United Nations Principles for Responsible Management Education

SHARING INFORMATION ON PROGRESS

Seneca Business 2021-2022

Seneca

PRME Principles for Responsible Management Education

an initiative of the UN GLOBAL COMPACT

Land Acknowledgement

Seneca would like to acknowledge the lands on which its buildings are housed and where students, employees and members of the public gather. These lands are the traditional territories of the Mississaugas of the Credit First Nation and of the Williams Treaties First Nations. We are guests on these lands and it is our shared obligation to respect, honour and sustain them.

Acknowledgements

Table of Contents

A Message from the President

I'm delighted to present Seneca's inaugural Sharing Information on Progress (SIP) report for the Principles for Responsible Management Education (PRME).

The report outlines the commitment and progress made since Seneca Business became a PRME signatory in January 2021. Joining the more than 880 PRME members is an important step for Seneca as we continue our work to become a sustainable institution.

Seneca's commitment to sustainability can be seen in academic programs, services, applied research and physical spaces. We embraced that mission with even more vigour at the beginning of the pandemic when we launched Au Large, a comprehensive renewal initiative, that focuses on three pillars to build a sustainable, equitable and more virtual Seneca.

Seneca Business, our largest faculty, has played an integral role. Academic teams have reimagined and created new courses, hosted conferences and hackathons and connected with thought leaders, companies and organizations that have demonstrated leadership in sustainability.

We have implemented the six PRME principles and continue our work toward achieving the 17 Sustainable Development Goals (SDGs) by 2030.

Meaningful and enduring change does not happen overnight. Sustainability is a complex objective that goes well beyond the environment to include social equity, cultural vitality and economic responsibility. Seneca is up to the challenge.

I'm proud to support our work in association with PRME.

David Agnew
President

What is PRME?

The Principles for Responsible Management Education (PRME) initiative was founded in 2007 and is supported by the United Nations (UN). It is a global platform and network for business and management schools to raise the profile of sustainability and empower students to create positive change.

The PRME platform is aligned with the UN Sustainable Development Goals (SDGs) and the UN Global Compact. It focuses on six principles — purpose, values, method, research, partnership and dialogue — to equip students with leadership skills for balancing economic, environmental and social goals.

With more than 880 voluntary signatories worldwide, PRME is the largest organized relationship between the UN and business and management educational institutions.

PRME Principles for Responsible Management Education

an initiative of the UN GLOBAL COMPACT

PRME Principles

Seneca is committed to focusing on the principles to develop responsible management and business practices:

Principle 1: Purpose

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

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 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 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 3: Method

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

Principle 6: Dialogue

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

Our Commitment to the UN Sustainable Development Goals

In line with implementing the PRME principles, Seneca is committed to working on and advancing the UN Sustainable Development Goals (SDGs).

The 17 goals are the foundation of the 2030 Agenda for Sustainable Development, which Canada and 192 other UN member states adopted in 2015. They provide a global framework for developing peace and prosperity globally. They represent an urgent call to action for everyone to work in partnership to address sustainable economic, social and environmental development.

In order to measure SDG progress, there are 169 targets that are tracked by 232 indicators. The objective is to work towards a world free of poverty, hunger, with access to quality education and universal health, with full and productive employment, gender equality and an end to environmental degradation. Seneca is pursuing this through our curriculum, operations and actions.

About Seneca

Seneca is taking on the great challenges of our time – rebuilding the economy, equity and sustainability – while navigating through the pandemic safely. We're delivering a great polytechnic education that combines rigorous academics with practical training. From health care to technology, business to creative arts, community services to arts and sciences, we help students get ready to make their mark in the world. We're #SenecaProud of our expert faculty, excellent staff and outstanding facilities. We have deep connections with industry and offer thousands of co-op and work placements to get our graduates job-ready. Full-time or part-time, in-person or online, students choose the option that suits them.

Sustainability at Seneca

Over the years, Seneca has developed a legacy of actively building a more sustainable organization through learning opportunities, capital projects and operations. Early in the pandemic our comprehensive renewal initiative, Au Large, was launched with three pillars to build a sustainable, equitable and more virtual Seneca. And in 2021 our inaugural five-year Sustainability Plan was published. It focuses on the themes of education, research, leadership, community and operations. The plan builds on the work of the Sustainable Seneca Committee and its actions are facilitated and supported by the Office of Sustainability.

Seneca's commitment to sustainability is far reaching and reflected in academic programs, applied research and physical spaces. Here are some of our achievements to date:

OUR PATH FORWARD

Seneca SUSTAINABILITY PLAN

2021 - 2026

- silver STARS rating from the Association of Sustainability in Higher Education

- bronze award in the Colleges and Institutes Canada (CICan) Awards of Excellence for Sustainable Development

- awarded Platinum Waste Minimization Award from the Recycling Council of Ontario (RCO) in 2008 and the Gold Award in 2007

- more than two million bees buzzing in 50 hives on three campuses

- four Gold-level Leadership in Energy and Environmental Design (LEED) certifications at Newnham and King campus buildings

- geothermal energy production at King Campus

- more than 1,800 kilograms of compost is created annually at Newnham Campus

- the Seneca Statement on Investment Policy and Procedures (SIP&P) provides direction on responsible investing that considers Environmental, Social and Governance (ESG) factors

- thirty-six electric vehicle charge ports at King and Newnham campuses

Bees Project
Don Forster, Director,
Office of Sustainability

sustainable Seneca

Seneca Business

Seneca Business is Seneca's largest faculty with more than 12,000 students, about 600 professors and instructors and 25 support staff and administrators, as of December 2022.

Our mission

Providing a great business education for our students.

Seneca Business has built a strong community focused on the same mission — working to provide business students with a great education, one that will make them ready to take on whatever challenges they face when they graduate.

Our vision

To create business leaders who incubate ideas, drive innovation and do good in the world.

Seneca Business is committed to environmental, social and economic sustainability. Our students receive the skills and experiences to become tomorrow's business leaders.

Our programs are delivered within six schools:

- Aviation
- Accounting and Financial Services
- Hospitality and Tourism
- Human Resources and Global Business
- Legal, Public and Office Administration
- Management and Entrepreneurship

Seneca Business delivers programs on four campuses all located within the Greater Toronto Area. One of these campuses, the Seneca International Academy (SIA), specializes in education for international students. SIA provides select programs designed to meet global demand and offer credentials.

Introducing PRME at Seneca Business

In January 2021, Seneca Business made a public commitment toward sustainability by becoming a PRME signatory. Seneca is the first business school among Ontario colleges to join PRME, which includes more than 880 signatories worldwide.

Our decision was driven by our aim to:

1. Accelerate progress incorporating sustainability into our curriculum and practice.

2. Emphasize our support for the UN SDGs more visibly.

3. Access a wealth of resources and expertise in the global PRME community.

Seneca Business has established a governance structure and a working group to assess the status quo, develop a roadmap guided by the PRME principles and implement programs and initiatives.

