



COMMITMENT TO RESPONSIBLE MANAGEMENT EDUCATION

2017 - 2019



Carleton
UNIVERSITY

SPROTT
SCHOOL OF BUSINESS

PRME

Principles for Responsible
Management Education

an initiative of the United Nations Global Compact



Since arriving at the Sprott School of Business in July 2019, I have been impressed by the dedication to “Good Business” and commitment to incorporating global, cultural, and ethical perspectives in all we do and, quite simply, *developing responsible students*.

Today, it is no longer acceptable for business schools to perpetuate the idea that profit comes from some form of exploitation and that is not what the current generation wants to learn. We believe that business must serve the needs of people and communities and create a positive impact. By developing services and products that address real needs, organizations will profit.

The Sprott School of Business remains committed to implementing the [UN Principles for Responsible Management Education](#) and I am pleased to present our first PRME SIP report. This report is a collection of ten stories that exemplify our progress across the six PRME principles. Each article is labelled with the principles that are demonstrated within.

Although initial, foundational progress has been made - there is much more to accomplish! As inspiring these stories are, they are just the beginning of a fundamental shift to strategically transform our delivery of business education and research in order to develop responsible leaders of tomorrow - balancing economic and sustainable development goals.

Sincerely,

Dean, Sprott School of Business

Strategic Planning

2013 - 2019



Purpose



Values

Carleton University and the Sprott School of Business have jointly embarked on a journey to renew their strategic plans in 2020. That being said, the concepts of sustainability and responsible management are embedded in the current missions and visions of the University and the School:

Carleton University vision (2013-2018)

"...Through education, research, service, and innovation, and through the building of sustainable communities, we can foster new ideas and future leaders to create a more sustainably prosperous future for Canada and the world."

Sprott School of Business mission (2019-2021)

"...We stand for sustainable management practices and develop students who respect the multiple responsibilities of organizations. We recognize the important role that organizations play in adding value to our community - local, regional, national, and global."

The latest strategic plan for the Sprott School of Business positions the concept of "Good Business" at its centre - recognizing the need to incorporate global, cultural, and ethical perspectives in all of our activities (Transformational Learning, Knowledge Creation and Dissemination, Community Gateway). This goal focuses the School on developing responsible leaders by *"encouraging and supporting student learning and activities in sustainability, social enterprise, and responsible business."*



In 2019, the Sprott School of Business formed a new **Committee on Responsible Management** to better strategize, plan and positively influence the actions and initiatives of staff, faculty, management, and campus partners to further our impact on the [six Principles on Responsible Management Education](#) and to play our part in achieving the [UN Sustainable Development Goals](#). The committee is a collection of faculty, staff and managers that recognize the tremendous impact that business schools can have in our societies and are excited to leverage our expertise in education, research, operations, and communications to help progress these principles and values.

Campus Sustainability - Annual Report

2018 - 2019



Purpose



Values



Research



Partnership



Dialogue

Carleton University has a strong commitment to embedding continuous environmental and sustainable improvement into our operations. The campus continues to look to find new and innovate ways to demonstrate sustainability leadership in research, teaching, learning and operations. This commitment allow us to reduce our collective impact while ensuring that both existing and future generations of students, staff and faculty continue to enjoy our unique campus.

The latest [Sustainability Annual Report \(2018-2019\)](#) highlights a host milestones and progress on the topics of Energy and Climate Change, Green Buildings and Water, Waste and Recycling, Procurement and Dining, Transportation, and Campus Engagement.

QUICK FACTS



35%

REDUCTION IN EMISSIONS
INTENSITY (SINCE 2009)



56%

OVERALL WASTE
DIVERSION RATE



21%

REDUCTION IN ENERGY
INTENSITY (SINCE 2009)



11

CERTIFIED GREEN BUILDINGS
(PRE-DESIGN AND DESIGN)



71%

OF TRIPS BY SUSTAINABLE
MODES OF TRANSPORT



2nd

RANKED IN CANADA, 33/712 OVERALL
IN UI GREEN METRIC UNIVERSITY
SUSTAINABILITY RANKINGS)



ZERO

WASTE FOOD COURTS,
UNIVERSITY CENTRE AND
THE CAF (RESIDENCE
CAFETERIA)



24%

PURCHASES MADE THROUGH
DINING SERVICES WHICH
ARE COMPRISED OF LOCAL,
ECOLOGICAL AND HUMANE FOODS

Milestones and achievements

The university provides a number of courses at the undergraduate and graduate level that address environmental, social and economic issues related to sustainability. Examples of sustainability related programs include: B.Eng. in Sustainable & Renewable Energy, B.Eng. in Architectural Conservation & Sustainability, B. Arch. Studies in Conservation & Sustainability and Master's in Sustainable Energy Engineering & Policy.

Carleton is a leader in finding solutions to the emerging Climate Change challenges of our time, from our world-class researchers and teachers, to providing experiential learning opportunities for our students so they can take on the challenge of making the planet a better place. Our community is charging ahead with many exciting research projects, awards and collaborations, and we have many success stories to celebrate.

Some exceptional highlights include:

- The Urbandale Centre for Home Energy Research is a full-scale experimental facility that is used for conducting long-term explorations of novel and unproven concepts aimed at radically reducing the reliance of Canadian housing on conventional energy sources.
- Energy and Emissions Research Laboratory: We collaborate closely with the National Research Council of Canada and Natural Resources Canada and draw research support from several diverse sources including the World Bank Global Gas.
- Flaring Reduction Partnership (GGFR), Natural Resources Canada, Natural Sciences and Engineering Research Council (NSERC), Environment Canada, Petroleum Technology Alliance of Canada (PTAC), and United Nations Climate and Clean Air Coalition (CCAC).
- Carleton is home to some of the great environmental and climate change thinkers including, the Canada Research Chair (CRC) in Climate Change Impacts/Adaptation in Northern Canada, and scientists leading the next IPCC (Intergovernmental Panel on Climate Change) Special Report on the Ocean and Cryosphere in a Changing Climate (SROCC).
- The Carleton Building Performance Research Centre, which advances state of the art building and community design and operations, while improving comfort and usability. The Centre has over 40 graduate students and community/industry partners.
- The Human-Building Interaction Laboratory (HBIL). Led by Prof. Liam O'Brien, HBIL strives to understand two-way interaction between buildings and their occupants to maximize comfort while minimizing environmental impacts using a multidisciplinary approach.
- Carleton Engineering students placed first in the Solar Decathlon for Team Ontario in this international competition.
- The Northern Nomad Tiny House is a net zero and water autonomous tiny house built through the collaborative efforts of Carleton architecture and engineering students.
- The 40,000-square-foot Advanced Research and Innovation in Smart Environments building will create a new home at Carleton University for applied research in clean technology, health technology, information and communication technology, and accessibility. The Smart Environments building will bring together professors and students from our five faculties — Science, Engineering and Design, the Sprott School of Business, Public Affairs, and Arts and Social Sciences — to collaborate on research and training in areas such as 5G wireless, smart cities and data analytics. The Smart Environments building is intended to become a living laboratory that will allow students to obtain marketable skills and become entrepreneurs

through early-stage commercialization development and by facilitating interactions with partners of all sizes.

- Construction of the \$25-million Co-Generation Facility, \$5 million of which was funded through an Ottawa Hydro incentive program, better equips Carleton for the building growth on campus that has resulted in increased burdens on the existing steam plant and electrical service capacities of the heating plant. This project expands the heating plant to accommodate the installation of a combined heat and power (co-generation) system to support increasing needs in the most sustainable and economical manner. Once completed in fall 2019, the Co-Generation Facility will contribute to the energy savings achieved through Carleton's Energy Master Plan.
- Carleton ranked 33rd and second in Canada among over 700 universities in the UI Green Metrics international ranking (2019) for sustainability.
- Carleton achieved "Silver" in the STARS (Sustainability Tracking and Ranking System).
- 61 per cent of the Carleton community travel by transit to campus and 10 per cent cycle.
- Carleton has achieved a 67 per cent waste diversion rate (2018/19).
- Carleton's wider waste programs are progressing with main food courts being certified as zero waste and increased construction waste diverted from landfill.
- Since 2005, Carleton has reduced green-house gas carbon emissions by 35 per cent and energy use intensity by 21 per cent.
- The university's food service provider Aramark dining services purchases 25 per cent of its food supplies from local and humane food sources.
- Since 2014, Carleton has reduced water use by 19 per cent.
- Carleton's food court in the University Centre and residence food court hall are zero waste environments. Both venues divert 90 per cent of waste from landfills.
- To reduce the risk to cyclists and pedestrians, the long-term campus master plan will shift cars and parking structures to the campus perimeter, to limit vehicular traffic in the heart of the university.
- The university's master plan will link bike and pedestrian pathways to city bike paths and on campus bus stops, to promote multiple modes of transportation to and from campus.
- In the University Centre food court all packaging is recyclable or compostable and plastic straws on campus are banned.
- Some Carleton buildings are now being used as living labs to measure certain sustainability initiatives. The Health Sciences building has integrated, natural daylighting blinds to conserve energy use.
- Carleton leverages the Green Globe assessment protocol to assist in sustainable building design. To date 11 buildings have been certified.
- To promote greater Ottawa community engagement towards sustainability on campus, the university has launched joined Carleton Carbon 613 to create climate change awareness and reduce collective greenhouse gas emissions.
- Carleton's Ideas@Carleton web portal fosters community engagement by welcome new ideas to promote more sustainability.
- Campus workshops have generated over 500 suggestions for inclusion in the university's new environmental strategy.
- New organic food waste bins are being introduced across campus beyond food court areas.
- Carleton has introduced electric charging stations to allow community members to charge their car while on campus.

Journal Articles on Responsible Management Topics

2015 - 2019



Research



Partnership



Dialogue

During the past five years, Sprott researchers have published 22 journal articles on various topics related to responsible management including green IT; sustainability; peace and development; ESG financing; green supply chains; environmental employee engagement; ecotourism; green marketing; climate change; and social impact measurement. Of these articles, 77% were published in journals on the [ABDC Journal Quality List](#).

YEAR	JOURNAL	FACULTY MEMBER	TITLE
2015	Sustainability	Ji, Shaobo	Organizational Green IT Adoption: Concept and Evidence, Sustainability
2015	Organizational Cultures: An International Journal	McIntyre, Michael	Creating Successful and Sustainable Organizations with Change is Difficult: An Example from Policing: Contemporary Challenges for Essential Service Providers
2015	Policing: An International Journal of Police Strategies & Management	McIntyre, Michael	Addressing role and value in policing: toward a sustainable policing framework
2015	Qualitative Market Research	Webb, Andrew	Sport for development and peace snakes and ladders
2016	Journal of Strategic and International Studies	Becker, Hilary	The Yin and Yang of Blue Ocean/Red Ocean Strategic Management
2016	International Journal of Business Governance and Ethics	McIntyre, Michael	Sustainability and Large Corporations
2016	International Journal of Intercultural Relations	Nardon, Luciara	Making sense of a foreign culture through technology: Triggers, mechanisms, and introspective focus in newcomers' blog narratives
2016	Journal of Sport and Social Issues	Webb, Andrew	Sport for Development and Peace in Action: Building Facts for Funding
2016	Journal of Cleaner Production	Westerlund, Mika	Environmental sustainability in industrial manufacturing: Re-examining the greening of Interface's business model
2017	Journal of Environmental Investing	Callery, Patrick	Missing Metrics that Matter to Investors: How Companies Can Develop ESG Financial Value Creation Metrics
2017	Journal of Information, Communication and Ethics in Society	Ji, Shaobo	Green IT Practice Disclosure: An Examination of Corporate Sustainability Report in IT Sector

