Consider your footprint.

Centre for Social and Sustainable Innovation
Sharing Information on Progress | 2012-2016
In 2013, the Gustavson School of Business refreshed our vision statement to reflect the work that we and our students have been doing for more than 20 years: We aspire and promise to pioneer business education that creates sustainable value. As we submit this Sharing Information on Progress report, we welcome the opportunity to publicly rededicate ourselves to continue to evolve and lead as scholars and teachers within the framework of the Principles of Responsible Management Education.

To put our vision and the PRME into practice, we ensure that all of our undergraduate core courses have content about sustainability and/or social responsibility, but more than that, we encourage our students to think about the issues from their first week at Gustavson when they imagine, develop and then pitch sustainable-business ideas to community and faculty judges. And student exposure to such topics continues throughout the Bachelor of Commerce, Master of Business Administration, Master of Global Business, and PhD programs.

Gustavson graduates have a long history of creating positive change in the world. Our students and alumni work in small businesses and huge multi-national corporations, in Canada and around the globe, where they implement established best practices and create new ones.

Our ongoing and enthusiastic involvement with the United Nations Global Compact Principles for Responsible Management Education is a way for us to continue both to learn from our colleagues around the globe, and to teach the leaders of the future how to consider all kinds of capital to create business that’s better for everyone.

Saul Klein, Dean
Peter B. Gustavson School of Business
The Gustavson School of Business created the Centre for Social and Sustainable Innovation to help deepen the integration of sustainability and social responsibility throughout its educational programs, research, and internal operations.

The faculty and staff of CSSI act as connectors, linking others at the school with resources to strengthen our culture of Environment, Society and Governance and to constantly improve the education we offer our undergraduate, graduate, and PhD students.

While CSSI is formally a separate entity, it is, in fact, as firmly woven into the fabric of life at Gustavson as sustainability and social responsibility are.

At CSSI, as at Gustavson in general, we want to help researchers and students make the world a better place. We focus our research and teaching to launch a new generation of leaders who consider social and human capital as well as economic capital, with the hope that they will create businesses that are better for people and the planet.

Monika Winn, PhD
Director, Centre for Social and Sustainable Innovation
Professor, Business Strategy and Sustainability
# Environment, Society and Governance (ESG) at the Gustavson School of Business 2012-2014

## Our goals

**Education**  
Gustavson will integrate sustainability and corporate social responsibility throughout our educational programs.

- In our 2012 baseline survey:  
  - 94% of required Bachelor of Commerce courses have ESG content  
  - 56% of Master of Business Administration courses have ESG content  
  - 29% of Master of Global Business courses taught in Victoria have ESG content  

- 71% of PhD courses have ESG content  
- Since 2012, we have continued to weave ESG content more deeply. In 2013, for example, we supplied our four partner universities in the Master of Global Business Program (MGB) with a package of four complete lessons, including lesson plans, readings, slides and assignments. They can now deliver sustainability content to all of our students.

## Research

Gustavson will significantly strengthen our researchers’ capacity for ESG-related research.

- Research seminars included:  
  - Dr. Andrew Hoffman of the University of Michigan described his findings about cultural attitudes toward climate change.  
  - Dr. Hans Krause Hansen of the Copenhagen Business School talked about globalizing transparency regimes and managing corruption risks.

- Dr. Josh Ault of the Gustavson School of Business explained state fragility as a predictor of commercial microfinance success.  
- Four Gustavson PhD students presented research ideas to a dozen faculty members for discussion and feedback at our inaugural PhD Colloquium.

## Operations

Gustavson will be the first carbon-neutral business school in Canada.

- Gustavson completed our annual greenhouse gas emissions reports to measure and manage our carbon footprint beyond the Province of British Columbia’s mandated scope.  
- In 2013, we hosted a carbon-management information session with experts from the Province’s Climate Action Secretariat and Pacific Carbon Trust.  
- We kept the matter of carbon neutrality open for discussion within the faculty with a presentation of the 2012 greenhouse gas emissions report and the possibility of offsetting the emissions we cannot reduce.

