Letter from Dr. Saul Klein
Dean of the Peter B. Gustavson School of Business

The Gustavson School of Business is built on a foundation of sustainability and social responsibility, an international focus and openness to innovation. These aspects support and reinforce each other, and are reflected in our approach to discovering and disseminating knowledge, which is integrated throughout the school.

Once again CSSI, generously supported by Goldcorp Inc., has created a Year in Review that looks at some of the many activities that embody sustainability and social responsibility in our classes, research and daily operations. As we examine what we have done already, we can also take this opportunity to consider our path going forward.

The inclusion of topics such as ethics, greenwashing, responsible investing, and sustainable development in our courses is one indicator that our faculty and students are engaged with the issues facing managers around the world, in businesses large and small.

This year, Gustavson’s International Programs office has initiated a survey to learn what sustainability and social responsibility topics our students choose to study while they are on academic exchange at one of our 94 partner universities abroad. The growing activity in sustainability-related research amongst our scholars—from undergraduates to professors—is another sign that Gustavson is leading from the front. Bachelor of Commerce student Mark Speakman received a Jamie Cassels Undergraduate Research Award for his investigation of labour practices at an international firm in the Czech Republic. We have hosted more sustainability-focused post-doctoral fellows and visiting scholars than ever before. And I’m happy to announce that Gustavson has hired a new faculty member whose teaching and research are dedicated to business and sustainability.

In another step forward, Gustavson is moving toward our long-held vision of carbon neutrality. After eight years of measuring and consistently reducing our energy, paper and waste, we are now focused on the impact of our travel. We are developing a three-year plan that will counteract the impact of our flight emissions.

We hope you enjoy learning about the initiatives in this report, which illustrates how Gustavson embraces innovation to enact our school-wide values and to demonstrate integrity and responsible leadership to our students and to the world.

[Signature]
Letter from Dr. Monika Winn
Director of the Centre for Social and Sustainable Innovation

The CSSI has set some ambitious targets for its own activities, and thanks to support from Goldcorp Inc., we are able to continue to strive to meet those targets. On the next page, you can see a list of some of our initiatives and how we are doing at starting or completing them.

More than that, though, this Year in Review brings to light some of the many sustainability-related activities carried out by researchers, instructors, students, and staff throughout Gustavson’s many programs. From events that engage students before they even arrive in Gustavson classrooms to post-doctoral fellows, Gustavson and CSSI support them all. This report is one way of sharing the stories to show what we do, and also what we believe can be achieved in many other places.

CSSI Associate Director Heather Ranson, CSSI Post-Doctoral Fellow Kim Ceulemans and I have contributed a book chapter about CSSI’s journey in order to share our strategy, tactics and, we hope, some inspiration with other business schools. As a proud signatory to the United Nations Global Compact Principles for Responsible Management Education (PRME), CSSI uploads to the PRME site a regular Sharing Information on Progress report that showcases some of our successes and strategies. Again, this is a way of adding to the conversation about sustainability and social responsibility with business and management schools around the globe.

As you will see on the following pages, CSSI doesn’t do everything sustainability at Gustavson. We couldn’t. Just as integration is one of the school’s pillars, sustainability and social responsibility form a keystone that depends on every person bringing energy, passion, and expertise in a host of areas. The school as a whole values diversity and innovation and it shows in the variety of content in our courses and the range of questions explored by our scholars.

In this report, we have included some wonderful examples of that diversity and the extent to which sustainability and social responsibility have become truly integrated throughout and embraced by the Gustavson School of Business. It’s exciting to read about what has been done, what is happening now, and to consider where we are headed with fresh ideas and ever-growing engagement with Gustavson and all of our stakeholders.

Thank you!
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.

In 2016, the Gustavson School of Business enacted a new winning aspiration: Crossing boundaries to create meaningful research, impactful learning, and engaging relationships. The United Nations Global Compact Principles for Responsible Management Education (PRME) are embedded into those goals, and the CSSI is built on the importance that faculty, staff and students place on business’ role in improving the world according to the triple bottom line.

The CSSI team for 2016-2017 is:

Dr. Monika Winn, Director
Professor Heather Ranson, Associate Director
Rachel Goldsworthy, Coordinator
Dr. Basma Majerbi, Associate Professor
Dr. Matthew Murphy, Assistant Professor
Dr. Kim Ceulemans, Post-Doctoral Fellow
And many other faculty and staff members from all areas of Gustavson.

CSSI’s Mission

We support the aspirations and activities of the Gustavson School of Business by

- cultivating sustainability and social responsibility thinking throughout Gustavson and catalyzing meaningful action;
- helping Gustavson ready our students to succeed and flourish as agents of change in creating sustainable and responsible business;
- co-creating concepts, frameworks and tools for transformative sustainability research and education at Gustavson and beyond;
- fostering understanding and collaboration on sustainability across disciplines, domains, and stakeholders in our community and beyond.

CSSI’s Priorities

R  RESEARCH: Strengthen Gustavson’s capacity to contribute to transformative sustainability research

E  EDUCATION: Deepen integration of sustainability concepts, cases and tools throughout Gustavson’s educational programs

C  COMMUNICATION & REPORTING: Effectively communicate CSSI’s and Gustavson’s sustainability activities and regularly provide current and inspiring information to all stakeholders

S  STAKEHOLDER ENGAGEMENT & PARTNERSHIPS: Engage with stakeholders and cultivate key partnerships at Gustavson, UVic and beyond
CSSI Strategic Plan 2016-2018

