



Centre for Social and Sustainable Innovation

YEAR IN REVIEW 2017–2018



University
of Victoria

PETER B. GUSTAVSON
School of Business

The world looks different from here.

YEAR IN REVIEW 2017-2018

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Letter from Dr. Saul Klein

Dean of the Peter B. Gustavson School of Business

During the past year, the Gustavson School of Business has made significant progress in keeping our promise to “prepare leaders who think differently, act responsibly and have a global mindset; to generate insight, offering solutions for an interdependent world; and to provide opportunities to learn by doing, to ensure our graduates are world-ready.”

After years of measuring our carbon footprint, and reducing it where possible, we made a commitment to carbon neutrality, encompassing not only our on-campus operations, but also including employee commuting and all employee and student travel. A committee made up of faculty, staff and students researched and shortlisted projects that offset our greenhouse gas emissions and support the UN Sustainable Development Goals at the same time by providing environmental and social benefits beyond carbon emission mitigation. All employees and students then had the opportunity to vote on the allocation of funds to the chosen projects, located in British Columbia and around the world.

This is one example of how we integrate experiential learning opportunities throughout our students’ time at Gustavson.

To learn from and share our experiences with others beyond the University of Victoria, we joined the global Champions group of the United Nations Principles for Responsible Management Education. Our involvement lets us learn from others who are leading change elsewhere while we share the learnings and expertise that we have developed in responsible leadership and education at Gustavson.

In this Year in Review, you’ll find many other stories about how we provide an education for well-rounded business leaders and offer impactful research that can shape our world.



Letter from Dr. Monika Winn

Director of the Centre for Social and Sustainable Innovation

The Centre for Social and Sustainable Innovation (CSSI) was formed in 2011 to support sustainability- and social responsibility-related research; to integrate sustainability and social responsibility throughout Gustavson's educational programs; and to help the school manage and reduce its environmental impact.

The past year has seen major advances in all of these areas.

CSSI recruited two post-doctoral fellows whose research encompasses the institutionalization of corporate social responsibility and how it is deployed in developing countries (with a focus on Africa), as well as collectively finding innovative ways to make financial resources and economic activities broadly accessible, according to shared values and ethical principles (with a focus on South America). Our post-docs quickly became part of the Gustavson community. In addition to her own research, Dr. Viviana Pilato is teaching an undergraduate course on strategy, and Dr. Camille Meyer has initiated work with other Gustavson colleagues, including research on the collective commons of wild salmon on the Pacific coast. To keep the momentum going, we recruited a third post-doc researcher to join us in early 2019.

As shown in the comprehensive table of sustainability-related research activities on p. 18, these are just some of the many research initiatives and outputs from across the school.

Last summer, Dr. Simon Pek joined us as Assistant Professor of Sustainability and Organization Theory, and his areas of expertise are very welcome additions to both research and teaching on sustainability and social justice education at Gustavson.



With regard to the third significant area of activity, our operational impact, Dean Saul Klein has outlined the school's exciting carbon-management commitment in his Letter from the Dean, and you can find details about this initiative and more in the following pages. A summary on pages five and six maps the wide range of initiatives and impacts against the CSSI Strategic Plan.

All of these are strong signals of how well sustainability and social responsibility are integrated throughout Gustavson. CSSI doesn't run all of these initiatives; we support, encourage, help... and we celebrate them in the stories that fill this Year in Review.

I hope you find them as inspiring as I do.

PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION

Principle 1: Purpose

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

Two years ago, in 2016, Gustavson enacted a new winning aspiration: Crossing boundaries to create meaningful research, impactful learning and engaging relationships.

The CSSI continues to use the UN Principles for Responsible Management Education to support that aspiration.

CSSI team

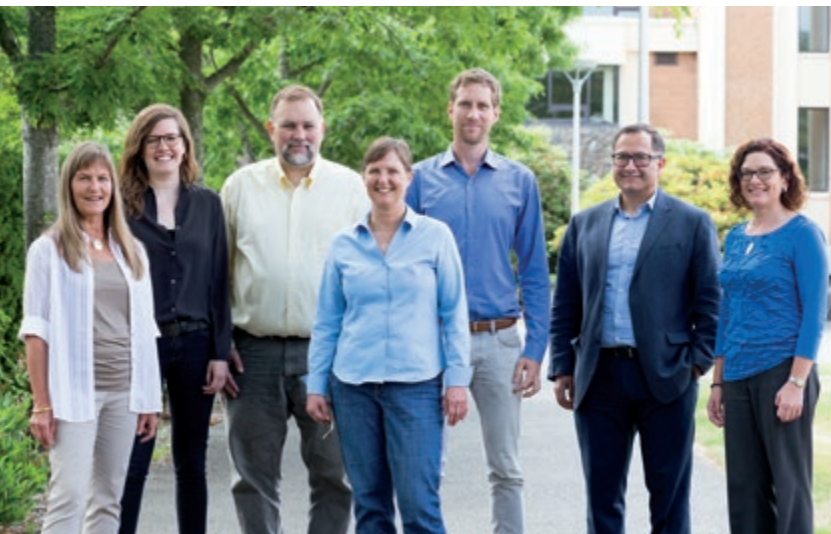
Our core CSSI team for 2017-2018 is made up of Director Monika Winn, Associate Director Heather Ranson, and Coordinator Rachel Goldsworthy (L, R, C, below). However, the real team is much bigger, and includes those pictured on this page and many others.

Director Monika Winn, post-doctoral fellow Dr. Kim Ceulemans, organizational behaviour professor Dr. Rick Cotton, Coordinator Rachel Goldsworthy, sustainability professor Dr. Simon Pek, International Business professor Dr. Adel Guitouni and Associate Director Heather Ranson (from L to R)



Sustainability and strategy professor Dr. Matt Murphy (L); international finance professor Dr. Basma Majerbi (R)

Service management professor Dr. Jie Zhang (L); Director of Administration for the Master of Global Business program Sheryl Karras (R)



CSSI's Mission

We support the aspirations and activities of Gustavson by:

- Cultivating sustainability and social responsibility thinking throughout Gustavson and catalyzing meaningful action;
- Helping Gustavson ready our students to succeed and flourish as agents of change in creating sustainable and responsible business;
- Co-creating concepts, frameworks and tools for transformative sustainability research and education at Gustavson and beyond;
- Fostering understanding and collaboration on sustainability across disciplines, domains, and stakeholders in our community and beyond.

CSSI's Priorities

- | | |
|----------|---|
| R | RESEARCH: Strengthen Gustavson's capacity to contribute to transformative sustainability research |
| E | EDUCATION: Deepen integration of sustainability concepts, cases and tools throughout Gustavson's educational programs |
| C | COMMUNICATIONS AND REPORTING: Effectively communicate CSSI's and Gustavson's sustainability activities and regularly provide current and inspiring information to all stakeholders |
| S | STAKEHOLDER ENGAGEMENT AND PARTNERSHIPS: Engage with stakeholders and cultivate key partnerships at Gustavson, UVic and beyond |



CSSI Strategic Achievements 2017-2018

This year wraps up our strategic plan 2016-2018. We are learning from our experiences and successes, and implementing new opportunities as we prepare our new strategic plan for 2018-2021.

