University of Victoria

PETER B. GUSTAVSON
School of Business

The world looks different from here.

Centre for Social and Sustainable Innovation

YEAR IN REVIEW | 2014-2015

Table of Contents

Letter from Dean Saul Klein 1

Letter from CSSI Director Monika Winn 2

CSSI's priorities. 3

PRME: Overview 4

Principle 1: Purpose 6

Principle 2: Values. 8

Principle 3: Method 10

Principle 4: Research 13

Principle 5: Partnership. 16

Principle 6: Dialogue 19

Looking forward . . . . . .back cover

YEAR

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Dean Saul Klein

Letter from Dean Saul Klein

As the Centre for Social and Sustainable Innovation begins its fifth year and Gustavson celebrates its 25th birthday, all of us at the school can see how the centre and the school have evolved. This report shows how completely sustainability, social responsibility, and CSSI are integrated throughout our programs, activities and mindset.

When we envisioned ourselves pioneering business education that creates sustainable value, we knew that we'd have to implement that vision in many different aspects of our work. Research, education and operations are priority action areas for CSSI, as they are for Gustavson, and they are reflected in the many activities that CSSI has been involved with during the past year. Using the framework Principles for Responsible Management Education, this report illustrates some of the many ways that Gustavson faculty, staff and students are creating business education that develops thoughtful, purposeful, and effective leaders.

At Gustavson, we believe it is our role to create knowledge through our research, to share it with our students and colleagues and business managers around the world, and to act on the values we talk about—in fact, to model responsible leadership for our students.

In CSSI's 2014-15 Year in Review, you'll see how we've been doing just that. We look forward to more exciting stories in the coming year, as CSSI continues to help us expand our activities and our impact on the world of business—and the world.

IN REVIEW 2014-15

CSSI Director Monika Winn

Letter from CSSI Director Monika Winn

CSSI's fourth year was marked by several milestones. First: the vision, goals and priorities underpinning CSSI's Strategic Plan, developed jointly with Gustavson, remain as fresh and relevant as they were four years ago. Second: we received generous funding for an additional three years from our sponsor Goldcorp, an important indication of support for what we at Gustavson are about, and a call for pause to envision the future. Third: as the school implements its powerful and ambitious vision of pioneering business education that creates sustainable value, Gustavson's units increasingly rely on support from the CSSI for their initiatives and efforts to incorporate sustainability and responsible leadership into their daily decisions. Together, these milestones have shifted the CSSI's role to that of a facilitator and catalyst for the school; they also allow us to strengthen our research focus, output and impact.

Our next year will be just as dynamic. Inspired by Gustavson's vision, we will continue to support the work of our colleagues and students in all of these areas: education, research and practice, governance, administration and operations. The many initiatives we share in this year's report provide us with both experience and inspiration. In coming years, we plan to continue on this trajectory while also deepening Gustavson's research capacity in social and sustainable innovation. We look forward to building a stronger research community, one that provides mutual support, is fruitfully critical, and generally boosts our productivity and positive impact. And we are excited about continuing our support for all at Gustavson as we work to bring our vision to life. As you read this report, you will see why we are inspired by Gustavson's positive and can-do attitude about sustainability and social responsibility!

CSSI's priorities

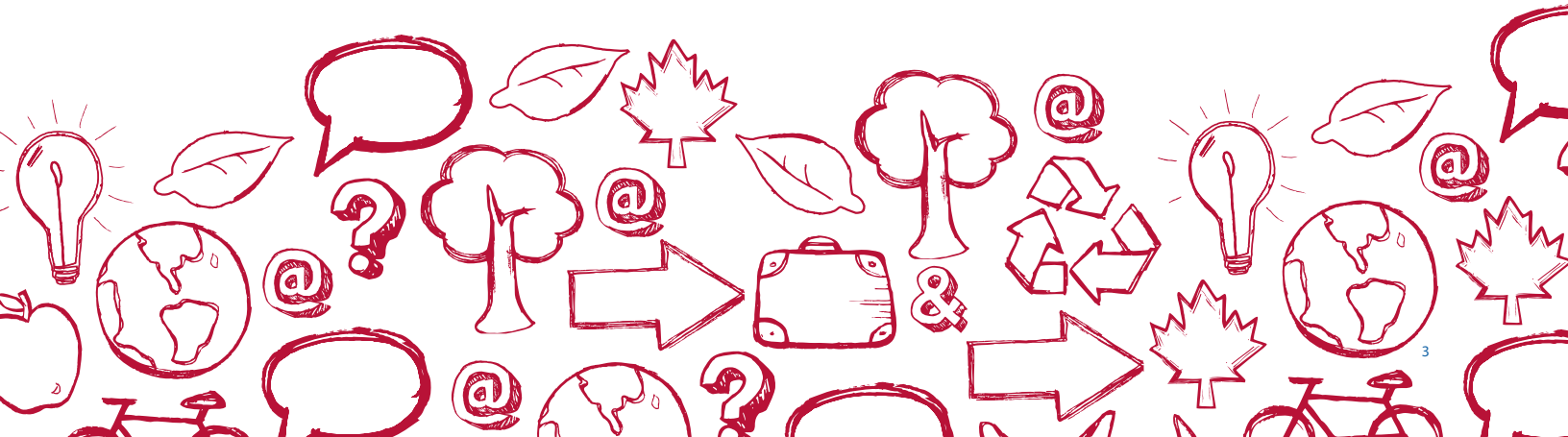
CSSI's reason for being hasn't changed since it was founded in 2011, and neither have our original priority areas. We're here to help make sustainability part of everything that Gustavson does—governance, research, educational programs, and daily operations—with the ultimate goal of helping our scholars and staff create positive impact, and our students to become change agents and role models for sustainable and responsible business.

