

# Table of Contents Principle 2: Values .......9 Principle 5: Partnership......24 We acknowledge with respect the Lekwungen peoples on whose traditional territory the university stands and the Songhees, Esquimalt and WSÁNEĆ peoples whose historical relationships with the land continue to this day.

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### LETTER FROM DR. SAUL KLEIN

#### Dean of the Peter B. Gustavson School of Business



2020 marks the
30th anniversary of the
School of Business at
UVic. It has been a year
to reflect and celebrate the
progress and achievements
we have made, yet it has
also been an uncertain
time for us at Gustavson
and throughout the
world. The unprecedented
crisis brought about by
COVID-19 has changed

the way we work, teach, learn and conduct our research. At the same time, however, this global crisis has provided an opportunity to adapt and build on the positive changes we have made as a school; our responses as individuals and as an organization have shown us how to adapt to a rapidly changing world.

This year saw the continuation of our long-standing sustainability work. We have now measured our carbon emissions for ten years, and for the last three we have committed ourselves to carbon neutrality. We organized our second Carbon Offset Pitch Competition, in which students from across Gustavson were invited to pitch video portfolios of carbon offset projects drawn from around the world. Students, staff and faculty then picked their favourite portfolio based on how they fit with Gustavson's values. The winning team's portfolio consisted of a forest protection project in Zambia and the Great Bear Rainforest Conservation Project on British Columbia's North Coast. The past year also marked a time in which climate action gained traction globally. Gustavson students participated in Victoria's climate strike, were runners-up at an international social entrepreneurship case competition, and attended sustainability conferences throughout Canada.

Thanks to the support of Newmont Canada, the CSSI was able to continue to support and strengthen Gustavson's sustainability pillar. The great sustainability and social responsibility research shown in this report is proof of our commitment to improving our understanding of the links between a healthy environment and organizational success. The support also allowed us to continue deepening the integration of sustainability and social responsibility into all of our degree offerings and extra-curricular activities, including case competitions for students, conferences for staff and faculty, and a variety of guest speakers who shared their learning with us throughout the last year.

This year we are saying goodbye to our sustainability champion and long-time CSSI director Monika Winn as she retires from her position at Gustavson. Monika played a pivotal role in building the school's sustainability pillar and establishing the CSSI. With her new Emeritus Professor status, Monika will continue to provide advice and support at CSSI and throughout Gustavson.

As this report shows, sustainability has become part and parcel of Gustavson's values and culture. It is on this foundation that we developed our new MBA in Sustainable Innovation, a program that continues our vision of creating future business leaders who create and nurture businesses that do better for our people and our planet.

SS.

### LETTER FROM DR. MONIKA WINN

#### Director of the Centre for Social and Sustainable Innovation



It has been almost a decade since the Centre for Social and Sustainable Innovation opened at the Gustavson School of Business. We formed in 2011 with the vision "to generate inspired business thought and practice that enhances and sustains the quality of life today and across generations." A lot has changed since

we first started. Now more than ever, we see the importance of tending to social and environmental sustainability in our world. Efforts to keep the COVID-19 health crisis contained have changed the way we do business globally and locally, and how we relate to each other. Like increasing manifestations of a changing climate, growing social tensions and discontent, the pandemic is presenting massive challenges to current organizations and institutions. But it is also a huge opportunity for reflection and for finding ways to build the positive change that is outlined in the Sustainable Development Goals—both socially in our public and private organizations, and environmentally by supporting a renewed strengthening of nature and the very regeneration of the living systems that sustain us.

Over my 25 years at Gustavson, I saw sustainability become one of our school's strategic pillars and an important part of everything we do. In this Year in Review you will find amazing stories about how that sustainability ethos has become part and parcel of what we do at Gustavson. These stories of positive impact range from our deepening involvement with PRME initiatives to our colleagues' many stellar contributions to sustainability research, teaching and practice; from the inspired initiatives by our students demanding more action on climate change to our alumni's entrepreneurial visions to fix some of our world's most urgent issues. These stories inspire and energize me and I hope you will enjoy reading them as much as I have.

Earlier this year, we said goodbye to another CSSI post-doctoral fellow, Dr. Enrico Fontana, who took a position as Assistant Professor in Bangkok. Enrico's ground-breaking work on some of the challenging labour-related issues in developing countries has added inspiration and value for research at our school, and we thank him for his many contributions and launching fruitful collaborations.

This year also marks more major change at the CSSI. As I retire from my role as professor at the Gustavson School of Business, I am stepping down as director for the Centre. Associate Director Heather Ranson will take my place as the new Interim Director. As she continues to commit her seemingly endless passion, energy and leadership to fulfill the CSSI's vision, the centre will continue its amazing work.

It has been an honour to work with the CSSI team, the Gustavson School of Business, and the University of Victoria. Special thanks go to Heather Ranson for her many years of committed and inspired work helping to bring the CSSI's vision to life, to our past and current CSSI Coordinators, Rachel Goldsworthy and Carlos Chicas Berti, and to our many colleagues at Gustavson who have contributed tirelessly to the same vision. Gratitude also goes to the thought-leadership of both of our deans, starting with Ali Dastmalchian and followed by Saul Klein. Their commitment to laying the foundations for responsible business and sustainability-infused education, research and practice has been crucial in moving the school forward on its path to offering a business education and to creating knowledge through research that put sustainability at the center.

B. L. O.

# 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.



The Centre for Social and Sustainable Innovation (CSSI) at the Gustavson School of Business was formed in 2011 to bring sustainability and social responsibility into the research, education, operations and culture of our school. The CSSI supports sustainability researchers at Gustavson and helps program staff and faculty integrate sustainability and social responsibility into all of the school's educational offerings. We are committed to advocating for and supporting the reduction of Gustavson's carbon footprint and greening the operations of our school. From core courses to international exchanges, we offer practical support to meet the school's commitment to the United Nations Global Compact's

Principles for Responsible Management Education. You will see the chapters in this Year in Review organized around these seven principles.

### The CSSI Team

Our core CSSI team for 2019-2020 is made up of Director Monika Winn, Associate Director Heather Ranson, and Coordinator Carlos Berti. However, the real team is much bigger. It includes faculty, staff and community partners pictured on this page and throughout this document. Among them are Professors Ricardo Flores, Rick Cotton, Matt Murphy, Jie Zhang, Basma Majerbi and Simon Pek.



Front row (left to right): Ricardo Flores, Rick Cotton, Monika Winn, Simon Pek and Heather Ranson. Back row (left to right): Matt Murphy, Carlos Chicas Berti, Jie Zhang and Basma Majerbi.

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### CSSI's Mission

We support Gustavson's aspiration and activities by

- Cultivating sustainability and social responsibility thinking throughout Gustavson to catalyze meaningful action,
- Strengthening school-wide commitment to and pride in sustainability and responsible leadership,
- 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, collaboration and meaningful action for sustainability across disciplines, domains, and stakeholders in our community and beyond.

## CSSI's Strategic Priorities

- ➤ **RESEARCH:** Strengthen Gustavson's capacity to contribute to transformative sustainability and social responsibility research
- ► **EDUCATION:** Deepen integration of sustainability concepts, cases and tools throughout Gustavson's educational programs
- ➤ **VALUES & CULTURE:** Support Gustavson values and strengthen the integration of sustainability and social responsibility in the school's fabric
- ► OUTREACH: Report to and engage with stakeholders at Gustavson and beyond

Our priorities are aligned with these United Nations frameworks:

- Principles for Responsible Management Education (PRME)
- Sustainable Development Goals (SDGs)
- The Global Compact's (GC) Ten Principles for Doing Business



# CSSI Strategic Achievements 2019-2020

This year marks the second year of our updated strategic plan for 2018-2021.

PRIORITY	KEY INITIATIVES PLEDGED IN 2018-2021 STRATEGIC PLAN	HAVE OUR GOALS BEEN MET?	ACTIONS AND INITIATIVES FROM 2019-2020: EXAMPLES	
	Strengthen and expand Gustavson's research capacity around sustainability and social responsibility		CSSI post-doctoral fellow Enrico Fontana was hired and conducted research with us in 2019-2020. He has since departed for a position as assistant professor at the Sasin School of Management, Chulalongkorn University, Thailand (see story on p. 17)	
RESEARCH	Capture and communicate sustainability research at Gustavson	✓	Monthly "Communiqué" contained inspiring stories with links to articles, videos, profiles and case studies Organized Lunch and Learns and Conversations for Positive Impact Webinars which offered students and faculty opportunities to learn from and engage with local and visiting scholars	
	Support, host, organize and/or participate in research- supportive sustainability events	✓	Hosted a series of research talks by Gustavson faculty in our Conversations for Positive Impact Series Organized and participated in a panel for AASHE on community involvement in the transition to carbon neutrality Hosted CSSI visiting fellow Dr. Stefano Pogutz from Boconi University, Milan, Italy, who offered research and classroom talks	
	Monitor and assess integration of sustainability and social responsibility in course content of all programs	✓	See our course content survey on p. 12 Developed a Sustainability Literacy Assesment to deploy across Gustavson programs in 2021	
NC	Support faculty and programs with sustainability teaching materials, content and methods	✓	Monthly Communiqué contained inspiring stories with links to articles, videos, profiles and case studies  Sponsored attendance of six Gustavson faculty and staff at GLOBE 2020  Shared frequent internal profiles of Gustavson faculty who include sustainability and social responsibility material in their courses	
EDUCATION	Support programs and student initiatives in their efforts to integrate sustainability	✓	Supported student attendance at sustainability conferences such as the Zero Waste Conference in Vancouver  Supported Gustavson's MIIISsion Impossible activity for third-year BCom students  Sponsored sustainability speakers' talks at BCom Work Place Skills Conference  Supported attendance at Victoria's Global Climate March	
	Encourage integration of the UN Sustainable Development Goals (SDGs) in all programs at Gustavson	<b>✓</b>	Deeply involved in the design of the new MBA for Sustainable Innovation program to be launched at Gustavson	