PRIORITY	KEY INITIATIVES PLEDGED IN 2016-2018 STRATEGIC PLAN (Initiatives added to original plan shown as <i>NEW</i>)	REPORT ON YEAR UNDER REVIEW (2017-2018)	ACTIONS AND INITIATIVES FROM 2017-2018: EXAMPLES
RESEARCH	Strengthen and expand Gustavson's research capacity around sustainability and social responsibility	✓	Two new CSSI post-doctoral fellows joined us in 2017 for two years. See story about their work on p. 16 A third post-doctoral fellow will join us in early 2019 CSSI pledged funds in support of Dr. Basma Majerbi's SSHRC grant for her project "A new framework for the study of financial system structure and macro-financial stability"
	Provide support for sustainability research, financially and through mentoring	✓	Provided financial support, research assistants and mentoring for special projects, such as a Gustavson post-doctoral fellows' research on wild salmon as a commons resource
	Support, host, organize and / or participate in research supportive sustainability events	✓	Hosted CSSI Visiting Fellow Dr. Andrew Hoffman. See story p. 17 Supported faculty and post-doctoral fellows' research seminar series on sustainability. See table on p. 19
EDUCATION	Monitor and assess integration of sustainability and social responsibility in course content in all programs	✓	See course content on p. 12 See also second <i>NEW</i> item regarding SDG-PRME matrix below
	Support faculty and programs with sustainability teaching materials, content and methods	✓	Weekly Communiqué contains inspiring stories with links to articles, videos, profiles and case studies Frequent internal profiles of Gustavson faculty who include S/SR material in their courses Weekly Slide Zero project. See the story on p. 27
	Support programs and student initiatives in their efforts to integrate sustainability	✓	Sponsored four students to attend the Forum for Emerging Environmental Leaders in Vancouver. See story on p. 14 Supported MBA student travel to a Net Impact case competition in Burnaby, BC Invited practitioners such as Steven Fish of ESG Ledger and Michael Malara of South Pole Group as guest speakers for classes



PRIORITY	KEY INITIATIVES PLEDGED IN 2016-2018 STRATEGIC PLAN (Initiatives added to original plan shown as <i>NEW</i>)	REPORT ON YEAR UNDER REVIEW (2017-2018)	ACTIONS AND INITIATIVES FROM 2017-2018: EXAMPLES
COMMUNICATION AND REPORTING	Report annually on CSSI and Gustavson activities around sustainability and social responsibility	✓	2017-2018 Year in Review Annual letter to donor (Goldcorp Inc.) Created and published plain-language summaries of Gustavson peer-reviewed journal articles. See the story on p. 17
	Publish weekly CSSI Communiqué	✓	Weekly editions emailed and posted on the CSSI website
	Monitor and evaluate the effectiveness of regular communications and major reporting activities	✓	Shifted to a new delivery platform for the Communiqué that allows analysis of newsletter data
STAKEHOLDER ENGAGEMENT AND PARTNERSHIPS	Assess and develop plan for engagement with CSSI partners and stakeholders	✓	Revised our plan for engaging with stakeholders
	<i>NEW</i> : Build relationships with external partners to grow commitment to PRME and the SDGs	✓	With CSSI's leadership, Gustavson was selected as one of only 39 business schools from around the world to join UN PRME Champions group Participation at in-person and web meetings of the Champion group by CSSI associate director, MGB director of administration and others. See p. 7 Initiated development of SDG-PRME assessment matrix for internal and external use. See other <i>NEW</i> item below
	Support and catalyze the continued greening of Gustavson operations; celebrate progress	✓	CSSI educated Gustavson faculty, staff and students about carbon offsets, joined by Synergy Enterprises, our partners in carbon reporting Catalyzed Gustavson's decision to voluntarily become carbon neutral retroactively as of 2016 by investing in offsets for air travel, which is the largest part of the school's carbon footprint, but not covered by provincially mandated offsets Supported development of Gustavson's offset strategy with student, faculty and staff engagement activities Supported creation of Gustavson's Carbon Neutrality Plus (CN+) Committee. "Plus" refers to education and engagement toward behaviour change that reduces our footprint Organized a paper-towel reduction campaign. See p. 32 Coordinated data gathering, funded and published Gustavson's ninth annual carbon footprint report. See p. 30
	<i>NEW</i> : Assess and monitor Gustavson's contributions to the SDGs	✓	Created SDG-PRME matrix to systematically assess Gustavson activities linked to 17 UN Sustainable Development Goals
	Collaborate with Gustavson offices to deepen sustainability and social responsibility integration	✓	Increased engagement both within Gustavson and with broader university community through meetings and written communications (e.g. UVic Office of Campus Planning and Sustainability, UVic Co-op and Careers, Faculty of Engineering, Faculty of Social Sciences, and the Pacific Institute for Climate Solutions)

We joined the Champions!

In January 2018, Gustavson received the happy news that we had been accepted as one of 39 business schools in the Principles for Responsible Management Education (PRME) Champions Group. The first Champions Group was formed in 2016 to bring together a working group of schools that would commit to addressing integration of the 17 UN Sustainable Development Goals (SDGs) into their school curricula. With a two-year commitment, the schools are required to attend four international meetings and participate in four webinars where they share practices they are using in their schools and build partnerships for research and education with other like-minded schools.

“Being part of this group is important for two reasons,” said Heather Ranson, CSSI’s associate director. “First, it connects us with other schools committed to developing projects and programs that further students’ understanding of the SDGs; those connections will give us new research connections as well as new ideas for teaching the SDGs. Second, joining this group allows us to contribute in meaningful ways. For example, other champion schools can utilize curriculum materials developed by us to build a better overall understanding of the SDGs among business students around the world.”

Our first meeting was in Nantes, France in February 2018. Gustavson was well prepared, having documented and loaded all our SDG oriented activities into the PRME SDG Dashboard. Sheryl Karras, director of administration of our Master of Global Business program, represented us at the meeting, armed with that solid and comprehensive understanding of our strengths and weaknesses regarding each SDG. Sheryl’s participation at the in-person gathering, along with webinars in January and June—attended by CSSI Director Monika Winn, Associate Director Heather Ranson, and faculty member Basma Majerbi—launched Gustavson into two ongoing projects that will deepen Gustavson’s commitment to, and capacity for, educating our students about the SDGs. To date, we are meeting our goals as we embark on projects that connect us to other Champion schools.

Principle 2: Values

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

A happy note: This Year in Review includes many stories that could fit within more than one section or Principle. It's one more example of Gustavson's Integration pillar at work.

Giving Voice to Values

Nicole Crowley is happy that she hasn't had to face an ethical issue in her workplace. She's also happy that if it were to arise, she feels prepared to handle it. Her confidence comes in part from her decision to take the four-week Massive Open Online Course *Giving Voice to Values* during Gustavson's self-directed, mandatory COM 405 *Career Preparation Without Borders*.

"I originally decided to take *Giving Voice to Values* to learn new leadership skills and how to deal with ethical issues that may arise," she explains. "My past three co-op terms have all been within national sporting organizations (Rugby Canada and now Golf Canada) and in my roles, I am in and out of the office, dealing with athletes, volunteers, officials and international representatives. I believed the course might help me when I encounter uncommon or new scenarios, and would help me develop tools to deal with potentially ethical issues."

According to Nicole, the course hit a clean drive down the fairway.

"Currently I have not faced any unethical situations in my workplace—thankfully!" she says. "However, *Giving Voice to Values* has prepared me to think about what I believe to be important in my workplace and personally. If I were to encounter a situation like that, I now have the tools to evaluate the risks to all parties and act accordingly."

One of her big takeaways is the importance of being prepared and rehearsing for scenarios you may face.

"The instructors and guest speakers emphasized the importance of standing up for your values and the values of the organization and being able to garner the courage to act on them," she says. "In school, we learn a lot about company governance and fiduciary duties to act in the best interest of the stakeholder. *Giving Voice to Values* makes this concept more personal."

The course is the brainchild of American business professor Dr. Mary Gentile, who has said that often the issue isn't distinguishing what is right or wrong, but knowing how to act on your values despite opposing pressure.

If Nicole Crowley ever finds herself in a moral scrum or an ethical sandtrap, she's got the courage and the tools to go beyond doing the right thing. Now she can help everyone else do the right thing, too.

Nicole Crowley



Responsible leadership—on both sides of the panel

As part of the Sardul S. Gill Graduate School Weekend MBA's Essentials of Business and Leadership course, a panel discussion with distinguished leaders in various corporate social responsibility (CSR) roles provided an opportunity to explore what it means to be a responsible leader. Coming into the program as experienced professionals, the questions posed by students to the panel provided insight into the challenges the students have experienced across careers and industries, and their diverse motives to further their skills as business leaders.

Ed Mahecha, for example, was curious about what companies are doing to close the gaps he sees in workplace diversity and the hiring of immigrants. It was a question close to his heart: Ed moved to Canada from Colombia 16 years ago as an electrical engineer with a master's degree, yet his first job was as a janitor. He didn't mind, though, because he recognized the importance of developing his language skills and learning Canadian social and business culture. He has advanced in his engineering career in Canada, and is now in a leadership position responsible for hiring.

"I see how [applicants] struggle to understand the environment in this industry," says Ed who, as a new Canadian proud of his Indigenous Colombian heritage, makes special efforts to encourage the hiring of immigrants, First Nations people, and other under-represented groups. Ed's professional endeavour to improve opportunities for everyone extends to his community and personal life, inspiring, he says, "my decision to do my MBA at Gustavson. This is what I've been looking for all my life."

