Peter B. Gustavson School of Business at the University of Victoria, Canada, has been a signatory to the United Nations Global Compact and Principles of Responsible Management Education since January 15, 2009.

In 2012 we renew our enthusiastic commitment to these principles and describe, below, the concrete ways we acted upon them in 2011.

**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.

- With the aim of ensuring that sustainability and social responsibility are incorporated into every educational offering at Gustavson by June 30, 2014, each working unit adds to its sustainability and social responsibility content each year.
- Specifically, sustainability and corporate social responsibility (CSR) are included in
  - COM 204 Co-op Preparation: sustainability skills are included in the competencies assessment
  - COM 315 Financial Accounting: incorporates triple-bottom-line measurements
  - COM 361 International Business: discusses base of the pyramid, global climate change; fair trade; ethics in international business using case studies, discussion, and film
  - COM 362 Business and Sustainability: all course content, readings, assignments, speakers focus on sustainability and CSR in a business context
  - COM 470 Directed Research Paper: of the 32 papers submitted in 2010-2011, nine (28 percent) involved sustainability
  - IB 415 Cross-national Management: includes a case on social responsibility (AIDS in South Africa) plus team projects to propose a social or business venture that solves a social problem in one country
  - IB 417 International Finance: includes frequent discussions based on current news from international financial markets, and students present in class on the topic of financial co-operative institutions and their role in developing countries
  - Co-op work term students have the option to focus on sustainability or CSR in their end-of term reports. Four students in each workterm in 2011 made this choice
  - MBA 500 Essentials of Business and Leadership: definitions of sustainability, 3Rs, triple bottom line, meaning of sustainability at Gustavson School of Business, introduction to Gustavson’s Centre for Social and Sustainable Innovation, commitment to sustainability, jobs in sustainability, three-hour session on ethics, one-hour guest presentation
  - MBA 510 Marketing Management: discusses packaging & related environmental concerns; green washing; customer processing of environmental concerns; ethical issues in marketing
  - MBA 514 Business and Sustainability: focused on climate capitalism - climate change and entrepreneurship
MBA 515 Applied Managerial Economics: at least one class specifically focuses on economic tools that can be used to influence the economy/society around social issues such as climate change, pollution, and spillover costs

MBA 530 Managerial Finance: discusses agency in corporations and ethical issues between management and shareholders; ethical/green mutual fund investments; students present in class on incorporating sustainability/CSR in project valuation; the role of finance in sustainability and CSR

MBA 570 International Business Environment: CSR and reputational effects, case study on Talisman Energy in Sudan

MBA 596 Major Project: three S/SR consultation projects in 2011: two for a local not-for-profit agency and one for a four-university consortium

MBA 512 Quality Management and Service Operations: six hours on sustainability including procurement (guest speaker Matt Hall, Executive in Residence), certifications, cost/benefits of sustainability

MBA 561 Entrepreneurial Planning and Finance: guest speaker Jill Doucette, alumna and Synergy CEO

MBA 571 International Financial Management: one class on CSR incl lecture/discussion & case analysis/discussion; discusses ethical issues of insider trading based on current news, the Occupy movement and globalization/income inequality, the dilemma of balancing domestic economic policy with consequences on other countries, and students present on incorporating sustainability/CSR in project valuation

MBA 572 International Marketing and Global Strategy: class on CSR includes lecture, discussion and analysis of a case

MBA 573 Managing People and Relationships in a Global Context: class on CSR includes lecture, discussion and analysis of a case

MBA 595 Special Topics in Business Administration: class on CSR includes lecture, discussion and analysis of a case

At least two MBA 596/598 consulting projects focus on sustainability or social responsibility

At least two MBA co-op placements involve a significant community development, social responsibility, or sustainability component

ENT 402: incorporates sustainability community enterprise and global social justice; sustainability is a major element of student business plans; social entrepreneurship

ENT 410 Venture Marketing Expertise: includes the Peter Thomas Innovation Project, a value creation challenge

ENT 411 Venture Planning/Finance Expertise: guest speaker Jill Doucette, alumna & Synergy CEO, change management simulation on sustainability