The PRME Working Group members are:

Shahrzad Farzinpak, Chair, School of Human Resources and Global Business; Head of the Working Group, Seneca Business
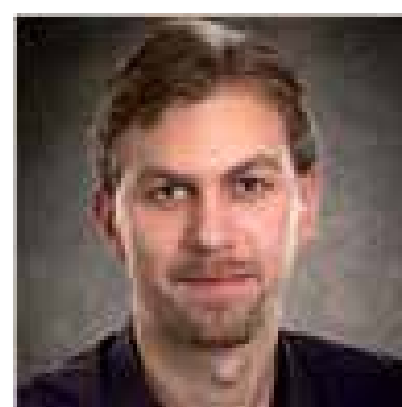
Marko Jovanovic, Academic Program Manager, Seneca Business

Stephen Phoon, Professor, Seneca Business

Samin Shaaban-Nejad, Professor, Seneca Business

Anitta Toma, Professor, Seneca Business

TIMELINE OF KEY PRME ACTIVITIES
2021 - 2022

WINTER 2021

Seneca Business becomes **signatory of PRME** and working group formed

WINTER 2021

Incorporated **sustainability into Seneca Business curricula** through developing and revamping sustainability courses

FALL 2021

Launching the **Rewards and Recognition program** as a tiered ranking system to certify students sustainability achievements through their curricular and extracurricular activities

WINTER 2022

Supporting the **2022 Sustainability Hackathon** where teams of students work on one of the SDGs and apply them to a local business or business school initiative

SUMMER 2022

Hosting the inaugural **PRME Applied Research Conference (PARCon 2022)** having faculty and students present how Seneca Business is advancing the SDGs through applied research and collaboration with industry

FALL 2022

Launching the **Student Blog** on the PRME intranet to make student's voices heard regarding sustainability topics and experiences

WINTER 2021

Held the **Sustainability Speaker Series** to raise awareness for faculty and sttudents showcasing well-known sustainability advocates and champions including:
-Erin Brockovich
-David Miller
-Takara Small
-David Suzuki

SUMMER 2021

Mapping of Seneca Business programs and courses to the 17 SDGs to determine alignment and inform decisions for further curating programs and courses

FALL 2021

Hosting the inaugural **SDG Multimedia Contest (2021)** encouraging students' ideas for a more inclusive, equitable and sustainable Seneca Business

WINTER 2022

Establishing an online presence by launching **the PRME intranet** website hosted by Seneca Business to communicate with stakeholders

FALL 2022

Supporting the launch of the two-part **Faculty Development Workshop** 'Introduce Sustainability to Your Course' for faculty to reimagine their courses through a sustainability lens

FALL 2022

Hosting the second **SDG Multimedia Contest (2022)** to show how Seneca Business students can be a force for good and act as agents of transformation beyond the classroom

Principle 1: Purpose and Principle 2: Values

Objective statement and approach overview

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, curricula and organizational practices the values of global social responsibility as portrayed in international initiatives such as the UN Global Compact. Seneca Business formed a dedicated PRME Working Group to support the initiative.

During the first two years, we developed and rolled out a strategic roadmap and kept our key stakeholders aware and engaged.

Our purpose and values are also reflected in the activities and programs developed to address the four other principles.

Seneca Business PRME Working Group

Setting up a dedicated project team was critical to drive the implementation of the six principles. The PRME Working Group was established in late January 2021, with an initial mandate to develop a strategy and roadmap for implementing PRME in Seneca Business.

During our two-year journey, the role of the working group expanded to include:

- integrating sustainability content in Seneca Business programs
- developing a communication strategy
- designing appropriate infrastructures to facilitate and catalyze impact
- increasing stakeholder awareness and engagement
- co-ordinating engagements with stakeholders within the institution
- rolling out activities and events

The initial working group was comprised of three multi-disciplinary faculty to have a diverse and complementary spread of competencies on the team. An additional faculty member was added in mid-2022 to support the growing number of activities and programs.

Shahrzad Farzinpak, Chair, School of Human Resources & Global Business, provided executive leadership for the working group. Its efforts are strategically guided and co-ordinated with Jeff McCarthy, Dean, Seneca Business.

Statement of Purpose

Seneca Business creates learning experiences to develop responsible leaders who will generate sustainable value for companies, organizations and society.

Strategy and Roadmap

The working group reviewed the top practices of PRME champions and other academic institutions around the globe and shortlisted the best

Our framework focuses on the pillars of education, experience, exposure and environment to guide learning and development with our stakeholders, students, faculty and industry partners.

- **education**: traditional classroom approach
- **experience**: learning through performing tasks
- **exposure**: training through relationships and interaction
- **environment**: instruction that leverages tools, systems and infrastructure to empower students to support their own progress

The group's goals were approved by Seneca's Senior Executive Committee and informed the design of Seneca's PRME activities and program to create a roadmap that:

- features an flagship event each term
- focuses on creating awareness of sustainability and the SDGs
- provides a variety of inclusive and immersive learning experiences
- is locally based on Seneca Business and its community

An integral component for the roadmap is the Rewards and Recognition (R and R) program, which allows stakeholders to have their participation and contributions recorded in exchange for tiered acknowledgement.

There is a two-year timeframe for the roadmap, to fit within the SIP reporting cycle. Seneca Business adapted a phased approach for the implementation of PRME. In the first year, the aim was to create awareness and get students and faculty on board with sustainability. In the second year, the priority was to expand the impact beyond the primary stakeholders.
This allowed greater focus on the initial activities, so those achievements in turn would create traction going forward.

Communications Strategy

A communication strategy was developed to ensure timely interactions with key stakeholders through various platforms.

To start, presentations were made for the Seneca Business leadership team comprising of the academic chairs from all six schools and the dean. Other measures taken include:

- periodical online faculty and student surveys to monitor increasing awareness and engagement
- a term-based newsletter called PRME Corner was created to highlight milestones along with faculty and student achievements
- the Seneca Business webpage was used to increase visibility and for live interaction with all stakeholders

Seneca Business launched the PRME online space in the winter of 2022 to broaden our stakeholder reach and engagement. The website, managed by the working group, is accessible to students, faculty and the public. It provides a platform for news, activities, event registrations, resources, wikis and FAQs.

