



Principles of Responsible Management Education Sharing Information on Progress (SIP) Report

UBC Sauder School of Business 2014-2016

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A Letter from the Dean



December 7, 2016

Building values into business is fast becoming a requirement for business success here in Vancouver and across the globe. Increasingly, consumer and business decisions are aligned with personal and community values—whether that is buying local, being more respectful of the environment, or caring for local stakeholders, broadly construed.

At UBC Sauder School of Business, we are seeing a similar shift in our students' mindsets. Many students are passionate about using entrepreneurship and business skills to address major social and environmental challenges. Their passion is truly impressive and inspiring.

An important part of UBC Sauder's mission is to equip this new generation of students with the skills and perspectives that will enable them to become responsible leaders. This mission was significantly strengthened in 2016 with the launch of UBC Sauder's Peter P. Dhillon Centre for Business Ethics, which is allowing the school to put considerable focus on the teaching, study and promotion of values-driven business practices. Through the centre, our goal is to create a leading international voice in the development, analysis and application of responsible business practices.

Becoming a signatory to the Principles of Responsible Management Education is an important part of UBC Sauder's commitment to responsible business. We are delighted to have joined academic institutions around the world dedicated to inspiring and championing responsible management education, research and global thought leadership in this area. As a signatory to PRME, we look forward to further strengthening our own capacity and working with other institutions in the years ahead to contribute to the vital transformations that lie ahead.

Robert Helsley

Dean, UBC Sauder School of Business

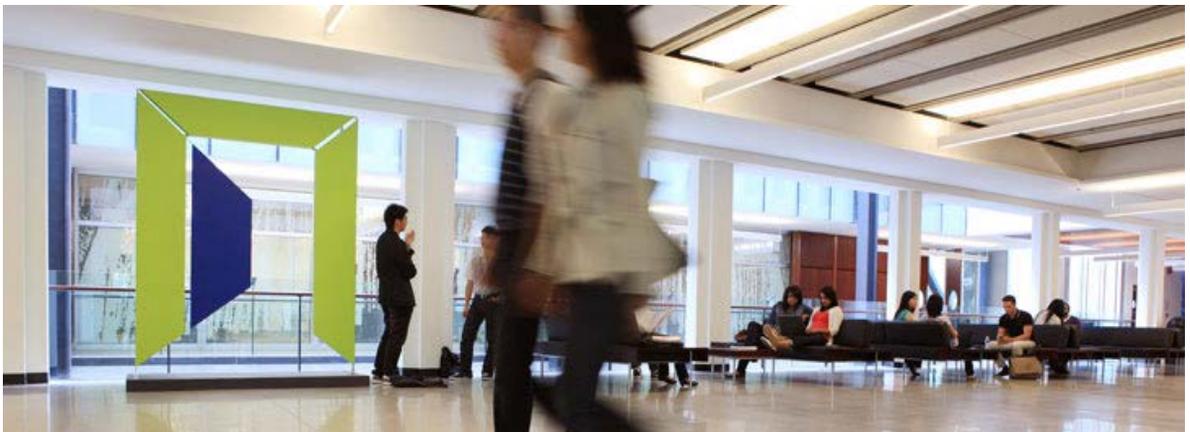
Grosvenor Professor of Cities, Business Economics and Public Policy

Principle 1: Purpose

Overview

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.

UBC Sauder recognizes that business has a purpose beyond traditional profit-maximizing motives. It emphasizes the potential for business to generate large-scale positive change, and this mentality is seen in its students as well as its faculty. Over the years, this emphasis on value-driven approaches has only become further reflected in the school, in everything from its curriculum development to its organizations and initiatives. In this section, we will exemplify students' and faculty's drive to promote a sustainable future through highlighting the key initiatives and organizations that are run through the UBC Sauder School of Business.



Principle 1: Purpose

Student-led organizations and initiatives

UBC Social Enterprise Club

Founded in 2012, the UBC Social Enterprise Club supports students of all disciplines at UBC interested in the world of social enterprise. By hosting various events in collaboration with British Columbia's social enterprise community, UBC students are given the opportunity to discover how they can be socially innovative throughout their professional career. Their flagship event, the Social Enterprise Conference,¹ brings together 350 students with many industry professionals from organizations like Deloitte, the World Bank, and many social enterprises in B.C. The UBC Social Enterprise Club also hosts other events, such as the Innovation Jam, which partners local social ventures with UBC students to design solutions to operational issues.

UBC Sauder Philanthropy Program

The UBC Sauder Philanthropy Program (SPP) is a student-led organization endorsed by UBC Sauder to promote the development of responsible business leaders. SPP's Job Jar² is an initiative that allows students to work with professional consultants and social enterprises to jointly carry out necessary business improvement initiatives. Additionally, SPP's Speaker Series³ invites business leaders who have given generously to the school to speak on the evolving role of philanthropy. In 2015–2016, SPP has contributed over 3,500 support hours to social enterprises.

CUS Sustainability

CUS Sustainability is an initiative run by the Commerce Undergraduate Society (CUS) that promotes the dialogue on how environmental sustainability interacts with business. CUS Sustainability hosts multiple events, including their flagship sustainability conference "Chasing Sustainability,"⁴ as well as the Ernst & Young Sustainability Case Competition.⁵ They have also worked with UBC Sauder's building operations to implement energy saving and recycling initiatives.

CUS Commerce Community Program

The CUS Commerce Community Program (CCP) is a service that promotes social responsibility and trains responsible business leaders at UBC Sauder. The CCP hosts multiple charitable fundraising events throughout the year, engaging all UBC faculties and the broader business community. Events include "5 Days for the Homeless," an awareness campaign that challenges students to make personal sacrifices for five days.

Net Impact (UBC Chapter)

UBC's chapter of Net Impact, the global network of students and professionals using business for social impact, is led by MBA students at the UBC Sauder School of Business. Their flagship event, the UBC Net Impact Conference, continued into its 13th year in 2015. By working in collaboration with CUS Sustainability, their conference attracted hundreds of students and business professionals in the social and environmental impact sectors.

¹ Social Enterprise Conference further described in Principle 6.

² SPP Job Jar further described in Principle 5.

³ SPP Speaker Series further described in Principle 6.

⁴ Chasing Sustainability further described in Principle 6.

⁵ Ernst & Young Sustainability Case Competition further described in Principle 3.

Enactus (UBC Chapter)

Enactus, led by UBC Sauder's undergraduate students, partners with organizations in Vancouver's business community to provide consulting services and support for entrepreneurial projects. Their Bizkit initiative has worked with numerous non-profits, including the Portland Hotel Society (an organization that supports low-income residents of Vancouver's Downtown Eastside), Free Geek (a non-profit organization working on electronic waste reduction), and several First Nations entrepreneurs. Other initiatives, such as Green Pursuit and Launch Incubator,⁶ work to support UBC students in their social entrepreneurship projects through mentorship and seed funding.

