

A photograph of two men in a professional setting. The man on the left, with red hair and a grey button-down shirt, is smiling and looking at a tablet. The man on the right, with dark hair and a dark blue shirt, is also looking at the tablet and holding a pen. They are sitting at a desk with papers and a tablet. The background is blurred, showing greenery and a building.

HASKAYNE SCHOOL OF BUSINESS

Sustainability and Ethical Leadership Report

July 2020 to June 2022



UNIVERSITY OF CALGARY
HASKAYNE SCHOOL OF BUSINESS

PRME Principles for Responsible
Management Education

Letter from the Dean

I am pleased to release the 2020–2022 Sustainability and Ethical Leadership report for the Haskayne School of Business at the University of Calgary. As a school, it is our responsibility to develop ethical business leaders of the future who can balance economic goals with sustainability. We strive to promote sustainability as a core element throughout our business teachings and nurture students' potential to create more sustainable practices, while inspiring others to lead with integrity.

The term covered in this report was an exceptionally challenging period where Covid-19 forced us to revamp the way we teach, research and work. However, I am proud to say we met those challenges head-on.

First, we broke ground on Mathison Hall, our new, expanded home for the school. The LEED Platinum project will add a dozen new classrooms — ranging in size from 40 to 100 seats — to the business school as well as new spaces for study, group work, student advising, food services and events. The building is scheduled to open on time in late 2022, and our students will have access to technologically enhanced classrooms and workspaces; study spaces for all types of learning; and places to meet, socialize and eat. Mathison Hall will serve as a catalyst in helping us deliver on our mission to create innovative research, unparalleled learning opportunities and meaningful engagement with our community — and most importantly — shape future generations of business leaders through a collective consciousness on collaboration, connection and community.

Beyond expanding spaces, we grew our capabilities with faculty, students and staff taking on new roles and priorities, forging meaningful partnerships and achieving tremendous successes — all of which tie back to our core commitment for responsible education.

- We announced Dr. Yrjo Koskinen, PhD as the new BMO Professorship in Sustainable and Transition Finance. In this role, Koskinen will delve into practical applications for oil and gas companies, investors, policymakers, bankers and investment managers, as well as academic research on issues surrounding finance and energy.
- During this term, our Haskayne-affiliated researchers published 61 articles related to the UN SDGs.
- We partnered with leading organizations to create purposeful programs that elevate our business education offering such as a partnership with The51 to create The Financial Feminism Investing Lab.

HIGHLIGHTS

Mathison Hall, a LEED Platinum building that will be the school's new expanded home, to open in late 2022

Haskayne-affiliated researchers published 61 articles related to the UN SDGs

Our Equity, Diversity and Inclusion (EDI) Committee held focus groups with various stakeholders to finalize the first draft of our EDI Strategy, and we continued to make progress toward a more equitable faculty by hiring more female academic staff. In the two-year period covered by this report, 61 per cent of our new academic staff hires were female. Additionally, we advanced our efforts in embedding Indigenous inclusion in our workplaces and curriculum, demonstrated through our participation in Indigenous Works, the creation of OBHR 517 — Indigenous Peoples and Sustainable Development — a block week course called Partners in Reconciliation and the university's Indigenous strategy, *ii' taa'poh'to'p*, which helps guide our response to implementing recommendations from the Truth and Reconciliation Commission report's call to action. While we have made tremendous strides over the past two years, it is critical to acknowledge EDI as an ongoing aspect of growth within Haskayne's culture — and we are committed to building on this momentum.

We have set several new curriculum-related goals to achieve in the next two years. After identifying gaps and opportunities to add UN SDGs to the curriculum, we are aiming to ensure SDGs are integrated into all curricula and that clear pathways are forged between programs and courses that currently promote UN SDGs. In addition, we intend to develop a compulsory first-year undergraduate

course that deals with sustainable development and other PRME related topics. This course, ENTI 217, will launch in fall 2023 and have an enrollment of 1,200 students. By introducing this course, we can strengthen our students' understanding of the fundamental role sustainability plays in business early on and motivate them to begin thinking through a lens of an ethical leader.

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 demonstrates our school-wide commitment to teach, research and practice ethical leadership and support the UN Sustainable Development Goals.

I'm proud of the progress we've made to date, and I look forward to continuing to advance on our commitment in the coming years.

