

YEAR IN REVIEW 2022

CENTRE FOR SOCIAL AND SUSTAINABLE INNOVATION | **CSSI**



Gustavson
School of Business
University of Victoria

PRINCIPLE 1: PURPOSE

We will develop students’ capabilities to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

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LETTER FROM THE DEAN



After a challenging two years with COVID-19, we saw our first full year back in the classroom in 2022. That isn’t to say that COVID-19 is gone, or that the world returned to the way it was before, but it was a breath of fresh air to return to our new normal. Our work on all six Principles of Responsible Management Education (PRME) is back face-to-face, with our employees, students and community partners actively engaging in classrooms, meeting rooms and in neighbourhoods in and beyond Victoria.

We’ve long been leaders in incorporating sustainability into the classroom and research, and we continue to improve upon it. This year, we changed how we track sustainable research, implementing an increased focus on the sustainable development goals. Further, we carried out information sessions for faculty to better understand and incorporate the SDGs into their research. As you can see on page 16, our commitment to integrating the SDGs into our research is paramount. In the classroom, we’re continuing to integrate impressive levels of sustainable and social responsibility content across all our programs—as you can see from the data presented on page 9.

The Victoria Forum returned in-person for three days in August and welcomed academics, business leaders, policy makers and the public for a series of talks on Bridging Divides (see page 29). This event, co-hosted with the Senate of Canada, promotes dialogue in our community and across Canada as speakers and participants build understanding across numerous subjects.

Gustavson’s commitment to PRME is as strong as ever. CSSI continues to work within the school to strengthen our dedication to fostering an environment of innovation for sustainability and social issues. We go forward carrying a reinforced commitment to make the world a better place, through innovative changes in our school, our programs and with our partners.

Sincerely,

Saul Klein, Dean

LETTER FROM THE DIRECTOR



Over the course of 2022, CSSI led exciting initiatives to support our new strategic plan, which we launched in June (see page 6). With this strategy, we are amplifying our sustainability efforts by focusing on regeneration, that is, our collective imperative to restore our life-supporting ecosystems and to revitalize our communities. We have embedded regeneration principles into everything we do—our teaching, research, culture and community outreach—in order to do our part to bring people and planet back to a healthier state.

We started by asking ourselves what role we as a business school can play in regeneration. We questioned and probed how we can give more to ourselves, each other and the planet. We looked for more ways we can lead by example. This search and reflection led to a renewed commitment to many existing initiatives and to several new goals. In 2022, we again measured and looked for ways to reduce our carbon footprint (see page 32), we hosted and learned from visiting sustainability scholars (see page 10), and we continued to support our research fellows, whose scholarly activities enhance our understanding of regeneration and contribute to improving practice (page 16).

We also looked for new ways to meaningfully partner with the community to foster positive change. We supported events that bring people together from different places and sectors to share solutions to our most pressing problems (see pages 29—Victoria

Forum and PLACE Dialogues). In addition, we partnered with organizations to develop case studies that provide our students with local examples of regenerative sustainability (see page 28). Finally, we launched our advisory board, made up of six community leaders whose organizations and efforts demonstrate regeneration principles in action. Our board members come from a variety of sectors ranging from tourism and community development to farming and food production (see pages 25).

We are grateful to our fellows and partners both within Gustavson and beyond, and to our students and alumni, all of whom continue to work so diligently to improve the lives of others, in small and big ways, both locally and globally. We look forward to seeing what is possible in 2023!

As Paul Hawken wrote in his book Regeneration: Ending the Climate Crisis in One Generation:

“The ultimate power to change the world does not reside in technologies. It relies on reverence, respect, and compassion—for ourselves, for all people, and for all life. This is regeneration.”

Sincerely,

Natalie Slawinski, Director



Who We Are

Since its inception in 2011, the Centre for Social and Sustainable Innovation (CSSI) at the Gustavson School of Business has stretched the boundaries of business and sustainability. CSSI has catalyzed cutting-edge multi-disciplinary research, inspired our students to become change agents in their organizations and communities, and cultivated a strong sustainability ethos within the Gustavson School of Business and beyond.

CSSI supports Gustavson faculty, postdoctoral fellows and PhD students who are doing research on a variety of leading-edge sustainability topics including climate finance, Indigenous organizing, community resilience, social-ecological systems, workplace democracy, Equity Diversity and Inclusion in the workplace, and regenerative agriculture.

The Centre helps staff and faculty integrate sustainability and social responsibility into all of Gustavson’s educational offerings. From core courses to international exchanges, we offer practical support to meet the school’s commitment to the United Nations Global Compact’s Principles for Responsible Management Education (PRME).

The CSSI Team

The core CSSI team consists of three people: CSSI Director, Dr. Natalie Slawinski, Associate Director Heather Ranson and CSSI Coordinator, Alex Berthin. Throughout the year, CSSI also hired several part time employees and coop students: Carolyn Bennett, Anni Kurta, Leah Lourenco and Milly Yasue. However, the real CSSI team is much bigger. It includes Gustavson employees and community partners pictured on this page and throughout this document. Among them are CSSI’s fellows: Professors Diego Coraiola, Rick Cotton, Ricardo Flores, Adel Guitouni, Michael King, Basma Majerbi, Cheryl Mitchell, Matt Murphy, Aloysius Newenham-Kahindi, Simon Pek, Roy Suddaby, Christian Van Buskirk and Jie Zhang. We also work closely with our CSSI partners: Shari Wierenga, Amanda Taylor and Sasha Milam.



Dr. Natalie Slawinski, Heather Ranson and Alex Berthin (left to right)



Leah Lourenco



Aloysius Newenham-Kahindi



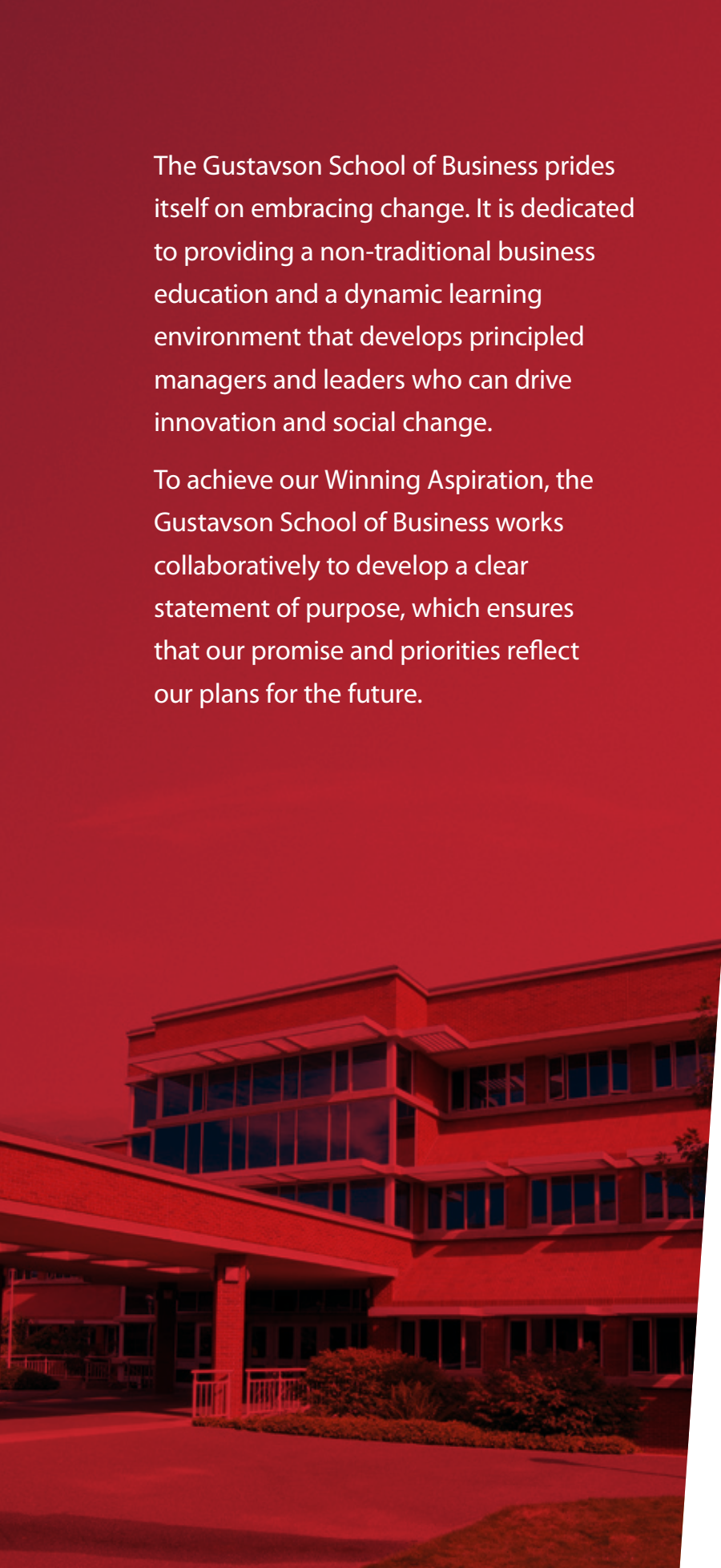
Diego Coraiola



Roy Suddaby



Cheryl Mitchell



The Gustavson School of Business prides itself on embracing change. It is dedicated to providing a non-traditional business education and a dynamic learning environment that develops principled managers and leaders who can drive innovation and social change.

