



Moving Toward a **Greener** Canada: A 2019-2022 Review

TELFER SCHOOL OF MANAGEMENT | UNIVERSITY OF OTTAWA



Ni manàdjiyànànig Màmìwininì Anishinàbeg,
ogog kà nàgadawàbandadjig iyo akì eko
weshkad. Ako nongom egawikàd kì mìgiwewàdj.

Ni manàdjiyànànig kakina Anishinàbeg ondaje
kaye ogog kakina eniyagizidjig enigokamigàg
Kanadàng eji ondàpinangig endàwàdjìn
Odàwàng.

Ninisidawinawànànig kenawendamòdjig
kije kikenindamàwin; weshkinigidjig kaye
kejeyàdizidjig.

Nigijeweninmànànig ogog kà nigànì
sòngideyedjig; weshkad, nongom; kaye
àyànikàdj.

We pay respect to the Algonquin people, who
are the traditional guardians of this land. We
acknowledge their longstanding relationship
with this territory, which remains unceded. We
pay respect to all Indigenous people in this
region, from all nations across Canada, who call
Ottawa home. We acknowledge the traditional
knowledge keepers, both young and old. And we
honour their courageous leaders: past, present,
and future.



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A MESSAGE FROM THE DEAN

The Telfer School of Management is one of only 2 business schools in Canada and in the top 1% of business schools in the world to have achieved the triple crown of accreditations (AACSB, AMBA, EQUIS).

International business school accreditations not only ensure that students are receiving a top quality education, but also provides great research opportunities, and allows for global recognition.

In the Fall of 2020, the Telfer School of Management also joined over 800 leading business schools from around the world who are committed to building a more sustainable future by implementing **The Principles for Responsible Management Education's (PRME)** Six Principles and striving to achieve the Sustainable Development Goals (SDGs).

While we have just begun our PRME journey, our foundation is strong. Telfer's proud students and faculty have been working on sustainability and socially responsible initiatives for years.

As a PRME Signatory, Telfer is committed to investing

in our world's future and working towards a greener, healthier, happier and wealthier Canada. As part of our new Strategic Plan, we understand that sustainability is one of the core pillars upon which we can build better businesses and contribute more meaningfully to a better tomorrow.

We are also aware that the climate crisis transcends the capacity of any single discipline, and that multinational organizations are capable of significant global transformations, beyond border limitations that governments face. It is imperative that business schools leverage their knowledge and their networks to advance our understanding of global organizational interconnectedness and generate new, sustainable approaches to our economy.

I am proud of the work Telfer faculty, students and staff have engaged in so far, and I see countless opportunities for our school to continue to be a sustainability leader.

Leaving something behind that we can be proud of,



Stéphane Brutus, Dean of the Telfer School of Management



TELFER

PRME Principles for Responsible
Management Education
an initiative of the United Nations Global Compact



THE SUSTAINABLE DEVELOPMENT GOALS



A MESSAGE FROM THE GLOBALIZATION, GOVERNANCE AND SUSTAINABILITY RESEARCH GROUP

The Globalization, Governance and Sustainability (GGS) research group was established in 2018 to help co-ordinate and support the extraordinary efforts of Telfer faculty and staff working on research, teaching and outreach related to environmental, social and global governance issues. Since then, the team has mapped our work onto the UN Sustainable Development Goals (SDGs), signed the Principles of Responsible Management Education (PRME), and helped shape Telfer's vision for a **greener, healthier, happier and wealthier** Canada.

While these past three years have not been without their challenges – including a global pandemic, large scale riots, countless environmental disasters and even war, our work in the 'Greener' group continues. We have hired 9 new faculty whose research programs include a focus on social and/or environmental sustainability and we are extraordinarily proud of both the quantity and the quality of research our faculty has produced during this time. As documented in the tables within Principle 4, not only did our researchers publish in 80 peer-reviewed journal articles pertaining to the SDGs, but also were instrumental in securing over \$27.2 million in external grants to support this important work. And yet, these represent just a fraction of the **invaluable work** done by our colleagues across the School who dedicate their research time and efforts to building a healthier, happier and wealthier Canada.

We are also proud of the advances we have made to integrate sustainability, social responsibility and good governance more deliberately throughout our programs at all levels – undergraduate, professional and research based graduate programs. Most notably, we have introduced sustainability cases, simulations and service learning projects in multiple courses as well as launched new microcredit opportunities touching on various SDGs.

Lastly, as illustrated under Principle 6, we have engaged in a plethora of outreach activities supporting our 'greener' vision including conferences, masterclasses and other alumni events. In preparing this - our first SIP report - we are amazed at how much we have been able to achieve during such a challenging time in world history. And we are lucky to do so on one of the greenest campuses in Canada.

As Telfer launches into its new Strategic Plan, we are excited about the direction the School is taking in support of sustainability and social responsibility. Our GGS research group is no longer solely responsible for co-ordinating and supporting all this meaningful activity at Telfer – rather, our greener, healthier, happier and wealthier ambitions are shared across the school. We appreciate the opportunity to celebrate our achievements over the last 3 years and hope you find this report as inspirational as we do.

GGS Research Group Co-Leads



O'Sullivan, Sharon
Full Professor

A handwritten signature in black ink.



Mazutis, Daina
Associate Professor,
Endowed Professor of
Ethics, Responsibility
and Sustainability

A handwritten signature in black ink.



Schillo, Sandra
Associate Professor

A handwritten signature in black ink.



Himick, Darlene
Associate Professor

A handwritten signature in black ink.

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 TELFER SCHOOL OF MANAGEMENT AND THE PRME

History

In 2016, the Telfer School of Management engaged in a benchmarking exercise, comparing the environmental and social sustainability related activities of Canadian business schools. Despite having achieved an impressive research record in this domain, the results of the study indicated that, at the time, Telfer did not even break it into the top 10 Canadian business schools when it came to integrating sustainability within the curriculum. We also fell behind our peers in fostering a sustainability mindset through research centers or student engagement opportunities. As a result, we recognized there were many improvements to be made. As detailed throughout this report, we then embarked on a concerted and concentrated effort to incorporate sustainability more deliberately across our research, teaching and outreach activities.

The area of sustainability is cross-disciplinary in nature and has been the subject of many studies by our Telfer colleagues in the fields of Accounting, Finance, Management, Entrepreneurship, International Business, Marketing, OB, and Strategy. However, at that time, many of Telfer's faculty had been working in silos, not sharing what we have learned, and therefore not leveraging our efforts to their fullest. We recognized that a systemic focus on responsible business practices in a global context was a core requirement of key accreditation bodies and would more powerfully support the Telfer school mission to "To empower

current and future societal leaders with the knowledge and tools to influence smarter decisions about policy and practice to create a better Canada."

In the fall of 2018, a group of 22 Telfer professors joined together to establish the Globalization, Governance, and Sustainability research group, united by a common interest to tackle global sustainability issues, broadly construed. The GGS team adopted the Brundtland definition of sustainable development to guide their work; that is, that businesses should operate in such a way that they are "meeting the needs of the present generation without compromising the ability of future generations to meet their own needs" (Brundtland Report, page 36).

As detailed throughout these pages, the GGS team and other like-minded colleagues then embarked on multiple initiatives, including a three-year strategy designed to: 1) establish a platform for new, interdisciplinary collaborative partnerships on GGS themes related to the UN SDGs, 2) intensify research, teaching and outreach activity within the School and 3) institutionalize sustainability within Telfer in such a way as to demonstrate GGS and SDG leadership, expertise and knowledge exchange in Canada. This strategic plan included becoming PRME signatories, which the Telfer School of Management did in the Fall of 2020.



Subsequently, in 2021, Telfer established four interrelated pillars of a new strategic vision: A greener, healthier, happier, and wealthier Canada for all. The figure on the next page (Figure 1) maps how the UN SDGs map on to these new pillars, as well as indicates how many of our GGS faculty members research corresponds to each pillar (many of them work on multiple SDGs). While this figure demonstrates an correlation with the greener and wealthier pillars, it represents the work of only a subset of Telfer faculty; many of our esteemed colleagues are contributing in equally meaningful ways to research, teaching and outreach focused on creating a healthier and happier Canada. In this report, however, we will focus primarily on the work of the GGS group as we see it as our responsibility to spearhead and steward the 'greener' pillar of our new strategic plan.



FIGURE 1 - TELFER'S NEW STRATEGIC VISION THROUGH THE LENS OF THE UN SDGS



Globalization, Governance and Sustainability at Telfer

When the Globalization, Governance and Sustainability research group was established in 2018, the faculty involved agreed to the following vision and mission statements to guide their work:

Our Vision. To create and broker new knowledge in pursuit of responsible global governance that sustains both life and economies.

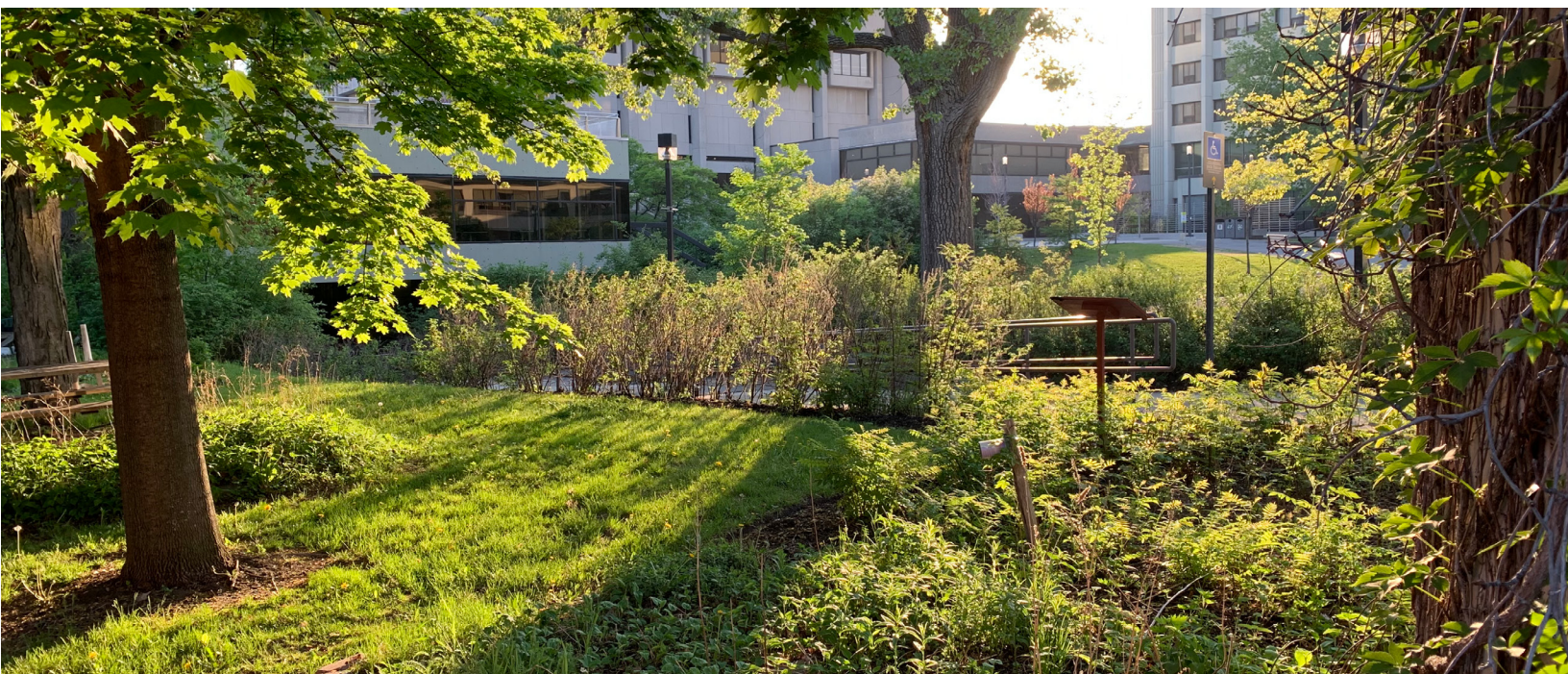
Our Mission. Our mission is to inform global governance practices in a way that effectively balances economic performance with social and environmental imperatives (while also signalling this balance via effective internal and external communications). We aim to do this primarily via a coordinated set of strategic research initiatives, and through outreach and teaching activities that target managers and organizations (in the broader community), as well as the future managers and educators (members of our student body).

While this remains our group's vision and mission, we are working towards creating a Telfer-wide policy related to sustainability as part of [our commitment to a "greener" Canada](#) and to institutionalize our PRME involvement. Our ambition in the next two years is to draft and ratify a Telfer-specific sustainability policy along the following lines:

As part of our commitment to business for a better Canada, the Telfer School of Management acknowledges that human activity, largely through business operations, has contributed to the unstable climate change threats we see today. Accordingly, in the interest of our collective future, Telfer has committed to

- Equip students to create innovative practices to reduce emissions and address climate change (educational component)
- Advance research that will help to accelerate the transition to a sustainable economy (research component)
- Collaborate with the business sector, public sector, and non-profit groups and organizations both within the university of Ottawa and beyond to create a mutually informative nexus for knowledge exchange (outreach / living lab component)
- Reflect these values in our own organizational operations ie: footprint reduction (organizational component)

Furthermore, we commit to reporting on our progress with each of these sustainability initiatives.



Our People

Initially, the PRME was solely the initiative of the GGS group and their co-leadership team, which included **Dr. Sharon O'Sullivan** and **Dr. Daina Mazutis** and has since grown to include **Dr. R. Sandra Schillo** and **Dr. Darlene Himick**. When the PRME became a school-wide endeavour in 2021, a central staff person from the Dean's office was assigned to help oversee the PRME initiatives, and additional staff people have been engaged to collect data from their respective domains. The core members, and the wider circle of supporting staff, are described below. This group works to ensure that responsible management principles are taught and shared across academic programs, incorporated into alumni activities, and put forward to improve the sustainability of our management school.

Faculty:



Ali, Akyol
Associate Professor



Ben Amar, Walid
Full Professor, PhD
Program Director



Chamberlin, Tyler
Associate Professor



Chelli, Mohamed
Associate Professor



Chkir, Imed
Full Professor



**Corner, Alexander
James**
Assistant Professor



Donia, Magda
Associate Professor



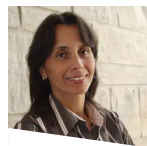
Durocher, Sylvain
Full Professor



Dutta, Shantanu
Full Professor, Telfer
Fellow in Global
Finance, Vice-Dean
(Research)



Hajmohammad, Sara
Associate Professor



**Hamzaoui Essoussi,
Leila**
Associate Professor



Himick, Darlene
Associate Professor



Kouamé, Saouré
Associate Professor



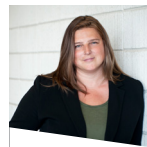
Large, David
Assistant Professor



Li, Tiemei (Sarah)
Associate Professor



Marques, José Carlos
Associate Professor



Mazutis, Daina
Associate Professor,
Endowed Professor of
Ethics, Responsibility
and Sustainability



Mulvey, Michael
Assistant Professor



Nitani, Miwako
Associate Professor



O'Sullivan, Sharon
Full Professor



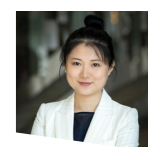
Riaz, Suhaib
Associate Professor,
Interim Section
Coordinator for the
Management Section



Saadi, Samir
Full Professor, Ian
Telfer Fellow in
Behavioural Finance



Schillo, R. Sandra
Associate Professor



Yao, Yao
Assistant Professor







































Support Staff:

The PRME project is also currently supported by the following administrative staff members :

- **Matt Archibald** - Director, Student Services Centre
- **David Delcorde** - Director, Undergraduate Programs
- **Dana Hyde** - Visiting Professor
- **Rania Nasrallah-Massaad** - Research Advisor

- **Isabelle Paquet** - Quality Assurance Manager
- **Professor Umar Ruhi** - Vice-Dean, Undergraduate Programs

We are also excited and privileged to have hired multiple faculty members in the last three years to fill our research and teaching focused needs including the following.

Professor	Areas of research	Research Interests	UN SDGs
 Myriam Brouard Assistant Professor	Marketing	Diversity, Equity, and Inclusion Throughout all Business Functions. The Intersections of Technology, Consumer Research, and Marginalized Populations	   
 Ramzi Fathallah Assistant Professor	Strategy	Entrepreneurship, Family Business and International Business; War and Displacement	 
 Tommaso Ferretti Lecturer	Management	How Emerging Market Suppliers Operating in Global Value Chains Contribute to Achieving the Sustainable Development Goals	 
 Charlotte Karam Associate Professor, Endowed Professorship in Gender and Inclusive Systems	Organizational Behaviour and Human Resources	Inclusive HR Systems, Business Ethics, Public Policy, and Feminist Praxis	    
 Argiro Kliamenakis Assistant Professor	Marketing	How Consumers Can be Encouraged to Make More Socially Responsible Consumption Decisions and Identifying Ways to Encourage Socially Responsible Marketing Practice	
 Fabio Moneta Associate Professor, Royal Bank of Canada Fellow of Finance	Finance	Responsible Wealth Creation and Management; Investments, Institutional Investors, Trading Behavior, Mutual Fund Performance, and Empirical Asset Pricing	 
 Ana Maria Peredo Full Professor, Canada Research Chair Tier 1 in Social and Inclusive Entrepreneurship	Management	Alternative Organizations and Solidarity Economies, Indigenous Economies and Decolonization, and Social Movements	         
 Madeline Toubiana Associate Professor, Desmarais Chair in Entrepreneurship	Strategy	How Marginalized and/or Stigmatized Actors can be Better included in Change Processes, and What Might Support Them in Doing so	 
 Qian Zhang Lecturer	Organizational Behaviour and Human Resources	Investigating the Sustainability of Organizations Brought by Incorporating Social Resource Management, Digital Transformation, and Green Corporate Policy into Human Resource Management	

Globalization, Governance and Sustainability Strategic Priorities

Since signing onto the PRME, the specific short-term goals of the Globalization, Governance and Sustainability research group were refined and categorized into the following 4 priorities: Establishing an interdisciplinary collaboration platform for research, leveraging this platform for teaching, leveraging this platform for outreach, and scaling-up the preceding three priorities by intensifying the institutionalization of these initiatives. We now describe these priorities briefly, as they were established in 2019, while also indicating the section of this report in which further details about our progress on each priority can be found.

1. ESTABLISH AN INTERDISCIPLINARY COLLABORATION PLATFORM FOR RESEARCH:

We planned to establish new, interdisciplinary partnerships among Telfer faculty by identifying our common areas of expertise and research/teaching/ outreach interests in relation to the sustainable development goals (and, in particular, in relation to Canada’s priorities for SDG attainment). As an academic institution that relies heavily on funding from the [Social Sciences and Humanities Research Council of Canada](#) (SSHRC), we strived to ensure that our sustainability research objectives were aligned not only with the SDGs, but also with SSHRC’s priorities.

As a guide, we noted SSHRC’s priority research areas in 2018 and how these aligned with Telfer’s interdisciplinary research teams and the UN SDGs as listed in the following table.

SSHRC Research Priority (2018)	Interdisciplinary Research Teams at Telfer	UN SDGs
Living within the Earth’s Carrying Capacity	Globalization, Governance and Sustainability	     
Shifting Dynamics of Privilege and Marginalization	Globalization, Governance and Sustainability	   
Envisioning Governance Systems that Work	Globalization, Governance and Sustainability Centre for a Responsible Wealth Transition	   
Global Health and Wellness in the 21st Century	Thriving Organizations Research Collective The Learning Health Systems Modeling Lab	  



Cognizant of these SSHRC objectives (which overlap with many SDGs), we progressed from attempts to map our research expertise solely according to the SDGs, to mapping of our expertise along a SSHRC-based SDG-oriented continuum (i.e., ranging from environmental impact, which corresponds to SSHRC’s “alignment with earth’s carrying capacity” to social impact, which corresponds to SSHRC’s “shifting dynamics of privilege and marginalization”). Simultaneously, as indicated by **Figure 2**, we addressed SSHRC’s governance priorities and SDG #17 (strengthening inter-organizational relationships for the goals) by depicting our research projects along a vertical axis as well, based on different degrees of sustainability acceleration (i.e., envisioning the scaling-up of impactful governance solutions at multiple levels: intra-organizational, intra-economy, inter-organizational). The Principle 4 section of this report provides great detail of how far we have advanced in terms of fulfilling these research objectives.

2. LEVERAGE OUR INTERDISCIPLINARY EXPERT PLATFORM FOR TEACHING:

Another priority was to apply our sustainability related expertise to teaching in relation to the sustainable development goals. This included curriculum changes such as incorporation of our sustainability-related values into multiple programs offered by Telfer, via the integration of pertinent subject matter expertise, and the experiential learning methods used to inculcate that knowledge, both within the classroom context (e.g., guest speakers) and beyond (See Principle 3 and 6 of this report).

3. LEVERAGE OUR INTERDISCIPLINARY EXPERT PLATFORM FOR OUTREACH:

Given the importance of sustainability to academics, practitioners and policy makers, the GGS group also sought to promote collaboration (knowledge sharing partnerships on related sustainability topics) between Telfer and various internal/external entities. Our progress in engaging with such groups is described in Principles 5 & 6 of this report.

4. INTENSIFY BY INSTITUTIONALIZING:

Our fourth, but equally important priority was to scale-up our three-pronged approach to responsible management education (research, teaching, and outreach activity) via a “living lab” approach. A living lab is a promising structure whereby each of these three activities mutually reinforced the success of the other two activities. The living lab approach has served as our paradigm for how we aim to contribute to the sustainable and harmonious future which we seek. As detailed in the concluding section of this report, we hope to eventually formalize this approach within the Telfer School of Management by institutionalizing our living lab approach into a research, teaching and outreach center that is fully aligned with the sustainability operations of the University of Ottawa in general.

