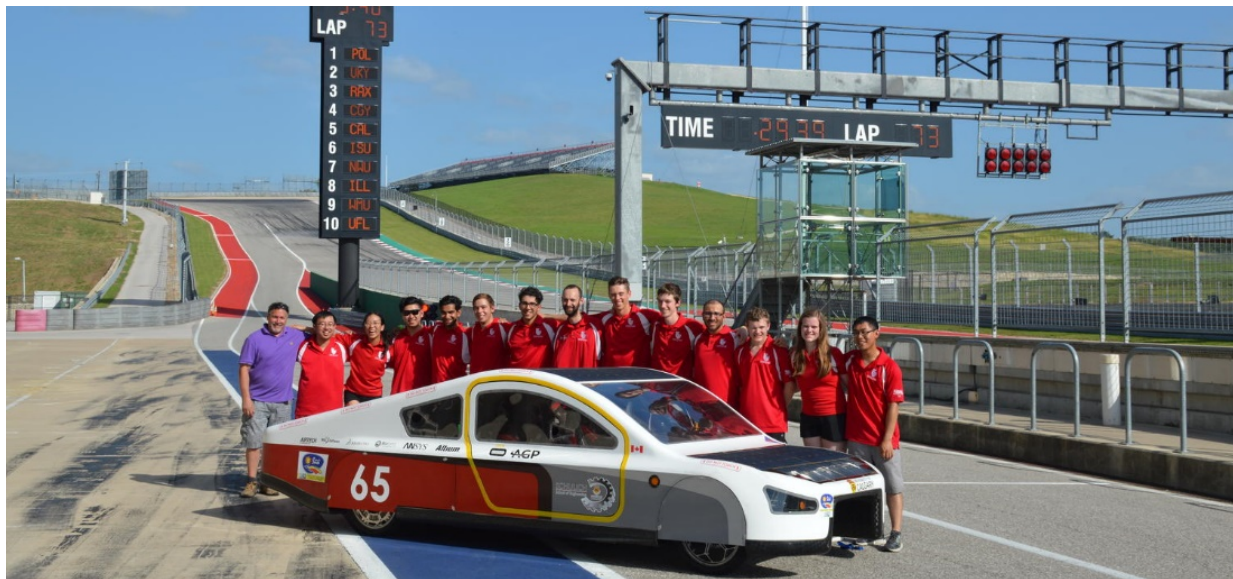
#### CFA x CPA Ethics Case Competition

Display your problem-solving skills as you navigate through a business case while balancing the ethical implications.



## University of Calgary Solar Car Team

Established in the fall of 2004, the University of Calgary Solar Car Team has evolved 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. They finished in first place in 2019!



## Haskayne Mentorship Program

Haskayne's professional mentorship 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 leader.

## Calgary Portfolio Management Trust (CPMT)

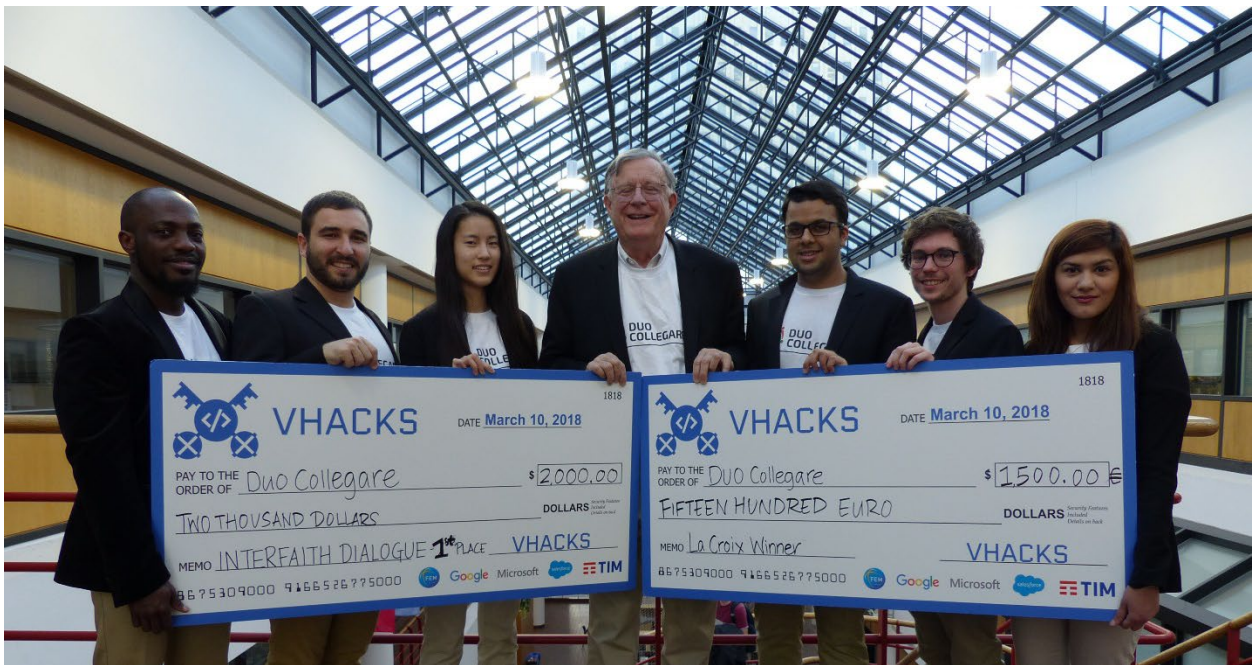
This Haskayne School of Business initiative provides training for undergrad finance students who, over two years, manage a real Canadian equity portfolio. Students obtain one finance half course credit and gain valuable knowledge and skills in equity research, spreadsheet modeling, database management, 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