In the summer of 2022, a student blog was launched on the site. They can volunteer as regular or episodic contributors and those who are published are acknowledged through the R and R program.
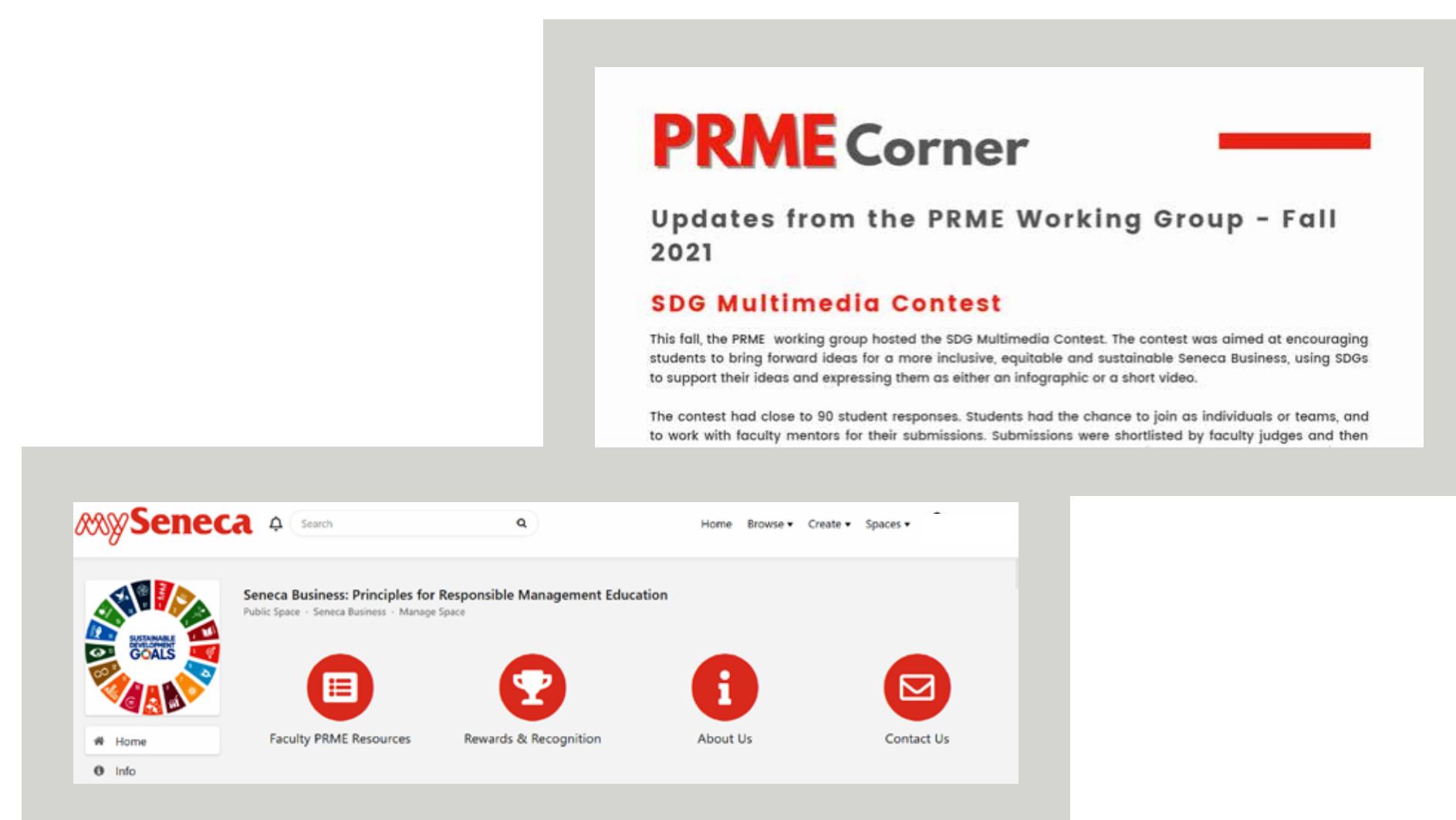
Reward and Recognition Program

The Reward and Recognition (R and R) program was designed to encourage continuous learning and for the first two years it focused on students.

Flexible criteria were used to develop a tiered framework to encourage student participation across a variety of activities and programs. For example, they can earn recognition for attending two events in a term and can be promoted to a higher tier for a subsequent event. It's designed to give them eight distinct competencies.

More than 700 students participated in the first year. In the summer of 2022, the Seneca Business PRME Working Group partnered with the institutional Teaching and Learning team to start developing automated e-badging, which will enable more rapid scaling of the rank certification and allow students to display their virtual badges publicly (for example on LinkedIn). Once implemented, students and graduates will be able to showcase their PRME participation and SDG business savvy to potential employers and their wider networks.

Principle 3: Method

Objective statement and approach overview

Principle 3: Method – We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

Seneca Business took a multi-pronged approach to this principle. We revamped legacy courses and developed new sustainability classes for business students at the diploma and graduate certificate level. Our Sustainable Business Management program, which grew out of a Green Business Management graduate certificate program we launched more than 10 years ago, was instrumental in our plans.

Curriculum Evaluation

The 17 SDGs are designed to create a better and more sustainable future by 2030. Together they form a framework to address climate change and poverty reduction, while improving education, health and economic growth.

Seneca Business embarked on a two-part, qualitative exercise to map its programs and courses, using learning outcomes, across all 17 SDGs to determine alignment and help with development.

From May to September 2021, the working group mapped the courses, categorizing them according to the learning outcome alignment with the SDGs.

Starting with select programs, learning points and best practices were harnessed to refine the mapping process. Training materials and tools were developed afterwards to train and onboard more faculty.

In addition, we considered the industries and communities we work with and the sustainability challenges they face. This led us to make changes such as introducing a sustainability stream to the Supply Chain Management program, Equity, Diversity and Inclusion (EDI) modules to the Human Resources Management program and sustainability focused assessments in Hospitality & Tourism.

We also embarked on an exercise to align our business courses with the 17 SDGs, which brought faculty on board with these objectives.

The second part of the exercise began in late September 2021, using the new tools to achieve greater scale. Designated faculty champions were trained and mapped their respective courses and programs with support from the working group and help clinics.

By January 2022, 20 programs, covering more than 400 courses had been mapped and this generated interest from the institution at large. The Office of Sustainability in collaboration with Seneca's Program Quality department are currently working on creating a uniform SDG mapping process. Seneca Business will join this process for further mapping.

The exercise also provided valuable information on the number of courses with sustainability content, which is a key parameter for the institution's rating in the Sustainability Tracking, Assessment & Rating System (STARS), a self-reporting framework for colleges and universities under the Association for the Advancement of Sustainability in Higher Education (AASHE).

Development and Realignment of Courses

Integrating sustainability into Seneca Business's curricula was done in two stages.

The first, which began shortly after joining PRME, involved realigning existing courses and developing others. We took a plug and play approach, so standalone courses could be inserted or replaced in the program.

The following courses were realigned or developed:

No	Course	Program (Level)	Approach	Details
1	Sustainability & Sustainable Development	International Business (Graduate Certificate)	realignment of predecessor course (CSR & Ethics)	- first course to be revamped - changes based on a foundational course in the Sustainable Business Management program - debuted Spring 2021
2	Sustainability & CSR	Supply Chain (Graduate Certificate)	new course	- positioned as first-term prerequisite for a second-term elective (Supply Chain Sustainability) - debuted Fall 2021
3	Supply Chain Sustainability	Supply Chain (Graduate Certificate)	new course	- covers sustainability in the supply chain sector - debuted Winter 2022
4	Introduction to Sustainable Business	Diploma Programs	new course	- covers sustainability in the supply chain sector - debuted Winter 2022
5	Sustainability Across Industries	Sustainable Business Management (Graduate Certificate)	realignment of predecessor course (Sustainable Urban Development)	- developed to provide a deep dive into 12 key industry sectors from the perspective of understanding sustainability issues and alternative best practices

Development and Realignment of Courses

A key component of the first stage was to identify and evaluate suitable core materials. The working group and Sustainable Business Management program faculty collaborated to create courses that could be tailored to all levels. This expedited the process and enabled us to introduce the first wave of sustainability courses quickly.

The second stage involved considering course material to adapt to reflect sustainability specific to the subject matter. A series of workshops were held to help faculty design learning experiences for students that would develop a sustainability mindset to serve them in their careers.

In total, more than 50 faculty members across eight schools attended the workshops, which were run in both online and in-person.

