2020: It was a year that buffeted the world with a pandemic, economic instability, political turbulence and demands to address long-standing racial and economic inequities. It was a year of financial pressure on many businesses and individuals; a year when existing divides in our society were both exposed and exacerbated. But, shining through the cracks of these painful and sometimes tragic circumstances, there were glimpses of what could be. Among the reminders of the critical changes that still need to be made, there were moments when we drew on our collective resilience. We recognised what we can accomplish when we unite around what is important, and pull together with a common purpose to build back better.

These trends of solidarity and innovation in response to difficulty were in evidence at Gustavson this year. You will see these moments reflected throughout this Year in Review.

From pivoting classes to an entirely online format in a matter of days, to creating a virtual international exchange program, from researchers quickly applying their supply chain expertise to medical personal protective equipment, to alumni leading the charge on safety for seniors, this report tells just a few of the inspiring stories that came out of the school during this trying year.

2020 was also a milestone year for Gustavson, as we rounded the corner of our 30th year educating business leaders and advancing meaningful management research. I am grateful for the resilience, community and spirit of innovation that has been so strongly cultivated over the years at the school, and which now enables us to adapt and embrace today’s challenges.

For many of us in the Gustavson School of Business family, it is impossible to speak of the past year and not acknowledge two individuals who made fundamental contributions over their many years of service to the school. We were deeply grieved by the passing of Pat Elemans in March, and of Ali Dastmalchian in August. Pat, who was director of the MBA program before making her mark as leader of the school’s external relations efforts, is beloved by the many who knew her as a deeply committed, caring and passionate individual. Ali, who built the thriving MBA program at the school and went on to serve as dean from 2002-2012, was a venerated individual, a cornerstone of the school, and his innumerable contributions live on in the hearts and actions of the many, many people he influenced. The contributions of these two incredible individuals continue to be felt by our alumni and partners the world over.

During times such as these, we see the strength at the core of our community come to the surface in new ways. This year was one for the history books. However, I feel more confident than ever in the generosity, resilience and resourcefulness of the Gustavson community as we move forward together to the next chapter.

Sincerely,

Dr. Saul Klein
Dean, Peter B. Gustavson School of Business
deanaul@uvic.ca
Sybil Verch, BCom '97, receives Gustavson’s Distinguished Alumni of the Year Award.

COVID-19 pandemic requires the move to online teaching and work.

The Gustavson Brand Trust Index releases results of its sixth annual survey; including a special report on how COVID-19 affected consumer trust in brands.

Three Gustavson researchers lead the BC branch of a $1.38 million CIHR research grant, investigating medical supply chain management.

First cohort of the new MBA in Sustainable Innovation begins.

The second Victoria Forum conference held online over three days.

Since March, more than $1.4 million disbursed to students in need via the COVID-19 Support Bursary.

New Master of Management program is approved, with an anticipated intake in September 2021.

New UVic president, Dr. Kevin Hall, begins his term.

BC Chamber partners with Executive Programs to offer “Building Resilience to Thrive” program.
GUSTAVSON THROUGH THE AGES


- The School of Business launches with a 4.3:1 format, a co-operative education component and three specializations: entrepreneurship, international business and tourism management hospitality.
- Dr. David Baig is appointed acting director of the new School of Business.
- The School of Business is granted faculty status.

1990

- Dr. J.A. Schofield is appointed acting director of the new School of Business.
- Dr. Roger Holt is appointed first dean of UVic Business.
- Executive Programs launches.
- The first group of exchange students leaves UVic for seven different partner universities.

1991

- The first dual degree agreement is signed with UVic Law.
- The UVic Senate approves a proposal to establish a School of Business, provincial financial contribution delay implementation.

1992

- The School of Business launches with a 4.3:1 format, a co-operative education component and three specializations: entrepreneurship, international business and tourism management hospitality.
- The MBA program is created, with a first intake of 32 candidates.
- The first offices are set up in the Campus Services Building.
- The international exchange program launches, with a focus on the third floor of the Human and Social Development Building.

1993

- The Commerce Students Society is created.
- First convocation 61 BCom students and 26 MBA students receive degrees.

1994

- UVic moves to online teaching format in the wake of a global Pandemic.
- Dr. Brant Mainprize is appointed the School’s first director.
- The school’s first intake consists of 158 BCOM students.

1995

- The School of Business is approved by the UVic Senate.
- The first dual degree agreement is signed with UVic Law.

1996

- UVic Business signs its 50th-exchange agreement.

1997

- Dr. Dastmalchian is reappointed to a new five-year term as dean.

1998

- Building.
- UVic Business moves into the newly completed Business and Economics Building.

1999

- The UVic Business Distinguished Entrepreneur of the Year Award (DEYA) is established.
- The RBC Internal Case Competition is established, all third-year BCom students participate in this round robin event.
- UVic Business has 1,300 alumni.

2000

- UVic moves to online teaching format in the wake of a global Pandemic.
- UVic Business enters the Top 90 in Poland.
- UVic Business is ranked No. 1 by alumni for entrepreneurship, international business and alumni satisfaction in Canadian Business.

2001

- UVic wins First Place at Global Best Awards.
- UVic wins First Place at the National Consortium for Indigenous Economic Development.

2002

- Business Class magazine debuts.
- UVic wins First Place at Global Best Awards.
- UVic wins First Place at the National Consortium for Indigenous Economic Development.

2003

- UVic wins First Place at Global Best Awards.
- UVic wins First Place at the National Consortium for Indigenous Economic Development.

2004

- UVic wins First Place at Global Best Awards.
- UVic wins First Place at the National Consortium for Indigenous Economic Development.

2005

- UVic wins First Place at Global Best Awards.
- UVic wins First Place at the National Consortium for Indigenous Economic Development.

2006

- UVic wins First Place at Global Best Awards.
- UVic wins First Place at the National Consortium for Indigenous Economic Development.

2007

- UVic wins First Place at Global Best Awards.
- UVic wins First Place at the National Consortium for Indigenous Economic Development.

2008

- UVic wins First Place at Global Best Awards.
- UVic wins First Place at the National Consortium for Indigenous Economic Development.

2009

- UVic wins First Place at Global Best Awards.
- UVic wins First Place at the National Consortium for Indigenous Economic Development.
THE WORLD LOOKS DIFFERENT FROM HERE

It’s a phrase that is both a reflection of our reality and a promise we make to all who come here.

Nestled on the far western edge of Canada in beautiful Victoria, British Columbia, is a business school that thinks past convention and sparks transformational learning. Located where mountains meet ocean, where city meets forest, where knowledge meets adventure, we are also where an innovative, emerging economy meets an evolving spirit of reconciliation, and where different cultural, academic and professional perspectives transcend traditional boundaries to intersect.

Internationally recognized for innovative management research and education, the Gustavson School of Business may be small in numbers but not in ambition. Our focus is on fundamental research questions and developing the responsible, curious leaders who will make tomorrow’s world a better place.

WE CHAMPION RESEARCH THAT MAKES A DIFFERENCE

BY THE NUMBERS IN 2020

47 JOURNAL ARTICLES
4 BOOKS
11 BOOK CHAPTERS
50+ JOURNAL EDITORIAL BOARDS

Our Pillars

INTERNATIONAL: Being appreciative, well-informed and perceptive of the diverse, complex world we live in and having the skillset required to succeed in it.

INTEGRATIVE: Having a deep understanding of the fundamental areas of business combined with an awareness of how these areas continuously interact with one another and the abilities to use this knowledge.

INNOVATIVE: Being flexible and creative to view the world, issues and opportunities from different perspectives and secure enough to take risks and try new things.

SOCIALLY RESPONSIBLE/SUSTAINABLE: Having the awareness to consider, and the skills to incorporate, the economic, environmental and social consequences of decisions in business and personal contexts.

