



**UNIVERSITY OF CALGARY**  
HASKAYNE SCHOOL OF BUSINESS

## Haskayne School of Business – University of Calgary

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### Sharing Information on Progress Recognitions

PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION  
(PRME)

## MESSAGE FROM THE DEAN



*“The Haskayne School of Business is committed to the Principles of Responsible Management Education as an integral component of our strategic dedication to ethical leadership, entrepreneurship and energy education.*

*We are proud of our record as recognized leaders in research and education related to corporate social responsibility, ethics, and sustainability. We commit to continue developing and improving in these important scholarship fields.”*

*Jim Dewald, Dean  
Haskayne School of Business  
The University of Calgary*

## Principles for Responsible Management Education

The Haskayne School of Business has joined the Principles for Responsible Management Education (PRME) initiative, which is intended to inspire and champion responsible management education, research and thought leadership globally.

There are six principles to which HSB has committed:

### Principle 1: Purpose

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

### Principle 2: Values

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

### Principle 3: Method

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

### Principle 4: Research

We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

### Principle 5: Partnership

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

### Principle 6: Dialogue

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

## Overview

The Haskayne School of Business at the University of Calgary is closely linked to the global resource-based industries headquartered in western Canada: energy, mining, forestry, agribusiness, and tourism. These industries are in demand for graduates with integrated knowledge of sustainability in business. Consequently, HSB has played a pioneering role in integrating the management of environmental and social issues into the school's MBA curriculum.

All HSB MBA students are required to take a course called 'The Global Environment of Business,' which emphasizes ethics and decision-making as well as issues in corporate social responsibility. Environmental and social issues management topics have been integrated into the core and disciplinary courses of the MBA. Specialized courses such as 'Managing Environmental and Social Issues in the Global Marketplace,' 'Strategies for Sustainable Development,' 'Evaluating Environmental Performance,' and 'Indigenous People in Sustainability,' are offered as electives. 'Rediscovering Leadership: the Haskayne Wilderness Retreat' is an experiential MBA course conducted at the University of Calgary's research field station in the nearby Rocky Mountain wilderness and features sessions with indigenous elders.

HSB offers a specialization in Management and Sustainable Development (GEMS), a multi-disciplinary Master of Science degree in Sustainable Energy Development, and Global Energy Executive MBA Program.

All BComm students are required to complete the Business and Environment 395 course which focuses on regulatory compliance and environment management, tort and contractual liability, legal issues affecting the strategic management of sole proprietorships, partnerships, corporations and joint ventures, personal liability of corporate directors and officers, intellectual property, advertising and promotion law, consumer protection legislation, legal issues affecting employees and independent contractors, the strategic management of international business, securities law and other current business law issues. As well as Strategy and Global Management 591 which is an analysis of competitive situations from the general management point of view, including fit between key environmental forces and the firm's resources, and changes in these over time. Formulating and implementing strategy based on that analysis. Developing and leveraging a firm's core competencies to gain long-term sustainable advantage. They also have a choice of taking Strategies for Sustainable Development 751 which teaches them the strategic context for making business decisions with respect to sustainable development issues. The role of sustainability in economic development, international trade relations and emerging technologies. Stakeholder perspectives and the effect of environmental and social issues on industrial performance. And Business Environment 789 Study and discussion of current research literature and contemporary issues on topics related to Business and Environment.

The U of C has undertaken a pan-university approach to advancing sustainability; one that encompasses teaching and learning, research, campus operations, as well as community engagement and partnerships. University faculties and research institutes are engaged in diverse research initiatives, curriculum offerings, and service learning initiatives that support an institutional commitment to excellence and leadership in advancing the pursuit of sustainability.

The Centre for Corporate Sustainability (CCS), was revitalized in 2014/2015 to be dedicated to the pursuit of disseminating knowledge in Environmental, social and economic approaches to business with a particular focus on the energy industry. The Centre 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 5 years. The first Suncor Post-Doctoral Fellow was hired in early 2015. Relevant research is introduced through the Centre's Enbridge Research in Action (ERIA) and ConocoPhillips IRIS seminar series.

The ERIA Seminar Series is held at least four times each academic year and brings together influential

researchers, practitioners and industry experts to discuss and disseminate leading-edge sustainability research in Canada and abroad. The Centre hosted four seminars during the 2014-15 academic year with a total attendance of 522 individuals.

The ConocoPhillips IRIS Seminar Series is held at least four times each year and facilitates the dissemination of leading sustainability endeavors from the governmental, academic, non-profit and industry view. The Centre hosted six events, and of the five tracked total attendance was 356 individuals.

Every year, the Centre awards two Enbridge Corporate Sustainability Undergraduate Scholarships at \$5,000 each and one Enbridge Corporate Sustainability Doctoral Scholarship at \$10,000 for a total of \$20,000. These awards are all possible through Enbridge's sponsorship.

The Centre enabled five student projects with industry in support of the Master of Science in Sustainable Energy Development (SEDEV) and MBA students. 18 students were provided informal mentorship and connected to mentors.

How does the MBA program 'walk the talk' of social and environmental impact?

The University of Calgary leads Canadian universities in environmental sustainability, earning 5th in the 2015 Better World MBA with Corporate Knights. Toby Heaps, CEO of Corporate Knights, said the rankings this year included the 100 business schools around the world ranked by the Financial Times and schools with a strong track record on sustainability education.

The Haskayne undergraduate program ranked third among 47 Canadian programs at integrating social and environmental impact management into its curricula, said Knight Schools 2010, released by Corporate Knights magazine. While the average score for all schools was 43.34 per cent, Haskayne received a whopping 73.4 per cent.

From buildings and infrastructure to student service programs, the University of Calgary strives to model campus sustainability and improve performance. Through individual and collective capacities, the university is transitioning to sustainable business models within targeted financial resources.

The campus is a living laboratory for applied research in sustainability and a model for the broader community. Through the Sustainability ON initiative, the university is realizing change through the collective actions of more than 30,000 students, staff, and faculty stepping up together.

The U of C is committed to sustainability through a formal policy and plan. Three pan-university committees and a director of sustainability address environmental issues on campus. The university purchases green products when possible, and institutionally purchased appliances and computers which meets Energy Star criteria. Energy-efficient technologies, such as steam trap systems and economizers, have been installed across campus through an energy performance initiative. Renewable energy is generated through a building-based photovoltaic array.