Young Women in Business (UBC Chapter)

Young Women in Business (YWiB) is a non-profit society for emerging women leaders in business. The UBC chapter is run by UBC Sauder undergraduate students, with the goal of connecting ambitious young women with experienced members of the business community. YWiB UBC facilitates networking opportunities and hosts events to equip members with the skill sets required for business, including awareness of social and environmental issues.

Faculty-led organizations and initiatives

UBC Sauder Ethics Initiative⁷

The UBC Sauder Ethics Initiative is sponsored by Chair in Business and Professional Ethics David Silver. Made up of 30 members, including PhD and BCom students, the initiative collaborates with course instructors and student clubs to host lectures, speaker sessions and workshops to increase dialogue on how ethics interact with different aspects of business. As part of the initiative, several core business courses, such as COMM 296 Introduction to Marketing and COMM 294 Managerial Accounting, integrate a lecture on ethics within the respective business topic into the curriculum.

UBC Sauder Social Entrepreneurship⁸

UBC Sauder Social Entrepreneurship (SSE) is led by Frances Chandler (Director of the Office of Research Support Services) and Tom Ross (Professor in the Strategy and Business Economics Division). Since 2006, the SSE has connected UBC Sauder students with students from Strathmore University in Nairobi to deliver training on business plan development. With the mission of developing the skills of Kenyan youth and their communities, UBC Sauder students work in the communities for four weeks in August to deliver 10 workshops.

⁶ Enactus UBC's initiatives are further described in Principle 5.

⁷ <http://cavalier.cus.ca/campus-commerce/business-ethics-taking-initiative>

⁸ http://sauder.ubc.ca/Global_Reach/Sauder_Social_Entrepreneurship/SSE_Kenya

Principle 1: Purpose

Key results

- UBC Sauder’s major development during the reporting period has been the launch of the Peter P. Dhillon Centre for Business Ethics in 2016. The centre’s aim is to create a leading international voice in the application of ethical perspectives in business. The centre provides a focus to UBC Sauder’s diverse approaches to advancing business ethics and values-driven business practices locally, nationally and around the world.

Future objectives

- UBC Sauder aims to continue bringing together academics and students from a wide range of academic backgrounds to discuss today’s most pertinent social and environmental issues. UBC Sauder will continue to support the initiatives described above as well as continue to support new avenues to expose students to values-based business. For instance, UBC Sauder is supporting a multi-stakeholder-driven initiative “Impact Week” in 2017.

Principle 2: Values

Overview

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.

The UBC Sauder School of Business's vision is very closely centred on a set of deeply embedded values. UBC Sauder students are tomorrow's leaders, and will influence the world of business by tackling some of the world's most pressing challenges. As described in our vision statement:⁹

"As future leaders, our students will push themselves to bring business, society and the environment into a better balance. They will develop the social enterprises that drive vigorous economies and sustainable communities. They will create innovative products, services and processes to enrich our lives. They will manage people and organizations to achieve excellence across industries and sectors. They will do all this because people share our vision. Are you ready to see what the future of business could look like?"

Our values are incorporated into many aspects of students' educational journeys, including the courses we offer. The list of sustainability-related programs/certifications and courses only continues to grow. This section will highlight the particular courses that integrate responsible business topics at the MBA and undergraduate level, and those that are centred on sustainability or ethics themselves.



⁹ http://sauder.ubc.ca/About/Support_Sauder/Our_Vision

Principle 2: Values

Programs/certifications

Concentration in Sustainability (BCom)

The sustainability concentration at the UBC Sauder School of Business recognizes students who undertake 12 credits from courses offered by the faculty of commerce and one (or more) from the study areas of: forestry, economics, history, philosophy, political sciences, conservation, earth and ocean sciences, and geology. This concentration is intended to expose students to environmental, economic and social sustainability challenges relevant to today's business world.

Ch'nook Indigenous Business Education¹⁰

The Ch'nook Aboriginal Business Program is an initiative that addresses the needs of sustainable economic development within indigenous communities, with the importance of celebrating Aboriginal business leaders and tradition. Ch'nook works with the Indigenous community, business leaders in B.C. and academic partners at UBC. The Ch'nook initiative offers several programs, including the Ch'nook Scholars Program for post-secondary students, which offers financial support and access to a variety of unique opportunities to Aboriginal business and management students.

Undergraduate courses in sustainability and ethics¹¹

COMM 386A Business Ethics Leadership

This course focuses on three types of skills that develop the capacity for students to improve the moral culture in the organizations they are involved with. First, students will be trained to identify the values of their organization and to use that understanding to treat stakeholders responsibly. Second, students will learn the best practices in business ethics leadership and management. Third, students are equipped with the skills to develop and execute a plan for business ethics leadership.

COMM 386E Social Enterprise

This course consists of two parts—a discussion-based component and a hands-on component. First, topics such as problem identification, impact measurement, venture capital raising and ethics are discussed extensively. Second, students form groups to provide consulting services to local social enterprises. Students are given exposure to the everyday realities of social enterprises, including the business and operational issues the enterprises face.

COMM 386J Strategies for Responsible Business

This course will provide students with an understanding of the positive and negative impacts business can have economically, socially and environmentally—and how long-term, strategic decision making can unlock business opportunities while addressing these societal issues. The language and tools of sustainability and responsibility are a new standard currency in business, and understanding the long-term impacts of business decisions can lead to more successful business models that readily adapt to the demands of new evolving markets.

¹⁰ <http://sauder.ubc.ca/Programs/Chnook/Students>

¹¹ All undergraduate course information from: <https://mybcom.sauder.ubc.ca/courses-money-enrolment/minors-and-concentrations/concentrations>.

Principle 2: Values

COMM 386L Impact Investing: Social Finance in the 21st Century

This course provides an introduction to the impact investment sector. It describes the evolution of impact investment, the growth of new asset classes, and the opportunities and challenges faced by investors seeking meaningful impact investment vehicles. Through a combination of readings, discussions, guest lectures, research, a pitch competition and a portfolio allocation project, students will gain deep insight into the different perspectives brought by the impact investor who is concerned with stimulating social and environmental impact while generating financial return. Business students will complete the course having obtained a strong understanding of the positive impacts financial tools can have economically, socially and environmentally.

COMM 460 Social and Non-profit Marketing

This course challenges students to think of marketing as a means to achieve social change. By discussing the practice of marketing when the objective is not to make profits, but to achieve a social goal, students are exposed to the significant opportunities and barriers to effective marketing in a new setting. The application of marketing is used beyond just money-making purposes, to create value for the consumer, client and related stakeholders.