To achieve our Winning Aspiration, the Gustavson School of Business works collaboratively to develop a clear statement of purpose, which ensures that our promise and priorities reflect our plans for the future.

Gustavson School of Business' Vision & Mission

Our Pillars

INTERNATIONAL:

Being appreciative, well-informed and perceptive of the diverse, complex world we live in and having the skill-set 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.

Our Promise

- To prepare leaders who think differently, act responsibly and have a global mindset.
- To generate insight, offering solutions for an inter-dependent world.
- To provide opportunities to learn by doing, to ensure our graduates are world-ready.

Our Priorities

1. Improve our Educational Experience based on our four pillars: IILS.
2. Support and encourage Scholarship aligned with our areas of focus.
3. Increase our Reputation in the markets in which we operate.
4. Strengthen and leverage our connections with our Community.

Cultural Values

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



CSSI's Vision & Mission

Vision:

To be a leading research centre for regenerative sustainability that inspires and enables business to transform economies, strengthen communities and revitalize ecosystems.

Mission:

CSSI guides and empowers the Gustavson School of Business and its stakeholders towards a new paradigm—regenerative sustainability—by focusing on the following four priorities.

CSSI Priorities:

RESEARCH: Inspiring and sharing research that advances regenerative sustainability.

EDUCATION: Catalyzing teaching and learning to promote regenerative sustainability.

COMMUNITY: Collaborating with stakeholders for a sustainable and inclusive community.

CULTURE: Cultivating a culture that honours people, place, and planet.

CSSI Strategic Achievements 2022

This year marks the first year of our updated strategic plan for 2022-2025.

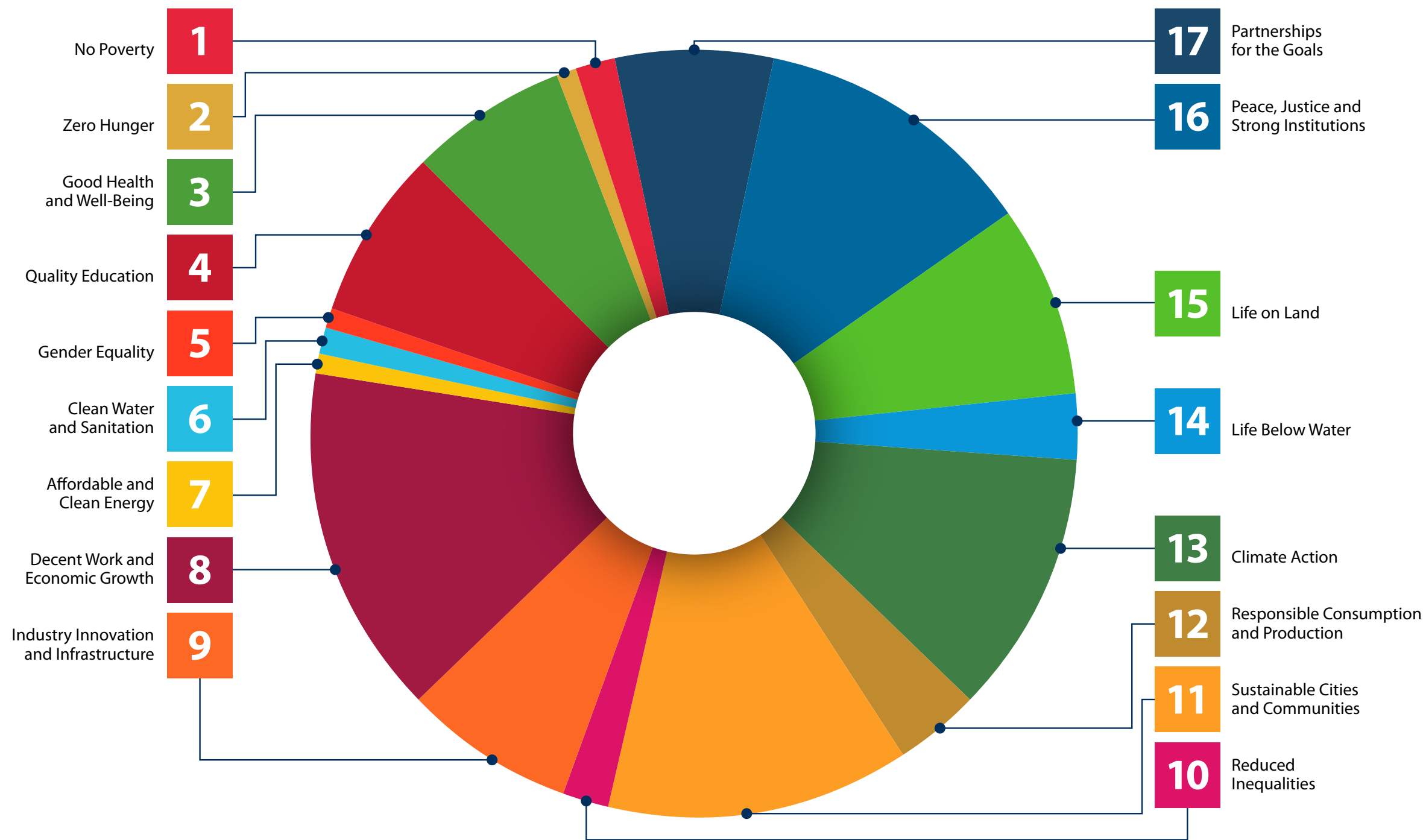
Priority	Key Initiatives	Met?	2022 Examples
RESEARCH	Recruit and support post-doctoral fellows.	✗	2022 recruitment was not successful.
	Host visiting speakers.	✓	Hosted visiting speaker Fred Dahlman.
	Provide support for sustainability research projects and initiatives.	✓	Supported the Canadian Sustainable Finance Network's conference held at UVic in August 2022. Funded CSSI Fellow Jie Zhang to attend a Regenerative Tourism Conference (see page 17)
	Assist with knowledge transfer and mobilization.	✓	Developed and published the CSSI Year in Review (2020-2021). Contributed articles to the Gustavson Blog.
EDUCATION	Maintain a repository of sustainability teaching materials.	✓	Hosted sustainable teaching materials on the CSSI website. Developed, and shared internally, a database of case studies related to the SDGs.
	Host events on current sustainability, responsibility and social innovation teaching topics.	✓	Participated in the planning committee for the annual BCom MIISSion Impossible event held in September (see page 12).
	Integrate regenerative sustainability into course content in all programs.	✓	Developed a case study on Jawl Properties for classroom use (see page 28).
	Collect and analyze data on course content.	✓	Continued to improve upon the existing practice of surveying each professor for sustainable content (see page 11).
COMMUNITY	Collaborate with community partners to advance regenerative sustainability.	✓	CSSI Director co-organized and co-facilitated the PLACE Dialogue in Newfoundland (see page 24). CSSI Director and the Gustavson School of Business co-organized and co-hosted Victoria Forum on UVic campus (see page 29).
	Recruit and support CSSI's advisory board.	✓	Recruited 6 industry leaders onto the CSSI Advisory Board (see page 25).
	Report on and share CSSI activities through our communication channels.	✓	Sent a weekly email newsletter to CSSI fellows and partners.
	Celebrate our sustainability achievements.	✓	Developed and published the CSSI Year in Review (2020-2021).
CULTURE	Lead annual carbon data collection and reporting.	✓	Collected, collated and reported on Gustavson's carbon data. Hosted Gustavson's annual carbon report on CSSI website and Year in Review.
	Promote the UN Sustainable Development Goals (SDGs) at Gustavson.	✓	Hosted a workshop on incorporating SDG keywords into research.
	Support CN+ Committee's carbon offsetting initiatives.	✓	Promoted the CN+ Pitch competition and organized purchasing of annual offsets for the winning portfolio.
	Support Gustavson initiatives on decolonization and Indigenization.	✓	CSSI Fellows contributed to Gustavson's MBA in Advancing Reconciliation to be launched in 2023. Gustavson continues to deliver the IACE program and other Indigenous entrepreneurship programs.

Gustavson PRME

Gustavson has a deep relationship with the United Nations (UN) Principles of Responsible Management Education (PRME) initiative, with commitments to the principles and the UN organization. Gustavson joined PRME in 2009, making 2022 our 13th year of making commitments to research, teaching and sustainable operations. Over the past 13 years, we have strongly supported the development of sustainability and social responsibility deep into the culture at Gustavson. Our students (particularly our international students) experience it in the classroom. Our researchers see it in the output of their peers. Finally, our employees and community see it in our activities like Bike to Work Week and Earth Week, our commuting survey, student activities such as MIISSion Impossible, and fundraising events for the student food bank.

