

SECOND 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 34 Canadian business schools infusing social and environmental impact management into their curricula.

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It's report card time! When we first introduced our Knight School Guide to Business Education last year, we were so impressed and excited by our findings that we could hardly wait to do it all over again. Well, the moment has finally arrived and on the next few pages you'll find out just how good a job Canadian business schools are doing at integrating social and environmental concerns into their curriculum. While the leaders and laggards in this area will soon become evident, below we've highlighted some of the most interesting goings-on at Canadian business schools. We hope you'll be as surprised as we were by what you discover.



AND OUR NEXT SPEAKER IS

We were impressed by many of the big names in sustainability who spoke at Canadian business schools and the exciting topics they covered. The following are some of our favourites:

- William McDonough spoke at an event sponsored by Net-Impact at the 11th annual McGill Graduate Business Conference. McDonough is the author of *Cradle to Cradle: Remaking the Way We Make Things* and co-founder of McDonough Braungart Design Chemistry, a firm that aims to revolutionize the design of products and services by making them more eco-effective.

- C.S. Holling, ecologist and author of *Panarchy: Understanding Transformations in Human and Natural Systems*, spoke at an McGill University event sponsored by the McGill-Dupont Initiative of Social Innovation and the School of Environment.
- Ray Anderson, CEO of Interface Carpeting, one of the most sustainable large companies in the world, spoke at the University of Prince Edward Island's annual business luncheon.

CREATIVE ACCOUNTING WE LIKE

It's not often that creative accounting is endorsed but we've found one example that

deserve some applause. Haskayne Business School at the University of Calgary is home to the Centre for Public Interest Accounting (CPIA). The centre's mission is to examine accounting in the context of public interest in the corporate, public and international sectors. CPIA conducts research and collaborates with like-minded others.

OUR HOME AND NATIVE BUSINESS PROGRAMMES

Since 1994, University of Manitoba's I. H. Asper School of Business has provided support for aboriginal students working toward an honours bachelor of commerce degree through its aboriginal business education programme. The programme offers students services including mentorship, tutoring and exclusive internships.

The University of Saskatchewan provides students who are interested in indigenous studies with two programme options. Undergraduate business students can obtain a certificate in indigenous business administration and graduate students can concentrate on indigenous business administration at the MBA level, both of which are offered in partnership with Saskatchewan Indian Federated College.

AN ETHICAL PRECEDENT

All MBA students at Memorial University have had at least one thing in common since 1978, thanks to the efforts of Professor Robert Sexty. That year, Memorial's MBA programme became the first in Canada to make a business ethics course mandatory. "Managing in the Canadian Environment" covers topics such as stakeholder theory, corporate social responsi-

WHAT? ANOTHER BUSINESS SCHOOL RANKING?

Yes, it's true—Corporate Knights' second annual Knight School ranking of Canadian business schools puts us in the company of Business Week, The Economist, Forbes, Canadian Business and the Financial Times among others. But our ranking sets us apart. Based on a modified version of the US-based Beyond Grey Pinstripes, which evaluates MBA programmes around the world in terms of environmental and social impact management, the Knight School survey is unique in that it evaluates both Canadian MBA and undergrad programmes based on their commitment to promoting corporate social responsibility.

bility, environmental accountability and auditing, the environment and globalization and business ethics.

Although the course has been taught for more than 25 years, it encountered resistance in the 1990s when a number of faculty members tried to have it removed from the curriculum. To ensure that the course be continued, its name was changed from the original "Social Responsibility of Management" to its current title, and it was moved from the last semester to the first, when it is now taught. The content, however, has remained the same.

Professor Sexty's work helped pave the way for the nation's biggest business schools to better integrate social context into their programmes. At McGill for instance, the core course Social Context is

taught to more than 500 undergrads each year.

YES TO YSEC

In January 2004, a group of MBA and masters in environmental studies students formed the York Sustainable Enterprise Consultancy (YSEC) to provide business-support in the areas of environmental consulting, strategic planning, policy development, resource management, and agricultural research.

Though YSEC is only a little more than a year old, its successes have already begun to accumulate. The group has completed projects for companies in a range of industries. Projects have included identifying sustainability indicators that are relevant to the financial sector, conducting stakeholder research and investigating green building drivers.

Because YSEC draws talent from both the Schulich School of Business and the faculty of environmental studies, the consultancy benefits from close ties to two other student-run groups: the York chapter of Net-Impact and the business and environment collective at environmental studies.

BUSINESS AND SPIRITUALITY?

We were enlightened to learn that three universities in Atlantic Canada are going beyond traditional boundaries of business, exploring an area that's far more ethereal. The Sobey School of Business at St. Mary's University recently submitted a proposal to develop an interdisciplinary research and influence centre focusing on the intersection of spirituality and work. The school also ran a graduate seminar called "Spirituality and the Implications for Work and

LEARNING FROM UNCLE SAM

Bainbridge Graduate Institute (BGI), located on Bainbridge Island, just off the coast of Seattle, Washington, is a business school like no other. BGI's MBA programme differs from many others in that sustainability is not an afterthought in its course offerings. Rather, sustainability permeates every aspect of the curriculum. For example, BGI's "Marketing and Sales" course delves into a range of unconventional areas such as green marketing, social marketing, cause-related marketing, and even Guerilla marketing. Other courses include "Systems Thinking," "Ecological Economics and Political Economy," "Sustainability, Community, and Social Justice," and "Sustainable Operations." BGI's innovative programme does more than just attract a dedicated student body. Amory Lovins, John Ehrenfeld, and Brian Nattrass are just a few of the well-known leaders in the field of sustainability who are adjunct faculty at BGI.

