

SFU

SFU BUSINESS
SIMON FRASER
UNIVERSITY



PRME Principles for Responsible
Management Education



SFU BUSINESS PRME REPORT 2008 - 2010



SFU BUSINESS PRME REPORT 2008 - 2010

TABLE OF CONTENTS

Word from the Dean - Letter of Commitment.....	3
About Simon Fraser University.....	4
SFU Business Facts	5
1.0 Principle 1: Purpose	6
1.1 Overview and Achievements	6
1.2 Forward Looking	7
2.0 Principle 2: Values	8
2.1 Overview and Achievements	8
2.2 Forward Looking	13
3.0 Principle 3: Method	14
3.1 Forward Looking	19
4.0 Principle 4: Research.....	20
4.1 Overview and Achievements	20
4.2 Forward Looking	26
5.0 Principle 5 and 6: Partnership and Dialogue.....	27
5.1 Overview and Achievements	27
5.2 Forward Looking	31

WORD FROM THE DEAN



LETTER OF COMMITMENT

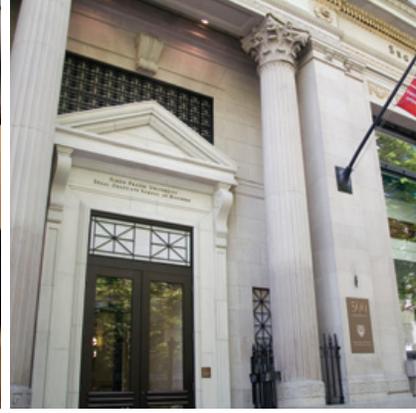


At SFU Business, we are committed to teaching our students the importance of being responsible to the broader community, both local and global. Our goal is to prepare them for the new social, environmental, economic and ethical challenges that they will undoubtedly face as they become the business and community leaders of tomorrow. We are also committed to a research program that will inform our approach to these issues. These activities are central to our School's mission.

Becoming a signatory to the Principles for Responsible Management Education represents an opportunity for our School to hold ourselves accountable and to remain true to our mission. It helps us to regularly reflect on our sustainability achievements to date, to learn from our mistakes, and to benefit from the experiences of others. PRME also provide focus in our efforts to develop curricula, adopt new learning models and find innovative ways to engage our stakeholders.

This progress report constitutes our renewed commitment to the principles, and we are pleased to accept the challenge to improve.

Daniel Shapiro, PhD
Dean
SFU Business
Simon Fraser University



ABOUT SIMON FRASER UNIVERSITY

Simon Fraser University (SFU) has earned an international reputation for innovative teaching, leading research, outstanding athletics, and global community outreach. With three distinctive campuses (in Burnaby, Vancouver, and Surrey), SFU is a community of more than 32,000 students, over 2,500 faculty members and nearly 100,000 alumni worldwide. SFU is best known for its groundbreaking interdisciplinary approach and offers innovative educational programs that facilitate study across various areas of academic interest. Students may choose to engage in interdisciplinary studies within their major or pursue double-major, joint-major, joint-minor, or minor options. Annual rankings of Canada's universities consistently place Simon Fraser University at or near the top among Canada's best comprehensive universities.





SFU BUSINESS FACTS

- Established in 1968, Simon Fraser University's Executive MBA is the first of its kind in Canada
- The Faculty of Business Administration at SFU was established in 1983
- SFU Business operates across three Simon Fraser University campuses, with over 3100 undergraduate BBA students in the Vancouver suburbs of Burnaby and Surrey; over 250 MBA and graduate students in the Segal Graduate School of Business in downtown Vancouver; Executive Education at the Board, executive and management levels; and a Ph.D. program.
- The past decade has been marked by the launch of the Management of Technology MBA, the Master of Financial Risk Management program, and a full-time MBA designed for early career, younger graduates with a non-business undergraduate degree.
- The business school has achieved international accreditation from the Association to Advance Collegiate Schools of Business (AACSB) and the European Quality Improvement System (EQUIS).
- Notable alumni from the business school include: Dr. Sarah England, Stop TB Secretariat, World Health Organization; Gordon Campbell, Premier of British Columbia; Dave Cobb, CEO of BC Hydro; Frenny Bawa, Vice-President of Global Business Development, Research in Motion.





OUR MISSION:

By creating and communicating powerful ideas, we educate and inspire the founders, leaders and managers of organizations that are internationally competitive, locally responsive, and sustainable.

1.0 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.

1.1 OVERVIEW AND ACHIEVEMENTS

- We recognize the critical role SFU Business has to play as an educational institution, in inspiring and developing a new generation of managers – a generation that leads based on sound sustainable business practices and makes the right choices for the wider global community. This is directly reflected in our mission and objectives as a comprehensive teaching and research-based business School.
- In the past eighteen months we have undertaken comprehensive strategic visioning and planning for the overall direction of our School. Four key strategic themes of excellence were identified, that particularly speak to our existing and emerging research, programs and initiatives:
 - Knowledge, Innovation and Technology
 - Globalization and Emerging Markets
 - Sustainability and Governance
 - Capital and Risk Management
- Critically, these themes reflect the fact that most issues that managers struggle with in today's global business environments require much more broad-based solutions and cross-functional decision-making based on integrative thinking, also reaching beyond the traditional business curriculum. 21st Century problems of sustainable development and globally responsible leadership ignore traditional boundaries – These issues cut across all management disciplines whether it be accounting, strategy, MIS, finance, operations management, marketing or organization behaviour. In giving priority to our four cross-cutting strategic areas, we are better positioned to capture and focus on the critical issues of our time and the capabilities that will really matter for future generations.