Sustainability stream in Supply Chain Management program

Supply chain management is a vital part of modern business with significant environmental and social issues. Since September 2021 we've offered a few options for students in the Supply Chain Management – Global Logistics (SCM) graduate certificate program. In the first semester, there's a course on sustainability and corporate social responsibility, which covers how

to create a business case for such initiatives. In the second semester, there's a specialized sustainability course. And as part of the new curriculum, SCM offers a capstone course in which student teams work directly with an industry partner to solve a supply chain problem.

EDI content in HR programs

One of the three pillars in Seneca's Au Large renewal initiative is to build an equitable world. In keeping with that commitment, the School of Human Resources & Global Business is integrating content focused on underrepresented groups into the curriculum. This also aligns with SDG 8, to promote inclusive and sustainable economic growth, productive employment, and decent work and SDG 10, to help business become more sustainable or equitable.

Modules on hiring and retaining Indigenous talent

Alfonsina Chang, Chair, School of Hospitality & Tourism, and Lawrence Chi, Professor, School of Human Resources & Global Business,   in collaboration with Randy Pitawanakwat, Manager, Indigenous Student Services, designed modules for hiring, engaging and retaining Indigenous talent. The first one introduces the challenges Indigenous Peoples encounter finding and staying in jobs. Students have to create a strategy to improve success in hiring and retaining a higher percentage of Indigenous talent.

In the second module, students need to interview an expert in Indigenous recruitment. It's hoped that the framework of these courses can be adapted into curricula to address real-world problems.

EDI content in HR programs

Neurodiversity modules

More people are identifying as neurodiverse and neurodiversity management is essential to removing inequalities in the workplace. We believe that proactive and strategic integration in formal education is a crucial step to help further appreciate diversity and increase the effectiveness of Canadian organizations; these are priorities linked to SDGs 4, 8 and 10.

We piloted a one-hour live, virtual training module to integrate neurodiversity into the curriculum in 2021. Melissa Warner, Professor, School of Human Resources & Global Business, who graduated from Massachusetts Institute of Technology's Business in Neuroscience certificate program in 2020, designed it.

A second neurodiversity module is being developed for an organizational behavior course, which has an enrolment of about 1,400. Students will learn about the benefits of neurodiversity in organizations, management approaches and unique considerations for performance and selection practices.

Future work in this area includes implementing neurodiversity training modules in other HR courses.

Development of new criminal law and access to justice course

In January 2022, a Criminal Law and Access to Justice in Canada (LXA300) course was developed by School of Legal, Public and Office Administration professors Amreen Omar and Camille Sherman. It examines the access to justice crisis and the many ways marginalization may impact clients.

The justice system is slow, complex and expensive. It often can't produce just outcomes because issues are embedded in areas such as housing, employment and health. This course is designed for law clerk students, as clerks are often the first point of contact for clients at firms.

In this course, students examine access to justice in the context of criminal law, gender-based violence, disability, mental health, poverty, language and Black, Indigenous, and Persons of Colour (BIPOC) considerations. In addition, legal aid and technology will be looked at as tools for overcoming barriers.

Guest lecturers this past year have included Chief Justice Beverley McLachlin, Tamar Witelson, Director of Legal Services, Barbra Schlifer Commemorative Clinic, Jeff Adams, Associate, Fasken and a Paralympian and Peggy Pitawanakwat, Co-ordinator, First Peoples@Seneca.

These experts offered their perspectives with regard to past and current obstacles to timely and fair access to justice. In addition, they explored strategies undertaken by stakeholders including the legal profession, the judiciary and community

Integration of sustainability into hospitality programs

Visiting organizations and companies to see real, business sustainability initiatives in-person is a great opportunity to reinforce learning. The Global Hospitality Sustainability Leadership program partners with environmental leaders to give students the chance to work on applied research projects and participate in co-op placements.

Field trips to places like Toronto's Fairmont Royal York provide more opportunities. At the hotel, an environmental leader in the sector, students learned about the zero-plastic initiative, bee sustainability and water stewardship during their visit on Nov. 1, 2022.

Students also put the experience to work on various graded projects.

Faculty Community of Practice

A Community of Practice (COP) formed during the nascent stages of redesigning and developing sustainability courses. This helped Seneca Business launch them in an effective and methodical manner.

Faculty from across Seneca Business, including those who teach in the Sustainable Business Management graduate certificate program that focuses on the economic, environmental and social value of sustainability, worked on the initiative.

Initially, the COP team met frequently to develop and evaluate course material. They then focused on monitoring the impact of the courses. The team continues to meet to share best practices and the next step will be to integrate sustainability into all Seneca Business programs.

Principle progress survey

The PRME Working Group designed surveys to monitor the progress of incorporating the six principles into curricula, practice, research and partnerships. They were developed to assess participants involvement, awareness of sustainability issues and best practices. In particular, they:

• measure faculty and student engagement
• engage internal stakeholders in dialogue
• give faculty and students a voice
• increase awareness
• benchmark results

The first annual survey was conducted in February 2022, almost a year after Seneca Business became a PRME signatory. The next survey will be conducted in February 2023 and focus on the same topics. Comparative charts of the results will be created.

Principle 4: Research

Objective statement and approach overview

Principle 4: Research – Seneca Business 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.

We take an application-based approach towards research and this is embedded in many programs. Students work with industry partners to understand and devise proposals that address issues through a sustainability lens.

In addition to our applied research capstone course in Sustainable Business Management, we incorporated industry specific sustainability research into other academic programs.

We also held our first annual PRME Applied Research Conference (PARCon), bringing researchers, practitioners and industry leaders together to shape a sustainable future. It gave Seneca Business a chance to showcase how we're advancing the SDGs through applied research and scaling impact through industry collaboration.

Sustainable Business Management capstone

Every year, students in Sustainable Business Management Program are tasked with problem-solving initiatives as part of their capstone projects. They work with diverse clients, from small- and medium-sized enterprises to large, national organizations, in sectors such as construction, manufacturing and logistics. These projects have helped clients become B Corp certified, calculate carbon footprints and develop strategies.

The capstone projects have been promoted and showcased at Seneca Innovation's Applied Research conference and the Let's Talk Sustainability and Business event. The latter was developed to bring professionals, students and alumni together to discuss trends and practices.

The Let's Talk Sustainability and Business event started with a panel discussion with Ally Leilich, Professor, School of Business and Associate Manager, Community Impact at Canadian Tire; Vibhor Rotatgi, Associate at ESG Global Advisors Inc.; and two SMB class of 2022 alumni Erica Campbell, Sustainability Analyst, Works Design Communications and Krisha Dave, Analyst, Healthcare of Ontario Pension Plan. It was hosted by Anureet Kaur, Professor, School of Business and Sustainability Manager, Softchoice. About 60 participants attended.

Sustainability
Capstone Project
Showcase 2021

Seneca | Sustainable Business Management Program

PRME Applied Research Conference

Seneca Business is committed to encouraging, conducting and promoting impactful research and thought leadership in partnership with industry and community. We hosted our first PRME Applied Research conference (PARCon) on June 20, 2022, with the theme "shaping tomorrow's sustainability."