COMM 486C Corporate Social Responsibility and Business Ethics

This course prepares students for ethical challenges young professionals face in the workplace. The topics of leadership, morals and corporate social responsibility in a business setting are discussed. First, the psychological mechanisms and biases involved with ethical decision making are discussed. Second, ethical issues in the context of leadership are presented. Third, students are taught strategies to address social responsibility issues in a corporation.

COMM 486F Sustainability Marketing

This course discusses current sustainability trends that are relevant to marketing for a for-profit entity. Students are presented with a variety of frameworks to analyze competitive advantages and risks associated with marketing a for-profit product in the context of sustainability. A hands-on component exists to put the theory into practice. Past projects include evaluating partnerships and alliances, event management and communication issues within a firm.

COMM 486L Sustainable and Strategic Real Estate Investment and Community Development

This course presents a survey of sustainability concepts related to real estate investment, operations and community development. It considers a whole-systems view and cross-disciplinary approaches in understanding how real estate markets interact with sustainability issues.

COMM 487 Environmental Management

This course enables students to develop a skill set in developing, implementing and monitoring a firm's environmental strategy. By exploring the role of an "environmental manager" within a firm, this course equips students with tools such as ISO 14001 certification, environmental marketing, eco-labelling, life cycle analysis and usage of environmental management systems (EMS).

Principle 2: Values

COMM 490F Examining the Role of Finance in Society

This course is a student-directed seminar led by UBC Sauder fifth-year student Albina Gibadullina. This seminar will focus on analyzing the role of the financial system within the broader economy, and interactions between the financial system and the rest of society using scholarly work from economics, finance, law, sociology and political science. The course will give an overview of the financial system, cover relevant economic principles, discuss policy issues around financial regulation, and examine ethical arguments, as well as the ways in which finance has been used to benefit and harm society at large.

COMM 495 Business and Sustainable Development

This course provides students with an understanding of how the physical environment interacts with corporate strategy. It consists of an overview of the scientific evidence and developments in sustainable development, as well as several case studies of corporate/public sector environmental issues. This course equips students with a deep understanding of how sustainability is influencing business.

MBA modules in sustainability and ethics

Core module: Ethics and Sustainability¹²

MBA students learn the principles and practices of ethical and sustainable business, beginning with topics such as corporate governance systems within a company, monitoring of corporate reputation and engagement with key external stakeholders. Sustainability concepts are also discussed, including exercises in audits on corporate sustainability performance, full product life cycle impacts, and opportunity identification for new product development in response to emerging demand.

Elective module: Innovation and Sustainability

Innovation and Sustainability focuses on business challenges and opportunities created by the emergence of sustainability as a priority to society. The course challenges students to identify criteria and tools required to deliver both innovative and sustainable products to the market. Examples of existing projects designed and co-designed by NGOs, companies and philanthropic organizations are examined. Additionally, an assignment allows students to develop a strategy for a company to improve their product and service offerings.

Elective module: Social Entrepreneurship

Social Entrepreneurship exposes students to the basic principles and concepts of the emerging business practice. In this module, students gain an overview of the field, different business models and the realities of starting/managing a social enterprise. A core component of the module involves MBA student teams working with a venture from the Coast Capital Savings Innovation Hub.¹³ Examples of projects include industry analysis, idea validation and consumer research.

¹² http://sauder.ubc.ca/Programs/MBA/MBA_Full_Time/Program_Overview/Curriculum

¹³ A social venture incubator run by the Centre for Social Innovation and Impact Investing; discussed in Principle 3.

Principle 2: Values

Courses with integrated social and environmental sustainability elements

These classes integrate social and environmental considerations into their curriculum through lectures, projects or case studies. This list is not exhaustive.

COMM 388 Design Methods for Business Innovation

This course challenges teams of students to deliver solutions that create economic, social and environmental value using a specific design approach. Students are equipped with tools in “design thinking,” and are paired with local business organizations—including social enterprises and non-profits—to provide effective solutions to their business operations. Past clients have ranged from local social enterprises tackling the issues of poverty, to large multinational organizations with a mission to integrate sustainability into their product offerings.

COMM 486M Strategy and Integrated Decision Making

This course acts as an integrative capstone course for undergraduate students at UBC Sauder. It brings together students from multiple disciplines within business to understand how the concepts, tools and frameworks work together to create real, sustainable impact within organizations. Throughout the course, students work on a consulting project for a client with a social purpose. Past clients include governments, enterprises in emerging markets, and Aboriginal organizations.

COMM 486R Leadership and General Management

This course is modelled after Harvard’s first-year MBA program and is led by Professor Bob Elton (previously: CEO of BC Hydro, CFO of Eldorado Gold). This class exposes students to concepts within finance, social entrepreneurship, accounting, marketing and OBHR, and ties all the concepts together with guest lecturers from leading social businesses in Vancouver. In the past, speakers have included individuals such as the CEO of Vancity Credit Union, co-founders of social enterprise Lunapads, and the founder of the local social enterprise Nurse Next Door. Topics such as ethics, responsible decision making and gender equality in the workplace are major themes.

Principle 2: Values

Key results

- **The school's list of sustainability and ethics undergraduate courses is continuously growing.**
In 2016 alone, the school added three more sustainability or ethics undergraduate courses (COMM 386J, COMM 386L, COMM 490F). This list has grown—and will continue to grow—with every semester.
- **Sustainability/ethics courses in the trial phase are in the process of becoming standardized.**
Many of the sustainability-focused “trial” courses offered (denoted by a letter attached to the end of the course code) are undergoing approval by the senate to become standardized courses no longer in their experimental phase.
- **Every year, the number of students who enrol in responsible business courses increases.**
In the 2016/2017 school year alone, over 250 undergraduate students were enrolled in eligible Sustainability Concentration courses. Fifty students will have graduated with the undergraduate sustainability concentration from 2014 to 2016, and the number is only anticipated to grow over the years.

Future objectives

- UBC Sauder School of Business is working to increase not only the number of values-based business courses, but also the degree to which responsible business and ethics are integrated into all core commerce classes.
- In 2017, UBC Sauder will offer both the courses Impact Investing: Social Finance in the 21st Century and Examining the Role of Finance in Society for the first time.

Principle 3: Method

Overview

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

At the UBC Sauder School of Business, aspiring social entrepreneurs, socially-minded students and accomplished alumni alike all have resources and environments through which they can pursue their responsible leadership objectives. For this report, this section will outline the opportunities for responsible leadership skills development offered by the UBC Sauder School of Business.