1.2 FORWARD LOOKING

- As we continue building our excellence in a cross-disciplinary way, guided by our strategic areas, we also see additional opportunities to collaborate across faculties to meet our student needs. Many of our students are already experienced managers, who will increasingly be seeking answers to those questions that do not fit neatly within one functional area or discipline. Such collaborations will be encouraged by the fact that our university already supports some educational programming that facilitates study across different areas and an interdisciplinary degree approach.
- An Undergraduate Certificate in Corporate Social Responsibility has been approved and will be launched this year. The Certificate will be earned through a combination of courses available across academic disciplines and social learning. The purpose is to increase awareness of the broad array of corporate citizenship and sustainability issues that currently face our society and our planet, and to promote the development and implementation of ideas that can help address these issues.



2.0 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.

2.1 OVERVIEW AND ACHIEVEMENTS

- Social responsibility, diversity, environmental sustainability, corporate accountability and ethical decision dilemmas are all examples of issues that are incorporated to varying degrees into the range of our school's course offerings and broader engagement activities. Many of these issues are being addressed in an emerging way rather than being imposed to curricula, teaching methods or student activities. It happens as both faculty and students committed to our core values continue to take on initiatives to introduce change on an ongoing basis.

OUR CORE VALUES

Responsible Leadership

We value a learning environment that engages, inspires and challenges our students to become thoughtful, principled and responsible leaders.

The Power of Ideas

We value the development of creative and innovative ideas. We support a collaborative research culture that sustains excellence and promotes external relevance.

Global Perspective

We value the multi-cultural nature of our location. It inspires our participation in the global exchange of ideas that connect our community to the world.

Responsive Engagement

We value relationships with our stakeholders that help them achieve their goals. We endeavor to contribute to the emergence of metropolitan Vancouver as a centre for knowledge creation and innovation.

Diversity

We value an environment that respects and embraces diversity in all its forms and believe that diversity is a source of innovation.

Collegiality

We value an academic and work environment in which people treat each other honestly, courteously and with each other's best interests in mind. We value pluralistic, inclusive decision-making. We educate responsible leaders We are committed to providing a quality learning environment that engages, inspires and challenges our students to become thoughtful and responsible leaders.



- Our programs have core and required courses with a specific focus on ethics, business and society and sustainability across both our undergraduate and graduate program portfolio:
 - Undergraduate (required):**
 - BUS303 – Business, Society and Ethics
 - Graduate (required):**
 - BUS707 – Ethical Decision Making
 - BUS716 – Sustainability
 - BUS652 – Ethics for Practising Managers
 - BUS813 – Ethics, Wealth Management and the Securities Industry
 - BUS753 – Business Ethics
 - Undergraduate (electives):**
 - BUS449 – Ethical Issues in Marketing
 - BUS494 – Sustainable Innovation
- Other courses also include content on social responsibility, ethical behaviours and perspectives for understanding human behaviour and the broader historical, institutional and global context of business, for example:
 - BUS272 – Behaviour in Organizations
 - BUS374 – Organization Theory
 - BUS381 - Introduction to Human Resource Management
 - BUS343 – Introduction to Marketing
 - BUS421 – Accounting Theory
 - BUS344 – Business Marketing
 - BUS380 – Comparative Management
 - BUS393 – Commercial Law
 - BUS 602 – The Global Business Environment
 - BUS 712 – Cross-Cultural Management
 - BUS710 – Emerging Markets
 - BUS703 – Managerial Economics
 - BUS 711 – Negotiation and Conflict Resolution



- In spring 2008 and spring 2009, SFU Business offered the Honours Semester in Sustainability in Business at the Segal Graduate School of Business. This semester long program provided senior undergraduate honours students the opportunity to explore the issue of sustainability in business from several disciplinary perspectives. Teaching three courses on an integrated basis, three distinguished faculty members challenged the students academically and socially on this critical issue.
- A workshop open to graduate students and faculty was held on Mining Industry Practices, focusing on cross cultural risk and environment. The session was led by Ben Bradshaw, Associate Professor from the University of Guelph and analyzed how mining companies deal with indigenous people living near mining sites.
- MBA students attended the BC Independent Power Producer (BCIPP) Conference, which included a field trip to PowerEx Electricity Trading Floor and seminars on issues related to Independent Power Production and the 'green power movement'.
- Recent guest speakers to our MBAs and EMBA's include industry-practitioners giving their perspective on social and corporate responsibility:
 - Mac Bell, Director of Business Development, Plutonic Power, spoke about the run of river projects that his company has undertaken in the past. He outlined some of the social benefits to aboriginal communities as well as the environmental benefits and costs.
 - Michael MacDonald, Senior VP, Corporate Development, Methanex Corp. spoke to the Executive MBA class during orientation day about the Corporate Social Responsibility case, 'Methanex: Developing an Integrated Strategy'.



- SFU Business' CMA Centre for Strategic Change and Performance Measurement hosted a conference on Social Innovation attended by both graduate and undergraduate business students as well as international scholars and community leaders from Europe and North America. It focused on issues of social innovation in private and public sectors and explored research areas on a society's institutions (the beliefs, values and rules that structure relationships and practice). Students played a very active role in roundtable and brainstorming sessions mixed with presentations about health, environment and institutional entrepreneurs.
- Undergraduate students were given early exposure to career paths in the not-for-profit and community service organizations in the session Volunteer Vancouver: Career Paths for Young Professionals. It featured networking for undergraduate students with panelists and other attendees on the topic of volunteerism and community service.
- SFU Business and the Learning Strategies Group (Executive Education) have a history of partnering internationally, from student exchange programs and field schools to customized executive programs tailored specifically to organization and Government needs. In the previous year, the School hosted an executive program for Nigerian senior leaders, with a key theme being business sustainability and ethics.
- Global perspective and exposure to other cultures and socio-economic contexts form an important part of our curriculum. At the undergraduate level, a Certificate in International Experiential Learning was created to link student exchanges with partner institutions, field-schools and co-op work activities.



“The approach to sustainability among firms has shifted drastically in the last decade from being the purview of a few leading edge firms to an increasingly integral part of doing business.”