Corinne Thiessen was also thinking about the relationship between professional and personal values during the event,

asking the panel, "How does personal accountability come into your organizational work?" The question highlighted a powerful professional theme for Corinne, who seeks to balance her sense of social responsibility with a successful career as a communications advisor for Imperial Oil.

"Canada's energy industry is focused on CSR and responsible development," she says.

It was a desire to help facilitate further innovation in CSR, as well as a belief that "There's space for accountability in any industry," that drew Corinne to UVic's Weekend MBA program, where she plans to develop the leadership skills necessary to help create a sustainable energy future.

Bradley Stokes-Bennett's background gave him a unique insight into the world of CSR. In 2001, Brad teamed up with some buddies to form Extreme Kindness Crew. They crossed Canada committing random acts of kindness, making volunteer work cool, and developing a business as guest speakers for companies looking to improve their CSR.

It was his experience with Extreme Kindness Crew, and more recently in the finance and real estate fields, that inspired Brad's question for the panel. While he has seen many companies aim to integrate CSR practices, Brad noted that a desire to change too quickly could be damaging to business in the long-term.

"I want to make sure we're talking about how we can stay in business," he explains, "while still implementing CSR. It's important that our approach to CSR be framed as a long-term endeavour rather than a sprint."

These three examples highlight the connection between current challenges in business, and the decisions of many students who choose to pursue a UVic MBA. While they come into the program from different backgrounds, career paths and experiences, they share a belief in the importance of responsible leadership, and a desire to make a difference in their businesses and communities. And in the final analysis, what shows up at this now-annual event is that the responsible leaders are on both sides of the podium.

Panelists Mischelle vanThiele (L), then with Victoria Hospice, and Jill Schnarr of Telus at the weekend MBA's responsible leadership discussion.





Community Volunteer Income Tax Program managers and Gustavson students (left to right) Yolande Asamoah, Gabe Ho, Sylvia Huang, Amy Chen, and Jacob Colley



CVITP BCom student volunteer Graham Elder

Tax time: student volunteers offer community tax clinic

Why would anyone volunteer to prepare income tax forms for strangers during final exams?

Three Gustavson students tell us it's the right thing to do for a whole bunch of reasons—and none of them mentioned their CVs.

Yolande Asamoah and Sylvia Huang, both fourth-year BCom students, signed on as project managers for the Community Volunteer Income Tax Program, an initiative of the Canada Revenue Agency to help people with modest incomes and simple tax situations. Coordinated by Gustavson's experiential learning team, Yolande, Sylvia and 33 other students signed up to help bring the program to Gustavson, where they offered their tax services Saturday mornings and Monday evenings from March 10 to April 21.

Like Sylvia, most of the volunteers are thinking about becoming accountants when they graduate. Yolande, though, has a background in hospitality, so she knew she brought other skills to the table.

"We made it very customer-centred and made it a goal to create an ambiance of safety," she explains. "We told the clients that this is a learning experience for the volunteers, and they all felt comfortable."

"We had to problem solve a lot and every day we got better and better," says Graham Elder, a third-year BCom student volunteer. "The volunteers would deal with new situations, then say, 'That was challenging and I learned something.'"

"The willingness, the energy, the atmosphere was great," Yolande says.

"Some volunteers even asked for more shifts," Sylvia adds.

The people they helped were mostly students, many of them international, but there were some surprises.

"They came from all across UVic," Sylvia explains, "and also Royal Roads and Camosun!"

Clients from the broader community were often seniors; Sylvia's oldest client was in her 70s.

The takeaways could be surprising too.

"I knew I had the tax and accounting knowledge," says Sylvia, who was part of the team that did the hiring as well as designing and delivering the training. "Until I did this, I didn't know I had the skills to teach and present."

Yolande says, "I really enjoyed knowing that the volunteers had a great experience. Seeing that vibrant learning experience—that was my happiest moment."

"My favourite part was when I finished [a tax form] and I could sense that the client genuinely appreciated what we had done for them," says Graham. "I'm still not entirely sure what I want to do after I graduate, but whatever I choose, I want to be able to help people and make an impact throughout my career. The tax clinic was a great opportunity to do that."

Sylvia agrees wholeheartedly. "I feel I made a contribution to my community."



Bigger than business

Nuha Omer Elgindi has always believed that commerce could be about more than just making a profit. Born in Sudan and raised in Tunisia and the UK, Nuha says her early environment played a key part in making sustainability one of her earliest, deepest values. “I had always wanted to make a difference. And to protect the plants and animals around me.”

Thanks to her mother, a professor of global environmental change, Nuha says, “I came to understand that current environmental problems were created as a result of a development model that cares about economic returns without giving due consideration to environmental or social impacts.”

She soon saw that business has the power to be an innovative solution to the world’s environmental crisis, and not just a contributor to the problem. She took those standards of social and environmental responsibility to private sector work—and eventually to the Gill Graduate School’s MGB program, from which she graduated in June 2018.

“My internship with a consultancy firm in Peru enabled me to work in a company that focuses on socioeconomic development and tries to expand its business in a socially responsible way,” she says.

Nuha is now interning at the United Nations University Institute for Water, Environment and Health in Hamilton, Canada, helping develop the financing module for a new water security course, with the aim of extending water security across the developing world.

“In the short term, I want to continue my work for developmental organizations. I want to make a difference here,” she says.

Long-term, she dreams of opening her own consultancy firm, one focused on helping the most vulnerable parts of the world, “regions like Africa and South America, which are the most affected by issues of global environmental crisis.”

Her international business experience will definitely come in handy, but for Nuha the MGB program was more than just a business course: “It was a lifetime experience.”



Principle 3: Method

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

Integration and impact

At Gustavson, students in BCom, MBA, MGB and PhD programs receive some kind of sustainability or social responsibility content in almost all of their courses. The subjects vary according to the course and the instructor, and might include human rights, ethical research principles, environmental pollution or carbon tax, to name just a few.

We survey all instructors teaching in a given term to understand what they taught and how they delivered it: case studies, guest speakers, textbook or article readings, videos and so on.

The table below shows what we discovered for the 2017-2018 academic year.

Programs at a glance

PROGRAM	BCOM (years 3 and 4 of a four-year program)	MBA (16 months)	MGB* (16 months)
Number of students	1050	136	69
Number of required courses**	12	19	4
Number of required courses with sustainability content	11	16	4
Percentage of required courses with sustainability content	92	84	100

Kitimat Clean: exploring the MBA essentials

In the first day—or maybe the first hour—of the Essentials of Business and Leadership (EBL) course, new MBA students discover a high-speed blend of team-building, cross-cultural communication, case analysis and the interdependencies of international business in a regional context.

“Complex decisions are integral to doing business anywhere,” explains Gustavson Dean Saul Klein. “Issues of sustainability, values, respect, and community engagement are critical features of the business landscape all around the world, but the context affects how they are expressed. Giving our students a chance to grapple with a real British Columbia case with both local and global implications focuses attention on both what is common and what is not.”

So, with Gustavson’s emphasis on experiential learning, in 2017 the students began by examining a business case proposing a bitumen processing plant in coastal BC.

For Aditi, who grew up in India, the case presented an opportunity to utilize a couple of newly acquired business concepts that hadn’t factored into her previous career in telecommunications.

**The MGB program is delivered by three partner universities on three continents. Number of courses listed does not include the courses offered by our partner universities.*

***Required courses must be completed by all students in the program. These numbers do not include non-credit, elective or specialization courses.*



MBA student team of (L-R) Qi Wang, Vivek Pissay, Aditi, and Zac Roff fine-tune their presentation during the MBA program's Essentials of Business Leadership.

"My work has always been driven by demand marketing," she explains. "We didn't include sustainability considerations, and the First Nations information was completely new to me."

Vivek Pissay agrees. His background in Indian healthcare IT had not exposed him to the variety of issues that he and his team were expected to consider in their analysis.

"Each section of the class affected how we thought about the case," he explains. "As a team, we started by thinking, 'Yes, [the Kitimat Clean project] should go ahead because of profitability.' Then we had Matt Murphy's session on sustainability, which planted a few doubts. Then Angela Downey presented the risks and we began to consider if the Chinese market will continue with the same level of demand for the product."