SMGT 416 Hospitality/Service Operations and Quality Management: three hours on sustainability, including sustainable procurement & building a sustainability business (guest speakers Jill Doucette and Chantal Orr, Synergy Consulting)

PhD 601 Foundations of Research in International Management and Organization: sustainability-oriented research

PhD 604 Seminar in Global Issues of Business Sustainability: all readings, discussions, topics and assignments relate to sustainability and/or social responsibility in a business context
Gustavson School of Business faculty and staff support the Commerce Students’ Society work in the areas of sustainability and social responsibility. Specifically, the school has:

- Supplied space for a bulletin board for sustainability-related activities
- Supported and promoted the students’ annual philanthropic event, like the fundraising fashion show
- Worked with students to create a Sustainable Events Checklist
- Promoted the Sustainable Events Checklist to other departments across campus and via the CSSI website
- Supported and promoted the Sustainability Club’s Sustainable Exchange blog
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.

- We’ve created and staffed an intrafaculty Centre for Social and Sustainable Innovation (CSSI) to catalyze and support socially and environmentally responsible research and education at Gustavson School of Business.
- Our individual program areas (BCom, MBA, MGB, PhD, Exchange, Co-op, Service Management, Entrepreneurship, International Business) as well as our operational areas (Dean’s office and IT) participate in an annual audit of courses and enriched learning offerings to determine our level of sustainability and CSR offerings.
- Twenty percent of our faculty research specifically in the areas of sustainability and CSR (see Principle 4 for details).
- ENT 410 Venture Marketing Expertise: includes the Peter Thomas Innovation Project, a value creation challenge.
- The International Programs staff have instituted a voluntary carbon-offset programs for students travelling as part of the exchange program.
- In 2011, social/ ecological issues motivated more than half of the projects in Service Management specialization’s innovation business model assignment.
- Sustainability and Social Responsibility are core values of Gustavson School of Business, so administration funds S/SR projects and initiatives under the same guidelines as all other faculty projects.
- Because S/SR are core values at Gustavson, all operations incorporate these values: all printers are set for double-sided printing, purchase orders are clustered so suppliers make one trip to campus to deliver, obsolete equipment is recycled, heat and lights are reduced when the building is closed on evenings and weekends, etc.
- Professor Ana Maria Peredo is also director of the interdisciplinary Centre for Co-operative and Community-Based Economy.
- Dean Ali Dastmalchian serves on the board of directors of the Centre for Co-operative and Community-Based Economy.
- Professor Saul Klein serves on the board of directors of the Centre for Co-operative and Community-Based Economy.
- Professor Monika Winn, the faculty Sustainability Champion, is also director of UVic’s first intrafaculty research centre, Gustavson’s Centre for Social and Sustainable Innovation, as well as a board member of the Pacific Institute for Climate Solutions.
- Professor Basma Majerbi is on the selection committee for the university-wide Revolving Sustainability Fund for energy- and water-saving projects, as well as leading an enthusiastic GreenBEC team of representatives from each working unit in the Business and Economics building, implementing sustainable operational and cultural initiatives.
Principle 3 | Method: We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

- Centre for Social and Sustainable Innovation (CSSI) has created and regularly updates a database of resources such as case studies, journal articles, books, and DVDs available to professors to enrich their classroom offerings
- CSSI supported a campus-wide lunch-and-learn session to develop faculty interest and expertise in sustainability across the faculty. We plan to deliver at least one more of these sessions in 2012
- COM 362, a survey course that focuses exclusively on S/SR in business, received Honourable Mention for the 2010 Page Prize for curriculum from the Moore School of Business
- Gustavson’s MBA program uses a social responsibility/ethics filter for MBA projects
- Undergraduate co-op program includes sustainability in its competencies assessment of student skills
- At least six of 55 classes in the Entrepreneurship specialization are allocated for non-traditional contexts of sustainability
- In the Entrepreneurship specialization, students must consider major social and ecological problems in the process of generating business ideas, are taught to incorporate a typology of value creation that employs symbolism and meaning as non-economic pillars, are helped to use social and ecological problems in an innovation project, and are challenged to balance social and economic returns and to connect their personal values with their business values
- Social entrepreneurship has been included as one category of the Pitch It business plan competition. The winner of this competition receives $1500.00 to launch the idea
- Annual Plan It competition has a Social Value award in addition to the general categories
- Optional assignment open to all Entrepreneurship students involves developing an action plan for social change
- Social Value Creation prize is one of three awarded for the Innovation Project
- Faculty have created case studies on sustainable development, to be distributed by the Innovation Council of British Columbia
- 25 percent of case studies used in the Entrepreneurship specialization are sustainably oriented
- International specialization faculty developed and share a file of cases
- International Programs staff track organizations that provide carbon offsets to maximize effect of exchange students’ voluntary offset purchases
- International Programs staff have created a database of courses on sustainability/social responsibility for outgoing exchange students
- Undergraduate admissions staff have researched and compiled a list of 15 introductory campus-wide sustainability-related courses for interested first- and second-year (pre-admission) students
- MBA Operations course addresses sustainable supply chains.
- Service Management specialization incorporates sustainability into marketing, operations and human resources content of the course
**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.

