Raising our voices.

CSSI: Everybody’s Business

YEAR IN REVIEW 2012-2013
I am delighted to present the second annual report from the Centre for Social and Sustainable Innovation (CSSI). The Centre was created to assist the Gustavson School of Business in bringing our commitment to Sustainability and Social Responsibility (S/SR) to life in all we do. In 2012-13 the CSSI continued to focus on integrating sustainability thinking and innovations throughout our educational programs, governance, administration and operations. I am happy to report that, with the communications, events, tools and resources made available by the Centre, Gustavson continues to lead in weaving sustainability through the school’s activities. The results are seen in the performance of our students, who have put Gustavson on the world stage in a number of competitions (please read about Walmart’s Green Student Challenge, Nespresso’s MBA challenge, and more on pages 5 and 6).

A generous gift from Goldcorp Inc. has provided operating funding for CSSI over the next two years and support for the Centre to further deepen our activities around sustainability. This support allows us to enhance our current research on the role and potential for business to support environmentally and socially sound economic development. As well, it offers the school a springboard for broadening its funding base, to more effectively access granting agencies and private sponsors, and position us as a thought leader in this area.

This report celebrates CSSI’s and Gustavson’s many achievements during the past year, and encourages us to look ahead and anticipate even more progress going forward.

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

Year 2: Mission Accomplished
CSSI continued to help bring sustainability and social responsibility to all that Gustavson does.

CSSI’s original priorities of education, research, operations, and governance remain firmly in place, while internal and external communications gained in strategic importance – nurturing an increasingly strong sustainability culture at Gustavson. The gift from Goldcorp helped accelerate our momentum.

Why We Exist
The CSSI was created two years ago to bring Gustavson’s Sustainability/Social Responsibility pillar to life: in our educational programs, our research, our daily operations and overall governance – in our very culture. In this second Year in Review report, we share details of our many activities and initiatives, which were guided by our strategic plan and by our commitment to the UN Principles for Responsible Management Education (PRME), and we report on achievements and changes that took place during the year.

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

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 adopting 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 seen as a model for business schools.

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).

As during our first year, specific activities in CSSI’s second year were guided by key initiatives in specific priority areas and our commitment to the UN Principles for Responsible Management Education:

• Education (E)
• Research (R)
• Governance (G)
• Operations (O)
• Centre administration (C)
• PRME

Every activity targets the original aim of fostering a sustainability mindset throughout the school, toward providing inspirational education, and generating original knowledge that helps make the world around us a better place.
Director’s Message

In our second year, the CSSI continued to gather steam in fulfilling its mandate and act as an internal catalyst and resource for Gustavson, thus accelerating the school’s momentum to become an educational and research leader in the developing field of social and sustainable innovation.

In this report, we are proud to share details of our initiatives, activities and accomplishments as guided by our commitment to create positive change.

A big thank you goes to our generous sponsor, Goldcorp, that believes in our values, appreciates the hard work required to integrate sustainability thinking into all aspects of a business, recognizes the critical role that management education and research play in this critical endeavour – and is willing to bet money on us.

Goldcorp’s gift provided a major boost to the CSSI’s most valuable asset – our human and creative resources. We refined the centre’s original three-year strategic plan to reflect the growing momentum for realizing our vision. Our new two-year strategy adds focus on strengthening both our creative capacity and our ability to deliver results – by supporting Gustavson’s innovation and integration of sustainability ever more fully, and by significantly expanding the school’s reputation for its research contributions to business and sustainability.

CSSI’s positive momentum continues to rely on the passionate support of many. We were fortunate to expand our team by bringing Dr. Matt Murphy on board, and once again, I am grateful for the invaluable contributions by our priority chairs Heather Ranson (Education & Governance), Dr. Basma Majerbi (Operations), and Drs. Josh Ault and Matt Murphy (Research). Rachel Goldsworthy coordinates, communicates and cultivates all things related to sustainability. I would also like to acknowledge the strong support from our dean, Dr. Saul Klein, and the critical contributions from all faculty, staff and students, who cheerfully and enthusiastically move the school forward on its pioneering path of business education that creates sustainable and shared value for the world.

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. If you would like to receive our weekly CSSI Communiqué with tips, tools and resources for transforming business education and research, and news of our own journey of discovery, please send an e-mail to cssi@uvic.ca.