Principle 3: Method

Development of social entrepreneurship ecosystem

Through the support of the J. W. McConnell Family Foundation, UBC Sauder has taken a leadership role in developing UBC's leading social innovation zone. With a \$500,000 grant, the RECODE program at UBC, led by the UBC Sauder School of Business, will expand and integrate initiatives related to social entrepreneurship and innovation on campus. Additionally, students and alumni with an ambition to become social entrepreneurs are strongly supported with the resources offered jointly by entrepreneurship@UBC (the university's entrepreneurship community) and UBC Sauder's Centre for Social Innovation and Impact Investing. Financial support, mentorship and resources are made available to young social entrepreneurs at every stage of their business development.

1. Generating knowledge

- a. **The Changemaker Showcase:** Led by the Centre for Community Engaged Learning at UBC and supported by the Centre for Social Innovation and Impact Investing, the UBC Changemaker Showcase¹⁴ brings together hundreds of UBC students to explore the area of social entrepreneurship. This showcase will be discussed further in Principle 6.
- b. **Integration of social entrepreneurship in curriculum:**¹⁵ Entrepreneurship 101 (e101) is a course offered by the UBC Sauder School of Business. As an applied introduction to entrepreneurship, students are exposed to the fundamentals and skills essential to understanding entrepreneurship. Taught by Elizabeth Newton, the RECODE initiative has supported the integration of social entrepreneurship into the course in several ways, including commissioning student-directed films on specific elements of social enterprise and creating closer links between e101 with the CCSiHub accelerator.

2. Idea validation—the Lean LaunchPad: The e@UBC Lean LaunchPad Accelerator program guides a new startup team through their customer discovery and validation processes. Through five free-of-cost intensive sessions, the team is supported by mentors to test business hypotheses and discover relevant players in their industry ecosystem.

3. Business acceleration—Coast Capital Savings Innovation Hub (CCSiHub): Sponsored by Coast Capital Savings, the CCSiHub admits a cohort of 5–6 social ventures every year. The program encourages venture growth by giving early-stage startups office space, the opportunity to hire interns, and connection to university resources and networks. Past ventures include:

- a. **Arbutus Medical** creates a safer surgery environment by creating affordable, user-centred medical devices. Their flagship product, the Drill Cover, has allowed surgeons to safely use a low-cost hardware drill, instead of using a much more expensive medical device. To date, the Drill Cover has been used in over 4,000 surgeries in low-resource settings and emergency relief situations. The entire founding team is made up of UBC graduates.

¹⁴ UBC Changemaker Showcase further described in Principle 6.

¹⁵ https://prismic-io.s3.amazonaws.com/recode%2F7cb44de3-1ba3-461a-b775-a2e965d4b5d5_university-of-british-columbia.pdf

Principle 3: Method

Key results

- UBC Sauder has supported student teams to participate in several values-focused initiatives including the International Business Ethics Case Competition (IBECC) and the Ted Rogers Ryerson Business Ethics Case Competition.
- **As a result of its efforts in offering learning experiences related to responsible business, UBC Sauder School of Business was ranked as a global leader in sustainability.** The 2016 Corporate Knights Better World MBA Ranking¹⁶ placed UBC Sauder 14th in the world in integrating sustainability, ethics and social responsibility topics into the education of future business leaders.¹⁷

Future objectives

- The UBC Sauder School of Business aims to further develop the opportunities for students to learn about and get involved with responsible business. Whether this be through case competitions or other events and services offered, the school anticipates that its list of resources will continuously grow in breadth and depth over the next 24 months. For instance, in addition to the continuation of the activities described in this section, UBC Sauder is expanding its activities including supporting a student team to participate in the Chartered Financial Analyst Ethics Challenge for the first time.

¹⁶ <http://corporateknights.com/magazines/2016-better-world-mba-issue/2016-better-world-mba-results-14763351>

¹⁷ http://sauder.ubc.ca/News/2016/UBC_Sauder_ranked_as_a_global_leader_in_sustainability

Principle 4: Research

Overview

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.

The UBC Sauder School of Business features a number of professors who are researching some of the greatest ethical issues facing business today. These academics span a wide range of disciplines—from marketing and behavioural sciences to operations and logistics—and have published papers in some of the most frequently cited academic peer-reviewed journals globally. This section of the report will highlight selected publications from some of these faculty members, as well as the research units available through the UBC Sauder School of Business.



Principle 4: Research

Selected publications by UBC Sauder faculty members

Werner Antweiler

Department: Strategy and Business Operations

Declared interest: Social and environmental impact management

“Scrapping for clean air: Emissions savings from the BC SCRAP-IT program.” (2015, *Journal of Environmental Economics and Management*)

British Columbia’s innovative Accelerated Vehicle Retirement program (BC SCRAP-IT) offers a unique set of incentives which are aimed at achieving a high level of emissions reductions. The program supports alternative forms of transportation: public transit, membership in ride-share or car-share programs, and/or the purchase of a bicycle. However, it is not known whether the program constitutes an efficient allocation of government funding, or how the scheme compares to more basic programs offering only cash subsidies. This paper finds that BC SCRAP-IT results in substantial emissions reductions and that this type of incentives scheme compares favourably with previous subsidy-only schemes.

Karl Aquino

Department: Marketing and Behavioural Sciences

Declared interest: Organizational justice

“A Systems Perspective on Forgiveness in Organizations.” (2015, *The Academy of Management Annals*)

Drawing upon a broad multidisciplinary approach, the authors provide a singular definition of forgiveness and integrate research on forgiveness into a multilevel systems approach. In doing so, they demonstrate that a deeper understanding can be realized by conceptualizing forgiveness as a part of a *system* of interconnecting psychological, social, structural and cultural relations. By embedding forgiveness into context, our systems perspective provides novel insights into the factors that facilitate and constrain forgiveness at multiple levels of analysis, how the interplay between contextual levels can shape forgiveness at lower levels (e.g., individual level), and how examining forgiveness in organizational contexts can highlight the importance of examining other outcomes (e.g., reconciliation, peaceful coexistence and détente) as well as facilitate the development of actionable theory.

Principle 4: Research

Darren Dahl

Department: Marketing and Behavioural Science

Declared interest: Social influence, creativity

“Wealth and Welfare: Divergent Moral Reactions to Ethical Consumer Choices.” (2016, *Journal of Consumer Research*)

This article examines perceptions of low-income consumers receiving government assistance and the choices they make, showing that this group is viewed differently than those with more resources, even when making identical choices. A series of five experiments reveal that ethical purchases polarize moral judgments: whereas individuals receiving government assistance are perceived as *less* moral when choosing ethical (vs. conventional) products, income earners, particularly high-income individuals, are perceived as *more* moral for making the identical choice. In addition to influencing perceptions of individual consumers, the results demonstrate that such attributions extend to groups who make ethical choices on others' behalf, and that these attributions have real monetary consequences for non-profit organizations.

