

## THIRD ANNUAL GUIDE TO BUSINESS EDUCATION: **KNIGHT SCHOOLS**

*A guide to business schools for students who want to change the world*

**The Knight School Ranking is the result of a survey of how 46 Canadian business schools, 21 law programs and 36 engineering schools infuse social and environmental impact management into their curricula.**

by Corporate Knights staff  
with Tatiana Glad, Brenda Schroeder and Robert Furtado

This year we added 9 MBA schools and 12 undergraduate business programs to our analysis. As well, we added 21 law programs and 36 engineering schools to the Knight School annual rankings.

Mounting pressures have many people convinced that we have to start fixing our social and environmental problems with a greater sense of urgency or else they will spiral out of control. If that's true, the next generation of graduates from Canada's business, law, and engineering schools certainly have their work cut out for them. Business gets big ideas; Lawyers filter the ideas; Engineers put them into practice.

In the following pages, see how well Canada's universities are preparing these future professionals for the Grand Sustainability Challenge ahead.

See pages 30-31 for the undergraduate business program rankings.  
See pages 32-33 for the MBA program rankings.  
See pages 36-37 for the law school review.  
See pages 38-39 for the engineering school review.

Don't forget to visit [www.corporateknights.ca/knightschools](http://www.corporateknights.ca/knightschools) for additional content, including interviews with the deans.



table 1

**Undergraduate Business Schools****Institutional Scores**

Per cent score in 2006 and 2005

Undergraduate Business School	2006	2005
University of Calgary	71	38
St. Mary's University	53	47
York University	51	52
University of British Columbia	45	21
University of Toronto	44	23
University of Western Ontario	41	--
Trent University	40	29
University of Victoria	40	0
Dalhousie University	39	10
McGill University	36	47
HEC Montréal	35	41
University of Lethbridge	33	38
Concordia University	32	32
University of Ottawa	31	47
Memorial University	27	30
University of Alberta	26	18
Université du Québec à Montréal	25	23
Simon Fraser University	24	18
Carleton University	23	15
Thompson Rivers University	20	2
Royal Roads University	20	21
Acadia University	19	9
Wilfrid Laurier University	18	32
Université de Sherbrooke	18	15
Queen's University	17	3
Brock University	17	15
University of Prince Edward Island	16	5
University of New Brunswick	15	0
Ryerson University	13	--
St. Francis Xavier University	11	2
Université Laval	8	5
Athabasca University	6	--
Algoma University	3	14
Lakehead University	3	--
Laurentian University	3	--
University of Manitoba	3	--
University of Windsor	3	--
McMaster University	2	5
University of Saskatchewan	1	--
Bishop's University	0	--
Mount Allison University	0	0
Nipissing University	0	0
Université du Québec à Chicoutimi	0	--
Université du Québec à Trois-Rivières	0	--
University of Guelph	0	0
University of Regina	0	--
University of Windsor	0	--

table 2

**Undergraduate Business Schools****Student Initiatives**

Per cent score in 2006 and 2005

Undergraduate Business School	2006	2005
York University	100	60
Queen's University	60	20
Concordia University	60	20
Memorial University	60	60
Trent University	60	40
Wilfrid Laurier University	60	40
Université du Québec à Montréal	60	0
University of Victoria	60	0
Dalhousie University	40	0
Mount Allison University	40	20
Simon Fraser University	40	20
St. Mary's University	40	20
University of Ottawa	40	40
University of Prince Edward Island	40	40
University of Western Ontario	40	--
Brock University	20	20
HEC Montréal	20	40
Royal Roads University	20	20
St. Francis Xavier University	20	0
Thompson Rivers University	20	0
Université de Sherbrooke	20	20
University of Alberta	20	80
University of British Columbia	20	0
University of Calgary	20	40
University of Lethbridge	20	0
University of Saskatchewan	20	--
University of Toronto	20	0
Acadia University	20	20
Algoma University	0	20
Athabasca University	0	--
Bishop's University	0	--
Carleton University	0	20
Lakehead University	0	--
Laurentian University	0	--
McGill University	0	20
McMaster University	0	0
Nipissing University	0	0
Ryerson University	0	--
Université du Québec à Chicoutimi	0	--
Université du Québec à Trois-Rivières	0	--
Université Laval	0	0
University of Guelph	0	0
University of Manitoba	0	--
University of New Brunswick	0	0
University of Regina	0	--
University of Windsor	0	--