YEAR	JOURNAL	FACULTY MEMBER	TITLE
2017	International Journal of Information Technology and Management	Kumar, Uma; Kumar, Vinod	Enhancing BRICS Integration: A Cloud Based Green Supply Chain Concept
2017	Transnational Corporations Review	Kumar, Uma; Kumar, Vinod	Introduction: Technology, Innovation, and Sustainable Development
2017	International Journal of Business Governance and Ethics	McIntyre, Michael	The Inescapably Ethical Foundation of Sustainability
2017	Transnational Corporations Review	McKay, Ruth	Climate change and housing production in Ottawa, Canada: the business case for change
2017	Journal of Business Ethics	McShane, Lindsay	Isolated Environmental Cues and Product Efficacy Penalties: The Color Green and Eco-labels
2018	Journal of Cleaner Production	Callery, Patrick	Peer communication improves environmental employee engagement programs: Evidence from a quasi-experimental field study.
2018	Advances in Environmental Accounting and Management	Keddie, Leanne	Where is Sustainability within the Canadian CPA Program?
2018	Sustainability Accounting, Management and Policy	Keddie, Leanne	(Non) Coverage of Sustainability Within the French Professional Accounting Education Program
2018	American Journal of Evaluation	Ruff, Katherine	The Need for Analysts in Social Impact Measurement: How Evaluators Can Help
2019	Review of Business Research	Becker, Hilary	A Proposal for Using Blue Ocean Strategy in Ecotourism Product Development: Methodology for Use in the Cuban Tourism Industry
2019	Journal of International Technology and Information Management	Nardon, Luciara	The Role of Emotional Expression in Accessing Social Networks: The Case of Newcomers' Blogs

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Going Greener: Sustainability Strategies for Corporations

BY: TYRONE BURKE

PHOTOS BY: CHRIS ROUSSAKIS

FEBRUARY 6, 2020



Research



Dialogue

In the future, the most successful companies will be green. Carbon taxes will make heavy polluters less profitable, and consumer preferences for greener products will shift the way that people spend their money.

“Many institutional investors recognize that the better performing firms of the future will be those that are reducing their exposure to risks associated with climate change,” says [Patrick Callery](#), assistant professor of strategic management at the Carleton University’s [Sprott School of Business](#).



But it isn’t as easy as it sounds for pension fund managers and other investors to figure out which companies are making meaningful changes. There’s an absence of good information on emissions performance from regulatory bodies. CDP – formerly the Carbon Disclosure Project – is a not-for-profit organization that seeks to fill that gap. It collects environmental impact data like greenhouse gas emissions and it has broad participation from major global firms. It’s the best source of information that institutional investors have, but it’s far from perfect.

"The data CDP collects is embedded into algorithms used by investors to identify responsible firms," says Callery, whose research examines corporate sustainability strategies.

"There's a tangible benefit for a firm to say it is performing better than it really is. If a company's stock is included on a sustainable stock index, it increases demand. That drives the price higher. Firms know how to make their scores better and because this isn't subject to audit at the same level of rigour as a financial disclosure, there is an opportunity to gain by providing misleading information. And it's difficult to detect, so there is very little consequence for doing so."

Applying Pressure to Improve Environmental Performance

Still, initiatives like CDP serve an important purpose. They are a lever that can apply pressure to improve environmental performance, and also shift investor and public expectations over corporate action in addressing environmental issues. Public pressure – and perception – will be critical to achieving a more sustainable economy.

"There's been a proliferation of green products that put an environmental spin on existing products — think cleaning products, recycled clothing and organic cotton," says Callery.

"These have rightly been criticized for not making much of a dent in the grand scheme of things. Part of the reason they don't have much impact is scale. These products cater to a niche market, but they gradually change consumer perceptions of what is green and what is not, whether it is important be green, and whether consumers can be green and have a better

overall customer experience. That's causing a slow but subtle shift in consumer culture.



"As an optimist, you have to expect that eventually those changes will snowball — that we'll hit a tipping point where you won't only have niche products serving niche customers, but mainstream companies scrambling to fill a need that has really taken off."

Sustainability Strategies for an Intractable Problem

And action by companies will be critical to achieving real gains. Right now, many produce niche green products, but continue to produce their more heavily polluting predecessors.

"We all know that SUVs are comparatively bad for the environment and the major automakers say they're only meeting consumer demand," says Callery.

"Yet they market these products aggressively to create that demand. Firms need to take a stand and say that there is a better way. If you look at where things are going, you don't want to buy a SUV right now because you're going to own it for 10 years, and it will be expensive to operate with carbon taxes coming in."

Changing rules and regulations so that they reflect the real costs of pollution will be critical to achieving a sustainable economy. Ultimately, it falls to governments to make those rules, but companies that stand to benefit can make a difference by lobbying governments to make regulatory changes that will benefit their business over competitors that are choosing to defer action."

"Climate change is seen as an intractable problem," says Callery.

"It requires fundamental change on all levels of society. Companies have a big part to play in the shift to a greener economy – they don't just have to be dragged kicking and screaming, they can be proactive in the transition."

—

New Business Dean Aims for Social Impact, Breaking Barriers

BY: DAN RUBENSTEIN

PHOTOS BY: CHRIS ROUSSAKIS

OCTOBER 7, 2019



Purpose



Values



Dialogue

[Dana Brown](#), the new dean of Carleton University's Sprott School of Business, did not follow a traditional trajectory from the United States and United Kingdom to her first job in Canada.

Her most recent academic positions in the UK may have been dean of the Faculty of Business and Law at De Montfort University and director of the MBA program at the University of Oxford's Saïd Business School, and she may have been one of the first few dozen employees at Amazon in Seattle in the mid-1990s, tasked with creating a new inventory system for the fledgling Internet giant. But her graduate school experience — a master's degree in Russian and Eastern European Studies at Oxford followed by a PhD in Political Science at the Massachusetts Institute of Technology — aren't the typical launch pad for the head of a business school.



Which helps explain why Brown, who began her five-year term at Carleton on July 1, has bold views about how people produce, buy and sell products. And why she believes that a new approach to business education will help students and graduates make constructive contributions to our rapidly changing world.

"For most of their history, business schools have perpetuated the idea that profit comes from some form of exploitation — of people, the

environment, lax regulations and so forth,” says Brown, who also spent three years working at the EMLyon Business School in Lyon, France.