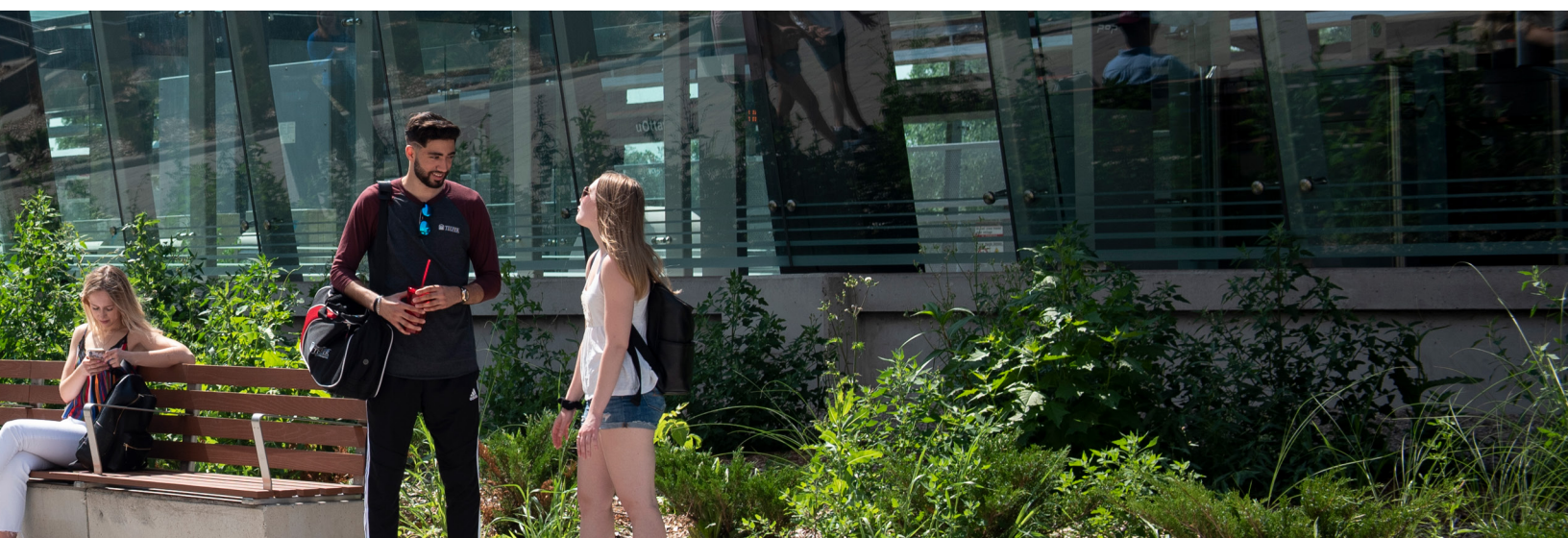
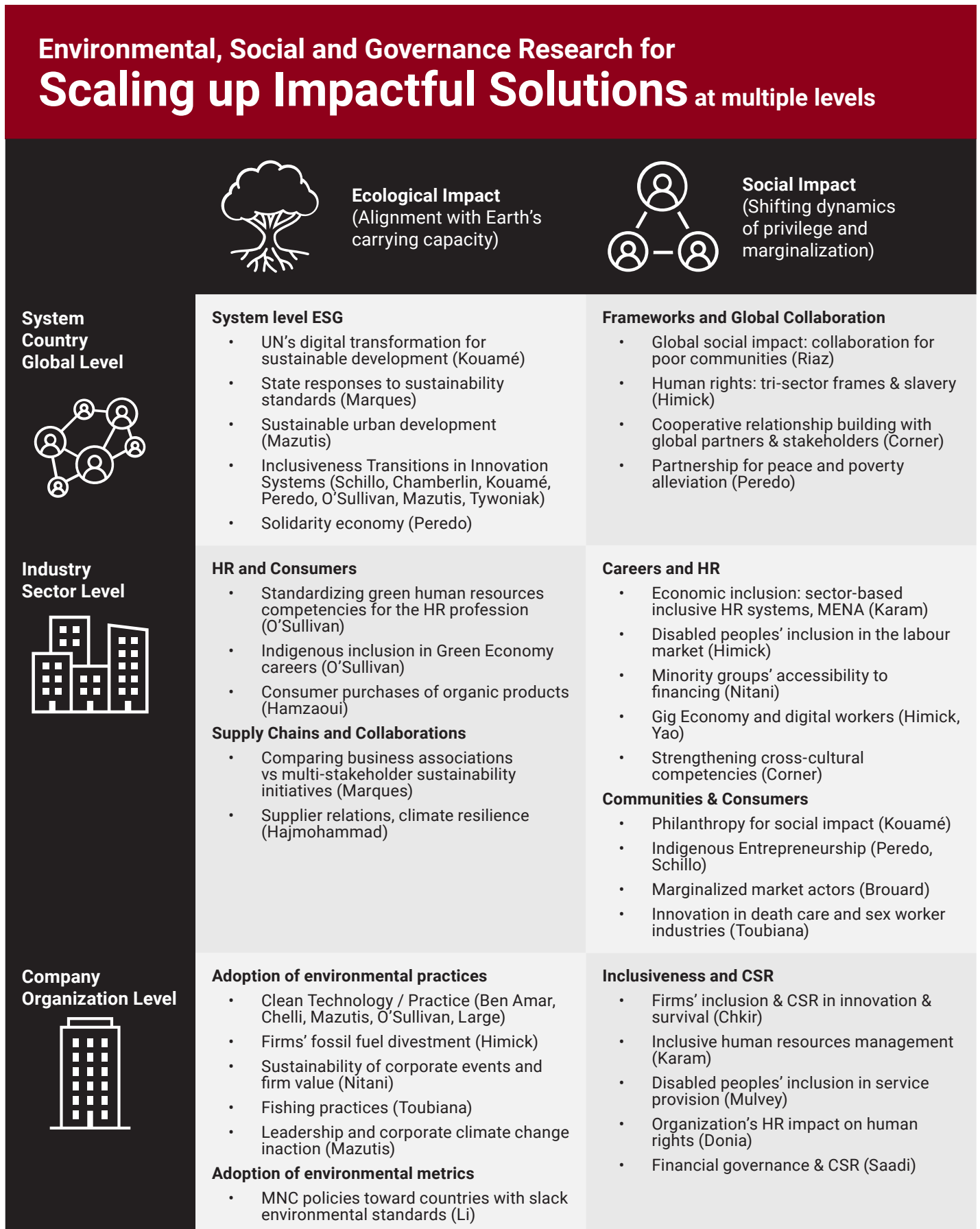


FIGURE 2 - SCALING UP IMPACTFUL SOLUTIONS



Exploring the SDGs and PRME at Telfer

Guided by Principle 1, the formation of our GGS research group has strengthened our shared familiarity with the language, literature, and data of sustainability across management sub-disciplines.

Since forming the GGS research group in 2019 and becoming PRME signatories in 2020, we have held over 25 SDG related brown bag seminars, workshops and other research presentations that have educated faculty colleagues, students and staff not only on the six PRME principles, but also on the grand challenges invoked by the SDGs in general. These internal educational opportunities included the following:

SDG related learning activities at Telfer

Month	Topic	Speakers
2019		
Sept.	New Faculty Seminar Series: The One Crisis – that won't go away: Understanding interconnected grand challenges through an organizational lens	Suhaib Riaz
Nov.	New Faculty Seminar Series: Managing Supplier Sustainability Risk	Sara Hajmohammad
Nov.	GGS ASI/uOttawa eHub Difference Makers: Social Entrepreneurship Workshop	Natalie Slawinski (Memorial); Jac Van Beek (StreetSmart Living); Sarah Abood (CEO, co-founder of Thawrih) & Richard Plummer (Executive Director, Causeway Work Center)
Dec.	SDGs and Strategic Priorities	Sharon O'Sullivan, Daina Mazutis
2020		
Jan.	SDG 9: Industry, Innovation and Infrastructure	Sandra Schillo, David Wright
Feb.	SDG 10: Reduced Inequalities	Suhaib Riaz, Sharon O'Sullivan
March	GGS Research Priorities	Sharon O'Sullivan, Daina Mazutis
June	GGS Partnerships	Mike Moffatt, Senior Director of Policy and Innovation, Smart Prosperity Institute
Sept.	GGSs, SDGs, and the PRME	Sharon O'Sullivan, Daina Mazutis
Nov.	TRSS: Stand for Nothing, Fall for Anything? Stakeholder Strategy Evenhandedness and Stakeholder Discontent	Brent McKnight (McMaster)
Dec.	PRME in the Curriculum	Sharon O'Sullivan, Daina Mazutis
2021		
Jan.	PRME: Inspiration from External Experts	Dr. Alfred Rosenbloom (Brennan School of Business, Dominican University) and Dr Basma Majerbi (Gustavson School of Business, University of Victoria)
Jan.	CPA-AGRC Distinguished Speaker Series/TRSS: On the Determinants of the Likelihood and Extent of Listed US Firms' Disclosures on Climate Change Risk	Andrew Stark (Manchester University)

Month	Topic	Speakers
Jan.	TRSS: Management Studies in Crisis: Fraud, Misconduct and Meaningless Research	Dennis Tourish (University of Sussex)
Feb.	TRSS & Father Edgar Thivierge Distinguished Speaker Series: How Milton Friedman Read his Adam Smith: the Liberal Suspicion of Business and the Critique of Corporate Social Responsibility	David Chan Smith (Wilfred Laurier University)
May	The (not just) Finance Lab: Exploring Available ESG Data and Databases	Danielle Michaud, Manager, Finance Lab
May	Community Service Learning Roadshow	Daina Mazutis, Alexandra Baril (uOttawa Center for Community Engagement)
June	PRME Principles Progress Report	Sharon O'Sullivan, Daina Mazutis
Nov.	TRSS: CSR and Firm Survival: Evidence From the Climate and Pandemic Crises	Thomas J. Chemmanur (Carroll School of Management, Boston College)
2022		
Dec.	Growing a Sustainability Centre - Lessons form the UN Research Institute for Social Development	José Carlos Marques
Jan.	GGs ASI Research Café: Meet the Editor	Domenico Dentoni, Montpellier Business School, Editor of Business & Society Journal
Feb.	New Faculty Seminar Series: From Research Idea to Center: Building a Trajectory of Research with Social Impact	Charlotte Karam
Feb.	CPA-AGRC Distinguished Speaker Series/TRSS: A Governance Approach to Social Media Engagement in Social Enterprises	Giovanna Michelon (University of Bristol)
Feb.	Local OBHR and Friends Research Incubator Series - Beyond Listening: Revelation and Divination via Social Media Conversations	Michael Mulvey
March	GGs ASI Research Café/TRSS: Taming Corporate Power in the 21st Century	Jerry Davis (University of Michigan)
March	New Faculty Seminar Series: Making the invisible-visible: Reconceptualizing Entrepreneurship as a Space for Hope	Ana Maria Peredo
April - Aug.	GGs ASI Weekly Coffee Chats	Sandra Schillo
April	TRSS: Between the Waves: Between Recycling and Sustainability	Michael Lounsbury (University of Alberta)
April	Perogies for Peace	Sharon O'Sullivan (lead)

The GGS team also created an email newsletter, sent out twice a year since 2019, to Telfer professors and students, as well as relevant allied academic units (e.g.: Institute of the Environment). This newsletter – which has since been transformed into an MS Teams group – is a place where members can engage more easily and frequently to share information on calls for

papers, sustainability-relevant academic conferences, recently published grey literature, and other relevant information. We also aim to integrate an up-to-date feed on our sustainability group website to develop and maintain our internal awareness of upcoming sustainability-related conferences and events.

OUR SUCCESS IN NUMBERS

RESEARCH

13+

book chapters

85+

conference presentations

\$27.2M+

external grant funding

28+

graduate students

80+

peer-reviewed publications

\$140K+

internal grant funding

TEACHING

3+

new SDG simulations

12+

case competition

60+

community partners

6+

revamped courses

90+

CSL projects

15+

guest speakers

3+

new courses

3+

microcredit certificates

OUTREACH

45+

unique partnerships

29 +

knowledge sharing events

6+

student clubs

10+

events
(conferences, workshops, forums)

12+

student events

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 UNGC.



OUR VISION

Everyone who joins the Telfer School of Management is immediately engaged in the results-oriented business of building a better Canada. Our actions are focused on a greener, healthier, wealthier, and happier Canada, as mentioned in Principle 1. To support this vision of a better Canada, we have defined our new vision in our [2025 Strategic Plan](#) as:

A **greener**, **healthier**, **happier**, **wealthier** and more prosperous Canada for all.

Telfer unlocks knowledge in a bilingual environment for the betterment of all our communities.

OUR VALUES

Toward this end, we follow our Telfer values of:

- Innovative
- Experiential
- Collaborative
- Inclusive
- Diverse
- Supportive
- Sustainable
- Respectful
- Community-minded
- Accountable

Examples of how we are living our values can be found throughout this report.

STRATEGIC GOALS

As part of our 2025 Strategic Plan, we have set five institutional goals in pursuit of a better Canada:

1. Maintain our reputation for fostering excellence in management research and education in line with our vision and our four pillars.
2. Become one of the top 5 research-based faculties of business in Canada.
3. Provide the richest possible learning experience.
4. Operate as a healthy, happy, green and prosperous organization.
5. Matter to the communities that we serve.





BETTER TOGETHER

Our 2025 Strategic Plan reflects our collective commitment to being:

Ambitious – setting our sights firmly on becoming one of the best business schools in Canada.

Aligned – in our pursuit of a Better Canada and a greener, healthier, happier and wealthier, more prosperous nation for all.

Agile – staying focused on what matters in a turbulent world, despite the many changes in our environment, while supporting our people along the way.

Accountable – tracking our progress and being accountable to the communities we serve.

From teaching to research, to policy advice and community service, Telfer is committed to unlocking knowledge for a better Canada, disseminating expertise in our portfolio of programs, and enriching the experience of our community.



PRINCIPLE 3: METHOD

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



THE PRME IN TELFER PROGRAM

The Telfer School of Management is proud to provide a well-rounded business education that supports our vision of a Better Canada. Every year of study in our programme has courses that include sustainability themes. Notably, 31% of our undergraduate and 34% of our graduate MBA program courses touch upon at least 1 SDG. In our last survey conducted in 2018-19, 77% of fourth year students indicated the School was above average at developing social consciousness and 81% indicated the School was above average in raising standards of ethics and integrity.

Bachelor of Commerce

Currently, Telfer's undergraduate program has 7 learning goals; the introduction of an additional learning goal aligned with some components of PRME will be explored in the next few years. In the interim, our current priority is to embed PRME in our program across options and years and incorporate the SDGs into the overall student experience. A few notable courses that touch on the SDGs in our [Bachelor of Commerce](#) Courses include:

International Training and Development for Sustainability (ADM4338). Professor Sharon O'Sullivan is undertaking a collaboration with the University of Ottawa Student Union to create sustainability 101 training for the 14 services in the union. This project involves 14 students working in tandem with the services to create custom training modules about how to apply SDG concepts in the operations of the services. The services include the Food Bank, the Pride Center, the Womxn's Resource Centre, and others.

Social Entrepreneurship (ADM3315) was first developed in 2019 & 2020 by Professors Stephen Daze and Part-time Professors Kathleen Kemp and later piloted with Professor Sandra Schillo in one section (out of seven) in the New Venture Creation course (ADM3313). Given its popularity, the course was launched as a stand-alone offering in the Fall of 2022 and covers all aspects of social entrepreneurship: from ideation, to social business modeling and validation; including the feasibility study and planning process: needs assessment, market evaluation, and the marketing plan, physical, human resources, organizational and financial planning; and social and environmental impact evaluation. The course includes student projects that are designed to move an actual social enterprise concept through the process from idea to plan, including crafting a social business or project idea and building a social business model.

Applied Research in Management (ADM 3998) with Professor Umar Ruhi undertook a research project with a grant from Canadian Heritage in Fall 2021. Five commerce students focused on digital disinformation, producing a report for the organization including tools necessary to better equip Canadians in the face of disinformation and other related online threats to our country's democracy and social cohesion.

Leadership, Strategy & Sustainability (ADM4317/4717) with Professor Daina Mazutis and instructors Pouya Safi and Dorra Jlouli, is the capstone course for the management concentration that challenges students to explore what kind of leaders they want to become and what kind of organizations they want to lead.

Through a combination of case studies on sustainable enterprises, guest lectures from sustainability consultants, hot topic presentations and an in-depth sustainability community service learning consulting activity (see p. 27), graduating students are exposed to a broad range of strategy tools and frameworks that can be readily applied in any business context.

In Part-time Prof. Jlouli's class, students also run a project named 3R-V every year where they practice reducing, reusing, recycling and valuing their waste to reduce their ecological footprint, encouraging people around them (family members, colleagues, classmates etc.) to do the same. Students assess their contribution (quantitative and qualitative) and compare their footprint before and after implementing ecofriendly activities while also taking note of the economic benefits (e.g., reduced heating bills, fuel expenditures, etc.). By engaging in the 3R-V project, students realize that they have a leadership role to play in the Canadian action plan to reduce greenhouse gas emissions.

Strategic Management in Developing and Emerging Economies (ADM4319) with Professor José Carlos Marques emphasizes the interconnection between business growth and equitable development. Poverty, inequality, technological and institutional gaps remain significant hurdles to competitive performance, economic development and global business integration; the strategies, policies, organizational and institutional changes required to address these challenges are examined. Development issues and approaches are considered from multiple perspectives, particularly those of managers and policymakers, and how these relate to the SDGs.

Finance, Ethics and Social Responsibility (ADM 4355) with Part-time [Professor Pouya Safi](#) explores ethical issues specific to the financial sector, ethical decision making, societal impact of finance decisions,

impact of responsible investing, and links among corporate governance, reporting practices and socially responsible behavior. The final summative for the class is to act as Ethical/ESG Analysts that are exploring companies that they could invest in and provide a complete ESG report on their company. The goal is to provide a recommendation on their researched company not only from a financial perspective, but also how the company performs on their initiatives to consider their stakeholders and their impact on Environmental, Social and Governance concerns. They must not only assess their company individually and from a financial perspective, but how they compare to their competitors from an ESG perspective. With the movement towards major financial institutions and funds to only invest in companies with positive ESG impact, it encourages students to investigate non-financial impacts that could impact a companies ability to succeed both now and in the future.

"ETHICS, SUSTAINABILITY AND SOCIAL RESPONSIBILITY...ARE VITAL TO FINANCE AND TO INNOVATION. INNOVATION IS AS MUCH A PRODUCT OF EQUALITY OF OPPORTUNITY AS IT IS A FUNCTION OF TECHNOLOGICAL ACUMEN AND SCIENTIFIC EXCELLENCE. I BELIEVE CANADA CAN HAVE EXCELLENCE AND EQUALITY OF OPPORTUNITY, BUILDING ON OUR COUNTRY'S MULTICULTURAL FOUNDATION."

Pouya Safi, Part-time Professor



Graduate Professional Programs

In our [MBA program](#), an average of 60 students per year have the opportunity to choose from 4 concentrations for their intensive or professional diploma journey. In mandatory courses such as MBA5211, Corporate Governance and Ethics, students explore issues related to the purpose of the organization, the tragedy of the commons, building ethical cultures and sustainable supply chains. In the [Executive MBA program](#), Prof. Sara Hajmohammad introduced a new course on sustainable supply chains.

In 2022, Telfer underwent a full redesign process for the MBA that will, moving forward, include a new concentration in sustainable management, recognizing the importance of graduates being prepared to find sustainable solutions to our global issues.

ADX 6214: Sustainable Supply Chain Management:

In the last decade, there has been an increasing pressure on companies to become more sustainable and integrate social and environmental considerations in managing their supply chains. Governments around the world enforce new regulations that aim to lower the use of plastics, maximise the resource utilisation in production activities, and decrease carbon footprint along the products and services lifecycle in the next few decades. Activist groups vigorously target and publicly shame companies for the social and environmental misconducts along their supply chains. These developments have large implications for companies of all sizes and their supply chains. This course provides EMBA students with an understanding of the nature of global supply chains and the role that sustainability plays in their competitiveness. Specifically, the candidates examine how environmental and social sustainability perspectives can be incorporated into the design and management of four major supply chain elements, i.e. sourcing, operations, logistics, and integration.

ADX6420: Digital Marketing

The digital marketing course in the Executive Master in Business Administration (EMBA) Program was introduced in Winter 2022. Part-time Professor Jonathan Simon worked with a former alumnus of the program who had a non-profit that needed a digital marketing strategy. Women in Defense and Security (WiDs) was looking to increase membership and event attendance. The 6 groups of EMBA students worked to deliver a digital marketing strategy report and presentation to address their objectives. “Our EMBA Students have the most work experience of all our students and provided excellent analysis and solutions

for the client. Women in Defence Security (WiDs) was very grateful, and they were able to implement some of the solutions right away.” - Professor Jonathan Simon

Microcredit Certificates

[The Profession of Management Consulting Program \(PMCP\)](#) is a two-year development program for Telfer School of Management students interested in consulting, with 12 students being admitted per year. The first year of the program is focused on employer-led case competitions and workshops with topics relevant to today’s job market. ESG topics are addressed within the weekly sessions, enabling students to benefit from learning an ESG-oriented thinking framework to case analyses.