University dining services staff purchase local and organic products as well as sustainably harvested seafood items. Fair trade coffee and tea are available in all dining locations. In addition to traditional materials, the university recycles tires, scrap metal, and fluorescent bulbs. Vecova has a long-standing relationship with the University of Calgary and recycling. Since 1997 clients of Vecova Disability Services have gathered cardboard and paper in buildings around campus and ensured it gets to designated bins for recycling. This important contract provides income as well as valuable work experience for up to 27 persons with disabilities each month.

New students learn about sustainability on campus through presentations and hands-on activities. Groups such as Bike Root, Ecosystem & public Health Club, Ucalgary Greens, Community Garden Club and the Eco

Club organize environmental initiatives on campus, and students participate in competitions with the goal of encouraging alternative transportation and reducing energy consumption and waste. New students are welcome to become Sustainability Ambassadors at the University of Calgary. Ambassadors will participate in diverse activities and events aimed at encouraging people to reduce their ecological footprint and participate in sustainable living. They will work with other student leaders to promote on-campus campaigns, challenges, and events. This year there are projects focused on waste and recycling, community gardening, office sustainability, energy and sustainability in curriculum.

The University of Calgary is primarily a commuter school, and more than half of the school community travels to campus via alternative transportation. The City of Calgary offers ride-matching services with discounted parking for carpoolers, and subsidizes fares on public transit for students. The university also offers full-time students “Upass” which is a special validation sticker applied to your current University of Calgary ONEcard which entitles you full access to available transit services during the applicable term(s) at a subsidized rate, and a student-run bike-sharing program and partners with a car-sharing program.

## Centres

### Canadian Centre for Advanced Leadership in Business

The Canadian Centre for Advanced Leadership in Business will deliver a new model of leadership development, education and research that is currently unprecedented in Canada.

### Centre for Corporate Sustainability

The Centre for Corporate Sustainability provides a neutral ground for impactful and relevant research and education. The Centre is dedicated to the pursuit of finding balance in economic development, social well-being and environmental protection.

### Hunter Centre for Entrepreneurship and Innovation

The Hunter Centre for Entrepreneurship and Innovation will shape a new generation of entrepreneurs by supporting academic and research programs and professional networks.

### Westman Centre for Real Estate Studies

The Westman Centre for Real Estate Studies will offer academic and research programs and serve as an industry resource through its community outreach activities.

### Calgary Centre for Research in Finance

The Calgary Centre for Research in Finance, co-funded by the Alberta Investment Management Company (AIMCo), promotes outstanding research in all mainstream areas in the field of finance.

### Centre for Public Interest Accounting

The Centre for Public Interest Accounting supports research about how accounting methods and decisions made in the corporate and public sector affect stakeholders in Canada and internationally.

### Informatics Research Centre

The Informatics Research Centre studies the effects of informatics on individuals, organizations, markets, and the economy through theory-driven and applied research, and through partnerships with research institutions, industry and public organizations.

### International Resources Industries and Sustainability Centre

The International Resources Industries and Sustainability Centre researches state-of-the-art innovative management practices and the role they may play in moving industry towards a more sustainable posture.

#### Risk Studies Centre

The Risk Studies Centre creates and disseminates knowledge that improves the understanding of risk, and the practice of risk management.

#### The Canadian Centre for Advanced Supply Chain Management and Logistics

The Canadian Centre for Advanced Supply Chain Management and Logistics is leading the way in linking with the community to respond to the demand for management expertise and business leadership in this field.

#### World Tourism Education & Research Centre

The World Tourism Education & Research Centre is a world class learning environment dedicated to the interdisciplinary study of tourism.

### *Purpose & Principle 2 Values*

*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 & sustainable global economy.*

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

### Leadership in the Core Curriculum

As a result of a full-scale review of the undergraduate curriculum (specifically our Bachelor of Commerce Program), a revised program has been approved that will include core courses that focus on ethical leadership and entrepreneurship in the fall of 2013. These themes are in line with our strategy as a business school that aims to encourage students to demonstrate leadership through entrepreneurial and ethical thinking and decision-making. At the MBA level, students are now required to take a Leadership and Management Skills course at the start of the program as well as a Leadership capstone course at the end of the program and before they enter the workforce. These courses are enhanced by guest speakers from the business community who are renowned for their contributions to business and community. Innovative ways to enhance leadership training are continuously being explored by our faculty, due to in part to substantial support provided through our new Canadian Centre for Advanced Leadership in Business. At a leadership retreat last fall, we examined the use of using innovative tools such as e-portfolios to raise students' awareness of their program's learning goals (which includes being ethical leadership, team cooperation and decision making), and to help them create their own portrait of a well-rounded leader.

Our Executive MBA program is offers "Leadership Development Program" at no cost. In response to interest in augmented leadership offerings, the program offers highly interactive leadership development workshops on Saturday mornings in conjunction with the Canadian Centre for Advanced Leadership in Business.

### Inspirational Speakers at Haskayne School

- Brett Wilson – Chairman, Prairie Merchant Corp.
- Karen Joseph, Executive Director, Reconciliation Canada
- Dr. Breanne Everett – Founder & CEO, Opryx Medical Technologies
- General Rick Hillier – Former Chief of the Defence Staff for Canadian Forces
- Lucy Miller, PHD – President & CEO, United Way of Calgary & Area
- Eric Termuende – co-founder, Gen Y Inc.
- Leor Rotchild – Founder, DIG (Do It Green) and former Corporate Responsibility Advisor, Cenovus Energy

## Undergraduate Curriculum

### Principles of Microeconomics 201

Principles of consumption, production, exchange: market and firm equilibrium under different competitive conditions. These principles are applied to various contemporary problems in the Canadian economy, such as the changing structure of agriculture, foreign ownership and control, and pollution

### Principles of Macroeconomics 203

National income determination, the monetary and banking system, and elementary fiscal and monetary policies. Contemporary problems of unemployment, inflation, economic growth, business cycles and the international economy.

### Junior English 200 Level

A seminar on a special topic, emphasizing critical reading and writing. This course prepares students for advanced undergraduate studies in English.

### Introduction to Statistics II 217

Estimation of population parameters; confidence intervals for means; choice of sample size. Tests of hypotheses including 2-sample tests and paired comparisons. The Chi-squared tests for association and goodness-of-fit. Regression and correlation; variance estimates; tests for regression and correlation coefficients. Non-parametric methods and associated tests. Time series, forecasting.