<table>
<thead>
<tr>
<th>PRIORITY</th>
<th>KEY INITIATIVE</th>
<th>2016/2017 REPORT ON PAST YEAR</th>
<th>2017/2018 NEW &amp; ONGOING</th>
<th>ACTION ITEMS FROM PAST YEAR: EXAMPLES</th>
</tr>
</thead>
<tbody>
<tr>
<td>RESEARCH</td>
<td>Strengthen and expand Gustavson’s research capacity around sustainability and social responsibility</td>
<td>✓</td>
<td>✓</td>
<td>Hired CSSI post-doctoral fellows</td>
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<tr>
<td></td>
<td>Provide support for sustainability research, financially and through mentoring</td>
<td>✓</td>
<td>✓</td>
<td>Cross-Sector Social Interactions sponsorship; AOM ONE doctoral consortium sponsorship</td>
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<tr>
<td></td>
<td>Support, host, organize and/or participate in research-supportive sustainability events</td>
<td>✓</td>
<td>✓</td>
<td>CSSI Best Paper Award: Int’l Workshop on Financial System Architecture &amp; Stability, see story p. 15</td>
</tr>
<tr>
<td>EDUCATION</td>
<td>Monitor and assess integration of sustainability and social responsibility in course content in all programs</td>
<td>✓</td>
<td>✓</td>
<td>See course content table p. 9</td>
</tr>
<tr>
<td></td>
<td>Support faculty and programs with sustainability teaching materials, content and methods</td>
<td>✓</td>
<td>✓</td>
<td>Weekly CSSI Communiqué</td>
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<tr>
<td></td>
<td>Support programs and student initiatives in their efforts to integrate sustainability</td>
<td>✓</td>
<td>✓</td>
<td>Sponsored two Commerce Cup awards in fall 2016, see story p. 8</td>
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<tr>
<td>COMMUNICATION AND REPORTING</td>
<td>Report annually on CSSI and Gustavson activities around sustainability and social responsibility</td>
<td>✓</td>
<td>✓</td>
<td>2016/2017 Year in Review; Report to donor Goldcorp Inc.</td>
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<tr>
<td></td>
<td>Publish weekly CSSI Communiqué and frequent social media communications</td>
<td>✓</td>
<td>✓</td>
<td>See CSSI website for weekly editions</td>
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<tr>
<td></td>
<td>Monitor and evaluate the effectiveness of regular communications and major reporting activities</td>
<td>✓</td>
<td>✓</td>
<td>Monitoring website statistics</td>
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<td>STAKEHOLDER ENGAGEMENT &amp; PARTNERSHIPS</td>
<td>Map, categorize and assess engagement activities with CSSI partners and stakeholders</td>
<td>✓</td>
<td></td>
<td>See Looking Forward, p. 26</td>
</tr>
<tr>
<td></td>
<td>Develop three-year plan for engagement with CSSI partners and stakeholders</td>
<td>✓</td>
<td></td>
<td>See Looking Forward, p. 26</td>
</tr>
<tr>
<td></td>
<td>Support and catalyze the continued greening of Gustavson operations; monitor social aspects; celebrate progress</td>
<td>✓</td>
<td>✓</td>
<td>Earth Day vegetarian challenge, see story p. 23</td>
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<tr>
<td></td>
<td>Collaborate with Gustavson offices to deepen sustainability and social responsibility integration at Gustavson and UVic Sustainability Office</td>
<td>✓</td>
<td>✓</td>
<td>Collaboration with programs around measuring sustainability course content</td>
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</table>
Principles for Responsible Management Education

The Gustavson School of Business has been a signatory to the UN Global Compact Principles for Responsible Management Education since 2009 and an Advanced Signatory since 2014. Over the years, Gustavson has focused on developing and achieving goals in three areas: education, research and our own day-to-day operations. We have made tremendous strides in all three areas, although not all at the same time.

For almost 15 years, we have been teaching BCom and MBA students about sustainability in a dedicated business and sustainability course. Today, that knowledge is supported by sustainability content in a variety of other courses and it is delivered consistently from year to year (see “Summary of sustainability course content” on p. 9).

Sustainability research at Gustavson used to be restricted to one or two faculty who linked their work to sustainability-related topics or, at a later time, were specifically hired for that area. Today, a variety of researchers from strategy, operations, finance and other areas are presenting and publishing on sustainability-related topics (see “Summary of research activities” p. 16).

For the past eight years, Gustavson has been reporting its greenhouse gas emissions, including employee and student travel. A summary of our report for 2016 emissions is on p. 24.

Over time we have improved how we measure sustainability success at Gustavson and this Year in Review reports out on our PRME commitments.
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.

Ryan Tonkin was once homeless and is now a Vanier Scholar and the first PhD student in UVic’s Department of Philosophy. “Philosophy is a discipline of ideas,” says the new doctoral student, whose research will focus on income inequality. “Ideas change people and it’s people who make change in the world.”

UVic’s civil engineering program launched in 2013 with a focus on sustainability and Indigenous communities, and it has attracted students like Kear Porttris, who has recently graduated from the program. “I’m not interested in engineering for the number crunching,” he says. “I’m interested in how engineering can solve the problems society faces. This program promised that.”

These are only two examples of how the people and policies in UVic schools, faculties and departments value social and environmental responsibility.

Gustavson contributes to those values by sharing with the university our own examples of responsible leadership in education. We track the integration of sustainability topics throughout our curriculum (see “Summary of sustainability course content” on p. 9) and in co-curricular activities.

“We are very pleased with Gustavson’s contributions in helping UVic renew its [Association for the Advancement of Sustainability in Higher Education] STARS Gold rating in 2017,” says Mike Wilson, director of the Office of Campus Planning and Sustainability. “The university’s submission highlighted Gustavson’s exemplary leadership in integrating sustainability learning outcomes into academic programs and course offerings.”

Inside our own school, Gustavson’s Culture Committee has articulated the values that our employees hold dear:

- **We put people first**
- **Our work has purpose**
- **We have passion for what we do**
- **We embrace adventure**

These are enacted every day in the respect with which we treat each other, in the respect we bring to our work as educators and researchers, in the enthusiasm with which we help a colleague or student move forward, and in our excitement about new ideas.

Even the fact that we created a Culture Committee shows how much we value these!

A team of undergrads pitches an international sustainable business idea to volunteer judge Dr. Diego Maganotto Coraiola at Mission Impossible 2016.
Gustavson and the Sustainable Development Goals

Launched in September 2015, the Sustainable Development Goals (SDGs) are the next generation of the Millennium goals. These 17 goals guide Gustavson in our strategy as we strive to educate future business leaders who will make a positive difference in our world. Throughout this document you will find logos for the SDGs next to each story. This is our commitment to incorporate the goals into our school.

Moving pictures

Gustavson’s new video shows that thinking sustainably (in the environmental and social sense) is part of what makes Gustavson sustainable (in the longevity sense).

Professor Elango Elangovan says that right from the start, the school of business knew it was important to “[teach] students to value people and the planet in addition to profits.”

Dr. Stacey Fitzsimmons adds her take: “As researchers, we [tackle] wicked problems related to sustainability…”

MBA student Nikheel Premsagar says, “Gustavson offered me… the knowledge and ability to make a difference in the world.”