[The Capital Markets Program at Telfer](#) incorporates ESG analysis into their final stock evaluation pitches. This two-year development program for high performing Telfer School of Management students looking to learn more about the world of capital markets, has broadened its educational scope to include ESG analysis. This change has been made following job market demands for training on the topic. 25 CMP students, as well as 14 junior students (students interested in the program), have passed through the curriculum, in the last year and finished the program with ESG training. As well, a new ESG staff position has been established with the Telfer Capital Fund. This position, which has co-leads for the upcoming year, focuses on overseeing the ESG component for the Fund.

“WE ARE REVAMPING THE TELFER CAPITAL FUND INTO A PROGRAM FOR STUDENTS THAT CONSIDERS ENVIRONMENTAL, SOCIAL AND GOVERNANCE FACTORS AND FOCUSES ON INVESTING CAPITAL IN THE COMPANIES OF THE FUTURE, COMPANIES THAT WILL HELP WITH THE TRANSITION TO A LOWER CARBON ECONOMY.”

Sean Sirois, Senior Advisor at DNA Capital and Telfer alumnus

[Support for the National Indigenous Women Entrepreneurs' Ecosystem \(NIWEE\)](#) is launching in the Fall of 2022 to provide mentorship and training to Indigenous women aiming to start or grow their own business. The project is led by our partner Guy Dancause (IdeaConnector.net), and University of Ottawa professors (including Professor Sandra Schillo) and staff have co-designed the introductory experiential entrepreneurship course with Indigenous leaders. It interweaves both Indigenous and western world views and implements Indigenous ways of learning: See, Practice & Do. Participants work to find the right idea for them, to explore and validate it, and to learn the essentials for launching and running a business.

Graduate Research Programs: MSc, PhD

Telfer is home to a thriving graduate research program with over 130 students. While the MSc program does not yet have a standalone sustainability concentration (having partnered with the Institute for the Environment on a joint MSc in the past), there are nonetheless several courses within the curriculum that help further the SDGs. For example, Professor Mazutis runs an MSc seminar on Social Entrepreneurship and Innovation (MGT6112) where students explore the vital role that hybrid organizations play as change agents striving to create social and environmental value through entrepreneurship. Similarly, taught by Professors Darlene Himick and Walid Ben Amar, Telfer also offers an MSc course on sustainability accounting and control (see below). Our MSc students are also required to participate in at least six Telfer Research Seminar Series (TRSS) where external experts present cutting edge research, often in the field of sustainability (see Table 1 under Principle 1 for examples).

MGT 6127 - Sustainability Accounting and Control:

This MSc course provides an overview of relevant theories and empirical research in fields of sustainability accounting and control with an international focus, looking at the external communication of sustainability performance including sustainability reporting frameworks, sustainability discourse and disclosure, sustainability rating and assurance and the integration of sustainability issues into decision making processes. This master's course covers both conceptual and empirical research on the design of sustainability performance measurement and incentive systems, and the link between management control and sustainability strategy.

At the PhD level, the core course on the Theoretical Foundations of Management (MGT7102), taught by Professor Suhaib Riaz, examines core management theories in the context of emerging and sometimes conflicting theoretical paradigms such as rationale exchange process, sustainability, responsible management and need to balance environmental, economic and social outcomes. In 2020, PhD students enrolled in Accounting and Control (MGT 8102) with Professor Mohamed Chelli also had the chance to explore the qualitative stream of social and environmental accounting research in addition to more traditional accounting and control instruments in pursuit of good corporate governance. Most recently, as of 2022-2023, students enrolled in the brand-new Strategy & Organization specialization of the Telfer PhD program will also discuss management theories related to Grand Challenges such as climate change in two newly developed courses in Organizational Theory (MGT8117) and Strategy (MGT8116) created by Professors Madeline Toubiana, Evelyn Micelotta, Saouré Kouamé, Daina Mazutis and Jose-Carlos Marques.

“WE HAVE NOTICED A SIGNIFICANT INCREASE IN PHD APPLICANTS INTERESTED IN PURSUING THESIS TOPICS RELATED TO THE ROLE OF BUSINESS IN SOLVING SOME OF THE WORLD’S MOST PRESSING SOCIAL AND ENVIRONMENTAL ISSUES. TELFER FACULTY ARE UNIQUELY QUALIFIED TO SUPERVISE MEANINGFUL, IMPACTFUL RESEARCH IN THIS DOMAIN.”

Daina Mazutis, Endowed Professor of Ethics, Responsibility and Sustainability

COMMUNITY SERVICE LEARNING PARTNERS

THE CANADIAN TULIP FESTIVAL OTTAWA CARLETON ASSOCIATION
FOR PERSONS WITH DEVELOPMENTAL
ALLIANCE FRANCAISE OTTAWA DISABILITIES(OCAPDD)
VALÉRIE'S FLUTTER FOUNDATION FAMILY SERVICES OTTAWA KEBAOWEK FIRST NATION
CHEO FOUNDATION OTTAWA NETWORK FOR EDUCATION
(ONFE) JUNIOR ACHIEVEMENT
WINCHESTER HOSPITAL FOUNDATION
CODE YOUTH BOYS AND GIRLS EXCELLENCE SPORTIVE OUTAOUAIS
CLUB OF OTTAWA
SOCIAL HARVEST OTTAWA THE CANADIAN CENTRE
- RIDEAU-ROCKCLIFFE COMMUNITY FOR MENTAL HEALTH AND SPORT
RESOURCE CENTRE CREDDO STREET SMART LEARNING ENVIROCENTRE
CHILDREN'S AID FOUNDATION RIDEAU-ROCKCLIFFE COMMUNITY
VILLES ET RÉGIONS INNOVANTES, RESOURCE CENTRE (RRCRC)
RÉSEAU DE L'ÉCONOMIE CIRCULAIRE (VRIC)
ST. VINCENT DE PAUL STORES (OTTAWA) SOMALI CENTRE FOR FAMILY SERVICES
UOTTAWA OFFICE BOXING WITHOUT BARRIERS CARP RIDGE LEARNING CENTRE
OF CAMPUS SUSTAINABILITY ASSOCIATION DES COMMUNAUTES
FRANCOPHONES D'OTTAWA (ACFO)
GREATER AVALON COMMUNITY UOTTAWA OFFICE
ASSOCIATION (GACA) CHAMPLAIN DEMENTIA NETWORK OF CAMPUS SUSTAINABILITY
ISISTERS TECHNOLOGY MENTORING INC. EMILY MURPHY NON-PROFIT SMALL SCALE FOOD
UNITED WAY EAST ONTARIO HOUSING CORPORATION PROCESSOR ASSOCIATION
ENVIROCENTRE AMANO GROUP UOTTAWA EHUB NATURE CANADA
OTTAWA BIOSPHERE FOOD FOR THOUGHT NET CAFE
ECO CITY (OBEC) CANADIAN FOUNDATION FOR ANIMAL-ASSISTED
SUPPORT SERVICES (THE) ISISTERS TECHNOLOGY MENTORING INC.
ASSEMBLÉE DES GROUPES DE FEMMES SUSTAINABLE GOTTAGO CAMPAIGN
D'INTERVENTIONS RÉGIONALES (AGIR) ENTERPRISE ALLIANCE
CANADIAN INSTITUTE NANOCANADA FEDERATION OF CITIZENS'
FOR CONFLICT RESOLUTION (CICR) ASSOCIATIONS OF OTTAWA (FCA)
SHEPHERDS OF GOOD HOPE ANCESTRAL HOMES NETWORK CANADIAN FEDERATION
OF UNIVERSITY WOMEN JUST FOOD
UOTTAWA INFORMATION TECHNOLOGY ECOEQUITABLE CANADIAN SOCIETY FOR ORGANIC
UOTTAWA ENACTUS CLUB SOCIETY OF YOUNG URBAN LAND CARE (SOUL)
ACHIEVERS - SOYA
OPERATION COME HOME HEARTWOOD HOUSE OTTAWA REGIONAL CANCER FOUNDATION
AU COEUR DE LA VIE
OTTAWA ECO-TALENT NETWORK CARP RIDGE REGROUPEMENT DES CUISINES
SHEPHERDS OF GOOD HOPE LEARNING CENTRE COLLECTIVES DE GATINEAU
DES COLLINES SENIORS' ROUNDTABLE



BRINGING THE SDGS TO LIFE THROUGH EXPERIENTIAL LEARNING

Telfer students have a number of different opportunities to engage in experiential learning including community service learning projects (CSL), simulations, guest speakers and case competitions.

Community Service-Learning Projects

In the last three years alone, over 500 Telfer students have had the opportunity to engage in over 78 unique community-service-learning projects with 50 different community partners.

ADM4317: Leadership, Strategy & Sustainability

Since 2016, Professor Mazutis along with a team of dedicated Part-time Professors (Pouya Safi and Dorra Jlouli) and in partnership with the University's Center for Community Engagement, have stewarded over 400 students in the research, creation, and presentation of 80 unique consulting projects to more than 50 different community organizations providing the equivalent of over 10,000 community service hours. For example, in 2019, a team of Telfer undergraduate students were charged with creating a business plan for the uOttawa Office of Campus Sustainability's Free Store, including a detailed Social Return on Investment (SRI) analysis to explore how it could better serve the campus

and local community. Others student groups have explored new market opportunities for waste reduction, carbon mitigation strategies or plans to address food insecurity for a myriad of local non-profits. This course engages students with environmental and social projects in the community, emphasizing action and the opportunity for leadership development. Part-time Professor Jlouli [was recognized for her efforts](#) with the 2021 Community Engagement Award.

ADM 4396: Seminar on Leadership Development

In this course, Part-time Professor Matt Archibald has a particular focus on social equity, where 75% of the students will choose to engage the community as part of their deliverables for the course. In one case, students honed their leadership skills by teaching Grade 5 to Grade 8 students on the importance of entrepreneurship, financial literacy, or career planning. This initiative was launched with the help of a partnership between the Telfer School and the Ottawa Network for Education and one of its flagship programmes, Junior Achievement. Professor Archibald has been awarded the [2021 CSL award](#) for outstanding commitment to CSL, to which he noted: "Community Service Learning is a fantastic program offered by the University of Ottawa. It allows students to make a difference by applying what they learn in the classroom to community service projects, while providing our community partners with opportunities to work with top talent."

ADM6420: Digital Marketing

In 2021 and 2022, Part-time Professor Jonathan Simon's partnered with not-for-profit organizations (iSisters & the uOttawa Free Store) in his MBA digital marketing course. The students were split into teams and had to create a digital marketing strategy report and presentation. Adding digital marketing strategy is a huge shift for all organizations since the start of the pandemic, but even more so for not-for-profits who usually have fewer resources. Each team approached the multiple objectives differently and gave the organizations many solutions that they could implement through website improvements, social media, email marketing, search engine optimization (SEO) tools, and content marketing.

"I BELIEVE THAT YOU CAN'T LEARN DIGITAL MARKETING WITHOUT DOING DIGITAL MARKETING AND IF THE STUDENTS CAN HELP AN ORGANIZATION IN NEED AT THE SAME TIME, IT IS A WIN-WIN FOR EVERYONE. SOME STUDENTS HAVE EVEN GONE ON TO VOLUNTEER THEIR TIME AFTER THE COURSE WAS OVER TO HELP THE ORGANIZATION IMPLEMENT THE STRATEGIES."

Jonathan Simon, Part-time Professor

MBA5320: Strategic Market Management

In 2019 and 2020, Professor Michael Mulvey's MBA marketing course featured consulting projects where student teams worked with not-for-profit organizations to develop a research-informed marketing plan. The projects addressed such challenges as volunteerism, event planning and fundraising for organizations such as: The Canadian Tulip Festival, CHEO Foundation, Junior Achievers, Valérie's Flutter Foundation and Winchester Hospital Foundation and brand awareness and positioning strategies for: the Canadian Centre for Mental Health and Sport, Champlain Dementia Network, Children's Aid Foundation, Family Services Ottawa and Kebaowek First Nation. Reflecting on the power of community engagement, Professor Mulvey notes: "Perhaps the project's greatest "a-ha!" learning moment was when teams recognized that their clients could deliver value by helping donor/volunteer/sponsor organization achieve their ESG goals. As a result,

certain teams developed ESG performance indicators and infographics – going well beyond what I taught in the course."

Simulations

ADM4717: Leadership, stratégie et durabilité, MBA5636: Leadership basé sur les valeurs and MBA5611 : Gouvernance pour les gestionnaires responsables

Part-time Professor Dorra Jlouli's students in multiple courses have the memorable opportunity to engage in the "Climate Action: C-Road" role playing game where they take on the position of diplomats at an urgent UN climate summit. The objective of this simulation is to enable students to discover the climate system and its complexity by exploring the impact of good governance and national leadership on the planet's sustainability. Students deal with the dilemmas, challenges and the issues facing different world leaders while they are in the process to adapt a common consensus to reduce their emissions to reach the international climate targets.

ADM4717: Leadership, stratégie et durabilité

In the capstone management course, after playing the C-Road simulation, students learn how it's possible to reach these targets by playing the En-Road simulation. [The Climate Solutions Simulator](#) (En-ROADS) is another role playing game that allows students to explore the impact of roughly 30 policies—such as electrifying transport, pricing carbon, and improving agricultural practices—on hundreds of factors like energy prices, temperature, air quality, and sea level rise. Students develop a systemic vision of problem solving that takes into consideration in an integrative way the economic, environmental, equity and other challenges of the climate society. In so doing, students come to understand how major industrial sectors like energy supply, energy use, and land use affect climate change. Part-time Professor Jlouli commented on this conclusion: "I believe in the power of learning by action. The En-Roads simulation is an efficient interactive tool to engage my students by action to experience what we mean when talking about the interconnectivity in the "Climate system."

ADM4317/4717 (Leadership, Strategy & Sustainability) & MBA5211 (Corporate Governance and Ethics)

Students in Professors Daina Mazutis, Dorra Jlouli and Pouya Safi courses are exposed to systems thinking and sustainability through participating in the interactive online FishBanks simulation. In teams, students compete with each other in running a fishing operation with the explicit goal to maximize profits.

However, there are only a limited amount of fish in the oceans and it quickly becomes apparent that business as usual is unsustainable. The provocative simulation enables deep discussion around the role of business in perpetuating a tragedy of the commons in social and environmental systems, creating important dialogue about responsible business practices.

MBA5611 : Gouvernance pour les gestionnaires responsables

Students enrolled in this course with Dorra Jlouli also play the Conscious Capitalism Simulation where they are challenged to take into consideration the interest of all the firm's stakeholders while developing their business. Students go through the whole process of building a conscious business where they deal with ethical, environmental, and sustainability issues. They face multiple dilemmas where they must take the right decision to sustain their global performance.

Guest Speakers

Our program values providing students with multiple viewpoints. Various courses feature important guest speakers covering topics ranging from social entrepreneurship to sustainable urban development, indigenous entrepreneurship to local sustainability associations. Some of our most popular guest speakers in the last three years have included:

- Mike Gerbis, CEO of Delphi Group, a consultancy firm focused on sustainability
- Jonathan Westeinde, Founder and CEO, of Windmill Developments
- Dorra Djouli, CEO Green & Smart Alternatives
- Taylor Stanley & Ilana Lander, Riverside Natural Foods
- Annie Rouleau, CEO, Unscented Company
- Georges Emond, Founder of La Laiterie de l'Outaouais
- Alexander Morsink, Co-Founder & CEO, Equivesto
- Pierre Racicot, Co-Founder, Directeur général, Villes et Régions Innovantes, Réseau de l'économie circulaire
- Denis Bureau, Co-founder and President, ALVEOLI Cooperative
- Guy Viel, CEO, Centre de recherche sur les biotechnologies marines
- Jamie Morse, Indigenous educator at the National Gallery
- Hon. Jacques Saada, Politician and former cabinet minister
- Pierre Renaud Maire, Canton de Lochaber-Partie-Ouest
- Celine Bak, president, Analytica Advisors, which

published the economic report on the Canadian Cleantech sector

- Kathleen Kemp, uOttawa Entrepreneurship Hub manager
- Josée Poirier, General Director, Regroupement des cuisines collectives de Gatineau

Case Competitions

For 26 years now, students at the Telfer School of Management have been competing in [national and international case competitions](#) to advance their learning and to gain experience in different fields.

[The Annual MBA Diversity & Inclusion Case Competition](#) is Telfer's flagship case competition. The challenge, in partnership with Export Development Canada (EDC) and Deloitte, has been hosted at Telfer since 2015 and is the only competition of its kind in Canada, featuring nearly \$9,000 in prize money. For the last 6 years, Telfer has been committed to creating a competition - and stimulating a conversation - about Diversity and Inclusion.

For example, in 2021, the theme for the Case Competition was "[Systemic Anti-Black Racism in the Canadian Workplace](#)" where teams were challenged to come up with innovative ideas to tackle the inclusivity challenge at work. Teams vied to convince an expert panel of judges on the creativity, feasibility and pertinence of their solutions on how Canadian corporations can create an environment in which employees can thrive and reach the following targets: 3.5% of executive and board roles being held by Black leaders by 2025; and, at least 5% of new hires being from the Black community by 2025. The team from Simon Fraser's Beedie School of Business took the top prize.

Similarly, for 2022, the Telfer D&I Case Competition challenged participants to reimagine how business might better address wicked, global problems - for a more inclusive and equitable future. This competition not only pushes students in creativity and engagement but allows for a better appreciation of the diversity among Canada's workforce.

"The Telfer Diversity and Inclusion Case Competition was a great opportunity for applying strategic methodology and analytical frameworks to a real-life business scenario with profound social impact attached. It was both fun and challenging to solve a uniquely designed business problem working with a team in a short timeframe. It definitely helped improve my strategic thinking, problem-solving, and storytelling competencies that are critically important both in life

and at the workplace.” - Roxy Lu, 2021 Delegate

Telfer MBA Students also participate in case competitions throughout Canada such as the SFU Net Impact Sustainability Challenge in 2022 at The Beedie School of Business at Simon Fraser University (SFU) and the HEC Montreal CSR Challenge. Reflecting on the former opportunity, Telfer MBA student and 2021 delegate Jessica Suzanne Rollins remarked: “Participating in the SFU Sustainability Case Competition has been a highlight of my time at Telfer. From exploring companies that I otherwise would never have interacted with, to working with people I otherwise would not have had the opportunity to; from learning to cope with change under pressure to honing my oral presentation and advocacy skills – this case competition enabled me to test the concepts I was learning in both my MBA and JD programs in a hands-on, safe way while simultaneously pushing me to be creative and to make network connections.”

Similarly, [The HEC Montréal CSR Challenge](#) is a two-day bilingual Case Competition where participants focus on the problems and challenges of environmental sustainability and corporate social responsibility. In executing the case competition, HEC Montréal has pledged to engage in carbon-neutral, waste reduction, and eco-friendly practices. Reflecting on his experience, Telfer MBA Firas Anani remarked:

“COMPETING IN THE HEC MONTRÉAL CSR CASE COMPETITION WAS ONE OF THE BEST LEARNING EXPERIENCES IN MY MBA. THEIR FOCUS ON ENVIRONMENTAL SUSTAINABILITY AND CORPORATE SOCIAL RESPONSIBILITY INSPIRED MANY FUTURE LEADERS AND ME TO RETHINK THE ROLE BUSINESSES CAN PLAY IN CONTRIBUTING TO A BETTER, MORE SUSTAINABLE FUTURE. THE EXPERIENCE WAS FURTHER ENRICHED WHEN WE WERE RANDOMLY PLACED IN GROUPS FROM ALL OVER THE WORLD IN THE SECOND CASE. DEALING WITH THE CHALLENGE OF COMMUNICATING WITH A DIVERSE GROUP OF PEOPLE WHOM I HAVE NEVER MET BEFORE, COLLABORATING, AND CREATING A COMPELLING PRESENTATION, IN A FEW HOURS, WAS A HUMBLING EXPERIENCE. I HIGHLY RECOMMEND IT TO FUTURE STUDENTS AND HOPE TO BE ABLE TO PARTICIPATE AGAIN IN ANY CAPACITY.”

Firas Anani, 2021 Delegate



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 environmental and economic value.

4

CELEBRATING SDG RELATED RESEARCH AT TELFER FROM 2019-2022

We are extraordinarily proud of the research being conducted at Telfer on the social and environmental impact of business. As can be seen in Tables 4 and 5, the faculty associated with the GGS group, as well as other colleagues, have published more than 80 peer reviewed journals, 14 book chapters and presented at well over 85 academic conferences between 2019-2022. Our experts are also called upon to deliver practical research guides to industry partners such as Transport Canada and the UNHRC (Michael Mulvey) and the International Trade Center (Tommaso Ferretti), amongst others.




















Papers Published in Peer-Reviewed Journals

The more than 80 papers Telfer faculty published between 2019-2022 covered a broad range of topics related to the SDG from social responsibility in small businesses to the global refugee crisis and everything in between. The following table details these achievements and links these to relevant SDGs.