**table 3**  
**Undergraduate Business Schools**  
**Courses**

Per cent score in 2006 and 2005

Undergraduate Business School	2006	2005
Trent University	85	71
York University	50	38
Dalhousie University	50	4
University of Lethbridge	43	41
Université du Québec à Montréal	41	9
Wilfrid Laurier University	31	15
Université de Sherbrooke	30	28
Queen's University	29	0
University of Manitoba	28	--
University of Calgary	27	7
McGill University	26	23
St. Mary's University	26	13
University of Prince Edward Island	22	20
Concordia University	21	23
St. Francis Xavier University	20	0
Thompson Rivers University	20	40
University of Ottawa	18	22
University of Alberta	17	23
Carleton University	16	9
University of Victoria	15	4
University of Toronto	14	10
University of British Columbia	14	8
Memorial University	14	12
Ryerson University	14	--
Nipissing University	13	10
Université Laval	12	0
University of Western Ontario	12	--
Simon Fraser University	11	7
Lakehead University	10	--
Laurentian University	10	--
Royal Roads University	10	19
Brock University	10	18
Algoma University	10	34
McMaster University	9	0
Mount Allison University	9	9
HEC Montréal	8	22
University of New Brunswick	6	3
University of Windsor	4	--
Acadia University	3	9
Athabasca University	3	--
Université du Québec à Chicoutimi	3	--
University of Guelph	3	7
Bishop's University	0	--
Université du Québec à Trois-Rivières	0	--
University of Regina	0	--
University of Saskatchewan	0	--

**table 4**  
**Undergraduate Business Schools**  
**Overall Ranking**

Per cent score in 2006 and 2005.

Rank	Undergraduate Business School	2006	2005
1	York University	70	48
2	Trent University	64	51
3	University of Calgary	57	25
4	St. Mary's University	54	25
5	Dalhousie University	51	5
6	Université du Québec à Montréal	46	25
7	University of Victoria	44	2
8	Wilfrid Laurier University	43	26
9	Memorial University	43	29
10	University of Western Ontario	42	--
11	University of Lethbridge	42	30
12	University of British Columbia	40	10
13	Concordia University	36	25
14	McGill University	34	30
15	University of Toronto	34	12
16	Queen's University	31	6
17	HEC Montréal	31	32
18	University of Prince Edward Island	28	20
19	University of Ottawa	28	34
20	Thompson Rivers University	27	18
21	Université de Sherbrooke	27	9
22	Carleton University	24	14
23	Ryerson University	22	--
24	University of Alberta	22	36
25	Simon Fraser University	19	14
26	Université Laval	16	2
27	St. Francis Xavier University	16	0
28	Royal Roads University	15	20
29	Brock University	15	18
30	University of Manitoba	13	--
31	University of New Brunswick	10	1
32	Acadia University	10	12
33	Mount Allison University	10	9
34	McMaster University	9	1
35	Algoma University	9	25
36	Laurentian University	7	--
37	Nipissing University	6	5
38	Athabasca University	4	--
39	Lakehead University	4	--
40	University of Windsor	4	--
41	University of Saskatchewan	3	--
42	Université du Québec à Chicoutimi	1	--
43	University of Guelph	1	3
44	Bishop's University	0	--
45	Université du Québec à Trois-Rivières	0	--
46	University of Regina	0	--

## table 5 MBA Schools Institutional Scores

Per cent score in 2006 and 2005

MBA School	2006	2005
York University	95	92
University of Calgary	67	57
St. Mary's University	63	47
University of British Columbia	63	24
University of Toronto	55	29
University of Western Ontario	54	--
Concordia University	53	55
HEC Montréal	50	47
McGill University	42	68
Dalhousie University	42	16
University of Victoria	40	0
University of Alberta	40	54
Memorial University	33	38
Simon Fraser University	29	18
University of Ottawa	26	42
Université du Québec à Montréal	25	28
Wilfrid Laurier University	21	32
Université de Sherbrooke	18	15
Royal Roads University	18	43
Carleton University	18	15
Queen's University	17	13
Thompson Rivers University	17	--
University of New Brunswick	15	0
Ryerson University	13	--
Brock University	10	18
Université Laval	8	8
McMaster University	7	8
University of Regina	5	--
University of Manitoba	4	--
Laurentian University	3	--
University of Windsor	3	--
University of Saskatchewan	1	--
Université du Québec à Trois-Rivières	0	--
University of Guelph	0	0