Monika Winn
Professor and Francis Winspear Scholar
Director, Centre for Social and Sustainable Innovation

Dr. Monika Winn
The Year at a Glance

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<tr>
<th>CSSI PRIORITY</th>
<th>KEY INITIATIVE</th>
<th>PROGRESS</th>
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<tr>
<td><strong>E</strong> EDUCATION</td>
<td>Help Gustavson integrate sustainability and corporate social responsibility throughout our educational programs</td>
<td>• Ensure that sustainability is addressed in each of the core Bachelor of Commerce classes</td>
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<td></td>
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<td>• Ensure that sustainability is addressed in each of the core Master of Business Administration classes</td>
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<td>• Ensure that sustainability is addressed in the Victoria Master of Global Business classes</td>
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<td>• Maintain monthly contact with professors to share educational resources</td>
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<td>• Host two lunch-and-learn sessions</td>
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<td>• Host Bob Willard presentations for faculty, student, and community development</td>
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<td><strong>R</strong> RESEARCH</td>
<td>Significantly strengthen Gustavson’s capacity for S/SR research</td>
<td>• Host three speakers for sustainability research seminar series</td>
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<td><strong>G</strong> GOVERNANCE</td>
<td>Support Gustavson’s efforts to continuously improve in all aspects according to the UN PRME</td>
<td>• Support each unit’s annual review of its UN Global Compact Principles for Responsible Management Education commitments</td>
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<td>• Compile the biennial Sharing Information on Progress report</td>
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<td>• Include curriculum baseline in next Corporate Knights survey</td>
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<td><strong>O</strong> OPERATIONS</td>
<td>Assist Gustavson to become the first carbon-neutral business school in Canada</td>
<td>• Initiate discussion of Green Fund for carbon offsets with dean, Executive Council, Faculty Council</td>
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<td>• Work with International Programs office to promote Green Fund to exchange students</td>
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<td>• Establish more efficient (quarterly) system for annual carbon footprint reporting</td>
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<td>• Review Gustavson’s purchasing procedures; identify efficient ways to reduce waste and duplication</td>
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<td>• Continue communications efforts for energy conservation and waste reduction</td>
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<td><strong>C</strong> Build and maintain an effective centre administration</td>
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<td>Secure resources</td>
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<td>Develop strategic relationships and a positive reputation with key stakeholders</td>
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We believe we are accountable for our commitments, as indicated in the columns above. At the same time, as a centre that supports innovation across Gustavson, CSSI naturally must also have the flexibility to adjust to emergent priorities. Culture and communications have grown in importance and make an appearance of their own in this report; we expect them to deserve more strategic attention and become more clearly defined as CSSI continues to develop.
Education

– LED BY HEATHER RANSON, ASSISTANT TEACHING PROFESSOR AND CHAIR

The priority:
Help Gustavson integrate sustainability and corporate social responsibility throughout our educational programs

In 2012-13 we made headway toward more complete integration of sustainability and social responsibility content in Gustavson educational programs. Significant activities and achievements include increased sustainability and social responsibility content in key courses, hosting a high-profile expert on business and sustainability, and organizing a well-attended, lively ethics lunch and learn.

Business and Sustainability Expert
Bob Willard

By the time September comes, 45 new Gustavson MBAs are immersed in classes, 240 new BCom students join us, and second-year students in both programs are busy with either classes or co-operative education work terms. So adding a famous guest speaker to talk about the business case for sustainability was a natural fit for fall 2012.

Dr. Bob Willard, author of The New Sustainability Advantage, offered three talks over two days. First he spoke to the faculty about increasing the content of sustainability related material into their courses, and he was greeted by a full house as more than 25 faculty came to learn from our expert. Dr. Willard also spoke to all of our new BCom students. He helped them see how they could drive sustainability initiatives in business and explained why it makes sense for businesses to embrace sustainable practices. Finally, in a session open to the public and our MBAs, Dr. Willard emphasized the benefits and pay-offs that sustainability can bring to businesses and how the demand for sustainable suppliers will dominate in the near future.

Ethics Lunch and Learn

Students in Gustavson programs are exposed to ethics discussions in their sustainability courses as well as through an elective offered by Dr. John Kyle. A question that has been brewing in our hallways is whether this is sufficient for today’s business students.

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Innovating for Sustainability Webinar

Not all of our speakers came to Gustavson. In May, CSSI hosted a breakfast meeting for faculty and staff to watch the Network for Business Sustainability’s webinar presentation Innovating for Sustainability.

The webinar is based on the report Innovating for Sustainability: A Guide for Executives, in which Dr. Richard Adams and his research team scoured the best 127 academic and industry sources to produce a systematic review on the topic.

In this webinar, he examined the three stages of innovation based on rigorous international research: best practices for innovating at each stage; how companies such as Xerox, Kraft, Interface and Lafarge are putting the
research findings into practice; and tips for managers based on Tim Hortons’ Cup to Tray remanufacturing program.

**MIIISsion Impossible**

Aptly named for its challenge as well as the integration of Gustavson activities, MIIISsion Impossible was another huge success story in 2012. Held every fall, the team-building event runs during the first week of the BCom program to help students get to know each other and the values of Gustavson.