## Selected achievements

- Semi-annual lunch-and-learn sessions and regular targeted emails inform faculty and staff of classroom resources, new research, and useful videos, publications, workshops and webinars.
- External experts offer research, teaching, and industry presentations for faculty, student, and community development.
Sustainability-oriented activities happen every week at the Gustavson School of Business. We document them, but even that long inventory does not show the impact of the activities. So instead of a list, in this Sharing Information on Progress report we offer you a sampling of stories about some of the events and achievements of our students, staff and faculty over the past 24 months, along with our hopes and plans for the next.

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.

2012-2014

In 2012, 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 in 2013. 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 in the fall of that year.

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 that September.

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.

In 2013, CSSI created a package of four complete lessons, including lesson plans, readings, slides and assignments, for our Master of Global Business Program (MGB). With two-thirds of the program delivered by overseas partners, we had been looking for ways to ensure Gustavson students receive sustainability content. National Sun Yat-Sen University in Taiwan, Johannes Kepler University in Austria, NEOMA School of Business in France, and Sungkyunkwan University in Korea can deliver the material and add other details relevant to their communities.

2014-2016

We’ll continue to integrate Environment, Society, and Governance topics throughout all Gustavson education programs and operations. We’ll extend ESG reach from core courses through all specializations and more completely within electives, from the Bachelor’s degree through our Master of Business Administration, Master of Global Business and PhD programs.

In 2014, the Centre for Social and Sustainable Innovation at the Gustavson School of Business will sponsor nine students to travel to Vancouver, BC, to attend the Emerging Environmental Leadership Forum, and by extension, GLOBE 2014, Canada’s largest sustainability and business conference.

We have also budgeted funds for student, faculty and staff participation at other conferences and financial and staff support for Mission Impossible in 2014 and 2015.

Vinson Chen, Rebecca Staynor, Jennifer Sallows, Bohan (AJ) Qin after winning the national Walmart Green Student Challenge in 2013
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.

2012-2014

When CSSI posed the question: “Does Gustavson 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 the best place for ethics in the Gustavson curriculum. Program directors opened the event, providing an overview of where ethics lessons fit currently.

Vivien Corwin, then-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 across the curriculum – and there was a clear consensus that a second lunch-and-learn was needed to continue the conversation.

Also in 2013, the Gustavson School of Business created, debated, and adopted a new vision statement that more explicitly states our commitment to environment, society and governance: “To pioneer business education that creates sustainable value.”

2014-2016

In March 2014, CSSI will host a panel of speakers led by Jonas Haertle, head of the UN PRME Secretariat. We will share with the UVic community and the broader public Gustavson’s experience in bringing the UN Principles for Responsible Management Education to life in all of our educational offerings.

As well, CSSI’s 2014-15 budget allocates specific funds and staff time to support ESG within student education via an MBA research project, the MBA international management consulting project, an MBA case competition, the Bachelor of Commerce sustainability challenge, external speakers, and conferences.
**Principle 3 | Method:**

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

2012-2014

- 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.

- We at Gustavson take seriously the environment in which our students learn. Along with academic and practical learning experiences, we also continuously adapt the physical setting at our school. In 2012, for example, we retrofitted all of the plumbing in our two office and classroom buildings with low-flow fixtures to save 3,000 cubic metres of water each year. In 2013, we carried out a lighting survey in the classroom building and the university has installed occupancy sensors to ensure that lights are never left on in empty rooms.

  In 2013, Professor Heather Ranson attended the first annual Canadian meeting of the UN PRME in Edmonton to present “Just Ask: The Gustavson Sustainability Journey.” 150 delegates from business schools all over Canada responded enthusiastically to the presentation; many schools do not integrate their sustainability material across courses and were keen to know how we communicated with faculty in order to have sustainability addressed in virtually all of our core undergraduate courses.