## table 6 MBA Schools Student Initiatives

Per cent score in 2006 and 2005

MBA School	2006	2005
York University	100	80
University of Toronto	100	20
St. Mary's University	80	20
Dalhousie University	60	20
University of Western Ontario	60	--
Queen's University	60	20
Wilfrid Laurier University	60	60
Concordia University	40	40
Simon Fraser University	40	40
University of Alberta	40	60
University of Calgary	40	40
University of Ottawa	40	60
HEC Montréal	20	40
McGill University	20	40
Memorial University	20	40
Royal Roads University	20	20
Université de Sherbrooke	20	0
Université du Québec à Montréal	20	20
University of British Columbia	20	20
University of Saskatchewan	20	--
University of Victoria	20	0
Brock University	20	20
Thompson Rivers University	20	--
Carleton University	0	20
Laurentian University	0	--
McMaster University	0	0
Ryerson University	0	--
Université du Québec à Trois-Rivières	0	--
Université Laval	0	0
University of Guelph	0	0
University of Manitoba	0	--
University of New Brunswick	0	0
University of Regina	0	--
University of Windsor	0	--

Our position as the gateway to the Pacific Rim gives us a unique opportunity in terms of the developing trade and business relations with the two emerging global giants, China and India. Business schools can help to fuel innovative thinking [in these markets] by training next generation business leaders in the fundamentals of 'greater-than triple-bottom-line' perspectives.

—Dean Ernie Love, School of Business/Segal Graduate School of Business, Simon Fraser University



**table 7**  
**MBA Schools**  
**Courses**

Per cent score in 2006 and 2005

MBA School	2006	2005
York University	100	75
University of Calgary	62	35
Wilfrid Laurier University	58	11
Université du Québec à Montréal	51	49
University of Alberta	47	59
St. Mary's University	47	24
University of Alberta	46	28
Université Laval	40	28
Concordia University	36	46
Dalhousie University	36	20
University of Saskatchewan	32	--
University of Western Ontario	28	--
HEC Montréal	27	21
McGill University	26	25
University of British Columbia	19	3
Royal Roads University	18	27
University of Toronto	16	8
Queen's University	14	4
Ryerson University	14	--
University of New Brunswick	13	4
Simon Fraser University	12	6
University of Victoria	12	10
Memorial University	11	11
University of Manitoba	10	--
University of Windsor	8	--
University of Ottawa	7	15
Thompson Rivers University	3	--
Brock University	2	4
Laurentian University	2	--
McMaster University	2	4
Carleton University	0	3
Université du Québec à Trois-Rivières	0	--
University of Guelph	0	0
University of Regina	0	--

**table 8**  
**MBA Schools**  
**Overall Ranking**

Per cent score in 2006 and 2005.

Rank	MBA School	2006	2005
1	York University	99	84
2	University of Calgary	70	30
3	St. Mary's University	67	4
4	University of Western Ontario	55	--
5	Concordia University	55	58
6	University of Toronto	52	25
7	Dalhousie University	51	25
8	University of British Columbia	49	12
9	Université du Québec à Montréal	43	14
10	University of Alberta	43	39
11	HEC Montréal	40	28
12	McGill University	40	32
13	Memorial University	40	9
14	Wilfrid Laurier University	39	11
15	University of Victoria	37	15
16	Ryerson University	24	--
17	Université Laval	24	10
18	Queen's University	24	0
19	Simon Fraser University	24	11
20	Université de Sherbrooke	21	45
21	University of New Brunswick	18	5
22	Royal Roads University	18	3
23	University of Ottawa	16	21
24	Thompson Rivers University	15	--
25	University of Saskatchewan	13	--
26	Carleton University	12	13
27	University of Windsor	7	--
28	Brock University	7	17
29	McMaster University	6	7
30	University of Manitoba	6	--
31	Laurentian University	4	--
32	University of Regina	1	--
33	Université du Québec à Trois-Rivières	0	--
34	University of Guelph	0	9

In the post-war era, we put all social issues to the responsibility of government—i.e., let government handle it. The shift that has been occurring—and is accelerating today—is in business playing a more fundamental role in taking more primary responsibility for addressing social issues.