- **Stephanie Bertels**

Assistant Professor of Technology and Operations Management, SFU Business

SFU WOMEN IN BUSINESS



- SFU Business has long championed the advancement of women in business and entrepreneurship. This commitment continues to be reflected in the composition of the school's faculty and student body. In January of this year, Colleen Collins, Associate Dean, co-presented the 'Canada's Most Powerful Women: Top 100' awards and summit at SFU's Morris J. Wosk Centre for Dialogue. The summit's award winners included Christine Day, CEO of Lululemon Athletica, Annalisa King, VP & CFO of Best Buy Inc., and Jessica McDonald, former Deputy Minister to the Premier and Head of the British Columbia Public Service.



2.2 FORWARD LOOKING

- We firmly believe that the degree of our success in embedding values of global social responsibility is ultimately reflected in our ability as a school and broader University community to encourage and inspire our students, faculty, staff and stakeholders to live and practice these values. In that process we need to explore how we can further leverage knowledge and learning across Faculties. Several of our faculty are founding members of an interdisciplinary group (academic sub-committee) that will now work collaboratively with SFU Sustainability Advisory Committee to advance sustainability objectives at SFU in the areas of curriculum, research and classroom greening.
- To increase awareness of the broad array of social, economic and environmental issues that currently face our world, we introduced the Undergraduate Certificate in Corporate Social Responsibility to promote the development and implementation of ideas addressed by business organizations. Students in the program will demonstrate the ability to resolve business issues related to professional integrity, corporate governance, corporate social responsibility and sustainability. It also encourages students to take courses within the Faculty of Business related to topics in ethics, social responsibility, sustainable management practices and social innovation/enterprise and combines them with a broad variety of courses outside the Faculty related to environmental, social, health, cultural and economic issues. Students exploring these courses outside the faculty have the option to increase their knowledge in these areas and apply for a joint major in another faculty.
- Scheduled guest speakers for our graduate programs include:
 - Milton Wong, Chair, HSBC – to discuss corporate social responsibility with students.
 - Vikram Vij, Chef and Owner, Vij’s (an internationally renowned Vancouver restaurant) – to present on the topic of farming and the Vancouver food industry and its impact on the environment.
 - Terry Lyons, Chair, Northgate Minerals Corp. – to talk about the systems and programs that Northgate Minerals Corp. has in place to lessen the company’s carbon footprint.



3.0 PRINCIPLE 3: METHOD

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

SFU Business' methods and learning strategies for globally responsible leadership continue to evolve, not in a rule-driven way, but rather encouraged by individual faculty's research and teaching passions, as well as students' interests. A number of our courses involve approaches and vehicles for learning that are conducive for debating and practicing responsible leadership skills. For example, students:

- reflect on their own values, beliefs and assumptions around simultaneous economic, social and environmental value creation.
- probe into companies' decision-making, debating what poor thinking can lead to and the implications of getting things wrong
- keep learning logs and personally reflect on what environmental and social issues such as climate change, poverty or homelessness mean to them as individuals
- analyze sustainability challenges in their own companies
- apply their critical thinking in community-based projects
- engage in problem-solving and decision-making – through simulations and role-play – to better understand and learn how to interact effectively in diverse multi-cultural groups
- analyze cases on companies' sustainability strategies, global environmental issues, sustainability rhetoric and so-called greenwashing, the oil industry and climate change.
- The Learning Strategies Group (Executive Education) also acts as an incubator or learning lab for faculty wishing to test new experiential learning models or tools, or curriculum development, which may later be brought into the undergraduate or graduate learning environment.

LEARNING STRATEGIES GROUP



THINKING OF THE WORLD



“University education is about more than simply transferring knowledge to fresh, open-minded students. It’s about inspiring them to think critically and creatively, so they can fuel social change, innovation, economic growth and productivity. At SFU, students expand their classroom learning through hands-on research, co-op positions, volunteer service, semesters in dialogue and international exchange—gaining the experience to put their ideas into action to better the world.”

(SFU Community report 08/09)



"We believe that in helping to build innovative new organizations we can contribute to building a more sustainable world."

- Daniel Shapiro
Dean, SFU Business

- This past spring, students from SFU Business' Management of Technology MBA program showcased a range of community-focused, technology-grounded products – from sustainable transportation programs to emergency response tools, and from portable power devices to sports and health software applications. The presentations were part of a product development course, which requires students to take business ideas from inception to market introduction. The products borne of the program included Quake Aware, an emergency-response iPhone application; and FreeVoice, a concept that helps individuals (many homeless and unemployed) who cannot afford a telephone to still be able to have a phone number for the purpose of job searches.
- The social innovation blog Inov8.ca, was set up by Lisa Papania, an SFU Business doctoral student with support from the CMA Centre for Strategic Change and Performance Measurement. It provides a place for students to discuss social issues and support for planning and development of projects for social change.
- A partnership between the Industry Council for Aboriginal Business (ICAB) and the Learning Strategies Group completed its inaugural cohort of the Leadership Exchange Program. By providing Aboriginal and non-Aboriginal senior leaders with the opportunity to experience each other's work and cultural environments this unique program helps to foster respectful and mutually beneficial relationships. The program, and the participants within it, reflect and promote a new business environment, one that respects diversity, and promotes the development of sustainable firms and sustainable communities.
- SFU Business appointed LEED-accredited (Leadership in Energy and Environmental Design) and former SFU Business Assistant Professor – Entrepreneurship, Dr. Boyd Cohen as Sustainability Entrepreneur in Residence. In this position, Boyd will provide expertise and support to undergraduate and MBA students interested in green tech, green energy and sustainable business practices.