Gustavson is an active member of the PRME North American chapter and was part of the PRME Champions group for two years. In this role, we worked with other business schools internationally to further advance teaching and research on the UN Sustainable Development Goals (SDGs).

Throughout this report, we highlight events and initiatives that the Gustavson School of Business and CSSI have done throughout 2022 to further advance the SDGs. The adjacent pie chart provides a visualization of which goals have been most impacted by our activities in 2022.



PRINCIPLE 2: **VALUES**

We will incorporate the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact into our academic activities, curricula, and organizational practices.

Gustavson Picnic



It was a sunny Saturday in September when Gustavson employees collected at Esquimalt Gorge Park for an annual Fall Family Picnic. Employees brought their loved ones down to enjoy some great food and catch up with each other after summer holidays. In alignment with Gustavson’s pillar of sustainability, the event used compostable food packaging and encouraged guests to bring their own reusable food ware when possible. Gustavson’s culture committee also asked everyone to come by either bus, bike or foot if at all possible. CSSI Co-ordinator Alex Berthin liked this idea. “The park is not too far away from my home, and it was a perfect opportunity to take my toddler and wife for a walk. My wife and I piled our lawn chairs and picnic blanket in our wagon and took a stroll. It was a fantastic opportunity to introduce my family to all the great people that work at Gustavson, and to really show how much sustainability means to our school.”



22 Day Challenge



They say that in order to make a habit out of something, you need to keep at it for at least three weeks. Often one of the biggest hurdles to living sustainably is the resistance to change. CSSI created the 21 Day Challenge to help alleviate that barrier by making sustainable choices a habit in everyday life. It wasn’t long before we changed it to a 22-day challenge to celebrate the mark of the new year, 2022. In January, we launched the online event offering daily challenges to Gustavson employees that required significant action in relation to each of the 17 SDGs. For days 18-22, employees were encouraged to take actions that aligned with any goal of their choosing.

When tasked with finding an action for Life Below Water, Sheri Love did some research on the harm of ocean plastics. Love says, “I reuse glass bottles whenever possible as I don’t even like keeping food in plastic anything. It is hard sometimes as everything

seems to come in plastic, but for example you can choose hard plastic over soft plastic as I think that is more easily recyclable. But the easiest way is to choose a sauce in glass over plastic. There is often a choice at the supermarket. When buying household products, it is the same. I try to choose wood or metal over plastic. It is a constant struggle!”



Earth Week

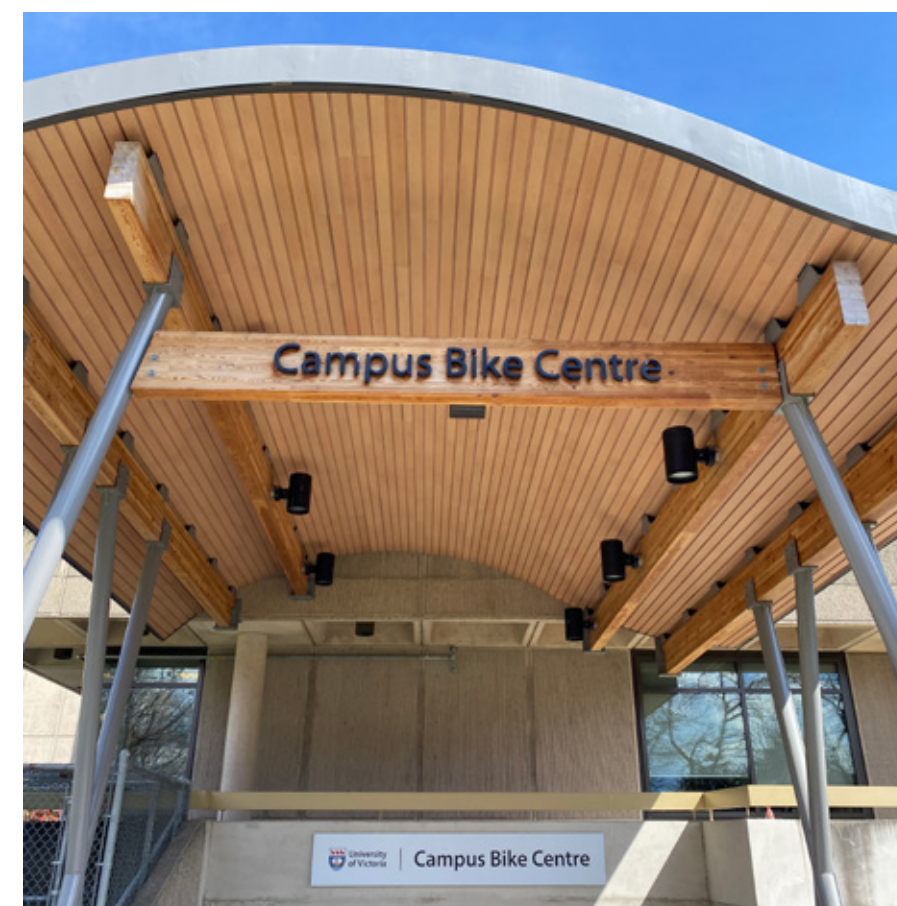
At CSSI, sustainability is our priority. We believe it is our responsibility to continue engaging staff and faculty in sustainable action and education to build a better world. During Earth Week, April 18–22 2022, the CSSI hosted a variety of events for employees to attend! In order to promote green living and sustainable action within our close community, we encouraged employees to participate in lunch-time activities throughout the week. We closed the week by hosting two special research talks in a back-to-back session with lunch provided afterwards.



EARTH WEEK: GoByBike Week



Capital Bike sponsors GoByBike week in Victoria BC where businesses from across the city register their teams and compete for bike-themed prizes. The University of Victoria also hosts their own internal competitions, and in 2022, The “Gusties” won in two categories: the newbie prize awarded to Jon Chabun, and the Thursday team prize, shared by the whole team. The 12 members of The Gusties traveled a total of 734 km for the week, with our top contributor putting in 221 km! These fabulous efforts prevented 159 kg of carbon from entering our atmosphere and helped shave off 22,010 calories from the team. “GoByBike week is an important part of our active transportation strategy,” stated Heather Ranson, CSSI Associate Director. “Activities like these show people how easy it is to bike to work or to the library, or grocery store. Once they try it, they might keep it up, resulting in positive behaviour change for themselves and for our community.”



EARTH WEEK: Sunflower Planting



Not only do we love the vibrant yellow-orange palette of sunflowers, the bright yellow also represented Gustavson’s support for Ukraine after the invasion in February 2022. Sunflowers symbolize resilience through their ability to withstand inconsistent and changing living conditions.

Staff and Faculty enjoyed coffee and cookies together out in the sun and got their hands dirty planting sunflower seeds as a tribute to the people of Ukraine. The CSSI supplied peat pots for each attendee to fill with dirt, water, and a seed. The decomposable pots are not only eco-friendly but are an added convenience. They can later be planted into the ground once the sunflower seedling is ready to be transplanted.



EARTH WEEK:

Scavenger Hunt



The Earth Week Scavenger hunt was a week-long event that took place across campus with the aim of highlighting sustainability initiatives at the University of Victoria. At the beginning of the week, participants received a list of either objects or locations around campus. The goal was to find as many items on the list as possible by the end of the week and submit photo evidence of each one. Prizes were announced the following week for three categories: first to complete, most completed, and best picture.

From single-use mask recycling bins, UVic’s weather station that prevents irrigation during rain events, to the campus bike center, the scavenger hunt challenged competitors to trek beyond the walls of the Business and Economics building and into the many green spaces on campus.

Most employees don’t know about the sustainability initiatives that UVic incorporates in their daily operations. This hunt was an opportunity to reflect on these efforts and how each individual can contribute toward this mission.

EARTH WEEK:

Research Talks



To wrap up the week, the CSSI hosted two special, back-to-back research talks on Earth Day, April 22nd. To begin, Winspear Visiting Scholar Tina Dacin—Professor & Stephen J.R. Smith Chair of Strategy & Organizational Behaviour from Queen’s University, discussed her paper on *How Islands Craft and Hold Traditions: Place and Institutional Custodianship*. Tina examined how institutions tied to geographical regions created custodians of those intuitions. She shared examples of how boat builders became furniture builders on Fogo Island, NL and the tradition of Harris Tweed in the Outer Hebrides.

Following Dacin’s talk, Gustavson’s own Dr. Diego Coraiola—Associate Professor of Entrepreneurship, discussed his paper, *Painful memories as mnemonic resources: Grand Canyon Dories and the protection of place*. This research primarily draws upon oral history interviews to explore how Martin Litton and his company Grand Canyon Dory use sensory, discursive, and material-discursive modalities to convert painful memories into mnemonic resources.

As co-authors on another (unrelated) paper, Dacin and Coraiola encouraged active engagement from the audience and created a warm and welcoming space for attendees to draw upon related research from their own studies.