  Closer to home, Professor Ranson participated in a three-day case-writing workshop from which she created two new sustainability-oriented business cases. The case on community engagement based on the University of Victoria’s new parkade and the other on overfishing and improved harvesting practices on BC’s northwest coast were immediately added to the undergraduate course COM 362 Business and Sustainability.

2014-2016

- Gustavson is fundamentally redesigning our MBA program to weave and embed sustainability and social responsibility more systemically throughout the very architecture of the program. The revamped program will be fully launched in 2015.

- As we consistently have in the past, we will continue to evolve the physical and social settings at Gustavson in order to model the attitudes that will serve students in their roles as responsible leaders of the future.

- In 2014, we will continue to implement waste, energy, and greenhouse gas emission reduction initiatives. In 2014 and 2015, we’ll also host two faculty-wide discussions to determine a carbon-management plan.
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.

2012-2014

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.

In 2013, 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.

Several Gustavson faculty members hired assistants in order to pursue their Environment, Society, or Governance research agendas. By choosing those assistants from among Gustavson students, researchers not only extended and enhanced the body of knowledge in their fields, they boosted the research capacities and education of those students.

In 2013, for example, some of those projects were: best environmental practices in the British Columbia mining industry; initiatives by multinational corporations in ecosystem and biodiversity restoration; and comparative success of two microfinance lenders.

Professor Heather Ranson attended the Academic Research Conference on Corporate Social Responsibility at the University of Washington’s Milgard School of Business. There she connected with colleagues from Canada, the US, Asia, and Europe.

2014-2016

Postdoctoral Fellow Arsalan Shah joins Dr. Monika Winn to examine how firms and non-profit organizations can collaborate and innovate sustainable business models, such as open innovation, in order to build sustainability into the core of business strategies.

Drs Winn and Shah have also applied for the prestigious and highly competitive Banting Postdoctoral Fellowship. If they are successful, the fellowship will allow Gustavson to hire a second postdoctoral fellow to work on ESG-related research beginning in late 2014 or 2015.

While six of the 48 faculty at the Gustavson School of Business dedicate themselves to ESG-oriented research, many others touch on it as they pursue answers to questions in operations, accounting and strategy. For example, Basma Majerbi, assistant professor in the field of international finance, has shifted her focus slightly to investigate sustainable investments. As it always has in the past, Dr. Majerbi’s research will also influence her teaching as she encourages graduate and undergraduate students to investigate return on investment of sustainable companies in an effort to determine if sustainability helps make a firm more profitable.

A few of the other topics our faculty plan to pursue in the next two years are:

- Multi-sector interactions/partnerships
- Opportunities for the advancement of Fair Trade
- Aboriginal economic development
- Global transfer and diffusion of commercial microfinance across bottom-of-the-pyramid markets
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.

2012-2014

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.

- For the past 12 years Gustavson MBA students have participated in a 10-day overseas exercise that gives them an opportunity to research companies in another country, to integrate learning from their first-year courses with on-the-ground experience, and to provide useful advice to a local company. While clients and their needs vary from year to year, Gustavson makes a concerted effort to find at least one client a year who seeks sustainability advice.

In 2013, one group of students conducted research for a company that wanted to assess the market for tuberculosis testing equipment in rural India, with a mandate to seek for-profit and not-for-profit partners that would help build and deploy the instruments.

Also in 2013, a group researched Chinese opportunities for a Canadian company’s monitoring devices to reduce energy use in factories and other industrial settings.

- As consultants to large businesses such as Nike and Unilever, Drs Brian and Mary Nattrass share the Natural Step process and teach organizations how to use it to minimize their carbon footprints. In November 2013, the Nattrasses visited Gustavson for a lunch-and-learn with staff and faculty from throughout the school. Although Gustavson sustainability faculty have long taught the Natural Step to BCom and MBA students, this was the first time all other faculty and staff had an opportunity to hear first-hand how the framework can be applied in organizations.