To learn more about fully-dedicated sustainability MBAs available in the US check out the following schools:

PRESIDIO WORLD COLLEGE	presidioworldcollege.org	MBA in Sustainable Management
NEW COLLEGE OF CALIFORNIA	www.greenmba.com	Green MBA or MBA in Environmental Entrepreneurship program to "prepare leaders for the necessary and inevitable transformation of business practices in this country and the world"
BAINBRIDGE ISLAND GRADUATE INSTITUTE (BGI)	www.bgiedu.org	MBA in Sustainable Business

Business” during the winter and spring semesters of 2004. This course will soon be augmented by an undergraduate and continuing education course on the same topic.

The University of PEI offered a course in spirituality in business last summer, and the faculty of business administration at Memorial University has sought divine guidance in a slightly different way. An article by Professor Robert Sexty entitled “Recognizing Sainly Business: Lessons from Saint Homobonus” has become a mainstay in business ethics and business and society courses. The article provides an overview of the life of the patron saint of businesspeople, and relates his actions to contemporary notions of social responsibility.

BETTER THAN GOOGLE

The proliferation of sustainability-related activities at Canadian business schools has led to the establishment of numerous research centres focusing on related issues. The following are a mere sampling of the centres that have cropped up across the country:

- The Centre for Non-Timber Resources at Royal Roads University was established to promote the sustainable use of non-timber forest resources in economies that are primarily rural and resource dependent.
- The Centre for Social Marketing at Carleton University was founded in 1993 to advance the fields of social government marketing and not-for-profit marketing.
- The World Tourism Education and Research Centre at the University of Calgary was established to explore the relationship between tourism and global economic, social and cultural development; help managers of tourist areas to use environmentally and culturally sensitive practices; and promote tourism as a means of encouraging greater international understanding and goodwill.

CO-OPERATION

In 2004, St. Mary’s introduced a distance-learning Master of Management—Cooperatives and Credit Unions. The programme links students and managers of co-operatives and credit unions from around the world with an international faculty. Students continue to work while learning co-operation-based and conventional business strategies. The Université de Sherbrooke’s Institute for Research and Teaching on Co-operatives promotes cooperative and col-

SO WHAT SCHOOLS RANKED BEST?

For the second year in a row, York’s Schulich business school came out on top, leading the pack in overall MBA programmes, courses, student clubs, and the institutional categories for the MBA category but in our first ranking of undergraduate programmes, Trent eked out the top spot largely owing to their offering of joint degrees and concentrations.

SMALL IS BEAUTIFUL

Small town schools showed they can swim with the big fish, especially in the undergrad realm, in which Trent (located 5 km outside of Peterborough, Ontario, pop. 71,446) earned top spot overall. Is it that small towns think more of their communities because they are so small? Do they have a greater sense of responsibility for their environment by the nature of their size that is reflected in the design of their curriculum? Is there something that big-city schools lose in their big-citiness? Is that not the whole premise of sustainability: to keep a sense of being small, of being connected, or knowing and caring for those in one’s community? Perhaps this is something that can only truly be taught or learned in a small community?

DO SUSTAINABILITY LEADER SCHOOL GRADS MAKE MORE MONEY?

If you’re looking for an education rooted in sustainability, and a serious earning potential, Schulich appears to be the place to go. According to the National Post Business magazine’s most recent survey of MBA programmes, York grads can look forward to an average annual salary of \$82,000 - one of Canada’s highest. But it’ll cost you - at \$40,000, an MBA from York’s Schulich School of Business is second in cost only to Queen’s. An MBA from our fourth-place finisher, McGill, will yield a similar post-grad salary—\$80,000 a year on average, according to National Post Business—but with tuition of \$8,800 for non-Quebec residents and \$3,300 for Quebecers, it’s a more economical choice.

lective enterprises and supports research into their development and management. Sherbrooke also offers a course on managing cooperatives.

PULL UP A CHAIR

The Université du Québec à Montréal has la Chaire Économie et Humanisme, an industrious collective of 25 professors, doctoral candidates and MBA students working to champion responsible, sustainable business and an economy that serves the personne humaine.

NATURAL SELECTION

We were pleasantly surprised by the University of PEI’s sustainability-related courses, which without a doubt were among the most interesting courses offered at any of the universities. These courses include “Natural Step” about a framework based on systems thinking designed by the Swedish oncologist, Karl-Henrik Robèrt. PEI also offers “New Customer Revolution” which explores the way changing consumer values are effecting business and production and “Disruptive Technologies” which looks at innovations that create technological paradigm shifts by making everything that came before them almost immediately obsolete.

FREE MONEY

Some universities have scholarship funds available to students interested in non-traditional business fields. Ottawa University offers an ethics in the new millennium scholarship, which is awarded to a student in either the bachelor of commerce or bachelor in communication programme who has shown commitment to the area of ethics in the context of public-private relationships. For a student from the non-profit sector whose career goals stay within the sector, the University of Toronto’s Rotman School of Business offers the James D. Fleck Student Entrance Award of up to \$15,000.