PRIORITY	KEY INITIATIVES PLEDGED IN 2018-2021 STRATEGIC PLAN	HAVE OUR GOALS BEEN MET?	ACTIONS AND INITIATIVES FROM 2019-2020: EXAMPLES	
	Effectively communicate CSSI's and Gustavson's sustainability activities and regularly provide current and inspiring information to all GSB stakeholders	✓	Produced 9th annual CSSI Year in Review	
ULTURE	Help strengthen employee and student sense of identity as sustainability leaders	✓	Supported Gustavson's Carbon Offset Pitch Competition 2019 Organized and encouraged student and staff voting on offset portfolios	
VALUES & CULTURE	Support the school's reputation for teaching and exemplifying responsible leadership		Presented Gustavson's Carbon Neutrality Plus initiative at AASHE's conference and through its webinars	
^	Encourage and catalyze effective environmental and social action at and for Gustavson	✓	Measured the school's 10th annual carbon footprint and helped organize the Carbon Offset Pitch Competition (see story on p. 32)  Supported Bike to Work Week activities at Gustavson and across UVic Created a sustainability tip sheet with sustainability 'best-practices' for use across Gustavson and UVic  Supported student attendance at the Victoria Climate Strike	
<b>.</b>	Effectively communicate CSSI's and Gustavson's sustainability activities and initiatives	✓	Shared articles, events and news on CSSI's and UVic's social media channels, including Facebook and Twitter Created and shared articles on CSSI initiatives with publications like UVic's The Ring newspaper and Gustavson's Business Class magazine	
OUTREACH	Contribute to sustainability events and initiatives at UVic and in Victoria	✓	Celebrated Earth Day by hosting a series of sustainability-themed webinars for the UVic community  Developed and ran an event on Sustainable Investing for UVic's "Ideafest" (see story p. 29)  Sponsored employee and student attendance at sustainability talks, movies, and activities across campus	

### **GUSTAVSON PRME**

Gustavson has a deep relationship with the UN Principles of Responsible Management Education (PRME) initiative, with commitments to both the principles and the UN organization. Gustavson joined PRME in 2009, making 2020 our eleventh year of having commitments to research, teaching and sustainable operations. Over the past eleven years we have strongly supported the development of a deep culture of sustainability and social responsibility at Gustavson. Our students (particularly our international students) experience it in the classroom, our researchers see it in the output of their peers, and our employees see it in our activities such as Bike to Work Week and Earth Week, our commuting survey, student activities such as Mission Impossible, and fundraising events for the student foodbank

Gustavson is an active member of the PRME North American chapter and, for the past two years, was part of the PRME Champions group. In this role, we worked with other business schools internationally to further advance teaching and research on the UN Sustainable Development Goals (SDGs).

Gustavson PRME representative, Heather Ranson, commits to continued membership in PRME: "PRME is currently undergoing a renewal of its strategy and we look forward to staying involved in the leadership of the North American chapter and building strong support for the organization among our colleagues in Canadian business schools."



# CSSI Associate Director Receives United Nations Principles for Responsible Management Education Award

Gustavson professor and CSSI Associate Director, Heather Ranson, was awarded the United Nations Principles for Responsible Management Education (UN PRME) North America Chapter Excellence Award in Teaching at the PRME's regional conference in Cleveland, Ohio in June, 2019.

This teaching award honours Ranson's passion for responsible management education, which is showcased in the classroom. Her commitment to preparing leaders who act responsibly is evident in her course activities and content selection as she embeds the academic and practical elements of sustainability and social responsibility in all of the courses and modules she teaches, at the graduate, undergraduate and executive education levels.

The award honours excellence in teaching based on the UN PRME principles which include: purpose, values, method, research, partnership and dialogue. Since 2018, Gustavson has been a proud member of the PRME Champions Group, a collective of 39 schools around the world committed to addressing integration of the 17 UN Sustainable Development Goals into curricula.



# PRINCIPLE 2: VALUES

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



The United Nation's Sustainable Development Goals (SDGs) were launched in September 2015, and are the next generation of the Millennium Development Goals. Businesses, universities and countries are working to achieve these 17 goals by 2030.

The 17 SDGs guide Gustavson as we strive to educate the next generation of business leaders to enable them to make a positive difference in our world. Gustavson's 2019-2023 strategic plan supports the SDGs in both our Socially Responsible/Sustainable pillar as well as our winning aspiration, where we commit to developing responsible leaders for a better world. In support of teaching and contributing research to the SDGs, Dean Saul Klein adds, "Gustavson is committed to integrating sustainability in our business curriculum. We have a responsibility in teaching future leaders how they can make a positive impact on the world as responsible managers or members of organizations. In a fast-changing world, the SDGs give us a clear road map on how to achieve this."

# SUSTAINABLE GALS DEVELOPMENT







































# Soap for Hope





Undergraduate students in COM 321: Leading People and Organizations I had an exciting start to their semester and a

very different first day of class. In collaboration with Soap for Hope, a Victoria based not-for-profit agency that re-purposes soap and shampoo that would traditionally go to a landfill into donations to shelters and other social agencies, BCom students helped re-direct twenty-seven 40 litre bins of leftover local hotel soaps and containers from landfill to reuse and recycling. Dr. Stacey Fitzsimmons arranged for all 250 third year BCom students to process leftover local hotel soaps into care packages for Soap for Hope. "The idea is that in only 1.5 hours, with no preparation, they accomplished a lot of good. But as business leaders, their decisions will have an impact on the environment, on other peoples' lives and livelihoods. As part of Gustavson business school, we're trying to use business as a force for good in the world," says Fitzsimmons. This Leading People and Organization course activity did more than just teach a valuable lesson; it saved 2,782 pounds of shampoo, conditioner and body wash for those who need it, and it saved hundreds of plastic bottles from going to the landfill.



COM 321: Leading People and Organizations students participate in Soap for Hope activities.





### **BComs Shine in International Case Competition**





In November of 2019, third-year BCom students Derek Douglas, Sebastian Stewart and Ye Wang earned a spot among the top ten

teams selected to travel to Vilnius, Lithuania to compete in the annual Creative Shock case competition finals. The three Gustavson students, along with fourth teammate Blake Dickson, ended the competition an impressive fourth out of more than 400 international teams that included universities like Oxford and McGill

Creative Shock is a social business case competition where teams of students from around the world compete to solve finance, marketing, public relations and strategy problems for social and sustainable businesses

With advice from Gustavson professors in their toolkit, the team went to work on the preliminary round, which took place online over the course of several days. "We applied the skills we learned in BCom to everything from our presentation and PowerPoint structure to the accounting practices we used in our models," says Douglas.

competing in the Creative Shock case competition finals.

Derek Douglas, Ye Wang, Sebastian Stewart and Blake Dickson

The advice paid off, as the team swept the preliminary round of the competition, achieving first place. With financial help from Gustavson's BCom program, Dean's office and the Centre for Social and Sustainable Innovation, the team flew to Lithuania for the final phase of competition: a five-day face off between the top ten teams.

"The final round was an overnight case, so we woke up on Saturday morning and didn't sleep until our way back to Canada," says Stewart. "We were up for two whole days doing a case."

In the final round, the team pitched a new business idea that aimed to help children with ADHD improve their educational experience through high-stimulus games and courses delivered through virtual-reality goggles.

Douglas reiterates the importance of the lessons he learned at Gustavson. "In class we've learned how diversity improves the performance of teams, and how conflict is important in team dynamics, and the importance of a base foundation of trust—so to then go into the real-world with this competition and utilize these components was an exceptional real-life learning experience."



# PRINCIPLE 3: METHOD

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



## Sustainability in Course Content

Students at Gustavson are exposed to a range of sustainability topics throughout the BCom, MBA, MGB and PhD programs\*. Deepening the integration of sustainability and social responsibility concepts, cases and tools throughout the curriculum of all our programs is one of the CSSI's key objectives. We do this to ensure that our graduates have the knowledge, skills and mindsets to guide them as responsible and ethical business leaders.

To help us measure the integration of sustainability and social concepts and content in the required courses of our program, each semester we survey all instructors to gain information on how sustainability is included in their course content.

# Programs at a Glance (2019/2020)

PROGRAM	BCOM (Years 3 and 4 of a four-year program)	MBA (16 months)	MGB** (16 months)
Number of students	1152 (2019 numbers)	99 (2019 numbers)	56 (2019 numbers)
Number of required courses***	14	19	4
Number of required courses with sustainability content	12	17	4
Percentage of required courses with sustainability content	85%	89%	100%

<sup>\*</sup>Our BCom, MBA and PhD programs each have a required course dedicated to business and sustainability. This is in addition to deliberate integration of sustainability content throughout the curriculum.

<sup>\*\*</sup>The MGB program is delivered by three partner universities on three continents. The number of courses listed covers only the time spent at Gustavson.

<sup>\*\*\*</sup>Required courses are courses that must be completed by all students in the program. These numbers do not include non-credit, elective or specialization courses.



With so many of our classes integrating sustainability-oriented content, we asked a few professors how they brought sustainability and social responsibility into their in-class activities. Below are excerpts of what was included in their 2019-2020 courses.

### **DOUGLAS STUART**

#### **COM 240 – Management Finance (Business Minor Program)**

"In the online discussion forum, I invite students to reflect on and respond to news articles relating to sustainable finance, such as the issuance of social bonds and climate action disclosures, as well as ethical decisions such as retailers' treatment and compensation of store workers during the pandemic. I think that incorporating this material into the course is important so that students come away recognizing that there is far more to finance than just number crunching."