Our original priorities remain:

EDUCATION	CSSI will help Gustavson incorporate sustainability and social responsibility throughout our educational programs.
RESEARCH	CSSI will significantly strengthen Gustavson's capacity for sustainability/social responsibility research.
GOVERNANCE	CSSI will support Gustavson's efforts to continually improve in all aspects according to the United Nations Global Compact Principles for Responsible Management Education.
OPERATIONS	CSSI will assist Gustavson to become the first carbon-neutral business school in Canada.

One change we are making, however, is to be more deliberate in how we demonstrate our engagement with the United Nations Global Compact Principles for Responsible Management Education (unprme.org). So this year, we are using those principles as the framework for the stories about Gustavson's activities.

Many of the events and accomplishments we are showcasing are not CSSI's, per se—they are Gustavson's. CSSI might have helped with time, money, or ideas, or we might be sharing them as exciting examples of what Gustavson people do.



Principles for Responsible Management Education: Overview

The table below lays out the United Nations Global Compact Principles for Responsible Management Education (PRME) and a few illustrative examples of how our school walks the talk. The rest of the report is filled with many more stories that we're delighted to share.

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.

AIM:

Gustavson students generate sustainable value

FOR EXAMPLE:

Undergraduate Leat Ahrony boosted even her sustainability-savvy co-op employer's operations. Sustainable-investment adviser Annette Quan credits Ahrony with obtaining the office's Vancouver Island Green Business Certification, as well as ramping up recycling and composting.

For more stories about our amazing students, see pages 6 and 7.

PRINCIPLE 2: VALUES

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

AIM:

Gustavson's academic activities incorporate global social responsibility

FOR EXAMPLE:

100% of BCom and MBA students take sustainability-focused courses;

100% of required BCom courses and 90% of BCom electives contain some environment, society or governance content;

92% of MBA required courses and 72% of MBA electives contain some environment, society or governance content.

For more examples of how we enact values throughout Gustavson, see page 8.

PRINCIPLE 3: METHOD

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

AIM:

Gustavson's learning experiences create responsible leaders

FOR EXAMPLE:

In August 2014, all our new MBA students got out of town—and out of doors—for a weekend of stargazing, birdsong, canoeing, and seminars that connected them with each other and with nature.

"First Nations principles of interconnectedness, respect and reciprocity are introduced to the students by a First Nations elder," explains professor Matt Murphy, who led the trip. "Students are given the opportunity to reflect upon how these principles relate to their own personal and cultural values, as well as how these principles provide useful guides for developing and enacting sustainable approaches to business."

The trip was so successful it's being included as a regular part of the curriculum.

For other tales from a year of learning, see page 10.

PRME: OVERVIEW

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.

AIM:

Gustavson research projects advance understanding of business impact on environment, society and economy

FOR EXAMPLE:

Every year, Dr. Carmen Galang offers COM 470, a research course that lets undergraduates explore a topic of their choice during their academic exchange terms abroad. 2014's papers include *Gender Inequality in Swiss Businesses* and *Has Crédit Suisse developed an inner will to behave morally responsibly?*

More Gustavson research activities are described on page 13.

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.

AIM:

Gustavson professors and students talk to business managers about their challenges

FOR EXAMPLE:

CSSI Coordinator Rachel Goldsworthy is working with UVic Co-op Coordinator Helen Kobrc, and Director of Conference Programming for the GLOBE series Paul Shorthouse on possible strategies for boosting engagement of students with business leaders at GLOBE 2016.

Please see page 16 for more illustrations of partnership in action at Gustavson.

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.

AIM:

We create opportunities for groups and individuals to discuss issues

FOR EXAMPLE:

CSSI was delighted when Dr. Monika Winn's international research connections opened the doors for her and two others from the UVic community to attend a realistic simulation of the United Nations Framework Convention on Climate Change in St. Gallen, Switzerland in May 2015. Dr. Winn was joined by Babak Manouchehrinia, an Engineering PhD student, and Anne-Marie Beliveau, a recent Dispute Resolution Master's graduate.

"Originally," Manouchehrinia and Beliveau report, "we were supposed to attend as observers." But when they were offered places on the media team, they jumped at the chance to play a much more active role at the conference.

Other dialogue-driven events are described on page 19.

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.

Gustavson has long included Business and Sustainability courses in our programs. This year, our MBA program started with a camping trip with experiences that were integrated throughout coursework for the rest of the school year. As well, new electives expanded the breadth and depth of our students' education, and a "live case" in the MBA program added a meaningful (for the client) and meaning-filled (for the students) dimension.

New electives feed student interests

Post-Doctoral Fellow Lorenzo Magzul added a new dimension to Gustavson course offerings this past winter with COM 450 Local Food Economy and Food Security. His students analyzed the effects of climate change and worldwide economics on global food systems, and dug in with innovative local food initiatives that support the local economy. They helped a seed farmer in Metchosin just outside Victoria build online sales of heritage seeds, worked with a local bulk purchasing and distribution system to get more greens into school lunches, developed a marketing strategy for the sale of mason bee hives by an NGO, and designed a book of coupons and activities to promote the purchase of local foods.

Jesal Shah, Andrew Spence, Karin Feldkamp, Susan Laidlaw and faculty adviser Dr. Matt Murphy prepare for the Business for a Better World case competition.

Assistant Professor Matt Murphy created COM 450 Social Entrepreneurship, where students from Business, Environmental Studies, Sociology, and Engineering explored the importance of social entrepreneurship as a means of addressing the major challenges facing today's societies.