—Dean Daniel Muzyka, Sauder School of Business, University of British Columbia





## 13 HONOURABLE MENTIONS OF CREATIVE AND INTRIGUING BEST PRACTICES AT CANADA'S BUSINESS SCHOOLS

**Ottawa:** The Alterna Savings Award for Social Responsibility Leadership recognizes B.Com. students for outstanding Social Responsibility Leadership.

**Calgary:** The Haskayne Wilderness Retreat is a one-week wilderness intensive course combining outdoor activities and personal growth challenges, intensive group dynamics, and self-reflection, with a cross-cultural approach to the spiritual journey for leaders of a sustainable world.

**HEC:** HEC, in partnership with University of Waterloo, launched a training tool unlike anything else in the French-speaking world: 22 free on-line cultural management seminars at [www.management-culturel.com](http://www.management-culturel.com).

**McMaster:** Named after community activist-turned-professor, the Harish Jain Human Rights in Employment Bursary is awarded to MBA students who demonstrate knowledge of, and experience in, human rights in employment.

**Athabasca:** The Online Centre for Corporate Stewardship builds a community of "corporate stewards," provides a learning environment to develop ethical business leaders. It aspires to be recognized as a Centre of Excellence for advancing ethics in business.

**Toronto:** Awarding commitment to innovation in the community, the MBA Fellowship for Social Entrepreneurs recognizes entrepreneurial approaches to producing positive social change in one's community/country.

**Sherbrooke:** The J.W. McConnell Chair promotes innovation in local development in partnership with rural, urban, and metropolitan communities.

**Trent:** Building on trends at other schools, Trent's Green Ribbon Pledge of Social and Environmental Responsibility allows graduates to make a commitment to the pursuit of social and environmental responsibility in their work. In its first year (2004-2005), over 80 per cent of graduates took the Green Ribbon Pledge.

**Royal Roads:** All new students are given an introduction to the school's environmental management system and environmental stewardship policy.

**Queen's:** A pioneering global group of leading corporations and business schools came together over a one-year period to explore a range of pressing issues related to globally responsible leadership, in collaboration with the European Foundation for Management Development and the United Nations Global Compact.

**Wilfrid Laurier:** Two MBA students on internship in 2005 developed sustainable business models for poverty reduction in India, travelling there for part of the internship. This initiative was funded by a private/public partnership including Unilever, Dupont, ICICI Bank, and Indian NGOs.

**St. Mary's:** The Master of Management—Co-operatives and Credit Unions is an international distance learning program that allows managers of co-operatives and credit unions in diverse cultures to develop the skills and exchange the knowledge needed to better run a co-operative business.

**Thompson Rivers:** During business plan studies, a student explored how ginseng could be used in a health spa concept. Local organizations liked her idea and supported it. Now it is one of the biggest spas in the country (Sunmore Ginseng Day Spa, see [www.ginsengspa.com](http://www.ginsengspa.com)).

## WORD FROM THE TOP THE DEANS' LIST



"Because we are educating tomorrow's managers, business schools have a key responsibility to ensure that our teaching, research, and outreach programs include social and/or environmental impact management/responsibility."  
—Dean Phillip Rosson, School of Business, Dalhousie University



"We are encouraged that social and environmental considerations are seen to be far more important, not just by academics, but by students as well. Our students are now far more demanding of us as a school that significant considerations be given to the human and environmental conditions in which we live and work."  
—Dean Scott Carson, School of Business and Economics, Wilfrid Laurier University

"We are at a critical point in time. There is a huge turning point in organizations away from the economic bottom line as sole driver to embracing a wider bottom line that includes the social and environmental aspects—I think this is born of crisis. We do not have managers or leaders that are adapting synergistic organizational success to triple-bottom-line application. We have to have a faculty-wide shared agenda to sustainability issues. It's a bold vision to structure an entire program to deal with these issues that remain emergent in management education, not to mention management practice."  
—Asaf Zohar, associate professor, Business Administration Faculty, Trent University