And for students focused on social entrepreneurship, there is the MBA Fellowship for Social Entrepreneurs in the sum of \$10,000. Rotman also covers half of the summer stipend for students who obtain internship placements through the Community Experience Initiative (www.cei-iec.ca) to work in the social responsibility sector. Rotman supported one student in 2003, two in 2004, and has promised up to five for 2005. McGill did the same for two students in 2004.

tableone Institutional Support – MBA Programmes

This chart shows how the participating schools ranked according to non-course work in-school opportunities for learning about social and environmental impact management. The table shows the school score in each of eight categories, and the change from last year.

SCHOOL	Speakers	Orientation	Internship	Loans	Competitions	Other	Faculty Chairs	Institutes	Institutional Score
Brock University	0	0	1	2	0	0	0	1	18%
Carleton University	0	0	0	0	0	0 ▼ -2	0	3	15% ▼ -6%
Concordia University	5 ▲ 1	2	2	3	1	2	0	2 ▲ 1	55% ▲ 7%
Dalhousie University	0	0	0	0	0	2 ▼ -1	0	2	16% ▼ -3%
HEC	5	0	2 ▲ 1	0	0	1 ▼ -2	3 ▲ 2	3	47% ▲ 7%
McGill University	5	2	2 ▲ 1	2 ▲ 2	1	3 ▲ 3	3 ▲ 2	2 ▼ -1	68% ▲ 26%
McMaster University	3 ▲ 2	1	0	0	0	0	0	0	8% ▲ 3%
Memorial University	5 ▲ 2	1 ▲ 1	2 ▲ 2	0	2 ▲ 2	2	0	1 ▲ 1	38% ▲ 27%
Ottawa University	5	1 ▼ -2	1	0 ▼ -1	1 ▲ 1	1 ▲ 1	1 ▲ 1	3 ▲ 2	42% ▲ 12%
Queens University	2 ▲ 2	0	0	0	2 ▲ 2	0	0	0	13% ▲ 13%
Royal Roads University	5 ▲ 5	0	5 ▲ 5	3 ▲ 3	0	0	0	1 ▼ -1	43% ▲ 33%
Saint Mary's University	5 ▲ 2	1 ▲ 1	1 ▲ 1	1 ▲ 1	1 ▲ 1	3 ▲ 3	0	3 ▲ 3	47% ▲ 42%
Simon Fraser University	5 ▲ 5	0	0 ▼ -1	0	0	0 ▼ -1	0	2 ▼ -1	18% ▼ -2%
UBC	5 ▲ 5	1	0 ▼ -1	0	0	1	1	1	24% ▲ 5%
Université Laval	0 ▼ -1	0	1	0	0	0	1	0	8% ▼ -2%
University of Alberta	5 ▲ 2	2 ▲ 1	4 ▲ 1	0	3 ▲ 2	1	0	2	54% ▲ 19%
University of Calgary	5	1	1	0	3 ▲ 2	1 ▼ -1	2 ▼ -1	3 ▲ 2	57% ▲ 12%
University of Guelph	0	0	0	0	0	0	0	0	0%
University of NB at SJ	0	0	0	0	0 ▼ -1	0	0	0	0% ▼ -5%
Université de Sherbrooke	0 ▼ -5	0 ▼ -1	0	0	0	0 ▼ -1	2	1 ▼ -1	15% ▼ -19%
University of Toronto	5	0 ▼ -1	0 ▼ -1	0 ▼ -2	0	2 ▼ -1	1	2	29% ▼ -19%
University of Victoria	0 ▼ -5	0 ▼ -2	0 ▼ -2	0	0 ▼ -1	0 ▼ -3	0	0 ▼ -1	0% ▼ -38%
UQAM	5	0	0	0	1	0	2	1	28%
Wilfrid Laurier University	5 ▲ 2	2 ▼ -1	0	0	2 ▲ 1	3 ▲ 2	0	0	32% ▲ 11%
York University	5	2 ▼ -1	5	3	2 ▲ 1	3	3	3	92% ▲ 2%
Total	80 ▲ 17	16 ▼ -5	27 ▲ 6	14 ▲ 3	19 ▲ 10	25 ▼ -3	19 ▲ 4	36 ▲ 4	
Average	3.2 ▲ 0.7	0.7 ▼ -0.2	1.1 ▲ 0.2	0.6 ▲ 0.1	0.8 ▲ 0.4	1.0 ▼ -0.1	0.8 ▲ 0.2	1.4 ▲ 0.2	31% ▲ 5%
Percent with at least 1	68% ▲ 4%	46% ▼ -2%	48% ▼ -4%	24% ▲ 4%	44% ▲ 8%	52% ▼ -4%	40% ▲ 4%	72% ▲ 4%	

NOTE: Each score has a cap of 3 or 5 maximum depending on the category, to make it possible for Corporate Knights to verify the school's submissions.

LEGEND:

All the categories refer to activities with a focus on social/environmental impact management. Please refer to the methodology on page 46 for precise definitions.

SPEAKERS—External speakers, seminars and conferences. **ORIENTATION**—Orientation activities. **INTERNSHIP**—Internship and consulting programmes.