### Entrepreneurial Thinking 317

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 students identify an opportunity, research the opportunity, and write and present the results of their feasibility assessment.

### Business Analytics 391

Business Analytics uses data, information technology, statistical analysis, and quantitative methods to build models that help managers gain improved insight about their business processes and make better, fact-based decisions. Students will analyze complex business problems and apply higher-level modeling techniques including optimization, simulation, decision analysis, queuing theory and forecasting.

### Business Law for Strategic Decision –Makers 395

Business law topics may include: regulatory compliance and environment management, tort and contractual liability, legal issues affecting the strategic management of sole proprietorships, partnerships, corporations and joint ventures, personal liability of corporate directors and officers, intellectual property, advertising and promotion law, consumer protection legislation, legal issues affecting employees and independent contractors, the strategic management of international business, securities law and other current business law issues.

### Corporate Governance and Ethical Decision-Making 451

Develop an increased awareness of the importance of corporate governance systems and strong financial decision making systems in developing effective business enterprises. Specific emphasis on the resolution of agency problems, the role of the board of directors, compensation systems and financial modeling.

### Ethical Leadership 453

Students will develop skill in applying a variety of different ethics frameworks to problems and an understanding of when various frameworks are most applicable. Critical thinking skills will be honed using

cases, readings, class discussions and written opinion. Leadership theories, including gender and cultural influences, will be covered. Students will be able to identify components of their leadership styles in self and others. Tools to operationalize ethical choices will be provided. Students will witness and experience leadership as it progresses from individual to team to organizational to community levels.

#### Strategic Management 591

Analysis of competitive situations from the general management point of view, including fit between key environmental forces and the firm's resources, and changes in these over time. Formulating and implementing strategy based on that analysis. Developing and leveraging a firm's core competencies to gain long-term sustainable advantage.

## Graduate Curriculum

#### Introductory Financial Accounting

Reporting quarterly/yearly results of operations and financial position to investors, managers and other stakeholders.

#### Management Accounting

Tools and techniques to make better economic decisions – breakeven analysis, budgeting, Productivity measures and activity-based costing and management

#### Managerial Economics

How to use economic models (both micro and macro) in decision-making and to aid the understanding of costs, pricing, industry structure (and competitive interaction), as well as the effects of government policy on inflation and exchange rates

#### Managerial Finance

Decision-making for financial managers in the current financial world, including understanding financial markets, capital budgeting, net present value, risk/return, capital structure and dividend policy, IPOs, mergers and acquisitions, derivatives and options.

#### Managing Human Resources

An introduction to managing the human side of business with a focus on developing leadership and team skills as well as understanding human behavior in order to effectively manage people in the work place.

#### Course Name: Strategic Management

An exploration of the role of the CEO and other similar senior executives in formulating and implementing corporate strategy. Topics include industry analysis, executive leadership, corporate strategy, corporate change, corporate diversification, global strategy, and mergers and acquisitions.

#### Course Name: Marketing Management

Marketing concepts as the focus for a business strategy, explored through the decision variables and functional frameworks used by marketing managers (concentrating primarily on the relationship between business and consumers).

#### Global Environment of Business

The economic, political, social and legal factors affecting decisions for managers in Canada. Topics include Canada's place in the world economy, governmental relations with business, business ethics and legal issues for business organizations in today's world.

### Managerial Decision Modelling

Use quantitative models to transform raw data into useful information for decision-making for the modern manager. Topics include basic probability and statistics, decision trees, regression analysis, optimization and simulation.

### Strategic Business Analysis

This course integrates learning from various management disciplines through a detailed case study of a real business using real data.

### Management Information Systems

The role of information systems and technologies in leading and managing organizations effectively. Topics include strategic, tactical and operational aspects of IS, seeking to highlight the development, control, impact and evaluation of IS activities; and how these impact on the manager, the individual, and society as a whole.

### Operations Management

Managing day-to-day production/service delivery in an organization in conjunction with Marketing, HR, Finance, and Information Systems. Topics include operations strategy, product/service design, inventory management and supply chain management.

### MBA Skills Development

Incorporated within the MBA Orientation Week experience, this course provides basic skills for more effective learning in MBA courses. It includes lectures, exercises, assignments, and a team-based case competition.

### Leadership Capstone Course

This last class is designed to draw together everything you have learned over the course of the MBA program.

### Seminar in Business and Environment

Study and discussion of current research literature and contemporary issues on topics related to Business and Environment.

## Areas of Specialization

### 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

**Entrepreneurship and Innovation** Learn about the start-up and development of high-potential businesses, and experience all aspects of entrepreneurship through project-based classes that provide real-world learning experiences

### Finance

Gain an understanding of the theory and methodology of modern finance and its application to the complex problems facing financial executives in the global environment.

### Marketing

MBA graduates specializing in Marketing are well suited to strategic/general management positions requiring market-related decisions and actions.

Much of the course work draws on the experiences of the students in applied projects and learning

#### Project Management

Learn to apply the management principles from other business disciplines to the project environment, looking at a wide range of issues such as planning, control, scope, time and cost processes, project organization and HR issues.

## Joint Degree Programs

#### Juris Doctor/Master of Business Administration (JD/MBA)

Offered by the UofC Faculty of Law and the Haskayne School of Business, the Juris Doctor (JD)/Master of Business Administration (MBA) program brings together the study of business and law.

Currently five students are admitted each year. If you are admitted to the JD/MBA combined degree program, you will spend the first year completing core studies in either law or business, and the second year completing core studies in the other program. The remaining years combine law and business courses in a way that allows students to fulfill the requirements of both degrees in four years rather than five.

#### Master of Social Work/Master of Business Administration (MSW/MBA)

Offered by the University Of Calgary Faculty Of Social Work and the Haskayne School of Business, the Master of Social Work (MSW)/Master of Business Administration (MBA) program requires students to have an undergraduate degree in Social Work (BSW) or equivalent. The MSW/MBA degree can be completed in two years of study (24 months) including fall/winter and spring/summer sessions

#### Master of Biomedical Technology/Master of Business Administration (MBT/MBA)

Offered by the University of Calgary Faculty of Medicine and Haskayne School of Business, the Master of Biotechnology (MBT) / Master of Business Administration (MBA) program will give you hands-on research experience combined with courses in business. The program includes courses ranging from the lab bench to the boardroom, including Microbiology, Technology Commercialization, Immunology, Venture Development and Pharmacology. The degree culminates in a three- to six-month practicum in which students will incorporate science and business strategy.