"The course," he explains, "examines the nature of social entrepreneurship and the major trends affecting the field of social enterprise, including issues related to strategy, governance, accountability, leadership, fund-raising, scaling up and social impact.

"I also taught a one-week, intensive version of this course to a group of 12 international MBA students from Taiwan and Germany," Dr. Murphy said. "I took them on a field trip to Vancouver where we visited four different social enterprises."

What's a "live case" when it's at home?

Business professors often use written case studies to help students practise a framework or learn a new method or strategy. The Service Management Specialization of the MBA program goes one step further and solicits "live" cases from the local community. Over the past few years, students have completed analyses on hotels, a ferry corporation, and many other businesses.

MBA student Susan Laidlaw even managed a smile at 6:45 on a rainy morning as she dished up breakfast at the not-for-profit Our Place in Victoria.

In 2014, the professors worked with Our Place Society, a Victoria not-for-profit that provides meals to the homeless, to identify three issues the MBA students could research and advise on. Twenty-four students and four professors, including a visiting scholar from Japan, began by serving more than 150 breakfasts at 6:45 one Friday morning. Seeing the system first-hand allowed students to analyze the problems more deeply and develop more practical recommendations. The executive director of Our Place was so pleased with the ideas that he found funding for a summer position so a student could begin to implement the class's recommendations right away.

MBA students case the competition

CSSI sponsored the registration fees for three teams of MBA students that wanted to throw their hats into the ring for the Corporate Knights Business for a Better World case competition.

Then, when one of those teams advanced to the final stage of the competition, CSSI was happy to make sure they had the funds to get to Davos, Switzerland for the January 23, 2015 show-down.

Karin Feldkamp (an exchange student from Germany), Susan Laidlaw, Jesal Shah, and Andrew Spence presented a plan for Novartis Pharmaceuticals to reduce energy use and greenhouse-gas emissions by 50 per cent, reduce water and waste production by 90 per cent, and increase the percentage of women in executive-level positions from zero to 30 per cent—all by 2020.

They also offered a way for Novartis to broaden its reach in the developing world and increase the effectiveness of its spending on innovation.

The Gustavson graduate students tackled two other finalists (whittled down from 26 teams), and covered themselves in glory (and a cheque for $6,000) when they won!

According to sponsor Corporate Knights, the judges chose the UVic team for striking the right balance between practicality and original thinking that pushed the envelope on sustainability performance.

Competition—Gustavson style

In January, Gustavson MBA students decided to host an inter-university sustainability case competition and they asked CSSI for some help. Working with Professor Heather Ranson, they chose a current case on sustainable fish supplies, and then invited teams from several other schools in the region for a day-long event.

Instead of pitting the schools against each other, Gustavson's organizers chose to build networks so they mixed the teams with students from Simon Fraser University's Beedie School of Business and Vancouver Island University.

Martin Thornton of Vifor Pharma offers advice as MBA students Susan Laidlaw, Andrew Spence, Jesal Shah and Karin Feldkamp (via Skype) prepare for the Business for a Better World case competition.

Principle 2: Values

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

Celebration time

It took years to develop a sustainability culture at Gustavson and the CSSI team nurtures it with small celebrations throughout the year. Random Acts of Kindness, Earth Day, and Bike to Work Week are great opportunities to highlight values at Gustavson. CSSI recognizes days like these for two reasons.

First, it delights people. Free cookies, cupcakes and other goodies make staff and faculty smile. That alone is worth the effort because it makes Gustavson such a nice place to work.

The second reason is slightly more strategic: it opens doors for conversations about behavioural change. For example, when we roamed the hallways handing out home-made sugar cookies as a Random Act of Kindness, one professor accepted a cookie and then mused out loud, "So now I need to commit a random act of kindness, what should I do…?"

Connecting to UVic sustainability initiatives

Although CSSI is an intra-faculty centre, we are committed to interacting with other sustainability initiatives across campus. Some examples of our shared values showed up in these 2014 connections:

University of Victoria Environmental Round Table

The University of Victoria Sustainability Project is a student group dedicated to growing sustainability at UVic. Their biannual roundtable invites the whole UVic community to come together and brainstorm ideas for projects that can be implemented at UVic. Gustavson undergraduate Leat Ahrony organized the events in September 2014 and February 2015 and CSSI Coordinator Rachel Goldsworthy took part in both, seeking input and volunteers for a student sustainable-lifestyle resource.

Holly Cornwell (far right) chats with other participants at the UVic Environmental Round Table in February 2015. Holly was a first-year business student when she sought out volunteer opportunities with CSSI, and was instrumental in giving the student sustainable-lifestyle resource some traction.

CSSI Associate Director Heather Ranson brings her values to work and shows us all how it's done. In May 2015, Dean Saul Klein recognized Heather with Gustavson's Excellence in Service Award for her commendable assistance with CSSI and academic programs, leadership in the Service Management specialization, service on committees, and creativity and expertise in project development.

We're very lucky to have her in CSSI!

Climate Change Awareness

The Model United Nations Framework Convention on Climate Change simulation exercise was organized by several leading business schools in Europe, and thanks to Dr. Monika Winn's research partnership with co-organizer Dr. Stefano Pogutz of Bocconi University, UVic had a chance to attend as observers.

Dr. Winn worked with UVic administrators and student governments to nominate a couple of students to attend. CSSI paid the travel and accommodation expenses for Anne-Marie Beliveau, who recently graduated with a Master's in Dispute Resolution, and Babak Manouchehrinia, an Engineering PhD student. While the students attended as observers, once they were there they were quickly invited to join the media team, so got hands-on experience as well as a chance to watch the negotiations.