Yours sincerely,



Jim Dewald, PhD
Dean
Haskayne School of Business

HIGHLIGHTS

61 per cent of new academic staff hires were female

A block week course on partnering in Indigenous reconciliation was created



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Haskayne at a Glance

(2021-2022)

PROGRAMS

3,259

Undergraduate students, of which 478 are international students

787

Graduate students, of which 84 are international students

3,991

Total students (43% female; 57% male)

ALUMNI

29,000

Alumni in 93 countries worldwide

COMMUNITY

87

Events (in-person and virtual) with over 9,500 participants to engage our community

429

Students participated in community projects with 108 organizations

CAPITAL EXPANSION PROJECT

\$33.5M

Funds raised for the construction of Mathison Hall (campaign total as of June 2022)

CUMULATIVE 2021-22 RESEARCH

62

Peer-reviewed articles published

8

Practitioner articles published

\$1.086M

Principal investigator research funding awarded to Haskayne faculty from major Canadian federal grant programs

\$663,127

Co-investigator research funding awarded to Haskayne faculty from major Canadian federal grant programs

2

Books/e-books authored or edited

9

Book chapters authored or edited

8

Ranking on the Maclean's Research Reputation list (based on quality and research strength)

18

Eyes High articles published, of which 10 were Eyes High Star articles

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

- The University of Calgary documents progress towards our Institutional Sustainability Strategy and our commitment to excellence and leadership in sustainability through the lens of the United Nations' Sustainable Development Goals (SDGs). [The 2022 report is available here.](#)
- In 2022, University of Calgary climbed to the top three per cent on the *Times Higher Education* World University Impact Rankings, which measures progress in advancing the United Nations SDGs.
- For the past five consecutive years, University of Calgary was recognized as one of Canada's Best Diversity employers.
- In 2021, we appointed our first Director, Social Innovation, with a goal of reducing barriers in moving social innovation scholarship into real world applications.
- The Sustainability Resource Centre is a central hub for learning about and getting involved in sustainability activities.
- In 2021, the Office of Equity, Diversity and Inclusion (EDI) launched a Data Dashboard with key metrics for students, faculty and staff to increase transparency, help identify gaps and inform policy moving forward.
- Our Indigenous Strategy, *ii' taa'poh'to'p*, helps guide our response to implementing recommendations from the Truth and Reconciliation Commission report's call to action.
- Signed on to the Scarborough Charter on Anti-Black Racism and Black Inclusion.

HIGHLIGHTS

University of Calgary climbed into the top three per cent of *Times Higher Education* World University Impact Rankings in 2022

University of Calgary signed on to the Scarborough Charter on Anti-Black Racism and Black Inclusion

Haskayne's Commitment

At an institutional level, from its strategies to its school-wide centres, Haskayne is committed to developing ethical leadership in our students, so they are empowered 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

- 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.

Centres

- The **Trico Foundation Social Entrepreneurship Centre** is developing social enterprise education, supporting curriculum development and fueling teaching excellence.
- The **Centre for Corporate Sustainability** was founded to disseminate knowledge and find balance in environmental, social and economic approaches in energy.
- The **Canadian Centre for Advanced Leadership in Business** creates a platform to build leadership capacity in students, works with the business community and is consistently at the forefront of leadership research.
- **Global Business Futures Initiative** is a thought leadership centre with the mission to prepare established businesses to thrive on disruption in the global marketplace.
- The **Centre for Entrepreneurship and Innovation** holds a mission to inspire, educate and empower future entrepreneurial leaders as a centre of excellence and thought leadership within the Haskayne School of Business.
- The **Westman Centre for Real Estate Studies** is developing the next generation of leaders for Calgary's entrepreneurial real estate industry through its teaching, research and community engagement activities.

HIGHLIGHT

University of Calgary was recognized as one of Canada's Best Diversity employers for the past five consecutive years

HIGHLIGHT

The first-ever Equity, Diversity and Inclusion Committee at the Haskayne School of Business was formed in 2020



Curriculum Review Committees

At Haskayne, curriculum development and review are an ongoing process. The role of the Undergraduate Review Committee is to examine and recommend proposals for changes in the existing undergraduate programs, to ensure consistency within the undergraduate program and to scrutinize, discuss and make recommendations to Faculty Council. This committee has representation from all concentration areas as well as the Dean, Teaching & Learning, the Co-op program, the Career Centre, Information Technologies, the Business Library and Undergraduate Advising.

Based on this review, and our commitment to AACSB and PRME, we are creating a new mandatory first year course, ENTI 217. Launching in fall 2023, this course will be for first year students and will use design thinking methodology for students to “Design their Life” around something that is meaningful for them and society. We will use the UN SDGs and the UN Inner Development Goals as our learning objective for this innovative course.

Ethics Strategy

The Haskayne Canadian Centre for Advanced Leadership in Business (CCAL) Ethics Strategy primarily serves 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, intricate and high-profile discussion.

Equity, Diversity and Inclusion Committee

In 2020, the first-ever Equity, Diversity and Inclusion (EDI) Committee at the Haskayne School of Business was formed. Led by associate deans Dr. Sandy Herschcovis and Dr. Sherry Weaver, this committee created the first EDI strategy for the school. Comprised of faculty and staff from diverse backgrounds, the committee meets regularly to explore what EDI means to Haskayne and how we'll make strides towards fostering a more welcoming environment for equity-deserving individuals in our community.