#### Doctor of Medicine/Master of Business Administration (MD/MBA) (“Leaders in Medicine” Program)

Offered by the University of Calgary, Faculty of Medicine and the Haskayne School of Business, the Doctor of Medicine (MD)/Master of Business Administration (MBA) program requires students to hold an undergraduate degree and be admitted to both the MD and MBA programs.

## METHOD

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

#### The BComm Co-operative Education/Internship program

Allows you to develop career-related experience before you graduate. You get practical experience, develop a network of contacts, and gain a better understanding of careers in your field. The Co-operative Education Program is an optional academic program that allows you to alternate in-school learning with full-time work experience. The Co-op Program will give you 12 to 16 months of paid full-time work experience before graduating in your chosen field. What are the advantages of participating in the Co-op Program?

By participating in the Co-op program you will:

- Apply classroom knowledge & skill
- Gain real-world experience
- Discover Career Options
- Develop your business network
- Experience the job application & interview process
- Gain a competitive edge through practical experience
- Earn a full-time salary
- Complete the program with a resume showing relevant work experience

Co-op lets you explore a number of different industries and geographic locations that can help you make informed decisions, from choosing a concentration to determining your first career. Over 85% of Co-op students are employed within 3 months of graduation. Co-op gives BComm students the opportunity to apply knowledge and skills developed in the classroom in a practical work environment. Practical experience gives you a competitive edge and distinguishes you from your peers. Co-op lets students "earn while they learn." Students maintain financial independence as they approach graduation by working full-time during co-op placements and earning full-time wages.

#### Haskayne Mentorship Program

This program provides a unique and valuable opportunity for Haskayne undergraduate and MBA students to be paired with established business professionals throughout the Calgary community. It is an excellent chance for students to build and develop their business identity by networking within the local business community to gain applicable insight and knowledge relating to their future endeavors.

#### LIVEbrary

The Haskayne LIVEbrary is a way of connecting professionals with our students to promote awareness of career paths and enable constructive dialogue about concentration and interest areas.

#### MBA Internship Program

Whether looking to evaluate potential hires, complete outstanding projects, or alleviate short-term staffing needs, Haskayne MBA interns are an invaluable resource that your organization can leverage to complete short-term and cost-effective initiatives.

#### One-on-One Career Consultants

Career development and career management has many different pieces to the puzzle. Our career consultants support our students in providing individual support to help support our student's career navigation process. Our advisors provide interview training, resume advice, career transition support, administer assessments, and much more. From group career workshops to individual appointments, our advisors provide current industry information to help guide our students to career success.

## 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.*

As researchers, our mission is "to create knowledge through basic and applied research in business disciplines and related fields, when possible capitalizing on the natural advantages of our location" in Calgary, Alberta, Canada. Furthermore, this knowledge will transfer to our students and we will "provide innovative programs and rich experiential, research-based learning opportunities, so that our students learn teamwork, problem solving, critical thinking, effective communication, and a spirit of community service. In this way we all contribute value to our organization and society at large."

## Publications

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**Cheung KC, Chong WF, Elliott R, Yam SCP (2015)** Disappointment aversion premium principle, *Journal*, 10.1017/asb.2015.12

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**Shahid Khan, Mark Anderson, Hussein Warsame and Michael Wright (2015)** Do IFRS based Earnings Announcements have more Information Content than Canadian GAAP based Earnings Announcements?, Journal, 10.1111/1911-3838.12052

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**Yang Z, Wang J, Mourali M. (2015)** Effect of Peer Influence on Unauthorized Music Downloading and Sharing: The moderating role of self-construal, Journal 10.1016/j.jbusres.2014.09.011

**Hillemann J, Verbeke A** Efficiency-driven, comparative institutional analysis in international business, Journal, 10.1108/MBR-06-2015-0023

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#### *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 Clubs

### The MBA Society

The MBA Society is a non-profit student run organization consisting of almost 400 students. Our motive is to provide support to the MBA society members in the areas of personal and community development. We raise issues and awareness concerning the student body and build bridges between students and the corporate community of Calgary.

### Accounting Student Association (ASA)

The Accounting Students' Association (ASA) can help you! Whether you need assistance in your required accounting course or you are interested in the accounting profession, the ASA is a club dedicated to helping students do better in accounting!

### AIESEC in Calgary

As the world's largest student organization, AIESEC is the international platform for young people to discover and develop their potential to have a positive impact in society.

To reach this aim, AIESEC provides over 5,000 leadership positions, organizes over 350 conferences, and runs an exchange program that offers 3,500 members the opportunity to live and work in a foreign country.

### Alliances in Marketing (AIM)

Alliances in Marketing is a student run organization that promotes a better understanding of marketing and its role in the business community. The goal of AIM is to make Haskayne marketing students among the most visible and sought after across Canadian business schools. AIM provides opportunities to network with classmates, alumni and professionals, as well as attend industry nights highlighting a variety of marketing disciplines.

### Alpha Kappa Psi

The Alpha Kappa Psi Co-Ed Professional Business Fraternity is North America's first professional business fraternity. Originally founded in 1904 in New York by four business students, it has currently initiated over 230,000 members and alumni and now has over 190 chapters worldwide. As of 2002, the Fraternity expanded into Canada with the Omega Chi chapter at the University of Calgary and the Phi Chi chapter at McGill University. The main focus of Alpha Kappa Psi is to provide leadership development, personal and professional training, and experience. Membership in Alpha Kappa Psi serves as a stepping-stone into the "real world" of business. By developing a program of presentations, educational programs, community service, and social events, members apply theoretical lessons in a 'hands on' fashion in lessons they are taught in real life situations.

### Association for the Management of Information and Operations (AMIO)

AMIO's mission is to provide industry connections for students in Business Process Management (BPMA), Management Information Systems (MIS), Operations Management (OPMA) and Transportation & Logistics (TLOG); facilitate course applicable training for the students in the Haskayne School of Business; promote the management science concentrations; and add value to the Bachelor of Commerce degree.

### Association of Risk Management & Insurance (ARMI)

The Association of Risk Management and Insurance links students interested in corporate risk management and insurance with industry professionals and other students with the same interests. ARMI's focus is to provide risk management students with the assistance necessary to excel in their classes and to provide networking opportunities.