PAPERS PUBLISHED IN PEER-REVIEWED JOURNALS

Author(s)**	Title	Journal	SDG
2019			
Brieger, S., Francoeur, C., Welzel, C. and Ben Amar, W.	Empowering Women: The Role of Emancipative Forces in Board Gender Diversity	Journal of Business Ethics	
Ben Amar, W. , He, L., Li, T. and Magnan, M.	The Corrosive Effect of Offshore Financial Centers on Multinational Firms' Disclosure Strategy	European Accounting Review	
Kandakoglu, A., Frini, A. and Ben Amor, S.	Multi-Criteria Decision Making for Sustainable Development: A systematic Review	Journal of Multi-Criteria Decision Analysis	
Frini, A. and Ben Amor, S.	MUPOM: A Multi-Criteria Multi-Period Outranking Method for Decision-Making in Sustainable Development Context	Environmental Impact Assessment Review	
Dia, M. and Bozec, R.	Social Enterprises and the Performance Measurement Challenge: Could the DEA be the Solution?	Journal of Multi-Criteria Decision Analysis	
Chelli, M. , Durocher, S. and Fortin, A.	Substantive and Symbolic Strategies Sustaining the Environmentally Friendly Ideology: A Media-Sensitive Analysis of the Discourse of a Leading French Utility	Accounting, Auditing & Accountability Journal	
Boubaker, S., Chourou, L. , Haddar, M. and Hamza, T.	Does Employee Welfare Affect Corporate Debt Maturity?	European Management Journal	
Sassi, S., Saadi, S. , Boubaker, S. and Chourou, L.	External Governance and the Cost of Equity Financing	The Journal of Financial Research	
Donia, M.B.L. , Ronen, S., Tetrault Sirsly, C.A. and Bonaccio, S.	CSR by Any Other Name? The Differential Impact of Substantive and Symbolic CSR Attributions on Employee Outcomes	Journal of Business Ethics	
Himick, D. and Ruff, K.	Counter Accounts of Profit: Outrage to Action Through "Just" Calculation	Accounting, Auditing & Accountability Journal	
Boghossian, J. and Marques, J.C.	Saving the Canadian Fur Industry's Hide: Government's Strategic Use of Private Authority to Constrain Radical Activism	Organization Studies	
Marques, J.C.	Private Regulatory Capture Via Harmonization: An Analysis of Global Retailer Regulatory Intermediaries	Regulation and Governance	
Slawinski, N., Winsor, B., Mazutis, D. , Schouten, J. and Smith, W.K.	Managing the Paradoxes of Place to Foster Regeneration	Organization & Environment	
Mazutis, D. and Abolina, E.	The Five I Model of Sustainability Leadership: Lessons From the Zibi One Planet Living Sustainable Urban Development	Journal of Cleaner Production	

Author(s)**	Title	Journal	SDG
Nitani, M., Riding, A.L. and He, B.	On Equity Crowdfunding: Investor Rationality and Success Factors	Venture Capital: An International Journal of Entrepreneurial Finance	
Bhatt, B., Qureshi, I. and Riaz, S.	Social Entrepreneurship in Non-munificent Institutional Environments and Implications for Institutional Work: Insights from China	Journal of Business Ethics	  
Alhassan, E., Schillo, R.S. , Lemay, M.A. and Pries, F.	Research Outputs as Vehicles of Knowledge Exchange in a Quintuple Helix Context: The Case of Biofuels Research Outputs	Journal of the Knowledge Economy	   
Wright, D.J.	Closed Form Analytic Solution for Diffuse Irradiance on a Tilted Photovoltaic Collector	IEEE Journal of Photovoltaics	  
Al Garni, H.Z., Awasthi, A. and Wright, D.J.	Optimal Orientation Angles for Maximizing Energy Yield for Solar PV in Saudi Arabia	Renewable Energy	  
House, M. and Wright, D.J.	Using the Health Benefits of Electric Vehicles to Justify Charging Infrastructure Incentives	International Journal of Electric and Hybrid Vehicles	  
2020			
Ben Amar, W. , Ebondo Wa Mandzila, E. and McIlkenny, P.	Corporate Social Responsibility and the Readability of Listed Firms' Compensation Discussion and Analysis.	Recherches en Sciences de Gestion-Management Sciences-Ciencias de Gestión	 















Driving Industry-Wide Sustainability along the Supply Chain

When suppliers are involved in practices that damage the environment or society, change can occur when companies put pressure on a significant group of suppliers, instead of targeting suppliers individually. That said, the study indicates that only buyers with both resources and power to influence their suppliers can reduce or eliminate the risks associated with unsustainable practices at the industry level. Thus, smaller and less powerful or resourceful companies should join forces to act and pressure their suppliers to become more sustainable.

“NGOs, activist groups, and other prominent stakeholders may use the media and social media platforms to hold companies accountable for any sustainability issues that can be traced to their suppliers, and even call for boycotts and demonstrations.”- Professor Sara Hajmohammad

Hajmohammad, S. and Shevchenko, A. 2020. Mitigating sustainability risk in supplier populations: An agent-based simulation study. International Journal of Operations and Production Management



Author(s)**	Title	Journal	SDG
Ben Amor, S., Frini, A. and Reinhardt, G.	Preface: Multiple Criteria Decision Making for Sustainable Decisions	Annals of Operations Research	
Chkir, I., Gallali, M. and Toukabri, M.	Political Connections and Corporate Debt: Evidence from Two U.S. Election Campaigns	The Quarterly Review of Economics and Finance	
Chkir, I., Guesmi, K., Ben Brayek, A. and Naoui, K.	Modelling the Nonlinear Relationship Between Oil Prices, Stock Markets, and Exchange Rates in Oil-Exporting and Oil-importing Countries	Research in International Business and Finance	
Chourou, L.	Does Religiosity Matter to Value Relevance: Evidence from US Banking Firms	Journal of Business Ethics	
Chourou, L., He, L. and Zhong, L.	Does Religiosity Enhance the Quality of Management Earnings Forecasts?	Journal of Business Finance & Accounting	
Amin, A., Chourou, L. , Kamal, S., Malik, M. and Zhao, Y.	It's Who You Know That Counts: Board Connectedness and CSR Performance	Journal of Corporate Finance	 
Donia, M.B.L., Herencia-Carrasco, S., Seck, S., McCorquodale, R. and Ronen, S.	Lead Me by Example: The Theorized Relationship Between Organizational (Non)Compliance with the United Nations Guiding Principles on Human Rights and Desired Employee Workplace Outcomes	Sustainability	 
Bujaki, M.L. and Durocher, S.	Managing Legitimacy Following Loss of Human Life: Loblaw and Rana Plaza	Sustainability Accounting, Management and Policy Journal	 
Hajmohammad, S. and Shevchenko, A.	Mitigating Sustainability Risk in Supplier Populations: An Agent-Based Simulation Study	International Journal of Operations and Production Management	  

Greener Investment on the Rise

Darlene Himick's new research suggests that the fossil fuel divestment movement is questioning the notion of profit. Himick and her team are currently looking at how institutions follow through on their divestment commitments and how their funds are then diverted towards green technologies or companies.

"These activists are also adopting the language of finance, arguing that it is financially risky to continue to invest in this way. In doing so, fossil fuel divestment activists blend their non-financial backgrounds with financial concepts in creative and impactful ways." – Professor Darlene Himick



Author(s)**	Title	Journal	SDG
Mazutis, D. , Slawinski, N. and Palazzo, G.	A Time and Place for Sustainability: A Spatiotemporal Perspective on Organizational Sustainability Frame Development	Business and Society	 
Mulvey M. , Lever M. and Elliot S.	A Cross-national Comparison of Intra-Generational Variability in Social Media Sharing	Journal of Travel Research	 
Goethals, L., Barth, N., Hupin, D., Mulvey, M.S. , Roche, F., Gallopel-Morvan, K. and Bongue, B.	Social Marketing Interventions to Promote Physical Activity Among 60 Years and Older: A Systematic Review of the Literature	BMC Public Health	 
Rostamkalaei, A., Nitani, M. and Riding, A.L.	Borrower Discouragement: The Role of Informal Turndowns	Small Business Economics	
Nitani, M. , Riding, A.L. and Orser, B.	Self-employment, Gender, Financial Knowledge, and High-cost Borrowing	Journal of Small Business Management	
Riaz, S.	Rebuilding With Ethics: Engaging With Global Issues During the Covid-19 Crisis	Journal of Business Ethics	  
Fattahi, J., Wright, D.J. and Schriemer, H.	An Energy Internet DERMS Platform using a Multi-Level Stackelberg Game	Sustainable Cities and Society	  
Guidon, A. and Wright, D.J.	Analytical Approach to Quantitative Risk Assessment for Solar Power Projects	Renewable and Sustainable Energy Review	  
Wright, D.J. , Liu, L., Parvan, L., Majumdar, Z. and Giebink, N.C.	Economic Analysis of a Novel Design of Micro-Tracked CPV	Progress in Photovoltaics: Research and Applications	  
2021			
Maaloul, A., Zéghal, D., Ben Amar, W. and Mansour, S.	The Effect of Environmental, Social, and Governance (ESG) Performance and Disclosure on Cost of Debt: The Mediating Effect of Corporate Reputation	Corporate Reputation Review	 
Ben Amar, W. , Bujaki, M.L., McConomy, B.J. and McIlkenny, P.	Gendering Merit: How the Discourse of Merit in Diversity Disclosures Supports the Gendered Status Quo on Canadian Corporate Boards	Critical Perspectives on Accounting	  
Ben Amar, W. , Francoeur, C., Marsat, S. and Wahid Sijamic, A.	How Do Firms Achieve Corporate Social Performance? An Integrated Perspective	Corporate Social Responsibility and Environmental Management	
Bui, T., Chelli, M. and Houqe, N.	Climate Change Disclosure Ratings: The Ideological Play	Meditari Accountancy Research	 
Chkir, I. , El Haj Hassan, B., Rjiba, H. and Saadi, S.	Does Corporate Social Responsibility Influence Corporate Innovation? International Evidence	Emerging Markets Review	 
Boubakri, N., Chkir, I.E. , Saadi, S. and Zhu, H.	Does National Culture affect Corporate Innovation? International Evidence	Journal of Corporate Finance	

Author(s)**	Title	Journal	SDG
Chourou, L. , Purda, L. and Saadi, S.	Economic Policy Uncertainty and Analysts' Forecast Characteristics	Journal of Accounting and Public Policy	
Chourou, L. , Grira, J. and Saadi, S.	Does Empathy Matter in Corporate Social Responsibility? Evidence From Emerging Markets	Emerging Markets Review	
Corner, A.J. , Liu, L. , Bird, A.	Intercultural Competencies for Emerging Markets: A Contextualized Approach	International Business Review	
Branzei, O. and Fathallah, R.	The End of Resilience? Managing Vulnerability Through Temporal Resourcing and Resisting	Entrepreneurship Theory and Practice	
Taylor, K., Hajmohammad, S. and Vachon, S.	Activist Engagement and Industry-level Change: Adoption of New Practices by Observing Firms	Industrial Marketing Management	  
Hajmohammad, S. , Shevchenko, A. and Vachon, S.	Addressing Supplier Sustainability Misconducts: Response Strategies to Nonmarket Stakeholder Contentions	International Journal of Operations and Production Management	  
Bujaki, M., Himick, D. and Paquette, S.	Fostering the Mental Health of Accountants: Recent Initiatives and Research	ThinkTwenty20	 
Kouamé, S. , Hafsi, T., Oliver, D., and Langley, A.	Creating and Sustaining Stakeholder Emotional Resonance with Organizational Identity in Social Mission-Driven Organizations	Academy of Management Journal	
Marques, J.C. and Eberlein, B.	Grounding Transnational Business Governance: A Political-Strategic Perspective on Government Responses in the Global South	Regulation & Governance	 
Brown, T., Caruana, A., Mulvey, M.S. and Pitt, L.	Understanding the Emotions of those with a Gambling Disorder: Insights from Automated Text Analysis	Journal of Gambling Issues	 
Nitani, M. and Legendre, N.	Cooperative Lenders and the Performance of Small Business Loans	Journal of Banking & Finance	
Legendre, N., Nitani, M. and Riding, A.L.	Are Franchises Really More Viable? Evidence From Loan Defaults	Journal of Business Research	
Georgieva, V., Nitani, M. and Riding, A.L.	Budgeting and Gender: Employees and Self-Employed	Family & Consumer Sciences Research Journal	
Riaz, S. and Buchanan, S.	Elite Maintenance Work across the Covid-19 Crisis: A Critical View on Power and Language	Critical Perspectives on International Business	 
Persaud, A. , Schillo, R.S. and Wang, S.	Assessing Industry Differences in Marketing Innovation Using Multi-Level Modeling	Journal of Business & Industrial Marketing	
Ebrahimi, H.P. , Schillo, R.S. and Bronson, K.	Systematic Stakeholder Inclusion in Digital Agriculture: A Framework and Application to Canada	Sustainability	   

Author(s)**	Title	Journal	SDG
Schillo, R.S. and Ebrahimi, H.P.	Gender Dimensions of Digitalisation: a Comparison of Venture Capital Backed Start-ups Across Fields	Technology Analysis and Strategic Management	5 Gender Equality, 9 Industry, Innovation and Infrastructure, 12 Responsible Consumption and Production
Wright, D.J., Ashwell, J., Ashworth, J., Badruddin, S., Ghali, MR and Robertson-Gillis, C.	Impact of Tariff Structure on the Economics of Behind-the-Meter Solar Microgrids	Cleaner Engineering and Technology	7 Affordable and Clean Energy, 9 Industry, Innovation and Infrastructure, 11 Sustainable Cities and Communities
2022			
Ben Amar, W., Comyns, B. and Martinez, I.	The COVID-19 Pandemic: Opportunity or Challenge for Climate Change Risk Disclosure?	Accounting, Auditing & Accountability Journal	3 Good Health and Well-being, 12 Responsible Consumption and Production, 13 Climate Action
Ben Amar, W., Bujaki, M.L., McConomy, B.J. and McIlkenny, P.	Disclosure Transparency and Impression Management: A Textual Analysis of Board Gender Diversity Disclosures in Canada	Corporate Social Responsibility and Environmental Management	5 Gender Equality, 12 Responsible Consumption and Production, 16 Peace, Justice and Strong Institutions
Ben Amar, W., Gomes, M., Khursheed, H. and Marsat, S.	Climate Change Exposure and Internal Carbon Pricing Adoption	Business Strategy and the Environment	12 Responsible Consumption and Production, 13 Climate Action
Ben Amar, W., Chen, Q., Ding, S. and Quon, T.K.S.	The Impact of Accounting Information and its Quality on Government Funding to Nonprofit Organizations	VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations	11 Sustainable Cities and Communities

Does a Company's CSR Performance Depend Primarily on its Location?

Walid Ben Amar and colleagues looked at data from 1,272 companies operating in 20 countries to model the relative effects of each level and the direct and indirect impacts of government, company, and management levels on CSR performance. In terms of direct effects, the analysis showed that, not surprisingly, countries like Denmark or Sweden, whose institutional and legislative frameworks are more favourable to CSR, have the best social and environmental performance.

While the institutional context is particularly important, companies cannot ignore their own responsibilities. They have significant latitude with regard to improving their own CSR performance. As this research shows, the integration of CSR committees on boards of directors and the indexing of executive compensation through non-financial criteria help to promote social and environmental performance of companies.

Walid Ben-Amar (University of Ottawa), Claude Francoeur (HEC Montréal), Sylvain Marsat (Université Clermont Auvergne) and Aida Sijamic Wahid (University of Toronto), "How do firms achieve corporate social performance? An integrated perspective," 2021, Journal of Corporate Social Responsibility and Environmental Management.


























Author(s)**	Title	Journal	SDG
Ben Abdesslem, R., Chkir, I. and Dabbou, H.	Is Managerial Ability a Moderator? The Effect of Credit Risk and Liquidity Risk on the Likelihood of Bank Default	International Review of Financial Analysis	
Chkir, I. and Toukabri, M.	Do Politically Connected Firms Borrow Cheaply? Evidence From Two Post U.S. Election Campaigns	Applied Economics Letters	
Perez-Aleman, P. and Ferretti, T.	Creating Innovation Capabilities for Improving Global Health: Inventing Technology for Neglected Tropical Diseases in Brazil	Journal of International Business Policy	 
Martinez, D. and Himick, D.	Accounting in (direct) Action: Prefiguring Emancipation in Accounting Research	Critical Perspectives on Accounting	
Combs, J., Jaskiewicz, P. , Ravi, R. and Walls, J.	More Bang for Their Buck: Why (and when) Family Firms Better Leverage CSR	Journal of Management	
Creed, W.E.D., Gray, B., Hollerer, M.A., Karam, C.M. and Reay, T.	Organizing for Social and Institutional Change in Response to Disruption, Division and Displacement: Introduction to the Special Issue	Organization Studies	
Hitti, E., Hadid, D., Khoury, S.J., Tamim, H., Makki, M. and Karam, C.M.	Domestic Tethers: Gender Differences in Career Paths and Domestic Responsibilities of Top-Research Medical School Graduates	Frontiers in Education	 
Mazutis, D. , Hanly, K. and Eckardt, A.	Sustainability (in not) in the Boardroom: Evidence and Implications of Attentional Voids	Sustainability	 
Mazutis, D. and Sweet, L.	The Business of Accelerating Sustainable Urban Development: A Systematic Review and Synthesis	Journal of Cleaner Production	  
Lam J., Mulvey M.S. , and Robson K.	Looking Through the Glassdoor: The Stories that B2B Salespeople Tell	Industrial Marketing Management	 
Rostamkalaei, A., Nitani, M. and Riding, A.L.	Self-employment, Financial Knowledge, and Retirement Planning	Journal of Small Business Management	
Peredo, A.M.	We are Boiling: Management Scholars Speaking out on COVID-19 and Social Justice	Journal of Management	   
Böhm, S., and al. (Karam, C. , Riaz, S.)	Ethics at the Centre of Global and Local Challenges: Thoughts on the Future of Business Ethics	Journal of Business Ethics	  
<p>* Note: Does not include research published by new faculty while at previous institutions. ** Telfer Professors are indicated in bold.</p>			

Rediscovering Common Property

“Dr. Peredo continues her exciting research about common property and community-based enterprises.” The economy is not just about markets and the things that can be exchanged there, but The institution of common property is often overlooked as one long-standing means for communities to provide livelihood and well-being. The negative

effects of commercialization and financialization resulting from neo-liberalism has led social economy organizations to turn to common property as a means of resisting the drive to make everything marketable – “commodified” – and to rescue things like land and labour from being wrenched out of their place in the real world to serve market forces.

BOOK CHAPTERS

Author(s)*	Title	Book	SDG
2019			
Riaz, S.	The Inequality-Aware Organization	Rethinking Strategic Management: Competing Through a Sustainability Mindset (Springer)	 
2020			
Akyol, A.	Corporate Governance and Fraud	Corporate Fraud Exposed (Emerald Publishing)	 
Frini, A., Ben Amor, S. , Uri, B.	Temporal MCDA Methods for Decision-Making in Sustainable Development Context	Sustainability Concept in Developing Countries (IntechOpen)	
Mazutis, D. and Zintel, C.	Beyond CSR: Global Leadership Virtues That Make a Difference	Research Handbook of Global Leadership: Making a difference (Edward Elgar)	
Zander et al. (O'Sullivan, S.)	Action Intent: Getting Closer to Leadership Behavior in 22 Countries	Research Handbook of Global Leadership: Making a difference (Edward Elgar)	
Bonaccio, S. , O'Reilly, J. , O'Sullivan, S. and Li, Y.	Nonverbal Communication in Work Contexts	Oxford Bibliographies in Management (Oxford University Press)	
2021			
Himick, D.	Bringing the Ethics of Things to Accounting	Research Handbook on Accounting and Ethics	
Sharma, R.R., Chawla, S. and Karam, C.M.	Global Gender Gap Index: World Economic Forum Perspective	Handbook on Diversity and Inclusion Indices: A Research Compendium (Edward Elgar)	
Karam, C.M. and Ghanem, M.	Understanding Diversity in the Lebanese Workplace: Legal Protections in the Context of Protracted Crises and Occupation	Equity, Diversity and Inclusion in Under Researched Countries (Edward Elgar)	 
2022			
Soliman, M. and Ben Amar, W.	Corporate Governance and Narrative Disclosure Features: A Literature Review	Corporate Narrative Reporting Beyond the Numbers (Routledge)	
Himick, D., Vinnari, E.	Counter Accounts, Accountability and Governance	Edward Elgar Handbook of Accounting, Accountability and Governance	 
Marques, J.C. , Litrico, J.B., van Wijk, J.	Overlooked Goliaths: The Prominence of Business Associations in International CSR Governance	Research Handbook on International Corporate Social Responsibility (Edward Elgar)	  
Mulvey M.S. , Padgett D. and Lever M.	Sustaining Travel Dreams in Retirement: Guidance at the Crossroads	Well-Being in Older Life: The Notion of Connected Autonomy	 
Peredo, A.M. , Schneider, B., Popa, A.	Indigenous Entrepreneurial Finance: Mapping the Landscape with Canadian Evidence	In Handbook of Entrepreneurial Finance (De Gruyter)	  



















* Telfer Professors are indicated in bold.

Conference Presentations

Faculty participation at international conferences have tackled an equally broad array of topics. For example, at symposiums at recent Academy of Management conferences, Professor Charlotte Karam addressed the role of business researchers in driving meaningful change to address Grand Challenges, while Professor Suhaib Riaz questioned how much progress management scholars have made in understanding inequality in economic systems since the Occupy Wall Street movement. Interest in communities as agents

of change is flourishing in management studies. Professor Ana Maria Peredo, for example, a pioneer in community entrepreneurship and community-based research work, contributed to three symposiums on the topic. In a fourth presentation, on edgrowth, she reflected on how to organize societies in an interdependent world, taking into account scales, fairness, and the role of solidarity and Indigenous epistemologies.