The virtual event showcased how we're advancing the SDGs through applied research and scaling impact through industry and community collaborations. PARCon featured 30 student and faculty sustainability projects in five areas:

- business management
- hospitality and tourism
- finance and accounting
- legal public and office administration
- aviation

Faculty presenters

Varinder Gill
Potential innovative solutions to tax filing barriers for the low-income population

Nishant Narechania and Lu-Ying Wang
Novel aircraft design concepts for sustainable aviation

Cam Tu Doan
LafargeHolcim eco-friendly approach towards creating sustainable cities and communities

Anitta Toma
Life-cycle assessment as a tool for sustainability transparency: Green Story case study

Amit Lahiri
Supply chain sustainability and the circular economy action lab

Christopher Hurezeanu
Digital transformation of the tourism industry

Alfonsina Chang and Lawrence Chi and Randy Pitawanakwat
Recruitment and retention of Indigenous talent

Jon Olinski and Jamie Boyle
Sustainable cities and communities

Student presenters

Mikayla Hooper
Environmental policy exploration with SunLife

Luisa Zapata, Camila Alejandra Acevedo Forero, Erika Lissete Ponce Acosta, Theresa Ngumimi Tseayo
Invert tackles climate change through B Corp certification

Rajvee Patel and Karishma Patel
New ways for a boutique motel to integrate sustainability through a circular business model

Rohit Singour
Social and environmental impacts of sustainable procurement policy through life-cycle analysis

Erica Velecia Campbell, Annalisa Tallarida, Swati Chourey, Daniella Nicole Denise Cox, Ting Yi Florence Kwan
Lamenza X sustainability case study

Jeff Carlo Ferreras, Abhishek, Akshat Chawla, Sahil Patial, Kelly Sumaya, Mary Shirley Surio
Role of technology in sustainability - Toronto Marriot City Centre

Siddharth Sawe, Aditya Ashok Shetty, Sarthak Tandon, Huzefa Abbas Palitanawala, Dhwani Lalitmohan Datt, Rohit Kumar Bhartula
Development of social media campaign for Courtyard by Marriot, Markham

Azusa Yamano, Katarina Ducasse, Siu, Sneha Babu, Ibrahim Ayoob Ahmed Salyqni
Sustainable procurement in hotel industry

Faculty quotes

Novel aircraft design concepts for sustainable aviation

"We aim to raise awareness on the climate change associated with SDG 13 in the aviation student body through our senior-level advanced aircraft design course."

Nishant Narechania and Lu-Ying Wang

Life-cycle assessment (LCA) as a tool for sustainability transparency: Green Story case study

"Green Story uses LCAs to help companies showcase their sustainability efforts in easy-to-understand visuals. Green Story does this by measuring a company's impacts in terms of carbon dioxide emissions, water and energy usage and waste."

Anitta Toma

LafargeHolcim eco-friendly approach towards creating sustainable cities and communities

"This project allows students to explore the development of a new eco-friendly cementitious strategy at LafargeHolcim group, a worldwide building material leader...."

Cam Tu Doan

Potential innovative solutions to tax filing barriers for low-income population

"This project examined the barriers faced by people living on low income in Toronto when filing their taxes, how the pandemic has affected their tax filing experience, followed by providing recommendations on improving the tax filing rate."

Varinder Gill

Digital transformation of the tourism industry

"In the face of COVID-19, rather than fall to the wayside, new innovations must be developed. Some innovations include smart travel facilitations, smart destinations and job creation that requires both technical and advanced soft skills for digitization that micro-, small- and medium-sized enterprises can take advantage of..."

Christopher Hurezeanu

Recruitment and retention of Indigenous talent

"Students will gain experience in devising strategies to hire and retain Indigenous talent as well as develop industry contacts, best practices and stories to engage Indigenous talent in the employment experience."

Alfonsina Chang, Lawrence Chi and Randy Pitawanakwat

Principle 5: Partnership

Objective statement and approach overview

Principle 5: Partnership – Seneca Business will interact with business managers to better understand the social and environmental challenges they face and to explore effective solutions.

We recognise the value of partnerships and how they help develop constructive engagements, while scaling scope and impact.

Our strategic roadmap called for a collaborative approach in areas where expertise and structure are already established. We identified several initiatives that were consistent and aligned with the UN Global Compact and PRME goals and then worked with organisers to extend the scope and impact to benefit our students.

As part of our external engagement, Seneca is committed to ongoing consultation with Program Advisory Committees (PACs). They ensure programs are relevant to industry, business and society. The Sustainable Business Management program has a standalone PAC composed of industry leaders and innovators in the field.

Other initiatives included the Seneca Sustainability Hackathon, in which students pitched solutions to a problem for organisational sponsors and the Green Citizen Symposium, which is described under Principle Six.

We also collaborated with the Teaching and Learning Centre to offer faculty workshops on embedding sustainability into courses. In addition, Seneca Business developed a sustainable business microcredential for non-executive, working professionals.

Sustainable Business Management Program Advisory Committee

Seneca offers an eight-month graduate certificate program that focuses on the application and long-term economic, environmental and social value of sustainability in business. It's designed to meet the growing need for professionals who can propose, measure and evaluate initiatives. Students learn how to develop financially viable, socially inclusive and environmentally regenerative strategies to help organizations thrive and how to create a purposeful business as an entrepreneur.

The program prepares students to identify areas for improvement, engage with stakeholders and integrate sustainability across an organization to boost performance. In addition, they learn how to influence decision-makers and be inspiring agents of change.

The PAC helps ensure the program's curriculum is grounded in up-to-date best practices and is responsive to the latest sustainability challenges, approaches and techniques. The group is comprised of a multidisciplinary team of industry leaders, sustainability champions and area specialists who meet twice a year. It's supported by lead faculty and Seneca's support staff and administrators.

Sustainability Hackathon

Hackathons are competitive events in which groups of people work over a short period of time to create code for a new product or service.

The Seneca Sustainability Hackathon was a global, virtual, industry- and government-sponsored event for students and grads, organized by student volunteers and held from Feb. 28 to March 4, 2022.

Teams collaborated to research, design and develop solutions to real-world business problems, which were presented to a panel of judges. Top competitors progressed through a few different stages before the final winner was announced.

Seneca's PRME Working Group and Office of Sustainability sponsored two of the challenge sets and had representatives on the finalist panel, ensuring that sustainability and alignment to the 17 SDGs were key components of the winning entry.

PRME Corner

The PRME Working Group is pleased to provide an update on our major initiatives below. Please reach out to the Working Group (prme-wg@senecacollege.ca) if you would like to get involved or have any questions.

The 2022 Sustainability Hackathon

Keynote Speakers

"Panch Kosha (5 Layers of Being): Sustainability in Life Through Yoga"
Dr. Rohini Gautam
Yogic Professional, Yog Front Organization

"Sustainability in Restaurants"
John Sbrolla
Director, CPOS Inc.

"Electronic Solutions in the Addiction and Mental Health Field including Discussion of Self-Help Apps"
Dr. Nigel Turner
Independent Scientist, Institute for Mental Health Policy Research, CAMH

"Integrating Sustainability Into Business Education - The Seneca Business Case"
Shahrzad Farzinpak
Executive Lead, PRME Initiative, Seneca Business Chair, School of Human Resources and Global Business

For more info, visit senecahackathon.com

The Sustainability Hackathon is an event aimed to raise awareness of global issues and create opportunities for participants to get involved in making the world a better place. This event was held during the Winter 2022 reading week.

