CSSI: Everybody’s Business

Year in review 2011•2012

Centre for Social and Sustainable Innovation
Sustainability/Social Responsibility (S/SR) makes up one of four pillars embraced by all at the Gustavson School of Business (GSB). The “S-Pillar” serves as a value compass and provides strategic guidance to transform Gustavson into a sustainable organization and position it as a hub of academic expertise on social and sustainable issues.

The creation of the CSSI signals Gustavson's formal commitment to bringing that core value to life: in our educational programs, research, daily operations, overall governance – in our very culture. Using Gustavson's consultative approach, we developed a Strategic Three-Year Plan in spring of 2011, which spells out CSSI's vision, values, promises and priorities, along with yearly key initiatives.
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Director’s Message

I am delighted to present the first annual activity report from the Centre for Social and Sustainable Innovation (CSSI). The formal launch of the CSSI in 2011 was the culmination of a process that started with the establishment of the school twenty years earlier. From its inception, Gustavson School of Business has been a pioneer in integrating social responsibility and sustainability into academic content, into research agendas, and now into our very culture and fabric. The CSSI is tasked to continue this momentum.

The creation of a centre allows us to fulfill our role as an internal catalyst and resource for transforming Gustavson into a sustainable and responsible organization and one that walks the talk. Moreover, the CSSI establishes a visible presence and a nexus for the leadership and research expertise that exists here.

Importantly, Gustavson is well positioned as an educational and academic leader in the developing field of social and sustainable innovation. By enacting the values spelled out in our vision and our strategic plan, the school can attract and retain professors and staff, and we appeal to like-minded students who then become agents of positive change within organizations or through their own start-ups. We can also offer a deep pool of expertise to organizations, assisting practitioners in addressing some of the most challenging issues of our time.

We have big dreams at our school and at CSSI – and with strategic vision, resources, planning and action they can come true. Like any start-up operation, we’ve worked hard over the past year, fuelled by the generous gifts of time, enthusiasm, expertise and creativity of the people affiliated with the Gustavson School of Business. In the spring of 2011 we developed CSSI’s Three-Year Strategic Plan. In our first year, we established an infrastructure and systems to make it easier for staff, faculty and students to be creative and develop innovative ways of doing things sustainably in our daily operations. We support instructors in their efforts to incorporate relevant aspects of sustainability and social responsibility into their curricula – whether in Accounting, Management Information Systems, Operations Management, Entrepreneurship or International Business, to name just a few. We have successfully realized our goals for the first year and documented them in this report.

In the spirit of enthusiasm, engagement and positive change, we celebrate the many exciting initiatives underway, and the positive momentum built by everyone at Gustavson. To highlight just some of the many initiatives and achievements detailed in this report: the Gustavson School of Business is moving beyond our province’s and our university’s mandates for carbon neutrality. Not only do we track more sources of our greenhouse gas emissions, we are also taking steps to offset them. However, our primary role is education, and the research underpinning that education.

We recognize that embedding sustainability and social responsibility in our educational offerings ensures that those values permeate and enrich our school’s culture as well as, ultimately, the broader business world in which our students and alumni work. After all, they’re the people who make decisions that affect how mines operate, how factory workers are treated, or whether habitat is considered when a housing development is built.

Establishing CSSI has taken the support of many. I especially want to acknowledge the tremendous roles played by Heather Ranson, Basma Majerbi, Josh Ault and our first regular employee, Rachel Goldsworthy. They have spearheaded the education, governance, operations, research and communications priorities of CSSI and I am deeply grateful for their considerable investment of time, talent and passion. But I also want to highlight the tremendous energy and creativity by so many of our staff, faculty, current and past students who continue to contribute to nurturing a deep culture of sustainability at Gustavson.

We hope that you will visit the CSSI website (www.uvic.ca/gustavson/cssi) on faculty-wide initiatives and we welcome your ideas and support as we take the CSSI, and thus Gustavson, forward.

