Brilliant by nature.

Centre for Social and Sustainable Innovation

YEAR IN REVIEW | 2013-2014
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It is my pleasure to present this third annual report from the Centre for Social and Sustainable Innovation (CSSI). Sustainability and social responsibility (S/SR) are integral to the Gustavson School, prompting bold ideas and innovative initiatives locally and internationally in the pursuit of our vision to be a pioneer in this area.

As our school approaches its 25th birthday in 2015, we continue to live by our values – linking an integrated, international and innovative mindset to our commitment to sustainability and social responsibility. The CSSI plays a vital role in fostering the implementation of this agenda. In each of our programs, faculty and staff bring new ideas and new initiatives on sustainability and social responsibility to our work of creating knowledge and education.

With support from the CSSI, we have excelled in integrating sustainability throughout our educational programs, governance, administration and operations. This past year, we made exciting strides in strengthening our capacity for research in sustainability. Generous support from Goldcorp Inc. allowed us to fund a CSSI post-doctoral fellow and enhance research resources for faculty. The gift also allowed the CSSI to provide significant support to our students at undergraduate, graduate and post-graduate levels. Students were able to take advantage of initiatives around the world that expanded their horizons, enlarged their networks and built their passion for sustainability and community engagement. This is the kind of foundation that will encourage our graduates to become the leaders who shape a positive future for business and the world.

This Year in Review reports on the CSSI’s and Gustavson’s achievements in Education, Research, Governance and Operations during the past year. It also sets the stage for more progress as we go forward.

Saul Klein
Dean, Peter B. Gustavson School of Business
CSSI: Strategy in Action

Why We Exist

Sustainability and social responsibility have been core values at Gustavson for many years, but creating the CSSI integrated Gustavson’s commitment to the S/SR pillar even more deeply. CSSI provides the structure to make sustainability part of everything we do: our school’s governance, research, educational programs and daily operations – our very culture. Charged with Gustavson’s bold new vision and guided by our strategic plan and the UN Principles for Responsible Management Education (UN PRME, see page 13), we made big strides this past year, and we are delighted to share the stories of our student, faculty, and staff progress and innovation in this, our third Year in Review report.

Our Goal

Through research and teaching, Gustavson’s goal is to help the school, our students and the greater community become change agents and role models for a sustainable and responsible approach to business. In our own operations and governance, we hold ourselves to the same standards – minimizing our impact on the global environment, transparent and consultative decision making, and responsible stakeholder management. Leading by example, we want to be a model for business schools.

Our Vision

We generate inspired business thought and practice that enhances and sustains the quality of life today and across generations.

Our Roadmap

We cultivate sustainability thinking through ALL aspects of the Gustavson School of Business’s educational programs (core, specializations, co-operative work terms and exchanges).
Director’s Message

The school has continued on its path to becoming an educational and research leader in social and sustainable innovation, and we are proud to share details of CSSI and Gustavson initiatives, activities and accomplishments that are guided by our commitment to create positive change.

Business is increasingly viewed as one of the most influential institutions in our rapidly globalizing world. This brings tremendous opportunities for graduating inspired leaders, decision makers, and researchers who can shape a positive future. At Gustavson we want to lead the charge, and the CSSI’s role is to support that ambition.

It takes the passionate support of many to realize the CSSI’s vision. Special thanks go to the CSSI’s Associate Director, Heather Ranson, for her continued dedication and creativity; to CSSI Coordinator Rachel Goldsworthy, who is “the glue” for the CSSI and who communicates, coordinates and cultivates sustainability thinking throughout and beyond Gustavson; to our wonderful team of priority chairs, Heather Ranson (Education & Governance), Dr. Basma Majerbi (Operations), and Drs. Josh Ault and Matt Murphy (Research); and of course Goldcorp Inc for their generous financial support. With the full support of our dean, Dr. Saul Klein, it is the cheerful and enthusiastic contributions from faculty, staff and students that move our school forward on its pioneering path of creating sustainable and shared value for the world.

If you would like to receive our weekly CSSI Communiqué with tips, tools and resources for transforming business education and research, please send an e-mail to cssi@uvic.ca. We hope that you will visit the CSSI website (www.uvic.ca/gustavson/cssi) to learn more about Gustavson’s initiatives, creativity and momentum, and we welcome your ideas and support.