Our Winning Aspiration

TOGETHER WE TRANSFORM LIVES:
- We champion research that makes a difference.
- We develop responsible leaders for a better world.
- We cultivate partnerships for positive impact.
Trust Trajectory: Mark Consumers Down as Skeptical

2020 marks the sixth year of the Gustavson Brand Trust Index study, which tracks Canadians’ trust in consumer brands. Like most things in 2020, the research team was thrown a curve ball in March when the impact of COVID-19 fully hit Canada. Initially, the team had gathered data from consumers during the weeks of January and February, tracking the trust in brands across a variety of dimensions, including functional trust (how well the brand performs its task or service), relationship trust (how well the brand handles consumer interactions) and values-based trust (how well the brand embraces sustainable and socially responsible practices).

In response to the pandemic, the brand trust team quickly mobilized a follow-up study to gauge any changes in consumer trust of brands that found themselves in the crosshairs of the pandemic, such as delivery services and hotels.

In both the original and follow-up surveys, Canadian trust in consumer brands is on the decline. For some brands, such as Amazon, the drop in trust is starker, even as we find ourselves more reliant on its services during the pandemic. In 2019, Amazon dominated our specialty retailers category, scoring third among brands for delivering on their promises and fourth on customer concerns; but 2020 results have shown a sharp decrease in brand trust among consumers. In recent months, the company has faced its share of controversies, from questionable business practices to poor employee treatment and working conditions to concerns around privacy issues. Although consumers are placing orders for items in increased numbers since stay-at-home orders have left people with fewer options to acquire goods, Amazon’s trust score did not experience a resurgence in the second survey results.

In some cases, entire sectors are facing distrust from Canadian consumers. From 2016 to 2018, the hotels category was the highest-ranked category in our study, but in the past two years we’ve seen a decline in trust in the industry. But don’t think it’s because consumers have transferred their love to the share economy: Airbnb reached a new low in consumer trust, ranking in our 2020 results with a whopping 17-point drop in its overall trust score and a negative values-based trust score. The hotel sector is one area that has been hit hard by COVID-19, and, facing distrust from consumers prior to the pandemic, it is an industry to watch, especially given customers’ new expectations and anxieties around cleaning and disinfecting shared spaces.

In an ever-changing environment, one thing is certain: consumer skepticism is on the rise. Companies which are able to gain and retain consumer trust will thrive, while those unable to overcome this hurdle will face steep challenges ahead.

The full results and data analysis are available at uvic.ca/gustavson/brandtrust.

Sustainability Champion Monika Winn Retires after 25 Years at Gustavson

This year Gustavson said goodbye to Dr. Monika Winn, longtime sustainability champion, professor and director of the school’s Centre for Social and Sustainable Innovation (CSSI). Winn has been at the forefront of the school’s sustainability efforts for over 25 years, helping sustainability and social responsibility become one of the school’s four pillars.

After joining Gustavson in 1995, Winn helped pioneer the first sustainable business courses at the school at a time when sustainability was not yet a common subject of discussion on campus. In 2011, Winn and her colleagues established the CSSI with a vision “to generate inspired business thought and practice that enhances and sustains the quality of life today and across generations.” Over the last ten years, the CSSI has helped Gustavson make that vision come to life. Thanks to Winn’s efforts, Gustavson has become a leader in sustainability and social responsibility research, a leader in integrating sustainability into almost all of the school’s core courses and a global leader among business schools in greening its own operations. Although she may be leaving to enjoy retirement, Winn’s connections with the school will continue. As Dean Saul Klein says, “Monika played a pivotal role in building the school’s sustainability pillar and the CSSI. With her new Emeritus Professor status, she will continue to provide advice and support at CSSI and throughout Gustavson.”

Faculty Appointments

We’re excited to welcome the following professors to our faculty ranks.

Mr. Mark Bridge
Assistant Teaching Professor, Business Law

Dr. Francois (Frank) Bastien
Assistant Professor, Organizational Theory and Indigenous Management
Uniting Innovation, Entrepreneurship and Sustainability Research in a Fragmented World

On November 20, more than 200 researchers from around the world convened—virtually—for a conference on Sustainable Innovation and Entrepreneurship in a Fragmented World hosted by Gustavson’s Dr. Kristin Brandl. The conference was co-organized by the Academy of International Business (AIB) Canada Chapter and the IBEGIN research group (research at the intersection of international business, economic geography and innovation). The conference aimed at progressing research on sustainable innovation and entrepreneurship in the current fragmented global business environment.

The conference featured leading scholars, such as Roy Suddaby, Becky Reuber, David Teece, and Max von Zedtwitz, and experts from NGOs in three panels on sustainable and international entrepreneurship, innovation in the current disrupted world and sustainable entrepreneurship in global value chains.

“The combination of panels and interactive sessions worked especially well for participants,” says Brandl. “Of course, we hope that future conferences will be in person again, but the format allowed us to invite leading academics such as David Teece, which would have been more difficult. No matter what happens, the conference has shown that more research needs to be done on the topic of sustainable innovation and entrepreneurship in the current fragmented world.”

International Workshop on Financial System Architecture and Stability

The International Workshop on Financial System Architecture and Stability (IWFSAS), was held virtually on September 10-11, 2020 with Gustavson’s Dr. Basma Majerbi once again as co-chair. The annual conference offers a forum for academic researchers, practitioners and policy makers to discuss current issues related to the structure and design of financial systems and their impact on macro-financial stability and sustainable economic growth. This year, the workshop focused on climate-related financial risks and green finance and discussed challenges and opportunities for various financial sector participants in the transition to low-carbon economy.

Research Recognition

In 2020, Dr. Roy Suddaby was one of 11 new inductees into the Fellows Group at the Academy of Management. Each year, the Academy honours an elite group of researchers with its Fellowship designation, recognizing members who have made significant contributions to the science and practice of management, and providing opportunities for fellowship and discussion. Suddaby is also a member of the Royal Society of Canada (2016) and was listed on the Clarivate Analytics Most Highly Cited Researchers for five consecutive years.

Dr. Simon Pek was named the first University of Victoria President’s Chair. The President’s Chair is the highest academic honour UVic can bestow on a faculty member. Pek’s research explores how workplaces can be democratized to give workers more of a voice and what democracy can look like in our governments, educational institutions, businesses and community organizations.

$1.38 Million Grant Powers Cross-Canada Research on Health Supply Chain Management

Three Gustavson faculty—Dr. Adel Guitouni, Dr. Cheryl Mitchell and Dr. Jie Zhang—are leading the BC arm of a research collaboration exploring the response of Canada’s health supply chain to the COVID-19 pandemic. The research, funded by a $1.38 million grant from the Canadian Institutes of Health Research (CIHR), represents an intensive year-long study offering perspectives from experts across the country.

“Like never before, the COVID-19 pandemic has revealed to the general public the critical importance of the health supply chain for delivering quality healthcare services—such as PPEs and vaccines,” says Guitouni. “It has also exposed significant issues such as fragmentation of governance, global interdependence and supply chain management complexity.”

Anticipating a June 2021 release of the final BC case study, Guitouni, Mitchell and Zhang, alongside their collaborator Dr. Andre Kushniruk in the Health Informatics Department at UVic, are at work synthesizing their data. While it is too early to offer specific recommendations, they do have preliminary lessons to take away so far.

Preliminary lessons

While many lessons are emerging, three initial observations stand out as immediately salient.

The first is about supply chain availability in crisis, which the public saw play out in dramatic fashion with the shortage of personal protective equipment (PPE) during the early months of the pandemic.

“As a society, we didn’t worry about PPE availability before,” says Zhang. “We always had secure supply—if you ordered a product, you would have it in two weeks or three months or whatever the production time was—and now that is called into question. Our assumptions about the supply chain have gone out the window. So some of the learning is about developing domestic ability to shorten the supply chain, so there is more availability. It will also affect how this subject is taught.”

Another early finding is what worked—and what could be improved—about the structure of BC’s supply chain governance. The emergency operations centre (EOC) kicked into action in the early months of the pandemic, facilitating the urgently-needed distribution and sourcing of available supplies to healthcare providers. The centre was vital to containing the crisis in the short-term, but because of its nature as an emergency operations centre, the existing structure wasn’t designed to accommodate rolling shortages.