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

<table>
<thead>
<tr>
<th>CSSI PRIORITY</th>
<th>KEY INITIATIVE</th>
<th>ACCOMPLISHED?</th>
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<tbody>
<tr>
<td><strong>E</strong> EDUCATION</td>
<td>Help Gustavson earn the right to be called an integrated sustainable business school by 2014, through integration of S/SR throughout all educational programs</td>
<td>![Done] ![Done (from biweekly to weekly)] ![Done (fall &amp; spring)] ![In progress for September 2012]</td>
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<tr>
<td><strong>R</strong> RESEARCH</td>
<td>Significantly strengthen Gustavson’s capacity for S/SR research</td>
<td>![Proposal done, funding sources identified] ![Done]</td>
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<tr>
<td><strong>G</strong> GOVERNANCE</td>
<td>Support Gustavson’s efforts to continuously improve in all aspects according to the UN’s PRME</td>
<td>![Done]</td>
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<tr>
<td><strong>O</strong> OPERATIONS</td>
<td>Assist Gustavson to become the first carbon-neutral business school in Canada</td>
<td>![Done] ![Heating is not within Gustavson control] ![Done]</td>
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<tr>
<td><strong>C₁</strong> CENTRE 1</td>
<td>Build and maintain an effective centre administration</td>
<td>![Done] ![Done]</td>
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<td><strong>C₂</strong> CENTRE 2</td>
<td>Secure resources</td>
<td>![In progress] ![In progress]</td>
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<tr>
<td><strong>C₃</strong> CENTRE 3</td>
<td>Develop strategic relationships and a positive reputation with key stakeholders</td>
<td>![Ongoing] ![Done] ![Ongoing] ![Ongoing]</td>
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Our Strategy in Action

Year 1: Mission Accomplished
In accordance with CSSI’s role as a facilitator and catalyst to bring sustainability and social responsibility to life at Gustavson, our priorities centre on all that we do as a business school: education, research, operations and governance. Additional priorities acknowledge the time, expertise and resources required to create and maintain a new centre. Using seed funding provided by then Dean Ali Dastmalchian, we have built an effective and sustainable administrative unit. Using resources judiciously, and buoyed by faculty-wide support and passion for CSSI’s efforts, we are proud to report that we have met our ambitious objectives for Year 1, centred around:
› A deliberate internal focus (i.e. on Gustavson)
› Nurturing conversation, and
› Fueling faculty-wide excitement on S/SR around our priorities: Education, Governance, Operations, Research

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 ourselves, 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 Brief
› Build CSSI: Establish structure, staffing, space, leadership and communications
› Education: Initiate systems to measure and enhance the integration of S/SR in programs and courses; gather and share teaching cases and resource materials
› Operations: Develop greenhouse gas emissions report and Green Fund proposal to offset travel emissions; cultivate initiatives that invite broad GSB involvement
› Governance: Revisit and refresh commitments of all 13 operational units to the UN Principles for Responsible Management Education
› Research: Initiate S-research seminar series; plan research conference; investigate post-doctoral fellow program

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).

Sustainability and corporate social responsibility have long been core values at Gustavson, but this report looks in detail at only the most recent implementation: the first operational year of Gustavson’s Centre for Social and Sustainable Innovation (CSSI).

Specific priorities for CSSI’s first year were defined according to these areas:
› Education (E)
› Research (R)
› Governance (G)
› Operations (O)
› Centre administration (C1, C2, C3)

Within each of these priorities, the entire Gustavson faculty and staff agreed on several key initiatives. Every activity targets the original aim of fostering a sustainability mindset throughout the school in order to positively affect the world around us.
Governance
– LED BY HEATHER RANSON, SENIOR INSTRUCTOR AND ASSOCIATE DIRECTOR CSSI

The priority:
Support Gustavson’s efforts to continuously improve in all aspects according to the UN’s Principles for Responsible Management Education (PRME)

The key initiative:
1. Support annual review and report of Gustavson’s commitments to the United Nations Global Compact Principles for Responsible Management Education

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› compiled 2011/2012 progress report and posted on the PRME site;* available for the public to view and linked to the CSSI website for internal use**

› completed 2012 dialogue with each of Gustavson’s 13 units (BCom Program, MBA Program, MGB Program, PhD Program, Research, Executive Programs, International Programs, International Business, Co-operative Education, Information Technology, Dean’s office and External Relations), resulting in revised and refreshed commitments and goals; information is available on Gustavson’s SharePoint site

*Also links to CSSI’s priority C3 on external communications strategy and implementation. ** Also links to CSSI’s priority C1 on internal communications strategy and implementation.
Education
– LED BY HEATHER RANSON, SENIOR INSTRUCTOR AND CHAIR

The priority:
Help Gustavson earn the right to be called an integrated sustainable business school by 2014, through integration of Sustainability and Social Responsibility (S/SR) throughout all educational programs.