Monika Winn
Professor and Francis Winspear Scholar
Director, Centre for Social and Sustainable Innovation
### The Year at a Glance 2013-2014

<table>
<thead>
<tr>
<th>CSSI PRIORITY</th>
<th>KEY INITIATIVE</th>
<th>PROGRESS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>E</strong> EDUCATION</td>
<td>Help Gustavson integrate sustainability and corporate social responsibility throughout our educational programs</td>
<td></td>
</tr>
<tr>
<td>• Ensure that sustainability is addressed in each of the BCom core classes</td>
<td>71%</td>
<td></td>
</tr>
<tr>
<td>• Ensure that sustainability is addressed in each of the MBA core classes</td>
<td>68%</td>
<td></td>
</tr>
<tr>
<td>• Develop and maintain sustainability course material for the MGB classes when delivered in Asia and Europe</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>• Ensure sustainability is part of the PhD program’s core curriculum again</td>
<td>×</td>
<td></td>
</tr>
<tr>
<td>• Track GSB’s base line of sustainability integration</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>• Maintain monthly contact with professors to share educational resources</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>• Conduct a minimum of two lunch-and-learn sessions per year</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>• Host a major sustainability speaker for faculty development</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>• Support the MBA re-design process</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>• Ensure sustainability is included in all specialization areas</td>
<td>✓</td>
<td></td>
</tr>
</tbody>
</table>

| **R** RESEARCH | | |
| Significantly strengthen Gustavson’s capacity for S/SR research | |
| &bull; Sustainability research seminar series: host three speakers | two speakers | |
| &bull; Shape strategic Sustainability/Social Innovation (SSI) research focus for branding | ✓ | |
| &bull; Attract Post-Doc fellows and research assistants | ✓ | |
| &bull; Cultivate corporate sponsorship | ✓ | |
| &bull; Build multi-stakeholder partnerships (corporate, academic, NGO partners) | ✓ | |
| &bull; Significantly strengthen SSI conference attendance | ✓ | |
| &bull; Regularly communicate SSI research activities and output | ✓ | |

| **G** GOVERNANCE | | |
| Support Gustavson’s efforts to continually improve in all aspects according to the UN PRME | |
| &bull; Write and post the biennial PRME report | ✓ | |
| &bull; Harmonize reporting functions with GSB accreditation | ✓ | |

| **O** OPERATIONS | | |
| Assist Gustavson to become the first carbon-neutral business school in Canada | |
| &bull; Support consultations and roundtable discussions with GSB on a Green Fund | ✓ | |
| &bull; Continue communications efforts toward energy conservation and waste reduction | ✓ | |
| &bull; Produce an annual greenhouse gas emissions report | ✓ | |

| **C** CENTRE ADMINISTRATION | | |
| - Build and maintain an effective centre administration | |
| - Secure resources | |
| - Develop strategic relationships and positive reputation with key stakeholders | |
| &bull; Continually improve systems, procedures and measures | ✓ | |
| &bull; Maintain website, strengthen web presence | ✓ | |
| &bull; Support Gustavson’s SSI events, contests, prizes | ✓ | |
| &bull; Manage student relations | ✓ | |
| &bull; Manage SSI communications in GSB and UVic as well as externally | ✓ | |

| **C&C** CULTURE AND COMMUNICATIONS | | |
| - Regularly provide inspirational, educational and usable communications internally and externally | ✓ | |
| - Support the cultivation of effective action in the spirit of sustainability at Gustavson | ✓ |
**Education**

*Led by Heather Ranson, assistant teaching professor and chair*

Over the past three years, the CSSI has established our support for some regular Gustavson events. Both MIIISsion* Impossible, the BCom event that welcomes third-year students to our faculty every fall, and the MBA case competition are partly sponsored by CSSI time and money. Our support provides an incentive for the school’s programs to include sustainability-oriented events even as they build their own – and thus Gustavson’s – strengths and reputation for sustainability education.

We are always happy to organize or support visits by guest speakers from other universities as well as practitioners from business, non-profit organizations and government. They offer our faculty and staff important new perspectives and insights into sustainability initiatives, frameworks, strategies and lessons on implementation that broaden our own expertise.

*Gustavson education and values are based on four pillars: International, Integrative, Innovative, and Sustainable/Socially Responsible, hence the unusual spelling.*

**MIIISsion Impossible**

In September, the new students to the Gustavson BCom program met their teammates and spent a day visioning, researching and developing ideas for sustainable products or services that would be culturally appropriate for the home country of the international student on each team. They pitched their ideas to faculty and business judges, who looked for well thought-out ideas with potential for a positive impact on their target communities.