- Students are given the opportunity to attend or volunteer in a number of both SFU Business-specific and University-wide programs, several with a focus on social and global responsibility:
 - LEAD – In this 8-month leadership development program, students learn about leadership from a community development perspective and are provided a community project in order to apply the concepts they encounter in sessions and workshop.
 - Spread the net campaign Student Challenge – Co-hosted by Canadian Broadcasting Corporation’s Rick Mercer and working with UNICEF Canada, The Spread the net campaign raises funds to fight malaria in Africa. Funds raised go towards the purchase of insecticide-treated bed nets to help protect children in Africa.
 - Undergraduate Semester in Dialogue – This program inspires students with a sense of civic responsibility and encourages their passion to improve Canadian society. With chosen themes from Community advisors and the students’ own diverse backgrounds, the program functions through a combination of mentoring, networking and discussion-based learning. As part of the learning format, students are also required to organize public dialogues on key issues such as food security, social justice, climate change, citizenship and identity.
 - SFPIRG (Simon Fraser Public Interest Research Group) – Supporting environmental and social change through research, education and action.
 - SFU NetImpact Segal chapter – Advocating responsible and sustainable business practices.
- ‘Sustainability Ambassadors’, an SFU-wide staff volunteer program, was launched for individuals to act as the link between the SFU Sustainability Advisory Committee and the university community, in support of long term cultural change and to make SFU a truly sustainable university.
- The SFU chapter of Students in Free Enterprise went to regional and national competitions to showcase their achievements in the following community-focused activities:
 - RBC – Blue Water – Selected as one of the few teams in Canada to look at water conservation and sustainability.
 - HSBC Financial Literacy campaign – A series of workshops guiding and helping people who have very limited knowledge of finances so they have more opportunity to grow.
 - Banner Bags – Working with a street banner company to recycle banners into bags that school children create in class. It puts a large number of banners that would have gone to landfills, into the hands of children to create useful bags
 - New Leaf – Having grade 7 students create a publication on CSR and sustainability and at the same time, provide tools to the students for community project development.
 - LIFE – A workshop for grade 10 students on ethics and CSR.



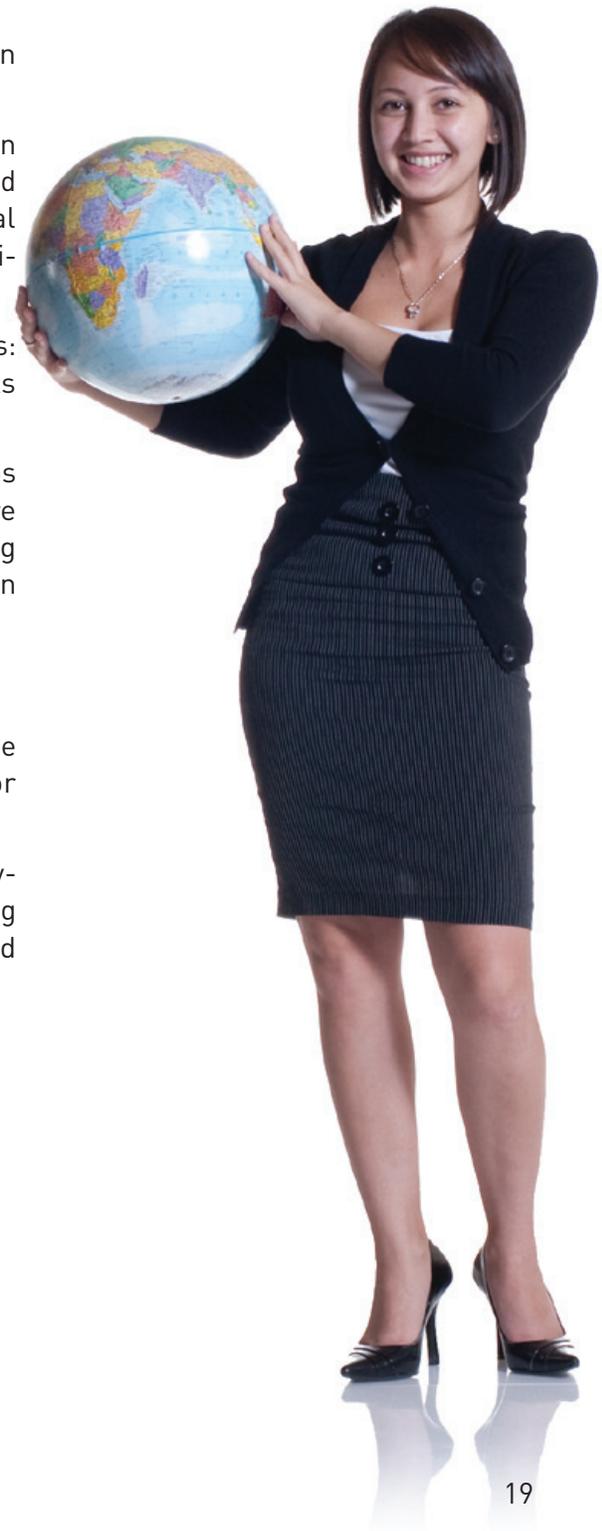
- Annual participation in the BC Clean Venture Challenge, an undergraduate Venture Capital competition in Canada that focuses on environmental and sustainability issues. Out of 32 teams competing in 2010, SFU Business had 10 teams, including the winner. The competition is the first and only event of its kind in Canada where participants solve real-world clean-technology issues by developing green-business venture ideas, presenting them to teams of investors and negotiating financing.
- SFU Business sent a team of four students to compete on ethics and CSR cases at Dalhousie University. The Dalhousie Business Ethics Case Competition strives for students to broaden their knowledge and understanding of business ethics and corporate social responsibility. The event's main goal is to expose students of all backgrounds to the ethical implications involved with everyday business decisions, and the impact these decisions have upon their environment, their community, their employees, and their shareholders.
- Jeux De Commerce (JDC) – JDC is western Canada's largest case competition. There are a total of 10 academic categories including not-for-profit, which SFU Business had a team. This team applied their ethics and worked on cases related to issues facing community development and those organizations charged with making a difference.
- SFU students are using funds they earned from a micro-credit fundraising competition to make loans to entrepreneurs in the developing world. The competition was sponsored by the SFU chapter of Agents of Change (AOC), a non-profit organization dedicated to youth engagement and finding sustainable solutions to global poverty. The young investment wizards will manage and distribute the funds through Kiva, AOC's micro-credit lending partner. Dubbed the eBay of micro-credit, Kiva runs a website (www.kiva.org) where lenders can learn about borrowers, loan them funds and then monitor their progress.