### Commerce Undergraduate Society (CUS)

The Commerce Undergraduate Society is the umbrella group for all the student organization in the Haskayne School of Business. The CUS executive serves as student representatives to the faculty, student organizations and the rest of the corporate community. We function as an avenue in which, you, the student, can build important relationships with your fellow classmates, professors, and future business contacts.

### Enactus Canada

Enactus is a student club at the University of Calgary that uses business concepts and an educational approach to enact positive social change. Their programs focus on entrepreneurial development, economic and environmental sustainability, and financial literacy education within Calgary and surrounding areas.

### Financial Management Group (FMG)

The Financial Management Group (FMG) is a student run organization whose main mandate is to foster student understanding and interest in the world of finance. We help students learn the technical aspects of

finance by providing course-work help and access to practice exams. We expose students to financial markets through news and stock pick information.

#### Haskayne Student's Association (HSA)

The Haskayne Students' Association (HSA) is a student operated governing body within the Haskayne School of Business. Working with the students and faculty, the HSA strives to ensure a positive experience for the students of the Haskayne School of Business. The HSA is a partner to other Haskayne organizations including the CCAL and the Hunter Centre.

#### Human Resources Students' Association (HRSA)

The Human Resources Students' Association encourages awareness about careers and current events in Human Resources. Our club provides a way for students to build a valuable network of University professors and prominent industry representatives. Through on- and off-campus events, we provide a sense of social solidarity and cohesiveness among students interested in Human Resources and Organizational Dynamics.

#### International Business Student Association (IBSA)

The club for students with an interest in international business, whatever their concentration, wherever their homeland, and no matter their experience or skill level with the subject matter. Benefits of membership include qualification for a CIM grant for study overseas, reduced fees for non-free IBSA events, information on relevant industry events and conferences, and an opportunity to build a great network of like-minded young professionals.

#### Petroleum Landman Undergraduate Society (PLUS)

The Petroleum Landman Undergraduate Society helps develop relationships between students and the oil and gas industry. We sponsor events that encourage learning, provide academic and social support and create opportunities to network with industry professionals. PLUS is actively involved with Canadian Association of Petroleum Landmen (CAPL) members in developing a strong mentoring program. The program enables PLMA students to receive practical, hands-on experience and provides an ideal setting for industry leaders to meet with emerging leaders.

#### Real Estate Student Association

RESA will be the first and only club on campus dedicated to careers in real estate and land development. With future development of the real estate program within Haskayne, the club will help facilitate the programs growth and open up new career possibilities to students. With the support of the real estate industry in Calgary and future alumni, we will help ease the transition into the professional world for students.

#### University of Calgary Solar Car Team

Established in the fall of 2004, the University of Calgary Solar Car Team has evolved over the past decade to become an experienced solar car racing team dedicated to educating the community about renewable energy. As an interdisciplinary initiative, the team is composed primarily of undergraduate students from various departments working in collaboration with faculty members to support development of sustainable energy solutions. With 4 generations of solar cars designed and produced, and 7 races successfully competed in, we have proven ourselves as a team devoted to progressing the solar energy landscape.



#### *DIALOUGE*

*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.*

#### Haskayne Hour

Haskayne Hour is bridging the gap between the relevance of rigorous academic research and real world business problems. Focused on delivering and discussing new research and its application to industry in a short timeframe, Haskayne Hour leaves attendees with applicable, new knowledge and better business practice.

#### Haskayne Happiness Week

We all have a role to play in creating a healthy campus community, and the Haskayne School of Business wants to help by reducing the stigma associated with mental illness. In alignment with the University of Calgary's mental health strategy, Haskayne Happiness intends to bring awareness to mental health challenges faced by students. Events include: Haskayne Happiness Carnival, dog therapy, healthy snacks, creative art sessions, avoiding stereotypes session, stress management through mindfulness session, yoga for mind-body balance session, and responding to students in distress session (Exclusive to staff and faculty only).

#### Distinguished Business Leader Awards

The Distinguished Business Leader Award 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. Each year, the recipient of the Distinguished Business Leader Award is celebrated at an awards dinner. The gala dinner not only endeavours to recognize the exceptional contribution of our community's ethical business leaders, but also to support our future leaders

#### Jarislowsky Fellow in Business Management

The Jarislowsky Fellow in Business Management executive in residence program is the result of a \$1 million gift by the Jarislowsky Foundation in 2006 to the Haskayne School of Business. This gift was matched by the Government of Alberta's Access to the Future Fund. 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. It is founded in philanthropist, Steven Jarislowsky's belief that by providing students with access to professionals, and their real world successes and failures, the university will increase the depth and breadth of the learning experience.

The programming supported by the fellowship is intended to connect Haskayne School of Business students with community leaders to equip students with 'outside of the classroom' knowledge that is normally only gained through the benefit of experience.

Leaders selected as fellows are individuals who bring a perspective made rich through their community involvement and exposure to the arts, international culture, religion, politics, diversity and other worldly knowledge. As an executive in residence at the Haskayne School of Business, Jarislowsky Fellows commit to a limited number of specific duties during their term, and leverages their knowledge and connections to bring a wider range of people and perspectives to students.

The 2014/2015 Fellow was Kathy Sendall, former VP, Petro Canada North American conventional oil and gas exploration. Kathy Sendall is used to breaking new ground. Having ranked among the Women's Executive Network Top 100 Most Powerful Women in Canada four times, made Alberta Venture's Alberta's 50 Most Influential People twice, and breached the upper echelons of the male-dominated Canadian oil and gas industry, it comes as little surprise that Sendall is the first woman to be named the Jarislowsky Fellow in Business Management at the Haskayne School of Business.

#### The Business Day Conference & Generation Now

The Business Day conference has been a Haskayne School of Business tradition since 1970. Each year, the sold-out conference is centered around a prominent business theme to provide the opportunity for students & corporate participants alike to gain insight into the importance topics. This year's theme "Generation Now" focused on using the resources of today by exploring social media, social networking, globalization, technology and sustainability. Attended by over 200 students, there is an opportunity to explore an affiliated tradeshow, gather in networking areas, participate in panel discussions and break-out sessions and listen to high-profile speakers. The Jarislowsky Program supported the conference as a Silver Sponsor. Keynote presentations were delivered by: Rick George (CEO, Suncor Energy), Marilyn Smith (Executive Director, Southern Alberta Art Gallery), Eva Friesen (CEO, The Calgary Foundation), Tara Mahoney (Co-founder and Creative Director, Gen Y Media).