Elizabeth May, MP and leader of the Green Party of Canada, celebrates MIIISsion Impossible with BCom student Brody Bavin.
From classroom to cases

Early in their program, our MBA students are introduced to analyzing cases and learn how to write decisions and recommendations. At the end of their first semester, they have a chance to put their learning into action. In what has become an annual event, the MBA program chooses two business cases with a sustainability theme and teams of students spend two days preparing the cases and presenting them to internal and external judges.

It is an opportunity for students to integrate what they’ve learned in each of their first-semester courses and to come up with a holistic response to the problem posed in the case.

Supporting this event is yet another way that the CSSI shows Gustavson that sustainability is a business issue, whether it manifests itself as a problem or as an opportunity.

One Planet, lots of lessons

Learning is not just for students. Gustavson faculty, administration and staff learned a tremendous amount from University of Exeter Business School Dean Robin Mason and One Planet MBA Director Malcolm Kirkup when they visited Gustavson in September 2013.

They met with individual members of Gustavson and with program groups to share how they made the leap of faith that sustainability was not a fading trend, but rather a long-term business outlook. In a pioneering step among business schools globally, they decided to create the One Planet MBA. They told us about buying carbon offsets for student travel, their curriculum design, and the effects of the program on faculty research.

Dr. Mason and Dr. Kirkup’s visit was especially timely and inspirational because the Gustavson MBA program was under review and ready for changes. As our guests openly shared successes and we discussed lessons learned, we generated new ideas for future program innovations.
The last mile

The CSSI Research co-chair Dr. Matt Murphy invited John Beale, Director of Strategic Development and Group Lead of the Social Business Group of VillageReach, to speak to his Social Entrepreneurship class. To make the most of Mr. Beale’s visit to UVic, the CSSI organized a campus-wide presentation that was attended by students and faculty from a variety of disciplines.

We heard the story of VillageReach’s success in taking vaccines, refrigeration, and specialists the “last mile” to rural communities in Mozambique.

Sometimes this meant buying vehicles. In other cases it meant building and re-building roads to remote villages. Always it means working with health care professionals to figure out distribution in very complex situations. Mr. Beale also explained how VillageReach blends entrepreneurship and business expertise with social values to create and run the for-profit Vida-Gas firm that supports a propane distribution network. Not only does Vida-Gas provide jobs and propane for local firms, it also supplies the propane that runs the fridges that store the vaccines.

Cool.

The next Natural Step

Dr. Brian and Dr. Mary Nattrass have helped Nike, the US Army, and Unilever (among many others) to become more sustainable organizations, so in November 2013 the CSSI engineered a visit by these authors and consultants so that they could share their expertise with Gustavson faculty and staff.

During two days of small meetings and a faculty-wide lunch-and-learn, the Nattrasses shared The Natural Step framework and encouraged the Gustavson team to dig deeper to find sustainability topics in their subjects and to discuss them with students. Faculty and staff were energized by the session and The Natural Step became the topic of lively hallway chats afterward.
What Teck expects

Shareholders, governments and the public are demanding transparency from major corporations, saying that financial reporting is not enough. Stakeholders want to know what companies are doing to “green” their operations, support social programs, and advance human rights.

Dara Edmonds, Sustainability Reporting Officer at Teck Resources Ltd, a mining company based in Vancouver, met with the CSSI in February 2014 to outline her expectations of students who come to Teck during their co-op work terms or as new graduates.

An understanding of integrated reporting is critical, she said. Given the amount of time the Teck team must spend researching their reports, candidates are ready for Teck if they have skills in persuasion and internal communications (to enlist the help of departments throughout the company to share information), research, writing and, most importantly, “seeing the big picture.”

The CSSI and the teaching team for the BCom and MBA Business and Sustainability courses are taking Ms. Edmonds’s words to heart, and some integrated teaching between accounting and sustainability instructors is on the books for the autumn term of 2014.

IdeaFest 2014

While Gustavson has been a member of the UN Global Compact Principles for Responsible Management Education since 2009 and is an active member of the PRME community, the CSSI realizes that the organization is recognized only by business schools. To help grow awareness and interest across campus and in the Greater Victoria community, CSSI hosted a public panel discussion about the purpose and importance of PRME at UVic’s annual IdeaFest. Jonas Haertle, head of the PRME Secretariat in New York, Professor Joe Lawless from the University of Washington Tacoma, and Professor Heather Ranson of Gustavson’s CSSI formed the panel. They shared their stories of how business schools are changing education to ensure graduates enter the workforce with knowledge of the usual topics, such as finance and accounting, and also with an understanding of the principles of responsible management.