LOANS—Loan forgiveness programs or subsidies/scholarships. **COMPETITIONS**—Student competitions. **OTHER**—Other programmes or activities supported by the business school. **FACULTY CHAIRS**—Endowed faculty chairs in business school. **INSTITUTES**—Institutes and centres.

BRANDING CANADA

Across the country, there are faculty, staff, and students at every business school working hard to bring issues of social and environmental responsibility to the forefront.

As a result, our list of highlights could have been twice as long. However, despite the tremendous efforts of many, social and environmental sustainability has yet to

become entrenched in the culture of Canadian business schools. Imagine a business programme that doesn't require its students to complete at least one course in marketing.

Impossible, huh? That's because marketing is viewed as a fundamental aspect of business strategy, so much so that we don't even think to question its importance. Unfortunately, those of us who

believe that there is tremendous value in social and environmental responsibility know that we have a ways to go before it's considered on par with subjects such as marketing. Nevertheless, at Corporate Knights, we think it's only a matter of time until sustainability is so much a part of business education that our Knight School Guide is superfluous. Now, imagine that! **CK**

tabletwo Institutional Support – Undergraduate Programmes

This chart shows how the participating schools ranked according to non-course work in-school opportunities for learning about social and environmental impact management. The table shows the school score in each of eight categories. There is no comparison to last year.

SCHOOL	Speakers	Orientation	Internship	Loans	Competitions	Other	Faculty Chairs	Institutes	Institutional Score
Acadia University	1	1	0	0	1	0	0	0	9%
Algoma University	3	0	3	0	0	0	0	0	14%
BC Open University	1	0	0	0	0	0	0	0	2%
Brock University	0	0	0	2	0	0	0	1	15%
Carleton University	0	0	0	0	0	0	0	3	15%
Concordia University	5	2	0	0	1	1	0	2	32%
Dalhousie University	0	0	0	0	0	0	0	2	10%
HEC	5	0	0	0	0	1	3	3	41%
McGill University	5	0	0	0	0	5	3	2	47%
McMaster University	3	0	0	0	0	0	0	0	5%
Memorial University	5	1	1	0	1	2	0	1	30%
Mount Allison University	0	0	0	0	0	0	0	0	0%
Nipissing University	0	0	0	0	0	0	0	0	0%
Ottawa University	5	1	1	1	1	1	1	3	47%
Queens University	2	0	0	0	0	0	0	0	3%
Royal Roads University	5	1	0	0	1	0	0	1	21%
Saint Mary's University	5	1	1	1	1	3	0	3	47%
SFX	1	0	0	0	0	0	0	0	2%
Simon Fraser University	5	0	0	0	0	0	0	2	18%
Trent University	2	1	1	0	0	0	1	3	29%
UBC	5	0	0	0	0	1	1	1	21%
Université Laval	0	0	0	0	0	0	1	0	5%
University of Alberta	5	0	0	0	0	0	0	2	18%
University of Calgary	5	0	0	0	1	0	2	3	38%
University of Guelph	0	0	0	0	0	0	0	0	0%
University of Lethbridge	5	1	3	0	1	1	0	2	38%
University of NB at SJ	0	0	0	0	0	0	0	0	0%
Université de Sherbrooke	0	0	0	0	0	0	2	1	15%
University of Toronto	5	0	0	0	0	0	1	2	23%
University of Victoria	0	0	0	0	0	0	0	0	0%
UPEI	3	0	0	0	0	0	0	0	5%
UQAM	5	0	0	0	0	0	2	1	23%
Wilfred Laurier University	5	1	1	0	2	3	0	0	32%
York University	5	0	1	0	1	2	3	3	52%
Total	96	10	12	4	11	20	20	41	
Average	2.8	0.3	0.4	0.1	0.3	0.6	0.6	1.2	19%
Percent with at least 1	71%	26%	24%	9%	29%	29%	32%	59%	

NOTE: Each score has a cap of 3 or 5 maximum depending on the category, to make it possible for Corporate Knights to verify the school's submissions.

LEGEND:

All the categories refer to activities with a focus on social/environmental impact management. Please refer to the methodology on page 46 for precise definitions.

SPEAKERS—External speakers, seminars and conferences. **ORIENTATION**—Orientation activities. **INTERNSHIP**—Internship and consulting programmes.

LOANS—Loan forgiveness programs or subsidies/scholarships. **COMPETITIONS**—Student competitions. **OTHER**—Other programmes or activities supported by the business school. **FACULTY CHAIRS**—Endowed faculty chairs in business school. **INSTITUTES**—Institutes and centres.

tablethree Student-led Initiatives – MBA Programmes

This chart shows how the participating schools ranked according to student-led initiatives such as task forces, student clubs and groups for furthering the pursuit of social and environmental impact management, and the change from last year.