“What we see emerging from the pandemic are crisis structures that supported collaboration,” says Mitchell. “Therefore our next step will be to understand how these insights inform long-term structures.”

This ties into the third lesson from the preliminary data: the importance of the supply chain digitalization journey. A digital dashboard allowing for the tracking of PPE and other supplies was instituted on the fly at the provincial level, as the pandemic took hold. It was a step toward establishing transparency, trust and collaboration, and to understanding what supplies were available, who needed them and making efficient transfers. But there is still more to be done on this front.

“During a crisis, nobody is asking who should be responsible for this process, people just step up,” says Zhang. “They say, ‘here’s a problem, here’s how to solve it’: It doesn’t matter who’s usually responsible for it; the situation requires us to make a decision. But there needs to be role clarification and expansion for this to work moving forward.”

Adds Guitouni, “Overall, our initial analysis suggests the critical importance of developing crisis-action and deliberative decision-making and governance processes to improve the health supply chain’s agility and responsiveness to future crises.”
WE DEVELOP RESPONSIBLE LEADERS FOR A BETTER WORLD

BY THE NUMBERS IN 2020

Inside the (virtual) classroom and out, our students and alumni are exploring the business world’s capacity to contribute to an equitable, sustainable, innovative world.

STUDENTS HAVE AN INTERNATIONAL EXPERIENCE

100% MBA & MGB
73% BCOM
1,152
99 MBA
99 PHD
56 11 654
MGB
PHD
BUSINESS MINOR
STUDENT ENROLMENT (2019/20)

EXECUTIVE PROGRAM PARTICIPANTS

3,943

YEAR IN REVIEW 2020

Exploring Ways to Measure Research Impact

When it comes to tracking the impact of research, there are many potentially meaningful metrics. One increasingly common way to look at the impact of research, however, is considering the digital reach of journal publications, as measured by services like Altmetric, which tracks the digital mentions and interactions that a piece of published research gathers. Explore what this means in practice through the two Gustavson faculty publications featured below, which are both in the top five percent of all research outputs ever tracked by Altmetric.

Deepfakes: Trick or Treat?

Powered by the latest technological advances in artificial intelligence and machine learning, deepfakes offer automated procedures to create fake content that is harder and harder for human observers to detect. This paper classifies types of deepfakes and proposes a framework to manage their risks.

From Automats to Algorithms: the Automation of Services Using Artificial Intelligence

Automation of service functions previously performed by humans is one of the most pressing topics confronting the workforce and society today. How do firms make strategic decisions about automation? This paper builds a theoretical framework to answer this question.

View the full report here: altmetric.com/details/73256739

View the full report here: altmetric.com/details/78620831

Dr. Jan Kietzmann

Dr. Sudhir Nair

Calculated on Jan. 31, 2021


* Altmetric has tracked attention to over 16.2 million research outputs across a range of online sources including social media, policy documents, patents, citations and mainstream media. More about Altmetric can be retrieved here: www.altmetric.com.
An MBA for 2020, and Beyond

September 2020 saw the first cohort of students embark on Gustavson’s redesigned MBA program, the UVic MBA in Sustainable Innovation. Addressing global urgency for change, the curriculum focuses on sustainable solutions for the challenges facing leaders today.

Organizations are reimagining their relationship with society and the environment, and the students Gustavson welcomed (virtually) this fall to our new MBA are embarking on a program centered on this knowledge.

One of these students, Midhat Malik, knew she wanted a program that valued social and environmental sustainability as well as the bottom line. “I wanted a program that would meet my desire to lead, think creatively and continue my sustainability journey,” says Malik, who has a background as a sustainable transportation consultant.

Offering both full-time and part-time cohorts, the new MBA is built on a block system with integrated teaching across business disciplines. “We have designed the program to help students incorporate different perspectives and find innovative solutions to the complex problems facing organizations today,” says MBA Director Cheryl Mitchell. “This redesigned program is a natural continuation of the school’s existing emphasis on sustainable innovation.”

Gustavson is one of the first business schools in the world to redesign its MBA programs with environmental and social sustainability at the forefront.

Gustavson Classrooms Go Online

As Gustavson adapted to help its students learn and stay connected in the virtual environment, instructors pivoted quickly during the spring term to offer courses online. Gustavson faculty Mia Maki and Sara Elias gave us the inside scoop on the online classroom and what things looked like from their side of the screen this year.

How have you been adapting to online learning?

I look at technology like Zoom and I say, “What does it do well? Let’s really, really push that to the limit and use every inch of it.” If we can’t have a classroom experience and we’ve got a different platform to work on, then I’m going to push it really hard. Breakout rooms—Zoom does those really well. I use breakouts extensively. Polls are another great tool. Allowing students to interact in a bunch of different formats…

Assistant Teaching Professor Mia Maki

Why is it important to keep things fun in the classroom?

In my approach to teaching, I try to have a fun environment for learning. I think that’s important just generally, but also right now because we’re living through a pandemic. These times are hard for everyone and many people are struggling with mental health. I think fostering a certain lightness to the class environment, so that students feel excited about coming to class and know that they have a place to come learn—but while they’re learning, they’re also connecting to others and learning from others—is definitely very important nowadays.

Assistant Professor Sara Elias

Mitacs and Gustavson support local businesses through the Business Strategy Internship

Thanks to a partnership between Mitacs and the Gustavson School of Business, UVic’s Business co-op students were able to work with local businesses in 2020 and help them adapt to the new economic demands brought on by the pandemic.

Mitacs, a national research-focused non-profit that supports industrial and social innovation, partnered with Gustavson to launch the Business Strategy Internship (BSI) program, where undergraduate and graduate co-op students took on a four-month strategic project with a SME or a non-profit organization. The BSI program was made possible with funding from Mitacs, Gustavson and Business Co-op & Career as well as contributions from the participating SMEs.

The program provided valuable support to local businesses as they adapted to the economic impact of the pandemic, and allowed co-op students to expand their networks, apply their knowledge and gain firsthand experience in business operations during a time of economic uncertainty.

BSI co-op student Hannah Hayworth gained an array of practical business skills during her internship at PromptHealth. “The contributions you make at a BSI internship are extremely impactful and get implemented,” she explains, which made her experience even more rewarding.

For their part, PromptHealth, an early-stage health technology start-up, appreciated her work. “With the help of the BSI program, we were able to hire Hannah Hayworth. She is now an integral part of our team,” says Hedieh Safiyari, Founder and CEO of Prompt Health.

20 funded projects are scheduled for completion in spring 2021.

International Learning—from Home

BCom students went into the 2020 school year knowing the standard academic exchange program was not possible due to international travel restrictions. However, International Business (IB) students still joined classmates on another continent and learned from a top-ranked European university by participating in a new virtual collaboration with Kozminski University in Warsaw, Poland.

The IB specialization provides students with language training, cross-cultural knowledge and in-person international experiences. Typically, these opportunities take the form of a co-op, work term or academic exchange with a partner university. In response to the pandemic, Gustavson’s international team and BCom program found an innovative solution to give students an international experience through a Collaborative Online International Learning (COIL) program with Kozminski University.

The two institutions collaborated so that students from both schools participated in the same classes as a joint cohort. This fall’s cohort comprised 22 students from UVic and 13 from Kozminski. Students completed courses together: three taught by Gustavson faculty and two by Kozminski faculty. In addition to online classes, students connected through a virtual orientation and attended workshops tailored to their experience of international, yet virtual, collaboration.

Studying abroad, the IB specialization’s most experiential component, may have been different this year, but through collaboration and group work students still got the best out of the program and were able to expand their knowledge of European and Canadian business practices and grow as global citizens. And when international travel and in-person exchange programs are possible again, students in the COIL program will be equipped with a fresh perspective on global business and a unique bond with students more than 8,000 kilometers away.