#### The Max Management Alumni Excellence Award

The Management Alumni Excellence (MAX) Award was established in 2000 and recognizes the outstanding success of Haskayne School of Business alumni. The award is intended to celebrate personal achievement and extraordinary service to the Business School and to the community. Of the nearly 22,000 Haskayne grads in 70 countries around the world, 14 distinguished alumni have now received the Management Alumni Excellence (MAX) Award.

#### Deans Awards

The Dean's Awards recognize exceptional achievements in teaching and learning, research, and service. They are one of many ways in which the Haskayne School of Business encourages its faculty and staff to exceed expectations and help make the school a leader in excellence.

#### Famous Five Foundation Speakers

The Famous 5 Foundation hosts a variety of events aimed at preserving the story of the Famous 5 women and inspiring and cultivating leadership in women of today. The Enbridge Famous 5 Speakers Series has inspired over 15,000 guests with stories of leadership journeys of over 80 women. The series allowed 10 participants to listen to five (5) outstanding women leaders. Attendees included 6-8 student leaders hosted by 1-2 faculty, business leaders and Haskayne alumni.

#### Enbridge Research-in-Action Seminar Series

Held at least four times each year, the Enbridge Research-in-Action Seminar Series will bring together influential researchers, practitioners and industry experts to discuss and disseminate leading-edge sustainability research in Canada and abroad. The timing of these seminars will coincide with the academic year at the University of Calgary, with seminars occurring in the autumn and winter terms.

#### ConocoPhillips IRIS Seminar Series

Held at least four times each year, the ConocoPhillips IRIS Seminar Series will facilitate the dissemination of leading sustainability endeavors from the governmental, academic, non-profit and industry view. 2015 Seminars included "Toward sustainability: from vision to implementation, and now transition", "The Sustainability Paradox", and "The Energy Futures Lab and Generation mYsunderstood".

### MBA 24-Hour Case Competition

This unique, student-run competition gives teams just 24 hours to analyze a real-life company with real-world business challenges, and come up with a solution and detailed presentation which is judged by senior business leaders. Hosted by the Haskayne School of Business and presented by FLG Sports, this year's competition drew 16 teams from 11 universities, including Queens, HEC Montreal, Concordia, Carleton, Ryerson, Manitoba, Saskatchewan and Alberta. There were 20 participating judges this year, and Gary Kovacs spoke at the opening reception on March 6-9, 2013. A leader in his field, Gary advised the students to find and claim their own space in the world.



## Key objectives for the next 18-month period with regard to the implementation of the principles:

### The Centre for Corporate Sustainability (CCS)

The Centre was revitalized in 2014 to be dedicated to the pursuit of disseminating knowledge in Environmental, social and economic approaches to business with a particular focus on the energy industry. The Centre is converting sustainability theory into best practices for business, believing that environmental and social approaches should be at the core of good business practice, particularly when environmental and social issues are central to a company's success. The Centre engages industry and academia through partnerships, dissemination of research and eliciting open debate.

Under the new Associate Director, David Milia, the Centre set about establishing a vision, mission, and business plan with input from key stakeholders, the Centre's Academic Advisory Group and the External Advisory Board. This also involved laying the foundation for growth while meeting current obligations in research, to students, and to the community.

The Centre 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 5 years. The first Suncor Post-Doctoral Fellow was hired in early 2015.

Relevant research is introduced through the Centre's Enbridge Research in Action (ERIA) and ConocoPhillips IRIS seminar series.

The ERIA Seminar Series is held at least four times each academic year and brings together influential researchers, practitioners and industry experts to discuss and disseminate leading-edge sustainability research in Canada and abroad. The Centre hosted four seminars during the 2014-15 academic year with a total attendance of 522 individuals.

The ConocoPhillips IRIS Seminar Series is held at least four times each year and facilitates the dissemination of leading sustainability endeavors from the governmental, academic, non-profit and industry view. The Centre hosted six events, and of the five tracked total attendance was 356 individuals.

Every year, the Centre awards two Enbridge Corporate Sustainability Undergraduate Scholarships at \$5,000 each and one Enbridge Corporate Sustainability Doctoral Scholarship at \$10,000 for a total of \$20,000. These

awards are all possible through Enbridge's sponsorship.

The Centre enabled five student projects with industry in support of the Master of Science in Sustainable Energy Development (SEDEV) and MBA students. 18 students were provided informal mentorship and connected to mentors.

The Centre's ERIA and ConocoPhillips IRIS seminars are open to the public to attend. In addition, all events sponsored by the Centre are free for University of Calgary students, staff, and faculty to attend. Through its activities, the Centre met with and gave input on best practices to 32 Calgary based corporations.

#### Future Expansion Goals and Objectives:

The Centre has ambitious plans for the future and will endeavor to enable best practices that address the key business challenges faced by the Canadian energy sector, with special attention given to social and environmental issues. The Centre's goal is to expand its impact by addressing these key sustainability topics identified by industry experts, community representatives and researchers:

- Effective Aboriginal engagement.
- Establishing and maintaining a strong social license to operate.
- Developing effective policies on issues impacting the environment, society and economy.
- Measuring and maintaining progress on carbon emissions and footprint.
- Effective development of corporate social responsibility.
- Delimiting financial and accounting structures related to measurement & disclosure of land, water, & air impact.

#### 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, is actively creating principled and proactive management education. CCAL is structured to develop leadership capacity of students (Purpose, value and method); promote and facilitate research and thought leadership (Research) and increase community engagement of advanced and ethical leadership (values, partnership and dialogue).

CCAL's broad mandate has not changed over the last three years and works within PRME's 6 principles. As CCAL heads into its fourth year we see a number of initiatives in full flight, a number improving in quality and a vision for the next 18 months ahead.

Through the Haskayne Guided Path System (GPS)™, CCAL continues to provide all students with a framework that supports all student registered at Haskayne in leadership development. This approach helps students at all stages in their academic career (from year one and two where focus is primarily individual and team leadership, through years three, four and more considering leadership of organizations and in society) build relevant knowledge about leadership and leadership development.