The professors' input was informative rather than instructive, however, helping the students make a complete assessment of the case.

"We didn't want to get carried away by the lecturers," Vivek continues. "We wanted to make our own decision based on our analysis. It was very integrative."

Qi Wang adds that the EBL sessions "totally affected" how she approached the case and, like Vivek, she found that her attitude changed with each new building block: sustainability, strategy, accounting, First Nations.

For Australian Zac Roff, learning about Indigenous perspectives provided a new framework to apply to business decisions. He admits to seeing things with a short-term focus, and not through the same lens that the long view of First Nations provides.

This cultural content was also highly compelling for Aditi, who says she was deeply engaged by presentations from Gustavson International Advisory Board member Patrick Kelly, and Gustavson post-doctoral researcher Dara Kelly, both of Leq'á:mel First Nation.

"I understand and appreciate the value of finding culture, of preserving it," Aditi says. "It's important to have a sense of belonging, for everyone to feel like they're contributing."

With each of these building blocks, our new MBAs deepen their understanding both of BC's unique business environment and of the impact of their decisions as business leaders. It's in the final opportunity to demonstrate this learning—presenting their recommendations to a prestigious panel of the province's business, political and Indigenous leaders—that EBL's lasting lesson is revealed.

"It wasn't about the yes or no answer to whether Kitimat Clean should proceed," reflects Qi. "It's how we support our recommendation."

Education on exchange

During the 2017-2018 academic year, 196 undergraduate and four graduate students completed academic exchange terms with one of Gustavson's 98 partner universities around the world. Whichever continent they were on, their courses often included sustainability or social responsibility content that ranged from air quality to ethics, circular economy to sustainability reporting.

In a survey conducted by Gustavson's International Programs team, the most common topics reported by the students were those connected to human relations: ethics, human rights, governance and equity. The environment was also addressed, but at lower rates, in topics such as pollution, waste management, air quality and circular economy.

International Programs Associate Director Brian Leacock summarized the students' experiences from the school's point of view.

"It's wonderful," he said, "that our partner universities make it possible for our students to continue to integrate the values of sustainability and social responsibility as part of the intense, fun and life-altering experiences they have while they're on exchange."

What is the Forum for Emerging Environmental Leaders...and why go?

Gustavson's Centre for Social and Sustainable Innovation sponsored four students to attend the Forum for Emerging Environmental Leaders in Vancouver in March 2018. The goal of the conference, organized by Leading Change Canada, is to bring together 150 youth from business, government and civil society to catalyze action for environmental change.

Fourth-year BCom student Becca Blachut was on a co-op term, but she jumped at the chance to attend an event that looked like it would be a good fit with her interests in sustainability and positive business solutions.

"The conference was AMAZING!" she reports. "I had hoped to explore career opportunities and to expand my network. I left feeling inspired and energized!"

So inspired, in fact, that before she caught the ferry home she was already planning to attend the forum in Toronto next year. Becca had several reflections on the day's opportunities and insights.



Networking

"The number of young inspiring social and sustainable entrepreneur delegates was incredible," Becca says. "There was opportunity to network with business people with a wide variety of interests and from many industries and fields. Everyone was kind, genuine, and eager to learn and brainstorm."

Mentors & panels

"One of the most interesting components of the conference was the speakers, panel members and mentors," Becca reports.

"The organizers chose entrepreneurs, government officials and chief sustainability officers from major corporations (like Nestle Waters and Coca-Cola!). This exposure to diverse perspectives was challenging for many of us—especially when the topic of single-use plastics or energy came up—but hearing from these professionals sparked provocative discussion."

Confidence and career goals

"There were multiple sessions throughout the day, so we were able to tailor our schedule around our individual interests and objectives," Becca says.

Through the sessions, Becca became more comfortable with her own broad range of interests, and less worried about finding something to focus on for her career. In fact, the two biggest lessons were that adaptability and strong presentation skills—whatever your career, passion or area of focus—are what make you stand apart and set you up for a strong career.

As a student exploring post-graduation options in sustainable business, the conference was invaluable, says Becca.

"Whether you're an aspiring social entrepreneur with a business idea in mind, or want to work at the intersection of sustainability and business, but have no idea what direction you are heading (like me!), you'll find something to inspire you at the Emerging Environmental Leaders conference."

Principle 4: Research

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

Self-directed for sustainability

Going to university in Bangkok or Barcelona for a term sounds fantastic. Gustavson students can also add the potential to tackle a research project of their own choice while they're there. COM 470 *International Business Research* is a self-directed research project that students can elect to do while they're abroad during their fourth-year academic exchange term.

"They have the opportunity to engage with the business practices in their host country, and enhance their research and writing skills," explains COM 470 instructor Komal Kalra. "No matter what topics they studied, these most interesting papers provide an insight into the international experiences of our students."

In 2018, three of the eight papers published in Gustavson's *Bachelor of Commerce Best Business Research Papers* focused on topics related to social justice or environmental sustainability.

"My international experience in Hong Kong was incredibly transformative and eye-opening," reports Shivani Chitroda, whose research focused on modern slavery. "I got the opportunity to immerse myself in a culture unlike anything I have ever been exposed to before, and this time within the context of my business degree. My research paper provided me with an academic lens through which to view the lives of those exploited within Hong Kong's labour force and the underlying forces that further stimulate this problem on a global scale. This subsequently framed the rest of my travels around South East Asia, and I am forever grateful to have had the opportunity to complement my education in such a way and delve into such a complex issue."

Emma Scully was interested in energy and how Canada can benefit from the experiences of other countries.

Shivani Chitroda



Emma Scully



Richelle Stewart





Post-doctoral fellows Dr. Viviana Pilato (L) and Dr. Camille Meyer with CSSI director Dr. Monika Winn

"Researching renewable energy, an ever emerging and significant sector of business," she says, "heightened my understanding of Germany's significant leadership in the renewable energy economy; in particular, the process brought light to the existence of clearly untapped business opportunities and benefits that exist for Canada. The research integrated well with my experience, broadening my understanding of complex business decisions cross-culturally."

In yet another perspective, Richelle Stewart examined the impact of climate change on an iconic industry.

"During my time in France," she says, "I observed how important quality wine is in the French culture and how often it is consumed. While writing my research paper I had the chance to research how climate change is affecting the production of quality wine, impacting the French economy and the production worldwide. Writing the research paper was a great way to immerse myself in the French culture while on exchange."

This course, *International Business Research*, combines international life experience and a chance to connect with the global business community. It blends cultural competency with academic skills that can be useful to any—and every—responsible business leader.

In short, it's yet another example of the innovative, integrative nature of education at Gustavson.

Supporting and expanding international, social-responsibility research

In the autumn of 2017, two post-doctoral fellows joined the CSSI. Dr. Viviana Pilato came to us from Italy and Dr. Camille Meyer from Belgium and within months, they had both integrated into the fabric of Gustavson. For example, Dr. Pilato taught COM 400 *Strategic Management*, and Dr. Meyer initiated a research project with another post-doctoral fellow, Dr. Dara Kelly, on the commons of salmon on the West Coast.

Viviana researches Corporate Social Responsibility (CSR) developed by multinational corporations in developing countries and the variations of CSR across institutional contexts, exploring how multinational corporations respond to institutional complexity. She has collected data in Africa, particularly in Angola, Egypt, Ghana, Kenya and South Africa. Her published work and current projects contribute to international CSR in developing economies.

Camille explores managerial and organizational issues linked to the preservation and creation of shared value for both businesses and communities in developing and developed countries. His published and current projects shed light on entrepreneurial and ethical processes tied to social entrepreneurial activities and the management of commons. He has conducted field research in Brazil and Canada, and examined microfinance organizations, complementary currencies and natural resources—such as wild salmon and communal land.



Researchers from throughout Gustavson and across UVic clearly engaged during Dr. Andy Hoffman's talk about engaged scholarship in February 2018.

The emergent role of the engaged scholar

Dr. Andy Hoffman, the Holcim (US) Professor of Sustainable Enterprise at the University of Michigan, believes that American universities are facing a crisis of relevance. He also believes that scholars can address this crisis.

In February 2018, he spoke to a full room of researchers from Gustavson and across UVic.

"I want to talk about the state of our field," he said. "About how we practice our craft, who we do it for, and why we do it."