Course development workshops

One of the three pillars of Seneca's Au Large renewal initiative is a commitment to building a sustainable future. This includes integrating that focus into academic programs.

In Fall 2022, the PRME Working Group and Teaching and Learning team co-hosted the inaugural Seneca Business workshop series to help faculty reimagine their courses through a sustainability lens.

The workshops, delivered in-person and online, introduced the 17 SDGs and gave faculty the opportunity to come up with ideas for integrating the goals into their course content and assessments. More than 70 professors participated and are incorporating the concepts.
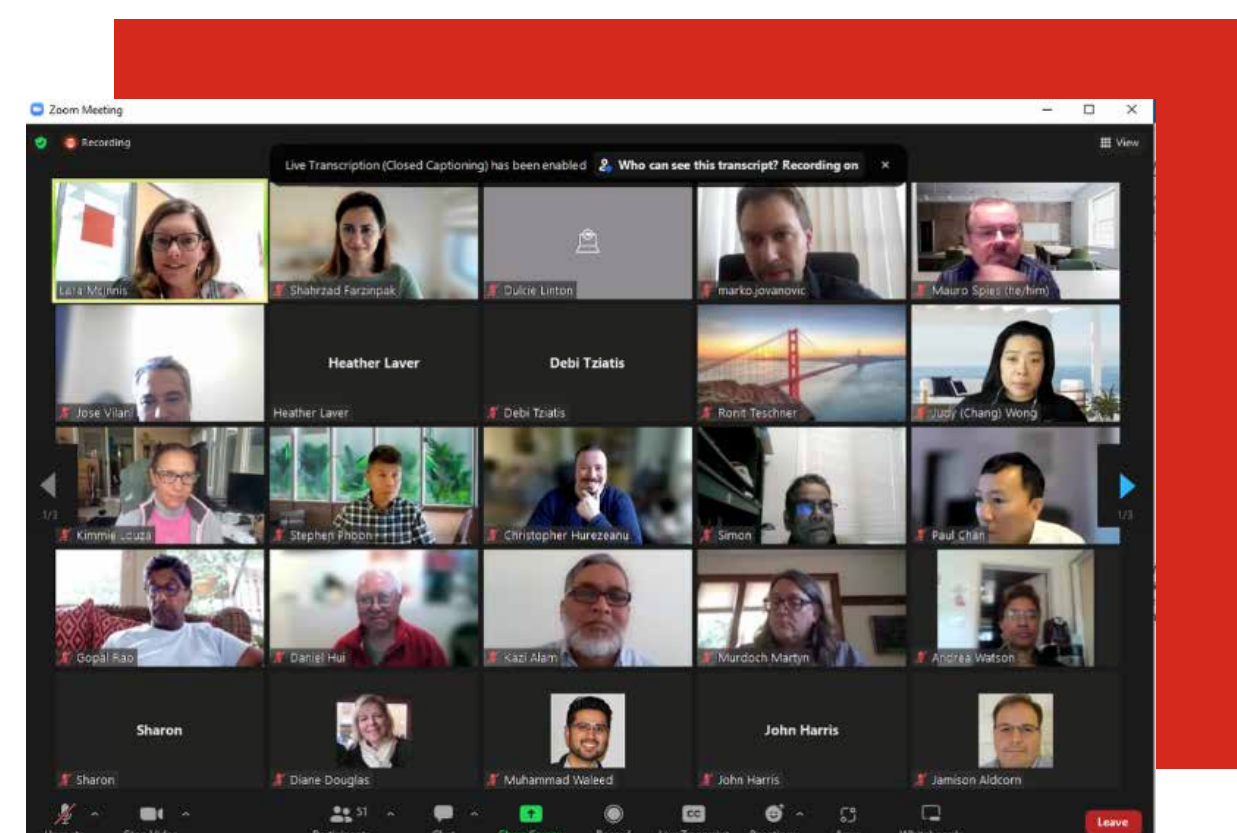
Sustainability Microcredential

A Sustainable Business Fundamentals (SBF) microcredential has been developed in collaboration with Kingbridge Centre, an innovation hub and business lab in King Township, about 60 km north of Toronto.

The six-week, online program helps industry professionals upskill and accelerate their careers by building their knowledge in sustainable business management.

Students will learn about key concepts and build essential skills, while applying global best practices to develop a customised strategy using their own business experience or a case study designed specifically for this course.

Microcredentials complement the suite of full-time programs offered by Seneca Business. This program will be introduced in 2023 and students will receive a digital badge when they successfully complete the final assignment.

Sustainable Business Fundamentals
(SBF100)

International partnership

Business students and faculty can integrate all six PRME principles through initiatives offered by Seneca International.

The Collaborative Online International Learning (COIL) program gives students and professors from two higher education institutions in different countries the opportunity to collaborate virtually in curriculum-embedded group assignments and discussions.

Since early 2020, Seneca Business faculty have used COIL in more than 10 courses for topics such as business negotiations, ethics, intercultural intelligence, leadership and strategy. Partners from Mexico, the United States, the Netherlands, Malaysia, Begium and Germany among other countries have participated.

In addition, the Cultural Intelligence program gives students the chance to develop intercultural skills in a free course. Those who successfully complete all 10 modules earn a digital badge certificate.

Principle 6: Dialogue

Objective statement and approach overview

Principle 6: Dialogue – Seneca Business will facilitate and support dialogue and debate among educators, students, business, government, consumers, media, civil society organisations and other stakeholders on critical issues related to global social responsibility and sustainability.

Stakeholder engagement is key to our success and a crucial part of our strategy. That's why our roadmap (see Principles 1 and 2) prioritized giving them opportunities to learn and connect with us.

The Sustainability Speaker Series highlights significant individuals who champion values that embrace sustainability and provides our students, faculty and staff with inspiration and insights.

The SDG Multimedia Contest gives students the opportunity to get creative in tackling sustainability issues. They make short videos or infographics in response to a question. Not only is it a chance to learn and compete but also to raise awareness.

In addition, the Green Citizen Symposium brings thought leaders, students and the community together annually for sustainability discussions. And SDG training helped students learn about the UN goals and create action plans to help Seneca meet them by 2030.

Sustainability Speaker Series

The Sustainability Speaker Series encouraged a deeper understanding of how business decisions impact society and the environment. It was launched to raise awareness of issues and Seneca Business' PRME initiative.

The livestream series featuring well-known sustainability advocates started on April 22, 2021, which was Earth Day. Erin Brockovich, the famed Legal Clerk and activist who won a landmark environmental lawsuit against Pacific Gas and Electric Company, kicked off the event.

Other speakers included David Miller, the former mayor of Toronto and a champion of sustainable urban economies, and Takara Small, the award-winning Entrepreneur and CBC Technology Columnist.

David Suzuki, the award-winning Scientist, Environmentalist and Broadcaster, concluded the series on Aug. 31, 2021, with a record viewership of 2,000 students, faculty and staff.

Erin Brockovich, Legal Activist

Takara Small, Entrepreneur and Columnist

David Miller, former mayor of Toronto

David Suzuki, Scientist, Environmentalist and Broadcaster

SDG Multimedia Contest

The annual SDG Multimedia Contest gives students the opportunity to create short videos or infographics, while raising awareness of sustainability issues. The inaugural competition, which was the first PRME Working Group event, was held from September to December 2021.