The name emphasizes Gustavson’s four pillars: Integrative, Innovative, International, and Sustainable/socially responsible. Over the course of a day, groups of four domestic students are teamed with an international student and challenged to brainstorm and map out an idea for an innovative sustainable product or service that would be a good fit in the international student’s country. Armed with just felt markers and a display board, the students then pitch their idea to a panel of Gustavson and industry judges.

In 2012, Janice King of Monk Office Supply, a local retailer proud of its reputation for sustainable office supplies, offered her judging expertise and then awarded prizes to the winners.

Vinson Chen, AJ Qin, Jennifer Sallows, and Rebecca Staynor came up with the idea of recycling chopsticks into strand board and selling it to IKEA for sustainable furniture. The judges loved it, awarding it first prize, and the students were so enthusiastic they went on to enter the national Walmart Green Student Challenge to take the idea even further!

**Walmart Green Student Challenge**

The Walmart Green Student Challenge was a new competition for Gustavson students this year. Nine groups of our students threw their hats into the ring, and over the fall and early winter they honed their ideas and vied for support on the Walmart Green Student Challenge website. CSSI kept the faculty and staff up to date with student ideas and the voting process so Gustavson could keep our student groups in the race.

The Walmart judges determined that the Gustavson Greenshifters’ idea of recycling chopsticks was among the best in the country and they advanced to the final competition in Toronto, where they presented to six of Canada’s top CEOs on February 26, 2013.

On the morning of the final presentations, Gustavson was humming with excitement. As Toronto is three hours ahead of us, CSSI had the coffee, muffins, and webcast ready to go by 7 am. Staff and faculty came in to watch when they could, or stopped by for updates, and one professor even screened the live webcast during class.

By 11 am, the Gustavson Greenshifters had won second place, $15,000, face time with big-business leaders, and the memorable experience of taking a small idea, building it into a big one and sharing it with the entire country. What a way to start their business studies at Gustavson!
Ready Set Solve

Gustavson students also compete in sustainability challenges right here at home. Hosted by the Capital Regional District, Ready Set Solve started in January 2013 as students from UVic, Royal Roads University and Camosun College competed to solve real issues set out by local businesses and public-sector agencies.

Leah Hanvey (BCom ’15), Marina Hutton (BCom ’14), Graham Blakeney (BCom ’14), and Taylor Norman (BCom ’14) teamed up to help ReStore, the Habitat for Humanity retail outlet, find low-cost alternatives for waste disposal and recycling of unsalable donations.

“I really enjoyed working with the students during the Ready Set Solve challenge,” says Jim Walker, manager of ReStore. “Their enthusiasm for sustainable solutions to some of the unique challenges faced by the not-for-profit (thrift store) sector was refreshing.”

Walker and the ReStore staff have already started to implement some of the students’ recommendations and even expanded upon them to examine other areas where they can better manage their waste.

Airbus’s Fly Your Ideas

Dr. Josh Ault, CSSI Research co-chair, coached BCom ’14 students Darrin Mah, Aaron Larmour, Hayden Bally, and Steven Atkinson in the Airbus Fly Your Ideas competition. Typically entered by engineering students, the Airbus challenge seeks innovations that will create a greener aviation industry.

Aeroxvert, as the Gustavson group called itself, beat 500 teams from across the globe with its idea to adapt existing technology for the wheels of Airbus planes. Small electric engines would be used instead of large jet engines to taxi the aircraft on and off the runways, saving 2,400 litres of fuel per flight.

Although they did not make the final cut, the students — and all of Gustavson! — were delighted that their idea made it to the second and third rounds of the competition.

Nespresso Challenge

In April, the MBA student team of Taryn Roy, Rebeca Saenz, Jesal Shah, and Andrew Spence was shortlisted by the first-round judges of the Nespresso AAA Sustainable Quality MBA Challenge 2013. Advised by CSSI Research co-chair Dr. Matt Murphy, the group was chosen from among 32 teams from schools around the world. They presented to Nespresso executives in Lausanne, Switzerland in late June and their top-three finish is a testament to their creativity and skill.

Jesal Shah says that the team members decided to enter the international case competition because they wanted to help solve a real business problem utilizing the knowledge and skills they are learning at Gustavson. They also wanted, he adds, “to see how we stack up against the rest of the world.”

L to R: Jesal Shah, Andrew Spence, Dr. Matt Murphy, Rebeca Saenz, Taryn Roy
National Wildlife Federation: Campus Ecology Case Study

One of CSSI’s biggest goals is to help integrate sustainability throughout Gustavson’s curricula. In fact, Gustavson may very well be the first business school to have sustainability within almost every one of our core course offerings. So when we heard that the National Wildlife Federation was soliciting case studies about schools working on this goal, we jumped at the chance to share our story. CSSI Associate Director Heather Ranson wrote of how Gustavson first committed to PRME goal-setting and how we’ve worked to integrate sustainability into Gustavson curricula more deeply every year. We were delighted when the NWF accepted our story as one of its Campus Ecology Case Studies and published it on their website.

