



UNIVERSITY OF  
CALGARY

**UNIVERSITY OF CALGARY | Haskayne School of Business**

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## **SHARING INFORMATION ON PROGRESS REPORT 2013-2014**

PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION (PRME)

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Where leaders learn to lead  
Where leaders learn to lead Where leaders learn to lead Where leaders learn to lead Where leaders learn to lead

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## MESSAGE FROM THE DEAN



The Haskayne School of Business is committed to the Principles of Responsible Management Education as an integral component of our strategic dedication to ethical leadership, entrepreneurship and energy education. We are proud of our record as recognized leaders in research and education related to corporate social responsibility, ethics, and sustainability. We commit to continue developing and improving in these important scholarship fields.

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

## Principles for Responsible Management Education

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

The PRME are inspired by internationally accepted values such as the principles of the United Nations Global Compact. They seek to establish a process of continuous improvement among institutions of management education in order to develop a new generation of business leaders capable of managing the complex challenges faced by business and society in the 21st century.

There are six principles to which HSB has committed:

### Principle 1: Purpose

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

### Principle 2: Values

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

## Principle 3: Method

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

## Principle 4: Research

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

## Principle 5: Partnership

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

## Principle 6: Dialogue

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

We understand that our own organizational practices should serve as example of the values and attitudes we convey to our students.

# Overview

The Haskayne School of Business at the University of Calgary is closely linked to the global resource-based industries headquartered in western Canada: energy, mining, forestry, agribusiness, and tourism. These industries were among the first to experience societal demands for sustainable development. Consequently, HSB has played a pioneering role in integrating the management of environmental and social issues into the school's MBA curriculum.

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

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

The Haskayne School of Business is a founding member of the University of Calgary's interdisciplinary Institute for Sustainability, Energy and the Environment (ISEEE). The founder of IRIS and an ISEEE affiliate, Dr.

Harrie Vredenburg is a Haskayne professor of Strategic Management and holds the Suncor Energy Chair in Competitive Strategy and Sustainable Development.

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

The University of Calgary leads Canadian universities in environmental sustainability, earning 4<sup>th</sup> in the 2013 Top 30 Schools with Corporate Knights.

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

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

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

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

University dining services staff purchase local and organic products as well as sustainably harvested seafood items. Fair trade coffee and tea are available in all dining locations. In addition to traditional materials, the university recycles tires, scrap metal, and fluorescent bulbs.

Major construction projects pursue at least LEED Silver standards. Seven buildings on campus are LEED certified or meet LEED standards. The university practices green housekeeping and pest management. Water conservation technologies have been installed, including dual-flush toilets, low-flow faucets, and waterless urinals.

New students learn about sustainability on campus through presentations and hands-on activities. Groups such as Bike Root and the Eco Club organize environmental initiatives on campus, and students participate in competitions with the goal of encouraging alternative transportation and reducing energy consumption and waste. The University of Calgary is primarily a commuter school, and more than half of the school community travels to campus via alternative transportation. The City of Calgary offers ride-matching services with discounted parking for carpoolers, and subsidizes fares on public transit for students. The university also offers full-time students "Upass" which is a special validation sticker applied to your current University of Calgary ONEcard which entitles you full access to available transit services during the applicable term(s) at a subsidized rate, and a student-run bike-sharing program and partners with a car-sharing program.

# **Centres**

Canadian Centre for Advanced Leadership in Business

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

Centre for Corporate Sustainability

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

Hunter Centre for Entrepreneurship and Innovation

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

Westman Centre for Real Estate Studies

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

Calgary Centre for Research in Finance

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

Centre for Public Interest Accounting

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

Informatics Research Centre

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

International Resources Industries and Sustainability Centre

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

Risk Studies Centre

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

The Canadian Centre for Advanced Supply Chain Management and Logistics

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

World Tourism Education & Research Centre

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

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# Purpose & Principle 2 Values

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

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

## Leadership in the Core Curriculum

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

## Inspirational Speakers at Haskayne School

- Richard Haskayne, former Chairman, TransCanada PipeLines Ltd.
- Naheed Nenshi, Mayor of the City of Calgary
- Leo de Bever, President and CEO of AIMCo
- Hal Kvisle, CEO of Talisman Energy
- Jay Westman, Chairman and CEO of Jayman BUILT and JWI Investments
- Colin Jackson, Former President & CEO of the EPCOR Centre of Performing Arts
- Doug Hunter, Chairman Bluesky Equities Ltd.
- Mike Tims, Chairman of Peters & Co

## Undergraduate Curriculum

### Financial Management 317

Focuses on the investment and financing decision of the firm. Heavy emphasis is placed on valuation and management of working capital and long term assets. The Canadian financial system and sources of financing are surveyed with a view to integrating the financing and investment decisions of a firm.