- More than 20 percent of our faculty members have an active research focus on issues of sustainability and/or social responsibility
  - Josh Ault: global poverty and international microfinance
  - Angela Downey: economic and wellness consequences of health care change
  - Robin Dyke: pedagogy for social innovation
  - Rebecca Grant: pedagogical tools for social innovation
  - Aegean Leung: social entrepreneurship
  - Ana Maria Peredo: social enterprise and community-based economies
  - National Aboriginal Economic Development Chair is hosted by Gustavson
  - Brock Smith: opportunities from climate change
  - Monika Winn: positive organizational change, sustainable business organization
  - Richard Wolfe: corporate social responsibility in professional sports
  - Charlene Zietsma: green technologies, social change and entrepreneurship

- All four of our PhD candidates have a background in or are currently researching some facet of sustainability and/or social responsibility
- We have begun planning a research-focused conference for spring 2013
**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.

- Three of our four Executives in Residence have specific expertise in sustainability and/or social responsibility.
- Jason Boyce, Sustainability Manager of Nature’s Path, spoke to all 240 third-year Commerce students as well as faculty and staff about initiatives the company has taken to be more sustainable.
- Jointly with the City of Victoria, we hosted Mayor Zhang Jianfei of Changsha, Hunan, China who spoke on sustainable initiatives in his city.
- MBA program includes at least two guest speakers or professional development seminars on sustainability or social responsibility each year.
- MBA 550 Strategic Analysis and Action: addresses ethics and CSR. Specifically in 2011 guest speaker Ms. Cathline James, President, CJ Traade shared her perspectives on ethics.
- MBA 512 Quality Management and Service Operations: sustainable procurement, guest speaker Matt Hall, Executive in Residence.
- MBA 561 Entrepreneurial Planning and Finance: guest speaker Jill Doucette, alumna and Synergy CEO, on starting a sustainability consulting practice.
- ENT 411 Venture Planning/Finance Expertise: guest speaker Jill Doucette, alumna & Synergy CEO.
- Faculty have created case studies on sustainable development, to be distributed by the Innovation Council of British Columbia.
- We have developed a database of “friends of the faculty” who work in sustainability and CSR in the Greater Victoria community and are resources as guest speakers, consultants, student advisors and mentors. Regular communication with this group enables us to share new initiatives with students, engage students in local sustainability projects in the community and share new research with our local community.
**Principle 6 | Dialogue:** We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

- Centre for Social and Sustainable Innovation (CSSI) staff has submitted articles to the alumni magazine *Business Class*, alumni newsletter *Benchmark*, online education journal *Sustainability*, *Victoria Times Colonist*, *Globe and Mail*, *Research@UVic Business*, University of Victoria’s international-focus newsletter *world@uvic*
- CSSI hosted a public presentation on Sustainability as the Eternal Pursuit of Cities by Dr. Zhang Jianfei, mayor of Changsha, China
- External Relations staff communicate all Gustavson sustainability-related projects and initiatives to local, regional and national media, government, business community, and other stakeholders
- Dr. Monika Winn co-hosted a campus-wide dialogue on sustainability with faculty members from three other schools. Students and other faculty attended.
- CSSI has developed and is maintaining a close relationship with the UVic Sustainability Office and shares campus-wide information with faculty and students through newsletters and email