And there’s more! Please visit Gustavson’s website (uvic.ca/gustavson) and enjoy the whole show.
2002: A grace odyssey

Every year, third-year BCom students at Gustavson compete in their cohorts for points in a series of one-week challenges. In the fall of 2016, CSSI offered $150 to the cohort that used the fewest disposable coffee cups.

“It had one of the highest levels of engagement of all our (weekly) challenges so far!” said Thomas Cecchi, the Commerce Students’ Society director of engagement.

The winning cohort decided to spend their winnings not on pizza or doughnuts or more coffee, but on food for other people, and that triggered a drive to see which group could bring in the most non-perishable food items! (Our students are not only smart and compassionate, they’re very competitive.)

The result? The Mustard Seed Food Bank staff, committed to fight hunger in Greater Victoria, had to bring their van to haul away 2,002 items, including flats of soup, very many noodles, and even a 60-pound bag of dog food.


Thinking global, acting local

When MGB student Abby Atebawone pitched the idea of raising funds for a local cause, her fellow students immediately came aboard.

“We want to give back to the community we’re in,” she explains. But the Sardul S. Gill Graduate School’s Master of Global Business (MGB) program doesn’t leave much time for her usual volunteer work. The students are only at UVic for three or four months before they move to the next stop of their three-country journey. So Atebawone thought the next best thing would be to donate money.

MGB Associate Director John Oldale gave her a list of local not-for-profit agencies and the students chose a youth shelter “because we’re students, we’re youth.”

They plan to do the same thing at their next community, in the Netherlands, and then in Peru, with advice from the Dutch and Peruvian students in the group.

“We talk a lot about social responsibility in class,” Atebawone says. “It’s part of global business. As a manager, I’m going to work in a community, I have to give back. If we start now, then we can do it at every step of our careers.”
Principle 3: Method

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

Summary of sustainability course content

At Gustavson, students are exposed to sustainability topics throughout the BCom, MBA, MGB and PhD programs.

One of CSSI’s priorities is to deepen the integration of sustainability concepts, cases and tools throughout Gustavson’s educational programs so that all of our graduates have the mindset and the skills to lead businesses into the future. To help us measure that integration, each semester we ask every instructor to provide information on how sustainability is included in his or her course.

Programs at a glance (2016-2017)

<table>
<thead>
<tr>
<th>PROGRAM</th>
<th>BCOM (years 3 and 4 of a four-year program)</th>
<th>MBA (16 months)</th>
<th>MGB* (16 months)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of students</td>
<td>726</td>
<td>109</td>
<td>89</td>
</tr>
<tr>
<td>Number of required** courses</td>
<td>12</td>
<td>15</td>
<td>7</td>
</tr>
<tr>
<td>Number of required courses with sustainability content</td>
<td>11</td>
<td>11</td>
<td>6</td>
</tr>
<tr>
<td>Percentage of required courses with sustainability content</td>
<td>92%</td>
<td>73%</td>
<td>86%</td>
</tr>
</tbody>
</table>

* The MGB program is delivered by three partner universities on three continents. Number of courses listed does not include the courses offered by our partner universities.

** Required courses must be completed by all students in the program. These numbers do not include non-credit, elective, or specialization courses.

Sustainable here, there, and everywhere

During the 2016–17 academic year, 170 Gustavson students went abroad for an exchange term at one of our 94 partner universities around the world. Forty-four per cent of them chose to take one, two, or even three courses that had some kind of sustainability or social responsibility content.

From Aalto in Finland to Yonsei in South Korea, the course titles ranged from Economics of the European Union to Social and Environmental Entrepreneurship. And within that academic diversity, the topics addressed were wonderfully varied. Business to Business Marketing, for example, included child labour issues. Strategic Market Management discussed gender and other equity. Corporate Social Responsibility: A Japanese Perspective brought in ethics; human rights; environment, society and governance; triple bottom line; gender and other equity; and more.

International Programs Associate Director Brian Leacock points out that 17 percent of the BCom program is delivered abroad. “With such a high level of student participation in the exchange program,” he says, “it’s important and heartening to see that they are choosing so many courses that offer this kind of content.”
The lens as a teaching tool

During the Essentials of Business Leadership module that jumpstarts the MBA program, students were handed a case study and then were “assigned” to one of seven newspapers. In small teams, they examined the case of a proposed bitumen processing plant and wrote an article, ostensibly for a particular paper. With their distinctive editorial perspectives and readerships, The Economist, China Daily, Victoria Times Colonist, New York Times, Wall Street Journal, National Post, and Globe and Mail each demand analysis using a different lens, with varying weights for business, social, and environmental implications.

Finally, the students presented their points to a panel made up of David Black, the businessman behind the Kitimat bitumen project; Andrew Weaver, a climate scientist and Member of the Legislative Assembly of BC; and Miles Richardson, the director of the National Consortium for Indigenous Economic Development.

“Issues of sustainability, values, respect, and community engagement are critical features of the business landscape everywhere, but may be expressed differently in different contexts. Having students grapple with a real British Columbia case with local and global implications focuses attention on both what is common and what is not,” says Dean Saul Klein, who co-wrote the case with Gustavson professor Rebecca Grant. “Leaders in different types of organizations and in many different parts of the world face similar types of complex decisions.”

MBA student Pawan Gawande, who worked internationally in the oil industry before coming to Gustavson, agreed. One of his takeaways from this exercise, he said, was the importance of managing opposing points of view.

Choosing research

While they’re on international exchange terms at one of Gustavson’s 94 partner universities, undergraduate students can opt to complete the course COM 470, a self-directed research project. Many of them choose to integrate sustainability or social responsibility.

“Out of 48 papers delivered last fall and this spring,” says instructor (and Gill Graduate School PhD candidate) Mike Szymanski, “13 covered at least some aspects of corporate social responsibility and/or sustainability.”

Within that count were three that dealt specifically with sustainability topics:

- Nathan Piller’s “Corporate Social Responsibility in Portugal: Lessons to be learned from Energias de Portugal”
- Hayley Mae Fairbanks’ “Role of Corporate Social Responsibility Strategies Affecting the Corporate Image of the Mass Transit Railway Corporation and TransCanada Pipelines Limited and Their Ability to Gain Social License to Operate” and
- Devon A. Chase’s “Emissions Reduction – Global Contrasts.”