- Accounting Student Association provided free tax return services to low-income individuals and families.
- A graduate student team from SFU Business participated in the Global Social Entrepreneurship Competition and produced a business plan for a micro power station for remote rural areas of developing countries that was selected for the semi-finals.
- Other ongoing student fundraising and awareness campaigns: Free the Children, UNICEF, Surrey Food Bank and Canucks Place Children Hospice.
- Faculty development opportunities has included workshops on new learning strategies and opportunities to share practice and learn from colleagues' experiences in using methods, such as practical strategies for active learning in the classroom.

3.1 FORWARD LOOKING

- Create further faculty opportunities for sharing of expertise and experience around course designs and pedagogy for sustainability and social responsibility.
- Review opportunities for additional integration of community-based learning experiences and community service learning in course curricula – for example in the recently approved Certificate in Corporate Social Responsibility.



4.0 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.

4.1 OVERVIEW AND ACHIEVEMENTS

SFU Business has many leading and globally recognized scholars and faculty, with research and centres of excellence. Much of our knowledge production and our research centre activities focus on the many emerging cross-disciplinary issues of 21st Century, as expressed in our strategic pillars and areas such as technology and innovation, sustainability, social innovation, financial risk management, corporate governance, cross-cultural management and workforce diversity.

- The CMA Centre for Strategic Change and Performance Measurement is committed to promoting research and knowledge on how organizations plan and execute strategic change and how best to measure the performance of organizations undergoing such change. In partnership with Certified Management Accountants (CMA) of Canada, the Centre seeks to become an essential resource for business leaders and academics engaged in the area of strategic and social change and innovation.
- The Jack Austin Centre for Asia Pacific Studies provides a focal point for research and training for faculty, scholars, students, and practitioners, locally and internationally, on a broad range of issues relevant to the Asia Pacific region, particularly Canada's role in the area. The Centre supports relevant academic research, graduate students in business and economics, engages in outreach, and provides relevant practitioner training both in Canada and the Asia Pacific region.



- The CIBC Centre for Corporate Governance & Risk Management identifies and disseminates best practices for corporate governance and risk management.
- The knowledge and abilities required to manage risk must be brought to the highest levels of corporate governance: to the boards of directors who provide external governance for the firm; and to senior managers who formulate and execute the board-approved strategic directions for the firm. The Centre sponsors and pursues research in three key areas:
 - The strategic dimensions of corporate governance including risk management
 - The social and ethical dimensions of corporate governance and risk management
 - The international dimensions of corporate governance and risk management
- The Centre for Global Workforce Strategy was created in response to a growing need by companies to effectively manage workforce diversity. Ideally situated within the university's collaborative and multidisciplinary research environment, the centre draws from the expertise on global workforce management at the business school. The centre also has an extensive network of researchers that span the globe from Austria to Australia and represent a wide range of sub-specialties including expertise in for example work-life balance, the development of cultural intelligence, comparative human resource management practices, biculturalism, assessment centres, HR issues in mergers and acquisitions, management of expatriates and cross-cultural communication.
- In April, Mark N. Wexler (Professor in Management and Organization Studies) received the Paz Buttedahl Career Achievement Award for his 30 years of applying his scholarly work on business ethics to practical problems in business, government health care, and other fields, and for engaging the broader community in a dialogue about ethics. The award is presented annually by the Confederation of University Faculty Associations of BC (CUFA BC) to recognize faculty members at BC's public universities who use their research and scholarly work to make contributions to the wider community.
- In 2009, an international group of practitioners and scholars came together in the CMA Centre for Strategic Change to explore the interplay between social innovation and social institutions in a 3-day workshop.
- The blog website <http://www.outlookforchange.ca/> is a community resource for organizational and social change maintained by the Centre.
- An annual research dinner was held on the topic of sustainable development innovation. Keynote speaker for the evening was Jeremy Hall speaking on 'Innovation in Sustainable Development: Lessons from Brazil's Path Towards Energy Self Sufficiency.'