The event was attended by faculty and staff from Gustavson and from across UVic, as well as members of the broader community.
Twelve keen Gustavson students attended the Emerging Environmental Leaders Forum (EELF) in Vancouver in March, and the CSSI was delighted to sponsor registration, travel and accommodation for nine of them. The BCom, MBA and PhD students were chosen by EELF organizers from a deluge of student and young entrepreneur applicants, and the Gustavson contingent made up almost 10 per cent of the total attendees!

The EELF organizer, Leading Change Canada, also chose to sponsor several Gustavson students including Graeme Horton, Leat Ahrony, and Cory Brigham to attend GLOBE 2014, a three-day business and sustainability conference held the same week.

Before he went, MBA student Graeme Horton said, “Being in the room with 149 other like-minded students and professionals in the same age range will be a great opportunity to network and find out what is happening at other universities and organizations. I am excited to learn about the latest happenings in the area of sustainability. Getting this information straight from industry professionals provides a great perspective.” He concluded, “I am hoping to gain further perspective on how sustainability fits into the business world.”

The other students echoed much the same goals.

And afterward?

A Commerce undergraduate reported that one speaker helped him rethink how he looked at sustainability. “He helped me realize that we can’t just expect the huge oil companies to change without help,” said JM Doyle-Waters. “He stated that corporations’ purpose is to make money, and that we can’t expect them to change something unless it benefits their shareholders. He said if you make it profitable to be green and to develop clean energy, then you will have the market get on board. This honestly made so much sense to me.”
Research

**Led by Dr. Josh Ault and Dr. Matt Murphy, assistant professors and co-chairs**

The CSSI as a unit does not do research, but as part of their role as faculty members, our chairs do. It’s the CSSI’s goal to help them do more research, or increase the reach of their findings, or bring other experts to the school in order to boost research capacity within the CSSI and throughout Gustavson.

By helping to organize talks by visiting scholars, trips to conferences, and research assistance in various forms, the CSSI did exactly that.

Exploring innovation

Arsalan Shah joined Gustavson in January 2014 as the CSSI’s first post-doctoral fellow. His previous research into innovative business models fits neatly into his current work with CSSI Director Monika Winn, as they explore how firms and non-profits do and might collaborate to develop new ways of building sustainability into the core of their business strategies.

Hired help

Dr. Josh Ault, the CSSI’s research co-chair, hired a research assistant to help analyze data. Josh’s study compares the slow and steady growth of Grameen Bank to the boom and bust of SKS, another microfinance lender in India.

Dr. Monika Winn called on research assistants to map initiatives of multinational corporations as they restore ecosystems and biodiversity, covering all sectors of industry. They found exciting, proactive cases that go beyond typical reclamation efforts to include initiatives along the entire supply chain.

The CSSI hired a team of students to research and document “Extractive Industry: A Study of Practices and Indigenous Rights” as part of the course MBA 596. Along with forming an important component of the students’ experiential learning, this project will help the CSSI to understand the current state of affairs vis-à-vis extractive industry-indigenous community relations. Heather Ranson represented the CSSI as the client for this project while Dr. Matt Murphy served as the faculty supervisor.
Research communities

Dr. Matt Murphy, the CSSI’s research co-chair, attended the International Association for Business & Society (IABS) conference in Portland, Oregon. For the event, he created a collection of nine online simulations and led a workshop on “Teaching Sustainability through Simulations/Gaming.”

Dr. Josh Ault and Dr. Monika Winn attended the 2013 conference of the Alliance for Research on Corporate Sustainability (ARCS) in Berkeley, California.

Heather Ranson presented at the first ever Canadian Principles for Responsible Management Education (PRME) conference in Edmonton, on the process the CSSI followed to integrate sustainability more fully across Gustavson, especially in the educational courses we deliver. She also sat on a panel discussing best practices in integrating sustainability.

Professor Ranson also attended an annual research conference on Social Responsibility hosted by the Milgard School of Business at the University of Washington Tacoma. Reporting on social responsibility was a hot topic, with many accounting researchers sharing insights on the changes that will come to sustainability reporting.