#### MGB 510 - North American Business Context (MGB Program)

"I bring sustainability case studies into the classroom, looking at how business can support communities, improve the sustainability of supply chains, and help solve other social and environmental issues. As a term project, students work in groups to build a strategic plan, reflecting on what a business would need to do to succeed in the North American business context and how it might create shared value."

#### RICARDO FLORES

### **COM 400 – Strategic Management (BCom Program)**

"I changed the curriculum to prioritize sustainability thinking when crafting and executing business strategy. First, I included multiple new readings and activities where the goal of the corporation is reconsidered in terms of the triple-bottom line (including ideas such as the circular economy, B Corps, and the integration of SDGs to reshape the purpose of corporations). I also include two sustainability-driven simulations (The Green Business Lab & GlobStrat) as a way of experientially applying these strategic concepts."

#### JIE ZHANG

### **COM 362 – Business and Sustainability (BCom Program)**

"I used a variety of materials to develop understanding of two primary concepts in the 'sustainability solutions' segment of the course. The first concept is circular economy, where I introduce the students to environmental and social lifecycle assessment methodologies. Building on this lifecycle perspective, book chapters on principles of cradle-to-cradle, closed-loop supply chain and servitization added to their 'redesign, reuse and reduce' toolkits. The second concept is innovation. I use readings and videos to demonstrate how data, standards, the developing world context and an open approach can spur innovations for sustainable development."

### **BRIAN LEACOCK**

### **COM 322 – Leading People and Organizations (BCom Program)**

"I included a requirement for students to include sustainability as part of an assignment. The instuctions read: 'To enhance the integration of concepts, your proposal must include a stand-alone section specifically speaking to sustainability considerations of your ideal organization. You might ask, for example, how your organization helps address specific social and environmental sustainability challenges you covered in COM 362, or how it contributes to specific Sustainable Development Goals'."

# MGB 583 – Language, Communication, and Global Strategy (MGB Program)

"In this course, I focus on elements of sustainable HR practices by using a case study on Rakuten. I like this case as it integrates HR, IB, and Sustainability. On a related note, I am teaching a COM 450 elective course on Diversity and Inclusion in Organizations this fall. This course will include a section on gender equity."





Erin Smyth, Gillian Bobert, Jade Oliver and Rebecca Craig at SKEMA Business School in Antibes, France.

Ayaka Fukuyama during her exchange at Stockholm University in Sweden.

## Sustainable Education on Exchange



The 2019-2020 academic year gave students across Gustavson the opportunity to undertake a range of international experiences—162 students completed

academic exchange terms at one of Gustavson's 102 partner universities around the world from the Fall of 2019 to the Spring of 2020. Fifty-six of them took courses that included sustainability and social responsibility content.

A survey conducted by Gustavson's International Programs team highlighted some of the topics students engaged with while on exchange. From learning about managing non-profits in Portugal, Scandinavian approaches to sustainability and social responsibility in Denmark, sustainable fashion management in Milan, to Green Marketing in Japan, students were given the opportunity to learn from a range of experts in varied fields around the world while on their exchange semester.

Andres Agresot at Singapore Management University.



Gustavson International Associate Director Brian Leacock states: "Many of our international exchange partners, especially those based in Western Europe, have multiple sustainability courses to select from. Some schools, such as Copenhagen Business School, are noted experts in sustainability research with a wide array of associated courses. With the availability of courses and flexibility in their exchange schedules, there is always strong demand to enrol in these courses. In fact, last year over a third of our outbound exchange students enrolled in sustainability related classes. This is impressive and thanks to a strong interest and a brilliant introduction to sustainability here at GSB—specifically COM 362 and the Mission Impossible activity (MIIISsion Impossible)."

## Gustavson Rises in Corporate Knights MBA Ranking

The Peter B. Gustavson School of Business has been recognized for its global leadership in sustainable business education and risen in the annual Corporate Knights Better World ranking of MBA programs. Gustavson finished 13th globally, rising six spots from its 2018 ranking. The 2019 Corporate Knights index evaluated 146 business schools from around the world on their leadership in the field of sustainability, research and external engagement, and on the inclusion of sustainability and corporate social responsibility throughout the school's core courses.

"We are very proud to be recognized as a global leader in the areas of sustainability and responsible leadership," says Gustavson Dean Saul Klein. "Meaningful engagement with the core issues facing our societies and our planet is deeply ingrained in the culture and practices of the Gustavson School as we encourage a more purpose-driven approach to business."

### Sustainability Co-op Data









The University of Victoria Co-operative Education department recently offered the option to distinguish specific co-op workterms with a "sustainability related" tag. This allows students to self-identify whether their workterm has a sustainability orientation to the work, or if the

company itself is a sustainability firm. While further refinements are necessary before this can become a reliable measurement tool, it allowed CSSI to identify students doing interesting sustainability work. Below are two examples we pulled from the 2019-2020 data.

# Faces of a Sustainable Co-op: Ruby Ghakal

#### **Okanagan Lavender & Herb Farm**

In the summer of 2019, Ruby Ghakal gained the experience of a lifetime working as an Agri-Tourism Associate for Okanagan Lavender & Herb Farm, a small business located in Kelowna, BC. "Here at the farm, we are committed to sustainable agricultural practices. With the herbs and plants we grow, we create botanical products that are packaged in biodegradable and recyclable materials, further supporting our dedication to sustainability," she says.

Given that the farm is a popular tourist destination, Ghakal gets to educate visitors from all over the world about the operations and the sustainable ethos of the herb farm. "These interactions are by far my favourite part about this position, as I have the opportunity to share my knowledge about the importance of sustainable business practices!" Ghakal's position is a good example of how business students can take their academic knowledge of sustainaibility into a workplace to add value there.



## Faces of a Sustainable Co-op: Katherine Metz

### The Bottle Depot

Fourth year BCom student Katherine Metz experienced a practical side of the sustainability puzzle as she took on a role as an advocate for the diversion of recyclables from landfills to the BC-based recycling organization The Bottle Depot. "With over a million beverage containers a day not getting recycled in BC, my main role was to raise awareness about BC's declining return rate to influence groups and individuals, asking that they bring their concerns forward to BC's Minister of Environment," Metz stated. In her role, she not only learned the intricacies of BC's recycling system, but became an active advocate of better recycling practices, working with local councils and the BC government to work towards change. "I definitely learned a lot about the processes and procedures of making regulatory changes in BC's government," she says, "but my co-op showed me that collaborating, teaching and dialogue help change attitudes and ideas about recycling." In the end, Metz adds, her co-op gave her necessary skills in what may be a career in sustainability. "I know I can apply the skills I learned in the future, as I attempt to achieve a more environmentally conscientious society," she says.

# 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.

## CSSI Fellow Simon Pek Awarded Inaugural UVic President's Chair





The first University of Victoria President's Chair has been awarded to Dr. Simon Pek, Gustavson sustainability

professor and a fellow of the Centre for Social and Sustainable Innovation. The President's Chair is the highest academic honour UVic can bestow on a faculty member. The new President's Chairs were established to recognize faculty who have achieved great distinction in research and research-inspired teaching; made substantial contributions



to UVic and the wider community; and are capable of championing excellence in research, teaching and community-university engagement.

Pek's research seems an intuitive fit for recognition by a President's Chair, at a time in which democracy itself seems to be in crisis and debates around the concept have reignited worldwide. Pek's research looks into how workplaces can be democratized to give workers more of a voice and what democracy can look like in our governments, educational institutions, businesses and community organizations.

Pek has long had an interest in learning about various democratic innovations and exploring their relevance to management. "Over the years I realized that elections have come to be seen as the default way of practicing representative democracy, whether in our unions, our community associations, or our governments," says Pek. Yet alternative methods of selecting leaders exist, including 'sortition,' the idea of using random selection to select representatives. Pek's work delves into this in two papers published in 2019, bridging work from political scientists, sociologists and industrial relations scholars to explore sortition as a way of improving democracy in worker-owned firms and labour unions.

"The President's Chair award is the university's highest internal honour, which celebrates our extraordinary faculty," says UVic President Jamie Cassels, "I am excited to recognize the amazing achievements of inspiring teachers and researchers like Dr. Simon Pek, who are contributing to a better future for our students and the planet."

# Supporting and Expanding Sustainability and Social-Responsibility Research Internationally

#### **Meet CSSI Post-Doc: Dr. Enrico Fontana**

#### Q1: What topics or issues do your research explore?

My research is centered on social issues in the Global South, with a fundamental focus on corporate social responsibility (CSR) to benefit disenfranchised workers in South Asia. During my time with the CSSI and under the leadership of Professor Monika Winn, I worked on three projects. My first research examined the implementation of the Leadership in Energy and Environmental Design (LEED) certificate in Bangladeshi apparel factories as a means to address climate change. The second study focused on cross-sector collaboration between Bangladeshi apparel factories, non-profit organizations and government agencies to reframe boundaries and facilitate female workers' promotion at the production floor level. A third study observed the function of CSR managers in Japan and the difficulties they encounter in their companies due to the lack of legitimacy of their occupation.

# Q2: Do you have a favourite research piece from your time with the CSSI?

I genuinely believe that the time I spent at the CSSI and as part of the broader Gustavson community was particularly constructive. I particularly enjoyed working on a project together with Professor Roy Suddaby and former CSSI postdoc Viviana Pilato on some of the data I had collected during the years *in situ* in Bangladesh. This data pertained to the role of executives and senior managers heading Bangladeshi apparel factories.

# Q3: What impact do you hope your research can have on the current conversation around sustainability?

As a researcher, my fundamental desire is to inspire other scholars and to persuade them on the importance of attaining the SDGs. I think that only through collective action can our voices be heard by policy makers and practitioners, who can then lead change. I view this as a bottom-up process for social change and I am convinced Gustavson is a perfect space to initiate these discussions.