“This is no longer acceptable in the world today and it is not what this generation wants to learn. Business must serve the needs of people and communities and create a positive impact. By developing services and products that address real needs, businesses will profit.

“This may sound a bit radical, but the foundation for my ideas comes from a long history of working at business schools and seeing what we can achieve,” she adds, explaining that conversations about a transformation of business practices began to accelerate in 2008 during the onset of the global financial crisis.

“What people really want out of their lives is to make a difference. If we can harness that power, we can help people make a difference. I think that Sprott is already on that road, integrating responsible business practices into the curriculum, and I believe that our faculty, students and community partners can be pioneers.”

A Life-Altering Decision

For Brown, choosing to come to Carleton was a major life-altering decision.

She uprooted her family — husband, three daughters, two cats, one dog — for a trans-Atlantic move from Leicester to Ottawa, an unfamiliar city in an unfamiliar country.

But there are enough commonalities between Canada, the UK (where she had worked for nearly 15 years) and the U.S. (where she was born and raised and attended Rutgers University as an undergraduate) that Brown felt comfortable with — and excited by — the challenge of adjusting to a new academic landscape.



“It’s an educational context that I know very well,” she says, “and I was looking for an opportunity to bring to fruition some of the ideas that I have. I was looking for a place where these ideas were already resonating.”

Carleton wants to be a disruptor and have a broad social impact, says Brown, noting that the university’s strong sense of community — as evidenced by the warm welcome she has received over the past months — provides the footing an institution needs to be a force for change.

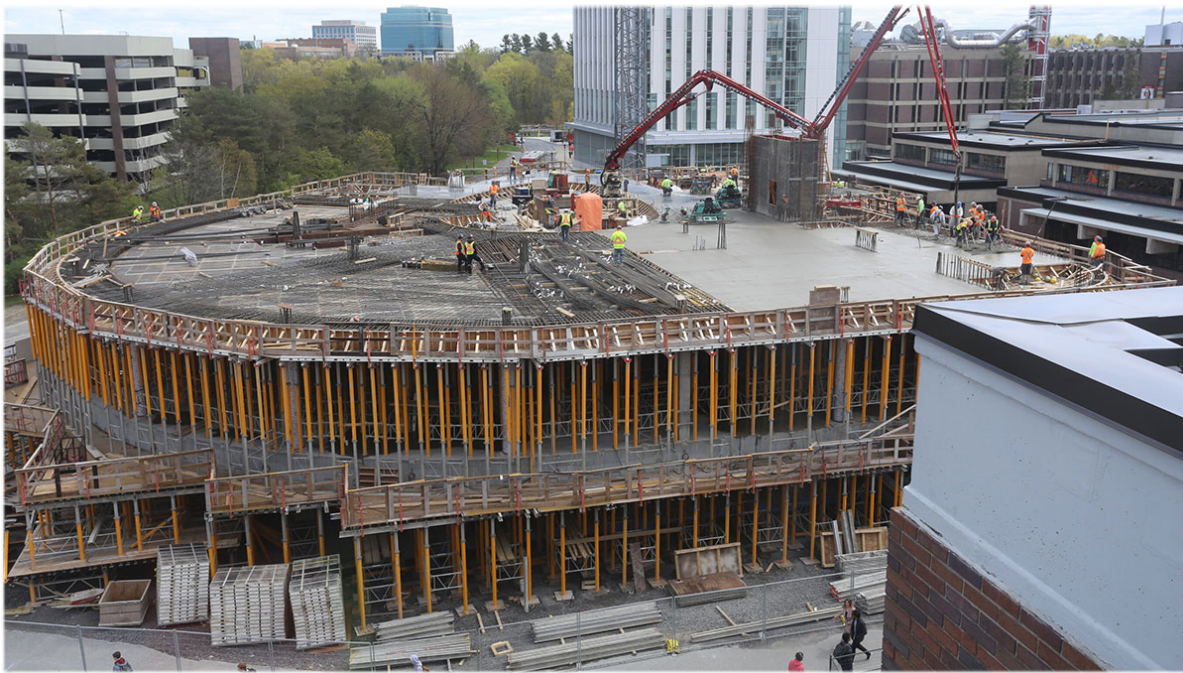
Moreover, some of the pressing issues influencing higher education in the UK, such as a recalibration of the relationship with governments around funding, a shift in how knowledge is generated and shared amid the rise in new communication technologies, and

questions about how university values mesh with societal goals, are also at play in Canada.

"There is a need for change, and I think that Carleton is a place where we can do it because we have the will and the skill," she says.

"Universities have a vital role to play in addressing the big societal challenges that we face in the world today. Addressing these challenges requires new ideas and the ability to bring together technical, cultural and social insights to problem-solving.

"This is what universities do well, and business schools have an important role to play within universities to accelerate their role as agents of social change. We bring insights into how to turn ideas into sustainable ventures, how to lead and manage change, and ways of connecting to the world."



It Takes Vision to Make a Change in the World

Brown was born in New Jersey, across the Delaware River from Philadelphia, and raised by a single mother, a telecommunications worker and artist, and her grandparents. Her British father, an engineer, came into the picture in her late teens.

She worked starting at around age 10, babysitting, raking leaves, shovelling snow, delivering papers and moving into a sales and management role at a new retail venture by high school. Going to college was always her goal, although it was not an experience that she knew much about. With encouragement from her employers and good scores in math, she chose engineering as a major at Rutgers.

But Brown also loved trying to understand people and their motivations. It was 1989 — the Berlin Wall was coming down, Mikhail Gorbachev was on the TV news every night talking about *glasnost* — and she got swept up in the excitement, switching her major to political science and spending a year abroad in Russia.

That propelled her to Oxford for her master's degree on a Rhodes Scholarship, an experience that provided international perspective and a heightened sense of empathy, both important qualities in the face of contemporary political trends that she finds troubling.

Before beginning her PhD, Brown directed a digital learning centre at Rutgers and worked for a pair of American companies, including Amazon, which had just 30 employees when she was there. Her job was to source books from suppliers for online customers, a sales business that boomed from about 10 books per month to 10,000 books in just a handful of weeks.