Why is it important to keep things fun in the classroom?

In my approach to teaching, I try to have a fun environment for learning. I think that’s important just generally, but also right now because we’re living through a pandemic. These times are hard for everyone and many people are struggling with mental health. I think fostering a certain lightness to the class environment, so that students feel excited about coming to class and know that they have a place to come learn—but while they’re learning, they’re also connecting to others and learning from others—is definitely very important nowadays.

Assistant Teaching Professor Mia Maki

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Assistant Professor Sara Elias
STUDENT STORIES

Who: Tyler Tootle | Program: Fourth-year BCom

Staying Engaged During a Year Unlike Any Other

For all the things that 2020 was—and wasn’t—one of the ways this year opened doors was through the availability and accessibility of many different kinds of programming. “The virtual environment has really allowed me to take advantage of a lot of different opportunities across the business program,” says Tyler Tootle, a fourth-year BCom student. One look at his resume is enough to show what he means by this.

Over the course of the year, Tootle was a TA for a 100-level commerce course, where he helped students with course content, marked assignments and ran a tutorial session; he was a facilitator in the Students Dialogue on Democratic Engagement, where he practiced his facilitation skills and learned about civil discourse and democratic engagement. He helped the Commerce Students Society run sessions for third-year students, which included hosting an online trivia game and lunch social. It’s the kind of schedule that could only work when commute time is nonexistent and many other experiences unavailable.

One of the things he is most proud of this year, however, was helping first-year students navigate the transition to university learning online, through his role as an Engage Leader with the BCom program. “I provided one-on-one peer support for incoming students, and helped build a community by facilitating connections through events and programs,” says Tootle. “This and all the other experiences I’ve had this year in the virtual environment all come back to what is one of my core values: helping people.”

Who: Komal Kalra | Program: PhD ’20

Diversity, Language and Gender in Business

Dr. Komal Kalra, who graduated from the PhD program this year, began her Gustavson journey in 2014. But her impression of the school’s culture was formed before she ever set foot on campus.

“I received such comprehensive replies from professors when I was a prospective student, and in some cases, they offered to help me with my research even if I decided against applying to Gustavson,” says Kalra. “I think that provided me a window into the collaborative and supportive organizational culture of our school, which is also my favourite part about being here.”

During her time on campus, Kalra was an active participant in the organizational culture she had admired from the beginning. Frequently called into action by faculty on their research projects, she also taught the BCom courses International Environment of Business, International Marketing and Business Research.

In her own research, including her dissertation work, Kalra focuses on issues of diversity, specifically language and gender diversity in multinational organisations. “My primary goal is to understand how diversity-related clusters emerge in organizations and how the status differentials attached to individuals’ language and gender influence interpersonal dynamics,” she says. As a mark of her commitment, she received the Jawl PhD Student Fellowship for Research Excellence in 2019, and was also the recipient of UVic Graduate Fellowships.

“What is up next for this talented grad? “I will be joining the Newcastle University Business School, UK, as a Lecturer in International Management,” she says.

Who: Dayah Johal | Program: MGB ’20

Adapting to Virtual Learning—Globally

When Dayah Johal entered the Master of Global Business program in January 2020, she did not expect a pandemic to be declared a week before her study term in Austria. Nor did she expect to complete the remainder of her program online, or tackle an internship remotely. Yet she found that this unexpectedly adapted MGB program brought its own unique highlights and learning opportunities.

Studying with international partner universities online “showed me how to work internationally virtually, gain a better understanding of what’s important in different parts of the world and enrich my cultural intelligence,” says Johal. “Virtual learning and working are definitely the way of the future.”

She was also still able to bond with her international cohort even as their interactions moved online. At the end of her Peru term, her classmates “created a slideshow and shared personal video messages. That’s something that I can keep forever as a memory from my MGB experience.”

Johal completed an internship with the BC Ministry of Agriculture. Looking ahead, she hopes to apply her experiences in the program, particularly the consulting project in Peru and working with people from different backgrounds, to her career in the future. And, of course, she is excited to eventually travel again, stating that Austria and Peru will be the “first places I plan on travelling now that I’ve made some great friendships through the program.”

Who: Tristan Gale | Program: MBA ’20

Capstone Project Tackles Sustainable Energy

Each year, one outstanding MBA 596 consulting project wins the Ritchie Foundation—MBA Best Capstone Project Award. This year’s winner: a clean energy roadmap for Vancouver Island’s Malahat Nation.

The group of four students—Tristan Gale (who is also an executive director of Malahat Nation), Omar Abdul Ghani,Steve Jones and Najib Rizzi—created their project in response to development goals identified by Malahat Nation leadership.

“Our mission with the project was to evaluate the community’s current and future energy use,” says Gale. “We also wanted to evaluate opportunities to add clean energy to supplement what BC Hydro provides and identify job opportunities and economic benefits for the community via this clean energy expansion.”

There were several geographic advantages within Malahat lands that offered options to achieve these goals, the students found. One of these elements is a man-made lake at high elevation, which can be harnessed for hydro power. Another is a recently completed solar energy installation on Malahat lands, which can augment the lake’s hydro infrastructure during the dryer summer months. Wind power is also an option.

“Infrastructure is the key to unlocking the value of Malahat lands,” says Tristan. “There’s a long way to go until we have built these up to their full potential, but we have taken the first step now with the research and planning done. It’s an exciting project. I’m looking forward to seeing it completed, and what can be done once Malahat Nation has fully unlocked the renewable energy in their land.”
Advocating for BC’s Seniors

As BC’s first seniors advocate (a role she assumed in 2014 after working with seniors in home care, licensed care, community services and volunteer services), Isabel Mackenzie’s focus is raising awareness about issues facing today’s seniors in BC. With 24 years spent serving one of the populations that is most at risk from COVID-19, she was acutely aware of the vulnerabilities faced by the elderly, long before the pandemic hit.

“I don’t think people really appreciated quite how vulnerable many seniors are, but when the pandemic struck, issues were revealed in plain sight,” she explains. Issues that include ageism, isolation, sub-standard care in nursing homes, financial challenges, safety and independence, or lack thereof.

Despite the upheaval caused by the pandemic, Mackenzie says her role and its focus hasn’t changed much in recent months (aside from a heavy increase in media calls and no flying). Instead, the pandemic has highlighted everything she has been working on since the start of her career.

“[The pandemic] is helpful, being aware of their challenges,” she says. “That’s the thinking you develop in the entrepreneurship specialization.”

“A CFO for Bands”

Being one himself, Tony Yacowar understands creative types. This—plus his affinity for numbers—makes him the perfect fit for his current role: a business manager, or CFO, for music artists and record labels.

Yacowar, a CPA, is among a small stable of specialists—one in Victoria, six in Vancouver—in his current job at DMCL Chartered Professional Accountants Entertainment Group. In school, he was the one who ended up handling the accounting and finance in group projects. After graduation, he co-founded a music non-profit, and found himself doing the books again. Starting in 2013, he worked as a controller for a group of boutique record labels and musicians he met through his non-profit. Becoming a CPA seemed a logical next step.

“It seemed like that was the value that I naturally brought to the team, so I thought I would make it official,” he says. In 2016, he made the Common Final Examination honour roll. Yacowar has been at DMCL four years now, and his unique blend of interest and aptitude serves him well. His entrepreneurship training helps him relate to his clients. “Each band is a small business,” he says. “The type of critical thinking you develop in the entrepreneurship specialization is helpful, being aware of their challenges.”

Pandemic Pivot

Hayley Zumkeller, who graduated from the BCom program with an entrepreneurship specialization, is a lifestyle photographer and videographer on Vancouver Island. As she has built her business, she has found her niche in weddings, engagements and family photos.

2020 was an eventful year for Zumkeller.