SELECTED PUBLICATIONS



2009 - 2010

- Herremans, I., Herschovis, S. and Bertels, S. (2009) "Leaders and Laggards: The Influence of Competing Logics on Corporate Environmental Action", *Journal of Business Ethics*, online publication date: 7-Feb-2009, forthcoming in print.
- Hoffman, A. and Bertels S. (forthcoming) 'Who is Part of the Environmental Movement? Assessing Network Linkages between NGOs and Corporations' In Lyon, T. (ed.) *What Do NGOs Want?*, Washington DC: Resources for the Future Press, Chapter 3.
- Zahra, S.A., Gedajlovic, E., Neubaum, D.O. & Shulman, J.M. (2009). A Typology of Social Entrepreneurs: Motives, Search Processes and Ethical Challenges. *Journal of Business Venturing*, 24(5), 5159-532.
- Subramanian, R., B. Talbot, S. Gupta (2009). "An Approach to Integrating Environmental Considerations within Managerial Decision Making." *Journal of Industrial Ecology* (forthcoming).
- Subramanian, R. S Gupta, B. Talbot (2009). "Product Design and Supply Chain Coordination under Extended Producer Responsibility." *Production & Operations Management*, 18, 3, 259 - 277.
- Zahra, S., Gedajlovic, E., Neubaum, D., & J. Shulman. (In-Press). Social Entrepreneurship: Domain, Contributions and Ethical Dilemmas. *Journal of Business Venturing*.
- Hervieux, C., Gedajlovic, E. & M.F. Turcotte. (In-Press). The Legitimization of Social Entrepreneurship. *Journal of Enterprising Communities*. Forthcoming.
- Hall, J., Matos, M. Severino, L. & Beltrao, N. (2009). Brazilian biofuels & social exclusion: Established & concentrated ethanol vs. emerging and dispersed bio-diesel, in press, *Journal of Cleaner Production*, Vol. 17, Suppl. 1, Nov., 77-85.
- Brenda A. Lautsch, Ellen Ernst Kossek and Susan C. Eaton. "Supervisory Approaches and Paradoxes in Managing Telecommuting Implementation" (2009). *Human Relations*. Vol. 62, No. 6: 795-827.
- David R. Hannah and Brenda A. Lautsch. The Virtues of Closeted, Uncloseted, Faked, and Avoided Counting in Qualitative Research. Under 1st Review, *Journal of Management Inquiry*, April 2009.
- Hannah, David R and Pankratz, Kirsten (2009). Why follow the rules? An empirical examination of employee responses to confidential information rules. *Academy of Management Conference Best Paper Proceedings*.
- Wexler, Mark "Financial edgework and the persistence of rogue traders." *Business and Society Review*, Issue 2: (forthcoming).
- Wexler, W.N. (2009). The Moral Dimension of Wicked Problems. *International Journal of Sociology and Social Policy*, 29(9/10), 531-542.
- Wexler, Mark (2009) Strategic ambiguity in emergent coalitions: The triple bottom line." *Corporate Communications, an International Journal*, Vol. 14 (1): 62-77.
- White, K. & Peloza, J. (2009). Other-Benefit versus Self-Benefit Marketing Appeals: Their Effectiveness in Generating Charitable Support. *Journal of Marketing*, 73(4), 109-124.

- Thomas, David C. & Inkson, Kerr (2009). *Cultural intelligence: Living and working globally*. San Francisco, CA: Berrett-Koehler.
- Thomas, David C. & Liao, Yuan (2009). Inter-Cultural Interactions: The Chinese Context in M. H. Bond, (Ed.), *The Oxford Handbook of Chinese Psychology* (2 ed). New York: Oxford University Press (In-Press).
- Peloza, J. & Falkenberg, L. (2009). The Role of Collaboration in Achieving Corporate Social Responsibility Objectives. *California Management Review*, 51(3), 95-113.
- Peloza, John, Simon Hudson and Derek N. Hassay (2009), "The Marketing of Employee Volunteerism," *Journal of Business Ethics*, 85, 371-386.
- Peloza, J. (2009). The Challenge of Measuring Financial Impacts from Investments in Corporate Social Performance. *Journal of Management*, 35(6), 1518-1541.
- Hassay, D.N. & Peloza, J. (2009). Building the Charity Brand Community. *Journal of Nonprofit & Public Sector Marketing*, 21(1), 24-55.
- Gani, L., and J. Jermias, (2009), Performance Implications of Environment-Strategy-Governance Misfit, *GAMA International Journal of Business*, Vol. 11, No. 1, 1-20.
- Meredith, Lindsay and Geoffrey Poitras, "Ethical Transparency and Government Regulation of Canada's Medical Research Industry ", Forum on Public Policy, *Oxford University Press*. (forthcoming).
- Tung, R.L. (2009) "The Role of the Diaspora in Trade Facilitation". Paper presented at the Chinatown and Beyond Conference, Simon Fraser University, 13-15, 2009.
- Weimer, D. & Vining, A.R. (Eds.) (2009). *Investing in the Disadvantaged*, Washington, DC, Georgetown University Press.
- Weimer, D. & Thomas, R.K. & Vining, A.R. (2009). Cost-Benefit Analysis Involving Addictive Goods: Contingent Valuation to Estimate Willingness-to-Pay for Smoking Cessation. *Health Economics*, 18(2), 181-202.

2008

- Papania, Lisa, Daniel Shapiro and John Peloza (2008), "Social Impact as a Measure of Fit Between Firm Activities and Stakeholder Expectations," *International Journal of Business Governance and Ethics*, 4, 3-16.
- Peloza, John and Lisa Papania (2008), "Corporate Social Responsibility and Economic Performance: Stakeholder Salience and Identification," *Corporate Reputation Review*, 11(2), 169-181.
- Peloza, John and Derek N. Hassay (2008) "Make Versus Buy Philanthropy: Managing Firm-Case Relationship for Strategic and Social Benefit," *Journal of Nonprofit and Public Sector Marketing*, 19(2), 69-90.
- Graham R. and Bertels, S. (2008) "A Strategic Sustainability Framework" *Greener Management International*, 54: 57-67.
- Bertels, Stephanie and John Peloza (2008), "Running Just to Stand Still? Managing CSR Reputation in an Era of Ratcheting Expectations," *Corporate Reputation Review*, 11(1), 56-72.