# Q4: What have you taken away from your time with the CSSI and what are you doing now?

I feel that the CSSI, especially Professor Monika Winn and Professor Heather Ranson, did a marvelous job in stirring the intellectual interest of other faculty members toward social and environmental issues. What I mostly gained during my time at Gustavson through the CSSI was the invaluable opportunity to access such a vibrant community of academics. As a European scholar in Canada for the first time, I really cannot emphasize that enough. I remain in touch with some of the professors working on CSR, human rights and social issues at large at Gustavson, such as assistant professor Simon Pek and associate professor Matt Murphy. We continue to work together on empirical research on the rights and problematics of workers in the Global South.



## Student Research on Exchange







Before COVID-19 shut down world travel, Gustavson students had the

opportunity to travel to diverse locations around the world for their exchange term. With destinations from Hong Kong to France, the 2019-2020 year gave students fantastic experiences during their semester abroad.

A few of these exchange students decided to add another hallmark to their time abroad by diving into a research project on their host country. COM 470: International Business Research, a self-directed research course that BCom students can choose to take while on their fourth-year academic exchange term, gave students the chance to take on a subject of their choice and investigate it in detail. As COM 470 instructor Komal Kalra says: "This research course is an instrument through which our students develop a high level of international awareness. These research papers show that our students have the critical skills that will enable them to become global leaders."

Among the many topics students chose to research this past year, some included sustainability and social responsibility based projects. Jeremy Mueller, whose research focused on the implications of climate change mitigation on the French energy sector, studied at ESSEC Business School outside of



Paris. He has always been passionate about environmental issues, saying ""I always had interests in climate change, so being able to merge the global matter with my country of study allowed me to combine my pre-existing knowledge of both." Mueller added that his research gave him the opportunity to explore France in ways he wouldn't otherwise have. "Learning more about the history and culture of France ultimately motivated me to specialize my research in the way I did."

In neighboring Spain, BCom student Christine Wensink found her semester abroad to be a life-altering experience. "My exchange in Spain taught me more valuable life lessons than any job or lecture ever could." She adds about her semester at IE Business School in Madrid, "moving away from home and immersing yourself into a new lifestyle and language is no easy task, but it gave me courage and independence."

Wensink spent four months living in Madrid and travelling throughout Europe, an opportunity that gave her a new outlook on how business and countries interact. Her paper studied the socioeconomic costs associated with increasing life-expectancy in Spain. Wensink's research, which showed that cultural and socio-economic factors have led to a higher life expectancy in Spain, and examined how these factors may impact businesses and governments, helped her win this year's Jamie Cassels Undergraduate Research Award. Wensink adds that "in my mind, Gustavson's International Exchange program is the educational component that sets the business school apart from competitors. It is my hope that my research paper acts as a window into the extraordinary Spanish culture, and explains how Spain could become a nation with a higher life expectancy and standard of living."

### Dr. Saeed Rahman Explores the Regeneration Economy









In his recently defended dissertation, Dr. Saeed Rahman, PhD '20, presented a new slant on the emerging idea of integrating ecological and business knowledge. Through dozens of interviews, his research explored how farmers in BC seek, create and use ecological knowledge in their businesses, and what the implications of this might be for other industries. Rahman is the fifth graduate of the Sardul S. Gill Graduate School's Doctor of International Management program.

During his research Rahman engaged farmers on the topic of sustainability and clearly remembers one response. "This person said: 'I don't believe in sustainability. Sustainability is the idea that we can keep taking at the rate that we've always been taking. Sustainability is over. Now, the new economy is about the regeneration economy," he recalls.

Rahman had assumed ecological knowledge—a cumulative body of knowledge about an organization's interrelationships with nature—might be a new concept for business. He was surprised and fascinated to find many agricultural businesses had already reframed their ideas away from sustainability and towards regeneration as a necessary shift to protect the ecosystem and the longevity of their businesses. It became a key theme among his findings.

In his research, Rahman identified common trends among success cases of these sustainably-minded businesses. His 10-dimension process model—an outline of what worked for some businesses as they sought to become more sustainable—maps how ecological knowledge can be accessed, co-created and integrated into existing business strategy. The model starts with a business being willing to look beyond traditional organizational boundaries and see itself as embedded in the whole ecosystem. Timing is also a factor.

"When you look at most traditional business models, they are focused on fast, short-term output. The knowledge they require to produce short-term results has to be accessible to them quickly. Ecological knowledge does not come quickly."

CSSI director Monika Winn, who was Rahman's PhD supervisor, had introduced the theoretical concept of ecological knowledge to sustainability research in prior papers with her co-author Stefano Pogutz. She notes that—in addition to the dissertation's theoretical contributions—it has considerable practical importance in that it enables organizations to build this knowledge right into their socially and economically sustainable business models.



# Sustainability-related research at Gustavson 2019-2020

AUTHOR(S)	DATE	TITLE	JOURNAL
Baggs, Jen	2020	Intersectional arithmetic: How gender, race and mother tongue combine to impact immigrants' work outcomes	Journal of World Business
Brandl, Kristin Martina	Forthcoming	Editorial: The nature of innovation in global value chains	Journal of World Business (formerly Columbia JWB)
Brandl, Kristin Martina	2019	The impact of offshoring on knowledge-intensive services: A study of activities in service production processes	Global Strategy Journal
Brighi, Carlo	Forthcoming	Responsible Leadership in Emerging Economies	Management and Organization Review
Cotton, Rick	2020	High-Performance Work Systems (HPWS) and organizational performance across societal cultures	Journal of International Business Studies
Cotton, Rick	2019	Proactive career behaviors and subjective career success: The moderating role of national culture	Journal of Organizational Behavior
Elangovan, A.R. (Elango)	2019	Signaling trustworthiness: The effect of leader humor on feedback-seeking behavior	Journal of Social Psychology
Elias, Sara R. S. T. A.	Forthcoming	Long interviews in organizational research: Unleashing the power of show and tell	Journal of Management Inquiry
Fitzsimmons, Stacey R.	2019	Multiculturalism within individuals: A review, critique and agenda for future research	Journal of International Business Studies
Fitzsimmons, Stacey R.	2020	Intersectional arithmetic: How gender, race and mother tongue combine to impact immigrants' work outcomes	Journal of World Business
Fitzsimmons, Stacey R.	2019	Multicultural individuals and employee assistance programs: Leveraging (and caring for) your organization's secret resource!	Journal of Employee Assistance
Fontana, E.	2019	Pioneering environmental innovation in developing countries: The case of executives' adoption of Leadership in Energy and Environmental Design	Journal of Cleaner Production
Fontana, E.	Forthcoming	When the main job tasks are perceived to be 'irrelevant' in the workplace: the internal uselessness of corporate social responsibility work in Japan	Culture and Organization
Gao, Huachao	2020	The differential effect of local global identity among males and females: The case of price sensitivity	Journal of Marketing Research
He, Ye	Forthcoming	Understanding the CSP-CFP Relationship: The Vital Role of Competitive Strategies	Journal of Business Ethics
Kietzmann, Jan	2019	Fake news and brand management: A Delphi study of impact, vulnerability and mitigation	Journal of Product & Brand Management
Meyer, C.	2019	Social finance and the commons paradigm: Exploring how community-based innovations transform finance for the common good	Management Decision
Meyer, C.	2020	Mapping Concepts and Issues in the Ethics of the Commons: Introduction to the Special Issue	Journal of Business Ethics Special Issue
Meyer, C.	2019	Money and the Commons: An Investigation of Complementary Currencies and Their Ethical Implications	Journal of Business Ethics
Pek, Simon Forthcoming Drawing out democracy: The role of sortition in preventing and overcoming organizational degeneration in worker-owned firms		Journal of Management Inquiry	
Pek, Simon	2020	Organizational culture as a tool for change	Stanford Social Innovation Review

AUTHOR(S)	DATE	TITLE	JOURNAL
Pilato, V.	2019	Corporate Social Responsibility in Developing and Emerging Markets – Institutions, Actors and Sustainable Development	Cambridge University Press
Shen, Yan	2019	Careers in context: An international study of career goals as mesostructure between societies' career-related human potential and proactive career behavior	Human Resource Management Journal (UK)
Shen, Yan	2019	Proactive career behaviors and subjective career success: The moderating role of national culture	Journal of Organizational Behavior
Shi, Linda Hui	2019	Neither an authentic product nor a counterfeit: The growing popularity of shanzhai products in global markets	Canadian Journal of Administrative Sciences / Revue Canadienne des Sciences de l'Administration
Suddaby, Roy	2019	Historical perspectives on entrepreneurship and philanthropy	Business History Review
Talukder, A., & Galang, M.C.	Forthcoming	Supervisor support for employee performance in Australia: mediating role of work-life balance, job and life attitude	Journal of Employment Counseling
Thomas, David C.	2019	Multicultural individuals and employee assistance programs: Leveraging (and caring for) your organization's secret resource!	Journal of Employee Assistance
Thornicroft, Kenneth W.	2019	Reassessing "good faith" in contracts of employment under Canadian common law	The Journal of Human Resource and Adult Learning
Thornicroft, Kenneth W.	2019	Paid to play? – The Canadian hockey league players class action litigation	Sports and Entertainment Law Journal (University of Denver, Sturm College of Law)
Thornicroft, Kenneth W.	2019	Wage discrimination in British Columbia business and law schools: An empirical analysis	Labor Law Journal
Thornicroft, Kenneth W.	2020	Reframing workplace discrimination as a breach of the employment contract	CanLII Connects [Online journal published by the Canadian Legal Information Institute]
Zhang, Jie	2019	A framework for sustainable service system configuration: Exploring value paradoxes with examples from the hospitality industry	Journal of Service Management