“The wedding industry got flipped upside down this year,” she says. “I had to change the way I ran my business quite a bit, and pivoted when it came to offering photos versus videos. The demand for wedding videos skyrocketed because people wanted to share their day with family and friends that couldn’t make it. I started to book two- to three-hour elopements instead of eight- to ten-hour wedding days. It changed my perspective on the perfect wedding day, and how I can advise future clients with their day.”

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“All in all,” she says, “the learning experiences and eye-opening moments have developed my passion for photography and the future direction of my business.”

10 years of Carbon Neutrality for the BC Government

When Chris Koski acted on his burgeoning interest in climate change and joined the BC government in 2008 to help launch the carbon offsets program for BC, he was leaving a ten-year career in finance in the telecommunications sector. He found the work was familiar, however: he was essentially switching to financial analysis and forecasts for those in the climate realm.

Today, Koski is director of Clean Government at the Province of British Columbia Ministry of Environment and Climate Change Strategy.

Koski and his team of 12 “focus on three main areas of work: measurement and reporting of emissions across all public sector organizations; purchasing of carbon offsets to ensure we have the appropriate number of offsets to achieve carbon neutrality each year; and developing policy measures that drive us towards our public sector climate goals.”

Working in this area has its many challenges, one of which is continuing the education to create a shift in thinking.

“While addressing carbon emissions is now a common part of the conversation around tables (or, more recently, in virtual meeting spaces), we need to consider the risks posed by a changing climate when planning our investments. Our decisions today need to be consistent with both our low-carbon goals for buildings and transport and climate conditions that have already shifted and will continue to shift over the coming decades.”
Dr. Brent Mainprize Receives Prestigious National Teaching Award

Gustavson’s Dr. Brent Mainprize was announced in February as a 2020 3M National Teaching Fellow, making him the fourth UVic scholar—and the second Gustavson faculty member—in six years to receive the award.

The newest accolade—which is Canada’s most prestigious award for excellence in leadership and teaching—puts Mainprize in a class of his own: He is the only professor to receive three of the Society for Teaching and Learning in Higher Education’s (STLHE) top awards for outstanding educators. In 2016, Mainprize received STLHE’s Alan Blizzard Award for his role in a collaborative teaching team honoured for their work on the Aboriginal Canadian Entrepreneurs (ACE) program. And in 2014, Mainprize won STLHE’s D2L Innovation Award for Teaching and Learning.

“Entrepreneurship is a powerful concept because it’s about nurturing a student’s discovery of their own unique abilities and passions and supporting their development as they share them with the world,” Mainprize says. “To be recognized for my role in helping students start their businesses is a tremendous honour.”

Mainprize is program director and co-founder of Tribal Resources Investment Corporation’s ACE program, which gives fledgling Indigenous entrepreneurs hands-on teaching, coaching and mentorship in their home community.

ACE represents part of Mainprize’s work with Indigenous communities. Over his career, he has been invited to more than 40 Indigenous communities in BC to co-facilitate and co-design programs, under the community’s leadership, which focus on Indigenous-led economies through economic development and entrepreneurship. Mainprize continues to collaborate with the Nisga’a Nation to explore opportunities for sustainable economic prosperity while preserving heritage and culture. Haida Owned and Operated, an entrepreneurship training program specific to Haida citizens, is an outcome of this partnership. Mainprize is also a business faculty champion for UVic’s National Consortium for Indigenous Economic Development.

“We are proud and excited for Brent to be recognized for his teaching excellence,” says Gustavson Dean Saul Klein. “His leadership in entrepreneurship, Indigenous partnerships and experiential learning creates classroom experiences where students combine their creativity, culture and innovation in their business pursuits.”

Mainprize is program director and co-founder of Tribal Resources Investment Corporation’s ACE program, which gives fledgling Indigenous entrepreneurs hands-on teaching, coaching and mentorship in their home community.

The 3M National Teaching Fellowship was established in 1986 through the generosity of 3M Canada and the Society for Teaching and Learning in Higher Education.

POINTS OF PRIDE

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<tr>
<th>TITLE</th>
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<tr>
<td>Corporate Knights Better World MBA Ranking</td>
<td>#17 of MBA programs in the world</td>
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<td>Corporate Knights Top 30 under 30 Sustainability Leaders</td>
<td>Taylor McCarten, MBA ’19, Build a Better Earth co-founder, and also winner of CBC’s Dragon’s Den</td>
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<td>Financial Times Masters in Management Ranking</td>
<td>Top 100 (#66) in the world for our Master of Global Business program</td>
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<td>Academy of Management – Fellow</td>
<td>Dr. Roy Suddaby received this notable research distinction for his significant contribution to the science and practice of management</td>
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<td>UVic President’s Chair</td>
<td>Dr. Simon Pek received this inaugural award recognizing faculty for research distinction, research-inspired teaching and community-university engagement</td>
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<tr>
<td>BC Business</td>
<td>Aboriginal Canadian Entrepreneurs (ACE) was featured as a runner up in BC Business for Good Awards’ special edition on Indigenous Prosperity</td>
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<tr>
<td>STLHE 3M National Teaching Fellow</td>
<td>Dr. Brent Mainprize was recognized with Canada’s most prestigious award for excellence in educational leadership and teaching</td>
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WE CULTIVATE PARTNERSHIPS FOR POSITIVE IMPACT

Our partners in Victoria and around the world are critical to our students, faculty and alumni achieving their academic and career goals.

EXECUTIVE MENTORS
6,268 CONTACTABLE ALUMNI
774-414 PLACEMENTS WITH 414 EMPLOYERS
17 INTERNATIONAL ADVISORY BOARD MEMBERS

Message from the International Advisory Board (IAB) Chair

The Gustavson International Advisory Board (IAB) brings its collective global, national and local experience to assist the business school with its strategic vision and goals.

Typically coming together from all over the world to Victoria to engage directly with the dean and senior faculty leaders, this unprecedented year presented the volunteer members of the IAB the chance to interact virtually and to gain current and transparent updates on the challenges and opportunities presented by the global pandemic.

Over the past seven years, the IAB has engaged faculty, staff, students, alumni and other university leaders, focusing on face-to-face discussions, frank conversations, strategic dialogue and strengthened personal relationships. Working together with a keen desire to better understand global best practice in business education and the evolving business world that our students engage with during co-op and enter upon graduation, the IAB provides a sounding board for new initiatives and offers counsel to Gustavson leaders. In recent years, the Brand Trust Index had its origin within the IAB membership and this is the fifth year that the IAB Community Engagement Award, funded by IAB members, recognizes an outstanding faculty member for their impact and involvement with the broader community.

While 2020 presented operational challenges to the IAB, important discussions and decisions were made during this year’s virtual IAB meetings, consistent with learnings from the broader Gustavson community and how IAB members run their own businesses. Our first meeting in mid-March coincided exactly with the many changes in our lives as a result of COVID-19. From the outset, it was clear that Gustavson’s decades of experience delivering high-impact virtual learning provided an impressive launch pad to the delivery of innovative business education.

This past spring saw the passing of Pat Elemans, an outstanding Gustavson leader who exemplified all that is good in our world. In her senior external relations role for the school, Pat sat at the IAB table and helped shepherd countless initiatives centred on building a greater Gustavson in our many communities. We are all the better for knowing and working with Pat.

In March, Joanna Tong took on the leadership of the external relations portfolio at Gustavson following her impressive tenure with leading business schools, working in Canada, the UK and Asia. The new road map developed by Joanna and her colleagues points to building on Gustavson’s existing strengths and leveraging resources aligned with its strategic plan.

2020 was a year that we thanked Mike Thompson for his many years of service to Gustavson. Mike’s noteworthy track career as a global educator, entrepreneur, mentor, author and collaborator enabled the IAB and the entire Gustavson community to benefit from his insights and real life experience. We are thrilled that Mike has agreed to remain an adjunct professor at the school.

Planning is underway for IAB’s focus in 2021 with UVic’s new president, Dr. Kevin Hall, joining us at the inaugural meeting.