"At the time, nobody believed that anybody would buy *anything* on the Internet," says Brown, who travelled throughout the U.S. to look at different supply chain systems.

"The lesson I took from Amazon is that it takes vision to make a change in the world, and that the most exciting time to join any organization is during a period of change or growth."

She also realized that real-world business experience is important for academics who teach or conduct research in the field.

"Business is a practice, an attitude, a set of behaviours," says Brown, who has always been torn between working in academia and the private sector, noting that a dean's job — with its focus on leadership, management and finances — is an amalgam of the two.

"It's important for faculty and students have first-hand experiences in business, and it's important to break down barriers between academic institutions and the communities they serve," she says. "To have this role, universities have to change their organizational practices. We can no longer be isolated from communities; we must be integral to them. This means taking a more proactive approach to collaboration in research and teaching, and opening our doors to co-create."

Bringing Sprott's Teaching, Research and Collaboration Spaces Together

Sprott's future home, [the Nicol Building](#), will help connect Carleton's business school to local, national and international communities.

Because it will be centrally located steps from the O-Train stop and at the tunnel junction linking the university's academic campus, residences and Athletics, the 115,000-square-foot, six-storey building will serve as a new gateway to Carleton.

When the building is completed next year, all of Sprott's teaching, research and collaboration spaces will be together under one roof for the first time, fostering the type of serendipitous encounters between colleagues and students that can spark creative ideas. And though blueprints for the exterior and many features (such as a signature three-storey atrium) are final, Brown will be able to help shape the interior to create a welcoming and dynamic environment.

"The Nicol Building provides an opportunity to strengthen our connections to others in the university and to the community, and to open our doors to the world," she says, explaining that in her travels to business schools around the globe, anachronistic architecture (i.e., stark and austere spaces designed for men who wear dark suits) tends to prevail.

"With lighter colours and open spaces for networking and collaboration, we aim to make the building look and feel like a 21st century business school should."



That attitude extends to how Brown views inclusiveness more broadly, and how business and business schools have traditionally excluded diverse people and voices.

"To understand diverse groups of people and their needs, we need to be open to a wide spectrum of voices and to seek out local engagement," she says. "And not just token diversity — I mean ensuring that everyone has a say.

"A key component of purposeful business is inclusiveness and breaking down barriers between communities," continues Brown. "Businesses need to harness inclusive economies by widening

the accessibility and affordability of key products and services. Greater, more equal participation in the economy should be the type of growth we seek to achieve.

"To foster ideas along these lines, we must be an inclusive community ourselves. This means not only fostering diversity but also looking at new ways to ensure that everyone has a voice and is engaged."

Brown's thoughts about inclusiveness have been informed by her work in India, where she sits on the governing council of New Delhi's [Vedica Scholars Programme for Women](#), which helps women from a wide range of backgrounds develop business leadership skills. She also works with a Thailand non-profit called [Warm Heart Worldwide](#), founded by a political science professor at Rutgers and focused on local economic development in the hills of the Phrao district through education, sustainable farming and microeconomic enterprises that help people stay and work in their communities.

In this part of Thailand, huge swathes of land were given away to large corporations, which means that young people typically have had to leave to look for jobs.

"What kind of system is that and who is it for?" asks Brown.

"This is a perfect example of what went wrong with globalization — and this project is an example of what we can do to change things."

Even though it's thousands of kilometres away from Carleton, it also embodies the shift that's underway at Spratt, and how a new approach to business education can make a meaningful and tangible difference.

"The status quo is hard to change," says Brown, "but that doesn't mean we need to be afraid of change."

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Unlocking social change through a common approach to impact measurement

MARCH 4, 2019



Research



Partnership



Dialogue



Research has shown that the lack of a common measurement is preventing social enterprises from telling their story and demonstrating their impact effectively, which in turn hinders their ability to attract supporters and funding. With over 10,000 social enterprises in Ontario, in fields such as education, health and environmental sustainability, the risk is significant.

A collaborative project is underway to create and pilot an innovative standard to measure impact of social enterprises in Ontario.

The Common Approach Project, led by Kate Ruff in [Carleton University's Sprott School of Business](#), will be the first impact standard that will have the flexibility to allow social enterprises to communicate social and environmental results in ways that are relevant to their missions and communities, while giving funders, researchers and policy makers the tools to collect information aligning to global standards.

"The Common Approach is a collaborative effort of social enterprises, activators, incubators, academics, funders and government launching an impact measurement movement," said Kate Ruff, assistant professor in Carleton's Sprott School of Business and co-director of the [Carleton Centre for Community Innovation](#). "We are mobilizing the cloud, data innovations, and 50+ years of Canadian impact measurement know-how to create a dynamic and flexible system that will allow organizations to align measurement with their strategy, facilitate impact measurement of funder portfolios and open impact data to academics and government. Together, we will unlock the power of storytelling through a common approach."

"Sametrica has long advocated for standardized impact reporting at scale," said Anshula Chowdhury, CEO & Founder, Sametrica. "Our early adoption of the Common Approach accelerates important projects at Sametrica in the areas of artificial intelligence and other features that leverage data for customer value. We look forward to working with our partners to solve the major challenges in this field."

The core project partners are the [Centre for Social Services Engineering at the University of Toronto](#), The [Canadian Community Economic Development Network \(CCEDNET\)](#), [Centre for Social Innovation \(CSI\)](#), [Pillar Nonprofit Network](#) and [Social Resource Development Canada \(SRDC\)](#), with key contributions from [Sametrica](#), [Nourishing Communities](#), [Centre for Social Enterprise Development](#), [Ontario Nonprofit Network](#), [Paro Centre For Women's Enterprise](#), and the [Canadian Index of Wellbeing at the University of Waterloo](#).

"The Common Approach will lay the foundation so that the sector can move from struggling to build our case to actually demonstrating our impact. CSI is delighted to be partnering with others for the future," said Tonya Surman, Founder & CEO, Centre for Social Innovation.

"As a unique community-university partnership, the strength of the Common Approach is its dynamic, co-creation process that connects divergent perspectives and aligns essential expertise," said Michael Toye, Executive Director, Canadian Community Economic Development Network.