For the next hour, that's what he did. He spoke about why it's important that the people in that room and other scholars engage in public and political discourse, and he even proposed some foundational questions for how to do it and what kinds of tools they'd need.

- What is public engagement?
- How should we engage?
- What obstacles must be overcome to increase engagement?
- What are some structural tools for supporting engagement?
- What can they expect from engagement?

Addressing these questions, and others, Andy said, will "bring academia back to its place within society."

One outcome of Andy's talk is CSSI's pilot project *Ideas from the Edge*, a new series of plain-language summaries of research by Gustavson scholars. The two titles already available on the website for interested industry and community members are "How an old technique might revive union democracy" and "A creative approach to help organizations reintegrate after misconduct."



Dr. Andy Hoffman in conversation with Dr. Sybil Seitzinger, executive director of the Pacific Institute for Climate Solutions; Dr. Ged McLean, associate director of PICS; and Dr. Monika Winn, director of CSSI.

Sustainability-related research at Gustavson 2017-2018

Journal Articles

AUTHOR(S)	DATE	TITLE	JOURNAL/BOOK/CONFERENCE
Brandl, K., Jensen, P. D. & Jaura, M.	2018	Advanced service offshore outsourcing: Exploring the determinants of capability development in emerging market firms	<i>Global Strategy Journal</i>
Scarff Seatter, C. & Ceulemans, K.	2017	Teaching sustainability in higher education: Pedagogical styles that make a difference	<i>Canadian Journal of Higher Education</i>
Stough, T., Ceulemans, K., Lambrechts, W. & Cappuyns, V.	2017	Assessing sustainability in higher education curricula: A critical reflection on validity issues	<i>Journal of Cleaner Production</i>
Coraiola, D. M., Suddaby, R. & Foster, W. M.	2017	Mnemonic capabilities: Collective memory as a dynamic capability	<i>Revista de Administração de Empresas</i>
Foster, W.M., Coraiola, D., Suddaby, R., Chandler, D. & Kroezen, J.	2017	The strategic use of historical narratives: A theoretical framework	<i>Business History</i>
Elangovan A. R. & Suddaby, R.	Forthcoming	Solomons for our times: Wisdom in decision making in organizations	<i>Organizational Dynamics</i>
Elias, S. R. S. T. A., Chiles, T. H., Duncan, C. M. & Vultee, D. M.	2018	The aesthetics of entrepreneurship: How arts entrepreneurs and their customers co-create aesthetic value	<i>Organization Studies, Special Issue Organizational Creativity</i>
Kelly, D. & Henare, M.	2017	Genealogy of the gift: Tracing the spirit of the gift in Māori "hau" and the Stó:lō "potlatch" tradition	<i>SITES: A Journal of Social Anthropology and Cultural Studies</i>
Täuscher, K. & Kietzmann, J.	Forthcoming	Learning from failure in the sharing economy	<i>MIS Quarterly Executive - Special Issue on the Sharing Economy</i>
Meyer, C. & Hudon, M.	2017	Alternative organizations in finance: Commoning in complementary currencies	<i>Organization</i>
Meyer, C. & Hudon, M.	Forthcoming	Money and the commons: An investigation of complementary currencies and their ethical implications	<i>Journal of Business Ethics</i>
Lyons, BJ, Pek, S. & Wessel, J.L.	2017	Toward a sunlit path: Stigma identity management as a source of localized social change through interaction	<i>Academy of Management Review</i>
Pek, S., Oh, C. H. & Rivera, J.	2018	MNC foreign investment and industrial disasters: The moderating role of technological, safety management, and philanthropic capabilities	<i>Strategic Management Journal</i>
Pek, S.	Forthcoming	Rekindling union democracy through the use of sortition	<i>Journal of Business Ethics</i>
Pek, S., Kennedy, J. & Cronkright, A.	Forthcoming	Democracy transformed: Perceived legitimacy of the institutional shift from election to random selection of representatives	<i>Journal of Public Deliberation</i>
Ranson, H.	2018	Mission impossible	<i>Journal of International Students</i>
Qin, Y., Shi, L. H., Song, L., Stottinger, B. & Tan, K.	2018	Integrating consumers' motives with suppliers' solution to combat Shanzhai: A phenomenon beyond counterfeit	<i>Business Horizons</i>
Suddaby, R., Bitektine, A. & Haack, P.	2017	Legitimacy	<i>Academy of Management Annals</i>
Suddaby, R. & Foster, W.M.	2017	History and organizational change	<i>Journal of Management</i>
Maclean, M., O'Gorman, H.K. & Suddaby, R.	2018	Political ideology and the discursive construction of the hotel industry	<i>Human Relations</i>
Suddaby, R., Bruton, G. D. & Walsh, J. P.	2018	What we talk about when we talk about inequality	<i>Journal of Management Studies</i>
Suddaby, R.	2018	Objectivity and truth: The role of the essay in management scholarship	<i>Journal of Management Studies</i>
Shepherd, D., Wennberg, K., Wiklund, J. & Suddaby, R.	Forthcoming	What are we explaining? A review and agenda on initiating, engaging, performing, and contextualizing entrepreneurship	<i>Journal of Management</i>

Book Chapters

AUTHOR(S)	DATE	TITLE	JOURNAL/BOOK/CONFERENCE
Ranson, H., Ceulemans, K., & Winn, M.	2017	Embedding sustainability in the Gustavson School of Business: A change in culture	<i>Management Education for Corporate Social Performance</i> (Information Age Publishing)

Research Talks

AUTHOR(S)	DATE	TITLE	JOURNAL/BOOK/CONFERENCE
Arend, R.	2017, October	Realism and social entrepreneurship: How moral and opportunity intensities matter	Gustavson research presentation
Giorgi, S.	2017, October	What's in a frame? An in-depth exploration of the role of framing in fostering collaboration in the context of two environmental non-profits	Gustavson research presentation
Guitouni, A.	2018, March	Toward a better understanding of value creation within global value chains	CSSI research talk
Hoffman, A.	2018, February	Academia's emerging crisis of relevance and the consequent role of the engaged scholar	CSSI research talk
Kelly, D. & Meyer, C.	2018, April	Honouring salmon worldview and managing the salmon commons: Effective and affective custodianship of wild salmon	CSSI research talk
Murphy, M., Mack, A., Sayers, J. & Mack, J.	2018, March	Indigenous economic development: Toquaht nation balances environment, economy, culture and community	Ideafest 2018

Conference Presentations

AUTHOR(S)	DATE	TITLE	JOURNAL/BOOK/CONFERENCE
Fitzsimmons, S. R., Baggs, J. & Brannen, M. Y.	2017, September	Work outcomes for migrants and their descendants: Individual and organizational interaction effects	British Academy of Management
Chávez, J. F. & Murphy, M.	2018, March	Hybridization of mainstream organizations, non-market dynamic capabilities, and the social license to operate	Sustainability, Ethics and Entrepreneurship Research Conference
Mayrhofer, W., Apospori, E., Bosak, J., Cakmak-Otluoglu, K., Casado, T., Cerdin, J., Cotton, R. et al	2017, Summer	Material non-sustainability and career success across the globe: A 24-country study on the role of national income inequality	European Group for Organization Studies
Elias, S. R. S. T. A. & Chiles, T. H.	2017, August	Creative imagining: Developing and grounding a process model for entrepreneuring	Academy of Management
Elias, S. R. S. T. A. & Chiles, T. H.	2018, March	A process model of creative entrepreneurial imagining	Qualitative Research in Management and Organization Conference
Elias, S. R. S. T. A. & Chiles, T. H.	2018, April	Creative imagining: Developing and grounding a process model for entrepreneuring	Entrepreneurship as Practice Conference
Duncan, C. M. & Elias, S. R. S. T. A.	2018, Spring	Entrepreneuring research as an aesthetic process	Qualitative Research in Management and Organization Conference
Eden, L., Boyacigiller, N., Lu, J. W., Balakrishnan, M. S., Lirio, P., Welch, C. & Fitzsimmons, S. R.	2017, July	Life Happens: Female academics share stories	Women in the Academy of International Business
Vora, D., Martin, L., Pekerti, A., Fitzsimmons, S. R., Lakshman, C. & Raheem, S.	2017, August	Multiculturalism: A review and agenda for future research	Academy of Management