UVic Engineering PhD student Babak Manouchehrinia (left) and recent Master of Dispute Resolution grad Anne-Marie Beliveau (right) with Gustavson's Dr. Monika Winn at the Model United Nations Framework Convention on Climate Change in St. Gallen, Switzerland in May 2015.

Sustainable Student Resource Document

Rachel Goldsworthy, CSSI coordinator, worked with Environmental Studies undergrad Miranda Maslany, first-year business student Holly Cornwell, and Gustavson fourth-year student Leat Ahrony to compile a list of links, resources, and suggestions to help students green their lifestyles. The document is housed on CSSI's website and accessible to everyone—at UVic and further afield, student or not.

UVic Student Sustainability Champion

In 2015 CSSI nominated BCom student Leat Ahrony for UVic Sustainability Champion and to our delight she was honoured with the award! Ahrony has been a student at UVic since 2011 and she has shown leadership along with a strong commitment to sustainability. One main focus of her volunteer work is to make UVic as a whole more sustainable through the University of Victoria Sustainability Project (UVSP).

Photo credit: Heather Ranson

Director of Campus Planning and Sustainability Neil Connelly was happy to name Gustavson undergrad Leat Ahrony UVic Student Sustainability Champion at a lunch on March 31, 2015.

Principle 3: Method

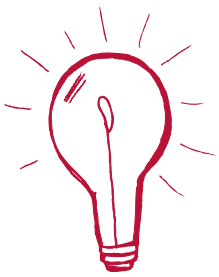
We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

Inside the classroom

Seeing things differently is more than a tag line at Gustavson. It includes the design and delivery of the school's academic programs, and integration is one of the key features of all our degree programs. Professors share readings, assignments and even team-teach sessions. The CSSI is interested in how and where sustainability-related topics are integrated into our programs.

While Gustavson's BCom and MBA programs include dedicated, mandatory Business and Sustainability courses, we also support individual faculty members in their efforts to include appropriate sustainability topics in their courses. The delivery methods include case studies, lectures, in-class discussions, readings, student presentations, assignments, videos and guest speakers.

Then we do an annual survey to document where and how much sustainability is being taught in each program. This is what we learned about Gustavson's curriculum in 2014-2015:



BACHELOR OF COMMERCE

- 100% of required BCom courses contain some Environment, Society or Governance (ESG) content
- Within undergrad specialization areas
  - 60% of Entrepreneurship,
  - 50% of International Business, and
  - 100% of Service Management courses also included some ESG
- 90% of BCom electives, from first-year through fourth, incorporate some ESG

MASTER OF BUSINESS ADMINISTRATION

- 92% of required courses and
- 72% of electives contain ESG

MASTER OF GLOBAL BUSINESS

- Of the courses taught during the Victoria component of this three-part international-business program, 80% include ESG content

PhD students are also exposed to ESG principles and content, and of course their research seminars have extensive ethics components.

Every fall, teams of third-year students dream up sustainable, international business ideas and explain them to professors and business leaders.

Teaching tactics that optimize learning

Gustavson International Business professor Josh Ault uses debates to get students to look at difficult (and often sustainability oriented) problems that businesses face. He poses a question and has groups of students debate the question in front of the rest of the class. For example, a question on climate change might be "Who should fix the problem of carbon emissions that are causing climate change?"

1. Developed countries that caused the problem?
2. Developing countries where the effects of climate change will be most acute?
3. Newly industrialized countries like China that are becoming the world's biggest polluters?

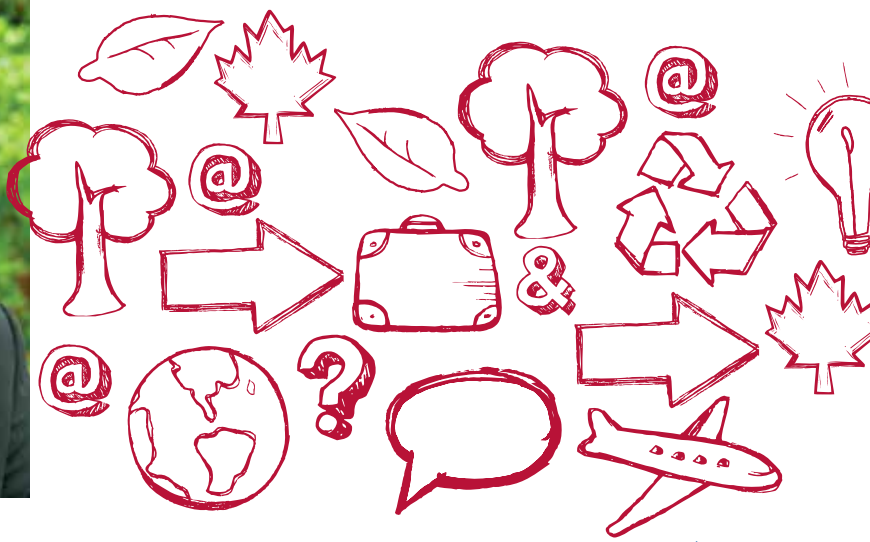
Dr. Ault then teases out the arguments that each of these groups uses to pass the buck, which shows why global societies have reached an impasse in solving the issue.

Students leave the class with a better understanding of the complexities of the problem as well as the opinions and issues of each stakeholder.

Consulting Reports

As a capstone project, Gustavson MBA students complete group consulting reports for clients outside Gustavson. To respect the clients' privacy and confidentiality of information, we can't disclose details, but we can say that each year, some of the projects have a sustainability or social responsibility (or both!) angle.