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:

Strategic Management

Long-term vision of business and sustainability, taking into account the environment

Corporate Governance and Ethical Decision-Making

Role of corporate governance systems, decision-making quality and responsibility/agency

Ethical Leadership

Leadership theories and behaviours, critical thinking and ethical quandaries

Entrepreneurial Thinking

Entrepreneurial and innovative thinking; students are challenged to do more than just business; giving back to society is expected

- In 2021, a BComm Review Committee was formed and through an extensive and ongoing consultation process with faculty, industry and students, the committee recommended changes to better serve emerging business needs, student wellness and EDI. Most notably, the committee recommended an increased focus on student professional development and the potential for business to impact society, specifically the 17 UN SDGs.
- First offered in fall 2019, the undergraduate course Gender and Work demonstrates the economic benefits of diversity and teaches students strategies that organizations can use to build a strong, diverse and gender-balanced workforce.

HIGHLIGHT

Bachelor of Commerce students are required to complete courses that incorporate elements of ethics, sustainability and social responsibility

HIGHLIGHT

In fall 2020, an Executive MBA Advanced Leadership course on diversity in the workplace was launched

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:

The Global Environment of Business

Topics include Canada in the world economy, business and government relations, business ethics and legal environment for business

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

Advanced Leadership

Leadership theories relevant to advanced leadership (e.g., ethical leadership, humble leadership, charismatic leadership), decision-making and implementing strategy

Global Social Responsibility in our Activities

Distinguished Business Leader Awards

The Distinguished Business Leader Award (DBLA) celebrates ethical leadership by recognizing outstanding leaders in our business community and builds a financial legacy to support our future leaders.

- 2021: Dr. Chen Fong
- 2022: Wayne Chiu and Andrea Robertson

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.



Right: Andrea Robertson and Wayne Chiu, 2022 Distinguished Business Leader Award recipients

Haskayne Alumni Awards

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

Management Alumni Excellence Award

- 2020: Al Monaco
- 2021: Eleanor Chiu

Rising Star Award

- 2020: Tara Weber
- 2021: Audra Stevenson

Big Bold Leaders Award

- 2020: Cole Orobetz
- 2021: Whitney Rockley



Top: Audra Stevenson, MBA'17, 2021 Rising Star recipient

Bottom: Eleanor Chiu, BComm '85, 2021 Management Alumni Excellence Award recipient

Principle Three

Method

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

	Delivery	
	Existing structures	New structures
Focus		
Narrow (Discipline-specific) Curricular	1 Integrate into existing course(s)	3 Create new discipline-specific sustainability course(s)
Co-Curricular Options	5 Service learning, competitions, common experiences, clubs, activities, committees	
Broad (Cross-disciplinary) Curricular	2 Integrate into common core requirements	4 Create new, cross-disciplinary sustainability course(s), minor(s), major(s), program(s)

Haskayne School of Business's Current State Assessment of Sustainability Integration in Curriculum based on Rusinko's (2010) Matrix¹

1. Integrate into existing course(s)

- Our assessment has revealed that there are opportunities for Haskayne School of Business to integrate sustainability components into existing core courses.
- Accordingly, Haskayne funds has awarded a Big Ideas grant to Associate Professor (Teaching) Houston Peschl's team. This team will develop paths for our courses to integrate the UN Sustainable Development Goals (SDGs) into curriculum, making UN SDGs more accessible to all faculty and students.

- In addition, in 2022, faculty members were asked to re-examine their course content with an EDI lens, removing old material that may now be offensive and crafting materials to be more inclusive. It was also recommended that they add an EDI statement in their course outline, use gender neutral expressions and incorporate greater EDI in class assignments and guest speakers.

¹ Rusinko, C. (2010, September). Integrating Sustainability in Management and Business Education: A Matrix Approach. *Academy of Management Learning & Education*, 9(3), 507-519. doi:<https://doi.org/10.5465/amle.9.3.zqr507>

HIGHLIGHTS

A mandatory first year undergraduate course on the UN SDGs will launch fall 2023

Currently, over 20 elective courses cover elements of sustainability and ethical leadership

2. Integrated into common core requirements

- Integrating sustainability into common core requirements was also identified as a gap and an opportunity area.
- Based on this assessment, Haskayne School of Business is developing a mandatory first year undergraduate course, which will focus on the UN SDGs. It is in development and will be launching in Fall 2023. This course was designed based on the PRME review that was conducted and the gaps that were identified at our school in comparison to the PRME champions — please see appendix 1.