SCHOOL	Initiatives	Initiative Score
Brock University	1 ▼ -1	20% ▼ -20%
Carleton University	1	20%
Concordia University	2 ▼ -1	0% ▼ -20%
Dalhousie University	1	20%
HEC	2 ▲ 1	40% ▲ 20%
McGill University	2	40%
McMaster University	0 ▼ -1	0% ▼ -20%
Memorial University	2 ▲ 1	40% ▲ 20%
Ottawa University	3 ▲ 2	60% ▲ 40%
Queens University	1 ▲ 1	20% ▲ 20%
Royal Roads University	1 ▲ 1	20% ▲ 20%
Saint Mary's University	1 ▲ 1	20% ▲ 20%
Simon Fraser University	2 ▲ 2	40% ▲ 40%
UBC	1	20%
Université Laval	0	0%
University of Alberta	3	60%
University of Calgary	2 ▲ 1	40% ▲ 20%
University of Guelph	0 ▼ -1	0% ▼ -20%
University of NB at SJ	0	0%
Université de Sherbrooke	0	0%
University of Toronto	1	20%
University of Victoria	0	0%
UQAM	1 ▲ 1	20% ▲ 20%
Wilfred Laurier University	3 ▲ 2	60% ▲ 40%
York University	4	80%
Total	34 ▲ 9	
Average	1.4 ▲ 0.4	27% ▲ 7%
Percent with at least 1	76% ▲ 8%	

NOTE: Each response has a cap of 5 maximum, to make it possible for Corporate Knights to verify the school's submissions.

LEGEND:

All the categories refer to activities with a focus on social/environmental impact management. Please refer to the methodology on page 46 for precise definitions.

INITIATIVES—Student-led initiatives, student groups, consulting clubs and task forces.

tablefour Student-led Initiatives – Undergraduate Programmes

This chart shows how the participating schools ranked according to student-led initiatives such as task forces, student clubs and groups for furthering the pursuit of social and environmental impact management. There is no comparison to last year.

SCHOOL	Initiatives	Initiative Score
Acadia University	1	20%
Algoma University	1	20%
BC Open University	0	0%
Brock University	1	20%
Carleton University	1	20%
Concordia University	1	20%
Dalhousie University	0	0%
HEC	2	40%
McGill University	1	20%
McMaster University	0	0%
Memorial University	3	60%
Mount Allison University	1	20%
Nipissing University	0	0%
Ottawa University	2	40%
Queens University	1	20%
Royal Roads University	1	20%
Saint Mary's University	1	20%
SFX	0	0%
Simon Fraser University	1	20%
Trent University	2	40%
UBC	0	0%
Université Laval	0	0%
University of Alberta	4	80%
University of Calgary	2	40%
University of Guelph	0	0%
University of Lethbridge	0	0%
University of NB at SJ	0	0%
Université de Sherbrooke	0	0%
University of Toronto	0	0%
University of Victoria	0	0%
UPEI	2	40%
UQAM	1	20%
Wilfred Laurier University	2	40%
York University	3	60%
Total	34	
Average	1.0	
Percent with at least 1	62%	

BAKER'S DOZEN OF BEST PRACTICES

St. Mary's: Corporate Citizenship oath and card given at graduation and a St.Mary's alumni award for ethics/CSR

McGill: Social Context of Business at McGill is the undergrad course that graduates 500 to 600 bcomms per year

UQAM : Endowed Chair on "Economie et Humanisme"

U of Calgary: "Indigenous Peoples and Sustainable Development Course" for MBA and Undergrad which includes lessons on Traditional Ecological Knowledge

Memorial and Dalhousie: "Social and Environmental responsibility Pledge" at convocation

Concordia: Programmes that focus on minority and black community development in Montreal

Acadia: Case Competition for business students to make the town of Wolfville Kyoto-compliant

U of Alberta: MBA ethics statement— Each year during their orientation, MBA students are required to sign an ethics statement that declares they will behave in an ethical manner when plying their trade with other organizations

Brock: Donate a student to local United Way programme—Brock Business Consulting offers consulting services, for a fee, mainly to local organizations like the United Way or YMCA

Trent: Community based education— The Business Program works with the Trent Centre for Community Based Education to provide opportunities for students to do professional work—for credit—for local NGOs and community-based organizations

And rounding it off with a triple whammy, U of Lethbridge: (a) Developed a mentoring program to match students with a leader in the non-profit sector (60 students partook in 2003-2004 even though it's voluntary and offers no credit); (b) Launched core course "Managing responsibly in a Global Environment;" (c) Opened a Centre for Socially Responsible Marketing

tablefive Courses – MBA Programmes

This chart shows how the participating schools ranked according to their curriculum offerings of core courses, elective courses, joint degrees and specializations or concentrations dedicated to or dealing with social and environmental impact management. The table shows the school score in each of six categories, and the change from last year.