EARTH WEEK:

Tree Walk



For day three of Earth Week, Gustavson employees gathered together for a leisurely stroll across the University campus searching for special trees. The Tree Walk was guided by Alex Berthin, coordinator of CSSI as he holds a B.Sc. in Natural Resource Conservation from the Faculty of Forestry at UBC. The Tree Walk had a diverse array of trees from around the world and

encompassed over 40 different species. The walk revealed that the Gustavson School of Business has few folks who have deep knowledge of trees, but also spurred some interest in the field. Everyone was eager to ask questions and deepen their knowledge. While the walk was cut short due to the end of lunch hour, participants reached out to Berthin afterwards to schedule a follow up where they could complete the walk.



PRINCIPLE 3: **METHOD**

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

Sustainability in Course Content

In 2022, students at Gustavson were exposed to a range of sustainability topics throughout all our programs: Bachelor of Commerce, Master of Business Administration, Master of Global Business, Master in Management and PhD*. Deepening the integration of sustainability and social responsibility concepts, cases and tools throughout the curriculum of all our programs is one of the CSSI’s key objectives. As a result, we ensure that our graduates have the knowledge, skills and mindsets to guide them as responsible and ethical business leaders.

To help measure the integration of sustainability and social concepts and content in the required courses of our program, each semester, we ask all instructors to provide information on how they include sustainability in their course content.

Programs at a Glance (2022)

		SPRING	SUMMER	FALL
BCOM	Number of Required Courses	7	0	8
	Number with Sustainable Content	6	0	8
	Percent with Sustainable Content	86%	N/A	100%
MBA	Number of Required Courses	11	8	14
	Number with Sustainable Content	11	7	13
	Percent with Sustainable Content	100%	88%	93%
MGB	Number of Required Courses	6	0	6
	Number with Sustainable Content	5	0	6
	Percent with Sustainable Content	83%	N/A	100%
MM	Number of Required Courses	0	4	4
	Number with Sustainable Content	0	4	4
	Percent with Sustainable Content	N/A	100%	100%
PHD	Number of Required Courses	0	0	1
	Number with Sustainable Content	0	0	1
	Percent with Sustainable Content	N/A	N/A	100%

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

Our BCom, MBA and PhD programs each have a required course dedicated to business and sustainability. This is in addition to deliberate integration of sustainability content throughout the curriculum.

* The MGB program is delivered by three partner universities on three continents. The number of courses listed covers only the time spent at Gustavson.

MIISSion Impossible



For over 10 years, third-year Bachelor of Commerce students have engaged in MIISSion Impossible. You may notice the unique spelling; no, that’s not a typo. MIISSion Impossible is spelled that way to emphasize the four pillars of the Gustavson School of Business: International, Integrative, Innovative and Sustainable and Socially Responsible. These four pillars are all emphasized in this competition that runs in the first month of the students’ core year.

The students’ mission, *should they choose to accept it*, is to develop a pitch for a business that addresses a social or sustainable issue.

Each team is comprised of four domestic students and one international student, and the teams focus their ideas on the international students’ home countries. Each group was given less than one day to put their concept together and then pitched it in four minutes or less to two judges. The judges are made up of local business people and Gustavson faculty who volunteered their time.

Each year, MIISSion Impossible brings fresh and innovative ideas, and this year was no different. Five outstanding teams took home the prize money—one for each cohort.

- 1. **Cohort 1 – Lakshmi Cup.** The Lakshmi Cup is a sustainably produced, reusable, affordable menstrual product for women in India.
- 2. **Cohort 2 – Clean Bin.** The Clean Bin is an attachable filter for placement on Hong Kong’s rubbish bins to help improve air quality (pictured below).
- 3. **Cohort 3 – Shukshare.** The Shukshare is a non-profit app that allows market vendors in Israel to advertise produce that is near ready for disposal that local soup kitchens can claim instead.
- 4. **Cohort 4 – Seak Sparkle Waste Solutions.** To address ocean and beach pollution in Amoy China, this group pitched an idea to collect and sort waste robotically into the appropriate recycling streams.
- 5. **Cohort 5 – Kabuki Cayman.** The kabuki-style cab is pulled by bikes and allows for cheap, sustainable, and safe transportation in the Cayman Islands.

While the primary goal of MIISSion Impossible is to encourage students to think creatively about sustainability initiatives, a second important goal is to help them learn to work together in a team. Bridging international divides in just the third week of class sets the students up for success for the rest of the semester.



Cohort 2 Winning team: Rylan Burnett, Jordyn Kitt, Josh Groenwold, Mei Yan Wong, and Amanda Block (left to right).

Faces of Sustainable Co-op

The University of Victoria's Co-operative Education department offers the option to distinguish specific co-op work terms with a "sustainability-related" or "sustainability-focused" tag, which allows students to self-identify whether their work term has a sustainability orientation to the work or if the company itself is a sustainability firm. Using these tags, CSSI identified students doing interesting sustainability work. Below are a few examples from 2022.

FACES OF A SUSTAINABLE CO-OP:

Joel Vandermark (BCom) – Environment and Climate Change Canada



What was your co-op placement and what did the position entail?

My last co-op placement was a Junior Policy Analyst position at Environment and Climate Change Canada. The position entailed running virtual events for ECCC employees, briefing my managers/ conducting presentations, and completing various tasks my colleagues needed support on.

What are some key things you learned from your placement?

One of my key lessons is that being transparent about how I was feeling was incredibly important. In the past, I would hide the fact that I was overwhelmed and would just let the stress eat away at me. During this co-op, I was much more open



and honest with my supervisor about how I was handling my workload, and it helped greatly. I was able to get clarification on what tasks were most important and my colleagues were happy to support me.

What motivated you to work there?

My co-workers were by far my biggest motivator. Everyone was so conscientious and helpful, it was amazing. I think almost every single person messaged me saying if I needed help to just reach out and ask questions and they would be glad to support me.

Did this placement inspire your future career path?

This co-op definitely inspired my future career path. I am much more open to applying for future co-ops and full-time positions in the public service. I also feel confident that I could succeed in a future role regarding sustainability and the environment.

FACES OF A SUSTAINABLE CO-OP:

Spencer Mumford (MBA) – Cryo Logistics Refrigeration Technologies



What was your co-op placement and what did the position entail?

My co-op placement was at Cryo Logistics Refrigeration Technologies. They are a net zero refrigeration company that utilizes CO₂ as the coolant for their transportation refrigeration. The CEO has a mission to reduce emissions and food waste in the industry and accomplishes this by eliminating temperature fluctuations during transportation. Unfortunately, the transportation logistics industry is laggard when it comes to embracing sustainable technologies, as most companies prefer to keep doing things the way they have always been done. My job was to evaluate the market and see what the opportunities are. Through this market research I built a



business plan for them to expand their market presence.

What are some key things you learned from your placement?

My time at Cryo Logistics enlightened me on how to be a sustainable entrepreneur and what that entails. I learned how by embracing sustainable solutions, a business can qualify for increased government funding. With this funding and the increasing market desire for sustainability, I learned that sustainable solutions are not only feasible but can be successful as well.

One of the biggest hurdles for me was adapting to a science-focused environment. I do not have a science background and working in an environment where mostly everyone is a scientist presented an interesting challenge. I was thrown into an area that I had no familiarity with, and it forced me to learn on the go. I'm hoping to use this same technique in future careers, by challenging myself to step outside my comfort zone and expand my learning.

FACES OF A SUSTAINABLE CO-OP:

Troy Atkinson (MGB) – Ministry of Environment and Climate Change Strategy



What was your co-op placement and what did the position entail?
I am a project analyst with the ministry of environment and climate change strategy in the strategic services division. I'm in the business improvement unit. There are two sides: corporate reporting and team coaching. I really love the job, because it is very dynamic, and I don't do the same thing every day or week. My primary role is to assist teams throughout the ministry with team-building exercises. Additionally, the second half of my role required me to

work on corporate reporting. I help by reeling in the information from different divisions, sorting through and putting into all that information into a shared document.

What are some key things you learned from your placement?
The primary skill that I advanced while working with the ministry was how to work in teams. Historically, I've always assumed that you need to make sacrifices to have a successful team. However, with the ministry of environment, I had a successful team experience that did not require me to sacrifice anything, and actually had me gain from my team. We all helped each other. This was largely due to the amazing passion that everyone at the ministry had to do their best every day. Working with these people did not feel like work.

Another major thing I took away from my placement was a better understanding of corporate systems and structures. I gained insights into the bureaucracy of government, and how everything has a process. One action isn't as simple as you'd think but is the amalgamation of a large team contributing together—and that takes time.

What motivated you to work there?
When I was originally searching for co-op placements, I was in Bangkok, Thailand finishing my last academic term of MGB. I saw this posting on the job board and it piqued my interest. I initially found it appealing, because I assumed there was a big focus of sustainability given that it was with the Ministry of Environment. I hadn't expected myself to apply to a government position as a business student.

Curiously, I decided to apply and get some insight into how things happen from within. I figured that the corporate reporting aspect of the position is a great way to learn the system – I'd likely get to learn about the entire ministry. The team building aspect of the job was immediately appealing, because I've always been a people person.