# Books/Book Chapters

AUTHOR(S)	DATE	TITLE	воок
Murphy, Matthew	Forthcoming		Humanistic Values from Academic Community Perspective (Chapter)
Ranson, Heather	Forthcoming	Teaching human rights as part of a business and sustainability course: The case for going deep	Humanistic Values from Academic Community Perspective (Chapter)
Shi, Linda Hui	2020	Shanzhai (mountain village) vs. counterfeit brands in China: Conceptualization and solutions	Emerging Issues in International Business in a Transformed Asia-Pacific Region (Chapter)
Suddaby, Roy	2020	Research handbook of responsible management	Edward Elgar Publishing Limited (Book)
Thomas, David C.	2020		Handbook of cross-cultural management research (Chapter)
Thomas, David C.	2020	Cultural intelligence: Past, present, future	Springer (Book)

# Presentations

AUTHOR(S)	DATE	TITLE	CONFERENCE	
Baggs, Jen	2019	Intersectional arithmetic: How gender, race and mother tongue combine to impact immigrants' work outcomes	Canadian Economics Association	
Brandl, Kristin Martina	2019	The impact of multinationals on informal institutions: The case of land acquisitions, communities, and rural poverty	AIB Copenhagen	
Chavez Ramirez, Juan Francisco	2020	Conflicts Between Firms and External Stakeholders: A configurational Approach	AOM	
Chittoor, Raveendra	2019	When does competitive advantage lead to firm performance? The role of stakeholder strategies.	The 39th Annual Conference of the Strategic Management Society	
Chittoor, Raveendra & He, Ye	2019	Does satisfying stakeholders' interests reinforce or weaken competitive strategies?	The 47th Annual Conference of the Administrative Sciences Association of Canada	
Cotton, Rick	2019	Going carbon neutral: Giving everyone a voice, with students leading the charge	Association for the Advancement of Sustainability in Higher Education (AASHE) Conference & Expo	
Danis, Wade M.	2020	Theorizing at an intersection of worldviews: Entrepreneurship in the Toquaht Nation	Western Academy of Management	
Elangovan, A.R. (Elango) & Kar, Anirban	2019	Meaning in work and meaning at work: Empirically based clarity of the constructs	Academy of Management	
Elangovan, A.R. (Elango)	2019	Meaning making in the workplace: A deep dive into the intricacies	Symposium organized at the 79th Annual Meeting of the AOM	
Elangovan, A.R. (Elango)	2019	Meaning in and at work: Distinctions, outcomes and implications	Positive Organizational Scholarship Research Conference	
Elias, Sara R. S. T. A.	2019	Enterprising femininities and yoga	79th Annual Meeting of the Academy of Management	
Elias, Sara R. S. T. A.	2019	Enterprising femininities: A postfeminist exploration of yoga entrepreneuring	5th Annual Entrepreneurship as Practice Conference	
Fitzsimmons, Stacey R.	2019	Intersectional Arithmetic: How gender, race and mother tongue combine to impact immigrants' work outcomes	Canadian Economics Association	
Flores, Ricardo G.	2019	Living on shaky ground: Organizing for resilience under conditions of institutional volatility	Academy of Management Annual Conference	
Flores, Ricardo G.	2019	Value pluralism and institutional analysis	36th EGOS Colloquium "Organizing for a Sustainable Future: Responsibility, Renewal & Resistance"	
Kietzmann, Jan	2019	Fake news and the top high tech brands: A delphi study of familiarity, vulnerability and effectiveness	2019 Academy of Marketing Science Annual Conference	
Kietzmann, Jan	2019	Deepfakes	Society for Marketing Advances	
Leacock, Brian K.	2019	Boundaries, barriers & bridges: Enhancing diversity and inclusion in higher education	Society for Teaching and Learning in Higher Education (STLHE)	
Majerbi, Basma 2019 Learning from biodiversity: Promoting financial system diversity for economic growth and sustainable development		MEAFA Annual Conference: Sustainable Accounting & Finance In the Era of Digital Economy		
Murphy, Matthew	2020	Theorizing at an intersection of worldviews: Entrepreneurship in the Toquaht Nation	Western Academy of Management	

AUTHOR(S)	DATE	TITLE	CONFERENCE
Murphy, Matthew	2020	A stakeholders' perspective to institutional plurality and complexity: Lessons from the Canadian pipeline industry	Sustainability, Ethics & Entrepreneurship (SEE) Conference
Nair, Sudhir	2019	Understanding organizational challenges of immigration: Local immigrant partnerships in Canada	Academy of Management Annual Conference
Pek, Simon	2019	Democratizing the organization of work: The promise of sociocratic organizing.	47th Annual Administrative Sciences Association of Canada Conference
Pek, Simon	2019	Governing the common good: The possibilities of sociocracy as a way of governing civil society organizations	35th EGOS Colloquium
Pek, Simon	2019	Exploring the relative merits of election, appointment, and lotteries in selecting employee representatives	47th Annual Administrative Sciences Association of Canada Conference
Pek, Simon	2019	Protect what you love: Engaging students in sustainability AND international exchange	UN PRME Chapter North America Regional Meeting
Pek, Simon	2019	Going carbon neutral: Giving everyone a voice, with students leading the charge	Association for the Advancement of Sustainability in Higher Education (AASHE) Conference & Expo
Ranson, Heather	2019	Protect what you love: Engaging students in sustainability AND international exchange	UN PRME Chapter North America Regional Meeting
Shi, Linda Hui	2019	Bicultural identity's influence on luxury product counterfeit purchase	China Marketing International Conference (CMIC) 2019

# Other Publications

AUTHOR(S)	DATE	TITLE	PUBLICATION
Cotton, Rick	2019	GLOBE Phase 4: Improving culture dimension measures and measuring trust across cultures	Academy of Management Proceedings
Elias, Sara R. S. T. A.	2019	Enterprising femininities and yoga. Presented as part of the Yoga and subjective well-being at work symposium	79th Annual Meeting of the Academy of Management
Guitouni, Adel	2019	Nested model for distributed decision-making in global value chains	30th European Conference on Operational Research
Karmali, Shazia	2020	Growing "local food": Actors, language and the evolution of meaning through revolutionalry institutional change	PhD Dissertation
Pek, Simon	2019	Revitalizing democracy in labour unions: Using civic lotteries to revitalize democracy in unions	Foreword for MASS LBP's publication: How to run a Civic Lottery: Designing fair selection mechanisms for deliberative public processes
Pek, Simon & Cotton, Rick	2020	Getting charged up about carbon neutrality: How one business school achieved net-zero carbon emissions	BizEd, January/February 2020: 48-49
Rahman, Saeed	2020	Growing Food in Turbulent Times: Knowledge about Organization-Nature Interdependence as a Source of Adaptive Capacity and Resilience for Firms and Ecological Systems	PhD Dissertation
Thornicroft, Kenneth W.	2019	Clash of values: Privacy, the open court principle & administrative decision-making	Employment Standards Tribunal Summer 2019 Policy Conference

PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION

# 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.



## Level Ground Coffee: Connecting students with sustainable business







In 1997, when Level Ground Trading was started, few people thought

about where their morning cup of coffee came from. This has shifted, and the Level Ground team is pleased to have played a part in the change. In addition to introducing social responsibility to the morning cuppa, Level Ground has offered Gustavson's student population an alternative example of what it means to be in business.

Level Ground was built on the concept of fair trade. "My business partner and I had this coalescing notion that all people, and particularly those who owned land and farmed it, should have adequate resources to survive and not live in poverty—but we saw that was often not the case," says Stacey Toews, Level Ground co-founder and a regular speaker on Gustavson sustainability panels. "Our idea was to try and alleviate poverty among small-scale farmers, but by doing it through trade, not donations or non-profit work." In search of a product with a high demand that was produced by small-scale farmers, they found their first staple: coffee.

Their experiment in fair trade quickly paid off, and the Victoria-based company expanded from buying the harvest of a few farmers to working with over 5,000 coffee farmers in more than nine countries throughout Africa, Latin America and Asia. Level Ground now boasts a team of over 30 people—several of whom are Gustavson graduates.

#### YOU NEVER KNOW WHO'S LISTENING

As the company grew, Toews began speaking about sustainability and fair trade to groups throughout British Columbia and Canada. Among those listening was Robyn Barchen, BCom '15, then a middle schooler. "Level Ground has been a dream of mine ever since," Barchen says. "I knew I wanted to work in business, but I always worried about how to do good, not just avoid doing harm. When Stacey spoke to my school about Level Ground it completely changed the way I looked at what I could do with my career." Now a marketing lead with Level Ground, Barchen is one of the people behind the company's famous packaging and marketing, which features the faces of some of the coffee farmers that grow Level Ground's product throughout the world.

Robyn Barchen and Jaime in Colombia.

Angela Yu









Bryce Byrnes, BCom '19, recently completed a co-op work term at Level Ground. He was introduced to Level Ground's ethos in a similar way. "I remember listening to Stacey talk during my core year and thinking that he was so passionate about the work he did. From then on, I thought it would be great to work in an environment like that."

Even for those who don't end up employed there, the relationship between Gustavson students and Level Ground is a long and fruitful one. "It's a mutually beneficial relationship," says Toews, who has volunteered many hours to Gustavson speaking engagements and mentorship over the years. "Students have a wealth of insight and energy, and the idealism that many of them have as young business students is essential to a growing business."

Angela Yu, BCom '18, now in charge of retail sales and fundraising for Level Ground, recalls that "Level Ground was often an example in our sustainability courses and that's how I first learned about them. So when I saw a job posting with the company, I was instantly interested."