SCHOOL	Core Dedicated	Elective Dedicated	Core Partial	Elective Partial	Joint Degree	Concentration	Course Score
Brock University	0	0	2 ▲ 1	0 ▼ -2	0	0	4%
Carleton University	0	1	0	0	0	0	3%
Concordia University	2 ▼ -3	2 ▼ -3	1 ▲ 1	5 ▲ 2	0	3	46% ▼ -17%
Dalhousie University	5	0 ▼ -1	0	0	0	0 ▼ -1	20% ▼ -11%
HEC	1	5 ▲ 1	0	2 ▲ 2	0	0 ▼ -1	21% ▼ -3%
McGill University	1	3	1 ▲ 1	2 ▲ 2	0	1	25% ▲ 4%
McMaster University	1 ▲ 1	0	0 ▼ -1	0	0	0	4% ▲ 2%
Memorial University	1 ▲ 1	0	1	5 ▲ 5	0	0	11% ▲ 9%
Ottawa University	1 ▼ -1	3 ▲ 3	1 ▼ -2	0 ▼ -1	0	0	15%
Queens University	1 ▲ 1	0	0	0	0	0	4% ▲ 4%
Royal Roads University	1 ▲ 1	0	5 ▲ 5	5 ▲ 5	1 ▲ 1	0	27% ▲ 27%
Saint Mary's University	0	3 ▲ 1	2 ▲ 2	3 ▲ 3	0	1 ▲ 1	24% ▲ 18%
Simon Fraser University	0 ▼ -2	2 ▲ 2	0 ▼ -1	0	0	0	6% ▼ -4%
UBC	0 ▼ -1	1 ▲ 1	0	0	0	0	3% ▼ -1%
Université Laval	2	2	2 ▲ 1	2 ▲ 2	0	1 ▲ 1	28% ▲ 12%
University of Alberta	0	3 ▼ -1	1	0	1	1	28% ▼ -3%
University of Calgary	0 ▼ -2	3	2 ▲ 2	5 ▲ 5	0 ▼ -1	2 ▲ 2	35% ▲ 9%
University of Guelph	0	0	0	0	0	0 ▼ -1	0% ▼ -8%
University of NB at SJ	1 ▼ -1	0	0	0	0	0	4% ▼ -4%
Université de Sherbrooke	5	4 ▼ -1	1 ▼ -4	0	0	3 ▼ -1	59% ▼ -19%
University of Toronto	1	1 ▼ -1	0	1 ▼ -1	0	0	8% ▼ -4%
University of Victoria	0	0	1 ▲ 1	0	1	0	10% ▲ 2%
UQAM	5 ▲ 4	3 ▲ 3	0	3 ▲ 3	1 ▲ 1	1	49% ▲ 36%
Wilfred Laurier University	0	3 ▲ 3	1 ▲ 1	0	0	0	11% ▲ 11%
York University	3 ▼ -2	5	5	5 ▲ 2	1	3	75% ▼ -6%
Total	31 ▼ -4	44 ▲ 7	26 ▲ 7	38 ▲ 27	5 ▲ 1	16	
Average	1.2 ▼ -0.2	1.8 ▲ 0.3	1.0 ▲ 0.3	1.5 ▲ 1.1	0.2	0.6	21% ▲ 2%
Percent with at least 1	60% ▲ 4%	64% ▲ 16%	56% ▲ 20%	44% ▲ 24%	20% ▲ 4%	36%	

LEGEND:
All the categories refer to activities with a focus on social/environmental impact management. Please refer to the methodology on page 46 for precise definitions.

CORE DEDICATED—Required or core courses entirely dedicated.

ELECTIVE DEDICATED—Elective courses entirely dedicated.

CORE PARTIAL—Required or core courses that include some content.

ELECTIVE PARTIAL—Elective courses that include some content.

JOINT DEGREE—Joint degree offered by the business school.

CONCENTRATION—Specializations or concentrations offered.

NOTE: Each score has a cap of 5 for the courses and 3 for the degrees and concentration maximum to make it possible for Corporate Knights to verify the school's submissions.

CANADIAN STUDENTS FOR SOCIAL RESPONSIBILITY

Here are some of the most active business school clubs

MEMORIAL UNIVERSITY

The Society for Corporate Environmental and Social Responsibility
www.busi.mun.ca/cesr

DALHOUSIE UNIVERSITY

The Society for Corporate Environmental and Social Responsibility
is2.dal.ca/~cesr/index.htm

MCGILL UNIVERSITY

Net Impact
www.net-impact.mcgill.ca

HEC MONTRÉAL

Humaniterre
www.hec.ca/humaniterre/

U OF T ROTMAN SCHOOL OF BUSINESS

Net Impact
www.rotman.utoronto.ca/netimpact

UWO RICHARD IVEY SCHOOL OF BUSINESS

Ivey Connects
www.ivey.uwo.ca/iveyconnects/

UWO RICHARD IVEY SCHOOL OF BUSINESS

MBA Sustainable Development Club
groups.ivey.uwo.ca/ResponsibleBusiness

YORK SCHULICH SCHOOL OF BUSINESS

Net Impact
netimpact.schulich.yorku.ca/

UNIVERSITY OF ALBERTA

Net Impact
studentweb.bus.ualberta.ca/netimpact/

UBC SAUDER SCHOOL OF BUSINESS

Net Impact
www.sauder.ubc.ca/cgs/netimpact/

tablesix Courses – Undergraduate Programmes

This chart shows how the participating schools ranked according to their curriculum offerings of core courses, elective courses, joint degrees and specializations or concentrations dedicated to or dealing with social and environmental impact management. The table shows the school score in each of six categories, and the change from last year.