The key initiatives:
1. Develop a baseline of current S/SR integration in Gustavson programs
2. Share educational resources with professors monthly
3. Host two lunch-and-learn sessions
4. Host faculty-wide presentations by Bob Willard, author of The New Sustainability Advantage

1. Develop a baseline of current S/SR integration in Gustavson programs

Completed in the spring of 2012, our curriculum baseline shows that S/SR is already well entrenched in Gustavson’s courses at all levels. For example, within core curricula:

› 15 of 16 (94%) Bachelor of Commerce courses contain some S/SR content
› 10 of 18 (56%) Master of Business Administration courses contain some S/SR content
› 4 of 14 (29%) Master of Global Business courses contain some S/SR content
› 5 of 7 (71%) PhD courses contain some S/SR content

The delivery methods include case studies, lectures, in-class discussions, readings, student presentations, videos and guest speakers.

Many non-core courses and activities also include an S/SR component or focus, also included in our baseline data. Specializations, electives, co-op work terms, exchange term research papers, and graduate level consulting projects can and often do incorporate S/SR elements that might be delivered by the instructor or initiated by the students.

To illustrate: COM 206 Business English and Communication, taught exclusively to incoming exchange students, included Greenpeace’s Unfriend Coal campaign as a case of environmental responsibility as it relates to business communications.

We were surprised and delighted by these results – they show the degree of integration already in place, along with the importance and power of baseline data.

2. Share educational resources with professors monthly*

› established biweekly communiqués to share local S/SR information on topics like community recycling programs, Bike to Work Week, or growth of Gustavson’s composting program, and links to academic journal articles, case studies, videos, on-campus presentations by experts from other disciplines, enabling faculty to enhance, update and vary the S/SR content of their courses.

› responding to enthusiastic feedback, we increased the frequency of the Communiqué to weekly

“I am absolutely in love with your newsletter,” wrote Giselle Weybrecht, author of The Sustainable MBA and of the UN PRME blog. “I think it’s the most fantastic idea and I’m going to feature it on the Primetime blog.”

› created and maintained a linkable database of readings, case studies and videos, which is available on Gustavson’s SharePoint site*

› initiated a repository* for documents that professors can access via SharePoint. These reports and articles are either large or not available through conventional web links, but are useful enough to warrant storage and notices via CSSI

› outreach by chair to regularly connect faculty with news, journal articles, and video links that fit their specialty area, whether strategy, accounting, operations management, service management or marketing.* Importantly, the information flows both ways – faculty members increasingly share articles, events and organizations with CSSI that are useful to the broader Gustavson community

*These items and activities also fit with C1 priorities of internal communications strategy and implementation.
3. Host two lunch-and-learn sessions

On December 2, 2011, Dr. Zhang Jianfei, mayor of Changsha, China, spoke to faculty and staff about “Sustainability as the Eternal Pursuit of Cities.” Dr. Zhang provided a taste of sustainability challenges faced by cities in China and outlined many of the sustainable and social initiatives he has implemented in his region.

On March 7, 2012, Gustavson’s Dr. Basma Majerbi, Dr. Josh Ault and Dr. Michael Read plus Dr. Budd Hall of the School of Public Administration and Dr. Merwan Engineer of Economics presented a panel discussion of the Occupy movement. The standing-room-only presentation, organized by CSSI Operations chair Dr. Majerbi, was open to the public as well as the campus community as part of UVic’s IdeaFest 2012.

4. Host faculty-wide presentations by Dr. Bob Willard, author of The New Sustainability Advantage

Bob Willard is scheduled to present several sessions at Gustavson in September, 2012. Each session will be tailored for a specific audience: undergraduates, graduate students and the public, and faculty.
Research
– LED BY DR. JOSH AULT, ASSISTANT PROFESSOR AND CHAIR

The priority:
Significantly strengthen capacity for S/SR research

The key initiatives:
1. Develop research conference proposal and apply for funding
2. Start sustainability research seminar series; host 4-5 speakers

1. Develop research conference proposal and apply for funding*
   › defined conference theme “Seeking Solutions to Society’s Ills At The Interface Of Government, Non-Profit, and Business”
   › mapped strategy and timeline for spring 2014 conference
   › target a conference submission for the Academy of Management Meeting in 2013 and plan to publish select papers in a special journal issue

2. Start sustainability seminar series; host four or five speakers*
   › held six S/SR related research seminars Gustavson-wide, drawing on internal and external researchers
   › initiated database of research-oriented guest speakers
   › created tentative plan and schedule for next year’s seminar series

*These items and activities also fit with C3 priorities of outreach to and communicating with external stakeholders.
Operations

— LED BY DR. BASMA MAJERBI, ASSISTANT PROFESSOR AND CHAIR

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

The key initiatives:
1. Conduct feasibility study and develop proposal for a Green Fund to offset faculty, staff and student travel emissions
2. Reduce building energy consumption with a focus on heating

1. Conduct feasibility study and develop proposal for a Green Fund to offset faculty, staff and student travel emissions
Completed the feasibility study in spring 2012, along with a proposal for a Green Fund to purchase carbon offsets.