Students can choose any topic for their research project and it is a testament to the integrative nature of sustainability at Gustavson and the students’ interest in the broader topic that they choose sustainability oriented projects even when they are off campus and outside of Canada.
Making impossible impressive

They’re going to recycle cigarette butts or power a sports stadium with the kinetic energy of the spectators. They’ll redistribute food to reduce hunger and waste, link teachers with students who need extra help, or run a zero-waste brewery in a prison.

On September 30, 2016 almost 300 brand-new Gustavson undergraduate and exchange students were split into 65 teams to dream up sustainable, socially responsible business ideas that would be a good cultural fit for Germany or Indonesia, Japan or Spain, or any of a dozen other countries.

They had three hours to pull it off.

Then they had three minutes to present their business concepts to community and faculty judges. Even though the professors and CEOs who volunteer love taking part in Mission Impossible, they don’t let the students off lightly—they expect clear, convincing pitches and they score the presentations accordingly.

And frankly, they’re always impressed.

In fact, the judges get so stoked by the energy and creativity of our students that afterward they talk it up to their friends and colleagues, who then offer to give up their own Friday afternoons to join next year’s Mission Impossible activity!

At Mission Impossible 2016, Timo Litjens, Alina Optiz, Meagan Gardner, Braedon Morris, Nihad Younis, and Tamika Rodney were ecstatic when their proposal won. Een Duurzaam Thuis will build homes with recycled materials for refugees in the Netherlands.

The team managed to calm down for the photo op with Dean Saul Klein.

Untapped Bottling Company captures and buys water blown off from water distribution systems, and runs on a buy-one-bottle-donate-one model in areas without clean drinking water.

The grinning, winning team with this idea is Jessica Malmstrom, Josefine Bank Jakobsen, Tinu Zhang, Liam Grigg, Garret Westdorp, and Ramona Seidler.
Part of a good education is learning to think critically in order to make choices deliberately. Gustavson supports students as they develop these skills by offering them fun, social, and safe places to learn—even before they officially start their classes with us.

In October 2016, 20 first- and second-year UVic students got together to talk about ethical dilemmas.

“We made it interactive,” explained Gustavson adviser Laurelle Inouye. “We started with a live poll in which they answered ethical dilemmas with their cell phones. Next, we introduced the idea of personal values by showing a short Giving Voice to Values video and then talked about an ethical decision framework. Students then developed mini-scenarios and explored dilemmas that they might face in school or in a workplace.”

First-year student Rachel Kelly was one of the participants. “The workshop taught me to observe a situation from the point of view of your employer or of a fellow employee in order to identify if what you are doing is ethical,” she summarized. “In other words, would you feel comfortable discussing the situation with your family or your boss? If the answer is no, the situation is not ethical.”

Kelly was a month and a half into her university education when she attended that event and gave that thoughtful response. Clearly the future is in good hands.
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.

Hallo, au revoir

One day in late January 2016, Dr. Kim Ceulemans flew from Brussels to Victoria and the next day she started her Post-Doctoral Fellowship at CSSI.

Ceulemans had been the sustainability coordinator for the Faculty of Economics and Business at Hogeschool-Universiteit Brussel, and she earned her PhD in Business Economics on the topic of sustainability reporting in higher education at KU Leuven—so her expertise is a perfect fit for Gustavson. From the time she got in the door, Ceulemans stepped up for every activity she heard about.

She volunteered at the International Workshop on Financial Systems Architecture and Stability and at the Service Operations Thought Leadership Forum, both hosted at UVic; she helped CSSI redevelop its strategic plan; she improved the processes of our sustainability course-content data collection and the clarity of our reporting; and she brought the same eye for detail to Gustavson’s annual greenhouse gas emissions report. When she was offered a position as an assistant professor in France, she even took it upon herself to move the hiring of our next post-doc fellows forward with aplomb. And of course there’s the research!

During her time at CSSI, she co-authored a book chapter with CSSI’s Heather Ranson and Monika Winn; gave and attended research presentations at Gustavson; prepared, revised, and/or published more than a dozen peer-reviewed research articles; was a guest editor for a special edition of the Journal of Cleaner Production; and presented at conferences in Portugal and Canada.

Also, she’s Belgian so she brought amazing chocolates to almost every meeting.
Using people skills to acquire research skills

Mark Speakman was paying attention in COM 361 International Business when professor Josh Ault described appalling working conditions at Foxconn electronics factories in China. So when one of the courses he had planned to take while on exchange in Prague was cancelled, Speakman defaulted to a self-directed research project. He chose to examine working conditions at Foxconn’s electronics plants in Czech Republic.

“Every academic paper [about Foxconn] I looked at was negative,” he said. “I expected it to be terrible in Czech Republic—as bad as China.”

When Sheryl Karras, administrative director of Gustavson’s undergraduate program, saw Speakman’s proposal, she encouraged him to apply for a Jamie Cassels Undergraduate Research Award. These $1,500 awards support exceptional undergraduate students from across UVic who choose to explore research questions in their fields of study. The proposal was strong enough to earn Speakman the award, and he tackled the project with a determination to deserve it. He had his doubts, though, about how much he’d learn firsthand. His readings had also indicated that Foxconn was not transparent, so he expected to get stonewalled when he tried to contact company representatives.

In fact, he found the opposite to be true.

What he learned during his interviews with senior employees and a private tour with a quality manager changed his topic. Because he saw for himself the day-to-day working conditions in the factory and the impact of the company on local livelihoods, he revised his original hypothesis. Instead, he wrote about the interconnectedness of a company and a country in “How Czech policy and Foxconn are influencing the Czech economy.”

“The thing I’m most proud of,” Speakman said afterward, “is how I connected with people at Foxconn Czech Republic.”

Saeed Rahman’s forward-facing research

Saeed Rahman, a Gill Graduate School PhD candidate working with CSSI Director Dr. Monika Winn, was awarded a Social Sciences and Humanities Research Council Doctoral Fellowship, valued at $20,000 for two years.

“To give some context to the competitive nature of this fellowship,” said Gustavson’s Associate Dean Roy Suddaby, “last year there were 4,239 applicants from across Canada, and only 3.4 per cent of the recipients nationwide were in the Management, Business and Administrative Studies discipline.”

Rahman will use the funding to support his dissertation research, “Building dynamic capabilities for resilience: A study of competitive firm strategies that achieve environmental sustainability while also increasing competitiveness.”