- Gustavson initiated and hosted the startup of the Innovation Centre for Entrepreneurs. This incubator, with community advisors and mentors, provides tools, expertise and space to help entrepreneurial types from across the University of Victoria campus develop an idea into an investment-ready plan.
In 2013, two MBA students completed an eight-month research project of extractive companies’ best practices regarding human rights. Their summary and recommendations will be used to create a literature review and shared with industry.

CSSI acted as liaison to invite senior staff from Goldcorp Inc to join a panel discussion at the Cross Sector Social Interactions Symposium to be held at Boston College from May 29-30, 2014. The centre is also pleased to help sponsor the symposium.

Gustavson Assistant Professor Matt Murphy, one of the conference organizers, describes the focus of this year’s event as: “Innovative Collaboration for a Complex World: Reaching Across Institutional Divides.”
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.

2012-2014

Sustainability issues often generate heated debate and Gustavson 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 the city. 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.

- Gustavson supported the United Nations Association in Canada’s New Diplomacy of Natural Resources conference in October 2013. The school provided meeting space and refreshments, and funded the registration fees for three graduate students.

- In February 2014, Gustavson hosted a diverse panel of speakers for a public forum called “Changing Landscapes: Communities and Extractive Industries.”

- Dave Obee, editor in chief of the Times Colonist newspaper, moderated a discussion between Art Mercer, CEO of Nisga’a Commercial Group of Companies; Brent Bergeron, senior vice president of corporate affairs, Goldcorp; Dan Lewis, Clayoquot Action; and Dr. Matt Murphy, Gustavson School of Business.

- Dean Robin Mason and Malcolm Kirkup, then-Director of the University of Exeter’s One Planet MBA program, visited Gustavson in September 2013. In meetings with faculty, staff, program directors and the dean, the Exeter experts shared details about their program and how they set it up. As Gustavson is currently reviewing our MBA program, this was a perfect opportunity to see how a business school dedicates an entire program to sustainability.
Assistant Teaching Professor Heather Ranson will attend the regional UN GC PRME meeting in Bothell, Washington in 2014.

Should ethics be offered in a dedicated class to all Gustavson students? Or should ethics be taught in all subject areas, demonstrating to students that businesses face ethical decisions in all areas? This topic was pulled apart by Gustavson faculty in a well-attended lunch-and-learn in 2013. Annual talks on ethics keep the subject top of mind for faculty and firmly embedded in several areas of the Gustavson curriculum. CSSI is committed to more talks in 2014 and 2015 to discuss how we deliver Ethics in Gustavson classrooms.

The Gustavson School of Business and the University of Victoria Faculty of Law jointly host the National Aboriginal Economic Development Chair. The Chair, Judith Sayers, is also an Executive in Residence with the business school and researches and teaches across campus. In spring 2014, Dr. Sayers invited Gustavson to a drop-in lunch for First Nations students to get to know some of the business school faculty. This event complemented ongoing and future projects at Gustavson, including research on Aboriginal entrepreneurship, economic development and community relations.

In partnership with Tricorp, a First-Nations financial association, Gustavson’s Executive Programs unit developed and delivered a nine-week entrepreneurship program. Northwest Aboriginal Canadian Entrepreneurs (NW-ACE) was delivered to two cohorts of First Nations students from several northern British Columbia villages in 2013.

Plans for 2014 and 2015 include:

- Additional NW-ACE programs in Prince Rupert
- A new program for Aboriginal band managers in Victoria and in northern BC
- Continued research in conjunction with Aboriginal communities

At MIISSsion Impossible, all third-year Commerce students pitch their International, Integrative, Innovative, Sustainable business ideas to community and faculty judges.
Next Chapter

With our ambitious vision to pioneer business education that creates sustainable value, the Peter B. Gustavson School of Business is ready to do more in the coming years. We’re expanding our research to significantly grow our thought leadership, and we’re offering expanded support to professors, staff and students who study, implement and live Environment, Society and Governance principles. We will continue to support and to draw on the expertise of the PRME community so we can all grow as educators and actors to create an ever larger and more positive impact on business education and the world.