Kai Li

Department: Finance

Declared interest: Corporate governance

“A Comparison of CEO Pay-Performance Sensitivity in Privately-Held and Public Firms.” (2015, *Journal of Corporate Finance*)

In this paper Li studies CEO contract design employing a unique dataset on privately held and public firm CEO annual compensation over the period 1999–2011. She first shows that CEOs in public firms are paid 30 percent more than CEOs in comparable privately held firms. She further shows that both private and public firm CEO pays are positively and significantly related to firm accounting performance, and that the pay-performance link is much weaker in privately held firms. Overall, the results support the view that concentrated ownership substitutes for CEO performance-based compensation contracts.

Sandra Robinson

Department: Organizational Behaviour and Human Resources

Declared interest: Social impact management

“Psychological Ownership, Territorial Behavior and Perceptions of Performance: The Critical Role of Trust in the Work Environment.” (2014, *Personnel Psychology*)

This article focuses on trust in the work environment. In the study, the authors hypothesize that the relationship between psychological ownership, territorial behaviour and being perceived as a team contributor is determined by trust in the work environment. Viewing trust as a critical condition, the authors believe that psychological ownership can lead to territorial behaviours, which, also depending upon the trust context, may lead co-workers to judge the territorial employee negatively (as less of a team contributor). This study suggests that a work environment of trust can be a “double-edged sword,” in that it reduces territorial behaviour, but it also tends to more negatively impact perceptions of those who do behave territorially.

Principle 4: Research

Steven Shechter

Department: Operations and Logistics

Declared interest: Medical decision making and health care operations research

“Inspecting a Vital Component Needed upon Emergency.” (2015, *Production and Operations Management*)

Shechter and co-authors consider a stochastically failing component that will be needed at a random future time when an emergency occurs. If the component is not operational at that time, the system incurs a large penalty, which they want to avoid through inspections and replacements. The authors propose a model and solution algorithm for finding an inspection policy that minimizes the infinite horizon discounted expected penalty, replacement and inspection costs. They also discuss structural properties of the solution, as well as insights based on numerical results.

David Silver

Department: Sustainability and Ethics

Declared interest: Social impact management

“Business Ethics After *Citizens United*: A Contractualist Analysis.” (2015, *Journal of Business Ethics*)

In *Citizens United v. Federal Election Commission* (2010), the U.S. Supreme Court sharply curtailed the ability of the state to limit political speech by for-profit corporations. This new legal situation elevates the question of corporate political involvement: in what manner and to what extent is it ethical for for-profit corporations to participate in the political process in a liberal democratic society? Using Scanlon’s version of contractualism, Silver argues for a number of substantive and procedural constraints on the political activities of businesses. Together, these features make this contractualist approach distinctive and allow it to generate substantive ethical results.

Daniel Skarlicki

Department: Marketing and Behavioural Science

Declared interest: Social impact management

“Applicants’ and Employees’ Reactions to Corporate Social Responsibility: The Moderating Effects of First-Party Justice Perceptions and Moral Identity.” (2013, *Personnel Psychology*)

This research explored individuals’ reactions to perceived corporate social responsibility (CSR) using a multimotive framework. In two studies, the authors explored the boundary conditions of CSR effects among job applicants and internal employees. The authors’ findings bridge the CSR and organizational justice literatures and reveal that the effects of individuals’ CSR perceptions are more complicated than previously thought. The findings shed light on CSR phenomena at the micro (employee) level and offer implications for both research and practice.

Principle 4: Research

James Verammen

Department: Strategy and Business Economics Division

Declared interest: Agricultural and natural resource policies

“Optimal NGO Financing of a Resource Management Certification Scheme” (2014, *Environmental and Resource Economics*)

The development of voluntary certification schemes in areas as diverse as fish, coffee and forestry offer the promise of environmental improvements without the requirement of governmental regulation and intervention. In many cases, however, the costs to landholders of making the transition are too large for them to do so. At the same time, the large intermediaries appear to have little economic incentive to introduce certification because the market does not adequately value the environmental benefits. Instead, NGOs and other aid and development agencies who would like to see small producers benefit from the change in production practices have typically stepped in to provide financial support for certification. This paper shows how voluntary price discrimination (in the form of donations) by the consumers who most highly value certification can be used to finance a switch to environmentally sustainable practices and thus address a market failure.

Katherine White

Department: Marketing and Behavioural Science

Declared interest: Social impact management

“Good and Guilt-Free: The Role of Self-Accountability in Influencing Preferences for Products with Ethical Attributes.” (2013, *Journal of Marketing*)

The market share of brands positioned using ethical attributes typically lags behind brands that promote attributes related to product performance. Across four studies, the authors show that situational factors that heighten consumers’ self-accountability lead to increased preferences for products promoted through their ethical attributes. Furthermore, they show that preference for a product promoted through ethical appeals is driven by the desire to avoid anticipated guilt, beyond the effects of impression management. Taken together, the results suggest that marketers positioning products through ethical attributes should subtly activate consumer self-accountability rather than using more explicit guilt appeals.

UBC Sauder research units

Gender and Diversity in Leadership Initiative¹⁸

The Gender and Diversity in Leadership Initiative at the UBC Sauder School of Business aims to strengthen business and society by advancing equity and diversity in leadership. The initiative works to influence global perceptions and business practices by researching how to advance diversity in leadership, training future leaders and engaging the community. The initiative’s leader, Professor Jennifer Berdahl, has conducted extensive research on these issues, and also convenes interdisciplinary groups of scholars and practitioners (called “working groups”) to share and discuss research related to obstacles faced by women and minorities in the workplace.

¹⁸ http://sauder.ubc.ca/Faculty/Research_Centres/Gender_and_Diversity_in_Leadership_Initiative/Research

Principle 4: Research

The Peter P. Dhillon Centre for Business Ethics

Announced in 2015, the Peter P. Dhillon Centre for Business Ethics was implemented jointly by UBC alumnus Peter Dhillon, chair of Ocean Spray, together with the UBC Sauder School of Business. The centre's mandate is to support the study, teaching and research of values-based business practices at home and abroad and to provide governance and other training to the private sector. While in its early stages, the centre strives to develop a global research hub for business ethics.¹⁹ The ethics research conducted through the centre will be highly diverse, touching on subjects such as the strategic value of corporate social responsibility, or the application of individual moral and ethical principles within business.

UBC Sauder S3i (Centre for Social Innovation and Impact Investing)²⁰

The Centre for Social Innovation and Impact Investing focuses on leveraging business tools to advance social innovation and sustainability. One of its key activities, along with incubation and application, is research. The centre's four key research themes are: 1) building the low-carbon economy, 2) social innovation, 3) impact investing, and 4) economic development with First Nations. Having begun in 2007, the centre has completed over 50 research projects on topics such as affordable social housing, green jobs in the inner city, First Nations aquaculture opportunities and B.C.'s clean energy sector.