Field work

In Kenya, Dr. Matt Murphy continued to explore opportunities and obstacles for African producers tackling the move from simply Fair Trade to Value Added.

Events @ Gustavson

The CSSI aims to integrate with all of Gustavson’s work, so when Dr. Monika Winn’s research partner Dr. Stefano Pogutz came to town, we were delighted to support his presentation on “Business, Ecosystems, and Biodiversity: New Directions for Management Research” to Gustavson faculty, staff and students.

The CSSI hosted a presentation by Dr. Matt Murphy and visiting scholar Dr. Kety Jáuregui from ESAN Business School in Lima, Peru on the topic of “Social Skill in Peruvian Communities facing Mining Companies.” Their research explores and describes the differences between two campesino communities’ abilities to influence powerful corporations.
THE PRIORITY: Support Gustavson’s efforts to continually improve in all aspects according to the UN PRME.

Governance

Led by Heather Ranson, assistant teaching professor and chair

The UN Global Compact PRME Secretariat requires its signatories to post a report on their activities of the previous two years and project their activities for the coming two years. The CSSI submitted Gustavson’s Sharing Information on Progress report the very day that the head of the PRME Secretariat was at Gustavson. We had no trouble filling 14 pages with stories about the myriad ways Gustavson faculty, staff and students are acting to fulfil the six principles: Purpose, Values, Method, Research, Partnership, and Dialogue.

In order to write the PRME report, the CSSI visits each of Gustavson’s program areas for an annual check-in to evaluate the previous year’s PRME commitments and develop new ones for the coming year. As programs, courses and faculty change, this annual visit keeps us current and helps us see gaps where additional support might be useful.

In one example of the CSSI acting on Principle 3: Method, in the 2012 check-in, the CSSI and the Master of Global Business (MGB) associate director realized that not only is there little to no sustainability content in the program, there is also no time to include it during the abbreviated semester the students spend in Victoria.

To address that problem, MGB director Ignace Ng asked the CSSI to tackle the curriculum. The CSSI Education Chair Heather Ranson took four of the lessons she and the team of instructors deliver in the undergraduate Business and Sustainability course and re-worked them into stand-alone, Master’s level modules – complete with lesson plans, slides, assignments and cases. These modules can be taught by instructors from different backgrounds and in different countries in 90-minute class sessions. Professor Ng sent the customized curriculum modules to our Gustavson partner universities in Asia and Europe, who have more flexibility in the programming, to have them delivered there.

To help fulfill Principle 6: Dialogue, Heather Ranson, in her roles as the CSSI’s chair of both Governance and Education, responded to Barcelona’s ESADE Business School research survey on Learning in a Social Context, which is what we at Gustavson call Experiential Learning. The CSSI also encouraged other Gustavson units to respond to the survey, where their mandate intersects with that of ESADE’s researchers.
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.

Principle 2 | Values:
We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

Principle 3 | Method:
We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

Principle 4 | Research:
We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

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.

Principle 6 | Dialogue:
We will facilitate and support dialogue 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.

CSSI’s 2014 PRME Sharing Information on Progress Report (www.uvic.ca/gustavson/cssi/assets/docs/Gustavson PRME SIP Report.pdf), containing many more examples of how Gustavson is working with the six principles, is available on our website.
Operations

Led by Dr. Basma Majerbi, associate professor and chair

While the CSSI’s overarching Operations aim is to help Gustavson become carbon neutral, we recognize that there are many possible routes to that goal. However, what they all have in common is that they begin with reducing our consumption, our waste, and our emissions. This year, we’ve continued along that road and we’re looking ahead and planning our next steps.

Tips for a low-carbon culture

It’s as easy as flipping a switch. The second edition of Gustavson’s Low-Carbon Culture Helplist (www.uvic.ca/gustavson/cssi/assets/docs/Low-Carbon_Culture_Helplist_distributed_0001.pdf) includes five pages of fast facts about energy, hints for cutting waste, and reminders of things that (really) we already know.

Plus there’s a page of links to other resources to help us all make better use of our homes, cars, food…

Reusing and a good cause

The CSSI got behind a clothing swap led by Amy Weinberg of the MBA program and amply supported by folks throughout Gustavson. Six bags of clothes that weren’t snapped up on July 30 went to a good cause.