He explains that few studies in the organization and natural environment literature have focused on how organizations can and do create a broader repository of dynamic capabilities to cope successfully with challenges of climate change and ecosystem degradation. With his research, Rahman attempts to fill this gap by contributing to building a theory of organizational resilience that provides insights into how organizations continue to sustain competitive advantage amidst such natural environmental turbulence.

At the 12th Organization Studies workshop in Chania, Greece, Rahman also presented the paper “Growing Food in Turbulent Times: Knowledge about Business-Nature Interdependence as a Source of Adaptive Capacity and Resilience for Firms and Ecological Systems,” which he co-authored with his co-supervisors Dr. Winn and Bocconi University professor Stefano Pogutz.
Awarding excellence

“I was delighted to present my research and to receive the award sponsored by the CSSI,” doctoral researcher Giorgio Caselli from Cranfield University told CSSI Associate Director Heather Ranson after he won the Best Paper Award at the International Workshop on Financial System Architecture and Stability at UVic in 2016. “I will always remember the kindness with which all of you have listened to my findings and the interest that you have shown towards my research. This provides me with an unparalleled source of motivation for keeping working hard to ensure that the cooperative banking model will receive the attention it so well deserves.”

Caselli presented the paper “Risk-taking channel of monetary transmission and financial stability: What role for stakeholder banks?” which he co-authored with Dr. Catarina Figueira, also of Cranfield University.

The first annual conference was organized by Gustavson finance professor Basma Majerbi, UVic Economics professor Paul Schure, and HEC Montréal professor Rym Ayadi.

Dara Kelly, PhD

Dara Kelly joined the Gustavson School of Business in January 2017 as a post-doctoral fellow to work with Dr. Matt Murphy. Kelly’s doctoral research at the University of Auckland Business School was entitled “Feed the people and you will never go hungry: Illuminating Coast Salish economy of affection,” and explores Coast Salish philosophy of freedom, unfreedom, wealth and reciprocity and how that shapes Coast Salish philosophy of economy.

A paper stemming from her thesis won the Best Paper in Sustainability Award at the Sustainability, Ethics and Entrepreneurship (SEE) Conference in Puerto Rico in February 2017.

Currently Kelly is working on the Coastal First Nations (CFN) Legacy Project. CFN is an alliance of First Nations communities on Haida Gwaii and the North and Central coasts of British Columbia. She will conduct oral history interviews to capture the core values of the CFN and develop case studies that will highlight key organizational challenges and successes from the perspective of those communities.
### Summary of research activities

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<thead>
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<th>AUTHOR(S)</th>
<th>DATE</th>
<th>TITLE</th>
<th>JOURNAL/BOOK/CONFERENCE</th>
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<tr>
<td>Ault, J. K.</td>
<td>2016</td>
<td>An institutional perspective on the social outcome of entrepreneurship: Commercial microfinance and inclusive markets</td>
<td>Journal of International Business Studies</td>
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<td>Ault, J. K., &amp; Spicer, A.</td>
<td>2016</td>
<td>Measuring the political context of entrepreneurship: Lessons from the state fragility literature</td>
<td>Academy of Management Best Paper Proceedings</td>
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<td>Cotton, R., Stevenson, W. B., &amp; Bartunek, J. M.</td>
<td>Forthcoming</td>
<td>A way forward: Cascading ethical and change leadership, values enactment and group level effects on commitment in corruption recovery</td>
<td>Journal of Applied Behavioral Science</td>
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<td>Hrenyk, J. &amp; Grant, R.</td>
<td>Forthcoming</td>
<td>An exploration of crowdfunding on Kickstarter Canada</td>
<td>Journal of Strategic Innovation and Sustainability</td>
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<td>Mena, S., &amp; Suddaby, R.</td>
<td>2016</td>
<td>Theorization as institutional work: The dynamics of roles and practices</td>
<td>Human Relations</td>
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<td>Scarf Seatter, C., &amp; Ceulemans, K.</td>
<td>Forthcoming</td>
<td>Teaching sustainability in higher education: Pedagogical styles that make a difference</td>
<td>Canadian Journal of Higher Education</td>
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<td>Stough, T., Ceulemans, K., Lambrechts, W., &amp; Cappuyns, V.</td>
<td>Forthcoming</td>
<td>Assessing sustainability in higher education curricula: A critical reflection on validity issues</td>
<td>Journal of Cleaner Production</td>
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<td>Suddaby, R., Ganzin, M., &amp; Minkus, A.</td>
<td>Forthcoming</td>
<td>Craft, magic and the reenchantment of the world</td>
<td>European Management Journal</td>
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<td>Ceulemans, K., Stough, T., &amp; Lambrechts, W.</td>
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<td>Pioneering in sustainability reporting in higher education: Experiences of a Belgian business faculty</td>
<td>Handbook of Sustainability Science (Springer)</td>
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<td>Hrenyk, J., Szymanski, M., Kar, A., &amp; Fitzsimmons, S. R.</td>
<td>2016</td>
<td>Understanding multicultural individuals as ethical global leaders</td>
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<td>Ranson, H., Ceulemans, K., &amp; Winn, M. I.</td>
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<td>Embedding sustainability in the Gustavson School of Business: A change in culture</td>
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<td>Arenas, D.</td>
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<td>Innovating through dual embeddedness: Lessons from sustainable entrepreneurship</td>
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<td>Ault, J.</td>
<td>2016, January</td>
<td>An institutional perspective on the social outcome of entrepreneurship: Commercial microfinance and inclusive markets</td>
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<td>Ceulemans, K.</td>
<td>2017, April</td>
<td>Advancing a core indicator framework for sustainability reporting in higher education based on GRI's materiality principle</td>
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<td>Kar, A.</td>
<td>2016, January</td>
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<td>Kennedy, S.</td>
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<td>Misutka, P.</td>
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<td>Murphy, M.</td>
<td>2016, February</td>
<td>The search for sustainable development in Toquaht Nation</td>
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<td>Murphy, M.</td>
<td>2016, December</td>
<td>Matt Murphy — a research overview</td>
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<td>2016, January</td>
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<td>Winn, M. I.</td>
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<td>Organizations as part of complex adaptive social-ecological systems</td>
<td>CSSI research seminar</td>
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<td>Zhang, J.</td>
<td>2017, February</td>
<td>The lifecycle of professional service work</td>
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<td>Kessler, S.</td>
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<td>Pioneering in sustainability reporting in higher education: Experiences</td>
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<td>Leading the way back to a sustainable economy: Entrepreneuring in the</td>
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<td>Rivera-Santos, M.</td>
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<td>International entrepreneurship and structuration: When is entrepreneurship truly transformative?</td>
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<td>Kelly, D.</td>
<td>2017, March</td>
<td>“Feed the people and you will never go hungry”: Illuminating Coast</td>
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<td>Murphy, M.</td>
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<td>European Group of Researchers on Organization and Natural Environment</td>
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<td>2017, June</td>
<td>Using experiential learning to teach the UN Sustainable Development</td>
<td>PRME UK/Ireland Chapter Conference</td>
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<td>Rizeanu, S., Guedhami, O., &amp; El-Ghoul, S.</td>
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<td>Assessing sustainability in higher education curricula: A case study</td>
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<td>Development as freedom to choose: A new dynamic measure of social development</td>
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<td>Winn, M. I., Rahman, M. S., &amp; Pogutz, S.</td>
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<td>Institutional entrepreneurship and dynamics of organizational identity and practice: Understanding how organizations contribute to creating, reproducing and transforming institutional logics</td>
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<td>Winn, M. I., Rahman, M. S., &amp; Pogutz, S.</td>
<td>2016, August</td>
<td>Policy vacuums and institutional voids in global climate governance: Learning about institutions from their absence</td>
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<td>Winn, M. I., &amp; Rahman, M. S.</td>
<td>2017, May</td>
<td>Growing food in climatically turbulent times: Knowledge as a source of adaptive capacity</td>
<td>12th Organization Studies Summer Workshop on “Food Organizing Matters: Paradoxes, Problems and Potentialities”</td>
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<td>Zhang, J.</td>
<td>2017, May</td>
<td>Service operations for the people, planet, and prosperity</td>
<td>Service Operations Thought Leadership Forum</td>
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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.