Student-driven research initiatives

Commerce Scholars Program²¹

This two-year program allows undergraduate commerce students to receive hands-on research experience under the mentorship of a distinguished faculty member. Students engage in research assistance with their mentor and conduct their own independent research projects, to be presented orally and in a written report at the end of the two-year program. In the past three years, students have conducted independent research projects on topics such as income share agreements as an alternative to student loans in developing countries, the impact of ESG ratings within socially responsible investing, social enterprises in Vancouver and electronic waste management. Many mentors have research interests in topics related to CSR and ethics, as evidenced by their publications. The program is led by Tom Ross, Katriona MacDonald, Marc-David Seidel, Frances Chandler and Pamela Lim.

UBC Sauder *Business Review*²²

UBC Sauder's *Business Review* (SBR) is a journal written by undergraduate students, for undergraduate students, and aims to explore the various fields of research across UBC and UBC Sauder. Its most recent publication featured the theme "Bugs, Crickets and the Future of Food," with seven articles that explored various inefficiencies and associated solutions (in the form of crickets) related to the sustainability of global food systems. The topic itself was inspired by research done by a Land and Food Systems professor at UBC named Yasmin Akhtar.²³ Previous issues include articles about social impact bonds, the ethics behind social enterprises and finance.

¹⁹ http://sauder.ubc.ca/News/2016/Q_and_A_A_conversation_with_the_new_executive_director_of_the_Peter_P_Dhillon_Centre

²⁰ http://sauder.ubc.ca/Faculty/Research_Centres/Centre_for_Social_Innovation_and_Impact_Investing

²¹ <http://mybcom.sauder.ubc.ca/courses-money-enrolment/specialized-academic-opportunities/commerce-scholars-program>

²² <http://sauderbr.com>

²³ <http://news.ubc.ca/2014/09/25/bug-bites>

Principle 4: Research

Key results

- **Ethics and Sustainability Group co-chair and UBC Sauder professor Katherine White named a member of prestigious national society**

White is described by the College of New Scholars, Artists and Scientists of the Royal Society of Canada as someone who has “made significant contributions to knowledge in the area of consumer psychology ... [and] is well-known for her work on social identity, social influence, and ethical consumption.”²⁴

- **A paper co-authored by UBC Sauder professor Daniel Skarlicki received the prestigious Emerald Citations of Excellence for 2016**

The paper “Employee Justice Across Cultures: A Meta-Analytic Review,” was published in 2013 in the *Journal of Management*, one of the 100 top-cited papers in management research.

Future objectives

- UBC Sauder professors will continue to expand on research that is pertinent to business’s most pressing ethical and sustainable issues at the business level, and the school itself will further promote research being done in these areas.
- In 2017, UBC Sauder will hire an academic director for the Peter P. Dhillon Centre for Business Ethics.

²⁴ <http://www.rsc.ca/en/college-new-scholars-artists-and-scientists>

Principle 5: Partnership

Overview

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

The UBC Sauder School of Business has established several partnerships, with the aim of adopting a collaborative approach in tackling corporations' biggest challenges today. These partnerships include social enterprises, non-profits, consulting firms, corporations and educational institutions. The school recognizes that many of the problems faced by businesses today cannot be tackled alone. This section will explore the various partnerships held and fostered by the UBC Sauder School of Business, and how they are contributing to the promotion of responsible business practices.



Principle 5: Partnership

Faculty-led partnerships

Coast Capital Savings Innovation Hub (CCSiHub)²⁵

The Coast Capital Savings Innovation Hub is a business accelerator for social ventures based out of the Centre for Social Innovation and Impact Investing at the UBC Sauder School of Business. Created in partnership with Coast Capital Savings, the accelerator provides office space, access to university resources and new networks, peer learning and support to improve investment readiness. Currently in its fourth year of operations, the CCSiHub has supported 22 ventures through their early-stage development phases. Some notable ventures include:

- **Change Heroes²⁶** is a video-first fundraising technology platform that helps charities raise funds for their impact operations. Their technology has helped charities raise four to five times their usual amount. By engaging the young millennial donor base, the peer-to-peer fundraising platform increases the amount of money raised for the work charities are doing. To date, they have funded projects related to education, shelter and health, raising \$3 million for projects across 40 countries.
- **Mealshare²⁷** partners with restaurants to provide meals to vulnerable youth in Vancouver. By working with restaurants to select a specific menu item, Mealshare provides one free meal to youth in need when a customer chooses the selected menu item. To date, they have served 703,140 meals to the community.

Master of Management (MM): Community Business Project

As part of the Master of Management program, students are required to complete a Community Business Project (CBP). This 1.5-credit course allows MM students to engage with partner organizations. These organizations are non-profits or social enterprises located in British Columbia. Students provide consulting hours in the form of business plans, feasibility studies, fundraising and development initiatives, and marketing strategies. Past partners include:

- **The Better Business Bureau (BBB)**
- **Canuck Place Children's Hospice**
- **Whistler 2010 Sport Legacies**

²⁵ Also mentioned in Principle 3.

²⁶ <http://changeheroes.com>

²⁷ <http://mealshare.ca>

Principle 5: Partnership

MBA: Global Immersion

Global Immersion involves the partnership between UBC Sauder's MBA program and businesses in India, Denmark and Asia (China and Singapore). In this 1.5-credit module, MBA students provide consulting services to partner businesses for two months, eventually culminating into a two-week trip to the city of the businesses' operations (Bangalore, Copenhagen, Shanghai or Singapore). Past partner organizations include:

- **Aravind Eye Care System**²⁸ is a leading social enterprise located in Bangalore that provides vision care for those who otherwise could not afford it. UBC Sauder's MBA students provided recommendations for improving the flow of patients through Aravind's care centres.
- **VIDYA**²⁹ is an NGO located in India that empowers the most vulnerable members through education. Women, youth and children are provided a holistic, practical education training. MBA students provided assistance with their fundraising efforts, through crafting a social media strategy.

B-Clinic

UBC MBA students have had the opportunity to work with organizations in the community to provide services in consulting and strategic management, finance, product service and management, and business innovation and entrepreneurship. In teams of 1–5 students, UBC Sauder's MBA talent has been applied to businesses that attend the B-Clinic Marketplace, seeking support and guidance on business and operational issues. Led by faculty member Murali Chandrashekar, past partner organizations include:

- **Be The Change Earth Alliance**
- **DelMar Pharmaceuticals**
- **The Vancouver Co-housing Initiative**

Putting
the World
on Your
Resumé



²⁸ <http://aravind.org>

²⁹ <http://vidya-india.org>

Principle 5: Partnership

Centre Advisory Boards

UBC Sauder has advisory boards for several of its values-based centres, including the Centre for Social Innovation and Impact Investing (S3i), the Peter P. Dhillon Centre for Business Ethics, and the Ch'nook Indigenous Business Education Program. Made up of respected business leaders, the boards provide strong partnership between these UBC Sauder Centres and the greater community.