SCHOOL	Core Dedicated	Elective Dedicated	Core Partial	Elective Partial	Joint Degree	Concentration	Course Score
Acadia University	1 ▲ 1	1 ▼ -1	1	0	0	0	9% ▲ 1%
Algoma University	2 ▲ 2	3 ▲ 3	2 ▲ 2	5 ▲ 5	1 ▲ 1	0	34% ▲ 34%
BC Open University	1 ▲ 1	5 ▲ 5	1 ▲ 1	2 ▲ 2	1 ▲ 1	1 ▲ 1	40% ▲ 40%
Brock University	1	2 ▼ -1	4 ▲ 2	0 ▼ -3	0	0	18% ▼ -2%
Carleton University	1 ▼ -1	1 ▲ 1	1 ▲ 1	0 ▼ -1	0	0	9%
Concordia University	2 ▲ 1	3 ▲ 3	3 ▲ 3	0	0	0	23% ▲ 19%
Dalhousie University	1 ▲ 1	0	0 ▼ -2	0	0	0	4%
HEC	3 ▲ 3	3	0	1	0	0	22% ▲ 12%
McGill University	1	3 ▲ 2	0	2 ▼ -2	0	1	23% ▲ 4%
McMaster University	0	0 ▼ -1	0 ▼ -3	0 ▼ -2	0	0	0% ▼ -11%
Memorial University	0 ▼ -2	1	2 ▲ 2	5 ▲ 5	0	0	12% ▲ 1%
Mount Allison University	0	2 ▲ 2	0	3 ▲ 3	0	0	9% ▲ 9%
Nipissing University	1 ▲ 1	2 ▲ 2	0	0	0	0	10% ▲ 10%
Ottawa University	1 ▼ -1	2 ▲ 1	4 ▲ 3	4 ▲ 4	0	0	22% ▲ 9%
Queens University	0	0	0	0	0	0	0%
Royal Roads University	1 ▲ 1	0	5 ▲ 5	5 ▲ 5	0	0	19% ▲ 19%
Saint Mary's University	0	2 ▲ 1	3 ▲ 3	1 ▲ 1	0	0	13% ▲ 10%
SFX	0	0 ▼ -4	0	0 ▼ -1	0	0	0% ▼ -13%
Simon Fraser University	1	1 ▼ -1	0	0 ▼ -3	0	0	7% ▼ -6%
Trent University	2 ▲ 2	5 ▲ 1	5 ▲ 4	5 ▲ 4	2 ▲ 2	2 ▲ 1	71% ▲ 48%
UBC	0	1 ▼ -1	2 ▲ 2	1 ▲ 1	0	0	8% ▲ 2%
Université Laval	0 ▼ -1	0 ▼ -1	0 ▼ -1	0	0	0	0% ▼ -9%
University of Alberta	0	5	0	0	1	0	23%
University of Calgary	0	1 ▼ -4	1 ▲ 1	2 ▲ 1	0 ▼ -1	0	7% ▼ -17%
University of Guelph	1 ▲ 1	1 ▲ 1	0	0	0	0	7% ▲ 7%
University of Lethbridge	1	5	0	5	1	1	41%
University of NB at SJ	0	1 ▼ -1	0	0	0	0	3% ▼ -3%
Université de Sherbrooke	1 ▲ 1	1 ▲ 1	1 ▲ 1	0	0	0	9% ▲ 9%
University of Toronto	0	0	0	2 ▲ 2	1 ▲ 1	0	10% ▲ 10%
University of Victoria	1	0	0	0 ▼ -2	0	0	4% ▼ -2%
UPEI	0	4 ▲ 2	3 ▲ 3	2 ▲ 2	0	0	20% ▲ 14%
UQAM	5	2 ▼ -3	0 ▼ -1	2 ▲ 1	0	0 ▼ -1	28% ▼ -18%
Wilfred Laurier University	1 ▲ 1	2 ▲ 2	1 ▲ 1	3 ▲ 3	0	0	15% ▲ 15%
York University	2 ▲ 1	5 ▲ 3	5 ▲ 5	5 ▲ 5	0	0	38% ▲ 28%
Total	31 ▲ 12	64 ▲ 12	44 ▲ 32	55 ▲ 30	7 ▲ 4	5 ▲ 1	
Average	0.9 ▲ 0.3	1.9 ▲ 0.4	1.3 ▲ 0.9	1.6 ▲ 0.9	0.2 ▲ 0.1	0.1	16% ▲ 6%
Percent with at least 1	50% ▲ 18%	65% ▲ 12%	38% ▲ 21%	47% ▲ 15%	12% ▲ 3%	9% ▼ -3%	

NOTE: Each score has a cap of 5 for the courses and 3 for the degrees and concentration maximum to make it possible for Corporate Knights to verify the school's submissions.

LEGEND:

All the categories refer to activities with a focus on social/environmental impact management. Please refer to the methodology on page 46 for precise definitions.
CORE DEDICATED—Required or core courses entirely dedicated. **ELECTIVE DEDICATED**—Elective courses entirely dedicated. **CORE PARTIAL**—Required or core courses that include some content. **ELECTIVE PARTIAL**—Elective courses that include some content. **JOINT DEGREE**—Joint degree offered by the business school.
CONCENTRATION—Specializations or concentrations offered.

tableseven Top 10 Knight Schools

These tables show the top 10 business schools in the Knight School ranking. We show the top 10 schools in each category (institutional, student-led initiatives, course offerings) and the combined top performers on the right-most table. Only results for the MBA programmes are compared to last year.