CONFERENCE PRESENTATIONS*

Author(s)**	Title	Conference	SDG
2019			
Akyol, A. , Adams, R. and Grosjean, P.	Corporate Gender Culture	European Central Bank Gender and Career Progression Conference (Frankfurt)	 
Akyol, A. and Maghzi, A.	CEO Time Focus and Corporate Investments	Academy of Management Conference	
Ben Amar, W. , Castro-Herrera, D. and Martinez, I.	When Do Climate Risk Disclosures Matter to Investors	EDHEC Climate Finance Conference (France)	 
Ben Amar W. , Chkir, I., Saadi, S. and Zhu, H.	Does Board Gender Diversity Promote Corporate Innovation? International Evidence	Troisième Colloque international : Nouvelles perspectives de recherche en Finance à l'ère de la transformation digitale, ASTURIMA (Tunisie)	 
Soliman, M., and Ben Amar, W.	Corporate Social Responsibility and Textual Features of Financial Disclosures	International Corporate Governance Society (UK)	 
Chelli, M. , Al-Mahameed, M. and Belal, A.	Organising Corporate Child Labour Risk Discourse: A Longitudinal Two-Layered Discursive Analysis	CAAA (Ottawa)	  
Chelli, M. , Al-Mahameed, M. and Belal, A.	Organising Corporate Child Labour Risk Discourse: A Longitudinal Two-Layered Discursive Analysis	APIRA (Auckland)	  
Chkir, I. , El Haj Hassan, B., Rjiba, H. and Saadi, S.	Does Corporate Social Responsibility Influence Corporate Innovation? International Evidence	International Banking and Finance Society (IFABS) Conference (France)	 
Chkir, I. and Zantour, A.	Does Government Ownership Influence Off-Balance-Sheet Activities? International Evidence from the Banking Industry	Troisième Colloque international : Nouvelles perspectives de recherche en Finance à l'ère de la transformation digitale, ASTURIMA, (Tunisie)	

Author(s)**	Title	Conference	SDG
Ferretti, T.	Coffee Culture, Creativity, and Sustainable Supply: Uncovering the Co-Evolution of SMEs and Locations at the Upper-end of Global Supply Chains	European Group for Organizational Studies (EGOS) Colloquium, (Edinburgh UK)	
Shevchenko, A., and Hajmohammad, S.	Operations of Effective Charities: A Systematic Literature Review	Decision Sciences Institute (DSI) Annual Meeting (New Orleans)	
Hajmohammad, S. and Vachon, S.	Supplier Sustainability Risk and Dealing With Non-Market Stakeholder Attacks	Production and Operations Management Society (POMS) Annual Conference (Washington)	  
Hajmohammad, S. , Klassen, R.D. and Vachon, S.	Managing Supplier Sustainability Risk: A Behavioral Perspective	Annual European Operations Management Association (EurOMA) Conference, (Helsinki)	  
Hajmohammad, S. and Shevchenko, A.,	Managing Sustainability Risks: An Industry-Level Study	Academy of Management (AOM) Annual Meeting (Boston)	  
Kouamé, S.,	CEO Temporal Strategies to Pacify Warring Coalitions	Academy of Management Conference (Boston)	
Kouamé, S.,	Challenges in Strategizing for Poverty Reduction	EGOS Colloquium, (Edinburgh United Kingdom)	 
Marques, J.C. and Eberlein, B.,	Grounding Transnational Business Governance: A Political-Strategic Perspective	International Conference on Public Policy (ICPP), (Montréal)	 
Marques, J.C. and Eberlein, B.	Grounding Transnational Business Governance: A Political-Strategic Perspective	International Studies Association (ISA), (Toronto)	 
Marques, J.C.	Creating Versus Commodifying the Market for Standards: An Analysis of Meta-Governance Models	European Group for Organizational Studies (EGOS) Colloquium, Edinburgh (UK)	 
Slawinski, N., Winsor, B., Schouten, J., Mazutis, D. and Smith, W.	Managing the Paradoxes of Place to Foster Regeneration	Academy of Management, Boston, MA	 
Waywell, J. and Mazutis, D.	Empirical Determinants of Sustaincentric Organizations	ASAC, St. Catherines, ON	
Cobigo, V. and al. (Mignerat, M.)	Promoting the Employment and Digital Inclusion of Older Adults With Cognitive Disabilities: A Social Enterprise as a Sustainable Solution	AGE-WELL's 5th Annual Conference 2019 (Moncton, NB)	
Mulvey M., and Garcia L.	Teaming Up for Effective Dementia-Friendly Air Travel	Carleton University School of Industrial Design (Ottawa)	  

Author(s)**	Title	Conference	SDG
Orser, B. and Elliott, C.	Gender-smart Entrepreneurship Education and Training (G-EET). An Assessment Framework for Small Business, Innovation, and Social Enterprise Organizations	Diana International Research Conference (Boston)	5  12 
Orser, B. and Elliott, C.	Lessons from the Middle East: A Scorecard to Measure Inclusive Entrepreneurship Training & Education	Diana International Research Conference (Boston)	5  12 
Riaz, S.	"The Inequality-Aware Organization" for Symposium on "Organizational Strategizing for an Inclusive Planet Earth"	AOM (Boston)	10 
Riaz, S.	Taking on the Challenge: How Organization Theorists can address Grand Challenges	AOM (Boston)	10  13 
Mejri, I., Spence, M., Chreim, S. and Crick, D.	Female, Immigrant and Highly Educated: The Path to Entrepreneurship in Developed Countries	Groupe de Recherche en Management (GRM), Institut en Administration des Entreprises (IAE) (Nice)	5  12 
Spence, M., Chassé, S. and Courrent, J.-M.	What Drives SMEs' Performance? The Role of Business Social Responsibility and Dynamic Capabilities	Groupe de Recherche en Management (GRM), Institut en Administration des Entreprises (IAE) (Nice)	12 
2020			
Kouamé, S.	How Emotional Resources Shape Strategy Making on Social Issues	Academy of Management Conference (virtual)	12 






























Cross-Sector Partnership Lessons from Ottawa's EcoDistrict













Professors O'Sullivan and Mazutis conducted a qualitative study of the early formative stages of the Ottawa Centre EcoDistrict, which was presented at the European Group of Organization Studies (EGOS) conference in the summer of 2020. With support from the Ontario Trillium Foundation and the Federation of Canadian Municipalities, the EcoDistrict was launched in 2012 to work with leaders from all levels of government and with other environmental non-governmental organizations to push for programs to fight climate change, improve active transportation and increase environmental awareness across the municipality. Unfortunately, the EcoDistrict cross-sector partnership failed to produce the desired transformational change and disbanded in 2018.

O'Sullivan and Mazutis attribute this outcome to inefficient use of power in the partnership.



Author(s)**	Title	Conference	SDG
Boghossian, J. and Marques, J.C.	Virtue Transfer: Shedding Core-Stigma in the Canadian Wild Fur Industry	Academy of Management (virtual)	 
Marques, J.C.	Creating Versus Commodifying the Market for Standards: An Analysis of Meta-governance Models	Academy of Management (virtual)	 
Marques, J.C.	Commoditizing the Market for Sustainability Standards: An Analysis of Meta-Governance Models	Academy of Management (AOM)	 
Eckardt, A. and Mazutis, D.	Banking for a Low Carbon Future: Explaining Climate Change Responses in a Low-Salience Industry	Academy of Management (AOM)	
Mazutis, D., Hanly, K. and Eckardt, A.	Sustainability (is not) in the Boardroom: A Qualitative Investigation of Sustainability Governance	ASAC (virtual), St. John's, NFLD	
Eckardt, A. and Mazutis, D.	Banking for a Low Carbon Future: Explaining Climate Change Responses in a Low-Salience Industry	IABS 2020 (virtual), Lisbon, SP	
Slawinski, N., Hoffmann, A., Mair, J., Seelos, C. and McKague, K. (Mazutis, D.)	Scaling Social Enterprise: Spotlight Symposium	ASAC (virtual)	
Howard, M.K., Cowie, H.C., Garcia, L. and Mulvey, M.	Dementia-Friendly Air Travel in Canada	International Conference of Alzheimer's Disease International (Singapore, cancelled)	   
Howard, M.K. and al. (Mulvey, M.)	I-D-Air Travel: International Dementia-Air Travel	International Conference of Alzheimer's Disease International (Singapore, cancelled)	   
Goethals, L., and al. (Mulvey, M.)	Social Marketing Interventions to Promote Physical Activity Among 60 Years and Older: A Systematic Review of the Literature	HEPA Europe Conference (France)	 
Mulvey M.	Tracing an Outbreak of Ageist Discourse in Social Media	International World Elder Abuse Awareness Day: The impact of COVID 19 on violence, abuse and neglect of older persons, International Network for the Prevention of Elder Abuse, New York (virtual)	 
O'Sullivan, S. and Mazutis, D.	Failure to Accelerate: The Moderating Role of Power Dynamics in Multi-Stakeholder Partnerships for Sustainable Urban Transitions	EGOS (virtual), Hamburg, Germany	  




















Author(s)**	Title	Conference	SDG
Hussein, M.M. and O'Sullivan, S.L.	Communicated Empathy A Review	Administrative Sciences Association of Canada (virtual)	
Buchanan, S., Ruebottom, T. and Riaz, S.	From Fringe to Focal: How Framing Facilitates Sustained Increases in Issue Salience	AOM (virtual)	
Riaz, S.	Faultlines of Inequality: Power and Principles in Contestation Over Firm Pay Ratios	ASAC (virtual)	 
2021			
Himick, D. and Brivot, M.	Getting Out of Oil? Reflections on Institutional Investors' Green Divestment Decisions	Acfas	  
Karam, C.M.	Sustainable Futures through Structural Investments: Enabling the Role of Women Entrepreneurship	Islamic World Educational, Scientific, and Cultural Organization (ICESCO), Strategic Foresight Center (Morocco)	   
Karam, C.M.	Why Women Are Key to Economic Transformation & Sustainable Development in the MENA and Africa	Standard Bank Top Women Global Virtual Summit	   
Karam, C.M.	Symposium: Academics Beyond Academia: Management Scholars on the Ground to Address Grand Challenges	AOM (virtual)	 
Kouamé, S. and Huy, Q.	Emotional Resourcing in Strategy Making for Social Good	International Process Symposium (virtual)	
Kouamé, S. and Jafary, M.	Voluntary Engagement in Corporate Philanthropic Initiatives for Poverty Alleviation: Life Stories, Emotions and Justification	EGOS (virtual)	 
Hanly, K., O'Sullivan, S., Mazutis, D. and Chelli, M.	Making Sense of Corporate Water Usage, Strategy and Performance	AOM (virtual)	 
Mazutis, D. and Sweet, L.	The Business of Accelerating Sustainable Urban Transitions: A Systematic Review	ASAC (virtual)	 
Mazutis, D., Hanly, K. and Eckardt, A.	Governing for sustainability: Evidence and implications of attentional voids	International Association for Business & Society (IABS) (virtual)	
Mulvey M., and Primossi V.	Generating Insights From Tales of Travel Experiences - Invited	Transport Canada – LIFE Research Institute Speaker Series, Ottawa (virtual)	  
Mulvey M.	Taking the Pulse of Vaccine Values: Detecting Shifts in Personal Value Priorities on Twitter	SFU Beedie School of Business, Vancouver (virtual)	

Author(s)**	Title	Conference	SDG
Tougas-Cooke, R. and O'Sullivan, S.L.	Managerial Competencies Essential to Environmentally Sustainable Behaviours: A Review and Proposed Agenda for Future Research	ASAC (virtual)	
Riaz, S.	Symposium: Academics Beyond Academia: Management Scholars on the Ground to Address Grand Challenges	AOM (virtual)	 
2022			
Elmawazini, K., Chkir, I., Mrad, F. and Rjiba, H.	Best Paper Award on Innovation: Does Green Technology Innovation Matter to the Cost of Equity Capital?	International Conference on Entrepreneurship, Innovation and Family Business, (University of Tunis Carthage)	 
Abidli, F, Chkir, I. and Gallali, M., I.	The Interactions Between Liquidity and Capital Requirements of the Basel III Regulatory Framework in the US Context	International Conference on Entrepreneurship, Innovation and Family Business (University of Tunis Carthage)	
Boussaidi, A., Chkir, I., Hussainey, K. and Sidhom-Hamed, M.	Are Financial Derivatives Related to Intra-entities' Tax Aggressiveness? UK Evidence	International Conference on Entrepreneurship, Innovation and Family Business (University of Tunis Carthage)	
Durocher, S. and Himick, D.	Modern slavery: An Urgent Need for Frame Consciousness and Reframing	Alternative Accounts Conference (virtual)	  
Choi, E., Scott, K. A., Fathallah, R., and Ng, P.	Resilient Leadership: The Role of Leaders in Facilitating Positive Adaptation to Adversity	AOM (Seattle)	
Fathallah, R.	Entrepreneurship in Chronic Adversity	Director's seminar, Institute for Global Prosperity, University College London (UK)	

The Center for a Responsible Wealth Transition

The Center for a Responsible Wealth Transition was established with internal Telfer funding to support research that will empower businesses, investors, and financial institutions in post-pandemic recovery towards a new and responsible economic model. It is focused on digital transformation, sustainability, and risk management, with the aim of building a responsible economic model in Canadian industry through a multi-dimensional lens, including research and outreach within four sub-clusters: responsible investing, climate finance and accountability, emerging technologies and risk intelligence & resilient solutions. More than fifteen Telfer faculty are involved in the new Center.



Author(s)**	Title	Conference	SDG
Ferretti, T. and Perez-Aleman, P.	Sustainable Product Innovation in Small and Medium Enterprises in Global Value Chains Through Smart Specialization	Proceedings, SASE 34th Annual Meeting, Network O (Global Value Chains) (Amsterdam)	
Boodoo, U., Hajmohammad, S. , Choudhary, A. and Klassen, R.D.,	Supply Chain Irresponsibility: The Role of Stakeholder Orientation and Institutional Distance	Alliance for Research on Corporate Sustainability (ARCS) (Milan)	  
Boodoo, U., Hajmohammad, S. , Choudhary, A. and Klassen, R.D.	Supply Chain Irresponsibility: The Role of Stakeholder Orientation and Institutional Distance	Production and Operations Management Society (POMS) Annual Conference (virtual)	  
Lajili, K. and Lajili-Ghezal, L.	Cross-sector Partnerships and Sustainable Innovation	O&E PDW 8th Cross-Sector Social Interaction (CSSI) Symposium, Montpellier, France (virtual)	 
Boghossian, J. and Marques, J.C. ,	From Vile to Virtuous: Challenging Animal Rights Stigma in Canada's Wild Fur Industry	Academy of Management (AOM)	
Marques, J.C. ,	Meta-organizing for Sustainability: A Comparative Network Analysis of NGO and Industry-Driven Efforts	Academy of Management (AOM)	 
Sweet, L., Mazutis, D. and Hajmohammad, S.	Integrating Sustainability in the Decision Making Processes of Social Enterprises	ASAC (Halifax, NS; hybrid conference)	
Mazutis, D.	Bridgehead: The Sale of Ottawa's Biggest Little Coffee Shop	ASAC (Halifax, NS; hybrid conference)	
Lever M., Mulvey M. , Elliot S., and Dubreuil M.	Segmenting Sentiment: Categorizing Keen and Averse Travellers during the COVID-19 Pandemic	TTRA International Conference (Victoria)	  
Primossi V., and Mulvey M.	Air Travel and Passengers Living With Cognitive Impairment or Dementia	International AMA Marketing & Public Policy Conference (Austin)	   
Primossi V., and Mulvey M.	Improving Air Travel and Passengers Living With Cognitive Impairment or Dementia	International 35th Global Conference of Alzheimer's Disease International (London, UK; virtual)	   
Mulvey M. , Padgett D., and Garcia L.	Adoption of Age-friendly Business Principles: A Review, Framework, and Agenda	International ACRA Annual Conference (New Orleans)	 
Primossi V, and Mulvey M.	Exploring and Listening to Conversations in Online Communities: A Netnographic Strategy	ISCAG (virtual)	   
Orser, B., Elliott, C. , Elam, A., Shanker, A., Brush, C., and Aston Wagner, D.	Informing Inclusive Entrepreneurship Education and Training: Criteria and Challenges	Diana Conference (Ireland)	 

Author(s)**	Title	Conference	SDG
O'Sullivan, S. and Mazutis, D.	Power Failure: How framing and Collaborative Norms Influence a Multi-stakeholder-partnership's Acceleration Toward Environmental Transformation	O&E PDW 8th Cross-Sector Social Interactions (CSSI) Symposium, Montpellier, France (virtual)	  
Hosken, M. and O'Sullivan, S.L.	Rising Tides: Identifying the Canadian Army's Personnel Competencies for Domestic Flood Response Operations	Annual Meeting of the Environmental Studies Association of Canada	
Riaz, S.	Symposium: Different Cultures, Different Dynamics? Driving Forward a Community Perspective of Social Innovation	AOM (Seattle)	
Riaz, S.	Symposium: Economic Inequality and Management: Empirical and Theoretical Developments a Decade after Occupy	AOM (Seattle)	
Jiang, K., Riaz, S. , Tsui, A., Amis, J., Bidwell, M., Cobb, J. and Leana, C.	Economic Inequality and Management: Empirical and Theoretical Developments a Decade after Occupy	AOM (Seattle)	
Toubiana, M.	Reversing the Arrow: Examining How Entrepreneurialism Shapes Society	Showcase symposium presenter, Academy of Management (Seattle)	 
Raynard, M., Lawrence, T., Toubiana, M. and Delmestri, G.	In or Out? The Role of Boundary Work in Transgressive Institutional Reform	AOM (Seattle)	 
Eng, N. and Toubiana, M.	Body Building: The Governance of Social Entities	EGOS (Vienna)	 
Ruebottom, T. and Toubiana, M.	Emotional Shame-work: Transforming Shame and Institutions	EGOS (Vienna)	 
Bergman, B., Bacq, S., Toubiana, M. and Slade Shantz, A.	Permitted But Uncommitted: Hesitant Entrepreneurship In Response To The Covid 19 Crisis	BCERC (Texas)	 
Crawford, B., Toubiana, M. and Coslor, E.	From Catch-and-harvest to Catch-and-Release: Multimodality and Deinstitutionalization	Alberta Institutions Conference (Edmonton)	

*Does not include research presented by new faculty while at previous institutions.

** Telfer Professors are indicated in bold.

Research Funding

Notably, our faculty have also been involved in research projects that have generated more than \$140K in internal grants and over \$27.2 million dollars in external funding as outlined in the following tables. This is a remarkable success, made possible by an extensive

network of research partners from across the globe. Our faculty are working on important topics ranging from supporting gender equality in the workforce to enabling sustainability in supply chains. We feature some of these important grants throughout this report.

INTERNAL GRANTS RECEIVED BY TELFER PROFESSORS*

Author(s)	Title	Funding Source	SDG	Amount
2019				
Ben Amar, W.	Climate Change Disclosures in Family Firms	Telfer SMRG	 	\$4,000
Hajmohammad, S.	Supplier Sustainability Risk Management	Telfer Start Up Fund	  	\$30,000
Wright, D.	Competitive Analysis of Microtracked Concentrating Solar Modules	UROP		\$1,000
Marques, J-C.	Sustainability Standards in Global Industries: A Comparative Analysis	University of Ottawa, Research Development Program (RDP)		\$10,000
2020				
Akyol, A.	The Dark Side of High Frequency Trading: Increasing Costs for Firms Repurchasing Shares	Telfer SMRG	 	\$8,005
Qi, C.	Artificial Intelligence for Labor Market Equality	Telfer SMRG	 	\$13,000
2021				
Mulvey, M.	A Netnographic Approach to Identifying the Barriers that Persons with Dementia and their Air Travel Companions Face	Telfer SMRG	  	\$10,000
O'Sullivan, S.	Beyond First Contact: How Could a Situated Learning Program for Environmental Sustainability Accelerate Social Innovation for Indigenous Reconciliation?	Telfer SMRG	 	\$12,896
Rajaiya, H.	Corporate Social Responsibility (CSR) Activities by Firms and Seasoned Equity Offerings	Telfer SMRG		\$14,832
Rajaiya, H.	Digital Infrastructure and Entrepreneurship	Telfer Responsible Wealth Creation		\$9,500
2022				
Akyol, A.	Board Connections and Earnings Guidance Withdrawals During the Covid-19 Pandemic	Telfer SMRG	 	\$14,304
Li, T.	The Impact of Environmental Sustainability Policy Arbitrage: International Evidence	Telfer SMRG	 	\$15,000
				\$142,537
*For this initial SIP report, we include grants currently in progress even if the award date is prior to 2019 or prior to the researcher joining Telfer in order to capture all of the research currently being executed by professors at Telfer.				

EXTERNAL GRANTS RECEIVED BY TELFER PROFESSORS *

Author(s)	Title	Funding Source	SDG	Amount
Awarded prior to 2019 but still active				
Chelli, M. & Ben Amar, W.	Corporate Water Performance, Market Valuation and Cost of Equity Capital	SSHRC	 	\$43,402
Ding, S. & Li, T.	Impact Investing by Private Foundations	SSHRC		\$65,372
Himick, D.	The Fossil Fuel Divestment Movement	SSHRC	   	\$98,224
Karam, C.	Female Academic Role Models - Institution U. Nacional De Educacion	Euro Erasmus+ CBHE Project	  	\$133,149
Karam, C.	Strengthening Women's Contribution to the Economy in the MENA: KIP Index	U.S. Dept of State, Middle East Partnership Initiative Bureau of Near Eastern Affairs, Federal Assistance Award	  	\$1,933,687
Nitani, M.	Over-Confidence and Financial Decisions among Self-Employed Canadians	SSHRC	 	\$34,000

Corporate Management of Water Resources

Professors Mohamed Chelli and Walid Ben Amar were awarded a SSHRC Insight Development Grant to examine the impact of corporate management and disclosure of water on market value and the implied cost of equity capital. For many firms, water is a key factor in the production of goods and services. However, as water availability and quality continue to decline, investors, creditors, and regulators have begun to place greater pressure on firms to disclose how they manage water resources, how their practices impact their businesses, and how these firms mitigate risks related to corporate use of water.

"Some of these risks include water scarcity, water pollution, droughts, and floods. If firms are not prepared to navigate these challenges, they can face a variety of business risks that could make their operation challenging," explains Professor Mohamed Chelli.