### **BUILDING CONNECTIONS**

Level Ground does regular trips to its partner farms to connect employees and farmers. On Barchen's recent trip to Colombia, she got to meet Jaime - the farmer whose image appears on the packaging for Level Ground's Colombian coffee. "The trip gave me the chance to form a real relationship and see the actual people and work behind the products we made," she says. "Knowing the farmer is about more than just the quality of the food, it's also about respecting them as partners, interacting with them, and seeing how proud they are of their products."

When Toews first started the company, the idea of fair trade was still new. "A lot of sustainability concepts and notions simply didn't exist," he says. Level Ground was a pioneer in the new sustainable and socially responsible industry that would emerge. Yet its ultimate goal was always the same: "We wanted to create a business structure or chain of supply that supported farmers, knowing that if people are socially sustained and have their primary needs met, they have the potential to be more intentional with their choices, and so they can be more sustainable and help their communities in deeper ways." One possibly unintended consequence: the company's example has helped inspire a generation of students at Gustavson to expect more, both from the brands they consume and from the careers they build.

### Kresse Wresling Inspires Gustavson Students





"Just because it can't be a firehose doesn't mean it can't be something else," stated Kresse Wesling, a co-founder of Elvis &

Kresse, a company that transforms industrial waste into new products such as belts, purses and even rugs. Kresse, a multi-award winning environmental entrepreneur and Young Global Leader, spoke at the Gustavson 2019 Workplace Skills Conference to share her incredible start-up experience and advice with BCom students.

Kresse began her speech by emphasizing the "use of the amazing gift of time." In 2004, she sold her first company, which provided her just enough money and time to ponder and be curious for a year. She used this time to "look around and find the problem I can base a business on." Wanting to do something about waste in the environment, she spent her days in the British Library researching industry reports. Upon discovering that, in 2004, the United Kingdom put 100 million tons of waste in landfills, Kresse visited all the landfill sites to see the reality with her own eyes.

Kresse discovered that discarded firehoses were coming from the London Fire Brigade. After meeting with the London Fire Brigade in 2005, she launched Elvis & Kresse, to turn firehose into a brand new product. The challenge was that firehoses couldn't be shredded or melted. She had to find a way to cherish it as it was, while transforming it into something else from its original state. After various ideas, Kresse eventually decided to make belts out of firehoses.



"Our company can be described in three steps," said Kresse. "One, rescue materials. Two, transform materials into products. Three, give 50% of profits away to charities related to waste." Before ending her inspiring speech, Kresse gave three main pieces of advice to students. First, keep environmental and moral value in mind when starting a business. Second, "do more, be better." Always strive to improve. Lastly, build things that last, not things that will be used up quickly. In Kresse's own words, "think about whether or not the business you start will make the world better for other people's grandchildren."

# Gustavson Faculty Go Back to School



In the winter of 2020, five Gustavson faculty participated in the Certificate of Graduate Study in Social Enterprise at the University of Vermont. This 15 credit, online course acted as

a jump-start for the faculty, who had no previous sustainability training. Wade Danis, Ricardo Flores, Mia Maki, Brian Leacock and Cheryl Mitchell immersed themselves in course content and online learning. The motivation to complete the course was planning to teach in Gustavson's Sustainable Innovation MBA which begins in fall 2020.

Dr. Wade Danis, who teaches strategy and international business in the Gustavson MBA and MGB programs, was looking for "foundational knowledge about sustainability that would lead into doing more research that matters." Part of the attraction of joining Gustavson in 2011 was its sustainability pillar, and Dr. Danis wants to align his research and teaching more closely with this pillar. Dr. Danis found that the course prepared him with sustainability content for both his teaching and research, but an added bonus was that learning online allowed him to successfully pivot his spring 2020 courses to an online environment and prepare his fall 2020 courses for online delivery required due to the COVID-19 pandemic.

PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION

# 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.



# Basma Majerbi Brings Sustainable Investing to the Forefront







A key driver of sustainability is the money behind sustainability

projects. Gustavson professor Basma Majerbi has been teaching principles of sustainable investment to Gustavson's MBAs for over ten years. While she is busy with teaching and research on the topic every year, 2019 was an especially amazing year as many of her teaching, research and community projects came together. In the following stories, we put the spotlight on Dr. Basma Majerbi and sustainable finance at Gustavson.

### CONSERVATION MAKES ECONOMIC SENSE

It is hard to put a price on nature until we harvest and sell it like we do with timber and fish. However, at the annual International Workshop on Financial System Architecture and Stability (IWFSAS), a surprising paper by Dr. Ralph Chami, from the International Monetary Fund, was able to estimate the value of a *live* whale as a carbon sequestration organism. The fourth annual IWFSAS, held in Victoria and co-chaired by CSSI Fellow Dr. Basma Majerbi in August 2019, brought together academics, policy makers and practitioners to discuss issues around sustainable finance and the crucial





role of the financial sector in the transition to a low carbon economy. Gustavson professors Stuart Snaith and Michael King were also part of the organizing team of the conference. The paper by Dr. Chami was part of a special session on the future of sustainable finance that concluded day two of the conference.

While many interesting papers were presented at IWFSAS, by researchers from around the world, Dr. Chami's paper, co-authored with Thomas Cosimano, Connel Fullenkamp, and Sena Oztosun gained international media attention for the insights into the benefits that whales offer the climate. The idea for the paper came during a boat trip by Dr. Chami, an economist, with a group of conservation scientists in the Saint-Laurent River in Quebec City, during which Chami learned that a whale sequesters carbon on its body that is equivalent to CO<sub>2</sub> captured by 1,500 trees per year. Moreover, whale waste creates a fertile ground for phytoplankton, and whale movement acts as a "conveyor belt" that moves nutrients needed for phytoplankton. This action allows growth of the carbon gobbling phytoplankton throughout the oceans. The Chami et al. paper values an individual whale at two million U.S. dollars and the value of the current whale population at over one trillion U.S. dollars. The paper ends with a call to action to protect whales as key contributors to the air we breathe. Beyond the whales, the paper's message is that a living ocean and its ecosystem are valuable to coastal countries and to the world. This represents a paradigm shift that not only views the ocean as a key player in fighting climate change, but also shows the economic benefits countries gain in protecting their oceans. After its presentation at UVic, the paper was published in Finance and Development, December 2019 "Nature's Solution to Climate Change" in addition to an accompanying podcast.

# INTERNATIONAL WORKSHOP ON FINANCIAL SYSTEM ARCHITECTURE AND STABILITY AT GUSTAVSON BRINGS SUSTAINABILITY INTO THE DISCUSSION

In addition to the main program reserved for academic and policy researchers, IWFSAS 2019 also included a panel discussion that was open to the public. More than 150 people from the Victoria and UVic community joined five speakers to hear about how the financial sector can—and must support a transition to a low carbon economy. The public panel titled "Climate Smart Finance: Financial sector levers for advancing a low-carbon economy" was organized in a partnership between CSSI, the Pacific Institute for Climate Solutions, BC Investment Corporation (BCI), the Certified Financial Analysts Society Victoria, WCM Victoria, and hosted by the Gustavson School of Business. The event's objective was to build awareness of new developments and nation-wide efforts by financial sector participants to support a more sustainable future and help Canadians direct their savings to meet climate goals. Basma Majerbi, conference organizer and professor in the Gustavson School of Business, summed up the event: "The financial sector has a crucial role to play in decarbonizing the economy. This event was an opportunity for the community to hear from some of the most influential sustainable finance experts in Canada about how each one of us can be part of the solution by aligning our investments with environmental and social goals while still earning competitive financial returns in more than one way".





# THE CSSI AT UVIC'S IDEAFEST: A CONVERSATION ON IMPACT INVESTING

One area of sustainable finance that has witnessed fast growth over the last few years is called *Impact Investing*. While many socially responsible or sustainable investors tend to avoid investing in so-called sin-stocks or in companies with poor environmental, social or governance (ESG) records or prefer to engage with such companies to improve their ESG performance, impact investors adopt a more targeted approach of investing in companies or projects that create measurable social and/or environmental impact alongside financial returns.

Impact investing plays a particularly important role in local communities where financing gaps to advance social and environmental goals are more pronounced. On March 4, 2020, over 70 people joined Dr. Basma Majerbi as she hosted a panel of local experts in impact investing to talk about how it is working through experiential learning projects and in the broader Vancouver Island community. Panel members Kristi Fairholm-Mader (Scale Collaborative) and Brian Smith (Rhiza Capital) emphasized the importance of supporting the local community by directing more capital to impact investments. Such investments can be made into impact funds that provide loans and equity financing to local community members and do good close to home, whether it is leasing unutilized land to grow crops, creating training programs for the unemployed, or enabling a transition to clean energy. Opened by CSSI Director Dr. Monika Winn, the free, community oriented session helped people see how an investment can generate returns that are greater than dollars.

### PEOPLE, PLANET AND THE PANDEMIC

With the world staying home and self-isolating due to the COVID-19 virus, it is impossible to host meetings and events in person. However, the Gustavson School of Business has taken the change in stride and launched *Uncharted Waters*, a series of live, weekly, online webinars with faculty members sharing their research with hundreds of people.

Dr. Basma Majerbi hosted two webinars in the series to highlight the importance of impact investing in the post-COVID-19 recovery. The first, on June 9, 2020, included a conversation with Michael Mehan, Gustavson alum (MBA 05) current Board chair of the UK Sustainable Investment & Finance Association (UKSIF), and former CEO of the Global Reporting Initiative (GRI), the world's largest sustainability standard setting organization for corporate reporting. The conversation with Mehan focused on the more exciting space of impact investing through his work with a number of organizations dedicated to funding great projects using a more holistic systemic impact approach that focuses on social and environmental outcomes. The discussion was also an opportunity to educate the audience on the UN Sustainable Development Goals (SDGs) as a useful framework for impact investing.