AUTHOR(S)	DATE	TITLE	JOURNAL/BOOK/CONFERENCE
Kalra, K. K. & Brighi, C.	2017, July	Investigating the role of a country's environment in the emergence of hybrid social organizations	Academy of International Business
Kelly, D. & Murphy, M.	2018	Resilience, mnemonics and collective memory in Indigenous institutions	Latin America and European Organization Studies Conference
Kelly, D.	2018, June	Feed the people and you will never go hungry: Illuminating Coast Salish economy of affection	Unsettling economics workshop
Kelly, D.	2018, June	Oral history and continuity of the teachings in research	Wrack Zone: Association of Literature, Environment and Culture in Canada
Kelly, D. & Staniland, N.	2018, June	Understanding research access in Indigenous organizational research	10th Biennial Gender, Work and Organizations conference. Stream: Indigenous knowledge and organizing
Leacock, B. K.	2017, November	Capacity building for diversity and inclusion	Victoria Forum
Mainprize, B.	2018, February	Aboriginal Canadian Entrepreneurs; Program design, partnerships and impact	Univation
Mainprize, B.	2018, February	Toward Indigenous economic reconciliation: Aboriginal Canadian Entrepreneurs (ACE) program	Educational Developers Caucus
Meyer, C.	2017, July	Building commons in community enterprises: The case of self-managed microfinance organizations	EGOS Conference
Meyer, C.	2017, August	Building commons in community enterprises: The case of self-managed microfinance organizations	Academy of Management
Easter, S. & Murphy, M.	2017, August	Boundary work in a Canadian cross sector partnership	Academy of Management
Murphy, M., Danis, W. M., Mack, J. & Sayers, J.	2018, April	World view diversity and development: Entrepreneurship in the Toquaht Nation	Journal of Management Studies Conference
Pek, S. & Bertels, S.	2017, July	Constructing the sustainable organization from within: The role of cultural change work	EGOS Colloquium
Pek, S.	2017, August	Democracy on the shop floor: Reviving union democracy with sortition	Academy of Management
Pek, S.	2017, August	Workplace democracy	AOM Humanistic Management Preconference
Pek, S.	2018, March	Democratizing the management of culture	Western Academy of Management
Pek, S.	2018, March	Overcoming degeneration in cooperatives: The role of sortition in representative governance structures	Sustainability, Ethics, and Entrepreneurship Conference
Pek, S.	2018	The role of random selection in overcoming organizational degeneration in worker cooperatives	Administrative Sciences Association of Canada Conference
Pilato, V.	2017, August	CSR deployment in MNC: A cross-country study within African subsidiaries	Academy of Management
Pilato, V.	2018, May	Translation of corporate social responsibility within multinational corporations' subsidiaries: An answer to divergent institutional pressures	Administrative Sciences Association of Canada
Pilato, V.	2018, June	Corporate social responsibility in multinational corporations' subsidiaries in Africa	Academy of International Business

AUTHOR(S)	DATE	TITLE	JOURNAL/BOOK/CONFERENCE
Rahman, M. S., Danis, W. M. & Winn, M.	2017, Summer	Reverse innovation: Understanding the bottom-up process of knowledge creation and transfer within global multinationals	Academy of International Business
Rahman, S., Winn, M. & Pogutz, S.	2018, June	Unpacking ecological knowledge in the Anthropocene: Toward an improved organizational relationship with ecosystems	GRONEN Research Conference
Ranson, H.	2017, Summer	Using experiential learning to teach the sustainable development goals	Let's Talk About Teaching
Ranson, H.	2018, May	Jupiter Shop Channel	Administrative Sciences Association of Canada
Skorodzyevskiy, V., Smith, B., Mitchell, R., Assaf, A. & Mitchell, R. K.	2018, March	Diagnosing the health of entrepreneurial ecosystems: A two-lens approach	Sustainability, Ethics, and Entrepreneurship Conference
Suddaby, R., Coraiola, D. M. & Foster, W.	2017, July	Collective remembering in organizational fields	European Group on Organization Studies
Thornicroft, K. W.	2018	Wage discrimination in university professional schools: Evidence From British Columbia's business & law faculties	National Centre for the Study of Collective Bargaining in Higher Education & the Professions
Winn, M. & Pogutz, S.	2017, September	Nature and organizations as linked complex adaptive systems: New research directions for the Anthropocene	Corporate Responsibility Research Conference

Ideafest 2018

A unique collaboration between the Toquaht Nation and UVic researchers is proving that a different kind of economic development is possible for Indigenous communities.

At UVic's Ideafest 2018, a standing-room-only crowd heard from Chief Anne Mack of the Toquaht Nation, Judith Sayers, president of the Nuu-chah-nulth Tribal Council, professor Matt Murphy of the Gustavson School of Business, and professor Johnny Mack of UBC Law, and First Nations and Indigenous Studies.

The panelists spoke about the system they developed to evaluate potential economic development projects based on economic, cultural, environmental and community dimensions of wellbeing. They also explained that any First Nations government could implement such a system. The video recording of the entire session is available for viewing via CSSI's website.



Dr. Matt Murphy

Principle 5: Partnership

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

Gustavson at GLOBE 2018

A record eight staff and faculty from Gustavson attended the biennial GLOBE 2018 sustainable-business conference in March 2018. Dean Saul Klein, Assistant Dean Pat Elemans, and representatives of CSSI, Co-op and Career, and the MBA, MGB and BCom programs attended the three-day event in Vancouver, BC, and they were all inspired by the hundreds of businesses changing how commerce and industry work.

Ian Robertson, associate director of the MBA program, was astonished and pleased to discover just how much traction sustainability and social responsibility have at a wide range of organizations.

"I'm impressed by the extent to which sustainability has been embraced and is driving innovation," he said. "It's also impressive the extent to which technology is involved."

Sheryl Karras, director of administration of the Master of Global Business program, agreed.

"With so many companies - big and small, traditional and new economy - being involved with sustainability and social responsibility," she said, "there's an opportunity to make our students more aware of the Sustainable Development Goals so they can go to employers with a common language."



One of the takeaways for Kate Donovan, director of administration of the BCom unit, was how much focus there was on innovation and youth.

"At the session called 'Is the future the for-good company?'" she said, "there were many senior people paying close attention. Presumably they want to know how to engage, hire and keep young employees."

Ian Robertson added, "The conversation wasn't just about environmental and social responsibility. It was about how people can lead happy and purposeful lives. This is what motivates so many of our students."

Gustavson participants were truly energized by the sessions, discussions, and their fellow attendees from around the world. They also came home with a wish-list of guest speakers.

We connected with two speakers immediately: PlasticBank's Shaun Frankson couldn't make the trip to Gustavson for our Earth Day celebration, so we screened a TED talk by his partner, Dave Katz. Steve Fish of ESG Ledger did fly in to speak to the TELUS MBA students in June (the carbon emissions from his flight are offset).

We are rubbing our hands in happy anticipation of some of the other inspiring role models we can introduce to our students and faculty!



Goldcorp Inc.'s Brent Bergeron (L), Dean Saul Klein and Monika Winn of Gustavson, UVic President Jamie Cassels and Chairman of the Board of Goldcorp Inc., Ian Telfer

Goldcorp Inc. once again brings support to the centre

One of CSSI's priorities is to increase and strengthen sustainability and social responsibility concepts, cases and tools throughout Gustavson's programs so that students graduate with the knowledge and skills for responsible leadership. The centre also supports research that advances the values and knowledge about the role and impact of corporations with sustainable social, environmental and economic value.

In November 2017, Goldcorp Inc., which has provided \$1.25 million in support to the centre since 2013, pledged another \$600,000, bringing the total financial commitment to CSSI to \$1.85 million over eight years.

"We greatly appreciate Goldcorp's ongoing support for the centre," says UVic President Jamie Cassels. "Through Goldcorp's financial support, CSSI is able to provide research opportunities for students and faculty, hire post-doctoral fellows engaged in sustainability and social responsibility research, host thought leaders in the field, and collaborate with institutions around the world."

"Supporting the Centre for Social and Sustainable Innovation is aligned with our desire to equip the next generation of business leaders with the skills businesses like Goldcorp need," says Brent Bergeron, Goldcorp's executive vice-president corporate affairs and sustainability. "Goldcorp is committed to sustainable and socially responsible business practices, and CSSI is a thought leader in this field. We're proud to support the incredible work that they have started."