On behalf of the entire IAB membership, I would like to commend the Gustavson community for its dedication, commitment and focus during this most unprecedented year. We all look forward to a new year of opportunity and appreciation, building on a successful foundation, fueled by a thirst for learning, connection and the greater good.

Blair Hagkul
Chair, International Advisory Board
International Advisory Board Members

**Board Chair:**
- Blair Hagkull (member 2013-2018, Chair 2018 - present), Former Managing Director, Jones Lang LaSalle, Canada and Middle East and North Africa, Victoria, BC

**Board Members:**
- Susan Barry (2016 – present). Former Head of Human Resources and Organizational Transformation, Nestle Nespresso Canada Leadership Team, Montreal, QC
- Anatolijus Fouracre (2015 – present). UVic BCom ’00, CEO, EncoreFX, Victoria, BC
- Brent Kokoskin (2013 – present). UVic MBA ’99, Marketing Leader, Philips Ultrasound, Seattle, USA
- Laura Nashman (2016 – present). CEO, British Columbia Pension Corporation, Victoria, BC
- Philip Rubel (2016 – present). Director, Marketing & Communications, Philip Morris International, Tokyo, Japan
- Jawahar Vadivelu (2013 – present). Chairman, Cameo Corporate Ltd., Chennai, India
- Rob Inkster (2016 – present). Serial entrepreneur with experience in technology start-ups in Canada, and in the university sector, Victoria, BC
- Laura Huang (2016 – present). Professor of Digital Innovation, Ex-Officio, UVic Distinguished Professor, Organizational Behaviour, UVic, Victoria, BC
- Brent Kokoskin (2013 – present). UVic MBA ’99, Marketing Leader, Philips Ultrasound, Seattle, USA
- Laura Nashman (2016 – present). CEO, British Columbia Pension Corporation, Victoria, BC
- Philip Rubel (2016 – present). Director, Marketing & Communications, Philip Morris International, Tokyo, Japan
- Jawahar Vadivelu (2013 – present). Chairman, Cameo Corporate Ltd., Chennai, India

**Ex Officio Members:**
- Saul Klein (2013 – present). Dean
- Joanna Tong (2020 – present). Executive Director, External Relations

**Faculty Representatives:**
- A.R. Elangovan (2013 – present). Director, Gustavson International; UVic Distinguished Professor, Organizational Behaviour
- Yan Shen (2018 – present). Associate Professor, International Business, Organizational Behaviour
- Mike Thompson's contributions

The business school’s long-time ambassador and supporter, Mike Thompson, has completed his term as a member of Gustavson’s International Advisory Board (IAB).

Since joining the board in 2014, Thompson has contributed his international business and management expertise to the school in numerous ways. Appointed an adjunct professor, he was also the innovative individual who initiated Gustavson’s Brand Trust Index. Thompson also connected with faculty on research and brought a strong appreciation of sustainability.

Thompson currently serves as the leader of people services at Anthesis Group, in London, UK. He was formerly CEO of GoodBrand (merged with Anthesis in January 2019) which has served global clients with sustainable innovation strategies for over 20 years. He co-founded Impact Hub Kings Cross London in 2008 and GLO—Good Leaders Online in Shanghai in 2013. Thompson was also a professor of management practice and director of the European Centre for Leadership and Responsibility at the China Europe International Business School (CEIBS) in Shanghai from 2009-2013. His research into wise leadership has been published in various book chapters.

The school would like to convey its sincere thanks to Thompson for his innumerable contributions to the school as a member of the IAB. While he is stepping down from the IAB, Thompson’s belief and commitment to the school will continue as an adjunct professor. In his own words: “To be able to share what makes the school so special and unique has been a true pleasure.”

Meet Joanna Tong, Executive Director of External Relations

In March 2020, Gustavson welcomed Joanna Tong to the school as executive director of external relations. Tong, who most recently served as international director, development, at Cambridge University in the UK, has held numerous positions in higher education and business consulting in the UK, Canada and Southeast Asia.

In her current role, Tong leads the team responsible for Gustavson’s fundraising and development, alumni and donor relations, events, marketing and communications, and business engagement. She also serves on a number of advisory panels and committees on campus and in the community, including Gustavson’s International Advisory Board.

“I have a great passion for innovation, sustainability, diversity and leadership development,” says Tong. “There is a really strong alignment between my personal values and those embodied by the business school, which prompted me to make the big move from Cambridge to Victoria. The focus at Gustavson isn’t just on what an individual achieves; it’s about the people around us, the impact alumni, faculty and business have on society and the world, and really prioritizes international, cross-cultural business; sustainability; innovation; integrative thinking; trust and responsible leadership—all these are very timely issues in today’s fast-changing environment.”

While travel has not been possible this year, Tong looks forward to continuing to build connections with international stakeholders while also enhancing the important relationships closer to home. Tong is pleased to contribute her own deep experience to advance Gustavson’s vision for exceptional management education and research.

Tong welcomes readers to connect with her at bizdevext@uvic.ca.
Dr. Brent Mainprize Receives IAB Community Engagement Award

The 2020 IAB Community Engagement Award recipient is Dr. Brent Mainprize. This award honours faculty who enthusiastically play an active part in our broader community and reach beyond the confines of the university, building relationships with external stakeholders and making a positive impact in our society.

Mainprize plays the leading role in our engagement with Indigenous communities and has been responsible for our large executive education portfolio in this area. He creatively and successfully secures funding from, and works with, provincial and federal governments to position our offerings. He exemplifies the entrepreneurial spirit of the school and raises our profile both locally and nationally.

Uncharted Waters Webinars

In spring 2020, as the pandemic’s effects were felt throughout our communities, business and society, Gustavson wanted to share a message of solidarity and support for those we serve.

As a gesture of our support for the community, we launched a series of webinars on topics relevant to businesses and professionals in the context of the pandemic and beyond. We curated topics with the hope that alumni, employers, partners, donors and others would find it useful in their business and personal efforts.

Attracting more than 1,000 attendees, our 20 webinars allowed faculty to share their expertise in response to the difficult situations arising as a result of the pandemic. Covering topics ranging from stock market swings to giving customers certainty in uncertain times, the webinars allowed the school to share its collective knowledge safely with the broader community.

To watch the recordings of our 2020 webinar series, please visit www.uvic.ca/gustavson/faculty/community/webinars/index.php

We look forward to continuing to put our expertise to work for the Gustavson community in the year to come as we navigate these uncharted waters together.

“New People, New Thinking”: Bruce Poon Tip Speaks to Graduating Students

“You’re entering into the working world at a very difficult time, but also a time of great opportunity,” guest speaker Bruce Poon Tip told the Master of Global Business program’s new graduates at their virtual reception this July.

As an entrepreneur, philanthropist, and CEO of travel company G Adventures, Poon Tip shared his insight on the importance of understanding global business and thinking innovatively, and how these skills will allow MGB grads to succeed in the workforce during the COVID-19 pandemic and afterwards.

Students frequently cite the stellar caliber of guest speakers as defining moments in their time at Gustavson, and Poon Tip’s convocation remarks will doubtless be no exception.

Poon Tip founded G Adventures in 1990, creating a global travel company that combines backpacking culture and mainstream tourism. Today, G Adventures is the world’s largest small-group travel company, with 3,000 employees from around the world and offices in 28 countries.

“You travel allows people to go outside of their communities and outside of their comfort zones, and to actually come back having a better understanding of themselves, a greater appreciation for their community and a better understanding of how other people live in the world,” Poon Tip told the graduates. “That kind of thinking is the opportunity for all of you as you enter into the workforce: new people, new thinking.”

Poon Tip emphasized how innovation will be essential to global business after the pandemic, as the current economic downturn has revealed a necessity for new ideas and creative problem solving.

Ultimately, Poon Tip urged the MGB program’s new grads to remain optimistic as they enter a new stage of their lives in this tumultuous time: “On the other side of this,” he assured them, “there is great opportunity.” And as the pandemic has highlighted the importance of global collaboration and innovation, Poon Tip reaffirmed that “no one is more positioned than all of you, having gone through this program and worked around the world, to seize the great opportunities that lie ahead.