2. Reduce building energy consumption with a focus on heating
Since building heat is managed by the university’s Facilities Management, changes to the system/program are not within our control at Gustavson.

Additional initiatives:
› conducted Gustavson’s third annual carbon inventory, including data collection, compilation and reporting; a carbon emissions baseline was initiated by Dr. Majerbi in 2009 to measure the full carbon footprint from our overall operations
› explored options to reduce emissions and began dialogue on potential offsets that go beyond the provincial mandate on carbon neutrality for the university
› successfully submitted proposal to UVic’s Revolving Sustainability Fund to replace all toilets, urinals and faucets in Business and Economics (BEC) and David Strong buildings with low-flow versions; project will save 3,000 cubic metres of water each year
› installed water fountains in the second- and fourth-floor lobbies of BEC; bottle-filling attachments make filtered water widely accessible; fountains eliminate the purchase and delivery of approximately 15 19-litre water bottles per month
› provided every staff and faculty member with refillable water bottle to encourage use of new fountains.

It is the very active and dynamic operations committee which, under Dr. Majerbi’s leadership, has been instrumental in creating a culture of awareness and involvement around greening Gustavson.
Centre Administration
– LED BY MONIKA WINN, HEATHER RANSON AND RACHEL GOLDSWORTHY, CSSI COORDINATOR

CENTRE 1:
The priority: Build and maintain an effective centre administration
The key initiatives:
1. Create a base for operations including staffing, space, budget, website
2. Build internal communications strategy

1. Create a base for operations including staffing, space, budget, website
› developed budget for funding, faculty resources and CSSI expenses
› the dean supplied office space, teaching release time and seed funding
› hired one half-time administration and communications staff person for a one-year term in September 2011
› expanded staff hours to 0.75 FTE for the duration of the term, due to heavy communications and administrative demands
› formally launched the CSSI website on December 2, 2011; traffic is increasing, with visitors from around the world
› website features range of information about the centre, the CSSI team, stories of student activities, Gustavson researchers working in S/SR fields, CSSI-hosted events, and more; it serves as a portal to archived communiqués, news, and community and academic links

2. Build internal communications strategy
› activities are cross-linked in line with Gustavson’s philosophy of integration
› supported education initiatives with engaging and timely communiqués to our growing distribution list, and utilized internal SharePoint site
› provided activity updates at internal faculty and program coordinator meetings
› submitted news for dean’s monthly newsletter
› established physical visibility through displays highlighting student activities and other noteworthy materials

Additional initiative:
› held day-long strategy retreat in June 2012 to take stock, assess progress and revisit CSSI’s Strategy and Three-Year Plan

CENTRE 2:
The priority: Secure resources
The key initiatives:
1. Develop funding strategy
2. Develop post-doctoral program proposal

1. Develop a funding strategy for the CSSI
› identified goals and objectives, built relationships external and internal to University of Victoria and devoted significant time and effort to secure substantial external funding in concert with Gustavson’s dean, external relations and university leadership

2. Develop post-doctoral program proposal
› proposal development for a post-doctoral program is in progress, to be fleshed out in Year Two of CSSI’s strategic plan
CENTRE 3:

The priority: Develop strategic relationships and a positive reputation with key stakeholders

The key initiatives:
1. Manage student relations
2. Develop external communications strategy
3. Develop and codify networks
4. Create CSSI “roadshow” presentation

1. Manage student relations

› built growing support network for student activities

› supported the initiative of the Sustainability Club to create a SustainableExchange blog in 2011/12; provided prizes to students who posted on the blog; facilitated a panel discussion to publicize the blog at the International Program’s Pre-Departure Orientation for future exchange students

› helped student organizers write and target a media release for the 2012 Carrotmob; hired photographer

› profiled students on the website and in other media whose personal philosophy and actions personify the values of Gustavson and CSSI