MBA Case Competition

As an applied program, the Gustavson MBA teaches students the skills they need to perform in the workplace. Not satisfied with leaving that performance until the students graduate, the program initiated several ways for the students to practise integrating their skills before they graduate.

In fall 2012, just before the Christmas break, all 28 of the daytime MBA students competed in a two-day internal case competition. On the morning of the first day, the students participated in workshops reviewing presentation skills and covering tips for success in a case competition. In the early afternoon, the students were assigned to teams and provided with a sustainability-oriented case, Vermilion Iron Mining Company. The students had the rest of the day and overnight to prepare the case.

On the second day, the teams presented to a panel of Gustavson professors and CSSI chairs. Following their presentations, the teams received another sustainability-oriented case, GVM Exploration Limited, and had three hours to prepare before presenting to a panel of external business consultants and a Gustavson professor.

Ratings of the presentations for both cases were combined and in the end the team of Qi (Julie) An, Ryan Goodman, Siddharth Issar, Yi (Daniel) Liu and Amanda Venkaya won the day.

During a reception afterward, all of the students had the opportunity to network with the external business consultants and Gustavson professors.

Sustainability and Your Career Webinar

When Jennifer Gill, Gustavson’s Experiential Learning Manager, organized a webinar about “Sustainability and Your Career,” she invited Dr. Monika Winn, Dr. Matt Murphy, and Rachel Goldsworthy along. During the session, the CSSI team members recounted the stories of the different paths they took to develop careers that include or focus on sustainability or social responsibility.
Research

– LED BY DR. JOSH AULT AND DR. MATT MURPHY, ASSISTANT PROFESSORS AND CO-CHAIRS

The priority: Significantly strengthen capacity for S/SR research

By creating more opportunities for Gustavson researchers to engage in conversations about their research projects and findings on issues related to business and sustainability, CSSI makes it easier for them to connect with each other, to find potential partners for further interdisciplinary research and, in the case of students, to meet prospective mentors and advisers.

Visiting Researcher

Dr. Andy Hoffman is Professor of Sustainable Enterprise at the University of Michigan, where he examines cultural and institutional aspects of environmental issues for organizations.

Through his research, he has learned that in the public debate about climate change, we don’t always listen to the scientists. Instead, each of us develops opinions that align with the values of our social and professional groups.

On October 25, 2012, CSSI and the Pacific Institute for Climate Solutions co-hosted a public presentation at the University of Victoria. The following day, to a capacity crowd of Gustavson faculty and PhD students, Dr. Hoffman explained his research findings and why it is essential to address values as well as scientific data when discussing climate change.

CSSI also hosted an informal lunch at which Dr. Hoffman shared research ideas and findings with Gustavson and interdisciplinary UVic PhD students.
Visiting Researcher

Dr. Hans Krause Hansen is Associate Professor in the Department of Intercultural Communication and Management and head of the Doctoral School of Organization and Management Studies at the Copenhagen Business School. On October 30, 2012, Dr. Hansen spoke to a full house of Gustavson PhD students and faculty about globalizing transparency regimes and the management of corruption risks. He also gave a presentation to Gustavson MBAs and our Faculty of Law colleagues about transparency regimes and teaching sensitive topics, specifically anti-corruption.

In-House Researcher

On April 5, 2013, Dr. Josh Ault, Assistant Professor of International Business and CSSI’s Research co-chair, presented his research and findings on state fragility as a predictor of success for commercial microfinance programs to his Gustavson colleagues.

PhD Student Colloquium

Doctoral students Sarah Easter, Anirban Kar, Mike Szymanski, and Richard Tuck presented their research ideas and proposals at the inaugural CSSI PhD Student Colloquium on May 3, 2013. The presentations stimulated lively discussions among the students and a dozen faculty members as well as representatives of Gustavson’s board of advisers.
Operations
– LED BY DR. BASMA MAJERBI, ASSISTANT PROFESSOR AND CHAIR

The priority: Assist Gustavson to become the first carbon-neutral business school in Canada

Understanding our current usage of water, electricity and other resources through three years of carbon footprint reports has motivated us to initiate more reductions in several areas. Audits and energy-saving initiatives have been successful in reducing our resource needs.

Energy Management

During a two-week period in the spring of 2013, CSSI conducted a lighting study of the David Strong Building to determine if and where lights were left on when the classrooms and meeting spaces were unoccupied.