"The efforts of CSSI have led to transformational change at Gustavson," says Dr. Saul Klein, dean of the Gustavson School of Business. "As we continue to pursue long-term research, operational and curriculum goals, including a multi-faceted three-year plan for carbon neutrality at Gustavson, CSSI will continue to chart a sustainable, responsible future for the business school and our students."





Victoria Forum, Canada @ 150: Promoting Diversity & Inclusion

With leadership from the Gustavson School of Business, the University of Victoria and Global Affairs Canada joined forces in 2017 to explore ways to strengthen and advance diversity and inclusion in the 21st century. They launched the inaugural Victoria Forum to bring together leaders and activists from a range of fields to stimulate new thinking and approaches for how Canadians can better promote diversity and inclusion at home and abroad.

More than 90 nationally and internationally recognized speakers and over 450 delegates attended sessions during the three-day event. Participants and guest speakers explored issues candidly, suggesting directions for the future and building on their diversity of experience, insights and standpoints.

The six themes for discussion were:

- diversity and economic prosperity
- economics of Indigenous inclusiveness
- geopolitics of diversity
- defining climate justice
- private philanthropy, civil society and inclusive development
- global trade and the economics of diversity.

Participants recognized a business trend towards a long-term stakeholder paradigm. This shift increases the need for collaboration, integration and innovation based on an economic, societal and sustainable triple bottom line approach. The Forum highlighted the importance of acknowledging and embracing our history, but also the need to move beyond our past and to create a better future. There is a role for everyone in driving the change—people, government, businesses, philanthropists and First Nations.

According to one speaker, Professor Lord John Alderdice, “the Victoria Forum was not about opening a door in our house and saying you are welcome my friend, but rather walking through a new doorway together and committing that we will make a shared home together.”

For more information about the Victoria Forum, a PDF of the final report and digital recordings of the sessions are available online at victoriaforum.ca.



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Principle 6: Dialogue

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

The ripple effect of slides

Business consultant Clemens Rettich introduced the concept of Slide Zero at a professional development session organized by Gustavson's Culture Committee for faculty and staff in December 2017.

One of the many great strategies and tactics he shared, Slide Zero is a low-key way to share information with an audience, and CSSI has adopted it with gusto. Each week, the CSSI coordinator sends a branded PowerPoint slide with a simple message about a sustainability- or social responsibility-related activity, event or resource. Instructors are encouraged to put the slide up on screen before their classes start as a way to inform students. From CSSI's point of view, it has the added benefit of also informing the instructors. Because everyone who works at Gustavson is cc'd with the slides, even people outside the classrooms can be more aware of events and resources in their community.

One slide contained the wording of the university's acknowledgement that it occupies the traditional territories of the Lkwungen-speaking peoples. The email that accompanied the slide also provided a link to a video of Esquimalt Elder Elmer George welcoming visitors in Lkwungen and English.

"This is the slide I have been wanting to include in my decks—THANK YOU!" wrote professor Cheryl Mitchell. "I plan to use the video link in the first session of each new class now that I know it is there."



Principle 7: Organizational Practices

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

Gustavson's gone carbon neutral

As a way to offset the frequent airplane travel that comes with being an internationally focused business school, Gustavson has gone carbon neutral. We believe we're the first business school in the world to do so.

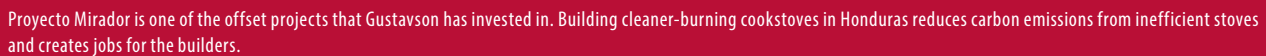
Gustavson invested in three carbon offset projects that will improve living conditions in communities in Uganda, Honduras and Thailand, and two environmental projects in BC.

Over 90 per cent of Gustavson students and faculty travel internationally on an annual basis, in keeping with the school's objective of developing globally minded graduates and demonstrating thought leadership in international business research.

In purchasing carbon offsets, the school enables projects that either effectively reduce the greenhouse gas emissions of current activities, or remove from the atmosphere an equivalent amount of greenhouse gas produced by the school's travel. Selected by a collaborative committee of faculty, student and staff representatives, the projects are located both locally and internationally—further reflecting Gustavson's global approach.

Each of the international offset projects is Gold Standard Certified—meeting at least two of the United Nation's Sustainable Development Goals. In selecting these projects, Gustavson also reflects the values that recently earned its designation as a UN Principles for Responsible Management





"Offsetting the greenhouse gas emissions of our travel is a way that we're enacting our school's values of sustainability and broader purpose, while maintaining our focus on international education and experience," says Gustavson Dean Saul Klein. "It's important and timely to demonstrate leadership to our students and to the world; if our actions have a negative impact, we have a duty to do something about it."

There have been Gustavson greenhouse gas emissions reports since before there was a CSSI. The Province of British Columbia mandates that all public-sector institutions must account for and offset Scope 1 and Scope 2 emissions, so UVic has tracked on-site electricity and natural gas consumption plus paper since 2010. Even though it is beyond the government requirements, Gustavson has also tracked our Scope 3 travel and commuting emissions.

In addition, at our internationally focused school, the lion's share of our carbon footprint is actually a wingprint. Seventy-three percent of our emissions in 2017 came from student flights to one or more of almost 100 partner universities and employee flights to meet with research partners and attend conferences. These emissions are not easily reducible, so we are introducing new initiatives to reduce our environmental impact as we move forward. Please see Looking Forward on p. 33 for some of the exciting activities we're working on.

A major innovation in 2017 was the decision by the school to offset our employee and student flight emissions. Please see our story about it on page 28.



Greenhouse gas emissions report highlights

The full *Annual Carbon Footprint Report* that Synergy Enterprises prepared for Gustavson is publicly available on CSSI's website (uvic.ca/gustavson/cssi). We include some highlights in this Year in Review as an overview of the depth of our commitment and achievements.

Total emissions for 2017 came to 984.4 tonnes of CO₂e, which is an increase of 13 per cent over the previous year, but 26 per cent below our baseline year of 2010. The increase reflects a colder winter and higher natural gas use within the district heating system, and a rise in the number of students and employees travelling. Per capita emissions remained stable at 2.2 t CO₂e compared to 2016.

In our efforts to support both our Sustainability/Social Responsibility pillar and our International pillar, we at Gustavson develop an international mindset amongst our students through participation in activities such as academic exchange terms, case competitions, international consulting projects

and more. Travel and cross-cultural exposure broadens their capabilities as leaders of business and other organizations, and it increases their abilities to work effectively with international colleagues. In 2017, student and employee travel made up 73 per cent of the school's total greenhouse gas emissions, with student travel accounting for 57.6 per cent of total emissions.

CSSI conducts an annual survey of Gustavson employees to collect data on their commuting. We thank all employees for their continuous support in actively participating in these surveys and, most importantly, we congratulate them for their achievements.

Since the baseline year of 2010, Gustavson employees have substantially reduced the number of single-vehicle trips to work in favour of low-emission commuting (biking, walking and riding transit) which now account for 40 per cent of employee commuting.

CARBON FOOTPRINT (SUMMARY)

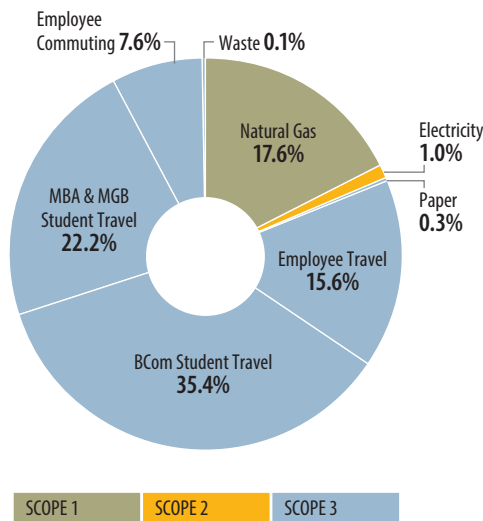
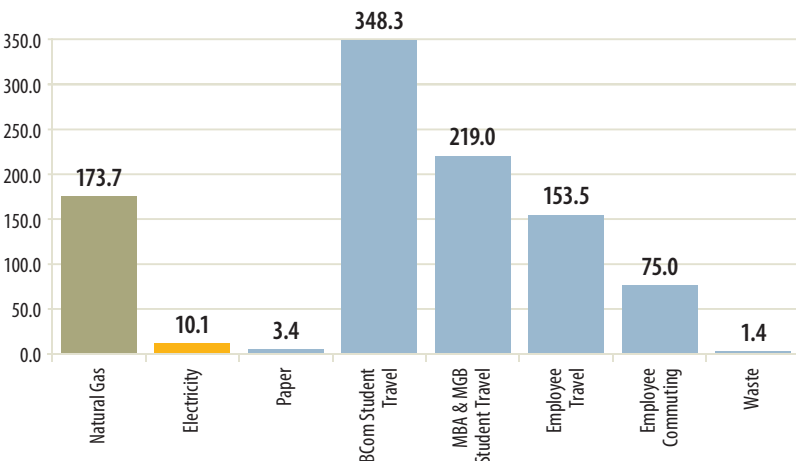
2017 Carbon Footprint Report Prepared by: 