The second webinar, held June 16, 2020 invited Ms. Dawn Bowles, Co-Director at New Market Funds, to share her expertise and insights about the power of impact investing in building local economies resilience and fostering strong and healthy communities during the post-pandemic recovery period. The COVID-19 pandemic has raised many questions about the ability of communities to respond to crises positively and this webinar provided the audience with some concrete examples of how each one of us can take action to support our local businesses and non-profits by aligning our investment goals with purpose and specific community outcomes.

## Applied Portfolio Management Program





Seven undergraduate UVic students are completing their year as portfolio managers under the Applied Portfolio

Management Program (APMP) at UVic. The APMP\* allows these students to manage a portfolio of CAD 1.2 million on behalf of two clients: the University of Victoria and BC Investment Management Corporation (BCI). Students evaluate and invest in Canadian and U.S. equities and bonds using environmental, social and governance (ESG) principles. The students receive mentorship and oversight from professionals in the finance industry. Over the 12 months of the program, the students provide portfolio updates and reports to their clients, which include explanations of how their investments meet the APMP's guiding principle of investing in honest and transparent companies with predictable and strong free cash flows.

APMP Program Manager, Jordie Hutchinson states, "One of the core facets of the APMP is the integration of Environmental, Social, and Governance (ESG) factors into the investment process. Our stakeholders, the University of Victoria and BCI, have a strong focus on ESG and our process creates an alignment of interests and values between the companies we invest in, our stakeholders, and our Portfolio Managers. The student portfolio managers commented, "We believe that proper ESG integration contributes to lower risk, increased returns, and reduces the cost of capital for the companies we are invested in."

\*The Applied Portfolio Management Program is a collaboration between CFA Society Victoria, CFA Institute, UVic Continuing Students, UVic Economics and the Peter B. Gustavson School of Business. Gustavson professor Dr. Michael King currently supervises the program.

## Gustavson Students Take on Mission Impossible and Participate in the Global Climate Strike



The global climate strike was a world-wide success with hundreds of thousands of people taking to the streets to protest inaction on climate change. At Gustavson, students and

employees joined the thousands that gathered in front of Victoria's Parliament Buildings. The Gustavson School of Business made a strong commitment to encourage students, faculty and staff to participate in the strike by moving classes for all of its BCom, MBA, and MGB students to downtown Victoria, in walking distance to the strike location. The Victoria Climate Strike was one of an estimated 250 events that took place around Canada on September 27th, 2019, and helped cap a week of climate action.

On the same day, BCom students participated in MIIISsion Impossible, a pitch competition in which BCom and international exchange students work in small teams to dream up and refine an innovative and sustainability-related business idea that would be a good fit in the home country of an international student on their team. After listening to an inspirational talk from sustainable entrepreneur and Level Ground Coffee founder Stacey Toews, students got to work creating business ideas and refining their pitches. At lunch many took a break and joined the Climate Strike along with hundreds of other UVic students. After re-grouping that afternoon, students pitched their ideas to faculty, business and community leaders in hopes of being the best in their cohort and winning cash prizes.

Students participate in Mission Impossible.



### GLOBE 2020 – Immersing Gustavson Employees into Sustainable Business





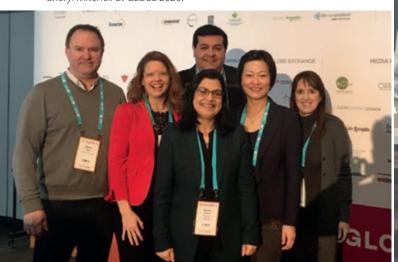


In February 2020, co-operative education co-ordinator

Shawn Tripp was one of six Gustavson employees that CSSI sponsored to attend GLOBE 2020, the bi-annual sustainable business summit held in Vancouver. The three day conference features world-renowned thought leaders, innovators and experts on a variety of sustainability topics.

As a co-op co-ordinator, Tripp was keen to meet sustainability experts and assess the job market for his business students. But the meetings resulted in much more than just job contacts. Tripp said of opening keynote speaker David Wallace-Wells: "Wallace-Wells laid out the earth's environmental problems with a wake-up call to how bad the problem really is. Although this generated deep guilty feelings about being part of the problem. The multitude of sessions that followed were a showcase of companies, policy-makers, government and business leaders that were working on a lot of small things that will add up to fix some of these major problems." Tripp worries that the speed of change is not enough, but sees the commitment of the next generation of business people in our Gustavson students. "While there are not a lot of 40 hour per-week sustainability jobs out there, anyone can spread ideas and implement processes that drive sustainability goals within their workplaces."

Shawn Tripp, Stacey Fitzsimmons, Ricardo Flores, Basma Majerbi and Cheryl Mitchell at GLOBE 2020.



# Students participate in Zero Waste Conference



In October of 2019, 4th year BCom student Maya Bellay pursued one of her passions at Vancouver's annual Zero Waste Conference. Thanks to funding from the CSSI and

Gustavson's BCom office, Bellay learned from leading industry experts on the path to a sustainable 'Zero Waste' future. "I have always been interested in developing my understanding on the effects of climate change and the impact it will have on businesses of the future," Maya adds, "If there is one thing I took away from this conference it is that there is not one single solution to this extremely complex and global problem we are currently facing. The solution lies in radical collaboration, collective action, a changed mindset, mastering the art of listening and adapting to everyone's needs by creating system and place-based solutions. This conference was truly eye opening and the many different innovations and initiatives going on both locally and globally make me optimistic that we can all come together and figure out a solution."

Maya Bellay at the Zero Waste Conference.



# 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.

### Carbon Offset Pitch Competition





The Gustavson School of Business continued its commitment to environmental and social responsibility by investing in

carbon offset projects chosen by students for a second consecutive year. This investment offset the school's 2018 Scope 3 travel and commuting emissions.

The investment is a result of Gustavson's 2019 *Carbon Offset Pitch Competition*, in which teams of students from across the business school were given the opportunity to submit carbon offset portfolios consisting of up to five carbon offset projects derived from a list chosen by Gustavson's Carbon

The Carbon Neutrality+ team with the winners of the 2019 Carbon Offset Pitch Competition (from left) Dr. Simon Pek, Nolan McLeod, Benjamin Cook, Seamus O'Farrell and Dr. Rick Cotton.



Neutrality Plus (CN+) Committee. The students were also asked to come up with a creative 90-second video to pitch their project and explain how it aligned with the school's values. Students, faculty and staff then had the chance to vote for their favourite offset portfolio. A record breaking number of votes were cast, helping to decide which projects Gustavson would invest in this year. The winning team, Jack and the Greenstock, was composed of BCom students Benjamin Cook, Seamus O'Farrell and Nolan McLeod. Their chosen projects were the Lower Zambezi Reducing Emissions from Deforestation project, in Zambia, and the Great Bear Rainforest conservation project, in northern British Columbia. In addition to the opportunity to directly influence the school's strategy around offsetting, the winning team walked away with hundreds of dollars in prize money to sustainable businesses and a custom tour by Victoria-based sponsor Tesla Tours.

2019 marks Gustavson's 10th year tracking its carbon footprint, and the Carbon Offset Pitch Competition is becoming a key aspect of Gustavson's commitment to carbon neutrality. This year's competition received submissions from Gustavson students in the BCom, Daytime and Weekend MBA, PhD, and exchange programs. "I'm delighted to see so much interest from our students across all our programs, both in terms of developing and pitching portfolios and in engaging in the voting process," says Sustainability Professor and Co-chair of the Carbon Neutrality Plus Committee Simon Pek. "It is essential to actively engage students in our offsetting initiatives, both as an educational opportunity to learn about offsets and also as a way to harness their great ideas and passion for sustainability work."



# Gustavson is Going Beyond Carbon Neutrality



Universities are increasingly interested in transitioning towards carbon neutrality. A significant challenge is meaningfully engaging students, staff, and faculty in the process. On

the eve of Earth Day, Gustavson's CN+ committee, consisting of Simon Pek, Rick Cotton, Mallory DeMille and Carlos Berti, gathered for an online webinar hosted through AASHE (the Association for the Advancement of Sustainability in Higher Education) to share how Gustavson tackled this challenge through our innovative Carbon Offset Pitch Competition. With over one hundred participants listening in from institutions worldwide, the CN+ committee discussed some of their lessons learned, including why community involvement is such an important part of ensuring that sustainability is a shared value throughout the school. "This is our second year running this competition, and we are delighted to share the evolution of this initiative, the challenges we faced and how we overcame them, and

the impact our initiative has in terms of student learning and campus engagement" says CN+ member and sustainability professor Simon Pek.

#### TAKING ACTION FOR SUSTAINABILITY

As part of Gustavson's Earth Week Celebrations, CN+ Committee members Simon Pek and Rick Cotton also shared a key project which seeks to move Gustavson beyond carbon neutrality—Gustavson's own sustainability tip sheet and action list. "A big part of our committee's focus is behavioural change and taking responsibility for our footprint" Cotton says, "the Gustavson Sustainability Tip Sheet is a research-based document that shows the relative impact of actions you can take, with over 54 actions, room for individual goals for each in the areas of mobility, shelter, goods and services, and food. It's our hope that it can be a driver of individual and collective commitment to reduce our school's carbon emissions."



### Carbon Footprint Report

It has now been more then 10 years since Gustavson started measuring our carbon footprint. The complete 2019 Carbon Footprint Report prepared by Synergy Enterprises for Gustavson can be easily accessed on the CSSI website at uvic.ca/gustavson/cssi/home/carbon-reports/, as can previous years' reports. Our reports showcase the amazing

work Gustavson has been doing in moving beyond carbon neutrality, actively lowering our carbon footprint for the last 5 years.