The Common Approach Project is a two-year project funded by [Employment and Social Development Canada](#) and the [Ontario Ministry of Economic Development, Job Creation and Trade](#). It responds to three key goals identified by the [Ontario Social Enterprise Strategy 2016-2021](#): equipping social enterprises with solid business fundamentals, connecting social enterprises to markets and capital to grow and scale, and demonstrating the value of social enterprise and social finance.

Carleton water project wins 2017 David Gillingham Award

ORIGINALLY PUBLISHED BY THE NETWORK OF INTERNATIONAL BUSINESS SCHOOLS

MAY 18, 2017



Purpose



Values



Method



Dialogue



From Buckets to Rain Barrels, a joint initiative of Canada's Carleton University and the residents of Longido District, Tanzania, has won the 2017 [David Gillingham Award](#).

The prize honours projects that contribute to internationalization in business education, meaningfully engage students and faculty members, and have a significant impact on the school and wider community. This was the second year that the winner was chosen by audience vote, based on presentations delivered by the seven finalists at the NIBS Annual Conference.

From Buckets to Rain Barrels is both an educational and social initiative. Its aim is to provide residents of Longido with easier and more consistent access to clean water, while offering business, engineering and industrial design students from Carleton the opportunity to leverage classroom learning and work together to effect meaningful social change.

Each fall, students from the three academic areas form interdisciplinary



teams and take courses to understand the need, acquire technical knowledge, and develop possible solutions to address the shortage of clean water. Students and faculty then travel to Africa, where they present their prototypes to various stakeholders in Longido District, and use this feedback to assess and refine their designs. Members of the local community are at the heart of these conversations, providing insights to guide next steps in the project.



According to Dr. Troy Anderson, faculty coordinator at Carleton's [Sprott School of Business](#), a key element in the success of the program is its long time horizon. Each year, a new group of students builds on the work of the previous group, in order to improve the design, technical aspects, and economic sustainability of the various projects. *From Buckets to Rain Barrels* has now been operating for three years, with teams travelling to Africa in early 2015, 2016 and again in 2017.

The David Gillingham Award was named in honour of NIBS founder and former president Prof. David Gillingham, and was first introduced at the 2013 NIBS Annual Conference.

More about [From Buckets to Rain Barrels](#)

Poster: [From Buckets to Rain Barrels](#)

Saving the planet “one pick and shovel at a time”

AUGUST 8, 2019



Values



Research



Partnership

Patrick Callery moved his family from the sunny life in Santa Barbara, California to the chilling winters in Ottawa, to join the Sprott School of Business family as Assistant Professor in Strategic Management. It was an adjustment, he admits, having not experienced a frigid winter in over two decades, but it is here that he now calls home and where he is developing an extremely rich and pertinent research program—all in the name of saving the planet.

Callery's research seeks to understand how companies can better position themselves for long-term financial success by providing solutions to environmental problems. He approaches this through two general research themes: corporate strategies and communications around managing risks related to climate change and carbon emissions, and new territory in green innovation to better understand what is necessary for environmentally focused businesses to succeed.



Callery comes to academia after a long and diverse career in industry where he gained invaluable experience and knowledge that has driven him to dedicate his career to research that will contribute to the mitigation of our most pressing global environmental issues. After completing his BS and MS in Mechanical Engineering, he worked five years for Hewlett-Packard in various roles in project management and engineering. During and after the “dot-com” boom and bust of the early 2000s, he worked for a small start-up telecom hardware technology company. It was an exciting place to be because he was able to take on a variety of critical roles within the company and gain exposure to management and strategy, and a more holistic view of running a successful business.

Motivated by this experience, Callery earned his MBA in Strategy while concurrently working in equities research in the investment banking industry. However, he felt a bit disillusioned by his role in the world

and wanted to do more—he wanted to help businesses move from being the cause of environmental problems to becoming part of the solution. He pursued work for companies in the renewable energy sector, but it was during the financial crisis in the United States in 2008 and many of the businesses just could not survive. As the saying goes: “When life throws you a curve ball, hit it out of the park.” And, that is exactly what Callery did. He recognized the value of all his knowledge from years of industry experience and realized the best way for him to make a difference was to go back to academia where he could contribute as an educator and researcher. So, after 15 years in industry and several degrees, Callery began his next journey—as a dedicated academic, earning his PhD.

Callery has developed his research program to help save the planet, one project at a time. He seeks to understand how companies develop and implement effective strategies around environmental issues related to climate change. Climate change and the associated effects on our planet and society have never been more real, as is the urgency for humans to act now to mitigate the damage. Major corporations face increasing pressures from investors and other stakeholders to act on climate change and other environmental issues lest face significant financial and social implications. Those firms that choose not to act are confronted with regulatory risk, as well as reputation risk—and this is where Callery is highly motivated. His research focuses on understanding company strategies for opportunity and risk management, as well as stakeholder impression management, with the dual aims of helping companies recognize the financial benefits of proactively addressing climate change and helping policy makers devise better regulatory and voluntary programs to reduce industry greenhouse gas emissions.

As the famous Muppet sorrowfully sang, “It’s not easy being green,” the world of business has similarly had a tough time unifying environmentally friendly priorities with its economics. Callery sees that there may be an effective way to navigate this arena and is developing a new research program in green innovation. Motivated by his own experience in the telecom industry, this area of research springboards off his knowledge of advanced core technologies in the solar industry. Callery often uses this analogy:



"During the gold rush it's a good time to be in the pick and shovel business." (Mark Twain)

Callery recognizes that there is another way for businesses in the renewable energy industry to be successful. He aims to prove companies that develop innovative business models that improve market uptake are more likely to find success than companies competing to develop the best core technology. Callery is passionate about supporting the system that fosters environmental innovations, looking beyond technologies and seeing how society can interact with these innovations and technologies. "It takes more than just the technologies; it takes innovative market solutions to help them reach their full potential."

Callery's life and academic journey has taken many twists and turns, but he has navigated through it all with a desire to make the world a better place. Born and raised in the US and living and working in many states over the years, Callery has found new beginnings here in Ottawa. Ottawa may not have the steady California climate, but it sure has snow, and a fair share of mountains nearby, so at least Callery can pursue his love of skiing—and saving the planet, as a crusader, one pick and shovel at a time.