3. Discipline-specific sustainability course(s)

- In addition to the required courses listed under Values, elective courses in many subject areas cover elements of sustainability and ethical leadership. These include:
 - Accounting (*Auditing 425*)
 - Energy Management (*International Energy Development 489*)
 - Leadership Studies (*Foundations in Ethical Leadership 401*)
 - Management Studies (*Corporate Governance and Ethical Decision-Making 451; Ethical Leadership 453*)
 - Marketing (*New Venture Marketing 663*)
 - Operations Management (*Fundamentals of Operations and Supply Chain Management 317*)
 - Organizational Behaviour and Human Resources (*Haskayne Wilderness Retreat 447 and 649; Indigenous Peoples and Sustainable Development 517; Advanced Leadership 621*)
 - Professional Land Management (*Energy Business Agreements 473; Introduction to Professional Land Management 475; Cases in Professional Land Management 487*)
 - Real Estate Studies (*Land Development and Planning 437 and 637*)
 - Strategy and Global Management (*Introduction to Business Skills 217; Dilemmas and Decisions in Business 533; Ethical Issues and the Professional Manager 561; Strategies for Sustainable Development 555 and 651; Managing Social and Environmental Issues in the Global Marketplace 651*)

- In 2022, a new undergraduate course, Partners in Reconciliation, was launched. This course is an introduction to Indigenous peoples and sustainable development framed within business ethics relevant to energy and extractive industries. Treaties, government policy and land-use address the duty to consult and accommodate Indigenous peoples, emphasizing reconciliation with intercultural competence for Indigenous corporate relations and professional capacity building.

4. Cross-disciplinary Sustainability course(s), minor(s), major(s), program(s) **Certificate in Sustainability Studies**

Undergraduate 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 UN's 17 SDGs. 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.

Embedded Certificate in Entrepreneurial Thinking

Provides undergraduate students from degree paths across the University of Calgary campus with an entrepreneurial thinking toolkit.

Embedded Certificate in Leadership Studies

Gives undergraduate students the opportunity to explore the foundations of leadership and build the necessary skills to succeed as a leader.

Embedded Certificate in Pluralism and Global Citizenship

Launched in fall 2021, undergraduate students will develop values, habits and practices that foster responsible global citizenship.

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.

HIGHLIGHT

In fall 2021, the Embedded Certificate in Pluralism and Global Citizenship for undergraduate students was launched, helping to foster responsible global citizenship

CH'NOOK SCHOLARS PROGRAM

Run by the University of British Columbia, this program has been at Haskayne for 10 years.

Supporting up to four students per year, it provides scholarship funds and access to opportunities and networks for Indigenous business students.



Co-curricular options

- Launched in July 2020, the Mitacs Business Strategy Internship Program provides real world experience and career connections, while at the same time supporting businesses and non-profits to adapt to new economic realities resulting from the Covid-19 pandemic.
- Embedded in Haskayne's curriculum, the UCeed Haskayne Student Fund was launched in 2020. The fund will develop Canada's entrepreneurial and private equity leaders of tomorrow to create sustainable economic opportunities.
- Developed a UN SDG impact assessment tool to map all new ventures in the Creative Destruction Lab (CDL) Rockies' globally-recognized incubator program.
- The BMA 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.
- 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 the development of sustainable energy solutions.
- Calgary Portfolio Management Trust (CPMT) provides training for select undergraduate finance students who manage a real North American equity portfolio. Guided by industry leaders, students obtain one finance half course credit and gain the research, analytical and rhetorical skills necessary to excel in the financial industry.
- The University of Calgary offers a variety of scholarships, including some that target equity-deserving groups.

Left: Kiara Johnson, BComm'23 and Ch'nook Scholars participant





Case Competitions

Haskayne students participate extensively in case competitions around the world. A sampling of some of the case competitions we participated in from July 1, 2020 to June 30, 2022 follows.

- **MBA Games**

The MBA Games is the largest collegiate competition in Canada. Each year a charity is selected, and the competitors raise awareness and funds for the given charity.

- **McDonough Business**

Strategy Challenge

North America's largest non-profit case competition. Undergraduate teams come up with sustainable solutions to their non-profit client's problems.

- **Pivot on Purpose Case Competition**

Hosted by Haskayne's Trico Foundation Social Entrepreneurship Centre, this competition challenges teams to use business skills and the power of markets to solve pressing social problems, working with a real organization.

»



Top: Umair Abbasi, BComm'22 working at the Women In Need Society (WINS) under the Mitacs Business Strategy Internship Program

Bottom: Haskayne students participating in Enactus

- **Enactus Social**

- Entrepreneurship Challenge**

Enactus is a global non-profit composed of 72,000 students across the world. Haskayne's chapter of Enactus (Enactus University of Calgary) hosted this in-person case competition in 2022.

- **Templeton Business Ethics Case Competition**

Stetson University hosts this undergraduate competition each spring.