# KNIGHT SCHOOLS BUSINESS SCHOOLS AND SOCIAL RESPONSIBILITY

Corporate Knights identifies the drivers

Students are asking for it

**Quality of Life:** I have a longer term view of my career in terms of the quality of life/work I want.

**Integrated Options:** I want to do a Bachelor of Business and also take a specialization in sustainability.

**Relevance:** If I am interested in marketing, why not specialize in social marketing?

**Activity:** I've been active in student clubs even before faculty put a focus on it. I've seen grassroots initiatives (equitable commerce), innovations (sustainability career fairs), commitments (recycling on campus), clubs (Net Impact), and initiative takers (Adam Cormier) set new expectations.

**Experience:** I have volunteer experience and am already thinking about my responsibility to the community; raise money for causes, not the beer party. I'm an MBA student with workforce and NGO experience, and I know the implications of not knowing about accountability and broader issues. I have questions I want to address, and I want to learn how to do more.

Professors are keen to offer more

**Passion:** I am a professor who has a strong interest in putting business issues in the social-environmental context. I bring my passion to work.

**New Perspectives:** I am a younger professor and I bring fresh perspectives that weren't here 20 years ago. My research naturally encompasses sustainability. The university board and my faculty encourage me to incorporate these areas of interest in my work.

**Internationalization:** I am an international faculty and I inject the social and environmental issues from my country into the context of my teachings.

**Faculty Learning:** I learn from the outside faculty we bring in, and from cross-learning

between faculty members who collaborate across faculties.

Companies demand more

**Breadness:** My company is looking for employees, whether undergrad or MBA, who are not necessarily specialized but are educated in the context of the community. I'm asking for community involvement, not just higher marks, and I want students who are not uni-dimensional.

**R&R:** My firm is aware that being a socially responsible business benefits us in terms of better recruitment and higher rates of retention.

**Outside Pressure:** My stakeholders demand greater attention to transparency, accountability, and more effective philanthropy. I need employees who can deliver on this.

**Education:** My company sees the university as a key research partner in emerging issues such as environment, energy security, and social justice.

**Leadership:** Our board and the business leaders we respect internationally expect that we know how to do business in ways that preserve our reputation and respect the social contract.

**Globalization:** My company is global. We need the capacity to understand our wider impact on societies where we are doing business, so we do not trigger or fuel social or political crises.

Alumni see value in it

**Alumni Affairs:** I have an MBA and I also have two kids. I want my alma mater to matter if I am going to make donations.

**School Pride:** If the school that gave me my MBA excels in providing skills to solve social and environmental problems, it enhances the value of my degree and my reputation.

## The evolution of the business curriculum

### INCREASING OPPORTUNITIES FOR NEW WAYS OF LEARNING

Business schools are offering more collaborative and experiential learning opportunities such as live cases, co-op placements, business plans, study tours, and community studies for business students to apply their knowledge, talents and interests for advancing sustainability.

Professors are taking work on from non-profits and incorporating them into course work because it gives students practical experience and exposure, providing experiential learning within their course learning.

Professors make a deliberate effort to choose more case studies involving sustainability, labour issues, and social responsibility to enable students to learn to deal with complex issues and think more broadly.

An increasing number of dedicated centres and institutes established within universities provide improved resources to support business faculties in incorporating corporate social responsibility into their courses.



### LIFELONG LEARNING

"Last fall I was out in Vancouver and met an ex senior exec and MBA alum of ours. He had been there for 6-7 yrs and in other jobs in the telecom industry and I asked him what he was doing now. He'd taken some time to spend on his farm, some time off—and said he is now working to support sustainable business development models. When he told me this he prefaced it with, 'You're going to think I'm crazy but...' and it's wonderful. I met another alum in Toronto last week and he'd been with a bank 25+ years and a year ago he went into early retirement. So I asked him, 'Where are you heading from here? You're not yet retirement age,' and he said: 'I'm going to law school! I want to do human rights work.' He'd decided he wanted to effect change and this was the best route for him to do so."

—Peter Todd, McGill