While stakeholders and investors request decision-useful water-related information, several companies are still not reporting about their exposure to water

challenges and opportunities. In a cross-country comparative study, we find that voluntary water-related disclosures to the CDP differ across industries, national cultures and country legal regime. Our findings highlight the urgent need for increased pressure to improve corporate water-related communication. We also call for regulatory actions to standardize and enhance the comparability of water-related information across countries.



Author(s)	Title	Funding Source	SDG	Amount
Nitani, M.	Drawing upon the Entrepreneurial Ecosystem: SMEs, Capital Suppliers, and Public Policy	SSHRC	  	\$80,445
O'Sullivan, S.	The Dynamics of Indigenous Developmental Relationships for Environmental Work: Bridging Micro and Macro Levels of Analysis	SSHRC	 	\$133,405
Riaz, S.	Incubating for Social Impact: Entrepreneurship Amidst Shifting Institutional Logics	SSHRC	 	\$50,242
Schillo, R.S.	Assessing the Readiness of Canadian Small- and Medium-Sized Enterprises to Leverage Big Data Analytics	SSHRC	 	\$119,000
Schillo, R.S.	Partnership for the Organization of Innovation and New Technologies (4POINT0)	SSHRC	 	\$2,499,723
Awarded 2019				
Donia, M.	A Business Case for Protecting Human Rights	SSHRC	 	\$54,763

Developing a Digital Platform for Canada's Agri-Food Sector






























Sandra Schillo, in collaboration with researchers from McGill University, has partnered with Canada's leading food and beverage manufacturing associations and industry partner Bivizio to develop a digital platform that will strengthen the connection between the industry supply chain, increase economic viability in the food sector and maintain food security for Canadian consumers. The student team spanned college level to PhD students from 5 universities and one college and many related disciplines from computer science through management and environmental studies to nutrition.

To build the digital platform, the team has developed the data and features required to connect key stakeholders in Canada's agri-food ecosystem, including food and beverage associations, businesses, and consumers and to improve their access to information. For instance, the platform will allow food and beverage companies to post and search for specific products, services and partners within a given

geographical area.

"This digital platform will help connect the value chain across the country, from ingredient processors in the east to food manufacturers on the west coast," says Bill Greuel, Protein Industries Canada CEO. The project will be funded by Protein Industries Canada and MITACS. The total value of the combined research project will be over \$3 million.



Author(s)	Title	Funding Source	SDG	Amount
Karam, C.	Strengthening Women's Contributions to the MENA Economy: SAWI Project	U.S. Dept of State, Middle East Partnership Initiative Bureau of Near Eastern Affairs, Federal Assistance Award	  	\$3,867,000
Peredo, A.M.	Oil Palm in water territories: the impacts of crop expansion on water resources and local livelihoods in the Brazilian Amazon	SSHRC	  	\$74,998
Riaz, S.	Who Bridges Across Social Divides?	SPARC (Scheme for Promotion of Academic and Research Collaboration)	 	\$175,960
Toubiana, M.	COVID-19 and Entrepreneurship in Alberta	University of Alberta, Endowment Fund for the Future	  	\$7,000
Toubiana, M.	COVID-19 and Entrepreneurship in Alberta	University of Alberta, Kule Dialogue Grant	  	\$2,000
Toubiana, M.	Entrepreneurship and Taboo: Identifying an Alternate Pathway to Social and Cultural Change	University of Alberta Killam Cornerstone Grant Program"		\$25,193
Awarded 2020				
Ben Amar, W.	Covid-19 and Organizational Resilience: Does Corporate Adaptation to Climate Change Pay in Troubled Times?	Agence Nationale de la recherche (ANR), France	  	\$70,016
Ben Amar, W.	Climate-Related Disclosures, Risk Financial Materiality and Capital Market Outcomes	CPA - Canada Accounting and Governance Research Centre	 	\$5,000
Ben Amar, W.	Do Investors Care more or less about Climate Change in a Post-Pandemic World?	Eurolplace Institute of Finance	 	\$14,724
Ben Amar, W.	Trouver réponse à un défi planétaire : gouvernance d'entreprise, motivations et pressions pour réduire les émissions de gaz à effet de serre	SSHRC	 	\$48,264
Chkir, I. & Chourou, L.	Determinants and Implications of Cyberattacks on Private Sector	CPA Canada		\$5,000
Chkir, I. & Ben Amar, W.	The Effect of Formal and Informal Institutions on Corporate Innovation: The Case of Gender Diversity, State Ownership and Political Connection	SSHRC	 	\$65,884
Durocher, S. and Himick, D.	A Stakeholders' Perspective on Modern Slavery in the Canadian Context	CPA Canada	 	\$5,000

Author(s)	Title	Funding Source	SDG	Amount
Ge, W.	An Investigation into Climate Risk, Analyst Forecast, and Corporate Sustainability	Asper School of Business, University of Manitoba	 	\$30,000
Hajmohammad, S.	Operations of High-Performing Charities: A Mixed-Method Research Project	SSHRC		\$59,376
Karam, C.	Mobilizing Employers for the Anti-Sexual Harassment Law in Lebanon	UN Women Award	 	\$54,068
Karam, C.	Critical Feminist Review of Literature on Entrepreneurship in Developing Countries	University Research Board (URB), American University of Beirut	  	\$13,276
Kouamé, S.	In Search of Greater Social Impacts: The Challenge of Innovation in UN Agencies	SSHRC	 	\$42,478
Mazutis, D.	The Business of Accelerating Sustainable Urban Transformations in Canada	SSHRC	  	\$41,914
Peredo, A.M.	Blueprint for an Inclusive and Sustainable Recovery	SSHRC	 	\$24,996
Riaz, S.	Organizing to Address Societal Challenges: Insights from Multiple Stakeholder Interventions for Education Among the Marginalized	SSHRC	  	\$38,289
Schillo, R.S.	Living Within the Earth's Carrying Capacity: What are the Knowledge Gaps for Evaluating the Social Impacts and Effectiveness of "Living Labs" Focused on Environmental and Agricultural Sustainability?	SSHRC	  	\$50,000
Schillo, R.S.	Small and Medium Enterprises in a Covid19 Context: Ecosystem Business Intelligence for Increased Resilience; Partner: Bivizio	MITACS	   	\$45,000
Schillo, R.S.	Food Convergence and Integrity Canada; partners: PIC Supercluster, Bivizio, CTAQ	MITACS	    	\$115,000
Schillo, R.S.	Food Convergence and Integrity Canada	PIC Supercluster	    	\$2,600,000
Awarded 2021				
Ben Amar, W.	Intégration des enjeux climatiques dans les états financiers	Autorité des Normes Comptables, France	 	\$71,578
Chen, Q., Chourou, L. & Ding, S.	Sustainable Inventory Management: The Role of Taxes in Corporate Inventory Donations	SSHRC		\$69,425
Chkir, I.	Government Ownership and Off-Balance-Sheet Activities: International Evidence from the Banking Industry	CPA Canada		\$5,000

Author(s)	Title	Funding Source	SDG	Amount
Chourou, L., Lamine, W. & Qi, C.	Cyberattacks on Private Sector: Determinants and Consequences	SSHRC		\$62,250
Hajmohammad, S.	Enhancing Supply Chain Resilience to Extreme Weather Events	SSHRC	  	\$206,647
Karam, C.	Employer Consultations on Lebanon's Recent Anti-Sexual Harassment Law	UN Development Programme (UNDP)	  	\$38,667
Karam, C.	Strengthening Women's Contributions to the MENA Economy: Gender-lens Investing	U.S. Dept of State, Middle East Partnership Initiative Bureau of Near Eastern Affairs, Federal Assistance Award	 	\$644,440
Karam, C.	SAWT: Supporting Arab Women at the Table (Leadership Fellowship program Libya, Yemen, Palestine, Syria, Iraq), with Arab Reform Initiative	European Commission (EU) Women as Actors in Peace Processes	  	\$289,370

Climate Change and Supply Chain Resilience

Professor Sara Hajmohammad has been awarded a Social Sciences and Humanities Research Council Insight Grant to study how supply chain resilience can be enhanced in response to extreme weather events. She will explore the vulnerabilities of supply chain systems during past crises to develop a model that can help build resilience capabilities in supply chains. Her research will examine multiple tiers of the supply chain system, including a business's own operations, its upstream suppliers, or its downstream customers.

The knowledge gained from this work will shed light on how businesses can secure their supply chains and overcome the negative consequences of extreme weather events by enhancing their ability to prepare for, respond to, and recover from, these events. The insights generated will also help guide future research on supply chain resilience in the face of rare and highly unpredictable events, like pandemics and extreme weather.




























Getting to One Planet Living Through Sustainable Urban Development








Professor Daina Mazutis received a Social Sciences and Humanities Research Council Insight Grant (2021-2025) to study how certain urban construction and development companies around the world are tackling

climate change by incorporating zero carbon emission and zero waste goals into their planning processes. Her research will help understand why and how these companies manage to prioritize climate change, and how others can contribute to more sustainable urban design and development.

"The UN estimates that 230 billion square meters of new construction will be added to the built environment over the next 40 years – that is the equivalent of adding another Paris to the planet every week. And yet, the construction and development industry has been notoriously slow to adopt sustainable building principles. Therefore, understanding the role of businesses in driving One Planet Living communities is of paramount importance to a more sustainable future."

- Daina Mazutis

Author(s)	Title	Funding Source	SDG	Amount
Karam, C.	Strengthening Women's Contributions to the MENA Economy: Implementation of Inclusive HR Policies	U.S. Dept of State, Middle East Partnership Initiative Bureau of Near Eastern Affairs, Federal Assistance Award	 	\$4,500,000
Marques, J-C.	Supply Chain Sustainability and Risk Management in the Post-Covid Context: Assessing and Deploying Industry 4.0 Solutions	MITACS & Bonjour Startup Montréal	 	\$15,000
Marques, J-C.	Global Sustainability Standards in National Context: Comparing Business-Government Interactions in Argentina, Brazil and Canada	SSHRC	 	\$171,118
Mazutis, D.	Getting to One Planet Living: How Construction and Development Leaders are Tackling Climate Change	SSHRC	   	\$166,019
McIlkenny, P	Audit Committee Diversity and Earnings Management	CPA - Canada Accounting and Governance Research Centre	 	\$5,000
Mulvey, M.	Dementia Society of Ottawa and Renfrew County (DSORC) Dementia613 Website and Marketing	MITACS	 	\$10,000
Mulvey, M.	Stronger Together: Making Ottawa and Renfrew County Dementia Inclusive	Public Health Agency of Canada (PHAC)	 	\$693,296
Mulvey, M.	They Say that I'm Vulnerable': Older Adults' Perceptions of Disaster Resilience and Pandemic-related Media Discourse	SSHRC	 	\$191,977
Mulvey, M.	Dementia Inclusive Business Strategies (DIBS)	Ministry for Seniors and Accessibility	  	\$25,000
Mulvey, M.	Canadians D-AIRing to Travel: Air Travel and Passengers Living with Dementia	Transport Canada	  	\$39,750
Patrick, J. & Sauré, A.	Resilience and Adaptation to Climatic Extreme (RACE) Wildfires (Research Initiative With a Budget of \$1,921,000 Dollars)	National Research Council of Canada (NRC), Small Teams Initiative	 	\$75,004
Peredo, A.M.	Walking in Two Worlds, Co-creating a Two-eyed Seeing Approach to Research Training	SSHRC		\$24,000
Peredo, A.M.	Two-Eyed Seeing, Grand Challenges and Wicked Problems: Indigenous-led Responses to the Neoliberal Restructuring of Cities and Urban Centres	SSHRC	  	\$245,936

Author(s)	Title	Funding Source	SDG	Amount
Peredo, A.M.	Social and Inclusive Entrepreneurship	SSHRC Canada Research Chair		\$1,400,000
Rajaiya, H.	How do CSR-Related Activities Affect the Future Financial and Economic Performance of Private Firms	SSHRC		\$47,933
Schillo, R.S.	Weaving Indigenous Perspectives and Educational Approaches Into an Online Entrepreneurship Course	e-campus Ontario		\$75,000
Schillo, R.S.	Investing in Science-Based Solutions to Improve Health and Well-being in Urban Areas	Canadian Institutes of Health Research		\$4,950,000
Schillo, R.S.	Beyond Endless Frontiers: Rethinking the Social Contract for Science and Innovation	SSHRC		\$168,780
Toubiana, M.	Cannabis in the Closet? Seniors' Perceptions of Stigma and Their Influence on Use and Access to Medicinal Cannabis	SSHRC		\$70,550
Toubiana, M.	Stigma For Social Change? Exploring Stigma-Exploiting Entrepreneurship As A Pathway For Social Change	SSHRC		\$204,125
Toubiana, M.	Stigma For Social Change? Exploring Stigma-Exploiting Entrepreneurship As A Pathway For Social Change	SSHRC		\$204,125
				\$27,191,713
*Includes Principal Investigator, Co-Investigator and Collaborator awards. As such, not all grants are 100% administered at the University of Ottawa.				
**For this initial SIP report, we include grants currently in progress even if the award date is prior to 2019 or prior to the researcher joining Telfer in order to capture all of the research currently being executed by professors at Telfer.				

While the sheer size and scope of the research being done in support of the SDGs is obviously impressive, it nonetheless represents only a fraction of the work that is being done at Telfer across the different disciplines. Importantly, we have a one of Canada's largest and strongest research teams working to further SDG 3:

Good Health & Wellbeing whose contributions are not counted herein but are equally immeasurable. Collectively, we are all part of an overall programmatic plan of research that fits into our greater strategic plan of contributing to how a greener, healthier, happier and wealthier Canada.



Involving Students in our Research

Over the last 3 years, our professors have worked extensively to involve students in their SDG-related projects. Students are hired in undergraduate, masters, and PhD programs to co-author book chapters and research papers, as well as create research dissemination materials. Telfer professors have worked alongside students in both the Telfer research programs (MSc, PhD in management), as well as other multidisciplinary programs including Masters and PhD students in the Environmental Sciences (Institute for the Environment/Faculty of Social Sciences) and in the interdisciplinary Digital Transformation and Innovation program (in collaboration with the Faculties of Arts & Engineering). Telfer Professors also often mentor and guide students in the co-creation of successful conference presentations and journal publications and engage students as Research Assistants on ongoing funded research projects. While graduate student supervision by Strategic Pillar is not yet formally tracked, as of writing this report, we estimate that at least 4 students are supervised and/or hired to work on SDG-related projects by our GGS professors on average every year.

Professors appreciate the fresh perspectives that students bring resulting in interesting publication topics such as sustainable water practices in the microbrewery industry or integrating sustainability into organizational human resource policies and practices. A representative sample of interesting student research topics (and their supervisors) include:

BCom

- Climate Change and Supply Chain Resilience (Sara Hajmohammad)
- Municipal Climate Resilience in Canada (Sara Hajmohammad)

MSc: Management

- Corporate Social Responsibility, Absorptive Capacity, and Collaborative Innovation: International Evidence (Samir Saadi)
- Adoption of Water Innovation Technology in the Agricultural sector (Sharon O'Sullivan)
- Indigenous Voices in Higher Education (Sharon O'Sullivan)
- Shareholder Values and a Story of Corporate Social and Environmental Negative Events (Miwako Nitani)

MES: Institute for the Environment

- Rising Tides: Competency Requirements for Canadian Army Responders to Domestic Flood Response Operations (Sharon O'Sullivan)
- Comparing the Sustainable Competencies in the Green HRM literature with those required by the Human Resource Professionals Association (Sharon O'Sullivan)
- Managerial Sensemaking for Water Conservation: A Case study comparison of Alberta and California Breweries (Sharon O'Sullivan)
- Integrating sustainability in the decision-making processes of social enterprises (Daina Mazutis)
- Understanding barriers to scaling the social impact of social enterprises in the renewable energy sector (Mohammed Chelli)

PhD : Management

- Financial constraints of underrepresented groups in small business financing (Miwako Nitani)

PhD : Digital Transformation and Innovation

- Consumer experience, service marketing and vulnerable consumers with invisible disabilities (Michael Mulvey)
- Sustainability, digitization and sustainability in the agriculture sector (Sandra Schillo)
- A whole-network analysis of the global sustainability standards landscape (José Carlos Marques)
- Developing a process transparency approach to global supply chain sustainability reporting: An application of text mining and machine learning techniques (José Carlos Marques)
- [Gender dimensions of digitalisation: a comparison of Venture Capital backed start-ups across fields](#) (Sandra Schillo)
- Digital innovation and Inclusion (Saouré Kouamé)

PhD: Mechanical Engineering

- A whole-network analysis of the global sustainability standards landscape (José Carlos Marques)

Other Research Assistantships:

- Making a Difference: The value of community service projects for non-profit organizations (Daina Mazutis)
- The role of the construction and development sector in Sustainable Urban Development (Daina Mazutis)
- Moving Toward a Greener Canada: A 2019-2022 Review (Sharon O'Sullivan, Daina Mazutis, Sandra Schillo, Darlene Himick)
- Corporate greenwashing (Miwako Nitani)
- Stock market reactions to the Russian-Ukraine war (Miwako Nitani)
- Developing a digital platform for Canada's agri-food sector (Sandra Schillo)



Reducing Inequality

Professor Miwako Nitani worked with [PhD student Nicolas Legendre](#) on his thesis research that found that members of underrepresented groups are more likely to forego applying for financing, even though they need financing, due to fear of having their loan application rejected. Accordingly, targeted programs that aim to support access to financing for members of underrepresented groups should focus on addressing these discouraging barriers. This work can therefore influence public policy by informing programs that seek to alleviate financial constraints faced by small businesses.

Making Sense of Water in the Craft Brewing Industry

Working with Master of Environmental Sustainability (MES) student Kate Hanley, Professors O'Sullivan (OBHR), Mazutis (Management) and Chelli (Accounting), worked on a qualitative research project exploring how managers make sense of water as a strategic issue in the craft beer production process, addressing goal 12: responsible consumption and production. This paper was presented at the [Academy of Management](#) conference in the summer of 2021.

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.

TELFER'S GREENER STAKEHOLDER ENGAGEMENT & PARTNERSHIP STRATEGY

Telfer has taken a long-term oriented approach to engaging in partnerships. We continue to build on existing connections to create relevant research and supportive student experiences as well as innovative outreach activities. Close institutional partners to the faculty include the Office of Campus Sustainability, the

Centre for Community Engagement, the Institute for the Environment and Kanata North, while governmental and NGO networks are also growing. A partial list of the more than 45 different stakeholder engagement and partnerships pursued in the last three years is described in the table below.

PARTNERSHIPS AT TELFER

Legend for the table below:

R = Research T = Teaching O = Outreach

	R	T	O	Example
UOttawa-Based Partners				
The Office of Campus Sustainability		x	x	Partnered on over a dozen CSL projects for ADM4317/4717; Guest lectured in MBA program; Staff person served as research assistant to Telfer PRME report
Centre for Community Engagement	x	x	x	Helped secure 78 PRME-pertinent community service learning projects in the last 3 years with over 50 unique community partners, as described in Principle 3; Partnered on research project on measuring the impact of CSL projects on community partners with Dr. Mazutis; Engaged in CSL roadshow at Telfer and TLSS
uOttawa eHub		x	x	Guest lectures in multiple courses; panel member at multiple events
Institute of the Environment	x		x	6 Telfer faculty are cross appointed for graduate supervision; IE executives spoken at multiple Telfer events
Kanata North	x		x	Hosted TEDxKanata featuring Dr. Schillo; Partnered on numerous grant applications; i2Hub partners
uOttawa Office of Indigenous Affairs	x		x	Consultants and speakers on ILA program

	R	T	O	Example
Institute for Science, Society and Policy ISSP	x		x	Developed and provided leadership for the Inclusive Innovation Research Cluster; Organized events, webinars, collaborated on research projects
School of International Development & Global Studies	x			2 Telfer faculty are cross appointed for graduate supervision
Smart Prosperity Institute	x		x	Several SPI executives have participated in Telfer events; Collaborated on joint tri-council funding applications
UOSU Sustainable Development Centre		x		Partnered on community service-learning projects; Telfer's case competitions club - Jeux du Commerce partnered with the centre to create a David Suzuki Foundation Competition
Telfer MBAAA (MBA Alumni Association)			x	Collaborated on outreach events
Telfer MBASA (MBA Student Association)			x	Collaborated on outreach events
Faculty of Law	x			In discussions of forming a uOttawa research centre
Faculty of Social Sciences			x	Cross-listed with the Research Center on the Future of Cities
Telfer Not-for-Profit Management Laboratory (NML)		x	x	Held various brown bag sessions for local NGOs; partnered with NGOs for CSL projects
External Academic Connections				
Sustainable Development Solutions Network			x	Participated at the SDSN conference in Waterloo
Network for Business Sustainability			x	Participated in the annual workshop for Sustainability Center Directors; Leveraged their listserve to advertise faculty hires and events; Participated in the NBS virtual workshop on "What can (and should) sustainability centres do about the war in Ukraine" in March 2022
Academy of Sustainable Innovation		x		Met with the CEO and Founder of the ASI to assess possible integration of content/materials into Telfer curriculum
Sustainability Research & Policy Network of SSRN			x	Follow their newsletter email list and promote events internally
Responsible Research in Business & Management	x		x	Follow and participate in RRBM conferences
International Leadership Association	x		x	Partnered to host the 21st ILA Global Conference (see sidebar)
Sustainable Finance Research and Educational Network	x		x	Centre for Responsible Wealth Creation members follow and participate in SFREN conferences
His Royal Highness Prince of Wales sustainability initiative	x			Helped coordinate student research representative for this initiative

	R	T	O	Example
PhD Sustainability Academy	x			Speaker and mentorship roles
External Connections				
The GLOBE Forum; Delphi Group		x	x	CEO of the Delphi Group is a regular guest speaker; follow their newsletters and promote within
Natural Step Canada		x	x	Have met to discuss possible partnerships; Have guest lectured in ADM4317
EnviroCenter		x	x	Follow their newsletters and promote within; Partners for CSL projects in ADM4317
World Circular Economy Forum			x	Follow their newsletters and online events and promote within
International Institute for Sustainable Development			x	Follow their newsletters and online events and promote within
Aga Khan Foundation			x	Follow their newsletters and online events and promote within
Centre for Social Enterprise Development (CSED)		x	x	Partnered for CSL projects in ADM4317; Participated in GGS ASI half day workshop on Social Entrepreneurship; Follow their newsletters and online events and promote within
Indigenous Resource Center (IRC)		x	x	The IRC has provided guest speakers for courses and experiential business cases for a sample business school education experience day for Indigenous high school students; served as panelist at ILA conference
Women's Environmental Sustainability Network (WESNO)			x	Met to identify potential opportunities for collaboration
Institute for Corporate Directors, DEP Ottawa Chapter		x	x	Developed course on sustainability for Ottawa Chapter DEP; facilitated at several events
CN-Tellier Forum on Business and Public Policy			x	Moderated a panel on Resources and Energy
The Centre for Sustainable Peace and Democratic Development (SeeD)			x	Supporting community enterprise development for peace process in Rwanda
Rideau-Rockcliffe Community Resource Centre		x	x	CSL project sponsors; guest panelists at Telfer events
IdeaConnector.net		x		Partners in NIWEE course
Canadian Philanthropy Partnership Research Network	x		x	Organized conference on Philanthropy in Africa (SSHRC partnership research fund)

	R	T	O	Example
External Government Connections				
Statistics Canada's Sustainable Development Goals Data Hub			x	Attended federal government workshop in Ottawa and communicated the news of Data Hub creation to GGS
UN Global Compact			x	Members attended multiple workshops on scaling sustainability
Export Development Canada (EDC)		x	x	Justine Hendricks, Chief Corporate Sustainability Officer (CCSO) at EDC is a member on the Dean's Strategic Leadership Cabinet; Additionally, the EDC participates and sponsors our annual Telfer Diversity and Inclusion Case Competition
Transport Canada	x		x	Provided a research report on Air Travel Experience and Passengers Living with Dementia
International Longevity Centre Canada	x			Partnered on a research report on Protecting Human Rights During and After Covid -19 to the UNHRC

The Inclusive Innovation Hub (i2hub)

The Inclusive Innovation Hub (i2Hub) is being launched at the University of Ottawa to provide a space for experimentation and learning about inclusive innovation. Over 40 organizations and individuals to date have come together to create the i2Hub and offer a virtual/physical space, expertise, and opportunities to connect with diverse audiences to assist companies, organizations, and individuals in making innovation more inclusive.