### Human Resources and Organizational Dynamics 317

An organization behavior and human resource management course focusing upon interpersonal, team, communication, decision making, leadership and other skills required to be a successful manager. Other topics include job analysis, recruitment and selection.

### Management Information Systems 317

Focus is on digital business technology management and enterprise applications. Foundation areas include: digital business strategy, strategy alignment, enterprise analysis, IT platforms, data management, business analytics, IT governance, IT innovation, organizational impacts, and economic considerations. Technical skills are developed with an examination of managerial and leadership issues.

### Foundations of Marketing 317

An introductory marketing course designed for management students to introduce the principles and practices of marketing. Topics will cover basic marketing concepts, societal issues, and the decision-making process of marketers in developing marketing strategies and plans. The focus of the course will be on the implementation of specific product, pricing, distribution and communication strategies for specific market situations.

### Operation Management 317

Introduction to the wide applicability, broad scope, strategic importance and major decisions of operations management, as well as important interactions with other functional areas. Topics covered include the design, control and improvement/innovation of business and other processes, project planning and control, quality management, statistical quality control, inventory management, just-in-time systems, and supply chains.

## Graduate Curriculum

### Introductory Financial Accounting

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

### Management Accounting

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

### Managerial Economics

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

### Managerial Finance

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

### Managing Human Resources

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

### Course Name: Strategic Management

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

Course Name: Marketing Management

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

Global Environment of Business

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

Managerial Decision Modelling

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

Strategic Business Analysis

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

Management Information Systems

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

Operations Management

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

MBA Skills Development

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

Leadership Capstone Course

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

Seminar in Business and Environment

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

## Areas of Specialization

Global Energy Management and Sustainable Development

Develop an understanding of the context for decisions and planning within the global energy industry and concepts, principles and management processes of particular significance to energy enterprises

#### Entrepreneurship and Innovation

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

#### Finance

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

#### Marketing

MBA graduates specializing in Marketing are well suited to strategic/general management positions requiring market-related decisions and actions. Much of the course work draws on the experiences of the students in applied projects and learning

#### Project Management

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

### Joint Degree Programs

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

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

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

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

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

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

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

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

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

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# METHOD

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

## The BComm Co-operative Education/Internship program

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

By participating in the Co-op program you will:

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

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

## Haskayne Mentorship Program

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

## LIVEbrary

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

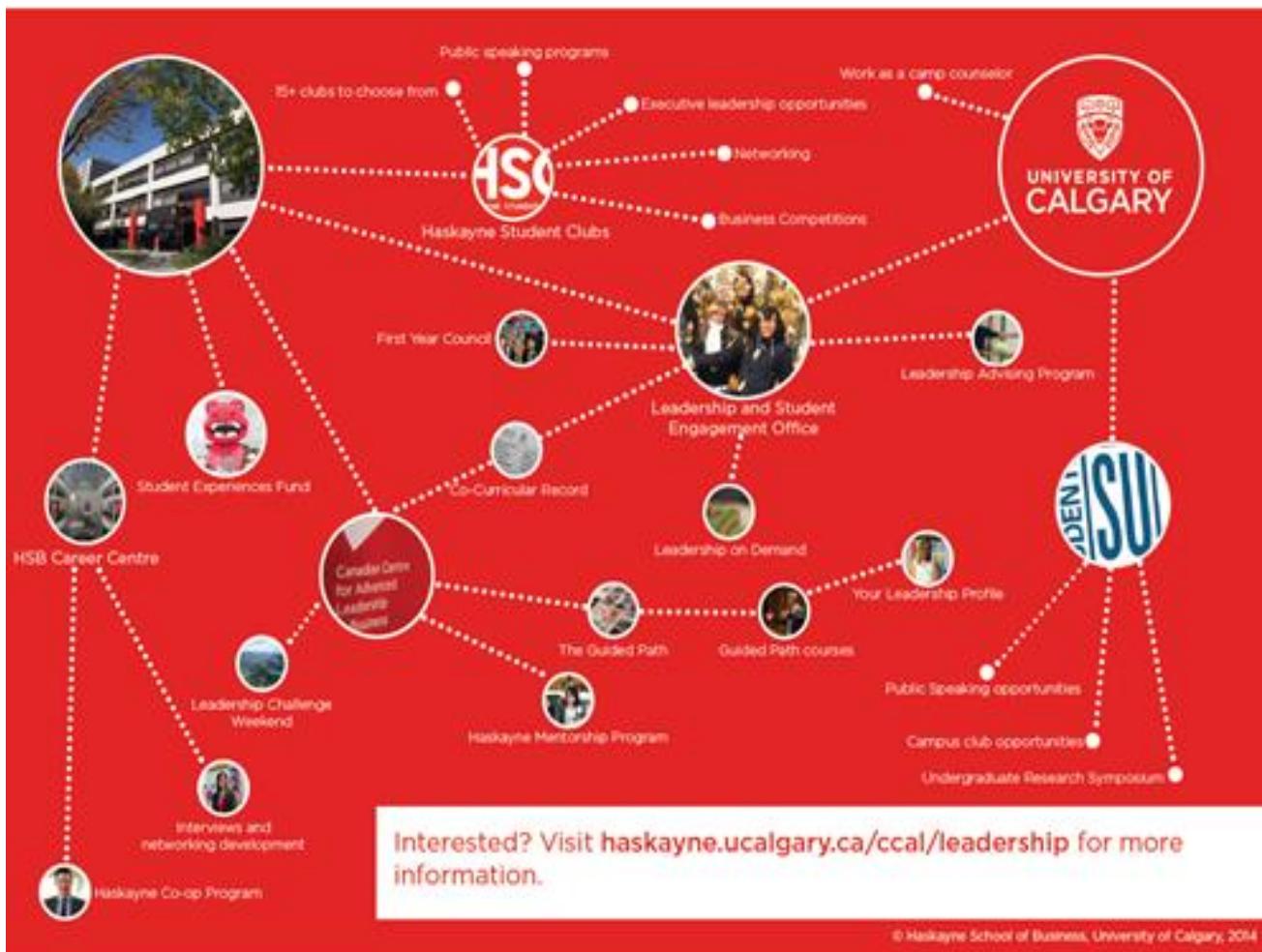
## MBA Internship Program

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

## One-on-One Career Consultants

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

Credible leaders have **experience**. Take advantage of all leadership opportunities on campus.



## RESEARCH

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

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

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## PARTNERSHIPS

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

## Student Clubs

Accounting Student Association (ASA)

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

### AIESEC in Calgary

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

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

### Alliances in Marketing (AIM)

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

### Alpha Kappa Psi

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

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

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

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

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

### Commerce Undergraduate Society (CUS)

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

### Enactus

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

#### Financial Management Group (FMG)

The Financial Management Group (FMG) is a student run organization whose main mandate is to foster student understanding and interest in the world of finance. We help students learn the technical aspects of finance by providing course-work help and access to practice exams. We expose students to financial markets through news and stock pick information.

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

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

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

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

#### International Business Student Association (IBSA)

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

#### Petroleum Landman Undergraduate Society (PLUS)

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

#### Real Estate Student Association

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

#### University of Calgary Solar Car Team

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

## The Haskayne MBA Society

The MBA Society is a not for profit student run organization consisting of approximately 400 students. Our purpose is to provide support to the MBA Society members in the areas of personal and community development. We raise issues and awareness concerning the student body and build bridges between students and the corporate community of Calgary.

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## DIALOGUE

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

### Fridays with faculty

Our popular seminar series “Fridays With Faculty” features professors from the Haskayne School of Business. Get the latest research in key areas of management and leadership, ideas you can apply in your company first thing Monday morning. Every Friday Haskayne students are invited to attend.

### The Business Day Conference & Generation Now

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

### Famous Five Foundation Speakers

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

### Annual Energy Dinner, hosted by: ISEESA

The Institute for Sustainable Energy, Environment and the Economy Student’s Association (ISEESA) was founded in 2006 by a group of University of Calgary students led by then Haskayne student Mark Blackwell, with the simple mission to create initiatives that reflect the growing movement to obtain a cleaner energy supply, healthy environment, and efficient economy. Each year, ISEESA hosts their annual Energy dinner. Keynote Speaker for the 8<sup>th</sup> annual dinner: Alex Steffen, noted author, public speaker and one of the leading voices on sustainability and social innovation, will give this year’s keynote address.