“I wanted to share the thanks I got from the Women’s Transition House, which is addressed to all of you,” Amy Weinberg said afterward. “They were thrilled with the donation of clothes. My friend who works at the House said that she’s already taken a few women to job interviews in the clothes they got from the swap.”

Leading the recycle charge

The Business and Economics building that houses Gustavson was part of a four-building pilot study of recycling-at-source.

From September to November, faculty and staff gave up their deskside blue bins, and instead filled corridor tubs earmarked for mixed paper, bottles, cans, hard plastics, milk cartons and TetraPaks.

The test project was successful at diverting significantly more solid waste from landfill, and has now been rolled out campus wide.
Bike for the planet

The CSSI Coordinator Rachel Goldsworthy’s reputation for cycling to work, rain or shine, earned her a spot on the 2014 Bike to Work Week promotional poster. She posed with UVic student Kilian Loftis to encourage locals to roll their two-wheelers out of the garage for a commute that’s healthier for themselves and for Mother Earth.

Then she captained the Go Gustavson! Move to Work team of more than a dozen colleagues who biked or walked to campus during Bike to Work Week May 26 to June 1.

To kickstart Bike to Work Week, the team provided treats for the regular Gustavson coffee break on May 23. Then on May 30, they celebrated their achievements with more cookies! They also drew names for prizes, including bike safety equipment, bike-friendly travel mugs, and UVic t-shirts. As well, the CSSI provided cycling and walking maps for every participant.

And the bonuses just kept on coming! Gustavson undergraduate adviser and new cycling commuter Jennifer Oakes won a $500 gift certificate from local bike shop Oak Bay Bikes!

When we can’t reduce any more

On May 13, Gustavson was delighted to welcome two experts who unstintingly shared their pathfinding expertise to help us in our quest to reduce our carbon footprint to zero.

Jeremy Trigg, director of Facility and Environmental Management at VanCity, explained the credit union’s reasons for going carbon neutral in 2007, and the steps they took to get there. Like most journeys, VanCity’s began long before they bought their first offset, with the values that set them on the path way back in 1946.

Elizabeth Sheehan, president of Climate Smart, illuminated several of the roadmaps that her Small and Medium-sized Enterprises clients have created as they sought to make business healthier for people, planet and profits.

They were both remarkably generous with their time and experience, and have offered ongoing help as we at Gustavson chart our own route toward a smaller physical impact and a bigger educational one.
Centre Administration

Led by Dr. Monika Winn, CSSI director; Heather Ranson, CSSI associate director; and Rachel Goldsworthy, CSSI coordinator

As an intra-faculty centre, the CSSI works within Gustavson to promote sustainability and CSR in our operations, education and research. We strive to maximize our impact in each of our priority areas and beyond.

As one example of optimizing our reach, the CSSI’s IdeaFest 2014 panel with Jonas Haertle of the United Nations Global Compact Principles for Responsible Management Education (PRME) boosted awareness of PRME at Gustavson and the University of Victoria, and it enhanced our relationship with the PRME Secretariat.

At the same time, Mr. Haertle’s meetings with Gustavson program managers improved his understanding of the extraordinary state of play at Gustavson. The outcome is greater communication between Gustavson and PRME staff, as well as a feature article about Mission Impossible on the PRME blog and another about the school’s unique co-op education program.

The visit of Drs. Robin Mason and Malcolm Kirkup of the University of Exeter Business School continued to build Gustavson’s relationship with another innovative, international school.
Culture and Communications

Led by Rachel Goldsworthy, CSSI coordinator

We integrate the CSSI’s values and support throughout Gustavson by showcasing the school’s many existing initiatives, starting new ones, and sharing or leveraging resources throughout the school and the university.

Over the past three years, the CSSI Coordinator Rachel Goldsworthy has become more actively involved throughout the school, raising the profile of the CSSI with individuals and programs. As the CSSI’s representative, she can take an active part in, for example, MIIISsion Impossible planning, communications and marketing, and promoting student events, to name just a few.

Show, don’t tell

Case studies are an integral part of contemporary business education because good teachers know that showing is more effective than telling.

In the same way, case studies – in the form of stories – are a fantastic way to illustrate our culture.

At least half of the CSSI’s weekly Communiqués include a story that celebrates the work of a faculty member, student or alumnus.

Every Communiqué is chock full of other news, too – connections to articles, webinars, videos, and resources to help professors, staff, students, and industry professionals do better business.
Venues for voices

During International Development Week in February, the CSSI was delighted to showcase a few of the people who do good work abroad.