Ultimately, I've heard a lot of great things about working for the public services from my friends, and I'm glad I made the jump. I've actually extended my co-op placement for an extra term, so that I can see my projects through to their end.

Did this placement inspire your future career path?
Yes, but not in the way you think. While I really enjoyed team coaching, I do not think I will pursue it as a career goal. That said, the skills I learned from being a team coach has opened up my comfort level with taking on leadership positions. Further, I feel like I've opened my eyes to a possible position with the public service. There are a lot of types of positions with the government that I never knew existed.

Better World Co-op



The Working for a Better World co-op program, in which BCom student Aydan Benning and the Inn at Laurel Point participated this past summer, is not your standard co-op experience. It lets businesses doing "good in the world" access funding to hire a Gustavson BCom student.

For Benning, working in a sustainability-focused position gave him a sneak peek into what the future of his career could look like. His co-workers at the Inn at Laurel Point, BC's first carbon-neutral hotel, went out of their way to make him feel welcome and valued.

While on his co-op work term, Benning was able do a sustainability audit of the hotel, run the SustalNN committee and help create a plan for their eventual Biosphere Sustainable certification.

"It was super refreshing to work for a company that held such amazing values," says Benning. "My time spent there didn't always feel like 'work' since I was doing things I was passionate about, plus I was learning new things every week!"



*Pictured: Aydan Benning
Photo credit: Rose Creative*

St Margaret's School Placemaking event



How do business schools attract students who are interested in sustainability? By working with high school students who are learning about sustainable business models. On April 14, shortly after her Business and Sustainability course for third year BComs ended, professor Heather Ranson hosted a group of six young women from St. Margaret's School in Victoria. The high school students came to UVic with their vice-principal and teacher to present their business concept of roasting and selling sustainable coffee. The group had been working on sourcing, commissioning a roaster, packaging and sales of a special blend of coffee to their school community for about three months. They learned about concept development, market research, sustainable packaging and waste management in their classes and presented a very well developed and tested concept to CSSI members Alex Berthin, Anni Kurta and Heather Ranson. The students then worked on a project for CSSI: developing a travel strategy to reduce carbon at the Gustavson School of Business. Students left the session excited to be part of a sustainable business school and CSSI left the session with fresh new ideas from the next generation of business students.



St. Margaret's School



In July of 2022, Gustavson Master in Management (MM) students hosted the event 'Many Faces for Better Places'. This outdoor event's theme was "placemaking" and invited students and employees to turn an unused space on campus into a "place". The following is an interview with Ameena Sarvath, one of the students organizing the event.

What does placemaking mean to you?

Placemaking for us means "changing spaces into places" for healthy and prosperous communities in our learning, working, and dwelling premises.

What inspired you and the other MM students to host this event?

Social sustainability and purposeful value creation were always the core of our MM program. As we traveled across the UK [on the international trip associated with this degree] and met some wonderful organizations carrying out innovations in the field of sustainability, we were inspired to throw an event that would contribute to the physical and mental well-being of the residents of Victoria. The answer was green spaces and a well-connected community. As we dug deeper, we stumbled upon the idea of placemaking where the communities come together and activate unused spaces.

Was the event successful?

Yes! We think the event was an absolute success because we were able to get people from different walks of life, like people from Victoria placemaking community, to a normal school kid, our professors, our families, people from government organizations and private companies. Our goal was to create awareness, establish unlikely partnerships and open the floor for conversations around placemaking on campus, organizations and communities, which are the major circles of socialization in one's lifetime. The David Turpin courtyard was lit up like never before with the active participation of our guests and they all loved it! So yes, it was a successful event. But if I were to say about what we would like to do more, then it would be to leave behind a legacy and make a permanent shift in the way the place looks with more time and resources!



PRINCIPLE 4: RESEARCH

We will engage in conceptual and empirical research that advances our understanding of the role, dynamics, and impact of corporations in creating sustainable social, environmental, and economic value.

Touring the Travel and Tourism Research Association Conference



CSSI fellow, Jie Zhang, attended the Travel and Tourism Research Association (TTRA) annual conference in June 2022. The theme of the conference was regenerative tourism, or doing tourism related activities that will leave the place better than before the tourists arrive. Jie shared a story about an interesting community engaged research project in North Carolina. The NC Oyster Trail provides a unique tourism experience that helps sustain and grow NC oyster supply and demand, by teaching the importance of oysters for coastal communities, the state’s seafood industry, and the environment. The result is a stronger and healthy economy, community and environment. As Zhang puts it, “Now it’s all about community building. How can tourism benefit the local community?” The conference offered inspirational stories for Jie’s operations classes and the opportunity to see advances in thinking in tourism operations.



Gaining Feedback at the Canadian Sustainable Finance Network Conference



Alison Taylor from the University of Toronto was one of the many attendees of the 2022 Canadian Sustainable Finance Network Conference held at UVic from August 29-30, hosted by CSSI Fellows Michael King and Basma Majerbi. Taylor shared that the “CSFN was a great opportunity to meet other sustainable finance researchers who provided helpful advice on empirical design challenges and datasets that are specific to the field. Conference organizers at UVic, Basma and Michael, went above and beyond by actively encouraging PhD students to apply and by securing funding for travel expenses from a SSHRC grant. Participants at the conference provided technical feedback, as well as invaluable early career advice to mentor and encourage more research in this area. There was also an emphasis to meet and collaborate with industry and government counterparts to ensure research efforts were coordinated and policy relevant. Overall, the conference was highly impactful.”



Gustavson School Hosts Annual Internal Research Conference



The Gustavson Research Festival, took place on Friday, September 16, 2022 at UVic’s University Club. This all-day event, formerly known as Pipeline Palooza!, attracted over 50 faculty, post-doctoral fellows, and PhD students together, to learn about and collaborate on research being conducted at the school.

The festival included 12 research talks, 4 PhD poster sessions, an editor’s panel and a research speed-dating event. The research presented at the festival reflected Gustavson’s long standing core values of international, integrative, innovative and sustainable and socially

responsible. Gustavson scholars view problems as complex bundles of issues that draw from multiple disciplines of academic research, and much of the research presented included interdisciplinary teams, crossing the boundaries of academic knowledge domains.

Presentations at the Fall Gustavson Research Festival covered research that tackled issues such as:

- Immigration
- Service delivery in healthcare
- Sustainable global supply chain networks
- Climate-aligned investing

As Trevor Israelsen (PhD student, 2018 cohort) noted, “As academics we are accustomed to presenting our research at major international conferences. But the Gustavson Research Festival proved to me just how fruitful it can also be to invest time learning from our own colleagues. These local events help us to leverage the Gustavson School’s boutique approach to advancing knowledge that concentrates on some of the most cutting edge, entrepreneurial research questions of contemporary relevance. As a PhD student I feel extremely privileged to be part of such a pioneering group advancing the forefront of knowledge in business and society”.



Sustainability-related Research

Every year, CSSI gathers the published research presentations and publications of Gustavson faculty, post doctoral fellows and students and presents it here as a testimony to the diversity of our research across the 17 Sustainable Development Goals and to celebrate the sustainability research done here at Gustavson. This year, in keeping with the overall approach of the Year in Review, we present publications for 2022.

Academic Research Articles

AUTHOR(S)	SDG*	TITLE	PUBLICATION
Baggs, J., Fung, L., & Lapham, B.		An empirical examination of the effect of COVID-19 travel restrictions on Canadians’ cross-border travel and canadian retailers.	Canadian public policy. Analyse de politiques, 48(1), 162-185.
Brandl, K., Moore, E., Meyer, C. & Doh, J.	1	The impact of multinational enterprises on community informal institutions and rural poverty.	J Int Bus Studies, 53, 1133-1152.
Guo, M. Y., & Brown, G.		The negative influence of territoriality on employee innovative behaviour.	Journal of Organizational Behavior, 43(5), 801-817.
Lyle, M., Walsh, I., & Coraiola, D.M.		What is NORML? Sedimented meanings in ambiguous organizational identities.	Organization Studies, 12(43), 1991-2012.
Crawford, B., Coraiola, D. M., & Dacin, T.	15, 16	Painful memories as mnemonic resources: Grand Canyon Dorries and the protection of place.	Strategic Organization, 1(20), 51-79.
Smith, A., Wong, N., Sørensen, A. R., Jones, I., & Coraiola, D. M.	10, 16	Historical narratives and the defense of stigmatized industries.	Journal of Management Inquiry, 31(4), 386-404.
Andresen, M., Lazarova, M., Apospori, E., Cotton, R., Bosak, J., Dickmann, M., Smale, A.	8, 15, 16	Does international work experience pay off? The relationship between international career mobility, employability and success outcomes; A 30 country, multi-industry study.	Human Resource Management Journal (UK), 32(3), 698-721.
Dunne, D. L., Shoji, M., & Kikuchi, K.		Design thinking: An analysis in local government.	Kigyo Shindan, 11(67).
Dunne, D. L., Narita, H., & Kikuchi, K.		Tension in the implementation of disruptive innovation: A focus on the case of Semir (Morima).	Kigyo Shindan, 9(67).
Elangovan A, Kar A, Steinke C.		Meaningful moves: A meaning-based view of nurses’ turnover.	Health Services Management Research, 35(1), 48-56.
Chiles, T. H., Crawford, B., & Elias, S. R. S. T. A.		Mind, body, and soul: A spiritual perspective on the entrepreneurial imagination.	Organization Theory, 2(2), 1-20.