- **Eller College of Management Collegiate Ethics Case Competition**

This competition exposes students to a thought-provoking business ethics case that they could face in their professional careers.

Curriculum-integrated Experiential Learning

Many courses offer experiential opportunities that are either a significant component of a course or may be integrated into final course deliverables and pedagogy. Below are just a few examples:

- ENTI 407: Technology for Entrepreneurs uses hands-on exercises forming technology recommendations.
- FNCE 469: Students evaluate investment opportunities, writing investment recommendation reports to an investment advisory group and participate in quarterly investment review meetings.
- OBHR 447: Haskayne Wilderness Retreat is a unique leadership learning experience where business students combine outdoor activities, personal growth, team building and cross-cultural learning.
- OPMA 411: Field investigation driving improvements in operations of active business organizations.
- ENTI 317: Students learn how to problem solve and create solutions that drive value for society. In 2022, the course won a national D2L Innovation Award for Teaching and Learning.

HIGHLIGHT

Many of Haskayne's courses offer experiential learning opportunities across a wide range of experiences, such as outdoor team leadership, field investigations and quarterly investment review meetings



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 July 2020 to June 2022, Haskayne-affiliated researchers published 61 articles related to the UN SDGs.



61

Haskayne publications related to the UN SDGs

SUSTAINABLE DEVELOPMENT GOALS

HIGHLIGHT

Recent research topics included how to reduce single-use plastic waste, how corporate diversity targets could help dismantle systemic racism and how companies can mitigate the footprint of 'brownfields'

Research highlights

- Dr. Alain Verbeke and his colleagues determined that companies should take more corporate responsibility in redeveloping 'brownfields' in the article: "Mitigating the Environmental and Social Footprint of Brownfields: The Case for a Peripheral CSR Approach".
- Dr. Serasu Duran and a colleague explored why renewable mini grids often fail in remote communities and proposed solutions through: "An analysis of renewable mini-grid projects for rural electrification".
- Dr. Harrie Vredenburg and a colleague revealed that corporate diversity targets could help dismantle systemic racism in *The Conversation*.
- Associate Professor and Haskayne Teaching Fellow Houston Peschl, MBA student Ian Sug and research assistants Emma Ripka and Sara Canizales completed a research project for BSAC reviewing the PRME reports across Canada and compared them to champion reports and highlighted the significant opportunities for improvement of Canadian business schools across all areas of the PRME principles.
- Dr. Irene Herremans is supporting a Master of Science in Sustainable Energy Development (SEDV) alumni in leading a research project to reduce single-use plastic waste at the University of Calgary. In addition:
 - She and Dr. Mark Anderson received an RBC grant to develop a new sustainability course for accounting undergraduates. The course will be developed along with the help of Haskayne PhD student, Natalie Valle.
 - With SAPL PhD student, Tinu Chineme, and undergraduate student, Gurneet Dhaliwal, along with funding from the Chartered Professional Accounting Educational Fund, she is also creating two modules titled Re-thinking the Role of Business and Re-thinking the Role of Corporate Reporting. The 11 segments will be made available for public use.

Interdisciplinary Research

Haskayne researchers frequently collaborate with colleagues in other disciplines both on and off campus.

- Drs. Alfred Lehar and KJ Choi are members of a multi-disciplinary University of Calgary team invited to propose a design to the Bank of Canada for a Canadian Central Bank Digital Currency.
- Dr. Chad Saunders collaborated with a colleague in the department of Sociology at the University of Alberta to publish “Lockdowns, pivots & triple shifts: Early challenges and opportunities of the COVID-19 pandemic for women entrepreneurs”.
- Dr. Nick Turner published “Parents’ work injuries and children’s mental health: The moderating role of children’s work centrality” with a collaborator from the department of Psychology, Saint Mary’s University.
- Interdisciplinary Research Groups: this University of Calgary initiative brings together faculty and graduate students to explore common research interests and encourage collaborative projects. The Performance and Business working group explores aspects of business practice and communications through the lens of performance theory.

Chairs and Professorships

- Distinguished Research Chair in Advanced Leadership in Business: Dr. Nick Turner
- BMO Professorship in Sustainable and Transition Finance: Dr. Yrjo Koskinen
- Future Fund Professorship in Equity, Diversity and Inclusion: Dr. Sandy Hershcovis
- Suncor Energy Chair in Competitive and Sustainable Development: Dr. Harrie Vredenburg
- RBC Teaching Fellow in Entrepreneurial Thinking: Dr. Scott Radford

Scholarships and Fellowships

- Suncor Post-Doctoral Fellowship
- Enbridge Corporate Sustainability Award Doctoral Scholarship
- Enbridge Corporate Sustainability Undergraduate Scholarships

PhD Project

In 2021, Haskayne became one of only four Canadian schools to join the PhD project. This is a US-based organization aimed to increase representation among Black, Latinx and Indigenous students in academia and in business.