Over tea and cookies, Professor Emeritus Ralph Huenemann described his work with the new University of Central Asia and the World Partnership Walk. Then Master of Global Business alumna Angela Adamson explained her work with microfinance in east Africa, followed by Assistant Professor Matt Murphy describing his efforts to help African producers add value to their products and develop export markets. PhD student Sarah Easter wrapped up the session by highlighting some takeaways from her experience with a not-for-profit in Vietnam.
Multiple points of view

In order to connect academia with communities, industry with First Nations, and government with non-profit, the CSSI organized the first of a series of public panel discussions. In February, Changing Landscapes: Communities and Extractive Industries brought together Art Mercer of Nisga’a Commercial Group of Companies, Dan Lewis of Clayoquot Action, Brent Bergeron of Goldcorp, and Matt Murphy of Gustavson, with moderator Dave Obee of the *Victoria Times Colonist*.

Bart Simpson on the record with CSSI

Filmmaker Bart Simpson (*The Corporation, Bananas!, Big Boys Gone Bananas*) talked to the CSSI about the impact of art and information on business. The video of this chat is on our website.

(www.youtube.com/watch?v=pRs6FT8S_Ho&list=UUektYpkp2mp_heIIHTweiiQ)

Giselle Weybrecht ♥ Gustavson

The author of *The Sustainable MBA* and of the PRiMETime blog of the UN Global Compact, Giselle Weybrecht is a big supporter of Gustavson’s sustainability and social responsibility initiatives.

This year, she called on the CSSI to name a couple of good examples for the March 31 post, Sustainable Business Examples from Around the World – British Columbia (http://primetime.unprme.org/2014/03/31/sustainable-business-examples-from-around-the-world-british-columbia-canada/).

Then we helped pull together an entire feature on the innovative undergraduate exercise MIIISsion Impossible, Learning by Doing at Gustavson School of Business (http://primetime.unprme.org/2014/04/14/learning-by-doing-at-gustavson-school-of-business/) for the April 14 post.

We also brokered a big article about Gustavson’s outstanding co-operative education program, which appeared in the June 16, 2014 PRiMETime blog post.
Class acts

In Gustavson’s alumni magazine, Business Class, Fall 2013, Tim Morris (MBA ’04) explains that in the past, humanitarian NGOs tended to focus on emergency response, immediate food crises, maternal and child health. But, he points out, “If you don’t have a decent or sustainable environment, all those other things will be undermined and eroded.”

So Morris and his team at World Vision Australia help communities restore their land with water catchment and with farmer-managed natural reforestation to bring back birds that spread dung and eat pest insects. There are also decentralized off-grid energy projects, co-operatives, and train-the-trainer programs.

“These deals have such big implications,” Morris says urgently. “The community’s welfare is at stake.”

For the alumni magazine’s Spring 2014 issue (www.uvic.ca/gustavson/faculty/alumni/class/index.php), Rachel Goldsworthy described Paul Chaddock’s (MBA ’07) voyage from cellist to vice president at the vertically integrated and sustainable firm Finest at Sea.

Chaddock and his business partner Bob Fraumeni measure their success on every level of the triple bottom line: healthy revenue streams, healthy oceans, and a healthy workplace for happier people.

“One of the great reasons I’m still working for this company is our sustainability,” Chaddock says. “I couldn’t sleep at night if it were any other way.”
We at the Centre for Social and Sustainable Innovation chose Gustavson’s Brilliant by Nature image for the cover of this report because it reminds us of our place in the world. That place is more than our community by the sea; to us, it also includes the role of Gustavson’s innovative researchers and teachers to create and share knowledge that supports healthy people, profit, and planet.

Those of us who work at the University of Victoria, or in any academic setting, are privileged to see the world from a unique vantage point. We don’t face the same stakes as business, government or civil society, and that allows us to examine the world differently; but our academic perspective comes with the responsibility to contribute our research insights to the questions and problems of “real-world” organizations. We engage with them and help prepare our students to manage their complex challenges creatively, productively, and sustainably.

For the past three years, the CSSI has generated inspired business thought and practice that enhances quality of life by cultivating sustainability thinking throughout Gustavson’s educational programs.

That continues to be our aim. Our plan for the CSSI’s next stage is to continue to inspire, empower and enable Gustavson to realize its vision: to pioneer business education that creates sustainable value.