Dr. Josh Ault



On the job

All of Gustavson's undergraduates must complete three co-op work terms during their business education and 2015 saw us add a new twist to expand students' awareness and implementation of sustainability and social responsibility (S/SR) in their workplaces.

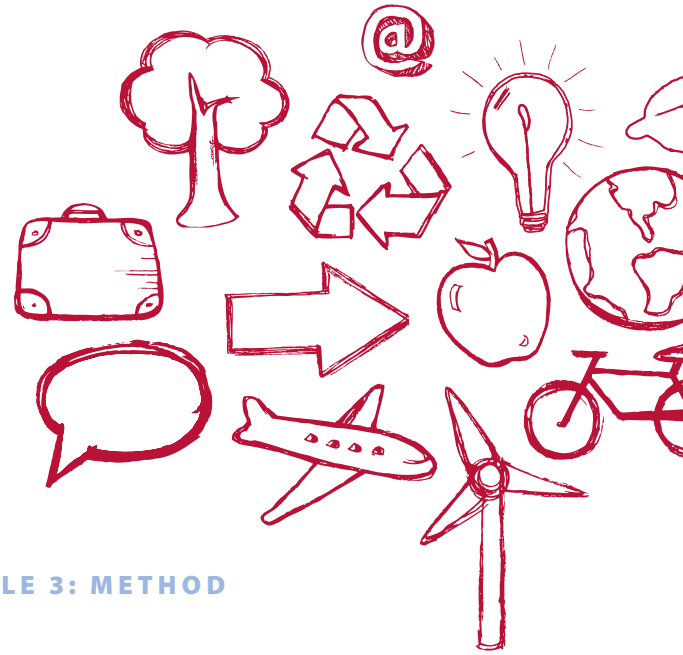
One of the ways that students can report out on their experiences and engagement is via an online discussion group, and the Co-op and Careers staff worked with CSSI Coordinator Rachel Goldsworthy to develop a question to add an S/SR element to one of the weekly postings. The students were asked to discuss an interesting S/SR practice they saw in their workplace, or one that they initiated.

Also in conjunction with Business Co-op and Careers, CSSI developed a concept for a Sustainable Co-op blog and recruited student volunteers to manage it. All Gustavson students will be invited to post their S/SR experiences in their co-op jobs, whether about initiatives they love that are already in place or something they'd love to start.

On the road

The Sustainable Co-op blog builds on a brilliant student project from several years ago: the Sustainable Exchange blog.

Seventy-five per cent of our Bachelor of Commerce students spend a term at one of our partner universities abroad, and several students wanted to be able to share their sustainability experiences: eco-friendly hostels, urban waste-to-energy projects, tiny garbage trucks for tiny medieval streets…it was all fodder for the blog. CSSI supported this great project from the beginning, and this spring we recruited a new crop of student volunteers to get it up and posting again.



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.

At CSSI, we support research projects that advance understanding of Environment, Society and Goverance (ESG) issues in the context of our school as well as businesses and organizations in the broader community.

Cross-pollinating carbon and education

The Gill Graduate School includes a team-based consulting project for all MBA students in their final year. As part of our mandate to help Gustavson become carbon neutral, CSSI commissioned a study on whether Gustavson can—and should—achieve our goal by implementing a "green fund" to pay for travel emission offsets.

With the guidance of CSSI staff and Gustavson faculty advisers, the four-person student team of Shichen Li, Berk Dikmen, Sal Toosi, and Guozhong Liang researched possible definitions of carbon neutrality, the cost-benefit feasibility of carbon neutrality, and possible structures and strategies for a green fund at Gustavson.

One of the great benefits of this kind of project is that it cross-pollinates CSSI's and Gustavson's vision, purpose, and aims. For starters, it's experiential, which is one of the elements that sets a Gustavson education apart from the crowd. As well, it allows students to hone their research and presentation skills for a project that advances CSSI's Operations goal of carbon neutrality.

Dean Saul Klein opened Pipeline Palooza IV by linking research to both Gustavson's sustainability/social responsibility pillar and our stellar education programs.

"Look broadly today at how we enact the vision of the school," he said to the crowd of faculty and PhD students. "We must pioneer business research at the same time as business education."

Excellent research, excellent leaders

In both 2014 and 2015, CSSI team members have been honoured with the Gustavson Leader of Excellence in Research Award.

In Gustavson's Spring 2015 Research newsletter, CSSI Director Dr. Monika Winn expressed her views regarding research on Corporate Sustainability and Environment, Society and Governance (ESG) and how she's implementing those views in her own work.

"I believe we need a transformative change in the way management scholars do research," she said. Typically, she explained, we leave it up to politicians and practitioners to apply the knowledge that researchers create. But if scholars use a new lens, they can develop more creative, rigorous, and useful research, and the scholars themselves can become a valid part of the action rather than only the ideas.

That lens, she believes, is the natural world, including ecology, geography, climate science, zoology...

Until now, management research has focused exclusively on the human-social aspects of organizations; the Social-Ecological Systems View (SESV) acknowledges the complex interconnectedness of nature and human activity, and offers a way for academics and practitioners to take their work to new levels.

This application of SESV is a paradigm shift with huge implications for scholars, business, and the planet.

"I'm aiming for transformative change," says Dr. Winn. "I want to add my small contribution to that."

CSSI Director Dr. Monika Winn and CSSI Research co-chair Dr. Matt Murphy were recognized for, as Dean Saul Klein explains, "Demonstrating an exemplary generation of knowledge and regularly producing globally recognized, high quality research aligned with our areas of scholarly focus."