### MBA 24-Hour Case Competition

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

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

The Hunter Centre for Entrepreneurship and Innovation ("Hunter Centre") was established in February 2013 as a Centre of Excellence in entrepreneurial thinking and business innovation for the Haskayne School of Business and more broadly to the University of Calgary.

With a focus on experiential learning, community outreach and the development of thought leadership in the entrepreneurial thinking space, the Hunter Centre strives to emulate the "can-do" spirit that is synonymous with Calgary's entrepreneurial community on our campus. We believe this spirit is best embodied in students who have exposure to a combination of theoretical business principles, academic knowledge and leading research, as well as direct learning opportunities facilitated through experiential and co-curricular endeavours. We also believe that the University as a whole is a rich community of innovators, of which our faculty play a central role.

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

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

Specifically, the Hunter Centre's goals are to:

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

## 2013 Initiatives:

- The Hunter Centre for Entrepreneurship and Innovation is founded
- Kimberley Neutens is appointed Director
- Wayne Henuset Entrepreneurship Speaker Series is launched
- Kimberley Neutens is appointed co-chair of the University of Calgary's Advisory Committee on Entrepreneurship and Innovation (ACEI)
- The Entrepreneurship and Innovation Option for Graduate Students is launched

The Westman Centre for Real Estate Studies at the Haskayne School of Business will link global real estate, urban economics research and teaching relevant to the Calgary marketplace with outreach to industry and the community. In addition to educating the next generation of real estate development leaders, we will conduct new market research and create a platform for discussion within the industry.

It is our vision that the program will make us the school of choice for real estate education within 10 years. We anticipate the education program will develop to become a concentration (BComm) and specialization (MBA). Courses slated for the 2014 – 2015 academic year include:

- Real Estate Law
- Real Estate Marketing
- Urban Studies/Environmental Design
- Sustainable development and Real Estate

We are looking at developing courses in the following areas:

- Entrepreneurship in Real Estate
- Real Estate Strategies
- Real Estate Capstone (Project Based)

The program will be grounded in expertise that already exists at the Haskayne School. Overseen by Jim Dewald, Dean, Haskayne School of Business, with operations handled by Leighton Wilks, Manager, Real Estate Studies.

The Advisory Council, made up of industry leaders that represent the funders of the real estate studies program, will ensure that the program develops according to industry needs. This council, presently co-chaired by Ron Ghitter and Bill Lister, provides oversight and advice in all three areas; course development, research, and community outreach.

The Canadian Centre for Advanced Leadership in Business (CCAL) with its vision that educating leaders in advanced leadership principles will transform the future of business and its role in society, is actively creating principled and proactive management education. CCAL is structured to develop leadership capacity of students (Purpose, value and method); promote and facilitate research and thought leadership (Research) and increase community engagement of advanced and ethical leadership (values, partnership and dialogue).

### **Principle 1: Purpose, Principle 2: Values, Principle 3: Method**

Through a structured process, Haskayne Guided Path System (H.GPS), CCAL continues to reach out to all student registered at Haskayne. This approach helps students at all stages in their academic career build relevant knowledge about leadership and leadership development. From year one where focus is primarily

individual leadership, through years two and three, focusing on team and organizational leadership, into years four and further considering leadership of organisations and in society.

From September 2014 key integration points in the curriculum provide formal connections for student on the H.GPS. The awareness and support of faculty has been vital in creating support and connections for students in and around leadership knowledge and their experiences of leadership.

The H.GPS positions students to measure their own leadership engagement and transformation.

Many of the CCAL activities such as the Haskayne Mentorship Program and the Haskayne Peer Network (a combination of peer mentoring and networking co-ordinated in conjunction with the Haskayne Student Association – a student led club) are recognized by the University's co-curricular record.