*While all the research documented below relates to sustainability, specific SDGs are noted by some articles that have research directly related to the UN Sustainable Development Goals (SDG) based on Scopus keywords.

AUTHOR(S)	SDG*	TITLE	PUBLICATION
Elias, S. R. S. T. A. , Chiles, T. H., & Crawford, B.		Entrepreneurial imagining: How a small team of arts entrepreneurs created the world's largest traveling carillon.	<i>Organization Studies</i> , 43(2), 203-226.
Vogt, S., Lucia Mazziotti Bulgacov, Y., & Elias, S. R. S. T. A.		Entrepreneurial learning: Fragments of aesthetic-sensible knowledge in the life trajectory of entrepreneurs.	<i>International Journal of Entrepreneurial Behavior and Research</i> , 28(2), 283-305.
Tu, L. L., Kwon, J., & Gao, H.	4	Heart or mind? The impact of power distance belief on the persuasiveness of cognitive versus affective appeals in education marketing messages.	<i>Journal of Marketing Research</i> , 1(59), 173-190.
Gao, H. , & Zhang, Y.		How does power distance belief impact consumer responses to customer demotion? The dual processes of monetary and psychological losses.	<i>Journal of the Academy of Marketing Science</i> , 50, 822-840.
Kapitan, S., van Esch, P., Soma, V., & Kietzmann, J.		Influencer marketing and authenticity in content creation.	<i>Australasian Marketing Journal</i> , 30(4), 342-351.
Campbell, C. Plangger, K., Sands, S., Kietzmann, J. , & Bates, K.		How deepfakes and artificial intelligence could reshape the advertising industry.	<i>Journal of Advertising Research</i> , 62(3), 241-251.
Campbell, C. Plangger, K., Sands, S., & Kietzmann, J.		Preparing for an era of deepfakes and ai-generated ads: A framework for understanding responses to manipulated advertising.	<i>Journal of Advertising</i> , 51(1), 22-38.
Oliver, S., Marder, B., Erz, A. & Kietzmann, J.		Fitted: the impact of academics' attire on students' evaluations and intentions.	<i>Assessment & Evaluation in Higher Education</i> , 47(3), 390-410.
Fan, A., Lu, Z. , & Mao, E.		To talk or to touch: Unraveling consumer responses to two types of hotel in-room technology.	<i>International Journal of Hospitality Management</i> , 101, 1-10.
Pei, J., Lu, Z. , & Yang, X.	3	What drives people to repost social media messages during the COVID-19 pandemic? Evidence from the Weibo news microblog.	<i>Growth and Change</i> , 53(4), 1609-1626.
Li, Y., Zhang, X., Liu, Y., Wang, Y., Huang, Y., Lu, Z. , Feng, W., Chen, Z., & Wei, H.	2, 8, 12	Agronomic technology to promote sustainable utilization of newly created farmland in the Chinese Loess Plateau.	<i>Land Degradation & Development</i> , 33(17), 3497-3510.
Huang, L., Lu, Z. , & Rajagopal, P.	3	Numbers, not lives: AI dehumanization undermines covid-19 preventive intentions.	<i>Journal of the Association for Consumer Research</i> (7)1, 63-71.
Andrew, K., Majerbi, B. , & Rhodes, E.	3, 7, 8	Slouching or speeding toward net zero? Evidence from COVID-19 energy-related stimulus policies in the G20.	<i>Ecological Economics</i> 201(2022) 107586.
Hertelendy, A. J., Gutberg, J., Mitchell, C. L. , Gustavsson, M., Rapp, D. J., & von Schreeb, J.	3	Moral distress & healthcare leaders: A scoping review to inform theory and practice for leaders to effectively navigate moral distress in healthcare organizations.	<i>Journal of Healthcare Management</i> , 67(5), 380-402.
Hertelendy, A. J., Chekijian, S., McNulty, E., Mitchell, C. L. , Grimes, J. O., Durneva, P., Voskanyan, A., Nazarian, V., & Ciottone, G. R.	3	Crisis leadership: A case for inclusion in accredited master of public health program curricula.	<i>Public Health</i> , 209(August), 14-18.

AUTHOR(S)	SDG*	TITLE	PUBLICATION
Pérez Piñán, A., Friedland H., Sayers, J. & Murphy, M.	8, 15, 16	Reclaiming indigenous economic development through participatory action research,	<i>Journal of Human Development and Capabilities</i> , (23)1, 30-49.
Park, A., Kietzmann, J. H., Pitt, L., & Dabirian, A.		The evolution of non-fungible tokens: Complexity and novelty of NFT use-cases.	<i>IT Professional</i> , 24(1), 9-14.
Park, A., Goudarzi, A., Yaghmaie, P., Thomas, J., & Maine, E.		Rapid response through the entrepreneurial capabilities of academic scientists.	<i>Nature Nanotechnology</i> , 17, 802-807.
Pek, S.		The tip of the iceberg: A roadmap for management research on tipping.	<i>Journal of Management Inquiry</i> , 31(3), 326-330.
Kim, H., Tasker, S.L. & Shen, Y.		How to persevere in a ballet performance career: Exploring personal wisdom of retired professional ballet dancers.	<i>Research in Dance Education</i> , (23)4, 425-450.
Smith, B., Smith, C. G., Kietzmann, J., & Lord Ferguson, S.		Understanding micro-level resilience enactment of everyday entrepreneurs under threat.	<i>Journal of Small Business Management</i> , 60(5), 1202-1245.
Lord Ferguson, S., Smith, C., & Kietzmann, J.		Hands-off? Lessons from high-touch professionals about going virtual.	<i>Business Horizons</i> , 65(3), 303-313.
Issa, S., Girardone, C., & Snaith, S. D.	8	Banking competition, convergence and growth across macro-regions of MENA.	The Quarterly Review of Economics and Finance, 84(May), 534-549.
Zarrabi, N., Snaith, S., & Coakley, J.		Exchange rate forecasting using economic models and technical trading rules.	The European Journal of Finance, 28(10), 997-1018.
Suddaby, R., & Panwar, R.		Managing transparency: Non-financial disclosure and the responsible corporation.	<i>California Management Review</i> , 65(1), 5-19.
Thornicroft, K. W.	4	Storming the ivory tower – student challenges to university academic decisions.	<i>Education & Law Journal</i> , 1(31), 45-61.
Thornicroft, K. W.	16	Player versus league interests in sexual assault allegations – a case study from the National Hockey League (sub nom.: Ensuring fair process for players in sexual assault claims – the Jake Virtanen NHL case).	<i>Law In Sport</i> , August, 2022.
Thornicroft, K. W.	16	Class actions, employment contracts & remedying hostile workplaces.	<i>Canadian Bar Review</i> , 100(3), 497-514.
Thornicroft, K. W.		The misclassification of gig economy workers – the case of ride-hailing drivers. CanLII connects.	[Online Journal Published by the Canadian Legal Information Institute].
Zhang, J., Mitchell, C. L., Kushniruk, A., & Guituoni, A.	9	Facing disruption: Learning from the healthcare supply chain responses in British Columbia during Covid-19 pandemic.	Healthcare Management Forum, 35(20), 80-85.

Books

AUTHOR(S)	SDG	TITLE	PUBLICATION / LOCATION
Preet, S. & Chittoor, R. Eds.		<i>Coping with global institutional change.</i>	Cambridge, UK.

Chapters

AUTHOR(S)	SDG	TITLE	PUBLICATION
Moore, E., Brandl, K. M. , & Dau, L.	8	Igos and entrepreneurship: Understanding the impact of policy alignment on formal and informal economic activity. In Batas, S., Kuivalainen, O. and Sinkovics, R. Eds., Megatrends in international business	Springer Link (pp. 41-60).
Coraiola, D. , Tsujiguchi, F., & Suddaby, R.		Historical cognition and strategic entrepreneurship.	<i>Handbook of Strategic Entrepreneurship</i> (pp. 125-143).
Ghosh, R., Murphy, W., Cotton, R. , & Kram, K.		Seeking support from multiple developers: Assessing optimal structure, content, antecedents, and outcomes of developmental networks. Connecting and relating.	<i>HRD Perspectives on Developmental Relationships</i> (pp. 467-499). Palgrave Macmillan.
Chiles, T. H., Vultee, D., & Elias, S. R. S. T. A.		Entrepreneurial imagination: A Blakean perspective.	<i>World Scientific Encyclopedia of Business Sustainability, Ethics and Entrepreneurship: Volume 3: Spirituality, Entrepreneurship and Social Change.</i> (pp. 25-55).
Leacock, B. K. , Mighty, J., Braithwaite, A., Deng, J., Huang, S., Lopes, V., Narro Pérez, R., Owusu, B.-A., & Toulouse, P.	4	Misalignment, negotiation, and compromise: The challenging process of pursuing equity, diversity, and inclusion in higher education.	<i>Taking Stock 2.0: Transforming Teaching and Learning in Higher Education.</i>
Murphy, M. , Mack, J., Sayers, J., & Magzul, L.	16	Búsqueda de la autodeterminación económica de la Nación Toquaht: Sistema para la planificación y evaluación culturalmente sensible de proyectos de desarrollo.	<i>Metodologías para desarrollos situados: propuestas críticas y comprometidas</i> (pp. 227-251). Universidad de Antioquia.
Pérez Piñán, A., Sayers, J., Friedland, H. & Murphy, M.	8, 15, 16	Creando conexiones para la libertad y el bienestar en la Nación Toquaht.	<i>Metodologías para desarrollos situados: propuestas críticas y comprometidas.</i> (pp. 252-275). Universidad de Antioquia.