Corporate Knights

The Haskayne School of Business moved up 42 spots globally in the 2020 *Corporate Knights*’ Better World MBA ranking to 7th in Canada, identifying our full-time MBA program as one of the top programs in the world for sustainability performance.

HIGHLIGHT

In 2021, Haskayne joined the PhD project, which aims to increase representation of Black, Latinx and Indigenous students in business and academia

Principle Five

Partnerships

We 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.

- **The Financial Feminism Investing Lab**

Established in 2021 by the University of Calgary and The51 with the aim to democratize access to women-led capital for women-led businesses, this pilot program develops content and teaches the foundations of early-stage investing.

- **CDL-Rockies**

Located at Haskayne, CDL-Rockies is home to a Prime stream as well as two specialized streams: Energy and Agriculture. CDL-Rockies brings together many of the region's most experienced entrepreneurs, investors and scientists from diverse fields including energy and AgTech. CDL startups work with these mentors to sharpen objectives, prioritize time and resources, to raise capital and to engage with experts working on the frontiers of research.

- Ag Stream designed for founders building solutions applicable throughout the entire Ag value chain — from producer to plate.
- Energy Stream designed for founders developing transformational technologies for the energy industry.

- **Learning with Leaders**

Previously named Lunch with Leaders, this program brings together an experienced leader and a small group of students in an intimate setting to learn about leadership through conversation and human interaction.

- **Co-operative Education Program**

An optional program that allows BComm students to gain practical experience, develop a professional network and gain a deeper understanding of the variety of career options in their field. Co-op students can complete up to 16 months of paid work experience while pursuing their degree.

- **Real Estate Development Leadership Certificate**

Launched in fall of 2021, delivered in partnership with the Real Estate Development Institute (REDI), Canada's leader in real estate development education.

HIGHLIGHTS

The Financial Feminism Investing Lab, established by University of Calgary and The51 in 2021, democratizes access to women-led capital for women-led businesses

In fall 2022, Haskayne will be offering a dual degree with the Technical University of Munich, allowing students to work effectively across global industries

- **Jarislowsky Fellows
in Business Management**

An annual fellowship that provides MBA/Executive MBA students the opportunity to engage with successful business, social sector and public sector leaders as role models. The 2021 theme was Leadership during Times of Crisis.

- **Upgrader**

A series of workshops by the Hunter Centre for Entrepreneurship and Innovation that bring project owners (Student Team Ventures) together with the business community to generate ideas, create goals and tackle business challenges.

- **Dual Degree with TUM**

Beginning in fall 2022, Haskayne is partnering with the Technical University of Munich (TUM) to offer a dual degree: a Master of Management (University of Calgary) and a Master of Science in Innovation (TUM). Graduates of this program will gain intercultural competencies and diverse industry knowledge to work effectively across global industries.



Bottom: CDL-Rockies team

Principle Six

Dialogue

We will facilitate and support dialogue 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.

Speaker Series

• Haskayne Hour

Bringing together researchers and executives to explore big ideas in one hour. Discussions are focused on new research conducted by Haskayne researchers and the application to business. Haskayne Hour leaves attendees with new knowledge and ideas for better business practice.

• Enbridge Research-in-Action Seminar Series

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:

- Insights on Financing Sustainable Projects
- ESG & Risk: Lessons from TransAlta's Transition
- The Future of Oil & Gas: International Perspectives & Wisdom from Indigenous Women

• PETRONAS International Energy Speaker Series

PETRONAS Energy Canada donated funds to the Haskayne School of Business to host world-renowned and respected international energy experts and learn their unique perspectives on the global energy landscape. Speakers included:

- Tengku Muhammad Taufik, President and Global CEO of PETRONAS Global
- The Honourable Seamus O'Regan, Canada's Minister of Natural Resources
- Maria van de Hoeven, Former Executive Director of the International Energy Agency

HIGHLIGHT

Topics at the Enbridge Research-in-Action Seminar Series included Indigenous women's perspectives on the future of oil and gas, and leading insights on financing sustainable projects

Groups and Organizations

- **Canadian Sustainable Finance Network (CSFN)**

The Haskayne School of Business is one of the founding schools to join the Canadian Sustainable Finance Network, which seeks to unify researchers across Canada to advance research on this issue. Since joining, Haskayne has hosted several events:

- Sustainable Finance in a Post-Pandemic World
- Thoughts on Sustainable Finance and Alberta's Role in Canada's Energy Transition
- 2021 CSFN Conference

- **Ethics Scholars Working Group**

A team of leading scholars fostering new research in business ethics and advancing ethical thinking.