Formal points of integration of Haskayne GPS™ and value adding in and to the curriculum are important to development. Courses related to Haskayne GPS™ are at all levels through the curriculum from year one to specialist options in final years and include courses centred in developing leadership through adventure and outdoor education as well as ethical leadership and governance.

Extra-curricular opportunities that encourage students to engage with development and experience in the most significant way to themselves are provided through programming such as: the Haskayne Mentorship Program and the Haskayne Peer Network (a combination of peer mentoring and networking coordinated in conjunction with the Haskayne Student Association – a student led club); on campus leadership exchange conference (operated by the University's Leadership and student engagement Office); adventure education

experiences such as Drum circles, Leadership Dojos and a Leadership challenge Weekend for undergraduates; and case competition both access to external competitions through Student Experiences Funding and hosted on campus at undergraduate level (in partnership with Commerce Undergraduate Society) and MBA level (East Meets West Ethical Leadership competition in partnership with Ivey Business School). Many of these opportunities are recognized by the University's co-curricular record.

Significant leadership research projects at Haskayne include the international award winning research meta-analysis tool, metaBUS; the Ethical Approach Scale, a joint venture between Haskayne School of Business and the Department of Philosophy and; collaborative work with the Individual and Team Performance Lab based in the Department of Psychology. Many of our larger projects attract federal funding.

Research fellowship and faculty is important to CCAL, under the guidance of a Distinguished Research Chair faculty wide grants for the study of leadership have been awarded.

Over the next 18 months CCAL will support the dissemination of the fruits of the leadership research that has been, and continues to grow at Haskayne School of Business. The development of the Leadership Research Hub is intended to create a leadership hotspot in Calgary at a historic time in its economic future. The growing community for advanced leadership in Calgary and the Calgary business community will be more engaged in leadership research.

The business community in Calgary is highly active and supportive of the University and as part of our partnership and dialogue around outreach, CCAL looks to provide many varied opportunities for engagement with the business community. In addition to CCAL's external advisory group, the Community for Advanced Leadership (comprising students, researchers and business leaders) continues to grow and be supported by our newsletter, social media opportunities for engagement and connections events around ethical leadership and responsible management education.

#### The Hunter Centre for Entrepreneurship and Innovation

("Hunter Centre") was established in February 2013 as a Centre of Excellence in entrepreneurial thinking and business innovation for the Haskayne School of Business and more broadly to the University of Calgary. With a focus on experiential learning, community outreach and the development of thought leadership in the entrepreneurial thinking space, the Hunter Centre strives to emulate the "can-do" spirit that is synonymous with Calgary's entrepreneurial community on our campus.

Enhancing our faculty's capacity for entrepreneurial activity and commercialization is a significant component of the Centre's interests. With this in mind, we've positioned the Hunter Centre as a comprehensive "Research Centre" with an academic and outreach mandate focused on five key pillars: Thought Leadership, Research and Faculty Development, Curriculum Development, Student Engagement, Community Outreach (including strategic partnerships) and the Continuous Improvement of the Centre. The Hunter Centre's mandate is aligned with the strategic directions set forward at both the Faculty and institutional level.

The Hunter Centre plays an integral role in supporting the development of transformational student learning experiences and faculty development opportunities at the University of Calgary in the areas of entrepreneurship and innovation. With programs and activities across all five pillars (noted above), the ultimate goal of the Hunter Centre is to position the University of Calgary as a leading entrepreneurial university, founded on innovative student learning experiences, impactful research output, and valuable community engagement initiatives.

Specifically, the Hunter Centre's goals for 2016:

- Build a comprehensive ‘entrepreneurial’ student experience program that incorporates experiential academic and co-curricular programming.
- Develop the foundations for a robust research program, focusing on entrepreneurial thinking.
- Engage our community of entrepreneurs, and the community at large in unique, meaningful and valued experiences that engage our external community, faculty and students.
- Build a sustainable financial model for growth and development focusing on philanthropic investments for operating and endowment funds, as well as the identification of revenue generating opportunities.

**2014/2015 initiatives include:**

- Create an enriched learning environment to engage the next generation of entrepreneurial thinkers.
- Support undergraduate and graduate courses in Entrepreneurial Thinking.
- Host the inaugural RBC Fast Pitch Competition as the culmination of the ENTI 317 course in entrepreneurial thinking.
- Celebration of Global Entrepreneurship Week to inspire and engage the University of Calgary community with creative events including panel discussions, keynote speakers, networking opportunities and interactive workshops.
- Launch a summer learning program for entrepreneurs and start-ups to take business concepts to the next level.
- Collaborate on the delivery of a student grant program focused on supporting experiential learning opportunities.
- Fostering leading-edge academic research in entrepreneurial thinking, entrepreneurship and innovation.
- Creating connections between the entrepreneurial business community and the University of Calgary through our Team Hunter volunteer program.
- Host a global competition focused on emerging energy technology concepts and companies.
- Delivery of the Wayne Henuset Entrepreneur Speaker Series featuring high profile Calgary-based entrepreneurs.

**Westman Centre for Real Estate Studies**

To support the high demand for real estate leaders and to deliver robust knowledge on the state of the real estate industry, the Haskayne School of Business established the real estate studies initiative in 2011 with \$1.2 million in initial seed funding from 37 founding donors and industry partners.

In 2013, Calgary builder and developer Jay Westman made a \$5 million gift to the University of Calgary to create the Westman Centre for Real Estate Studies at the Haskayne School of Business. Jay’s generosity is helping take real estate studies to the next level, fast-tracking the university’s impact on the education of business leaders for the industry.