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Sprott's New Home is Moving On Up

BY: DAN RUBENSTEIN

PHOTOS BY: CHRIS ROUSSAKIS & MIKE PINDER

JUNE 26, 2019



Partnership



Dialogue

A year after the [groundbreaking ceremony](#) for Carleton's [Nicol Building](#) — the new home for the university's [Sprott School of Business](#) — an impressive concrete and steel structure has emerged from the ground at the bustling construction site on Campus Avenue.



[Linda Schweitzer](#), Sprott's interim dean, is watching the progress very closely, and very enthusiastically.

Not only was she involved with the planning from the very beginning, alongside former Sprott dean Jerry Tomberlin, she also has a background in building engineering and worked as a construction project manager.

"This is bringing me back to my old world," says Schweitzer, who knows all the best spots on campus to watch the Nicol Building take shape, from Sprott offices on the eighth floor of Dunton Tower to vantages inside the Health Sciences and Mackenzie buildings. She is a regular visitor to the job site trailer, where she looks at blueprints and checks in with the contractors.

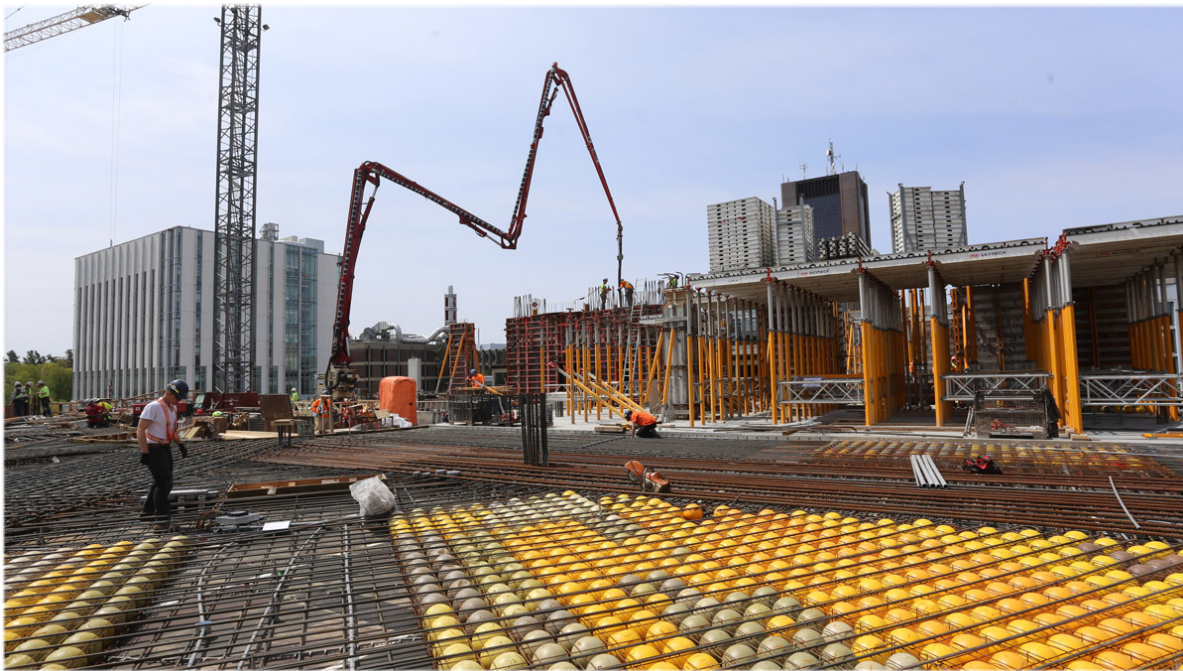
"I'm having a fantastic time," says Schweitzer. "I'm really excited about the building and what it will mean to Sprott, to Carleton and to the entire community. At Sprott, we're talking about all of the things we'll be able to do that we couldn't do before."

Innovative New Building Techniques

Last year, most of the work on the 115,000-square-foot Nicol Building took place underground. By December 2018, the building footings were in place, the foundation was laid, a direct connection to Carleton's tunnel system was created, and the water, sewer and storm connections to campus infrastructure were ready.

Between January and April 2019, one level of concrete was poured each month, reaching four of the eventual six floors in height.

The Nicol Building is the first institutional building in the Ottawa region to use a void concrete slab system, manufactured by BubbleDeck North America LLC. This innovative approach significantly reduces the weight of the building and promotes sustainability by replacing typical cast-in place concrete slabs with frames of recycled plastic bubbles over which concrete is poured.



A total of 11,300 bubbles were used, displacing nearly 163 tonnes of concrete, with every kilogram of recycled plastic replacing roughly 100 kilograms of concrete.

When the building is completed next year, all of Sprott's teaching, research and collaboration spaces will be together for the first time. Most of its offices are now on six non-contiguous floors in Dunton Tower, a configuration that evolved over the years in a pragmatic way.

"Our current facilities are fine, but what we're going to have will be better than fine," says Schweitzer, who is looking forward to working in a new showpiece building that facilitates collaboration and serendipitous interactions between students, staff and faculty.

A Connector Between the University and the Outside Community

The Nicol Building will include features such as flexible classrooms with movable furniture and enhanced learning and networking space, as well as meeting and event space, such as a signature three-storey atrium.

Moreover, because it will be centrally located steps from the O-Train stop and at the tunnel junction linking the university's academic campus, residences and Athletics, the building will also serve as a new gateway to Carleton.



"Sprott will play a role as a connector between the university and the outside community," says Schweitzer. "We can help bring in businesses, trade associations and NGOs to partner with the university. These relationships can help our students thrive, and we'll be a physical and metaphorical front door to campus."

Although the building will be open to all, Schweitzer loves the fact that she'll be able to come to work in the morning, stop in at the Nicol Building's café and know that a lot of the people she'll see around her are part of the Sprott family.

"I'll get to campus, grab a coffee and a muffin and talk to my students," she says. "That's pretty simple, but it's a big step forward."