- **Trico Foundation Social Entrepreneurship Centre**

The Trico Foundation Social Entrepreneurship Centre brings together academic experts, students and social entrepreneurs. Topics included:

- How Social Enterprises are Making Waves
- Social Enterprise Models that Work: Insights for Charities with Dr. Alice de Koning
- Pivot on Purpose Summit

- **Equity, Diversity and Inclusion Committee**

In addition to drafting Haskayne's first EDI Strategy, the committee also arranged several activities including:

- Conducting a self-assessment that surveyed faculty, staff and students regarding their EDI perception and experience at the Haskayne School of Business
- Creating opportunities for education and discussion related to EDI issues with notable speakers
- Profiling diverse student populations on social media channels to raise awareness for others' lived experiences



Additional Principle

Operations

Haskayne believes that change can start from its own operations. From smaller initiatives such as sustainable coffee beans in office kitchens to bigger-scale campus architectural sustainability, embedding these sustainability values into Haskayne's operations is an important step towards "living the values rather than fulfilling them as a checkbox".

Haskayne Facilities and Operations

- Haskayne incorporates ethical and sustainable methods into every project. Some examples are:
 - Using sustainable coffee beans in office kitchens
 - Compost and recycling bins throughout the building
 - Comply with University of Calgary Architecture guidelines for sustainable materials and buildings, such as flooring and furnishings
 - Waste-free events
 - Encouraging physical and mental wellness (scooter program on campus, yoga mats available to lend, living plants available for faculty and staff to care for)
 - In 2021, our Events team developed an Equity, Diversity and Inclusion Toolkit with actions for both virtual and in-person events
- **University of Calgary Sustainability Coordinators at Haskayne**
Haskayne has several volunteer sustainability coordinators who devote three to five hours per month to learning, teaching and encouraging their peers to adopt sustainable behaviours in the workplace.
- **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.
- **Haskayne Dean's Awards**
Eight Dean's awards are awarded each year to celebrate actions by staff and faculty that advance our school toward achieving our strategic vision. In 2022, a new award was added for a team or individual who has significantly advanced EDI efforts within Haskayne or the broader community.

ZERO WASTE CHALLENGE

A multi-disciplinary challenge, student teams gathered virtually over three days in May 2021 to help solve a university-specific challenge: how to reach the goal of becoming a zero-waste campus by 2030

HIGHLIGHT

Mathison Hall contains Viewpoint Circle for Dialogue, an 84-person round room designed to promote EDI

Mathison Hall

Haskayne's second building, Mathison Hall will expand our physical space by approximately 70 per cent and is scheduled to open in fall 2022.

- This \$90 million project was made possible by a \$20 million gift from Mr. Ron Mathison, who noted that one of the factors influencing his decision to donate was "the school's focus on the business ethics of honesty and prudence that reflect Haskayne's mindset".
- Another \$40 million of philanthropic support was required, and as of June 30, 2022, \$33.5 million was raised with the goal of raising the remaining funds by the end of 2022.
- Targeting LEED Platinum certification. 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
 - The 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

- Viewpoint Circle for Dialogue is an 84-person round room designed to promote EDI. It has ventilation to allow for Indigenous smudging ceremonies and will be transparent, flexible and open for many uses. Mac and Susan Van Wielingen of the Viewpoint Foundation donated \$2 million in support of ethical leadership and organizational effectiveness, and in recognition of their gift, this unique room was named in their honour.

MAC VAN WIELINGEN

"We see leadership ethics and effectiveness as critical fundamentals for organizational and institutional success. Ethical leadership requires the receiving, holding and exploring of multiple and often opposing perspectives. The circular design of the room captures the spirit of intention to hear and comprehend perspectives from diverse backgrounds and different positions. This design will help participants to reach new understanding, to have higher levels of trust and to support a higher probability of successful decisions and effective actions."



Assessment of Past and Future Goals

PRME Principle	2020 PRME Goals	2022 Accomplishments	2024 PRME Goals
Purpose	Perform an analysis of best practice for PRME reporting and embed the PRME principles into Haskayne's vision and mission	Analysis was completed with results indicating that Haskayne could improve on all six PRME principles	<p>Close the gap on all six principles for PRME, based on PRME champions' best practices</p> <p>Create a PRME taskforce to write the report and collect data on PRME achievements</p>
Values	Perform a review of the BComm program to identify existing gaps for SDGs advancement and where we can align with the strategic vision of creating ethical leaders	Completed and identified a need to create a new mandatory first year course (ENTI 217) that will focus on the UN SDGs and help students navigate their academic and career path based on happiness and wellbeing	Launch ENTI 217 as a mandatory undergraduate first-year class at Haskayne and have 1,200 students complete the course each year
Method	Establish goals for 2022 PRME report to embed sustainability into Haskayne at a deeper level	Created a taskforce and received a "Big Ideas Grant" to review all undergraduate and graduate courses for sustainability content	Complete course review and establish a base line to increase sustainability across all courses — see appendix 1
Research	Establish a UN SDG research tracking tool	Completed and tracked for two years. An increase in sustainability content seen by 2022 — see appendix 1	Continue to increase research on sustainability topics