Occupancy sensors for lighting and HVAC have now been installed in DSBC113, the large lecture theatre where the lights had been left on the most frequently.

The Operations Committee updated the former GreenBEC Toolkit, and in June we released the fresh-faced Low-Carbon Culture Helplist with a checkable list of commitments and a host of tips and resources for reducing energy use and waste.

Waste Reduction

Just before the holiday season in December, CSSI hosted a recycling lunch-and-learn with a presentation by the Capital Regional District’s Communications Coordinator for Environmental Sustainability.

The Operations Committee met with Gustavson administrators to discuss Gustavson’s purchasing procedures and whether there are ways we can reduce waste and duplication. We learned that the University of Victoria’s purchasing policies determine what, how and from which vendors we order supplies and equipment.

With enthusiastic support from across Gustavson, the large garbage bin in the kitchen was repurposed, to collect paper towels for composting instead of the landfill. The foil recycling bin was also moved into the kitchen, and adding these two measures to our previous food-waste compost bin has reduced our kitchen garbage to a small container that rarely holds more than half-a-dozen items.

Carbon Management

There are some things we cannot reduce. Gustavson’s international exchange program, MBA International Integrative Management Exercise and the structure of our MGB program mean that Gustavson students travel. In order to reduce our environmental impact, CSSI began an information-gathering process on carbon offsets.

The centre hosted a carbon-management information session for Gustavson faculty and staff in May 2013. Rob Abbott of the provincial Climate Action Secretariat and Jay Gillette (MBA ’11) of Pacific Carbon Trust provided an overview of carbon management principles and strategies.

We also initiated discussion about forming a Green Fund to pay for carbon offsets and those conversations will continue.
The priorities:
Build and maintain an effective centre administration, secure resources, develop strategic relationships and a positive reputation with key stakeholders

As an intra-faculty centre, CSSI works within Gustavson to promote sustainability and CSR in our operations, education and research. Much of our work is service to and interaction with faculty, staff, and students. While the CSSI does not have a physical space, we do have a dedicated staff person, an office and a budget.

The CSSI three-year plan got a shake-up in 2012/2013 (in year two of our original mandate) with very positive news. In February 2013, Gustavson announced that Goldcorp Inc. had made a generous donation to fund CSSI activities until June 30, 2015.

The first thing we did was increase our part-time coordinator’s position to full time, which allows Rachel Goldsworthy more time to write CSSI stories, sit on university sustainability committees, keep our budget in check, revise our website, connect with students, as well as many other things.

Another benefit of the increased funding is our ability to boost Gustavson’s research capacity. CSSI is hiring a Post-Doctoral Fellow to support sustainability-related research under the guidance of the CSSI director. We can also deepen our research potential with the time and expertise from research assistants, supporting sustainability-related research through a range of activities such as literature reviews, data collection, and data analysis, both for ongoing studies and to assist with developing new research agendas. Both the PostDoc Fellow and research assistants allow us to increase our academic and practitioner networks on and off campus, increase our research output, strengthen our presence at conferences and events, and generally solidify Gustavson’s good reputation for its research on business, social and sustainable innovation in high-visibility outlets.

Capturing information and sharing it with others within Gustavson is a priority for CSSI. We continue to develop systems, procedures and measures that allow us to safeguard documents and records according to university and Gustavson protocols.

**Liaising with Students, Staff, and Faculty**

Every summer the executive of the Commerce Students’ Society appoints a Sustainability Director, with whom CSSI coordinates in order to support and record student activities. Some of our joint efforts this year:

- Working with the Commerce Students’ Society, we promoted, photographed, and told stories about student initiatives such as the Carrotmob, a reverse boycott to raise funds to green a local business, the microfinance club, campus-wide PitchIt! and PlanIt! competitions, the Capital Regional District’s Ready Set Solve community project, Walmart Green Student Challenge, Airbus’s Fly Your Ideas contest, and Nespresso’s MBA Challenge.

- We helped the Bachelor of Commerce program plan and implement the undergraduate MIIIssion Impossible sustainable business challenge, including recruiting and coordinating judges, and recording the event in photos and stories.

- We also initiated other communications among Gustavson faculty and staff, students, and the community. For example, we promoted: the Beat the Heat business plan contest to BCom, MBA, and PhD students; Export Development Canada scholarships; Pacific Institute for Climate Solutions graduate fellowships; and the Regional Forum on Demographic Changes to 2038. We promoted the student-run Sustainable Exchange blog to incoming and outgoing exchange students and ante’d up prizes for blog posters, and we connected Gustavson’s Co-operative Education team with work-term positions that we knew about via our networks.

**Speakers**

CSSI supports classroom interaction with business by maintaining a guest speaker list that includes researchers, educators, and practitioners who specialize in sustainability and CSR.