### Vatican Hackathon (VHACKS) – First Prize

VHacks is based on the concept of creating solutions for the greater good, hosted by Vatican City in 2018. One of only two Canadian schools invited, Haskayne took home first prize in their division.





### **Ted Roger's Ethical Leadership Case Competition**

Canada's largest undergraduate business ethics case competition. Placed first in 2018.

### **Inter-Collegiate Business Competition**

The 17 members of the 2020 Haskayne Inter Collegiate Business Competition (ICBC) team continued UCalgary's winning streak, making it 41 years of top-three finishes. Participating in nine events, the team won four gold and two silver medals and finished first overall in the competition.

### **Templeton Business Ethics Case Competition**

Stetson University hosts this undergraduate competition each spring. Runner-up in 2018 and 2019.

### **East Meets West MBA Case Competition**

Haskayne MBA students joined MBA students from across Canada to take part in the East Meets West MBA Case Competition, hosted by the Canadian Centre for Advanced Leadership in Business (CCAL). Competitors worked through two case studies which increased the participants' leadership knowledge and practices.

### **CCAL Ethics Case Competition**

The Canadian Centre for Advanced Leadership offers students the opportunity to solve a real-world ethical problem. The competition includes a workshop on resolving a business problem while recognizing and addressing the ethical stakes.

### **JDC West – Placed 2nd in 2018 and 1st in 2019**

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. More than 600 students from 12 of Western Canada's top universities unite annually to compete. In 2018, it was hosted by the Haskayne School of Business and the theme was "Embracing Diversity."

#### **Chillin' for Charity**

Annual fundraiser hosted by JDC West.



*Dean Jim Dewald taking the plunge*



## PRINCIPLE FOUR: 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.

From January 2018 to June 2020, Haskayne faculty published 28 articles related to sustainability and ethical leadership in top journals.

### Some Research Highlights

“Corporate Social Responsibility and Firm Risk: Theory and Empirical Evidence”

Dr. Yrjo Koskinen and his co-authors looked into how corporate social responsibility initiatives affect the financial bottom line of companies.

“Managing in Turbulent Times: The impact of Sustainability in Management Education on Current and Future Business Leaders”

Brent Snider and his co-author found that students need sustainability embedded in their education.

“How Much to Share with Third Parties? User Privacy Concerns and Website Dilemmas”

Dr. Hooman Hidaji and Dr. Ray Patterson, along with their collaborators, examined the business decisions companies make when selling your data online.

“The Mind is Willing, but the Situation Constrains: Why and When Leader Conscientiousness Relates to Ethical Leadership”

Dr. Babatunde Ogunfowora and his co-authors examined the relationship between leader conscientiousness and ethical leadership.



### **Distinguished Research Chair in Advanced Leadership in Business**

Within the Canadian Centre for Advance Leadership in Business (CCAL), the Chair conducts, supports and disseminates research of the highest calibre on aspects of advanced business leadership. The current chair is Dr. Nick Turner.

### **Suncor Energy Chair**

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 Corporate Sustainability Undergraduate Scholarship**

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



## Institute for Sustainable Finance

The Haskayne School of Business is one of the founding schools to join the Sustainable Finance Network, which seeks to unify researchers across Canada to advance research on this issue.

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**“We have to figure out how to attract capital to this country and environmental and social governance (ESG) performance is becoming increasingly important for access to financing – particularly for those in the energy sector. The network is going to bring together resources around ESG, helping companies and investors to be well informed in this new landscape.” - Yrjo Koskinen, Associate Dean (Research)**



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In May 2020, the Haskayne School of Business acquired Sustainalytics Global ESG data base via the WRDS portal. Sustainalytics is one of the most reputable providers of ESG data and this will greatly enhance our ability to conduct research on sustainability.

## Sustainable Research Database

With the goal of interdisciplinary research, the University’s Sustainability Studies team is developing a database to track inventory of its sustainability-related researchers.





## PRINCIPLE FIVE: PARTNERSHIPS

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

### Student Action Volunteer Initiative

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.

### Lunch with Leaders

Launched in February 2017, this program offers small groups of Haskayne School of Business students the opportunity for a pivotal conversation with established business leaders (e.g. Marcia Nelson, Wayne Leong, Paul Norris, Rachel Moore, Shahauna Siddiqui, Gina Campbell, Graeme Edge, Mike Tims, Patti Dolan, Saskia Houwen) 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.