MBA Programmes

Institutional Score		Initiatives Score		Course Score		Combined Score					
SCHOOL	2005	2004	SCHOOL	2005	2004	SCHOOL	2005	2004			
York University	92%	90%	York University	80%	80%	York University	75%	81%	York University (1)	82%	84%
McGill University	68%	42%	Wilfred Laurier	60%	20%	Université de Sherbrooke	59%	78%	Concordia University (2)	47%	58%
University of Calgary	57%	45%	Ottawa University	60%	20%	UQAM	49%	12%	University of Alberta (4)	44%	39%
Concordia University	55%	49%	University of Alberta	60%	60%	Concordia University	46%	63%	University of Calgary (6)	43%	30%
University of Alberta	54%	35%	University of Calgary	40%	20%	University of Calgary	35%	25%	McGill University (5)	42%	32%
Saint Mary's University	47%	5%	Simon Fraser University	40%	0%	Université Laval	28%	16%	UQAM (13)	35%	14%
HEC	47%	40%	Memorial University	40%	20%	University of Alberta	28%	31%	Ottawa University (10)	34%	21%
Royal Roads	43%	10%	McGill University	40%	40%	Royal Roads	27%	0%	HEC (7)	34%	28%
Ottawa University	42%	30%	HEC	40%	20%	McGill University	25%	21%	Université de Sherbrooke (3)	31%	45%
Memorial University	38%	11%	Concordia University	40%	60%	Saint Mary's	24%	6%	Royal Roads University (-)	30%	3%

The numbers in the brackets refer to the previous year's ranking, as calculated using the updated methodology for 2005.

Undergraduate Programmes

Institutional Score		Initiatives Score		Course Score		Combined Score	
SCHOOL	2005	SCHOOL	2005	SCHOOL	2005	SCHOOL	2005
York University	52%	University of Alberta	80%	Trent University	71%	Trent University	51%
Saint Mary's	47%	Memorial University	60%	University of Lethbridge	41%	York University	48%
McGill University	47%	York University	60%	BC Open University	40%	University of Alberta	36%
Ottawa University	47%	HEC	40%	York University	38%	Ottawa University	34%
HEC	41%	University of Calgary	40%	Algoma University	34%	HEC	32%
University of Calgary	38%	Ottawa University	40%	UQAM	28%	University of Lethbridge	30%
University of Lethbridge	38%	Wilfred Laurier	40%	McGill University	23%	McGill University	30%
Wilfred Laurier	32%	Trent University	40%	University of Alberta	23%	Memorial University	29%
Concordia University	32%	UPEI	40%	Concordia University	23%	Wilfred Laurier	26%
Memorial University	30%	Concordia University	20%	HEC	22%	Saint Mary's University	25%

Methodology

The survey methodology is similar to the methodology used in our first business school ranking published in the summer of 2003. The survey continues to be modeled on the Beyond Grey Pinstripes Report, a joint project between the World Resources Institute and the Aspen Institute. In contrast to the Beyond Grey Pinstripes MBA ranking, our report evaluates undergraduate programs in addition to MBA programs.

This 2005 Knight School survey was conducted immediately following the 2003-2004 academic year. The survey evaluates business school activities for the 2002-2003 and 2003-2004 academic years. Every Canadian business school was invited to participate. In some cases where schools chose not to complete the survey themselves, Corporate Knights researchers completed the survey through web research.

The following chart outlines the score breakdown. Note that faculty research is no longer factored into the overall ranking. Our previous methodology scored schools based on the quantity of corporate social responsibility publishing, but there are significant challenges related to double counting and biased finding in favour of large schools (often the same research findings will be reported in more than one publication), and it is a category of limited significance for the intended users of this guide—prospective MBA or undergraduate commerce students.

Special Notes: University of Western Ontario Richard Ivey School of Business was reviewed exclusively for editorial and not ranking purposes on special request from the school as it is currently incorporating many innovative features of sustainability and social responsibility, which we could not fairly assess at the time the research was carried out.

30 % INSTITUTIONAL WEIGHTING

- 8.33% External speakers, seminars and conferences available to students related to social impact management, non-profit management or environmental management
- 8.33% Orientation activities activities for new students that are related to social impact and/or environmental management, and/or non-profit management topics
- 15% Internship & consulting programmes managed by the school or university related to social impact management, non-profit management or environmental management
- 15% Loan forgiveness programmes, subsidies or scholarships that the university gives to students who accept jobs in the non-profit sector
- 15% Student competitions related to social impact management, non-profit management or environmental management
- 8% Other programmes or activities supported by the business school related to social impact, non-profit management, and/or environmental management such as special leadership programs, career services
- 15% Endowed faculty chairs in business school that focus on issues related to social impact, non-profit management, and/or environmental management
- 15% Institutes and centres with a focus on issues related to social impact, non-profit management, and/or environmental management; the institute or centre may be housed in the business school, or sponsored in partnership with another school

25 % STUDENT-LED INITIATIVES WEIGHTING

- 100% Clubs, student groups, consulting clubs and faculty groups that are related to social impact, non-profit management, and/or environmental management

45 % COURSE WORK WEIGHTING

- 20% Core or required courses that are entirely dedicated to social impact, environmental and/or non-profit management
- 15% Elective courses that are entirely dedicated to social impact, environmental and/or non-profit management
- 10% Core or required courses that include some content on social impact, environmental and/or non-profit management
- 5% Elective courses that include some content on social impact, environmental and/or non-profit management
- 25% Joint degrees by the business school that provide management students an opportunity to study social impact, non-profit management, and/or environmental management
- 25% Specializations or concentrations offered by the business school that provide management students with the opportunity to study social impact, non-profit management, and/or environmental management