Student-led partnerships

UBC Sauder Philanthropy Program: Job Jar

Led by BCom students, the UBC Sauder Philanthropy Program (SPP) Job Jar program partners with two types of organizations: major consulting firms and local social enterprises/non-profits. The Job Jar focuses on implementing initiatives that require immediate attention. After consulting firms provide pro-bono services to social enterprises, SPP students are given the opportunity to implement the recommendations provided in the consultants' strategic plan. In its pilot year 2015/2016, the partner organizations include:

- **Consulting firms:**
 - **Sierra Systems** is a leading information technology/management consulting service firm headquartered in Vancouver. Their consultants consistently provide pro-bono consulting services to leading social enterprises.
 - **Enterprising Non-profits British Columbia (ENP)** is an initiative sponsored by Vancity Credit Union. They provide consulting services and financial resources to non-profits striving to integrate business models into their services.
- **Social enterprises/non-profits:**
 - **The Cleaning Solution**³⁰ is an award-winning social enterprise that provides jobs to individuals with barriers to employment. Its cleaning operations service many businesses around Vancouver. SPP students helped implement the purchase of a new fleet of cars and also created a decision framework for choosing certification for its sustainability standards.
 - **LOCO BC**³¹ is a non-profit alliance of local businesses with the mission of shifting purchase and procurement towards local, independently owned businesses. SPP students helped schedule LOCO's social media posts and also created a social media manual for its member businesses.
 - **Paul's Club**³² is a charity organization that provides adult care services to individuals affected by dementia. SPP students helped brainstorm a new revenue model and created its branding system.

³⁰ <http://cleaningsolution.ca>

³¹ <http://locobc.com>

³² <http://paulsclub.ca>

Principle 5: Partnership

Enactus (UBC chapter)

UBC's Enactus chapter is led by UBC Sauder BCom students. Every year, they run four initiatives. First, they provide consulting services to non-profit organizations through their Bizkit program. Second, Green Pursuit partners with biological chemical engineers to develop usable biodiesel from used cooking oil. Third, they partner with non-profit organizations to raise awareness for their causes to students. Finally, the Launch Incubator launched in January 2016 to provide students intending to start social enterprises with structure, mentorship and seed money. Past partners include:

- **Free Geek Vancouver**³³ is a non-profit organization that promotes the responsible recycling of electronic waste.
- **Portland Hotel Society**³⁴ serves over 4,000 residents living in Vancouver's Downtown Eastside in need to housing and support.
- **Engineers for a Sustainable World**³⁵ is a non-profit network made up of students, faculty and professionals dedicated to building engineering solutions that meet both human and environmental needs.

Strategy Consulting Initiative (SCI)³⁶

The Strategy Consulting Initiative is an initiative led by BCom students that partners undergraduate and MBA students with management consultants to provide services to businesses. Though it does not have a strict focus on social ventures, it has historically provided work to several socially focused businesses every year. Throughout a four-month process, BCom and MBA students work with consultants to transform and improve the partners organizations' businesses. Partners include:

- **Consulting firms:** McKinsey & Company, Deloitte (Monitor Group), KPMG, Accenture.
- **Ventures:**
 - **Finance for Good** is a social impact bond intermediary located in Calgary, Alberta.
 - **World Housing** is a social enterprise that applies TOMs Shoes' 1-for-1 model to housing, partnering with Vancouver developers and community builders in Cambodia.

³³ <http://freegeekvancouver.org>

³⁴ <http://www.phs.ca>

³⁵ <http://blogs.ubc.ca/sustainabilityclub>

³⁶ <http://sci-ubc.com>

Principle 5: Partnership

Key results

- **The UBC Sauder School of Business has continued to expand upon existing partnerships.** In 2016, UBC Sauder announced a new partnership that would connect Canada's two biggest cities and two of its biggest universities and enable them to better reach their innovation and impact-driven goals. The UBC Sauder School of Business is launching the Western Canadian version of the Creative Destruction Lab,³⁷ a successful seed-stage program based at University of Toronto's Rotman School of Management, to help high-technology ventures driven by university research maximize their commercial impact and benefit to society.
- In 2016, the Peter P. Dhillon Centre for Business Ethics co-hosted a responsible investment workshop with Simon Fraser University. The workshop helped participants navigate approaches to responsible investing portfolio construction, with a focus on ESG evaluations.³⁸
- In 2016, UBC Sauder established the Advisory Board of the Peter P. Dhillon Centre for Business Ethics. With experience in industries as diverse as financial services and law to agriculture and real estate, the Advisory Board will create and develop valuable networks linking the centre to its stakeholders in the community.

Future objectives

- UBC Sauder will further develop new partnerships and deepen those that are listed above. It aims to leverage the expertise and scope of the institutions generating positive change on a global and local level. These initiatives will be increasingly promoted to students within the school, and will bring awareness to opportunities to explore collaborative, jointly effective approaches in enacting change.

³⁷ http://sauder.ubc.ca/News/2016/Western_arm_of_leading_tech_venture_accelerator_launch

³⁸ http://sauder.ubc.ca/News/2016/Event_-_How_to_become_a_responsible_investor

Principle 6: Dialogue

Overview

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.

The UBC Sauder School of Business hosts a multitude of events that encourage dialogue among students, professors and business professionals alike. Many of these events—whether led by students or by faculty—are focused on the realm of responsible business and how to integrate key stakeholders in some of the greatest issues faced by businesses and society today. This section explores past and annual events that encourage this progressive, complex dialogue.



Principle 6: Dialogue

Faculty-led dialogue

Dean's Speaker Series

Through the Dean's Speaker Series, prominent alumni return to UBC to share their insights and experiences with students. The lectures occur approximately once per term at the UBC Sauder School of Business. Past speakers have included Brandt Louie, CEO and chairman of London Drugs and active philanthropist; Bill Thomas, CEO of KPMG; and Dominic Barton, global managing director of McKinsey & Company and proponent of social value creation.