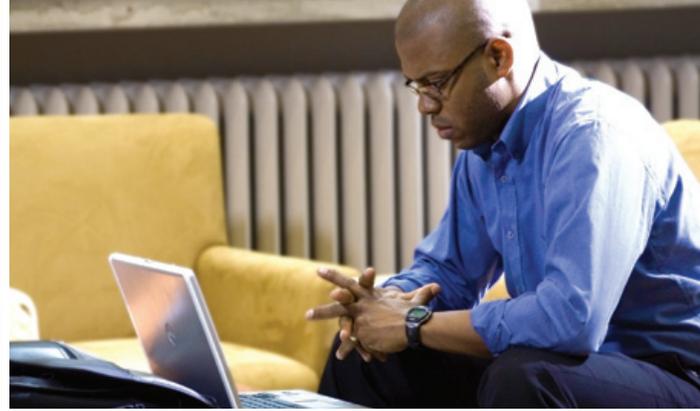
- Papania, L. and Hall, J. (2008). Ballard's Fuel Cell Bus Project: Next Stop – Changing the World. Business case prepared for the BC Innovation Council.
- Hannah, David R. & Zatzick, Christopher D. (2008) "An Examination of Leader Portrayals in the U.S. Business Press following the Landmark Scandals of the Early 21st Century." *Journal of Business Ethics*. 79 (4): 361-377.
- Hall, J., Matos, S. and Langford, C., (2008). Social Exclusion and Transgenic Technology: The Case of Brazilian Agriculture, *Journal of Business Ethics*, 77 (1): 45-63
- Egri, C.P., & Ralston, D.A. (2008). Corporate responsibility: A review of international management research from 1998 to 2007. *Journal of International Management*, 14(4): 319-339
- Lo, C.W.H., Egri, C.P., & Ralston, D.A. (2008). Commitment to corporate social and environmental responsibility: An insight into contrasting perspectives in China and the U.S. *Organization Management Journal*, 5(2): 83-98.
- Wexler, Mark (2008) Conjectures on systemic psychopathy: Reforming the contemporary corporation". *Society and Business*, Vol. 3 (3): 224-238.
- Syaiful Ali, Peter Green, Michael Parent (2009). The Role of Ethics in Information Technology Governance. Second International Workshop on Governance, Risk and Compliance (GRCIS) Conference, Amsterdam, Holland, July 7-9.
- Thomas, David C. (2008). *Cross-cultural management: Essential concepts*. Thousand Oaks, CA: Sage. (Winner of the R. Wayne Pace HRD book of the year, 2008)
- Thomas, D.C., Stahl, G., Ravlin, E.C., Poelmans, S., Pekerti, A., Maznevski, M., Lazarova, M.B., Elron, E., Ekelund, B.Z., Cerdin, J.L., Brislin, R., Aycan, Z., & Au, K. 2008. Cultural intelligence: Domain and assessment. *International Journal of Cross-Cultural Management*, 8, 123-143.
- Ellen Ernst Kossek. & Brenda A. Lautsch (2008). *CEO of Me: Creating a Life that Works in the Flexible Job Age*. Upper Saddle River, New Jersey: Wharton School Publishing.
- Rubin, Amir, 2008, "Political Views and Corporate Decision Making: The Case of Corporate Social Responsibility", *The Financial Review* 43, 337-360.
- Cohen, B.D., Smith, B., and Mitchell, R. 2008. Towards a sustainable conceptualization of dependent variables in entrepreneurship research. *Business Strategy and the Environment*, 17(2): 107-119.

THE JACK AUSTIN CENTRE FOR ASIA PACIFIC BUSINESS STUDIES
CMA CENTRE FOR STRATEGIC CHANGE AND PERFORMANCE MEASUREMENT
CIBC CENTRE FOR CORPORATE GOVERNANCE AND RISK MANAGEMENT



4.2 FORWARD LOOKING

- Knowledge forum on the topic of embedding sustainability to be hosted by the Learning Strategies Group and the CMA Centre for Strategic Change.
- The SFU Nancy McKinstry Awards for Leadership in Diversity will be awarded for the second time. Nominations are open to all companies with operations in British Columbia, and recognizes one that excels in the area of diversity. The Centre for Global Workforce Strategy set the nomination criteria and form part of the awards selection committee. Senior management from the winning organization will be provided with an opportunity to speak about their successes at a breakfast which will also award the Nancy McKinstry Student Scholarship to an SFU Business Graduate Student who is active in advancing the cause of women in business.
- SFU Business intends to establish a Centre for Responsible Mining focused on fostering responsible mining practices which respond to the new global reality that puts sustainability and social responsibility at the forefront of business today. If it is launched, this will be a long-term initiative focusing on four main areas:
 - Provide opportunities for leaders across the mining sector and related natural resource sectors, from within companies and communities, indigenous entities and governmental agencies, and other key stakeholders to share perspectives and best practices, to incubate innovative ideas and actions, and to build relationships and networks;
 - Stimulate research related to the environmental social, and governance challenges facing mining companies and communities, the organizational development required to address these challenges effectively, and tools through which to measure impacts and performance;
 - Develop case studies of real environmental social, and governance challenges facing mining companies and communities world-wide, providing on the ground tools and skills required by companies to address these challenges effectively;
 - Build capacity within mining companies and communities affected by mining in order to build harmonious and mutually beneficial relationships.



5.0 PRINCIPLES 5 AND 6: PARTNERSHIP AND DIALOGUE

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.

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.

5.1 OVERVIEW AND ACHIEVEMENTS

- The development of partnerships with businesses and the fostering of close relationships with the wider community are critical elements of our positioning as a school for business and society. It is through these connections we are able to ensure our programs, research and corporate services remain close to critical challenges in the world today, such as business sustainability, social inclusion and responsible management practices.
- The Dean's External Advisory Board advise on our strategy and acts as corporate sounding board for new initiatives.
- Business Councils and Steering Groups provide guidance to our degree and executive program designs
- The External Relations Committee (with representatives from career management, undergraduate/graduate programs, executive education, advancement and alumni) help review the School's many external touch points and think creatively about strengthening partnerships along a continuum of lifelong learning.
- The Learning Strategies Group (LSG, our Executive Education unit), with its connector and outreach responsibility, creates mutual learning experiences between our School and Business. LSG and our executive programs provide a platform for dialogue, problem-solving, support and also challenge, in our close working relationships with corporate clients – for example to consider their societal context, critically review their stakeholder engagements, and to reflect on ethical decision-making dilemmas. With a global network of leading faculty, industry practitioners and links to expertise also in other SFU faculties (Environment, Engineering, Psychology, Education), LSG acts as an integrator, facilitating access to different perspectives and resources.



“Ultimately, the (Aboriginal Leadership Exchange) program made me much more optimistic about the future with respect to reconciliation and alignment of interests between First Nations and the business community. Although there may be times when industry and First Nations objectives never align, there should be a strong foundation of communication to ensure that everyone’s interests are understood.”