Goldcorp Inc. shares on-the-ground expertise

In November 2016, Brent Bergeron left his office in the Vancouver headquarters of Goldcorp Inc. for a classroom at UVic. The executive vice president, corporate affairs and sustainability made the trip in order to share with the 274 third-year BCom students in Gustavson’s Business and Sustainability course some of the realities of operating a mining business with a socially responsible mindset.

“One of the things we came up with about five or six years ago when I joined Goldcorp is to try and define what we really want to be as a company going forward,” he told the students. “So we’ve been working quite hard in terms of developing our goal, our vision, of ‘Together, creating sustainable value.’”

And that has to be done, he explained, in the context in which the company is working and with all of its stakeholders in mind.

“We started looking at the different pillars we wanted to create to be able to achieve our vision,” he continued. As a result, in addition to the pillars of Safety, Safe Production, People, Margins, and Reserves, the Canadian gold-mining firm has now added Sustainability.

“Sustainability,” he said, “is something that needs to be integrated throughout the entire company.”

Bergeron spent more than an hour with the students, giving them a solid picture of the complexities facing a well-established and successful international business with a wide range of stakeholders, and then answered their probing questions about Goldcorp’s sustainability report.

EcoPreneur of the Year

CSSI is always excited to sponsor the Vancouver Island EcoStar EcoPreneur of the Year Award, to honour the work of an individual who has started an impactful eco-venture. In 2016, CSSI Associate Director Heather Ranson was on hand to present the award to the owners of Blue Roots Farm, Courtney Edwards and Dan Adelman. Ranson was thrilled to discover that Adelman is a UVic alumnus, and to hear about the closed-loop system the farm uses to raise steelhead trout and fresh herbs and vegetables for residents of Vancouver Island. The social mission of food security was a primary motivator for the entrepreneurs and continues to drive innovation on their Cowichan Valley farm.

CSSI Associate Director Heather Ranson (R), with award-winning farmers Dan Adelman (C) and Courtney Edwards (L). (Photo submitted)
Leaders talk responsibility

When Malcolm Webster, who runs Gustavson’s mentorship program, was organizing a responsible-leadership event for new Weekend MBA students in September 2016, he lined up a stellar panel.

Here’s what they said when he asked what sustainability in business means to them:

Sage Berryman, COO of Ralmax Group, highlighted her belief that in business today, sustainability has to be non-negotiable.

Daisy Orser, owner of The Root Cellar, feels even more strongly. “If sustainability isn’t one of the first things you think of as a manager,” she said, “you’re not a leader.”

Level Ground Trading owner Stacey Toews highlighted the moral component of sustainability, explaining that skills can be trained, integrity cannot.

Mischelle vanThiel, founder and CEO of BrainPower Business Group and CEO of Victoria Hospice, advised students to “be resilient and use a long lens,” and to keep the organic nature of their human resource top of mind. Don’t think about the system or organization: think about the group of people.

Mark Breslauer, formerly with Shell and now CEO of Monk Office, says he had a slower journey to a sustainability mindset. And now he leads a company that is, literally, a case study in How to Green Your Office.

“These business professionals all discussed how they regard sustainability as a primary component of their business model,” reflected Webster afterward. “In Corporate Social Responsibility 1.0 (so to speak), companies comply with some basic rules. These professionals all work in CSR 2.0, running businesses that start with sustainability and social responsibility. Everything else gets bolted on to that—not the other way round.”
Rainbow connection

Alex Taylor and Reilly Baldwin, both BCom ’17, met Gigi Aivazoff, director of operations at Rainbow Kitchen, at a business networking event and were instantly hooked by her energy and positivity.

“We both thought, ‘This is someone we want to help, to work with,’” Baldwin says.

But Aivazoff, whose organization serves lunch to more than 125 people a day, didn’t need more folks to chop vegetables. So instead, Taylor and Baldwin volunteered their skillsets to build a new website for the not-for-profit, which created a synergy that has benefitted both Rainbow Kitchen and the students.

“We are so appreciative of Reilly and Alex’s commitment to help us become up to date and modernized in the social media world,” says Aivazoff.

“And we’re getting experience we wouldn’t get working with another business,” adds Taylor.

“There’s a lot I could be doing after work and school,” Baldwin admits, as Taylor nods in agreement, “but I don’t feel like this is a sacrifice.”

“I need a purpose,” Baldwin finishes, “that is bigger than me.”