AUTHOR(S)	SDG	TITLE	PUBLICATION
Price, S. T. , Fogarty, M., Sheppard, D.-A., Campbell, G., Cartwright, S., Ito, K., MacDonald, R., Guzman Skotnitsky, S., Weigand, H., & Smith, K.	4, 5, 16	Leading with compassion: Co-designing a workshop that responds to a report of sexual harassment or discrimination with unbiased compassion.	<i>Kindness in Management and Organizational Studies</i> (pp. 75-108). Emerald Publishing Ltd.
Price, S. T. , Archie, K., Bacon, A., Chevrier, K., Cleary, M., Delormier, L., Iserhoff, J., Metallic, V., & Roy, J.		Raconter le paysage philanthropique: Re-narration collective du don et du partage à travers les perspectives autochtones / Storytelling the Philanthropic Landscape: Collective restorying of giving and sharing through Indigenous Perspectives.	<i>État Des Lieux Sur La Philanthropie Subventionnaire Québécoise</i> (pp. 39-66). Presses de l'Université du Québec.
Shen, Y. , & Kim, N.		Successful expatriation and repatriation for both employers and assignees: A developmental relationship perspective.	<i>HRD Perspectives on Developmental Relationships</i> (pp. 335-365). Palgrave Macmillan.
Brenton, J., Darlington, M., Stott, N., & Slawinski, N. ,	8, 17	Partnerships and place: the role of community enterprises in cross sector work for sustainability.	<i>Edward Elgar Handbook on the Business of Sustainability</i> (pp. 117-136). Edward Elgar.
Stuart, D. A. , & Wight, M.		Appendix B – Indigenous tax issues.	<i>Canadian Income Taxation: Planning and Decision Making</i> . McGraw Hill.
Dixon, M., Rea, D., Victorino, L. , & Froehle, C.		Perceived justice and control of priority lines.	<i>Research Handbook on Services Management</i> (pp. 117-127). Edward Elgar.
Zhang, J. , Han, S., & Verma, R.		Text analytics of service customer reviews and feedback: Understanding customers' emotion and cognition in the hospitality industry.	<i>Research Handbook on Services Management</i> (pp. 275-295). Edward Elgar.
Zhang, J.J.	9	Deming 14 points model.	<i>Encyclopedia of Sustainable Management</i> . Springer, Cham.
Zhang, J.J.	9	Life cycle assessment.	<i>Encyclopedia of Sustainable Management</i> . Springer, Cham.
Zhang, J.J.	9	LOHAS.	<i>Encyclopedia of Sustainable Management</i> . Springer, Cham.
Zhang, J.J.	9	Quality empowerment.	<i>Encyclopedia of Sustainable Management</i> . Springer, Cham.

PRINCIPLE 5: PARTNERSHIP

We will interact with managers of business corporations to extend our knowledge of their challenges to meet social and environmental responsibilities and explore jointly effective approaches to meeting these challenges.

Nature's Bee receives the Ecopreneur of the Year Award



CSSI sponsors the Ecopreneur of the Year Award at Synergy Enterprises' annual sustainability awards event. This year we were proud to see 28 year old BCom alum Katie Gamble win our award. Four years ago Gamble was searching for a single use plastic alternative to covering leftover food. After trial and error, she developed Beeswax Wraps out of her parents' basement, which has grown to a full-scale production. Gamble recently also launched a line up of concentrated cleaning tablets that are proving to be popular. The tablets dissolve in water at home to create cleaning solutions. Gamble's goal is to encourage other like-minded individuals to make small sustainable changes to their daily lives.

Briefly tell us about yourself and your business.
We are proud to be a female-owned and operated Canadian small business with incredibly impactful values. We are a small business making a big impact through

Sustainability, Community, Education, and Impact. By combining a passion for giving back and global sustainability we have created an inspiring and supportive organization. On the topic of diversity and inclusivity, here at Nature Bee we provide a space for people of all abilities and backgrounds to learn, grow and create. We are focused on helping others live a more sustainable life! We believe one small change has a major impact.

What does it mean for you and your business to receive the "Ecopreneur of the Year" award?
Receiving the "Ecopreneur of the Year" award was an incredible honour. This is a huge step in Nature Bee's journey and encourages us to continue what we are doing because it is making a difference. This award helps to bring awareness to what we are doing here at Nature Bee and opens up our community even more.

The Ecopreneur of the Year award celebrates the work of an individual who has started an impactful eco-venture that has been in operation for 3 or more years. Tell us about the impact your eco-venture has had on the community.

Nature Bee embodies sustainability, community, education and impact. While providing a low waste alternative to plastic wrap, it's important to us that we support our local businesses while doing so. We are proud to source local ingredients for our beeswax wraps, such as our beeswax from Country Bee Farm here on Vancouver Island. Beyond this, Nature Bee is constantly making an effort to support our local community and sustainability-oriented organizations. We have built partnerships with businesses such as Mamas for Mamas, Surfrider Vancouver Island, Lalmba Canada and more to help them achieve their goals to assist families undergoing poverty related struggles and protecting our beaches and oceans.

We are constantly amazed by the impact the Nature Bee community has had on the planet. In 2021 alone, from purchases of Beeswax Wraps, we were able to avoid more than 250,000 pieces of plastic that would have ended up in landfills. Having just recently launched Nature Bee Clean, we are already seeing an amazing impact with our community choosing to refill sustainably. Each concentrated refill tablet is saving a single use plastic bottle from entering our landfills.

CSSI Director Co-facilitates the PLACE Dialogue conference in Newfoundland



October 13 – 15, 2022, 40 community champions, social entrepreneurs, non-profit organizations, government officials, and researchers gathered at the Old Cottage Hospital and Lions Club in Norris Point, Newfoundland and Labrador (NL), to find solutions to building stronger communities. Participants joined from communities across the province—from Sheshatshiu to St. John’s—to reflect on *Place-based solutions in a challenged world: The role of social enterprises and communities*, the theme of the 2022 edition of the PLACE Dialogues.

A collaborative initiative formed by researchers and community partners, the PLACE Dialogues is an annual event that brings together diverse perspectives on rural development with a strong focus on place-based social enterprises. The PLACE acronym is not only an

acknowledgement of the research partners’ dedication to place, but also refers to five principles for place-based social entrepreneurship identified through years of research on social enterprises in Newfoundland led by Dr. Natalie Slawinski, sustainability professor and Director of CSSI. Each principle captures key strategies and approaches that social enterprises in rural communities can pursue on the road to rural resilience: P refers to *Promote community champions*, L to *Link diverse perspectives*, A to *Amplify local capacities*, C to *Convey compelling stories*, and E refers to *Engage both/and thinking*.

The 2022 edition offered opportunities for participants to connect across sectors and inspire new collaborations and perspectives on future-proofing rural communities. The first edition of the Dialogues took place on Fogo Island, NL, in 2018 with subsequent editions in 2019 in Petty Harbour, while 2020 and 2021 were held online.



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Meet the CSSI Advisory Board



In June 2022, CSSI announced its inaugural advisory board. The Board will help CSSI achieve its new strategic vision—to be a leading research centre for regenerative sustainability. Read on to learn more about each member.



David Miller, *Director of the C40 Cities Climate Leadership Group*

Tell me a bit about yourself and your business.
I am the director of the C40 Centre for urban climate policy and economy, a think tank which exists to help the mayors of the world’s major cities become equipped with the scientific and economic arguments they need to succeed in their mission of using their voices and actions to help the world avoid climate breakdown. My background is in politics and law, with a particular interest in the successful leadership by mayors and the implementation of actions by major cities.

Why did you decide to join CSSI’s Advisory Board?
We cannot achieve our global and local environmental goals without leadership of business. Young people are demanding, correctly, that all our institutions respond to our environmental crises—CSSI gives Gustavson a strong ability to lead this conversation locally, nationally and globally.