Dr. Mary Yoko Brannen, Gustavson's research director, set the stage for Pipeline Palooza IV. "I'd like us to have two goals today," she said. "One is to think outside our own boxes, and the other is to bring different views to a subject. How can we encourage businesses to walk the sustainability talk more rigorously?"

Then she introduced the morning's panel, whose members would guide the discussions for the day. Lauryn Agnew explained geographically focused social-impact investing, Dr. Tima Bansal proposed integrating time into business research, and Dr. David Dunne applied design thinking to the complexities of sustainability.

CSSI as supporter

CSSI offers planning, logistical and financial support for Gustavson research events.

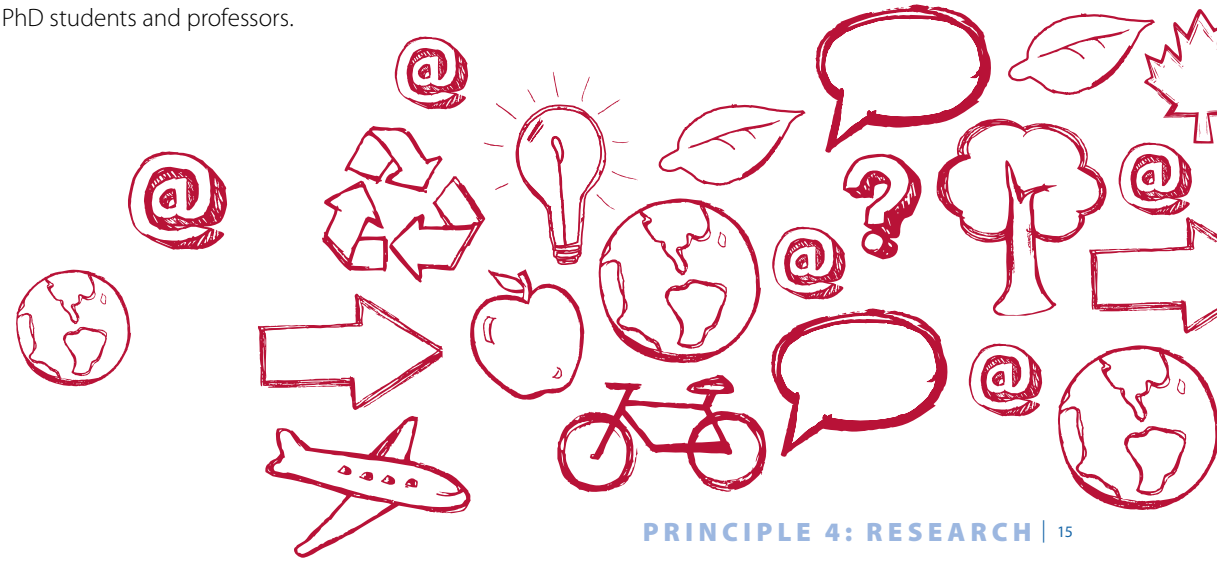
In February 2015, Gustavson welcomed Dr. Tima Bansal, Canada Research Chair of Business Sustainability at the Ivey Business School, and director of both the Building Sustainable Value Research Centre and the Network for Business Sustainability. On February 19, Dr. Bansal gave the public lecture "Hooked on Speed: How the Addiction to Change is Duping Corporations and Eroding Sustainability," describing how continuous and accelerating changes to technologies, products, and markets not only undermine profits, but are at the heart of significant social and environmental costs.

The next day, Gustavson held the fourth annual research Pipeline Palooza, bringing together PhD students and professors.

Vroom vroom

We're always excited to discover ways we can boost research, education, and operational impact in any area of sustainability or social responsibility. So when UVic's student Formula Hybrid car developers (mostly engineers) needed a new business manager, we were happy to forge some links with students at Gustavson and across the Capital Region. Along with posting the volunteer job for Gustavson undergrads and MBA students, we sent the information to a Camosun business student and to the sustainability office at Royal Roads University.

The team is now very happy to have fourth-year BCom student Stewart Erwin aboard, with more people lined up for smaller projects.



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.

Jason Boyce, sustainability supporter extraordinaire

Gustavson instructors draw on their large networks in academia and business, both for their own research and to enrich their students' education.

Jason Boyce exemplifies social responsibility. Sure, he's the sustainability manager of Richmond, BC-based Nature's Path Foods, helping the international organization optimize healthy food with minimal environmental impact. He's also the premier example of business sharing real-world challenges and successful strategies with students so they have a clear understanding of what's possible—and what's crucial—for business and for the planet.

Mr. Boyce has been a stalwart supporter of Gustavson undergrads for years. In the fall term of 2014, he once again travelled to Victoria and spent a whole day talking to each of five cohorts of third-year Bachelor of Commerce students and engaging them in a small-group hands-on exercise.

To recognize his huge and ongoing contribution to our students' education, CSSI named Jason Boyce as our inaugural CSSI Fellow.

In his honour, we have also created the Jason Boyce Award for the top student in COM 362 Business and Sustainability. We were delighted to present cheques to three winners who tied for the top spot amongst the 300 students in the mandatory class!

Dr. Monika Winn introduces Jason Boyce, Sustainability Manager of Nature's Path Foods, to students in COM 362 Business and Sustainability.

Jason Boyce, Sustainability Manager of Nature's Path Foods, works with students in COM 362 Business and Sustainability.

Dale Hughes, Erin Pringle and Lorna Richards each earned 93% in the course that introduces new Gustavson students to sustainability in a multitude of forms: pollution, supply chain, values, decision making, social justice….