*Meghan Meger, Regional President, BMO Private Wealth, meets with students*

### Executive-in-Residence

Founded in 2006, 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

The Hunter Centre for Entrepreneurship and Innovation hosts Global Entrepreneurship Week annually, the world's largest celebration of the innovators and creators who bring ideas to life, drive economic growth and expand human welfare.

## 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.

### 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.

### Active Industry Case Study with Green Cat Renewables & British Consulate General

16 MBA students participated in this 3-hour session on Alberta Renewal Energy Development. This included looking at options available for small/medium sized renewable energy projects and different technologies in Alberta, what steps the Alberta Government can take to promote these projects and technologies, and what are the benefits and risks of the various options.

## COVID-19 Initiatives

When COVID-19 shut down the economy in March 2020, Haskayne students, staff, faculty and alumni stepped up to support the community.

### YYC Student Connection

With the Calgary Chamber and Calgary Foundation, Haskayne created YYC Student Connection to match business students with local companies. From our first call out to students, we had more than 100 students volunteer to be part of this initiative.

### Energy Sector training

Haskayne has partnered with the Young Pipeliners Association of Canada and Beaver Drilling to offer an eight-week online course to retrain energy sector workers displaced by COVID-19.

### The Great Staycation

MBA students won the "BounceBackYYC Hackathon" and implemented a city-wide scavenger hunt to encourage locals to explore Calgary businesses and attractions in a safe manner this summer.

### The Crossing

When this meeting venue was hit by cancellations, general manager Jori Guetg, MBA'08, and the chefs decided to use their commercial kitchen to produce meals and food hampers for three nearby charities.



## PRINCIPLE SIX: DIALOGUE

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

### Bill C-65

Bill C-65 received Royal Assent on October 25, 2018, to amend the Canadian Labour Code, the Parliamentary Employment and Staff Relations Act and the Budget Implementation Act to address harassment for federally regulated employees.

As a researcher who focuses on the issue of workplace harassment, Dr. Sandy Hershcovis, Professor and Associate Dean, was asked to provide expert testimony to the standing committee exploring Bill C-65, giving them recommendations in four key areas: definitions used in proposed changes, language currently used in the act, reporting and confidentiality, and the idea of mandated training.

Dr. Hershcovis also participated in discussions with a Senate subcommittee that reviewed the Senate Policy on Prevention and Resolution of Harassment in the Workplace.



### 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. Topics included:

- “Towards Rational Climate Policy” March 15, 2018
- “Leadership after a Crisis” May 17, 2018
- “COVID-19s Impact on Workforce: What to Think About Now” June 9, 2020



## **CCAL Ethics Speakers Series**

Top scholars participating in our Ethics Strategy engage with students and industry to encourage a high-quality ethics dialogue. In 2019, 450 students and 50+ industry professionals participated:

- Master of Management Ethics Speakers Series and Capstone
- Bachelor of Commerce Ethical Leadership Course and Bachelor of Commerce Corporate Governance Course

## **Beyond the Rules: Ethical Context and Business Decision-Making**

The Canadian Centre for Advanced Leadership in Business (CCAL) invited Former Chief Financial Officer of Enron, Andrew Fastow, to speak on April 11, 2019. Fastow appeared via webcast to reflect on his experience and answer questions from the audience. CCAL also invited Ms. Sherron Watkins – former Vice-President of Corporate Development of Enron and whistleblower who drew attention to the accounting irregularities at Enron – to speak on “The Courage of Your Convictions” in March of 2020.

## **PETRONAS International Energy Speaker Series**

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. Speakers included:

- Global head of commodity markets strategy and senior oil market strategist for French international banking group BNP Paribas, Harry Tchilinguirian.
- Dutch politician and former Executive Director of the International Energy Agency, Maria van der Hoeven.

## **Enbridge Research in Action (ERIA) seminars**

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. Topics included:

- Ethan Zindler from Bloomberg NEF speaking to “The future of energy, the path to decarbonization and the implications for Canada.”
- Chris Slubicki, President and CEO and Director of Modern Resources, spoke on “Canadian Energy Leadership.”
- David A Jones, Grossman School of Business, University of Vermont “Using sustainability practices to attract and retain talent in the Canadian energy sector.”
- Andrew Chisholm, Royal Bank of Canada, shared his “Thoughts on Sustainable Finance and Alberta's Role in Canada's Energy Transition.”



## Project Reconciliation

Project Reconciliation is an Indigenous-led initiative to purchase a 51 per cent stake of the Trans Mountain pipeline. Dr. Harrie Vredenburg, Professor and Suncor Chair in Strategy and Sustainability, has been working with Project Reconciliation since October 2018.



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**“Project Reconciliation is presenting a progressive, constructive way forward that addresses both Indigenous and environmental concerns. It involves real economic, social and cultural reconciliation with Western Canada’s Indigenous people. It will help Canada lead the world in reducing carbon emissions from oil production and transport. And it will protect the British Columbia coastline using cutting-edge Western science and Indigenous traditional ecological knowledge.” - Harrie Vredenburg**

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