We include key statistics below to demonstrate how Gustavson has cemented our commitment to measuring, and acting to reduce our carbon footprint.

### Carbon Footprint (Summary)

2019 Carbon Footprint Report Prepared by: Synerg

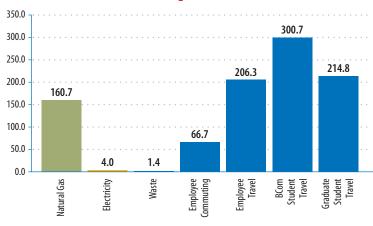
TOTAL EMISSIONS: **957.4 tCO<sub>2</sub>e** 

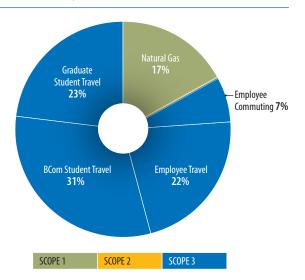
OFFSET COST: **\$15,800 - \$19,750** 

Total emissions for 2019 come to 957 tCO<sub>2</sub>e, a 3% increase over 2018. Excluding emissions already offset by UVic (natural gas, electricity and stationery paper), emissions to be offset by the Gustavson School of Business comes to 790 tCO<sub>2</sub>e.

### CARBON FOOTPRINT (BY ACTIVITY)

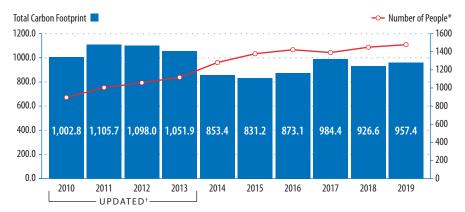
### EMISSIONS BY ACTIVITY (tCO<sub>2</sub>E)





### CARBON FOOTPRINT (HISTORICAL)

### ANNUAL EMISSIONS (tCO<sub>2</sub>E)



*Note: # of people includes employees (faculty and staff), undergraduate (BCom), and graduate students
(MBA, MGB and PhD) at the Gustavson School of Business.

† 2010 – 2013 emissions have been re-stated to use the BC Best Practices emissions factors for business travel.

	tCO <sub>2</sub> e	CHANGE SINCE BASELINE		
YEAR	PER YEAR	tCO <sub>2</sub> e/PERSON	PERCENT	
2010	1,002.8	1.1	•	
2011	1,105.7	1.1	10.3%	
2012	1,098.0	1.0	9.5%	
2013	1,051.9	0.9	4.9%	
2014	853.4	0.7	-14.9%	
2015	831.2	0.6	-17.1%	
2016	873.1	0.6	-12.9%	
2017	984.4	0.7	-1.8%	
2018	926.6	0.6	-7.6%	
2019	957.4	0.6	-4.5%	

#### **EMPLOYEE COMMUTING** EMISSIONS (tCO<sub>2</sub>E) ─ Total Distance ('000 km) 70 500 60 400 50 40 300 30 200 20 47.2 52.1 49.7 51.5 52.9 65.2 67.3 75.0 75.1 66.7 100 10

### **Analysis**

Employee commuting is the fifth highest contributor to Gustavson's carbon footprint at  $66.7 \text{ tCO}_2\text{e}$ .

Emissions from employee commuting have decreased by 11% over 2018 as more employees opted for public transport over personal vehicle use.

The survey had a response rate of 80%.

### COMMUTING PERCENTAGES BY METHOD PER WEEK

**SURVEY RESPONSE RATES\*** 

2014

63%

2015

71%

### **PREVIOUS (2018)**

2010

83%

2011

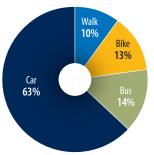
85%

2012

80%

2013

63%

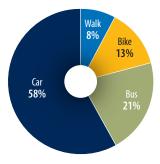


AVERAGE kgCO<sub>2</sub>e/km **0.17**LOW-EMISSION COMMUTING % **37%** 

#### **CURRENT (2019)**

2016

69%



2017

61%

2018

71%

2019

80%

AVERAGE kgCO₂e/km

0.15

LOW-EMISSION COMMUTING %

42%

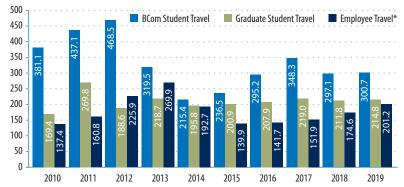
#### **Analysis (Breakdown)**

Since 2010, there has been a growing trend towards sustainable commuting methods such as walking, biking and public transit. This year, 42% of commutes were made by low-emission methods, up from 27% in 2010 and 37% in 2018.

It is recommended to encourage employees to make use of the commuting incentives at UVic and bike to work more often.

### FLIGHT EMISSIONS BY DEPARTMENT

### EMISSIONS (tCO<sub>2</sub>E)



- \*Employee Travel includes all travel by Faculty, Staff, Guests, Candidates, and Post-Doctoral Fellows. This chart is for flights only, and does not include emissions from reimbursed mileage (3.93 tCO<sub>2</sub>e) and ferry travel (1.14 tCO<sub>2</sub>e) which are included in the total travel emissions.
- † The average for Employee Travel is based on total number of employees and travel, while the averages for students are based on numbers of students who participate in travel programs and their travel.

### **Analysis (Breakdown)**

Flight emissions from employees increased by 15%. This is associated with the increase in the number of flights for the year, from 443 in 2018 to 739 in 2019.

In 2019, Gustavson began tracking and reporting travel from Candidates, Guest Speakers, Post-Doctoral Fellows, and PhD students.

Total	6,840,144	1,301
Graduate	2,049,803	232
BCom	2,869,469	330
Employees	1,920,872	739
2019 YEAR	DISTANCE (KM)	# OF FLIGHTS

# LOOKING TO THE **FUTURE**Reflections by outgoing CSSI Director Monika Winn

Creating hard-hitting, courageous and effective innovations to allow business to boost socially responsible business models and truly sustainable operations has never been more important than at this time in human history. In the middle of 2020, the world is facing massive challenges. From a viral pandemic affecting humans and growing disparities between the rich and those less privileged, to rising discontent with current social systems. From the impacts of Earth's changing climate to the continued weakening of ecological systems and natural cycles locally and globally.

These trends of global proportions threaten the very systems providing the food, oxygen and environmental stability that are the foundations for us humans to live dignified and fulfilling lives. And with businesses increasingly imbedded in and dependent on deeply intertwined global supply chains, it is becoming increasingly difficult for enterprises to survive and continue to provide livelihoods for its participants.

But these trends also hold massive opportunities to change the very way business is done, and to reimagine and reinvent what it means to do business in ways that actually contribute to positive change. Indeed, we can find inspiring and innovative efforts close to Victoria, with pioneering companies in the midst of experimenting with and promoting the very practice of regenerative sustainability, particularly in the agricultural sector. These firms have been

at the forefront of inventing new business models around fair trade and the type of regenerative sustainability that can strengthen our natural capital. Their business models include ways to strengthen biodiversity, build sustainable local food supply chains, support local farmers and restore nature, to name a few.

They encourage asking the awkward questions and allow us to push previously unquestioned boundaries of how to do business. Most importantly, they raise to our attention the very power of hope, and the possibility of reintroducing a vision of an exciting and worthwhile future; of daring to dream, unburdened and unencumbered by the probability of disastrous change—but rather emboldened by the sheer scale of the challenges ahead.

Let me close with several questions for all of us, whether current or future business leaders, researchers or program administrators, students or instructors:

What can we draw on in our human nature that allows us to rise to the challenge? What kind of communities will provide strength and support? What can we draw on in our knowledge of organizations and of organizing that can be shaped into bold action and positive new directions? How can we find the courage and build the collective momentum to move forward mindfully, caringly, intelligently and fueled by hope—to embrace and create the future we can have?

Monika Winn celebrates the launch of the CSSI in 2011.







### THE YEAR AHEAD

# Reflections by Interim CSSI Director Heather Ranson

Filling another woman's shoes is a big task. Especially when the woman is prodigious researcher and sustainability champion, Monika Winn. As I take on responsibility of the CSSI for the next year as the interim director, I have one main goal: to keep the tiller steady and the CSSI ship moving towards the goals in our strategic plan. Thankfully, the goals are well defined and key tasks on my list will help achieve them.

Specifically, over the next year, CSSI will work on the following:

### RESEARCH

- Work with professor Jan Kietzman, who is tasked with running Gustavson research presentations, to host four sustainability-related presentations
- Continue to support Gustavson researchers by providing funding to assist with research

### **EDUCATION**

- Create and maintain a database of sustainability teaching materials on the Gustavson Connect site. These cases, videos, articles, chapters and lesson plans will fit with core Gustavson teaching topics (accounting, operations, marketing etc.) and align with one or more of the United Nations Sustainable Development Goals.
- Support Gustavson programs with guest speakers, case competition opportunities and activities (such as Mission Impossible) to increase students' awareness of sustainability at Gustavson.

### **VALUES AND CULTURE**

- Through the United Nations Global Compact PRME, CSSI will continue to build Gustavson's reputation as a sustainable school of business.
- Internally, Carlos Berti, our CSSI Coordinator, will sit on Gustavson's Culture Committee and propose and support events such as Bike to Work week and other sustainability initiatives.

### **OUTREACH**

- Continue to share sustainability news with the Gustavson community through the monthly CSSI Communiqué.
- Develop and promote a checklist of best practices for collecting data that relate to our carbon and ecological footprint, to be shared with other units at UVic.

This is a lot of work for two people, and we will miss Monika's leadership. However, I am confident that we can accomplish this work and prepare the CSSI for a new director in 2021.





www.uvic.ca/gustavson/cssi

Funding for the CSSI is proudly provided by Newmont Canada