UBC Sauder 360 Newsletter³⁹

The *Sauder 360* newsletter is a monthly e-newsletter devoted to the UBC Sauder School of Business. It aims to highlight recent research, student and alumni achievements, and innovative academic programs to keep subscribers—both within and outside of the business school—updated. Recent publications have featured UBC Sauder professor Darren Dahl's research on the social stigma faced by people on welfare while shopping,⁴⁰ an Aboriginal student's experience with the Ch'nook Indigenous Business Education Initiative,⁴¹ the Coast Capital Innovation Hub's new impact-driven ventures, and Associate Professor James Tansey's week-long MBA session on the importance of understanding clean tech innovation.

UBC Changemaker Showcase⁴²

Created in partnership with various UBC Sauder initiatives such as S3i, SPP and SEC, the Changemaker Showcase was three days of events in October 2015, designed to attract students of all disciplines who are passionate about making a positive impact. The showcase featured keynote speaker Eden Full (entrepreneur and inventor of SunSaluter solar panels), innovation jams (which introduced students to UBC Sauder d.Studio's strategic design method) and other workshops. Students could pick and choose which events they wanted to attend, all of which had the intentions of bringing together and inspiring student changemakers across campus.

UBC Design Challenge⁴³

The UBC Design Challenge was organized as a collaboration between those who were actively involved in the creation of the UBC Sauder d.Studio course (COMM 388):⁴⁴ Professor Moura Quayle and PhD students Angele Beausoleil, Marcelo Bravo and Steve Williams. Hosted at the UBC Sauder School of Business, it had its first round in October 2015 and brought 100 students together to address a prominent real-world challenge: How might urban centres prepare for a water crisis—either flooding or drought? Students were placed into 20 teams, each composed of students from various faculties across UBC. The entire challenge took place across three days and aimed to introduce students to design thinking methods, tools and frameworks to solve world problems like the one above. This particular design challenge was a pilot program, but organizers aim to make it a recurring event at UBC, with each round addressing a different social or environmental challenge.

³⁹ http://sauder.ubc.ca/News/Sauder_360

⁴⁰ Darren Dahl's research is discussed in Principle 4.

⁴¹ The Ch'nook Indigenous Business Education Initiative is discussed in Principle 2.

⁴² <http://students.ubc.ca/changemaker>

⁴³ <http://blogs.ubc.ca/designchallenge/about>

⁴⁴ COMM 388 is discussed in Principle 2.

Principle 6: Dialogue

Viewpoints Magazine

Viewpoints magazine is published once per semester, primarily for UBC Sauder alumni. Each issue covers a different topic of interest that is pertinent to the school's recent initiatives. The most recent four issues have been: "The Entrepreneurship and Innovation Issue," "The Doing Good Issue," "The Creativity Issue" and "The Diversity and Leadership Issue." Most issues feature stories on UBC Sauder alumni, as well as research initiatives or programs within the school that are tackling topics related to the issue's main headline.

Student-led dialogue

Chasing Sustainability Conference⁴⁵

Every year, the Commerce Undergraduate Society's Sustainability club (CUS Sustainability) hosts a student-led conference for undergraduate and graduate students around the topic of sustainability. Networking sessions, interactive workshops and discussions take place to address how to produce social and economic value in the business realm. Although initiated in 2008, 2015 was the first year that CUS Sustainability partnered with UBC's MBA Net Impact chapter to host the conference. Past speakers include Peter van Stolk, CEO of SPUD and founder of Jones Soda; Christine Bergeron, VP community business banking at Vancity; Brandi Halls, director of brand communications at Lush; and Janice Cheam, president and CEO of Neurio Technology Inc.

UBC Sauder Philanthropy Program Speaker Series

The UBC Sauder Philanthropy Program, run by undergraduate students of the UBC Sauder School of Business, hosts a speaker series for students to attend throughout the academic year. Past speakers include Debra Hewson (CEO of Odlum Brown), Arran and Ratana Stephens (founders of Nature's Path Foods) and Kevin McCort (CEO of the Vancouver Foundation). The student body is given opportunities to listen to speakers who touch on topics related to giving back to the community, and how their businesses integrate social/environmental factors into their operations. SPP students are then invited to have lunch with the invited guest, who provides advice and mentorship.

Social Enterprise Club Innovation Jam⁴⁶

This annual event, hosted by UBC Sauder's Social Enterprise Club, brings in the five social ventures of the Coast Capital Savings Innovation Hub⁴⁷ to present obstacles they have been facing. Students get the opportunity to collaborate and generate innovative solutions for these ventures, all while making connections with like-minded students and social entrepreneurs.

Social Enterprise Conference

Initiated in 2015, UBC Sauder's undergraduate-run Social Enterprise Club hosts an annual conference for 300–350 students across UBC. Past speakers include Miki Agrawal (Founder of farm-to-table pizza alternative WILD and one of Forbes' 2013 "Top 20 Millennials on a Mission"), Dhairya Pujara (CEO of Ycenter) and Praveen Varshney (director of Varshney Capital Corp.).

⁴⁵ <http://chasing.cussustainability.com>

⁴⁶ http://sauder.ubc.ca/News/2015/Event_Innovation_Jam

⁴⁷ The CCSiHub is discussed in Principle 3.

Sharing Information Progress Report

Key results

- A new event “Get the Edge on Your Career with CSR Skills” was co-hosted in 2016 by the Peter P. Dhillon Centre for Business Ethics and UBC Sauder’s Hari B. Varshney Business Career Centre. It brought together a panel of representatives from both local and global companies together to discuss CSR and its importance in today’s recruitment landscape.
- In 2016, UBC Sauder S3i Centre and the Peter P. Dhillon Centre for Business Ethics co-hosted a visit by Greg Shell from Bain Capital. Shell met with local social enterprises, gave presentations to two student groups, presented to an audience of impact investors and participated in a roundtable on impact investing.

Future objectives

- The momentum of the conferences and events listed above has only further motivated the school to continue offering such opportunities for faculty and students alike. Over the next 24 months, the school hopes to further broaden students’ opportunities to engage in intellectual discussion surrounding businesses’ challenges in meeting social or environmental standards. Initiatives described above will continue to be supported, and new planned events include an academic/practitioner roundtable on responsible business and the law being hosted by the Peter P. Dhillon Centre for Business Ethics.

The UBC Sauder School of Business is one of the world's leading academic business schools. Located in Vancouver, Canada's gateway to the Pacific Rim, UBC Sauder provides a global business perspective at a dynamic crossroads of the international marketplace. Dedicated to rigorous and relevant teaching, our programs generate business leaders who drive change and shape industries and organizations around the world.

UBC Sauder has approximately 4,000 undergraduate and graduate students as well as more than 37,000 alumni in 75 countries. The faculty is made up of approximately 100 full-time tenured or tenure-track professors, as well as approximately 100 full-time and sessional lecturers. Of those faculty members, 72 percent are from countries other than Canada, with representation from approximately 20 countries.

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Report on the Implementation of the **Principles for
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