A Project Driven by Generous Community Contributions

The Nicol Building is named after the family whose generous \$10-million donation in 2014 kick-started fundraising for the project.



Mary and the late Wes Nicol — a Carleton alumnus, former member of the Board of Governors and founder of Ottawa's [Tartan Homes](#) — supported several entrepreneurship initiatives at the university, among other philanthropic endeavours.

Inside the building, the [Esther and Ken Tencer Research Project Centre](#), where faculty and students can collaborate with partners from business and industry — supported by a \$50,000 donation from

alumnus and entrepreneur Ken Tencer and his family — is the new facility's first named space.

"I am grateful for the friends and mentors made during my years at Sprott and I am pleased to support future generations through the Research Project Centre," Tencer, who serves on Sprott's [advisory board](#), said in a release.

The building's sustainable design, produced by Toronto's [Hariri Pontarini Architects](#), is expected to achieve 4.5 Green Globes. And one of the key people responsible for making this happen is the firm's associate partner [Doron Meinhard](#), a Carleton architecture graduate, class of 1999.

"I went to school right over there," Meinhard says, pointing to the [Azrieli School of Architecture and Urbanism](#) on a recent weekday afternoon. "It's great to be able to come back and contribute to the fabric of the campus."

Sprott Expressing Itself as a Coherent Whole

Like Schweitzer, Meinhard has also been involved in the Nicol Building project since the conceptualization stage.

In its initial proposal, Hariri Pontarini was challenged with creating a new structure in a somewhat small footprint while maintaining the balance between green, natural features and the built environment in the heart of a densifying campus.

The building itself, defined by graceful curves, large windows and collaborative open spaces inside, will address some of these issues, as will the future entry quad facing the Health Sciences Building.

"We actually think it can be a jewel of a site," says Meinhard, explaining that the design vision looked at the new facility in three ways: as an attractor (because a great business school attracts and retains the best students and faculty); as a collector (because a great business school is about building community, bridging connections and establishing lifelong relationships); and as an embrace (echoing Sprott's intimate values).



"It should be self-evident that Sprott expresses itself as a coherent whole," the proposal says about the idea of embrace, "creating engagement

around a dynamic centre, and addressing the campus eloquently on all sides.”

Based in Toronto, Meinhard is on site at Carleton every two or three weeks, serving as the main liaison between the architecture firm and Sprott, Carleton and the construction team. He was also one of the leads for Western University’s Richard Ivey Building (which received the Lieutenant Governor’s Award for Design Excellence in Architecture) and is currently the associate in charge of the Stratford Festival’s Tom Patterson Theatre project.

As an architect, Meinhard understands the significance of the relationship between a building and the work that takes place inside. While studying at Carleton, he benefited tremendously from the Architecture building’s physical form and layout.

“It’s a great program with great professors,” he says, “but the building is also an amazing resource with a welding shop, a wood shop, a metal shop and a CNC milling shop. These facilities allowed us to explore solutions and put things together, to make models and artifacts, to go beyond working on paper, and to scale up.

“Ultimately, the Nicol Building will help Sprott students have a similar experience and engage meaningfully with their world.”

The building is expected to be completed in 2020.

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BSIS Final Report - Sprott School of Business

BY: MICHEL KALIKA & PAUL BEAULIEU (EMFD-BSIS)

APRIL 30, 2019



Purpose



Values



Method

From November 2018 to April 2019, the Sprott School of Business underwent a comprehensive impact study using the [Business School Impact System \(BSIS\)](#) from EFMD, being [awarded the BSIS label](#) in May 2019. This exercise had Sprott provide EFMD with data across seven key impact dimensions:

1. Financial Impact
2. Educational Impact
3. Business Development Impact
4. Intellectual Impact
5. Impact within Regional Ecosystem
6. Societal Impact
7. Image Impact

With respect to the PRME principles, the criteria for the Societal Impact dimension is particularly relevant:

“Because they are directly responsible for educating future managers, business schools have a strong challenge to take a clear stance on moral issues. Most now seek to raise their students’ awareness of the importance of ethical behaviour, corporate responsibility and respect for sustainable development. In this way, they can serve as role models within their home environment. The purpose of this section is to measure the extent to which the business school “as a good citizen” has integrated these societal issues into its curricula and into its internal management practices.”

The report, completed by the BSIS experts that visited the School in March 2019 included the following assessment of Sprott against the Social Impact dimension criteria:

Commitment to corporate social responsibility is demonstrated by the fact that every student is exposed to CSR during his/her studies. However, apart from the enrolment numbers, there is only little documentation on the concrete changes and results brought by this ambitious policy.

A number of initiatives allow the engagement of all stakeholders into societal initiatives. A list of these activities has been provided in the BSIS report and discussions during the review made it possible to identify and list many more activities and societal contributions.

The whole Sprott community appears to be involved and contributing to the school environment, whether through local cooperation and activities or through international projects

and ventures, such as Sprott's initiative in Africa. Among the most inspiring initiatives one can mention:

- at student level: projects, good citizenship/passport, free students consulting for NGOs;
- at faculty level: faculty members are also involved in projects and initiatives, whether educational or cultural;
- at alumni level: "Sprott Serves" initiative.

The School actively promotes and acknowledges the participation of its students in societal initiatives through various mechanisms and incentives (QE scholarship, recognition of co-curricular activities for credit validation...).

The institutional commitment of the School will also be demonstrated with the inauguration of the new building, built according to stringent environmental norms.



In conclusion, the number and diversity of initiatives is impressive and advocates for a great contribution of Sprott School of Business to the social environment. However, as is often the case, most ventures are individual initiatives. As such, they are not always identified as part of the societal impact of the institution. A cartography and identification of all populations benefiting from these initiatives (immigrants, vulnerable populations...) could lead to some consolidation and/or cross fertilization. It could also make these actions more visible and sustainable by identifying external support or financing. The close relationships and cooperation with the various national agencies could play an important role in strengthening these initiatives. The School could also take full advantage of these achievements and integrate them in its communication strategy.



sprott.carleton.ca