Total Emissions: **984.4 tCO₂e** Offset cost*: **\$15,944 - \$19,930**

*Note: Cost is for Scope 3 emissions (excl. paper) and offset price of \$20-\$25/tonne

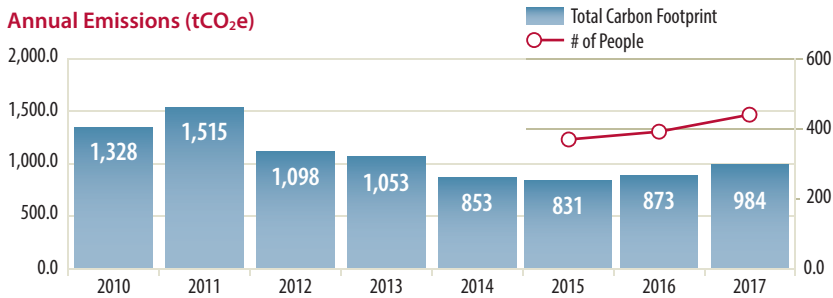
CARBON FOOTPRINT (BY ACTIVITY)

Emissions by Activity (tCO₂e)



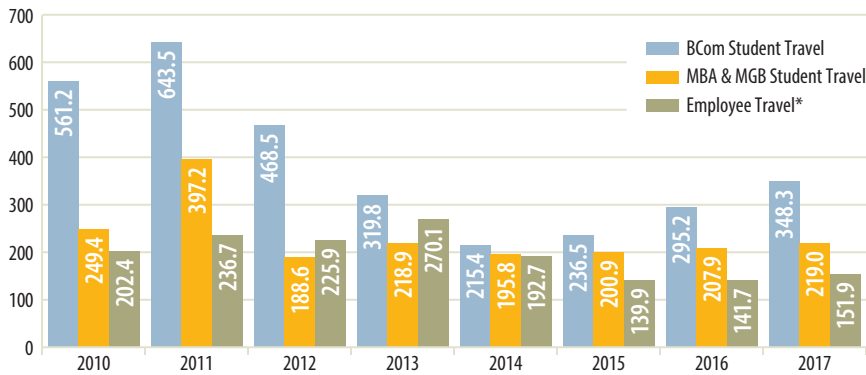
CARBON FOOTPRINT (HISTORICAL)

Annual Emissions (tCO₂e)



	tCO ₂ e PER YEAR	CHANGE SINCE BASELINE tCO ₂ e	CHANGE SINCE BASELINE PERCENT
2010	1,327.9		
2011	1,515.4	+187.5	+14.1%
2012	1,098.0	-229.9	-17.3%
2013	1,052.6	-275.2	-20.7%
2014	853.4	-474.5	-35.7%
2015	831.2	-496.7	-37.4%
2016	873.1	-454.8	-34.2%
2017	984.4	-343.5	-25.9%

FLIGHT EMISSIONS BY DEPARTMENT (tCO₂e)



ANALYSIS (BREAKDOWN)

Flight emissions from employees, BCom students, and MBA/ MGB increased over 2016. The greatest increase was in BCom travel, which had 27 more participants this year and saw an 18% increase in travel distances over 2016. Overall, the number of flights increased from 877 in 2016 to 958 in 2017.

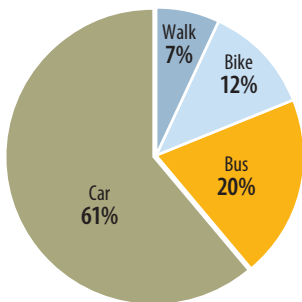
2017 YEAR	DISTANCE (KM)	# OF FLIGHTS
Employees	1,458,078	324
BCom	3,323,829	392
MBA & MGB	2,085,558	242
TOTAL	6,867,465	958

* Employee Travel in this chart is for flights only, and does not include emissions from reimbursed mileage (1.59 tCO₂e) which are included in the total travel emissions.

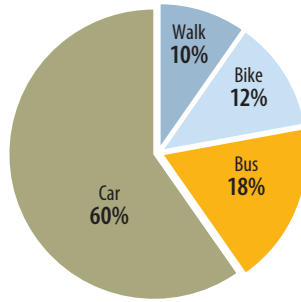
† The average for Employee Travel is based on total number of employees, while the averages for students are based on numbers of students who participate in travel programs.

COMMUTING PERCENTAGES BY METHOD PER WEEK

Previous (2016)



Current (2017)



Low-Emission Commuting %	39%
Average kgCO ₂ e/km	0.17

Low-Emission Commuting %	40%
Average kgCO ₂ e/km	0.16

ANALYSIS (BREAKDOWN)

Since 2010, there has been a trend towards more sustainable commuting methods such as walking, biking and public transit. This year, 40% of commutes were made by low-emission methods, up from 27% in 2010.

The breakdown of commuting methods is similar to 2016, with slightly more staff walking, and slightly fewer busing in 2017.

To lower emissions from commuting, Gustavson should explore options aimed at reducing single-occupant vehicle use.



Holland Gidney



Rachelle Chamberlain

Shake and Fold campaign

In 2018, Gustavson embraced a new cross-campus, inter-departmental initiative to reduce how many paper towels we use.

The Office of Campus Planning and Sustainability provided information, promotional materials and a support structure for this new campaign. Facilities Management agreed to weigh the paper towels used before and after. Staff from three functional units in our office building—Holland Gidney of the Social Sciences Dean's Office, Rachelle Chamberlain of the BCom program, and Rachel Goldsworthy of CSSI—tackled the logistics and implementation.

Everyone else enthusiastically jumped onto the bandwagon.

From Feb. 9 to March 2, everyone who worked in the four-storey Business and Economics Building received informative emails about how to use a single paper towel to dry their hands. They were also invited to a coffee date in the building lobby with a screening of Joe Smith's TEDx talk and demonstration on the same topic. Posters in all washrooms reminded users that a single paper towel is sufficient.

And the results were dramatic.

As a group, working together, we cut our paper towel use by 22 kg per week, which adds up to more than a tonne in the course of a year. As Holland pointed out, that's roughly the weight of a bull, a walrus, or two polar bears!



Looking forward

CSSI has begun many initiatives this year that will demonstrate results next year. Here are four that we are especially excited about:

1

The Carbon Neutrality Plus (CN+) committee has tons of ideas for education and behaviour change initiatives that can help all of us at Gustavson reduce our individual and organizational footprint. For example, one target is improved diversion of waste from landfill into recycling or composting; another is lowering the barriers to virtual meetings; a third is to identify how we can boost car-free commuting.

The committee is also launching an engagement project that will see students from all programs at the school select the offset projects that Gustavson invests in this year. This is important so students understand the benefits of offsetting and involvement in sustainability decisions.

2

Heather Ranson, Basma Majerbi, Sheryl Karras and Simon Pek will continue to deepen their activities with the PRME Champions group, with two sustainability teaching faculty attending the in-person meeting in Costa Rica in the fall of 2018, as well as regular conference calls, and by implementing projects with partner champions.

3

CSSI will continue to help Gustavson track and enhance the sustainability-related course content in all programs at the school, and we'll share the results of the International Programs team's survey of students on exchange, too.

4

CSSI post-doctoral fellows Viviana Pilato and Camille Meyer will stay on for a second year, and continue to boost the sustainability and social responsibility research activity and interactions at the school. As well, a third post-doctoral fellow will join us in January 2019 for at least a year.

We'll continue to find it ever more challenging to fit even a sampling of the many sustainability activities at Gustavson into this annual compilation. And isn't that a wonderful problem?

www.uvic.ca/gustavson/cssi

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