**Transforming Student Experience:**

- Overall student enrollment is up by 9%, from 87 students in 2014/15 to 95 in 2015/16
- 80 students attended 4 lunch sessions with guest speakers (ULI professionals, Greg Zuckerman, Tom Murphy and 3 panelists on career transition)
- 10 students attended the inaugural Brookfield Residential International Speakers Series event in October 2015
- 25 students attended a commercial real estate development panel discussions
- 50 industry guests booked into Fall/Winter 2015/16 session courses (x6)
- U of C Haskayne/EVDS team won the 2016 NAIOP case competition
  - Team led by Greg Morrow and Ed Romanowski
  - Case co-created by Westman Centre
  - Event support provided by Westman Centre

#### Research & Thought Leadership:

- Housing affordability facilitation summary in 2015
- Housing affordability mapping report in 2015
- 4A rating on SSHRC Connection grant based on cross-sectoral housing affordability research program in 2015 (No monetary award)
- 2 x Globe & Mail case studies in 2015
- Briefing note on REITs – prepared as an information document for faculty, staff, students in 2015

#### Community Engagement:

- Panelist on regional governance and municipal planning session – Calgary Real Estate Board, September 2015
- Member of Advisory Committee – Calgary Chamber of Commerce Citizens Commission on Municipal Infrastructure
- Included presentation to the Commission in September 2015
  - External Advisory Committee meetings in April and October 2015
- Compiled Westman Centre Annual Report in April 2015
- Media interviews with Avenue Magazine, REDFM, Calgary Herald, and CHQR770
- Brookfield Residential International Speakers Series - October 2015
  - 2 guest lectures
  - 1 evening keynote & panel
  - media interview with Tom Murphy

#### Goals for 2016:

- Launch Case Storm, a 2 day workshop that pairs student teams with industry experts to address complex urban development challenges
- Work with Urban Land Institute (ULI) to bring Urban Plan to the Haskayne School of Business; Urban Plan is a 6-week course designed to teach university students about the multiple considerations and stakeholders that engage in real estate and land development
- Host 2 real estate panel presentations for students, arrange site visit with ArtisREIT
- Host the Brookfield Residential International Speakers Series in October 2016 with a focus on housing affordability

#### iRC Centre

The informatics Research Centre (iRC) strives to be a leader in the study of information technology and its effects on individuals, organizations, markets, and the economy. The iRC pursues excellence both in research and in educational domains through theory-driven and applied research, and through partnerships with research institutions, industry, and public organizations.

The iRC supports the development of research and of future professional leaders through a series of activities including hosting international scholars and presenters, research colloquia, and workshops; engaging in research partnerships; and developing curriculum and professional opportunities for students with the support of industry, businesses, and public organizations.

Academic Members of the iRC produce top-tier publications in information and communication technology between and within organizations, including but not limited to:

- Business-to-business (B2B) electronic commerce (also known as e-business), business-to-consumer (B2C) electronic commerce, electronic markets, and interorganizational information systems (IOS),
- Information technology (IT)-enabled business process reengineering, IT-supported decision making, and information infrastructure
- The diffusion of new information and communications technologies

- Design of contractual infrastructures for interoperability of IT
- The impact of IT on organizations, markets, and public policy
- Implications for leadership and governance of IT infrastructure and services

Guidance of senior management from Calgary's international business community is invaluable to the pursuit of both educational and research objectives of the iRC. These members engage in ambitious initiatives involving the development of relevant skill sets for emerging professionals and the applicability of groundbreaking research to business.

Industry Research Fellows support the iRC vision by liaising between researchers, industry, and students for enriched learning experiences and professional opportunities including co-curricular activities, student mentorship, and advanced projects for real-world application.

The iRC's main objective over the next 18 months is to assist with the BTM accreditation process for final accreditation of the undergraduate program. Additionally, the iRC would like to consider the PRME principles for future implementation in center activities.

## Sustainability on Campus

### Research for Sustainability Highlights

- The Enbridge Centre for Corporate Sustainability (ECCS) launched in 2012 to advance the science and practice of achieving the triple bottom line in business and in policy.
- The Economics and Environmental Policy Research Network launched in 2012, bringing together over 70 leading researchers to study and develop innovative policies for protecting Canada's environment while simultaneously building a stronger economic future.
- The Urban Alliance, a research partnership between the City of Calgary and the University of Calgary, relaunched last year. It is a platform bringing together leading researchers with key municipal personnel to develop solutions to critical issues.

### Education for Sustainability Highlights

- Launched the Institutional Sustainability Strategy.
- Undergraduate certificate in Sustainability to be launched by January 2017
- Faculty of Education launches Education for the Environment program, a graduate level program to prepare students for educating others about the environment. The University of Calgary's Haskayne School of Business ranked fifth out of 50 schools in the 2015 Corporate Knights Better World MBA report

### Environmental Sustainability

- University of Calgary ranked number 8 in the Corporate Knights Future 40 report. It was also recognized as number 1 in Canada and North America by Times Higher Education in its Top 150 Under 50 and Quacquarelli Symonds Limited (QS)
- We continued operation of our 65,000 kW photo-voltaic array on the Child Development Centre
- Provided staff professional development programs to increase staff capacity in sustainable building operations and maintenance
- Enhanced the green housekeeping program and eliminated the use of harmful chemicals to provide a healthy workplace for staff and occupants
- 80% of campus-wide construction waste was kept out of the landfill
- 100% of cleaning products are GreenSea or EcoLogo certified
- Achieved reductions in potable water use by continuing multi-year water fixture retrofit program in existing buildings
- Used captured rainwater and greywater for toilet-flushing in two new buildings

- Switched irrigation water supply on main campus from water reused from the campus district energy system instead of using potable water
- Avoided 7.5 million annually from energy efficiency measures
- Currently operating 7 LEED certified high performance green buildings, with 6 more pursuing certification
- Constructed and operated a wetland, grey-water treatment system at the Faculty of Veterinary Medicine Clinical Skills Building

## Message from President Elizabeth Cannon



*“The University of Calgary received a 2013 Sustainability, Tracking, Assessment and Rating System (STARS) Gold rating in recognition of our achievements – currently the highest score achieved by any Canadian institution. The STARS program measures and encourages sustainability in all aspects of higher education and we are very proud to have received our highest overall score to date. The University of Calgary continues to coordinate our sustainability efforts in the academy to provide cutting edge research opportunities, leading curriculum and exciting co-curricular learning opportunities for students. Sustainability is one of the core values outlined in our strategic vision, Eyes High, and the accompanying 2012 Academic Plan identifies sustainability as one of our seven institutional priorities. Our vision*

*spans the full breadth of our institutional endeavors, from our academic programs and research to our operational and facilities management practices. Sustainability at our institution encompasses the collective work of our students, faculty, staff and our surrounding community through day-to-day practices. Our progress to date is a reflection of the leadership role our community has embraced as sustainable global citizens. We are very proud of the efforts of the University of Calgary campus community.”*

**For more information contact:**

University of Calgary  
2500 University Drive NW  
Calgary, AB T2N 1N4  
403.555.1212  
[ucalgary.ca](http://ucalgary.ca)