CCAL has supported faculty in the development and operation of experiential leadership both at the University, in the wilderness of Kananaskis and in the business settings of Calgary, Ontario and New York through field trips. Student identified experiences also receive financial support via a multi-centre initiative, the Haskayne Student Experiences Fund. Our MBA program is “bookended” with leadership in both the very first course and the very last CAPSTONE course. Ethical leadership case competitions are supported by CCAL at both undergraduate and MBA levels with the national East meets West MBA leadership competition co-hosted with Ivey Business School.

CCAL seeks to lead and participate in the development of a professional leadership culture at the Haskayne School of Business for faculty, staff and students through activities such as faculty retreats (for faculty and staff), conference presentations, professional development and involvement in CCAL.

#### **Principle 4: Research**

Research fellowship and faculty is important to CCAL, under the guidance of a Distinguished Research Chair this is implemented as a researcher hot spot known as the Leadership Research Hub as well as via formal research fellow sponsorships and faculty wide grants for the study of leadership. Fellowship and grants create a route of academic dissemination of leadership research from Haskayne scholars.

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

Industry/academic roundtables, and the planned research salons, as well as the well regarded Haskayne Hour speaker series provide a mechanism for dissemination of research to a business audience. The participation of researchers in the Globe and Mail's Leadership Lab has increased over the last 18 months.

#### **Principle 5: Partnership and Principle 6: Dialogue**

The business community in Calgary is highly active and supportive of the University and as part of our partnership and dialogue around outreach, CCAL looks to provide many varied opportunities for engagement with the business community.

A clear vision and mission for our research centre is grounded via our website, helping stakeholder groups know what to expect of and from CCAL. Our outreach is supported by use of traditional and social media

tools as well as a leadership newsletter that links all of the CCAL Community for Advanced leadership from student, through faculty and out to business.

We continue to build awareness of Haskayne's role in the development and growth of industry attitudes towards ethical leadership and responsible management education. Outreach events connect with each of our stakeholder groups. High profile speaking events and roundtable opportunities underpin highly interactive programs such as the Haskayne Mentorship Program and opportunities to speak in class and act as live case studies all related to advanced and ethical leadership.

# Sustainability on campus



## Message from President Elizabeth Cannon

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

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

## Research for Sustainability Highlights

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

## Education for Sustainability Highlights

- Established our Academic Committee for Sustainability
- Confirmed appointment of an academic sustainability coordinator, a brand new role, to commence in Fall 2013
- First cohort of the Global Energy Executive MBA, a 20-month program taking students to energy centres in 5 countries on 4 continents.
- Faculty of Education launches Education for the Environment program, a graduate level program to prepare students for educating others about the environment. The University of Calgary's Haskayne School of Business ranked fourth out of 30 schools in the 2013 Corporate Knights Global Green MBA survey

## Student Engagement Highlights

- 779 Students participated in community engaged learning
- 9,422 hours were contributed by students in community engaged learning
- 871 students subscribed to receive a monthly sustainability e-bulletin

## Students leading the way

- 22 students clubs involved in sustainability
- Over 1,000 students in sustainability-related clubs

## Environmental Sustainability

- We continued operation of our 65,000 kW photo-voltaic array on the Child Development Centre
- Piloting the LEED for Existing Buildings: Operation & Maintenance program in the ICT building
- Provided staff professional development programs to increase staff capacity in sustainable building operations and maintenance
- Enhanced the green housekeeping program for higher performance and alignment with institutional sustainability goals
- Over 5000 new recycling & waste collection units deployed across campus
- New partnership with hauler that incentivizes all parties to avoid costs through reduced waste generation and increased diversion
- Compostable serving-ware introduced across campus ê Campus waste audit completed
- Participated in 2013 North American Recyclemania Challenge
- Continued expansion of organic food waste collection with all food areas now included
- Continued existing building multi-year water fixture retrofit program to achieve at least a 50% reduction in potable water flow
- Participated in 2013 Campus Conservation Nationals, a North American competition challenging post-secondary institutions to reduce their water consumption
- Grey water is being used for toilet-flushing in two new buildings and 100% of site irrigation is supplied by reused process water
- In 2012-13 the University of Calgary developed a Transportation Demand Management Plan currently being reviewed in draft form
- 100% of cleaning products are GreenSea or EcLogo certified

## Economic Sustainability

- 7.5 million in annual cost avoidance from energy efficiency measures
- \$200 thousand in annual cost avoidance from waste diversion
- \$4.3 million in access bursaries given to 2145 recipients

For more information contact:

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