The contest asked students to submit ideas on how to make a more inclusive, equitable and sustainable Seneca Business with an SDG lens. Individual and team contestants worked with faculty mentors.

The 2022 edition had five finalists and more than 40 students attend an in-person and virtual award ceremony. This included Jeff McCarthy, Dean, Seneca Business, as a guest of honour and Cindy Chao, Director of Social Impact, RBC, as the keynote speaker.

There were about 90 entries and faculty judges chose six finalists. Seneca Business students and employees were then invited to vote for their favourites. Four teams were announced as winners at a livestreamed award ceremony, featuring Dean McCarthy as a guest of honour and Bob Willard, Author and Sustainability Expert, as the keynote speaker.
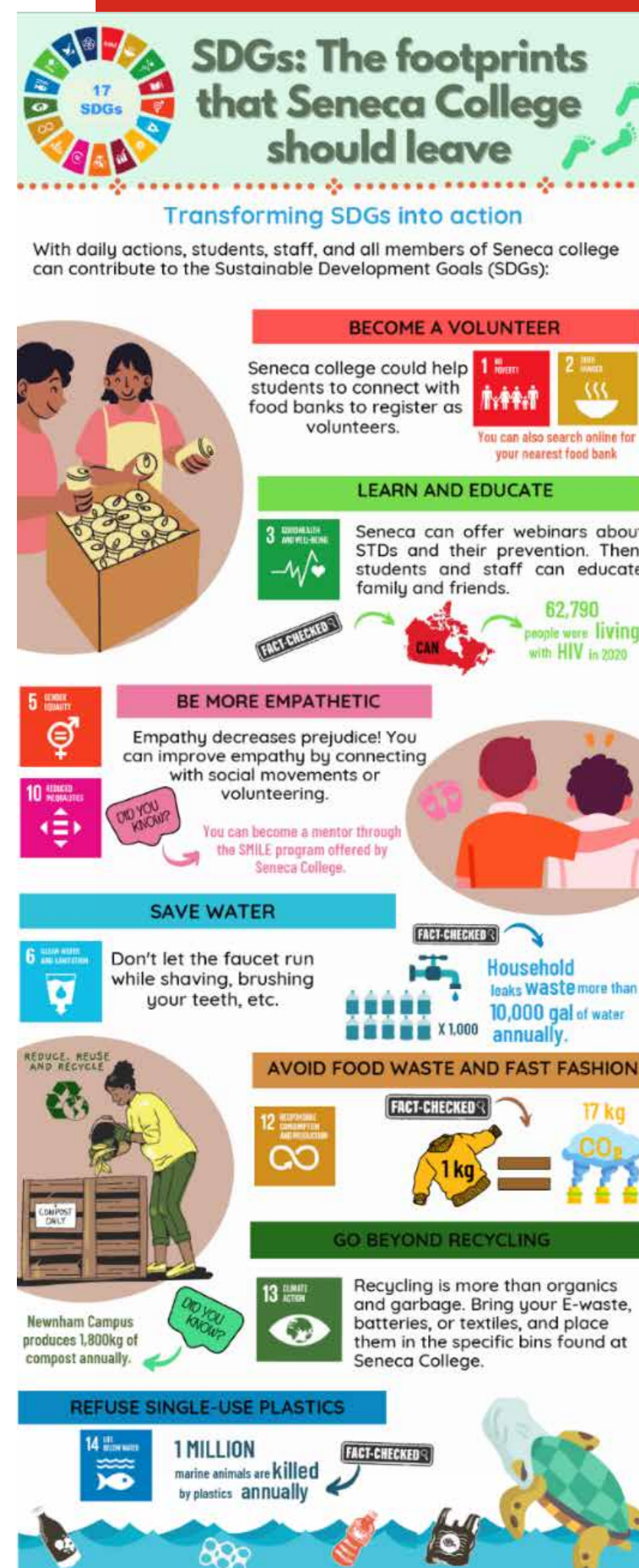
Green Citizen Symposium

The Green Citizen Symposium, organised by Seneca's Office of Sustainability, is one of the institution's well-established events that promotes sustainability awareness. Seneca Business students who participate in it are acknowledged through the Rewards and Recognition program (see page 12). The annual symposium brings industry thought leaders, students and community together to discuss sustainability during the fall study week.

The 2021 theme "Today's Challenge. Tomorrow's Opportunity" focused on how communities can work together to improve society during and after the pandemic. Keynote presentations were made by representatives of McMaster University, Climate Interactive, FireSmart Alberta, HTFC Planning & Design and Seventh Generation. Workshops for Seneca students were led by industry experts from WWF Canada, HELIX, TD Insurance and Green Economy Canada.

The 2022 "Be the Change" theme for the symposium articulated the idea that everyone can contribute to building a sustainable future. Keynote speakers featured representatives from the UofT Trash Team, the International Energy Agency, Kotn, TD Bank Group, Institute for Catastrophic Loss Reduction, and a UBC Professor and Author of a New York Times bestseller. In addition, workshops were held by industry experts from IKEA, WWF Canada, EMERGE Virtual Care, TD Insurance and Project Neutral.
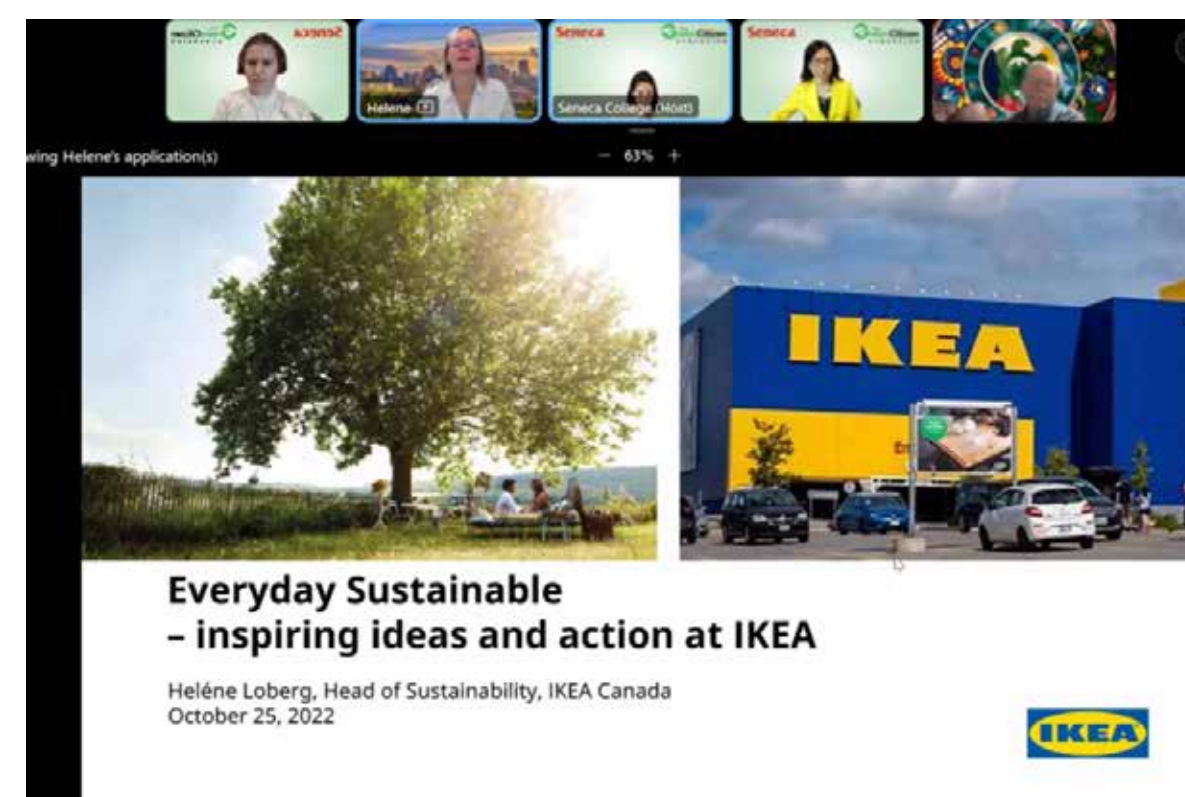
SDG training