Higher education, higher purpose

Dr. Stacey Fitzsimmons recruited Adrienne Lo of the World Wildlife Fund Canada and Frances Edmonds of HP to speak to all 274 third-year students in the BCom course Leading People and Organizations. The MIT Sloan Management Review has called Lo and Edmonds “sustainability insurgents,” professional insiders driven by a higher purpose.

After the October 2016 presentations and Q&A sessions with the students, Lo and Edmonds left them with a challenge. Their task: to use what they learned in the course about how people work in organizations to improve the WWF’s Living Planet @ Work program.

At the end of the term, the three teams with the best grades on this assignment presented their solutions to a panel from the WWF and HP in a bid for the top spot.

The competition was a lively way to integrate a variety of learning mechanisms while students engaged with people at real organizations facing substantial challenges.

Dr. Stacey Fitzsimmons (R), with (R-L) HP’s Frances Edmonds, WWF Canada’s Adrienne Lo, and CSSI Director Monika Winn, after a lively Q&A session with students in Leading People and Organizations. (Photo submitted)
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.

Talking the walk

CSSI uses a variety of media, styles and content to share stories about Gustavson’s sustainability activities and about developments around the world.

- On Tuesday and Friday mornings, we insert tidbits of sustainable lifestyle or event information into emails that remind Gustavson employees that it’s time to get together for our half-hour coffee and conversation.
- We contribute informative slides to the rotating digital display in the main foyer of our office building.
- Every Thursday, our weekly newsletter is broadcast to Gustavson employees and a growing distribution list of interested businesspeople, students, alumni, and university employees on six continents. The CSSI Communiqué highlights sustainability stories inside Gustavson, along with other news, links and ideas from around the world.
- CSSI’s coordinator contributes regularly to Gustavson’s student-centred blog, to every issue of Gustavson’s Business Class alumni magazine, and occasionally to the university’s campus newspaper, The Ring.
- We’re responsible for collecting, compiling and reporting on Gustavson’s sustainability and social responsibility course content and for the school’s annual carbon footprint report.
- CSSI hires photographers to cover events and audio-visual technicians to record presentations.

We also tell our stories on the internet, through the
- CSSI website
- Twitter feed (@CSSIRachel) and
- Facebook page (CSSIGustavson)

As well, there are less formal avenues of communication, like our presence on the university’s Cycling Advisory Committee, Revolving Sustainability Fund, and Staff Sustainability Network. Information moves between Gustavson and all of these bodies. Our ties to the university’s Office of Campus Planning and Sustainability also ensure a regular flow of information and resources in both directions to enrich CSSI, Gustavson, and the university community.
Service operations and the SDGs

In May 2017, an international group of scholars joined Dr. Jie Zhang for “Service operations for the people, planet and prosperity,” an interactive session during the two-day Service Operations Thought Leadership Forum hosted by another Gustavson professor, Dr. Liana Victorino.

Zhang provided a brief backgrounder on the UN’s Sustainable Development Goals (SDGs) and a link to a short video as a prerequisite for the session. Then the 21 people gathered in small groups, facilitated by Zhang and the CSSI’s Heather Ranson and Kim Ceulemans, to discuss the current state and future opportunities for relating the 17 SDGs to research in the area of service operations.

The exercise connected participants with the SDGs and service operations research and introduced more scholars to the UN Global Compact’s aspirations.

“The brainstorming exercise attempted a ‘stretch goal,’ given the less than one-hour time allotted,” explains Zhang. “In addition, since operations scholars are used to carrying out research as conversations with their peers in a carefully defined scope, this exercise pushed them outside their comfort zone to connect with the big picture. As one attendee aptly put it, ‘This session asked the big question that needed to be asked.’

“I am happy to report,” Zhang adds, “that we are working on continuing our search for the answers using virtual collaborations.”

Full value alumnus

As Stantec Consulting’s Carbon Mitigation and Climate Resilience Specialist, Daniel Hegg (BCom ’05) helps business clients understand the full-value business case for sustainability. He works with them to build resilience to the effects of a changing climate, to identify financially viable actions to reduce carbon, energy, water and waste through Sustainable Return on Investment (SROI) frameworks, and through the engagement of environmental markets (carbon offsets, renewable energy credits).

Hegg says he’s also seeing more awareness of the social cost—what he calls the shadow cost—of carbon and he’s working with a growing number of clients.

“I’m not here to promote the hugging of trees,” says Hegg who, in 2009, earned an MSc in full value accounting from UVic. “My job is to find and prove the business case for sustainability.”

Luckily for the planet, for people, and yes, for profitability, Gustavson alumni like Dan Hegg are on the trail of new technologies and tactics, helping firms travel new paths toward fully integrated sustainability.

Gustavson alumnus Daniel Hegg (Photo submitted)
Eating for Earth

There’s one thing that everyone at Gustavson agrees on, and that’s food. Oh, we don’t all agree on what we like or how to cook it, but we agree that we love eating.

Because livestock is a huge source of greenhouse gas emissions and requires enormous amounts of land and energy compared to the nutritional and energy value it creates, we decided to celebrate Earth Day with a meat-free challenge.

Twenty employees decided what “vegetarian” meant to them, and signed on to try it for a meal, a day, or a week, and a dozen fourth-year students joined us!

There were hiccups, of course. Our 100-mile-diet challenger couldn’t find local oil or salt. A student staying with his parents in China couldn’t get his mom on board.

The up-side, though, was impressive! Some people had never considered eating a vegetarian meal before, and by stepping up to the plate they discovered new foods they enjoyed.

Experiential Learning Officer Melissa Doyle, who works with students in COM 405 Career Preparation Without Borders, was thrilled by one student’s engagement.

 “[She created an] absolutely amazing submission,” Doyle said, “with lots of photos and info about the places she ate in town, reflections on how to meet nutritional needs etc. and she also created her own challenge!”

Fourth-year student Sienna Blumstengel also raised the ante and aimed to create zero waste. “In each meal I tried to minimize the amount of waste I created,” she said, “and recycled and composted as responsibly as I could.”

She even took reusable containers for to-go meals and restaurant leftovers.

“I have learned a lot from my friend who is completely zero waste,” Blumstengel added, “and discovered so many resources and ways to avoid creating waste such as always having utensils, a container, and a few fabric napkins/cloths on hand at all times. I am still working toward this goal, but it was fun trying to accomplish it this week along with this challenge.”