When they accepted their cheques from Dr. Monika Winn, the students shared their plans for the well-deserved dollars.

"I'm going to Shanghai in the fall," said Richards.

"I'm going on exchange to Leipzig," added Pringle.

And Hughes reported, "I'm putting [the money] toward my Gustavson School of Business Conference ticket this spring."

Good money. Well spent.

Sharing what they know

Throughout Gustavson's programs, we connect business managers with our students both in and out of the classroom. These volunteers are an integral part of education here, so CSSI can only take credit for keeping track of the names of some of the wonderful people who generously share their time and expertise to speak in our classrooms and to mentor students in a variety of ways.

Just a few of our valued volunteers are Jill Doucette of Synergy Enterprises, Erin Athene of Girls/Ladies Who Code, Carolyn Brandly of New Hope Dementia Care, Eric Sei-In Jordan of Codename Entertainment and Coalition to End Homelessness, Mike Tan of Change Heroes, Tom Benson of Wildplay, Derek Juno and Andrew Hall of MealShare, Stacey Toews of Level Ground, and Trish Sterloff of the BC government's Social Innovation Branch.

Photo credit: Heather Ranson

CSSI Director Monika Winn presents Jason Boyce Award cheques to (L to R) Lorna Richards, Dale Hughes, and Erin Pringle for earning the top grade in the core course COM 362 Business and Sustainability.

Gaëlle Madevon, BCom '15 and Co-op Student of the Year, has a history of compassion and achievement. Madevon had been aiming for medical school when a summer trip changed her mind.

"I travelled to Africa, to rural Senegal, for a month," she says, "and realized I could help in different ways."

Her description of that change of heart made a big impact on the 2014 Export Development Canada scholarship selection committee, which chose her essay as one of 25 international-business winners out of 300 applications from 71 universities and colleges across Canada.

Co-operating with Co-op

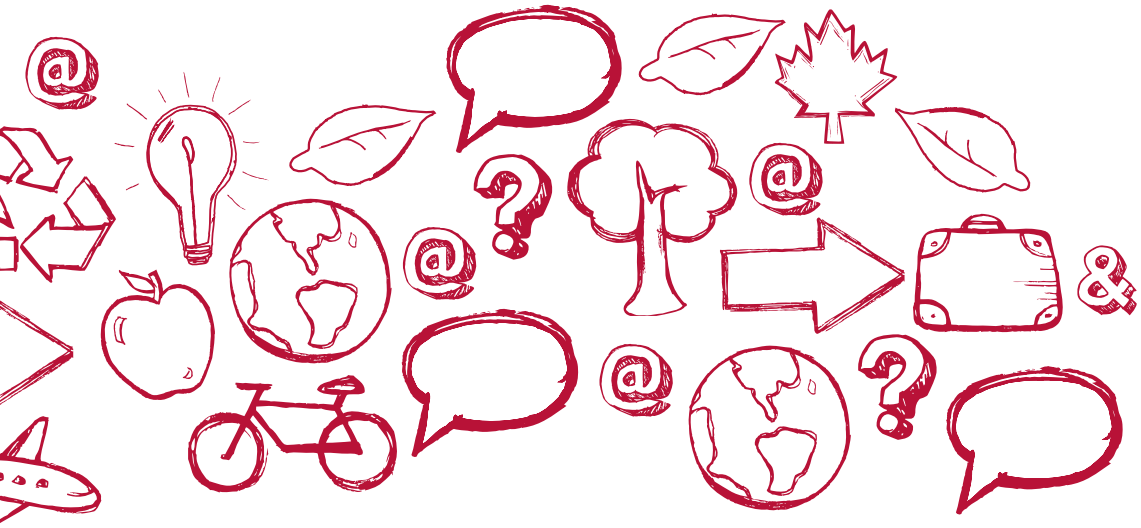
Gustavson has a robust co-operative education program. Every undergraduate must complete three co-op work terms, Master of Global Business students do one, and MBAs usually do one (depending on their current employment status).

The Co-op and Careers team actively helps students to achieve their sustainability career goals and to identify and enhance sustainability initiatives in every workplace.

In October 2014, CSSI Coordinator Rachel Goldsworthy met with the School of Business's co-op manager and coordinators to explain the university's definitions of sustainability, CSSI's broad and inclusive definitions, and where these elements might appear in a variety of work experiences. Two months later, Norah McRae, the executive director of UVic's Co-op Education and Career Services, asked her to deliver the same framework.

Next up, in the spring of 2015, was a similar request from Program Manager Meeta Khurana of the Engineering co-op program.

While this example of inter-departmental collaboration could also fit in Principle 6: Dialogue, we include it in Principle 5: Partnership because we think that our conversation with Co-op leads to more effective relationships between our students and the industry leaders who hire them for a term—or for good!



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.

UVic's IdeaFest 2015

Gustavson loves a good conversation, and we sure got one with our IdeaFest 2015 event!

The Innovation Centre for Entrepreneurs (ICE) and CSSI invited three local business leaders to describe the real roles of sustainability in entrepreneurship. Over coffee and cookies on March 5, 2015, our three panelists offered some advice to the standing-room only crowd of students, faculty, staff, and community members.

Their advice:

- Kayli Anderson of Synergy Enterprises: download the action checklist from the website of the Vancouver Island Green Business Certification program.
- Stuart Bowness of MediaCore: start with the little things, and cultivate them throughout the business.
- Shane Devereaux of Habit Coffee: ask employees for ideas and always look for new ways to change.