Seneca's Global Learning and Engagement team in partnership with the Foundation for Environmental Stewardship, a youth-led, UN accredited not-for-profit organization, has been offering SDG training during the winter study week annually since 2018. It provides students with an understanding of the SDGs and sustainable development, an interdisciplinary approach to achieve the goals by 2030 and the knowledge to create an action plan.

In 2021, the virtual event included synchronous and asynchronous modules, a global opportunity fair and a 24-hour student case competition. With support from Seneca mentors, 36 student groups developed plans for Seneca to meet the SDG goals. Their ideas were presented in video clips that were adjudicated by a mix of internal and external judges. A total of 287 students participated, of which 138 were from Seneca Business. Seventeen prizes were awarded.

In 2022, the event was changed to align with Seneca's inaugural sustainability plan, which calls for empowering the community, tackling challenges and inspiring action. Each student used a workbook to outline a plan to increase what people in their sphere of influence are doing to positively impact the future. A total of 477 students, including 129 from Seneca Business, participated as part of their courses.

Looking Ahead

Reflections on objectives and commitments 2021 - 2022

Seneca Business has taken its first step in the PRME journey. Two years ago, we were on the cusp of a profound shift in sustainability education and research and we were excited to be part of the force to facilitate its transformation.

Our inaugural SIP report offers an overview of our progress to date. A summary of our activities is presented in the next section (page 29).

We started our journey in the midst of the COVID-19 pandemic, with everything virtual. The working group did not actually meet in person until almost a year into the project. Despite the challenges, I am pleased that with staunch leadership support, we were able to formulate, co-ordinate and deliver our planned initiatives.

Some of our more noteworthy outcomes and achievements are:

- elevating the awareness and enthusiasm among our stakeholders around sustainability, SDGs and PRME

- substantially increasing sustainability content across business programs through new and revised materials

- establishing flagship events and activities that created traction and impact around ideation, research, partnership and dialogue

Perhaps the most significant accomplishment is that we have established an approach that works well for the department and aligns with building a sustainable Seneca, one of the three strategic priorities defined by the Au Large initiative, which also includes creating an equitable and more virtual institution.

Our two-year term is ending on a promising note. The cloud of the pandemic is lifting, and we see a gradual return to in-person activities. We have gained a lot of knowledge and experience that will serve us well in having greater impact in the future. We have also built relationships with students, alumni, faculty, industry and the community. These stakeholders are our strongest supporters, and we will continue to work with and for them in our pursuit of excellence in responsible management education.

Yours sincerely,

Shahrzad Farzinpak

Head of Seneca Business PRME Working Group

Future Objectives

Meaningful and enduring change takes time. Over the next two years, Seneca Business is committed to building on our progress and continuing to raise awareness of PRME and the SDGs with our stakeholders.

Here are the key objectives we're working toward for 2023-2024.

Principle	Focus	Objectives for 2023-2024
Principle 1: Purpose	Enhance management and governance structure	• PRME WG to transition to an advisory role • faculty champions for all SB schools • establish a PRME Student Advisory team
Principle 2: Values	Strengthen sustainability in Seneca Business management and operations	• reassess and respond to stakeholder needs • extend and digitalise the Rewards and Recognition program for students and faculty • expand our online presence with the intranet and blog
Principle 3: Method	Deepen integration of sustainability content/SDGs into curriculum	• expand community of practice • faculty-led enhancement of sustainability content into more courses and programs • organise secondary events • invite industry participation
Principle 4: Research	Develop SDG-themed research initiatives	• hold annual PRME applied research conference • collaborate with PRME higher education institution (HEI)
Principle 5: Partnership	Increase collaboration and synergise engagement with major stakeholders	• create more opportunities for community involvement and engagement • develop strategic partnerships to scale reach and impact • connect and collaborate with other PRME HEIs • investigate funding opportunities for sustainability-based activities • support the expansion of faculty development workshops to embed sustainability in courses
Principle 6: Dialogue	Create visibility and collaboration in the PRME network	• present and participate as a panelist for the PRME North America chapter or PRME Global Forum • collaborate on select initiatives with PRME Canada HEIs • discuss and engage in best practices with PRME HEIs

Future Objectives

How Seneca Business contributes to the SDGs

Initiative	Contribution to SDGs
Principle 1 and 2	
Formation of PRME Working Group	4, 11, 13, 16, 17
Develop strategy & roadmap for implementation / long-term event planning	4, 11, 13, 16, 17
Statements of Purpose	4, 11, 13, 16, 17
Reward & Recognition Program	4, 8, 11
Communications Strategy – Creating awareness and catalysing engagements	16, 17
Establishing an Online Presence – PRME Intranet and Blog Website	3, 8, 9, 11, 12, 13, 14, 15, 17
Principle 3	
SDG Mapping of Courses	4, 17
Development & Revamping of Sustainability Courses	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15
Hiring and Retaining Indigenous Talent	1, 3, 8, 10, 16
Integration of Equity, Diversity, & Inclusion contents in Human Resources and Global Business Program	3, 4, 8, 10
Development of new Criminal Law & Access to Justice course	4, 5, 10, 16
Developed content around neurodiversity in HR courses	4, 8, 10
Faculty Community of Practice	4, 17
Principle 4	
PRME Applied Research Conference	1, 4, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15
Principle 5	
Sustainability Hackathon	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17
Faculty Development Workshop	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17
Sustainability micro-credentials	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17
STARS accreditation - Office of sustainability	3, 4, 5, 6, 7, 8, 9, 10, 11, 13, 16, 17
Principle 6	
SDG Multimedia Contest	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 17
Sustainability Speaker Series	3, 4, 5, 7, 8, 9, 10, 11, 13, 14, 15, 17
Green Citizen Symposium	3, 4, 6, 7, 8, 9, 10, 11, 12, 13, 17
SDG training	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17

Principles for Responsible Management Education (PRME)

Sharing Information on Progress Report
January 2023

Seneca Business
Seneca
1750 Finch Avenue East
Toronto, Ontario
Canada
M2J 2X5

Email: prme-wg@senecacollege.ca

https://www.senecacollege.ca/programs/byareaofstudy/business.html

#SenecaProud