Along with their effect on Gustavson faculty and staff, our guest speakers have the potential to reach a much broader audience. For example, when we brought Dr. Bob Willard to Gustavson in September, we also arranged for him to meet one-on-one with the City of Victoria’s sustainability director, and Dr. Willard’s presence in town allowed him to speak at the AGM of the M’akola National Aboriginal Housing Association.
Culture and Communications
– LED BY RACHEL GOLDSWORTHY, CSSI COORDINATOR

The culture of an organization such as Gustavson is a living, responsive force that grows out of the values shared by the people who work and learn together. As CSSI flourishes, we work with all of Gustavson to nurture that culture with an increasingly deliberate focus.

Gustavson Culture

At Gustavson’s Strategic Planning Retreat on March 1, 2013, several people suggested activities and events that might enhance our culture faculty-wide.

One of these ideas was a walking club and from that, Gustavson’s Wednesday Walks were born. CSSI reminds faculty and staff to meet near the back door at 12:15 every Wednesday, to step out for a half-hour of fresh air and conversation.

While most walks are informal, biologist Dr. Patrick von Aderkas led Gustavson staff and faculty on a Tree Walk to follow up on his popular IdeaFest 2013 walk. On April 10, more than a dozen faculty and staff members joined Dr. von Aderkas for an entertaining tour of some of UVic’s trees, from the historic Finnerty apple to an ovulating Noble fir.

Culture includes literature too! CSSI also initiated an informal book-sharing program in the lounge used by Business and Economics faculty and staff. A dozen or so books arrived in ones and twos and have been making the rounds through the faculties.

In April, CSSI celebrated Earth Day by launching an enhanced composting and recycling program in BEC. We already composted apple cores and coffee grounds, but we expanded to include paper towels. We moved the foil recycling bin from the mail room into the kitchen to collect coffee sachets and granola bar wrappers, and a volunteer empties the bin every couple of days.

For Bike to Work Week in May, the Gustavson Gladiators vied for prizes supplied by CSSI. In Gustavson’s trademark collaborative and inclusive style, the Gladiators could use any method of transportation that didn’t involve a steering wheel: walking, busing, skateboarding, rollerblading,...

Communications

CSSI’s connections now reach throughout academia, industry, and government locally, regionally and internationally. As well as hitting the in-box of every Gustavson faculty and staff member, the weekly one-page Communiqué zips around the world from University of Victoria administration to the author of the blog of the United Nations Global Compact Principles for Responsible Management Education, from civil servants in British Columbia to social entrepreneurs in Nepal, and beyond.

Reporters at the student newspaper Martlet find story ideas in the Communiqué and follow up with CSSI to create articles for their own publication.

The university’s Research Partnerships and Knowledge Mobilization unit follows the Communiqué for tips to include in its own newsletter.

Facebook is, so far, our medium of choice as CSSI embraced social media in 2012-13 to engage our stakeholders in sustainability and CSR news, discussion, and ideas.

Our presence has continued to grow in other media as well.

CSSI Associate Director Heather Ranson gave an interview to the Martlet about the purpose and benefits of green competitions for students and Research co-chair Dr. Matt Murphy was interviewed for the Martlet’s October 11, 2012 article about Walmart’s Green Student Challenge.
Coordinator Rachel Goldsworthy profiled two environmentally active Gustavson alumni, Joanne Day (BCom '02) and Kevin Ablett (BCom '02), in the Fall/Winter 2012 issue of Business Class magazine and penned a feature article on several Gustavson grads who are "Working Green" for the Spring/Summer 2012 issue.

In the July 2012 issue of The Ring, Rachel Goldsworthy celebrated the five Gustavson students who squeezed lemons into lemonade and won the Social Value Award of the Peter Thomas Innovation Project. The astounding baseline statistics on Environment, Society, and Governance (ESG) content in Gustavson's core courses made The Ring's September 2012 issue and CSSI's profile of Michael Traverse (BCom '12) made the front page of the November 2012 convocation issue. To round off the year and to promote healthy commuting options, Rachel Goldsworthy profiled regular cyclist Mary Jo Hughes, the director of the university’s art collections, for the May 2013 edition.

CSSI provided Carrotmob 2012 photos of then-BCom students Michael Traverse, Linsi Comfort, Anthea Chung, Haley Lonsdale, and Neil Warrington for the University of Victoria's fiftieth-anniversary publication Making a Difference, and encouraging students to consider and discuss real ethical issues in the classroom is the subject of a profile of CSSI Research co-chair Josh Ault in the 2012 issue (Vol III) of Research@Gustavson.