Inclusive innovation has the potential to reduce risks in the commercialization process, increase innovativeness, enhance user experience, ensure social license, and expand the talent pool for innovation. Although companies are recognizing its potential and are working to implement greater inclusiveness from ideation through development to user experience design, few feel like they are doing as well as they would like to.

Our consultations and collaborations have shown that leaders from all sectors -- industry, communities, governments, academia -- are keen to engage in inclusive innovation. Indeed, many organizations and individuals have engaged in first projects or collaborations to be inclusive in their work. However, they lack opportunities for direct engagement with groups outside their typical circles. Companies lack

access to community groups, while individuals from diverse backgrounds, including students, feel like they have no avenues to be meaningfully involved in innovation. In short, an accessible (virtual/physical) space is needed to begin conversations among innovation stakeholders, allowing all to learn to better engage on future projects.

Several notable companies, social enterprises and governmental agencies have joined this open and collaborative space to explore the opportunities that inclusive innovation can provide. The long-term goal of this initiative is to develop a theory of inclusiveness transitions in innovation systems that integrates lived experiences of communities traditionally excluded, or at risk of exclusion, from innovation processes and corporate innovation objectives and operating realities. The project continues to grow and our activities can be found at i2hub.ca.



PRINCIPLE 6: DIALOGUE

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

6

ENGAGING THE COMMUNITY AROUND THE SDGs

The Telfer School of Management's four pillars leverage existing research strengths to discover knowledge that can support organizations in their efforts to embrace SDG-related goals. Over the last three years, we have hosted innumerable forums, workshops, roundtables and conferences in support of our PRME goals. These activities have ranged from short virtual masterclasses to multi-day conferences featuring plentiful dialogue around sustainability issues such as: indigenous clean

energy, fostering social enterprise and mapping the way to greener cities. Our faculty have also been involved in organizing conferences in support of the SDGs with external partners such as the International Leadership Association (see sidebar) and the [Canadian Philanthropy Partnership Research Network](#). Our student groups have been equally, if not MORE, involved in tackling critical social and environmental issues from food insecurity to plastic waste. We feature some of these inspirational stories herein.



April 2019



TELFER FORUM: HOW ORGANIZATIONS USE DATA FOR SOCIAL GOOD

While 2.5 quintillion bytes of data are created each day, this pace is only accelerating with the growth of the Internet of Things, a giant network connecting consumers to a variety of devices, from smartphones to home appliances. The access to this enormous amount of data in this ever-connected reality has a major impact on public and private organizations. News headlines decrying nefarious uses of data have pushed legislators to draft consumer-oriented policies to address privacy, consent and security concerns.

However, with few exceptions, we hear little about how data can be used for social good.

This Telfer Forum, in April 2019, explored how good data practices could be used to innovate and develop new products and services that will positively impact the daily lives of Canadians. Moderated by Telfer professor **Leila Hamzaoui** and Steve Guest (ProdWerx Solutions Inc), the event featured professors **Michael Mulvey** and **Umar Ruhi** as well as distinguished panelists: Darrell Bridge (City of Ottawa), and Chris Johnson (Privacy Analytics). The forum engaged the audience with insights from research and practice perspectives tackling important questions such as: How are organizations using data for social good? What benefits do organizations realize by embracing good data practices? And, how do they do it? How can organizations adopt policies in ways that align with public interests?

September 2019



TELFER CLIMATE MARCH

As a leading Canadian management school focused on creating the world's next generation of leaders and influencing sustainable organization performance through the leadership of our graduates and the impact of our research, we believe it is our duty to stand in solidarity with the global climate strike movement. Students were informed about the upcoming march, encouraged to attend and reassured that accommodations would be given for missing lectures. On September 27, 2019, a delegation of more than 25 Telfer faculty and staff members and countless students participated in the activities planned on the day of the global climate strike, joining the millions of people who marched in solidarity to demand action on climate change from our world leaders.

November 2019



MAKING A DIFFERENCE: THE POWER OF SOCIAL ENTERPRISE

In November 2019, more than 60 people (faculty, students and community members) attended a half day workshop organized by Prof. **Daina Mazutis** and the GGS ASI group in collaboration with the uOttawa eHub Difference Makers Program to deepen our understanding of the challenging yet fulfilling career opportunities available in social entrepreneurship. Presenters included Jac Van Beek, founder of Streetsmart Living, Richard Plummer, Executive Director, Causeway Work Center at the Rideau Rockliffe Community Resource Centre, Sarah Abood, Co-Founder and CEO of Thawrih, and Dr. Natalie Slawinski, Associate Professor of Strategic Management, Memorial University and Director of the MBA in Social Enterprise and Entrepreneurship. Dr. Slawinski also presented her research: "Navigating Complexity and the PLACE Model of Leading Social Enterprises" based on her work with the Shorefast Foundation in Newfoundland.

June 2020



TALES FROM THE TRENCHES: OPPORTUNITIES TO PIVOT WITH CHANGES IN CONSUMER BEHAVIOR

Near the very beginning of the pandemic (June, 2020), [Telfer hosted a webinar](#) on the opportunities and changes in consumer behavior brought about by COVID-19. This event featured: Telfer Alumni Anie Rouleau, Founder of the Unscented Company; Dipalli Bhatt, Director of Marketing at Incognito Software; Professor **Michael Mulvey** at the Telfer School of Management; Moktar Yusuf, Cofounder and CEO of Relmogeo; and Karla Briones, Founder of Karla Briones Consulting and Immigrant Entrepreneur Academy. The panel, moderated by Telfer Part-time Professor **Steven Daze**, discussed their unique outlooks into the pandemic and discussed the pivots they were all taking in their respective fields. Questions were answered about business opportunities during a pandemic, privacy concerns in a virtual world, adaptability, and hiring new employees in this environment.

May 2021



GREENING CANADA'S FUTURE: IMAGINING THE TRANSITION TO MORE SUSTAINABLE CITIES

To accommodate the world's rapidly growing population, the UN estimates that 230 billion square meters of new construction will need to be added to our built environment the equivalent of adding Paris sized city to the planet every week for the next 40 years (UN-EIEA, 2017). The population of Ottawa alone is expected to grow by almost half a million in the next twenty years (Ontario Ministry of Finance) taxing urban planners, policymakers, and businesses alike with finding transformative and innovative solutions to sustainable urban development. Given that buildings consume almost 50% of all global resources, 40% of all produced energy and contribute approximately 40% of all carbon emissions globally (UN-EIEA, 2017), reimagining how neighbourhoods, and entire cities will be designed, planned and built will be crucial to Canada's carbon reduction and mitigation efforts.

[In May, 2021](#), more than 70 Telfer students, faculty and alumni joined Professor **Daina Mazutis** and a distinguished panel of industry experts including: Jonathan Westeinde (Founder and CEO of Windmill Developments), Mike Moffatt, Senior Director of Policy and Innovation, Smart Prosperity Institute and Helen Goodland, Head of Research and Innovation, SCIUS Advisory Inc. for an interactive virtual masterclass designed to tackle this grand challenge.

Fall 2021



BEYOND DIVERSITY AND INCLUSION - INCLUSIVE INNOVATION

Innovation has the power to shape society – with positive or negative consequences. What if we could adapt our innovations to be smarter, to avoid unintended consequences and address global challenges? What if we innovated together? In the Fall of 2021, [Professor Sandra Schillo was a featured speaker at TEDxKanata](#). Sandra leads the Inclusive Innovation Research Cluster at the Institute for Science, Society and Policy and is an Associate Professor at the Telfer School of Management. Her work aims to increase understanding of the systems aspects of innovation and entrepreneurship and collaborates to link theory with practice for more inclusive and sustainable innovation practice.

February 2022



PEROGIES FOR PEACE

In the aftermath of Russia's cruel and illegal invasion of Ukraine in February, 2022, Telfer professor **Sharon O'Sullivan** orchestrated a fundraiser in the lobby of the Telfer business building to raise funds for the emerging refugee crisis. The event was made possible by a team of Telfer faculty and staff volunteers. It featured Telfer GGS research pertaining to SDG16 (Peace, Justice and Strong Institutions), and involved significant outreach: 1) across campus (Ukrainian vocalist Lana Pastuszek, a student of the uOttawa School of Music at the Faculty of Arts, provided the entertainment; uOttawa Food Services donated professional chefs and complimentary sides; and the Telfer Dean's Office covered the facility fees; and faculty from other uOttawa departments contributed research posters pertinent to weaning off oil); 2) across Ottawa (car-sharing company Communauto donated transportation), and 3) even across the country of Canada (with Cheemo Perogies from Winnipeg donating the perogies). The fundraiser was a great success - raising just over \$3,500 for the Canada-Ukrainian Foundation (CUF).

June 2022



TELFER ALUMNI EVENT: NERVE: LESSONS ON LEADERSHIP FROM TWO WOMEN WHO WENT FIRST

In June 2022, Telfer School of Management's EMBA Director & Associate Professor, **Charlotte Karam** Ph.D. welcomed Martha Piper O.C., O.B.C., Ph.D. who served as the first woman president of the University of British Columbia and Indira V. Samarasekera O.C., Ph.D., as the first woman president of the University of Alberta, who together engaged in an insightful and engaging dialogue about their new book "Nerve: Lessons on leadership from two women who went first". Telfer students, faculty, alumni and guests benefited from the personal and professional stories of our distinguished guests as they offered guidance for women leaders of every age and at every stage of their career. As the Right Hon. Kim Campbell, P.C. expressed in the foreword to this book: "Nerve is a must-read for any woman who is leading today, considering leading, or thinking about life after leading." Telfer was privileged to host Martha and Indira at this Telfer event.

October 2022



101 DAY: CLASSES WITHOUT QUIZZES

Reminiscent of '101 Week' - which offers orientation for new students- '101 Day: Classes without Quizzes' organized in October 2022, let alumni go 'back to class' to build their knowledge and enthusiasm around important topics to Build a Better Canada. SDG related topics explored included: "Entrepreneurship for Social Change: Innovation in the Face of Stigma" by **Madeline Toubiana**, Associate Professor and the Desmarais Chair in Entrepreneurship, "The Role of Accounting and Finance in Corporate Adaptation to Climate Change" by **Walid Ben Amar**, Full Professor and Telfer Fellow in Sustainability Accounting and "Ethical Dilemma: Achieving Stakeholder's Targets, but at what price in terms of reputational risk?" by Part-time Professor Marc Tassé - Global Anti-Corruption and Financial Crime Compliance Expert.

TELFER WELCOMED THE WORLD TO OTTAWA FOR THE 21ST INTERNATIONAL LEADERSHIP ASSOCIATION (ILA) GLOBAL CONFERENCE IN OCTOBER 2019

As the Platinum Sponsor for the ILA Global Conference, Telfer welcomed over 1,000 delegates from 37 different countries to together explore the theme: “Leadership: Courage Required”. From the pre- and post-conference excursions to the 450+ workshops, presentations, and papers; from the opening reception honouring indigenous lands and its peoples, to dynamic plenaries featuring former prime ministers and global business leaders, the conference had something for everyone.

As conference co-chairs, Telfer Associate Professor **Daina Mazutis**, Telfer Director of Executive Education, **Glen Orsak**, and Telfer Executive in Residence, **Ingrid Richter**, had the opportunity to significantly shape the program placing a special emphasis on planning and organizing spotlight sessions pertaining to the UN Sustainable Development Goals, including and featuring:

- **Uniquely Ottawa Perspectives on Sustainability Leadership**

A full day off site pre-conference workshop for the Sustainability Leadership interest group at Zibi Sustainable Community and Aboriginal Experiences with Dr. P. Kosempel (uDenver), R. Stilts (Theia Group), **Daina Mazutis** (Associate Professor, Telfer), Kathleen E. Allen (Allen and Associates), Rian J. Satterwhite (University of Nevada, Las Vegas)



- **Leadership & Sustainability Luncheon and Spotlight Session**

Featuring: Dr. Stewart Elgie (Director of the Institute for the Environment, uOttawa), Mike Gerbis (CEO, Delphi Group): Annie Rouleau (CEO, Unscented Company), **Daina Mazutis** (Associate Professor, Telfer), Kathleen E. Allen (Allen and Associates), Rian J. Satterwhite (University of Nevada, Las Vegas)



- **Indigenous Leadership and Environmental Sustainability**

Chair: **Sharon L. O’Sullivan** (Associate Professor, Telfer), Chris Henderson (Program Director & Lead Mentor, Indigenous Clean Energy: 20/20 Catalysts Program), Yogendra Chaudhry (Vice President, Professional Services, Eco-Canada Mandy Gull, Deputy Grand Chief, Cree Nation Government).



- **Corporate Leadership: The Courage to be Socially Responsible**

Featuring: Pat Dambe (Head of Corporate Affairs, DeBeers Group), Alonzo Weems (VP and Deputy General Counsel, Eli Lilly & Company), **Daina Mazutis** (Telfer)



- **Leadership Character for Courageous Leadership**

Featuring: Dr. Mary Crossan (Professor, Ivey Business School, Western University), Bill Furlong (Executive-In-Residence, Ivey Business School) and Steve Virgin (Director of Character Based Leadership, HR, Canada Revenue Agency)



- **Women on Boards: Courageous Leadership Required**

Featuring: Dr. Marlene J. Le Ber (Professor, School of Leadership and Social Change, Brescia College), Deborah Rosati (Founder and CEO of Women Get on Board), Karen Fryday-Field (Senior Consultant, Meridian Edge Leadership and Governance Consulting) and Jim Durrell (Former Mayor of Ottawa), **Daina Mazutis** (Telfer)



Several Telfer faculty, including **A.J. Corner**, **Mike Miles** and **Ivy Bourgeault**, also presented research papers at the conference. In addition, as conference organizers, we orchestrated several important keynote speakers, plenary sessions and alumni events including:

- **Leadership: From the Vicious Circle to the Virtuous Circle With Courage, Authenticity, and Presence**
Featuring: The Right Honorable **Paul Martin**, 21st Prime Minister of Canada; Senator/Ànìke Nìgànzì Murray Sinclair, Senator of Canada; Parliament of Canada; Aboriginal Judge; Chief Commissioner, Truth and Reconciliation Commission of Canada (Ànìke Nìgànzì Kanadàng; Wàbìshkìwe Ogimà Kanadàng; Anishinàbe Tibàkonigewinini; Nàgànikandang Tebwewin Kàbì Ijìwebag); Moderator: Cynthia Wesley-Esquimaux, 1st Indigenous Chair for Truth and Reconciliation, Lakehead University, Orillia & Thunder Bay
- **Lead Beyond Courage: Trust and Rebalancing Leadership in an Interdependent World**
Featuring: The Right Honorable David Johnston, Governor General of Canada, 2010 – 2017; Henry Mintzberg, The John Cleghorn Professor of Management Studies and Faculty Director (International Masters for Health Leadership), McGill University; Moderator: The Right Honorable **Kim Campbell**, 19th Prime Minister of Canada
- **Coeur and Courage: Finding Your Fierce Heart and Leading With It**
Featuring: Danièle Henkel, Founder and CEO, Danièle Henkel Entreprises; Interviewer: Ingrid Richter, Executive in Residence, Telfer School of Management, University of Ottawa

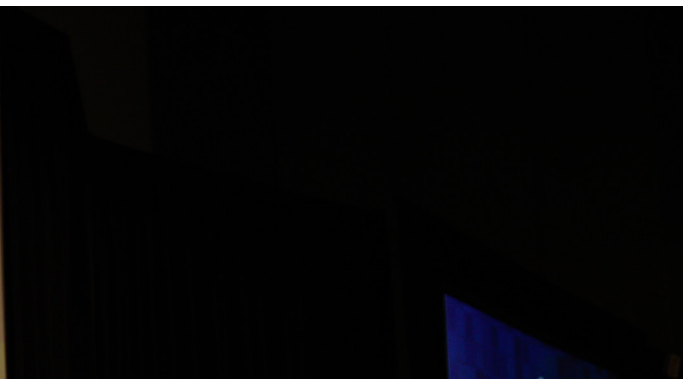
Finally, we included a panel discussion and reception specifically as it pertained to the PRME and as part of Telfer's 50th Anniversary celebrations, that attracted over 100 ILA members and Telfer Alumni to discuss **"The Future of Leadership: The role of management education in preparing tomorrow's courageous leaders"**. This panel featured: Annie Rouleau (Founder and CEO of Unscented Company), Corey Ellis (Founder and CEO of the Growcer), George Langill (Former CEO of Royal Ottawa Health Care Group) and Tammy Labelle (CIO Public Services and Procurement Canada).

"THE ILA GLOBAL CONFERENCE IN OTTAWA WAS ONE OF OUR BEST IF NOT OUR BEST GLOBAL CONFERENCE TO DATE.... THE CONCURRENT SESSIONS AND KEYNOTE PANELS WERE EXEMPLARY RESULTING IN A NET POSITIVE SCORE FROM THE CONFERENCE OF 96% SAYING THEY WOULD RECOMMEND THIS CONFERENCE TO OTHERS."

Cynthia Cherry, ILA President and CEO

Telfer was honoured to be the Platinum Sponsor for the 21st ILA Global Conference and bring a spotlight to important topics in globalization, governance and sustainability.

For more information, photos and videos please visit: <https://ilaglobalnetwork.org/events/21st-global-conference-ottawa-2019/>





TELFER STUDENTS SUPPORT THE SDGS

Our student organizations show their passion and creativity with year over year growth in their projects, events and outreach. Telfer student clubs that pay particular attention to social and environmental priorities include: Enactus uOttawa, Women in Management Network, Jeux du Commerce, The Telfer Entrepreneurs' Club, the MBASA and MBAAA amongst others. We are extraordinarily proud of the leadership roles our students are taking to forward the goals of the PRME and the UN SDGs

The Women in Management Network (WMN) focuses on gender equity in the workplace with an ethos on career, skill, and community. The **WMN** is a student-run organization that operates as a collaborative network of students, faculty and industry professionals of all genders and hosts several events on multiple topics including marketing, finance and HR. For example, in 2021, WMN hosted #RealTalksHR to discuss the HR career field with professionals. This virtual event featured an Employee Experience Partner from ProntoForms and an HR Manager from IG Wealth Management. The panel discussed their journeys through HR, the future of the HR industry, and tips for students interested in this field. At another event, during Earth Week 2021, WMN created an interactive giveaway where participants sent photos of themselves doing earth-friendly activities to win prizes. The WMN at Telfer helps bring SDG 5 to life.

"IN MY FIRST TWO YEARS AT TELFER, I FELT LOST, UNTIL I STUMBLED UPON A NEWLY LAUNCHED CLUB FOCUSED ON HELPING WOMEN IN BUSINESS...[WHERE] I FOUND MYSELF SURROUNDED BY A GROUP OF INSPIRING, WELCOMING AND SUPPORTIVE WOMEN WHO WERE JUST LIKE ME. SLOWLY, I BEGAN TO OPEN UP MORE AND I EVENTUALLY DISCOVERED DIFFERENT PASSIONS I DID NOT KNOW I HAD."