- Chief Kim Baird
*Tsawwassen First Nation
Aboriginal Leadership Exchange
Program participant*

- Our Faculty and researchers consult or conduct their research in organizations the topics such as ethics, compliance, and the natural environment. Some are part of industry networks for business sustainability and sustainable development innovation. Faculty and staff engage in the global fora, leadership summits and academy meetings on the very moral foundations of management knowledge and business education, most recently European Academy of Management’s May conference in Rome titled ‘Back to the Future’.
- In our long-running corporate MBA with Teck we have incorporated social and sustainability issues, particularly as they relate to mining, stakeholder management and community development. The Learning Strategies Group also recently incorporated the significance of space and history, by locating sessions in a residential school for uprooted Aboriginal children.
- Program close and completion of LSG–BC Transmission Corporation’s Integrated Leadership Development Program – program included modules on Managing stakeholder relationships/consultations, with participants also exploring some practical issues in action learning projects.
- The inaugural Industry for Aboriginal Leadership Exchange Program took place. Facilitated by the Learning Strategies Group, this was a first in Canada. The objective was to create a unique opportunity to design and facilitate a safe experience through which Aboriginal and non-Aboriginal senior leaders experience each other’s work and cultural environments. It also develops important insights into how their roles, responsibilities, motivations and values influence decision-making processes. The Industry for Aboriginal Leadership Exchange Program represents an important opportunity for participants to interact together free from the pressure to represent their community or corporation in a business setting. The program also reflects the school’s vision – of valuing and honoring diversity, and emphasizing connections to our community that contribute to its future.

INDUSTRY COUNCIL FOR ABORIGINAL BUSINESS



- LSG hosted the Industry Council for Aboriginal Business (ICAB) breakfast meetings. Centred on guest speaker presentations of experiences in developing an Aboriginal /non-Aboriginal partnership, the breakfast meetings offer insight into the challenges, benefits and complex dynamics of creating economic-based 'commonground'. The breakfast meetings provide opportunities for business and community leaders to meet and exchange ideas about developing mutually-beneficial partnerships.

- 
- SFU Business hosted 'The Business of Being Green – Practical Advice to Make Sustainability Work for Your Business' – as part of the Business in Vancouver breakfast series. This year's panel included Elizabeth Sheehan, president of Climate Smart, as well as Michal Jaworski of Clark Wilson LLP and Ann Duffy, corporate sustainability officer with the Vancouver Organizing Committee for the 2010 Winter Olympic Games.
 - Completion of Ahp-cii-uk – A multi-sectoral aboriginal leadership initiative promoting partnership with First Nations leading to more resilient communities. The initiative, which LSG helped design, has helped build long-term relationships between First Nations, corporations, Government and other organizations.
 - Björn Stigson, President of the World Business Council for Sustainable Development (WBCSD), Geneva, visited SFU Business and presented on 'Business and Sustainable Development – the Green Race is on'. WBCSD is a CEO-led, global association of approximately 200 international corporations committed to change toward sustainable development.
 - Daniel Shapiro, Dean of SFU Business, is part of a United Nations-assembled global collective of academics and policymakers intent on setting a revitalized agenda for research and policy in the realm of foreign investment in 2010. The first UNCTAD Symposium on International Investment for Development, held in Geneva from March 15 to 16, has been established at a time when global capital flows and their relationship to economic development are receiving unprecedented attention. The overarching theme of the 2010 Symposium was "Setting the Agenda for Policy-orientated Research."

COLLABORATIVE LEARNING

- 
- Damon Silvers, the Deputy Chair of the Congressional Oversight Panel for the Troubled Asset Relief Program (TARP), and a leading figure in the fight for financial regulation reform in the United States, argued for broad U.S. legislative introductions in the wake of the global financial crisis at SFU Business in May. These changes include a new, independent consumer protection regulator; regulation of executive pay to discourage excessive risk-taking; the limiting of excessive leverage in financial institutions; and reformation of the country's credit rating system. His presentation was part of a panel focused on the global financial crisis hosted by the CIBC Centre for Corporate Governance.
 - The SI2 (Social Innovation) Conference, hosted by Simon Fraser University's Segal Graduate School of Business, fosters collaborations between social innovators, academics, students and other parties. One notable collaboration was formed as the global media descended upon Vancouver for the 2010 Winter Olympics. The new initiative helped international reporters give their stories about the impoverished Downtown Eastside neighbourhood more context. Keeping the Door Open Society and SafeGames 2010, which focus on harm reduction and social justice issues, established the concept of telling the neighbourhood's story in a responsible and way.
 - SFU Business is a founding partner of The Rix Center for Corporate Citizenship and Engaged Leadership, a major initiative in conjunction with the Vancouver Board of Trade to advance engaged corporate citizenship by business, and engaged community leadership by individuals, from volunteerism to philanthropy. The end product is value for all; individual, corporate and community well-being.

5.2 FORWARD LOOKING

- The Learning Strategies Group (Executive Education) and our research Centres continue to seek opportunities to bringing together business, Government and civil society – to explore and problem-solve, to incubate innovative ideas and actions, and to strengthen relationships and networks. Current planned initiatives include a practitioner-based forum on developing leaders with a global mindset, as well as an event on innovative strategies towards embedding sustainability.
- Management to attend the PRME Global Forum and UN Leadership Summit in New York.



SFU BUSINESS
SIMON FRASER
UNIVERSITY

Segal Graduate School of Business
MBA & Graduate Programs
500 Granville Street
Vancouver, BC V6C 1W6
778.782.5013 • grad-business@sfu.ca

Learning Strategies Group
SFU Executive Education
500 Granville Street
Vancouver, BC V6C 1W6
778.782.5013 • learning@sfu.ca

SFU Business - Burnaby
Undergraduate Programs
8888 University Drive
Burnaby, BC V5A 1S6
778.782.5567 • ugrec@sfu.ca