In another area of connectivity, for example conferences, CSSI Associate Director Heather Ranson was invited to participate as a round-table speaker during the first United Nations Global Compact Principles for Responsible Management Education (PRME) Canada Regional Meeting Conference in June 2013. Organizers wanted her insight and expertise related to embedding sustainability at Gustavson, including ways to measure student outcomes, enhance student engagement, and gain faculty support.

At the Alliance for Research on Corporate Sustainability conference in April 2013, CSSI Director Monika Winn met with sustainability centre administrators from across North America, and in early June she presented the context and overview of CSSI’s mandate and roles to Gustavson's International Advisory Board.
The priority: Support Gustavson’s efforts to continuously improve in all aspects according to the United Nations Principles for Responsible Management Education

Gustavson’s commitment to the United Nations Principles of Management Education (PRME) requires regular updates. Every year, we meet with the managers and directors of each of Gustavson’s units to review with them their commitments from the previous year and record their current goals. These meetings are gold mines of stories of the activities of our faculty, staff and students.

CSSI’s commitment to PRME was amply demonstrated at the first annual Canadian PRME conference, held June 11 and 12 in Edmonton. Initially, CSSI Associate Director Heather Ranson had simply planned to present her talk “Just Ask: The Gustavson Secret to Integrating PRME Across the Organization.” Being invited to join a panel on integrating PRME into curricula provided an opportunity to share more of the Gustavson success stories that have unfolded in the past year.

University of Victoria President David Turpin; Goldcorp Senior Vice President, Corporate Affairs Brent Bergeron; CSSI Director Monika Winn; Goldcorp President and CEO Chuck Jeannes; and Gustavson Dean Saul Klein at the February 19, 2013 announcement of Goldcorp’s gift to UVic in support of the Centre for Social and Sustainable Innovation
The Peter B. Gustavson School of Business was an early signatory to the United Nations Global Compact Principles of Responsible Management Education (PRME). For each of the past six years, we are proud to have surveyed our staff, faculty and program administrators to help them determine their group goals as they relate to PRME. The following stories illustrate just a few of the ways Gustavson integrated the six PRME principles into our actions in 2012-13.

**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.

Upcycling chopsticks to furniture earned a quartet of Gustavson BCom students one of the top two spots – and $15,000 – in the national Walmart Green Student Challenge. Vinson Chen, Bohan (AJ) Qin, Jennifer Sallows, and Rebecca Staynor, calling themselves the Gustavson Greenshifters, beat students from universities across Canada when they came second out of more than 150 groups that began competing last fall.

The group’s idea: to divert as many as 45 billion chopsticks from landfill in China to produce oriented strand board that would then be used to make furniture.

The spark was the Mission Impossible* team-building exercise in September 2012. At this annual event, all 240 incoming BCom students are put into groups of four or five, each including one international or exchange student. They have a morning to brainstorm and hone innovative sustainable or socially responsible business ideas which also need to be a good fit in the country of the international team member. After a breathless four hours, they present their concepts to academic, community and business judges.

“As soon as we completed [Mission Impossible], we knew we had a great idea,” Sallows says. “The four of us were an official team for the semester and it turned out that we worked really well together... so we thought we would work just a little bit harder.”

When they heard about Walmart Canada’s Green Student Challenge, they jumped at it. From 150 original registrants (including eight more Gustavson groups), the Greenshifters were among 20 teams selected to submit more detailed proposals, and then, with four other teams, to move to the finals.

Afterward Staynor said, “I got everything and more than I was hoping to get out of [the competition]. Although we didn’t win first place, it was an incredible experience and I’m sure that even more positive things will come out of it.”

“For me, the competition is all about gaining experience and connections,” said Sallows. “And who knows where those connections may lead in the future?”

Judging by the innovation, intelligence and commitment they’ve already shown, Chen, Qin, Sallows and Staynor might be headed straight for the ranks of those CEOs they wowed.

**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.

When CSSI posed the question: “Do we teach ethics to our business students?” we found more answers than we went looking for. Although we have an undergraduate elective on ethics, our BCom and MBA students are prompted to think about ethics in many other classes as well.

At a lunch-and-learn session in February 2013, Gustavson’s biggest meeting space overflowed with faculty and staff who wanted to discuss

Vivien Corwin, director of the BCom program, explained that ethics is incorporated throughout courses and activities. “It’s part of our culture,” she said. “The students are immersed from the time they enter the program.”

Chris Graham, then-director of the MBA program, provides students with a half-day introduction to ethics in the Essentials of Business Leadership module. Graduate students also wrestle with ethics questions in their courses on Marketing Management and Strategic Analysis and Action.

Hearing about the courses and activities that incorporate this important subject prompted a broader discussion of where ethics content belongs in the Gustavson curriculum: Should it be a required or elective course? Should it be included in every course or be a stand-alone offering? How does it match the expectations of the professional agencies that our students aspire to join, such as Certified General Accountants?