Virtual Victoria Forum 2020: “Bridging Divides in the Wake of a Global Pandemic”

Over 90 experts from 23 countries gathered together in 19 roundtables for this Virtual Victoria Forum 2020 to examine the social, economic, environmental and political divides which COVID-19 has exacerbated in Canada and around the world. This was the Victoria Forum’s first-ever entirely virtual conference.

The digital audience comprised more than 1,500 registrants from 93 countries, and represented hundreds of institutions and every continent. Speakers explored how COVID-19 is bringing into sharp relief the existing cracks and marginalizations in societies throughout the world. It is not just a health crisis, but a crisis along multiple dimensions: a global education crisis, a global food security crisis, a global poverty crisis and a global gender equality crisis, among others.

In addition to the intensive three-day event held November 12, 13 and 19, the Victoria Forum hosted a series of 11 webinars on pertinent topics between May and October.

Featuring diplomats, senators, a Nobel laureate and advocacy groups from around the globe, these webinars drew thousands of attendees to discussions about trust, multilateralism, economic and environmental equality and more.

Videos of the webinars and November’s plenary sessions are available on the Victoria Forum website: victoriaforum.ca.

The Virtual Victoria Forum 2020, the webinars and the Victoria Forum 2022 are jointly hosted by the University of Victoria and the Senate of Canada. Both TELUS and Vancity are proud founding partners.
Exceptional Elemans: Remembering a Leader, Mentor and Friend

Tribute by Krista Boehmert

For those who had the honour of having Pat Elemans do a formal introduction of them, or for any audience member who has heard her deliver these remarks, you know the great care, detail, warmth and humour she brought to any emcee engagement. Oftentimes her remarks were as memorable—sometimes more so—than those of the person she was introducing. She was just that good at it, leaving us with the daunting task of paying tribute to someone who could paint a picture of someone’s life in technicolour, using the perfect words and descriptions. While this is an impossible undertaking—we’re no Elemans, after all—we want to celebrate and honour our dear colleague, leader and friend whom we lost far too soon, in March of 2020.

Dedicating her energy, warmth and vision to the school for 15 years, Elemans was an inspiration to many people in our community, both on campus and off. From revitalizing our MBA during her tenure as program director to leading the school’s alumni, development, communications and marketing efforts as assistant dean, external relations, she was central to the school’s impact on community, students and staff. She brought her signature style, presence and grace everywhere she went, from the front of the classroom to the emcee’s mic at the school’s flagship Distinguished Entrepreneur of the Year Award gala.

Elemans was a firm believer in giving back and encouraging others to do so as well. As Gustavson’s key community contact during her tenure, she was well known by both locals and international contacts.

The relationships she forged built strong connections with Gustavson in the form of business representatives for the school’s International Advisory Board and recruiting executives-in-residence, adjunct professors, guest speakers and executive mentors to engage with our students. Driven by a passion to enhance the student experience, Elemans loved to connect community members with the next generation of business leaders.

When enhancing the student experience required financial support, Elemans more than rose to the challenge, securing transformational gifts from Peter B. Gustavson and Sardul S. Gill to name the business school and graduate school, respectively. She was also instrumental in securing funding for the Centre for Social and Sustainable Innovation, the Ian MacIntosh CAPI (East Asia (Japan) Chair and the Black Press Scholarship program as well as numerous other scholarships and award funds.

Elemans’ impact will live on in the relationships she forged, the initiatives she championed and the hearts she touched. In one of her final speaking engagements for the school, Elemans introduced the speaker using a list of adjectives that she felt best described the guest. And she was on to something. As we honour her, words feel inadequate, but they offer comfort too. Here’s to you, Exceptional Elemans.

Gustavson Mourns a Beloved Leader and Friend

Tribute by Dr. A.R. “Elango” Elangovan and Dr. Saul Klein

With the passing of Dr. Ali Dastmalchian in August 2020, the University of Victoria lost an inspiring, dedicated and beloved former leader. Best known to all as simply “Ali,” he was the much-acclaimed dean of three business schools in Canada over the last 20 years and touched the lives of thousands of students, colleagues and community members across Canada and the world in deeply positive ways. Most of his career was spent at the Gustavson School of Business, where he was one of the founding faculty members in 1990. He served as dean between 2002 and 2012 and transformed the school into a pioneering centre for business education and research, shaping its evolution as a key player on the global scene.

Under Ali’s leadership, we launched PhD and Master of Global Business degree programs, sharpened our focus on sustainability and social responsibility, earned the prestigious AACSB and EQUIS accreditations, significantly expanded our international operations, designed unique double degrees with partner schools and doubled the size of our student body.

He created the school’s board of advisers to establish a critical link with the local business community, and initiated the widely recognized Distinguished Entrepreneur of the Year Award (DEYA). Ali was instrumental in designing our MBA program in the early 1990s, and facilitated the naming of the Peter B. Gustavson School of Business and the Sardul S. Gill Graduate School.

Throughout his tenure, Ali remained an active researcher, leading the GLOBE project and inspiring countless others. He taught in MBA, PhD and executive programs throughout the world, with a passion that ignited students, alumni and business leaders alike. His impact continues to be seen throughout the school in ways large and small, across our programs and people. We were truly fortunate to have had Ali as a leader, colleague and friend. He was a personification of warmth and affection with a generosity of spirit that drew people to him. His authenticity and humility, infused with a sense of adventure, goodwill and humour, made him an anchor and a compass for our own wellbeing and growth. We were amazed by his seemingly unlimited energy and his capacity for work, and moved by his kindness and thoughtfulness. He had time for every one of us and we were guaranteed wise counsel and morale-boosting support any time we needed it. He lifted all of us who walked with him—we became more than we ourselves thought possible.

His impact continues to be seen throughout the school in ways large and small, across our programs and people. We are inexpressibly grateful for the genuine servant leadership, ambitious vision and innovative perspectives that Ali epitomized. We mourn his loss and celebrate his leadership and friendship—at the university, within Gustavson and in the community. We are richer for having known him and poorer for having lost him.
UVic Welcomes Dr. Kevin Hall as New President

Dr. Kevin Hall, an innovative academic leader and civil engineer known for his strong commitment to community engagement and unwavering belief in access to education and equity, diversity and inclusion, began his five-year term as president of the University of Victoria on Nov. 1, 2020.

Hall was chosen after a year-long search process by a committee composed of representatives from a variety of university constituencies, including Board of Governors, Senate, faculties, staff, graduate and undergraduate students, and the UVic Alumni association. The committee’s work was informed by input from the campus and external communities.

“I am extremely honoured to be selected as the next president of UVic, one of Canada’s leading universities and an institution profoundly committed to equity and excellence,” says Hall. “I am excited and very inspired to join a university that strives to be a global exemplar in vital causes that hold the key to our future—a university that nourishes and shapes tomorrow’s leaders, shows global leadership in supporting a brighter future for Indigenous Peoples and communities, and engages deeply with communities locally and around the world to drive social, environmental and economic change.”

Throughout his academic career, Hall has focused on putting research into practice by delivering knowledge to industry and community. His research interests have focused on water quality modelling, environmental monitoring and pathogen detection systems, and water and health in marginalized communities. He is known for identifying opportunities for collaboration and for creating value in the regions in which he works.

Donor Creates Athenic Entrepreneurship Award

Students with a flair for entrepreneurship will find fertile ground for their passion at Gustavson. Each year, dozens of students create their own business plans as part of the entrepreneurship specialization, and many of them continue to pursue their ventures after graduation.

This year, one BC business leader decided to give these students a significant new opportunity to take their business from idea to reality, through the creation of a fund for new student ventures.

“Entrepreneurship is an important theme in my own life,” says the donor who created the new award, Ellen. “This path in life takes incredible drive, passion, hard work and determination. I’d like to support emerging entrepreneurs to create their own legacies in business and better serve our local communities.”