› pitched and wrote student stories for the CSSI website and a variety of media, including
  - Sustainability: The Journal of Record
    - Covered student-led curriculum, SustainableExchange blog
  - Business Class
    - “Carrot-Topped!” on the 2012 Carrotmob
    - “Working Green” on Gustavson graduates working in sustainability
  - world@uvic
    - SustainableExchange blog
  - Gustavson alumni newsletter
    - Featured guest speaker Jason Boyce
  - SustainableExchange blog
  - International Programs newsletter
    - SustainableExchange blog
  - The Ring
    - “UVic Carrot Mob helps raise over $9K for green business”
    - “Lemonade Tycoons” about the winners of the Peter Thomas Innovation Challenge Social Value award

› established Facebook presence; post four times a week (83 friends); post and comment regularly on the BCom office’s Facebook pages for the 2012, 2013 and 2014 cohorts

› supported and judged entries in BCom’s 2011 orientation event MIISSion Impossible

2. Develop external communications strategy

› established list of venues for announcements, events and news (including The Ring, UVic Communications (media releases), Office of Campus Planning and Sustainability weekly newsletter, CBC community events, UN PRME blog, UVic website, Facebook)

› initiated and dramatically increased communications that raise CSSI’s external profile, using pitches and submission of articles to a range of media at UVic and beyond

• The Ring
  - “IdeaFest 2012: From Occupy Wall Street to the People’s Assembly of Victoria” on the CSSI-hosted panel discussion
  - “Sustainability Fund: The business case for plumbing” on Dr. Majerbi’s plumbing replacement project
  - “Bike to Work Week rides to the rescue”
  - “Growing a clean-tech ecosystem” on the CSSI-hosted GreenTech Exchange

• Business Class
  - “Centre for Social and Sustainable Innovation” sidebar
• world@uvic
  – “Peter B. Gustavson School of Business” on Dr. Zhang’s “Sustainability as the Eternal Pursuit of Cities” presentation

• Research @ Gustavson
  – Dr. Josh Ault
  – “Good Health, Better Business” about Dr. Angela Downey
  – CSSI

• Times Colonist Green Guide
  – “Guiding the Way to Greener Pastures” about CSSI

• UVic’s research newsletter
  – the CSSI-hosted GreenTech Exchange event
  › established CSSI website as a conduit for private- and public-sector contacts (e.g. BC Assessment Authority)
  › extended the communiqué distribution list to external recipients (e.g. UVic Office of Campus Planning and Sustainability, VPR’s Knowledge Mobilization unit, Dean of Social Science, author of UN’s PRME blog, interested alumni and others)
  › attended two-day Science Knowledge Transfer Training program in April 2012 to extend CSSI’s external communications skill set

3. Map and codify networks
  › all members of the CSSI team contributed to the centre’s growing network of contacts with individuals, businesses, academic organizations and governments
  › creation of a separate Sustainable Business Advisory Council has been postponed due to insufficient resources needed to engage consistently with such a group

4. Create CSSI “roadshow” presentation
  › created presentation to UVic’s Council of Centre Directors; to be adapted for a variety of audiences

Additional initiatives:
  › assumed responsibility for completing and submitting the Corporate Knights graduate school survey
  › organized, promoted and hosted a UVic GreenTech Exchange, bringing together business, researchers and students
PS: Our Culture – Going Above and Beyond…

While it was not spelled out explicitly in the CSSI Strategic Plan, we made some delightful discoveries in assembling the data for this report. Along with the many positive outcomes listed in our Year in Review, the Gustavson School of Business has made remarkable strides in the very fabric of who we are – our school’s culture.

During the course of our conversations with each operational unit about their PRME commitments, we noted the high rate of achievement for the specific goals they set last year, and we were struck by something else. The directors, associate directors, and managers were not content to rest on the laurels of achievements of their whole unit. Without exception, they enthusiastically added new and more ambitious commitments for the coming year.

The Master of Business Administration classroom, for example, has initiated a disposable cup-free zone in its dedicated classroom and will ask all 45 students to sign on. The Bachelor of Commerce program has created a new course in Social Entrepreneurship to be rolled out in fall 2012. And the Co-operative Education department is implementing new software and the staff will track S/SR activities and competencies within co-op jobs.

These aims and actions – and many more – have grown organically from within the units themselves. This is a powerful indicator of the buy-in by everybody at Gustavson, staff and faculty, to sustainability and social responsibility at our school.