The stimulating discussion led to a stronger mandate for the BCom and MBA programs to include the topic regularly in their program reviews — and there was a clear consensus that a second lunch-and-learn was needed to continue the conversation.

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

Mostly, the classroom is where students learn about business principles. This is true at Gustavson as well, but we also like to extend our learning off site. Every year, faculty members of the MBA Service Management specialization invite current students and alumni to an evening with an inspirational guest speaker.

In 2012, Gustavson welcomed Mr. Clint Mahlman, Senior Vice President and Chief Operating Officer of BC-based London Drugs, to talk about sustainability initiatives at his firm. As president of the Recycling Council of British Columbia, a not-for-profit organization of businesses dedicated to reducing waste, Mr. Mahlman was also able to speak about the initiatives of many other companies around BC.

The talk led to later classroom discussions on using LEAN principles to reduce waste as well as sustainable procurement. Much to the delight of our Service Management faculty, students incorporated lessons from Mr. Mahlman’s talk into assignments as well. It was another reminder that, to truly solidify student learning, important models and theoretical principles must be both brought to life by and tempered with examples from industry.
**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.

Faculty research naturally underpins our teaching. But Gustavson also supports and celebrates research by students at all levels and stages of their education.

Each year, more than 70 per cent of our BCom students travel to an academic international exchange at one of Gustavson’s 83 partner universities around the world. During their trip, many enrol in COM 470, Business Research, which is designed to widen their knowledge of their host country and to augment their research and writing skills by an in-depth exploration of a business issue related to this locale. Students can focus on a specific aspect pertaining to a particular private, public or not-for-profit organization.

This year, Hannah Macklin’s “Bluer Skies: Germany’s Path Towards a Renewable Future” was one of the top four COM 470 research papers. In it, she evaluates Germany’s Renewable Energy Sources Act and outlines how the nation can achieve its goals.

Her paper is available in the compilation *Bachelor of Commerce Best Business Research Papers, Volume 6* on Gustavson’s website.

**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.

2012 was a special year for Gustavson as we developed a new relationship with Goldcorp Inc. The Canadian mining company donated $500,000 to the Gustavson School of Business to help grow the school’s sustainability initiatives. The gift will allow Gustavson’s Centre for Social and Sustainable Innovation to expand all of our activities. CSSI staff increased from one part-time position to full time, we were able to sponsor a faculty member to attend a sustainability conference, another has embarked on writing sustainability teaching cases for our students, we can support new and strengthen ongoing research in areas ranging from microfinance to corporate-NGO partnerships and ecosystem restoration, and we’ve boosted support to the MBA and BCom programs to develop sustainability-oriented learning initiatives.

But partnerships are based on more than money, and with this developing relationship Gustavson faculty and students now have access to Goldcorp guest speakers, research data, and case problems, which will allow us to better prepare our students to meet environmental and social responsibilities as future entrepreneurs and business decision makers.

And the benefits certainly flow both ways. Goldcorp has access to our stellar co-op education programs. They can easily reach our researchers and consultants who have expertise in many areas that affect Goldcorp’s activities such as cross-sector collaboration, developing local entrepreneurship or strengthening biodiversity.

**Principle 6 | Dialogue:**
We will facilitate and support dialogue and debate among educators, students, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

Sustainability issues often generate heated debate and CSSI supports that debate in and out of the classroom. We deliberately connect with alumni and guest speakers to bring difficult issues into the classroom and before our research faculty and students.

A good example is a group of four MBA students, Natalie Appleton, Julia Cardiff, Ruby Yu and Fiona Zhu, who completed a research-based consulting report for the Pacific Institute for Climate Solutions (PICS). PICS Executive Director Tom Pedersen asked the students to see if they could build a business case for a waste-to-energy project in metro Vancouver, where waste-to-energy is a contentious issue.

The students interviewed provincial government staff, metro Vancouver municipal staff, management at waste-to-energy facilities and landfill sites, and then looked at other jurisdictions to determine if waste-to-energy could be a viable business option for metro Vancouver. The topic was difficult because both sides had solid research to support their views, but when the group delivered their (almost 200-page) report, the client was amazed and pleased at the depth of research conducted by the students. Gustavson’s MBA program was also impressed and recognized the group with the MBA 596 Paper of the Year award.
The Next Chapter

With a new source of funding and Gustavson’s ambitious vision for creating sustainable value, CSSI is ready to do more in 2013-14. We are expanding our research to significantly grow our thought leadership, we are refreshing the CSSI website, and we look forward to offering expanded support to professors, staff and students who study, implement and live sustainability. By building further momentum as we innovate and integrate sustainability and social responsibility throughout our programs and by inspiring other business schools to do the same, we will continue to grow Gustavson’s positive impact on the world.