The Athenic Entrepreneurship Award, which will award one student-created business $5,000, will be offered for the first time in 2021. Students in undergraduate or graduate programs at the business school can present their business at the Gustavson Pitch Competition, a newly created contest, and walk away with the $5,000 prize if they come out on top.

Named for Ellen’s children, Nick and Athena, the award is intended to honour the entrepreneurial spirit they share, while encouraging students to take their original ideas from class project to operational business.

“I am hoping that the award inspires students to have a unique idea,” says Ellen, “and is used as seed money to help get them started on a tangible plan to move forward with their idea.”

Nick and Athena, who are UVic grads themselves—Nick graduated with a BCom degree in 2000, and Athena with a BA in Spanish in 2005—are honoured to have the award named for them.

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The Athenic Entrepreneurship Award, which will award one student-created business $5,000, will be offered for the first time in 2021. Students in undergraduate or graduate programs at the business school can present their business at the Gustavson Pitch Competition, a newly created contest, and walk away with the $5,000 prize if they come out on top.

Named for Ellen’s children, Nick and Athena, the award is intended to honour the entrepreneurial spirit they share, while encouraging students to take their original ideas from class project to operational business.

“I am hoping that the award inspires students to have a unique idea,” says Ellen, “and is used as seed money to help get them started on a tangible plan to move forward with their idea.”

Nick and Athena, who are UVic grads themselves—Nick graduated with a BCom degree in 2000, and Athena with a BA in Spanish in 2005—are honoured to have the award named for them.
Leading in an Environment of Change with Executive Programs

Since 1992, Gustavson’s Executive Programs have been providing open enrolment and customized programs for local, national and international clients and disseminating Gustavson research to the wider business community. While the dot-com bubble, SARS, H1N1 and the Great Recession proved momentary hiccups in an overall growth trend, the global COVID-19 pandemic threatened to have a far greater impact as it loomed large in the spring.

However, the Executive Programs team quickly rallied and most of its programs were converted to online delivery. After a strong year of numerous Indigenous entrepreneurship programs held throughout BC, only a few had yet to complete when restrictions began in March. Safe work plans for delivery in communities were developed through the summer in consultation with community members and new face-to-face programs began in Terrace, Vernon and Port Hardy in the fall.

Local open enrolment programs that were underway experienced a two-week delay to allow time for a smooth transition to online, but then continued with the same quality and engagement as their in-person versions. Loyal customers were willing to try the new format, and ended up surprised and pleased with the experience.

Entrepreneurship programs held throughout BC, only a few had yet to complete when restrictions began in March. Safe work plans for delivery in communities were developed through the summer in consultation with community members and new face-to-face programs began in Terrace, Vernon and Port Hardy in the fall.

Low enrolment programs that were underway experienced a two-week delay to allow time for a smooth transition to online, but then continued with the same quality and engagement as their in-person versions. Loyal customers were willing to try the new format, and ended up surprised and pleased with the experience.

Residential international programs were cancelled, due to travel restrictions. It was the first time since 1999 that the undergraduate International Summer Institute for Business Management was not held. Normally up to 200 students attend in July and August to experience UVic. However, the Summer Graduate Business Studies program pivoted to deliver one module over Zoom in July, with the other two modules following in January, 2021.

Against this backdrop, the team worked on developing new virtual open enrolment programs and reached out to new clients for custom courses. Leading the Sustainability Transformation began in September, with a second cohort set to launch in January. Businesses, municipalities and public libraries chose to invest in professional development for employees around leadership, lean management, customer service, stakeholder management, project management and strategic planning. An exciting “Building Resilience to Thrive” program with the BC Chamber of Commerce began in the fall, with webinars on timely topics of emotional intelligence, diversity and inclusion and customer service made available to local businesses throughout the province.

New programs for 2021 include Tourism Skills Training, Data Analytics for Leaders, Agile Methodology for project managers, Elevated Project Management with a deeper dive into scope, cost and risk and Leading Beyond Projects. The Executive Programs website promises with the right dive into scope, cost and risk and Leading Beyond Projects. The Executive Programs website promises with the right training, “You can be a leader in an environment of constant change,” and the need for resilience and agility has never been greater than it is today.

Faculty Expertise Shaping Policy and Practice

- **Academics Without Borders (AWB)**, Professor David Dunne, in partnership with European School of Management and Technology (ESMT), Berlin and Strathmore University, Nairobi has been assigned as volunteer coordinator for the Industry Immersion Program, a capstone job-readiness program for graduates in African universities. Dunne has long been involved with AWB as a former board chair, board member and volunteer.
- **Association for Advancement of Sustainability in Higher Education (AASHE)**, Associate Professors Rick Cotton and Basma Majerbi, along with Assistant Professor Simon Pek co-facilitated an interactive webinar on “Community Engagement in the Transition to Carbon Neutrality” for more than 100 participants, primarily from Canada and USA.
- **Chartered Professional Accountants (CPA)**, Academic Director, Undergraduate Programs and Assistant Teaching Professor Mia Maki serves on the Competency Map Task Force (CMTF) Academic Advisory Group. This group is part of the CPA Canada Foresight initiative to transform the profession.
- **Immigrant Executive Employment Project**, Associate Professor Stacey Fitzsimmons was appointed as Scientific Advisor in a partnership with MOSAIIC, the largest immigrant services organization in BC, and HRx, a Gustavson alumni-built people analytics firm, to assess the state of executive employment of immigrants in BC.
- **National Angel Capital Organization (NACO)**, Associate Professor Michael King was a guest member for a NACO virtual roundtable on “Unlocking Government Funding to Survive the Crisis”. Over 200 participants joined the conversation that also featured Frances McRae, Assistant Deputy Minister of Small Business and Marketplace Services Innovation, Science and Economic Development Canada, and Laura McGeer, CEO and Founder of Diversio. On a related note, Dr. King presented on COVID-19 and the economic outlook to many organizations including the Business Aviation Round Table, Canadian Federation of University Women, CFA Victoria, Probus Investment Group and Rotary Clubs, reaching over 600 audience members.
- **National Crowdfunding and Fintech Association (NCFA Canada)**, Associate Professor Michael King was a panelist for the session “Scaling Fintech Funding, Innovation and Competition” which was part of FFCON20. NCFA Canada is a non-profit financial innovation ecosystem that provides education, market intelligence, industry stewardship, networking and funding opportunities and services to thousands and works closely with industry, government, partners, and affiliates to create a vibrant and innovative fintech and funding industry in Canada.
- **Society for Teaching and Learning in Higher Education (STLHE)**, Assistant Teaching Professor Brian Leacock was appointed to STLHE’s Task Force on Equity, Diversity, and Inclusion (EDI). The group will review emerging issues and current practices in EDI with a view to identifying gaps and opportunities for improvement and developing recommendations.
Although the COVID-19 pandemic changed the face of international education this year, we continued to work closely with our partners to foster the global partnerships that are essential to Gustavson’s core value of international business excellence.
Gustavson prides itself on performing to our utmost with the resources provided. We continue to grow innovative opportunities to generate other sources of revenue such as the development of self-funded programs and our international and executive programs. While these other sources of revenue were negatively affected by the pandemic this past year, we look forward to their rebounding in the years ahead.

### STATEMENT OF SOURCES AND USES OF FUNDS (‘000s)

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<thead>
<tr>
<th>SOURCES</th>
<th>Year Ended March 31 2021 (estimate)</th>
<th>Year Ended March 31 2020</th>
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<tbody>
<tr>
<td>University Allocation</td>
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<td>Other Program Fees</td>
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<td>Gifts and Endowment Income</td>
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<td>Research Income</td>
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<td>Executive Programs</td>
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<td><strong>21,598</strong></td>
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<th>USES</th>
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<th>Year Ended March 31 2020</th>
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<td>Salaries</td>
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<td>Executive Programs</td>
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<td>New Initiatives</td>
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<td></td>
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<td><strong>26,365</strong></td>
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ZOOM LENS