Alumnus Lauren Hamilton



Jeux du Commerce (JDC) is the largest competition of its kind in Eastern Canada. It aims to connect business students with the business world through a case-solving, sports & social competition. In 2020, Telfer came back home with three podium awards in Human Resources, Debate, and Wildcard. Given pandemic disruptions, the Telfer JDC ran a 24hr David Suzuki WWF Fundraiser 2022. This 24-hour fundraiser had 86 members participate over the day-long event in activities such as a campus eco-tour and a case crack on making campus greener. The club partnered with the Sustainable Development Centre and raised \$2,750 for the foundation.



The Entrepreneurs' Club (TECDE) is a not-for-profit student-run organization that devotes its time to organizing professional networking events that link uOttawa students across all faculties with the entrepreneurial community. This club regularly hosts events such as the E-LLE Gala (Excellence in Leadership, Legacy in Entrepreneurship) that aims not only to celebrate the successes of women in leadership and entrepreneurship, but also to raise awareness of the opportunities available to young women today. They also run the 'Toast to Success' Business Dinner that is the largest professional networking event hosted by a student-run club at the Telfer with over 300 students, professionals, and community members attending every year. In 2022, the theme for the dinner was focused on the success of marginalized entrepreneurs, celebrating the successes of individuals within the BIPOC and LGBTQ+ communities. The sold-out event featured a West African drummer, Black and Ukrainian artists, and a keynote address by Wes Hall, Chairman and Founder, Kingsdale Advisors, Founder of the BlackNorth Initiative, and the newest dragon on CBC's Dragon's Den. As a keynote speaker, Wes Hall presented several

key aspects of his career as well as tips for future entrepreneurs in the room. During the event, he also revealed that he'd recently established the Wes Hall Scholarships: two full, four-year scholarships for black and indigenous Telfer Commerce students who intend to pursue a career in finance.

Telfer MBASA is Telfer's MBA Student Association. Run by current MBA students, the MBASA organizes various events throughout the year, including an "Unleash your Ideas" speaker series, which in 2019 included an interactive panel featuring: David Segal - Founder, DAVIDs Tea and Mad Radish, Anie Rouleau - Founder, The Unscented company and Dan Moorcroft - Co-Founder, QMR consulting discussing the importance of embedding a strong purpose into your organization. In another Executive Speaker Series in 2021, the MBASA welcomed Bernard Lebel, CEO & Co-Founder, Green Link discuss "Why Sustainability and Business are not mutually exclusive". Lastly, also in 2021, the Telfer MBASA orchestrated a full day consult-a-thon where students put in a total of more than 170 hours of case-cracking to help social enterprises such as Shyne Eyewear and Empower'em tackle strategic issues facing their organizations. "It truly represents what the Telfer School of Management is all about - bringing together the creative energy and expertise of students, local businesses leaders, and industry experts to focus on a business challenge faced by local organizations," said Professor Catherine Elliott, Director of the Telfer MBA program about the event.



Telfer MBAAA. The Telfer MBAAA is Telfer's MBA Alumni Association. It is run by MBA alumni that regularly organize and host events including the Telfer MBAAA Speaker Series. For example, in May 2022, the MBAAA hosted an online webinar on "2022 Disruptions - Freedom Convoy and Russian Invasion of Ukraine" featuring Part-time Professors Marc Tassé and Noah Arshinoff, for a presentation about the challenges of

fighting loopholes and imposing sanctions related to crowd funding. Through crowdfunding, millions of dollars were raised to support the convoy protests, raising questions about the origin of the money and whether it was funding illegal acts. At the same time,

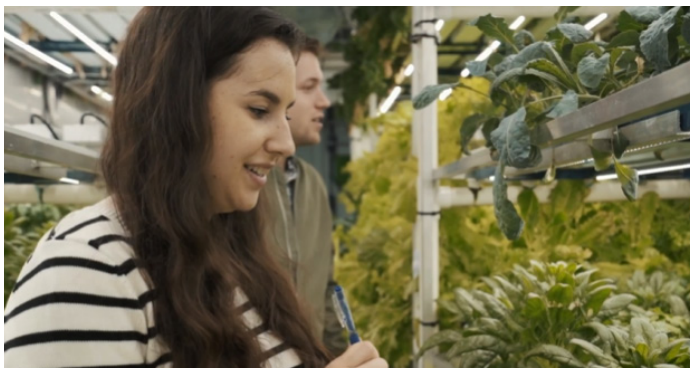
several sanctions and related measures have also been put in place against Russia's unprovoked and unjustified invasion of Ukraine. The panel discussed: "How effective are the measures and sanctions in place?"

SPOTLIGHT ON ENACTUS

Enactus uOttawa is an award-winning student-led organization that uses entrepreneurial action to empower people to improve their livelihoods. Enactus is a social entrepreneurship club that runs multiple social enterprises, programs, and events, all with a goal of generating positive social and environmental impact. Students gain hands-on experience in sales, marketing, event-planning, finance, strategy, and so much more. They also get to compete against Enactus teams from across the country in yearly pitch competitions, where uOttawa students have been consistently recognized for their efforts including prizes for Best Project Awards (2020), National Winner of the Youth Empowerment Challenge (2020) and Central Canada Regional Champions (2021) in three pools: Winner of the TD Entrepreneurship Challenge (Project F.L.Y.), Winner of the Scotiabank Climate Action Challenge (Poly & Shyne Eyewear) and Winner of the CWB Financial Education Challenge (Poly & Shyne Eyewear). Carter Barrett, President of Enactus uOttawa and fourth-year Telfer student who is pursuing a BCom with a specialization in Management Information Systems and Analytics said this: "We placed first in our respective pools for all three challenges that we competed in and placed first in the country in the Scotiabank Climate Action Idea Pitch Competition with a new project idea. We will be continuing to compete at the national level in all three challenges!"

Mentored by Telfer's Executive-in-Residence, Stephen Daze, Enactus has launched multiple businesses focused on plastic recycling, food security, and water accessibility amongst others, and in the last few years, has launched several successful enterprises including:

The Growcer



Alumni, Corely Ellis and Alida Burke, first developed their business idea The Growcer through Enactus as Telfer students. The pair came up with an idea for a modular hydroponic growing system after having visited remote communities who face food insecurity in Northern Canada. The plug-and-play hydroponic system gives produce everything it needs to grow in a controlled environment, built inside retrofitted shipping containers. These enable northern communities, schools, Indigenous and regional governments, as well as other businesses and non-profit organizations to develop more self-reliant and sustainable local food systems.

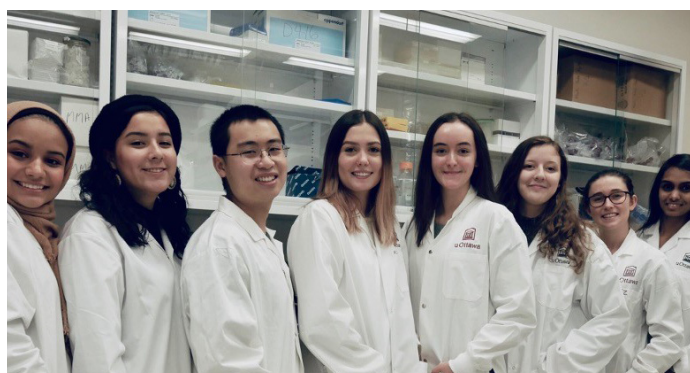
The founders took their food security project to CBC's the Dragon's Den in 2019 and received offers from all 4 dragons. The company continues to grow its food security impact in Canada's underserved northern communities and is expanding its operations

worldwide. UOttawa purchased a Growcer system early in their development stage and uses it both to demonstrate sustainable agricultural practices as well as to supply fresh produce to our dining hall. Now, The Growcer has over 15 employees and operates out of Invest Ottawa's accelerator program at Bayview Yards.



Poly

Created by Telfer student Holly Todd, [Poly](#) aims to tackle the massive environmental implication of plastic waste through the manufacturing of small-scale machines that can shred down plastic and mould it into new products using injection moulding techniques. Their mission is to make it possible for any community, anywhere, to make recycling not only a positive environmental initiative and beneficial piece of infrastructure, but also a job creator and profit generator. Poly educated 240 youth from 2020-2022 in its climate change workshops and employed 11 individuals with disabilities. The club entered into a partnership with Telfer on an art installation in the main lobby where 220lbs of recycled plastic will be used to make a nature-inspired art piece for visitors to enjoy.



Nibi

Led by a diverse group of uOttawa students (including Telfer student Siya Patel) under Project Manager Alexandra Whiteduck, [Nibi](#) is focused on investigating and creating a sustainable way to tackle the water crises affecting indigenous communities across Canada. Nibi works with communities to test their water, identify filtration solutions and create workshops to allow community members to monitor and take ownership of their drinking water. From their 2020-2022 workshops 134 youth were educated on water sanitation obstacles that indigenous communities face using science and water-based workshops.

Enactus also runs the annual Legacy Conference where some of the most notable entrepreneurs engage with uOttawa students providing tactical advice on how to start and grow their business. Held annually in March, Legacy brings together up to 700 student, entrepreneurs, industry experts and high-growth startups to inspire, empower and connect. The conference often features inspiring social entrepreneurs such as: Salman Khan, Founder of Khan Academy and Sultan Akif, Founder of Library a Week an Experience Your Life Expo.



PRINCIPLE 7: ORGANIZATIONAL PRACTICES

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

SUSTAINABILITY ON CAMPUS

As leaders in our community, uOttawa is making every effort to ensure that our organizational practices are reflective of the values instilled through education across our [campus](#). We are working hard to ensure that we offer strategic research, teaching, and social opportunities for our students that deepen their understanding of corporate impacts on the everchanging world.

Specifically, the Montreal Carbon Pledge commits us to:

- Reducing carbon emissions in our investment portfolio by 30% by 2030 (in progress)
- Transferring \$10 million to a long-term portfolio towards investing in clean tech (completed)
- Creating a Clean innovation Research Fund of \$3 million to support sustainable teaching, research, and graduate programs (completed)
- Overall reduction of uOttawa's community carbon footprint (in progress)
- Working towards a zero-waste community (in progress)

“AS A SIGNATORY TO THE TALLOIRES DECLARATION, THE HALIFAX DECLARATION, THE “ONTARIO UNIVERSITIES COMMITTED TO A GREENER WORLD” PLEDGE, THE MONTREAL CARBON PLEDGE, AND MOST RECENTLY, THE “INVESTING TO ADDRESS CLIMATE CHANGE” CANADIAN UNIVERSITIES CHARTER, THE UNIVERSITY UNDERSTANDS HOW IMPORTANT IT IS TO SUPPORT TALK WITH ACTION. THE ENVIRONMENTAL MANAGEMENT AND SUSTAINABILITY POLICY (POLICY 72) AND STRATEGIC PLAN (TRANSFORMATION 2030), SOLIDIFY OUR COMMITMENTS AS GUIDING DOCUMENTS THAT WILL HELP FOCUS THE UNIVERSITY’S ATTENTION ON A CULTURE OF SUSTAINABILITY.”

uOttawa, 2021

Tackling Climate Change at uOttawa*

In late 2017, the University of Ottawa adopted [Policy 72— Environmental Management and Sustainability](#).

This precipitated the creation of a Campus Sustainability Plan. The first iteration of this plan focuses on three key areas: climate change, waste management and experiential learning. The climate portion of this plan expands the institutional view of our emissions from simply those produced by the natural gas we burn to include other sources such as the emissions created from air travel and so forth. In the coming years, a complete inventory of the institution's greenhouse gases will be undertaken to better understand an appropriate course of action under this expanded view of our emissions.

Policy 72 requires that every faculty and service create a sustainability plan that aligns with institutional goals. The creation of these plans will be undertaken with the help of the Office of Campus Sustainability and reviewed by the [Campus Sustainability Committee](#). By the year 2040, the University of Ottawa aims to be carbon neutral, essentially emitting zero net emissions by offsetting its carbon. This would apply to direct emissions produced by burning natural gas and fuel.

In the past five years, the floor space of the University of Ottawa has increased significantly due to the construction of new buildings and the acquisition of leased spaces. This has expanded the campus footprint and increased the carbon burden. Nevertheless, work continues in order to reduce the

carbon created by the buildings on campus; carbon emissions intensity is one-quarter of what it was in 1975.

For the past decades, the EcoProsperity Program, a series of deep energy retrofits, have dramatically reduced CO2 production on campus and produced a very attractive return on investment. For example, a \$1M retrofit that was completed at the Minto Sports Complex, represents an annual saving of \$200K in utilities costs (water, electricity and natural gas) and a reduction of our carbon footprint of 403 tonnes. These energy retrofits have been recognized by Enbridge Gas, who offer financial incentives for successful energy reduction projects.

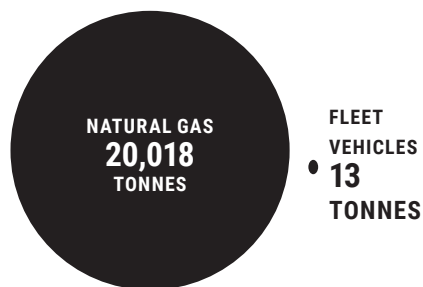
The deep energy retrofits over the past decade have eliminated 9,682 tonnes of CO2 annually; the Demarais building, which is home to the Telfer School of Management, was part of this program.

Taking a broader look, the emissions created from heating and powering our buildings represent only slightly more than the emissions created by commuting to campus. Beyond the Facilities fleet, there has been a rigorous effort to encourage campus commuters to move towards less carbon-intensive forms of transportation. Currently, over 87% of campus community members do not use a single occupancy vehicle to arrive on campus, but the 13% who do produce represent one-third of all the emissions.

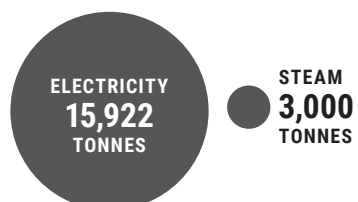
*All credits for this section belong to the [Climate Change Report 2020](#) by the University of Ottawa.

FIGURE 3 - Tackling Climate Change at uOttawa

SCOPE 1



SCOPE 2



SCOPE 3



Fostering a Sustainable Mindset on Campus

The University of Ottawa is committed to advancing the [UN SDGs](#). We highlight some of these activities on the following pages.

uOttawa Free Store

As a method of reducing waste and overconsumption, the uOttawa community, students, faculty, and employees can visit the Free Store to drop off gently used items, or to “shop” for new items – all of which are free. The Free Store operates entirely on the shoulders of volunteers and serves as a community partner in class projects, tasking students with projects such as analyzing the business model to find expansion and improvement opportunities.



Community Gardens

uOttawa has 5 community gardens across the main campus to help with pollination, act as carbon sinks, and provide opportunities for student, faculty, and employees to interact with nature on campus. Students explored gardening through the Edible Campus Gardens, a pilot project started summer 2022 by the Student Sustainability Office.

Organic Farmer Boxes

uOttawa takes part in the Community Shared Agriculture food service allowing students, employees, and faculty members order organic fruit and veggie boxes filled with fresh produce from local farmers. The campus community benefits from organic, easy to access vegetables, while supporting a fair-trade local farm.



Increased Bike Parking on Campus

We have implemented a more bike friendly community for students, employees, and faculty and encourage sustainable transportation to our community. The University of Ottawa encourages winter cycling by ploughing around certain bike racks to keep them going during the winter. The University of Ottawa Student Union run the Bike Co-op, an inclusive DIY space for beginners as well as experts, well-equipped with tools and expertise needed to repair or build a bicycle.

Sustainable Infrastructure

Bird Friendly Windows

uOttawa is working to ensure that all windows available on campus can be adjusted for bird safety, all new buildings on campus will be built with this technology and old ones retrofitted.



Green Roofs

uOttawa has six green roofs and green spaces across the campus. It is also mandatory for all new buildings to be built with the consideration of a green roof.

LEED Buildings

Three buildings on campus have achieved LEED Gold certification and one has achieved LEED Silver; two more buildings on campus under design or construction are also targeting LEED certification. Once completed, this will represent approximately 20% of the floorspace on campus.



Accessible Buildings

Five buildings at the University of Ottawa, including Telfer's own Desmarais Hall, were awarded the Rick Hansen Foundation Accessibility Certification (RHFAC) for their contribution to building accessibility. Other awarded facilities at the university were the Social Sciences building, Minto Sports Complex, STEM Complex, and Henderson Residence. The Rick Hansen Foundation Accessibility Certification (RHFAC) is a program that aims to improve accessibility in Canadian buildings. The certification rates how accessible a building is based on user experience, more specifically users who live with a disability affecting their mobility. The program also supports the United Nation's "Envision2030" sustainable development goals, a campaign that aims to transform the world for people with disabilities.

Sustainable Food

Hydroponic Gardens

uOttawa is the proud owner of a Growcer unit. This uOttawa student company, created out of Enactus is reducing our campus' environmental impact. During a normal school year, uOttawa can easily consume 100 per cent of what's produced from a Growcer unit with 8,000 students passing through its dining services each day.



Fair Trade Campus

In 2013, the University of Ottawa became Canada's 7th Fair Trade Campus. With the help of Food Services, uOttawa has held this certification ever since.

Marine Stewardship Council (MSC) Certification

The University is committed to sourcing and serving wild seafood that meets the world's most rigorous standards for sustainable fishing and traceability.



Aquaculture Stewardship Council

Aquaculture Stewardship Council certified in 2019. ASC certifies farmed seafood from around the world and to uOttawa's Dining Hall.

Certified Green University Dining Hall

Canada's first 3-star Certified Green University Dining Hall since 2018. The Green Restaurant Association™ assesses water and energy use, waste and disposables, sustainable food sourcing, and earth-friendly cleaning practices in their certification.



Reducing Waste

Waste management was identified as one of the most important topics to campus community members. Recycling is viewed as one of the issues whereby everyone has a role to play.

The Sustainable Campus Committee has determined that our path to waste reduction should include a target to become zero waste by the year 2050, but this should be accompanied by another target to reduce overall waste on campus by 30% by the year 2030. This will focus our target on dematerialization rather than substituting one form of waste for another (ex. Recycling packaging vs eliminating single use materials).

Reduce overall volume of waste on campus by 30% by 2030

- Conduct a full campus waste audit (including hazardous waste)
- Create a central waste inventory
- Zero waste to landfill on campus by 2050
- Create waste management workshops with Human Resources
- Create a campus waste management awareness campaign
- Standardize waste management infrastructure across the campus

Sustainability Awards

Most notably, in March 2022, the University of Ottawa was awarded the [STARS Gold Rating](#) for its sustainability achievements by the Association for the Advancement of Sustainability in Higher Education (AASHE). The Sustainability Tracking, Assessment & Rating System (STARS) measures and encourages sustainability in all aspects of higher education including such diverse elements as climate change, green space, recycling, affordability, course content, and student representation in governance. Reflecting on the award, Jonathan Rausseo, the University's campus sustainability expert, notes: "The University has been on its sustainability journey for years. But this achievement demonstrates that uOttawa has been able to expand its sustainability programs into all aspects of campus life."

The Telfer School of Management is proud to be a part of this [extraordinary achievement](#).





LOOKING FORWARD....

The 'Greener' group at Telfer is committed to achieving the ambitious goals set out in Telfer's new Strategic Plan 2025 which correspond to our original GGS strategic priorities outlined under Principle 1: research, teaching, outreach and intensifying by institutionalizing. In the next two years, our top ten priorities are to:

RESEARCH

1. Continue to do cutting edge research across the different SDGs, collaborating with multi-disciplinary colleagues and graduate students, publishing high quality research in important journals.
2. Continue to seek research funding in support of projects that further the sustainable development goals.

TEACHING

3. Continue to offer engaging pedagogical methods to expose students in all programs to the PRME and the SDGs.
4. Explore the possibility of incorporating program specific learning goals aligned with the PRME.
5. Explore the launch of new microcredit programs in support of the SDGs, including a) a microcredit certificate program on Indigenous clean energy sector and b) a new specialization in the Master of Engineering Management (MEM) program in the field of Environmental Technology Management. We will also explore the potential to include a minor in sustainability at the undergraduate, MSc and PhD levels.

OUTREACH

6. Continue to offer engaging opportunities to further dialogue around the SDGs through both our internal brown bag sessions, research seminars and other learning opportunities, as well as external alumni and industry events.
7. Continue to seek multi-disciplinary partnerships, both across campus as well as across the PRME network.

INTENSIFYING BY INSTITUTIONALIZING

8. Formalize the 'greener' living lab approach into a Sustainability Center with proper administrative support to further track, consolidate, coordinate and share the work that is being done under the 'greener' strategic pillar.
9. Develop Telfer specific policies in line with the [uOttawa Indigenous Action Plan \(IAP\)](#), [Environmental Management and Sustainability Policy 72](#) and [Equity, Diversity and Inclusion priorities](#).
10. Establish a working group to identify specific initiatives and KPIs in support of the SDGs and to help institutionalize these 10 objectives.



PRME
Principles for Responsible
Management Education

**Telfer School of Management | École de gestion Telfer
University of Ottawa | Université d'Ottawa**

55 Laurier Ave. E.
Ottawa, ON K1N 6N5

telfer.uottawa.ca

Telfer School of Management / École de gestion Telfer

@telfer_uottawa

Telfer School of Management at the University of Ottawa

@Telfer_uOttawa

@Telfer_UdO



For more information, please contact:

Telfer's Greener Pillar:

Daina Mazutis, Endowed Professor of Ethics, Responsibility and Sustainability: daina.mazutis@telfer.uottawa.ca

Sharon O'Sullivan, Full Professor of Organizational Behaviour: SOSullivan@telfer.uottawa.ca

With thanks to Graduate Research Assistants Natalia Goncalves and Sonia Vinogradova.

Media Inquiries: media@uOttawa.ca