Overall, the challenge was a fun and engaging way to raise awareness. And people shared their recipes, so we now have a pretty great cookbook too!
Principle 7: Organizational Practices

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

There have been Gustavson greenhouse gas emissions reports since before there was a CSSI. The Province of British Columbia mandates that all public-sector institutions must account for and offset Scope 1 and Scope 2 emissions, so Uvic has tracked overall paper, electricity and natural gas consumption. However, at Gustavson, we also acknowledge the impact of our travel-related emissions, a Scope 3 item.

While we constantly strive to reduce our consumption of energy and water and our production of waste, we realize that some emissions are not reducible and so we are looking for ways to offset our environmental impact as we move forward.

View the full report here: uvic.ca/gustavson/cssi

Greenhouse gas emissions report summary

CSSI has been working steadily to help Gustavson measure and reduce its carbon footprint. Over the past few years, we have worked with the dean’s office and other administrative units to put data collection systems in place that more accurately measure the various sources of emissions from the school’s operations. This year, we are pleased to publish the latest annual greenhouse gas (GHG) emissions report of Gustavson, prepared by Synergy Enterprises, one of many sustainability oriented companies founded by former UVic students. We include this report in our Year in Review to demonstrate Gustavson’s commitment to transparency and accountability.

Total emissions for 2016 came to 873.1 tonnes of CO$_2$e, representing an increase of only 5% over the previous year in spite of a 4% increase in the number of students participating in travel programs and 18% growth in the number of employees. Since the baseline year of 2010, emissions have been reduced by 34%.

**CARBON FOOTPRINT (SUMMARY)**


**Total Emissions:** 873.1 tCO$_2$e  
**Offset cost:** $14,281 - $17,851  
*Note: Cost is for Scope 3 emissions and based on offset price range of $20-$25/tonne

**CARBON FOOTPRINT (BY ACTIVITY)**

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<th>Scope 2</th>
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<td>BCom Student Travel</td>
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<td>MBA &amp; MGB Student Travel</td>
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<td>Employee Travel</td>
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</table>

Scope 1 and Scope 2 emissions (natural gas and electricity), as well as paper consumption, are offset by the University of Victoria and our reduction achievements in this area are the result of the combined university-wide efforts as well as Gustavson’s continuous efforts to facilitate behavioral changes of its employees during their day-to-day operations (see Gustavson’s Low-Carbon Culture helplist: uvic.ca/gustavson/cssi)
The school tracks and reports on GHG emissions from student travel and employee travel and commuting (Scope 3). We do this because, in addition to our Sustainability/Social Responsibility pillar, we are committed to supporting an international mindset amongst our students through participation in various international activities (exchange, case competitions, international consulting projects, etc.). Travel broadens their capabilities as business managers and increases their abilities to work with international colleagues. In 2016, student and employee travel made up 74% of the total GHG emissions of Gustavson, with student travel accounting for 58% of total emissions.

Over the past six years, CSSI has run an annual survey to collect data on employee commuting. We would like to take this opportunity to thank all Gustavson employees for their continuous support in actively participating in these surveys and, most importantly, congratulate them for their wonderful achievements. Indeed, since the baseline year of 2010, Gustavson employees have substantially reduced the number of single-vehicle trips to work in favour of low-emission commuting (biking, walking and riding transit), which now accounts for 39% of employee commuting.

**Analysis (Breakdown)**

The distance travelled by each group of travellers, and the associated emissions, has increased over last year. The greatest difference was in BCom travel, which had 42 more participants this year and saw a 32% increase in travel. There were fewer travellers and fewer flights in the MBA & MGB category this year, however the distance travelled increased.

Since 2010, there has been a trend towards more sustainable commuting methods, such as walking, biking and public transit. This year, 39% of commutes per week were made by low emission methods, up from 27% in 2010. The breakdown of commuting methods is similar to 2015, with slightly more staff driving this year (there has been a 2% shift from biking to driving). Several new options for reduced single-occupant vehicle use are outlined in the full report.

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**FLIGHT EMISSIONS BY DEPARTMENT (tCO₂e)**

- **BCom Student Travel**
- **MBA & MGB Student Travel**
- **Employee Travel**

* Employee Travel in this chart is for flights only, and does not include emissions from reimbursed mileage –1.86 tCO₂e which are included in the total travel emissions.

† The average for Employee Travel is based on total number of employees, while the averages for students are based on numbers of students who participate in travel programs.

**ANALYSIS (BREAKDOWN)**

The distance travelled by each group of travellers, and the associated emissions, has increased over last year. The greatest difference was in BCom travel, which had 42 more participants this year and saw a 32% increase in travel. There were fewer travellers and fewer flights in the MBA & MGB category this year, however the distance travelled increased.

**COMMUTING PERCENTAGES BY METHOD PER WEEK**

- **Baseline (2010)**
  - Car: 73%
  - Bike & Walk: 10%
  - Bus: 17%

- **Current (2016)**
  - Car: 61%
  - Bike: 12%
  - Walk: 7%

**Low-Emission Commuting %**

- **Baseline (2010)**: 27%
- **Current (2016)**: 39%

**Average kgCO₂e/km**

- **Baseline (2010)**: 0.23
- **Current (2016)**: 0.17
Looking forward

“An intense anticipation itself transforms possibility into reality; our desires being often but precursors of the things which we are capable of performing,” wrote Samuel Smiles, a 19th-century self-help author and government reformer.

At Gustavson, we know that thrill of being on the brink of new adventures, whether in research discoveries and partnerships, inspiring and informing students, or managing our own operational footprint.

A few of the exciting developments around the school are:

- A growing group of faculty, PhD students and post-doctoral fellows from diverse backgrounds (strategy, operations, international business, finance and others) are gathering to explore topics and inspire each other as they shape their research agendas to include sustainability;
- Two newly minted PhDs will join CSSI as post-doctoral fellows in the autumn of 2017;
- A public panel discussion by the team that together has created a framework for First Nations to evaluate economic development opportunities. The framework allows individual groups to customize their assessment based on the impact on their own community, culture, economy, and environment. We anticipate that this event, to be held in the spring of 2018, will be available by webcast to communities throughout British Columbia, and indeed the world;
- A multi-faceted three-year plan for carbon neutrality at Gustavson. The portfolio of actions will deepen our students’ experiential learning and engagement as it counteracts the impact of our flight emissions.

We look forward to sharing the stories about our progress with these and other exciting initiatives next year!