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PRME Principle	2020 PRME Goals	2022 Accomplishments	2024 PRME Goals
Partnership	Create a student-led social enterprise fund	Completed — the Calgary Social Venture Fund was created with funds raised. Additionally, Haskayne completed the first capital placement in a local company	Continue fundraising and increase partnerships with local community members like UCeel and The United Way
	<p>Establish greater equity in Haskayne's faculty recruitment processes</p> <p>Embed EDI throughout all of Haskayne's practices, by first assembling a committee to create the Haskayne School of Business Equity, Diversity and Inclusion (EDI) Strategy</p>	<p>Over the past two years, 61 per cent of Haskayne's new academic hires were female</p> <p>Progress continues to be made in this space with Haskayne's EDI committee finalizing the first draft of its EDI Strategy</p>	<p>Focus all academic staff hiring from 2023-2025 on equity-deserving groups. We have a specific focus on increasing diversity in terms of Black faculty, Indigenous faculty and senior women</p> <p>Implementation of EDI Strategy</p> <p>EDI committee will begin to develop an Indigenous Strategy for the school</p> <p>Continue developing new programs and working with the Canadian Athena Institute for best practices around EDI</p>
Operations	Begin construction and fundraising for Mathison Hall with a targeted completion date of fall 2022 and \$40 million in funds raised	<p>Mathison Hall construction is on track for completion in November 2022, with Haskayne occupying the LEED Platinum building by the end of 2022</p> <p>To date, 84 per cent of Haskayne's \$40 million fundraising goal has been achieved</p>	Utilize this new space as efficiently as possible and develop a vibrant culture of teaching and learning in this new building



Appendix 1

Recommendations

*Scores

High: More initiatives pursued than average PRME Champions

Medium: In between PRME Champion average and 'Low' score

Low: None or very limited initiatives pursued

Principles Buckets	Group of Outcomes/initiatives	Score*	Recommendation(s)
Purpose	Continuous Improvement Process	High	Create a formal business school scorecard with metrics based on PRME Dedicate 1-2 page(s) of the report for presenting past achievement, status on ongoing initiatives, and future goals
	Governance/Resource allocation	Low	Establish a formal PRME Office with (1) members from diverse functions (faculty, management, advisors, etc.) and dedicated resources (budget, human resources, etc.)
	Long Term Institutional Commitment	High	Directly connect school strategy to PRME principles and dedicate 1-2 page(s) to provide an overview of school strategy
Value	Faculty and staff engagement and training	Low	Provide formal teacher training for teaching sustainability and PRME-related topics
	Impact measurement	Low	Use assessment tools (maturity self-assessment, curriculum audit, student survey, external benchmarking, etc.) to measure results and advance PRME implementation
	Institutionalisation of values and principles	Low	Develop and present PRME implementation roadmap with specific goals and actions
Method	Curriculum innovation and redesign	High	Evaluate the percentage of courses that incorporate UN SDGs and work towards getting to 100 per cent Develop and formalize a standalone mandatory course related to sustainable development and PRME
	Methodology innovation	High	Develop a transdisciplinary course with living learning experiences focused on self and contextual awareness
	Student support	Medium	Provide scholarship programs to incentivize diversity in the school community, bringing global students with different cultures, experiences and perspectives into the community

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Principles Buckets	Group of Outcomes/initiatives	Score*	Recommendation(s)
Research	Centre of Study in CSR and/or Sustainability	High	N/A
	Increasing publications, presentations and projects	Low	Present and increase the number of publications with subjects related to PRME Develop interdisciplinary research projects on PRME-related topics
Partnership	Co-curricular and extra-curricular activities for real life experiences	High	N/A
	College and business collaboration for multidisciplinary and cross-cultural experiences	Medium	Develop study abroad programs with components that directly focus on sustainability issues
	Diversity in campus	High	N/A
	Participation in groups, associations, boards, events and communication vehicles	Low	Actively host conferences on topics related to social and environmental responsible leadership Develop communication vehicles (social media, newsletter, etc.) to disseminate subjects related to PRME, SDGs, etc.
Dialogue	Incentivise and support living-learning community activities on campus	Low	Launch UN SDGs campaign (or related competitions) across campus Bring together investors and school communities to sponsor / finance students' social innovation ventures
	Stakeholders' continuous perceptions	Low	Conduct questionnaires or interviews with school stakeholders (student, staff, faculty, etc.) regarding subjects of interest and perceptions of local and global challenges
Operations	Assume responsibility for the social and environmental impact of the school ("Lead by Example")	High	N/A



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