Gustavson's blog post *How many sustainabilities are there? Industry at IdeaFest shares the good news* has more details on the panelists and their perspectives on how, where, and why entrepreneurs add sustainability to their businesses.

Social Innovation Jam

CSSI's Jam on May 26, 2015 brought together creative and curious minds to learn about social innovations from Victoria to Mozambique, Dublin to Prince Rupert.

John Beale of Seattle-based VillageReach described the growing fuel distribution business that supports the not-for-profit's health-care work in East Africa. Gustavson professor Matt Murphy talked about the not-for-profit Value-Added Africa that he co-founded to boost trade between small producers in Africa and brokers in Europe. Yolanda Meijer of Habitat Victoria explained how Habitat for Humanity provides market housing for families, and how ReStores supply much of the funding while keeping construction products in circulation. Brent Mainprize, a Gustavson professor and the business school's liaison with the National Consortium for Indigenous Economic Development (NCIED), introduced the NCIED model and some of the people in its programs. And Jill Doucette talked about how she developed a model to help businesses green their operations, and has since gone on to create not-for-profits such as Vancouver Island Social Innovation to expand the reach of sustainability programs and groups.

(L to R) John Beale, Jill Doucette, Matt Murphy, Yolanda Meijer, and Brent Mainprize shared a few of their stories about changing up how business supports social projects.

CSSI Associate Director Heather Ranson

Principles for Responsible Management Education (PRME)

In October 2014, CSSI Associate Director Heather Ranson represented Gustavson at the first Pacific Northwest regional PRME meeting in Seattle, Washington. She joined more than 60 professors and administrators for the event, which included a field trip to a newly renovated LEED Platinum office building that manages everything from waste water (which fed the green wall and roof) to lighting and heating (lights, blinds and shutters were all controlled by the movement of the sun). Their second stop was the Gates Foundation.

"The range of activities it funds is astounding," Professor Ranson reported afterward. "The geographic range is also amazing. Many of the projects happen right at home in Seattle and across the US."

The second day was a series of round table discussions on topics ranging from sustainability to ethics and even religious schools, all of them related to responsible management education, and the event wound up with a discussion about forming a Pacific Northwest chapter of PRME—and how to include Edmonton, Alberta in the group!

MIIISsion Impossible*

The annual undergraduate sustainability challenge once again brought together new Gustavson undergraduates with faculty members and community business leaders in an intense day of innovation, creativity, and teamwork. While the Bachelor of Commerce team does the heavy lifting, other units join in for planning and implementation. In 2014, CSSI joined forces with Co-op coordinators and the Innovation Centre for Entrepreneurs to recruit, train, and cheer on 20 faculty and industry judges.

**The four pillars of a Gustavson education are International, Innovative, Integrative, and Sustainable/Socially Responsible, hence the unusual spelling. For more about the ingenious MIIISsion Impossible, please visit our website.*

Some of the MIIISsion Impossible judges take a breath before they face 250 students with 60 brilliant business ideas.

From L to R: Kristi Mader of Social Enterprise Catalyst; Laura Bell of Vancity; Jane St. Pierre of Vancity; Paul Shorthouse of Globe Advisors; Tom Berkhout of Community Social Planning Council; Brock Smith of Gustavson; and Susannah Feeney, an ICE adviser.

International Business professor Stacey Fitzsimmons sets up her course North American Business Context so students must consider and discuss a range of stakeholder angles.

Gustavson's pillars and the Global Compact's principles

"One of our new students wrote a case study you might find interesting," Wendy Mah, manager of Gustavson's PhD program, told CSSI Coordinator Rachel Goldsworthy. "It covers business ethics. I'll lend you a copy."

A few days later, at Gustavson's regular Friday-morning coffee date, new professor Stacey Fitzsimmons asked Goldsworthy what exactly is her role at the school.

"One of the things I do is to help get sustainability or social responsibility content into all of our courses," Goldsworthy explained.

Fitzsimmons looked thoughtful. "Would this fit?" she said. "In the course I'm teaching the Master of Global Business students, I'm using a case that has an ethical angle: it's about a privately owned toll bridge that's the major commercial route between Detroit and Windsor."

"I've just been reading about that!" Goldsworthy said.

"The Ambassador Bridge?"

"Yes!" Goldsworthy said. "Did you know that our PhD student Saeed Rahman wrote that case?"

"No!" Fitzsimmons said. "I'd love to have him come to the class when we discuss it."

And thus was born yet another example of Gustavson's pillars working in tandem with the United Nations Global Compact Principles for Responsible Management Education:

An International case with a Socially Responsible flavour was Integrated into our Innovative MGB program, providing a research-based (Principle 4: Research), discussion-focused (Principle 6: Dialogue) learning experience (Principle 3: Method) that examines a challenge facing business managers (Principle 5: Partnership).

And the whole thing was facilitated by Fair Trade coffee and home-made cookies, which don't appear on any lists, but should.

Saeed Rahman, Gustavson PhD student and co-author of *The Detroit River International Crossing Bridge: A Stakeholder Analysis Of How One Wealthy Individual Could Exercise His Will Against Many.*

Looking forward

With the School of Business so on board with CSSI goals, initiatives and results, and with so much momentum built, Gustavson as a whole is carrying the ball. We believe that responsible leadership requires continued care and cultivation; in that spirit, we draw on the principles of responsible management education as a powerful framework for expanding our activities, and we build on the robust foundation of CSSI[1]s vision and priorities to go forward.

See you next year!

Monika

University of Victoria

PETER B. GUSTAVSON
School of Business

The world looks different from here.

www.uvic.ca/gustavson/cssi

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PRME Principles for Responsible Management Education

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