How do you see your partnership with CSSI contributing to your organization’s sustainability goals?
Our Mayors work with businesses on a daily basis to achieve their city’s sustainability goals. I hope to help them access leading thinking, ideas and practices so they can move faster and farther.

How do you hope to contribute to CSSI’s goals?
I will bring an urban lens to CSSI—how can we create models of regenerative sustainability in cities? What are the best ideas that we can bring to Gustavson? How do we create real-world collaborations beyond the ring road?

What about this partnership is most exciting for you?
Its relevance and its potential. Gustavson and UVic are ideally placed to lead conversations about sustainability—and they do not need to be limited to our local area. The potential ideas considered by and work of CSSI will be powerful and global in potential scope if we build from local success thoughtfully and strategically.



Anthony Everett, *President & CEO of 4VI*

Tell me a bit about yourself and your business.
I am President & CEO of 4VI, a social enterprise formed to ensure that travel is a force for good for Vancouver Island—forever. We transitioned from a destination management organization, previously known as Tourism Vancouver Island, in April 2022. We recognized that the pandemic has forever changed the tourism industry, and our organization needs to move forward in a completely new way.

I have served as CEO of the organization since 2018, having spent more than 30 years in the tourism industry in British Columbia, including leadership positions with Northern BC Tourism and Tartan PR (now tartanbond).

Why did you decide to join CSSI’s Advisory Board?
I am honoured to join the CSSI Advisory Board as the work that is being studied and conducted through this organization mirrors the work that 4VI is doing in the sustainability in the travel industry. I am eager to learn more about how our two organizations can work together toward common goals.

How do you see your partnership with CSSI contributing to your organization’s sustainability goals?
There is a lot of alignment between our two organizations. As we adopt and implement the Responsible Tourism Institute Biosphere certification for Vancouver Island and our commitment to the Glasgow Declaration, we will often be engaged with CSSI for insights and inspiration.

How do you hope to contribute to CSSI’s goals?
I hope that we can bring our learnings from the work that we are doing to help CSSI achieve their goals. I also hope that we can work directly with CSSI on research projects with staff and students.

What about this partnership is most exciting for you?
When we changed to 4VI as a social enterprise, I made it clear that we didn’t want to sit around a boardroom table and simply talk about responsible travel and sustainability. Instead, we want to put expertise into action. What excites me most is the opportunity to learn and expand on the expertise that we bring to the travel industry.



Christian Van Buskirk, Assistant Teaching Professor at the Gustavson School of Business

Tell me a bit about yourself and your business.

I am an assistant teaching professor here at Gustavson, and I joined the team in 2014,

focusing on marketing and management topics from first-year BCom students through to the MBA level.

I also run a consulting business focusing on customer experience management and helping organizations maximize opportunities around service strategy, experience design and delivery.

Why did you decide to join CSSI's Advisory Board?

First, my work on sustainable tourism that resulted in me becoming the Gustavson representative for the Global Sustainable Tourism Council (GSTC). This is where I began to see a great opportunity to engage our students and faculty, via CSSI, in the world of sustainable tourism and its tremendous impact.

Second, the work I am doing with Principles of Responsible Management in Education (PRME). The synergies between what PRME is trying to create and how CSSI approaches research and learning for students and faculty seem strong, so I feel I can engage with CSSI to seize future opportunities.

How do you see your partnership with CSSI contributing to your organization's sustainability goals?

In my mind, the way we integrate the research done by Gustavson faculty into our classrooms for our students is incredibly important. Just as important is how we connect industry, both globally and locally, into our classrooms and to our students with real-world examples of sustainability. I see a lot of potential to fulfil my teaching goals around incorporating more sustainability issues and more Indigenous ways of knowing and doing into course planning and delivery.

How do you hope to contribute to CSSI's goals?

To promote regenerative sustainability in our classrooms and communities. Collaboration with stakeholders is a critical component of CSSI's success, so anything I can do to facilitate those collaborations will be a priority in my role.

What about this partnership is most exciting for you?

The ability to connect with our local community partners and our fellow board members. The lens they bring to the table is critically important to both the direction of CSSI and for me personally as an educator in this school. Their perspectives help me understand how to bridge the transition between what we are doing in the classroom in preparation for student workplace successes and how their success in the workplace impacts how they transition back to the classroom.



Kristen Needham, Founder and Owner-operator of Sea Cider Farm & Ciderhouse

Tell me a bit about yourself and your business.

I am the founder and owner-operator of Sea Cider Farm & Ciderhouse, a cider-centric,

community-minded business rooted in farming that exists to create exceptional cider experiences while supporting local food security, providing a safe and fulfilling work environment for staff, and operating as a value-driven business.

Why did you decide to join CSSI's Advisory Board?

I believe in CSSI's mission and think it's important for agriculture to be at the table to listen, learn and contribute a perspective of a farm-based business. I also think CSSI offers an exciting model for engagement, learning and dissemination of ideas.

How do you see your partnership with CSSI contributing to your organization's sustainability goals?

As one example, I look forward to sharing ideas on how to measure progress towards sustainability.

How do you hope to contribute to CSSI's goals?

I hope to take CSSI's research findings as they relate to regenerative sustainability, for example, and share them with my farming and cider communities.

What about this partnership is most exciting for you?

I think the paradigm shift to regenerative sustainability is exciting (and daunting!).



Stacey Toews, Co-founder and Owner of Level Ground Coffee

Tell me a bit about yourself and your business.

I am the co-founder and owner of Level Ground Coffee. I love being active and spending

time with others. I enjoy hearing about struggles that people encounter and the learning that results. I believe that being healthy physically, relationally and mentally is critical to achieving my life purpose of inspiring and educating others. Level Ground has pioneered Fair Trade and sustainable practices from our onset. We want to collaborate more, stay curious and always improve.

Why did you decide to join CSSI’s Advisory Board?

While our business regularly hires Gustavson students for co-ops, and I mentor students from the school, I believe that joining the CSSI advisory board is an added opportunity to stretch myself through new learning and contribution. I crave company that is values-aligned and passionate about sustainability. It’s my desire to learn from thought leaders—knowing and sharing more—in order to effect broader change in my own business and networking.

How do you see your partnership with CSSI contributing to your organization’s sustainability goals?

I’m confident that greater exposure to the sustainability initiatives of other businesses, plus the research being done at Gustavson, will have a powerful impact on Level Ground. It’s our aim to always improve in our own practices both internally and with the small-scale farming cooperatives with which we partner globally.

How do you hope to contribute to CSSI’s goals?

Within the CSSI’s priorities, I can contribute in the areas of Education and Community focused on regenerative sustainability. I believe thoughtful social impact in communities influences positive environmental outcomes. My 25 years experience in business has shown me the power of long-term relationships to bring sustained improvement.

What about this partnership is most exciting for you?

There’s lots to be excited about! Level Ground will have greater access to research and culture-shaping behaviour while I will expand my network alongside amazing business and thought leaders.



Eda Koot, General Manager at the Inn at Laurel Point

Tell me a bit about yourself and your business.

I am a career hotelier and have worked in several beautiful locations in our province. I am currently the general manager at the Inn at Laurel Point,

which has been carbon neutral since 2009 and has had stewardship as one of our core values for over 10 years.

Why did you decide to join CSSI’s Advisory Board?

I think the opportunity to work together with CSSI from a hospitality perspective is wonderful. We have a lot of information to share as we all continue the journey toward regenerative tourism.

How do you see your partnership with CSSI contributing to your organization’s sustainability goals?

We have the opportunity to represent our stakeholders and guests, which range from those coming internationally and locally for a leisure weekend or attending a conference. The information we can gain and the opportunity to educate guests from these various sectors can only benefit us all.

How do you hope to contribute to CSSI’s goals?

I am open to learn and to share from our hotel and the industry’s perspective. I believe so many individuals and businesses want to do the right thing and just need to understand their role, and I think we can assist in that process.

What about this partnership is most exciting for you?

I believe everything we do can be impactful. Often making that first step is the most difficult, and together we can make progress that will affect visitors and locals alike. It’s exciting!

CSSI Partners with Jawl Properties on a Case Study



To meet CSSI’s goal of developing local current cases for use in Gustavson classrooms, Heather Ranson and Natalie Slawinski met with local businessman and developer Robert Jawl. The Jawls have a long history with the school as guest speakers, but this meeting aimed to understand how Jawl Properties navigated the Covid crisis and worked with its retail tenants to help them through this difficult time. Following an interview and tour of the Atrium, a building constructed by the Jawls in 2010, Natalie and Heather met with recent alum Rachel Bond to start writing the case.

The result is a case study that puts students in the Jawl’s shoes to learn about the importance of community values in business decision-making. The fast-changing environment of COVID featured in the case requires students to use a long-term view and understand the Jawl family values to make an executive decision. The case will be used in the third year Business and Sustainability course in spring 2023 where Jawl will attend to answer questions and support students as they wrestle with the decision.



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PRINCIPLE 6: DIALOGUE

We will facilitate and support dialogue and debate among educators, students, business, government, consumers, media, civil society organizations, and other interested groups and stakeholders on critical global social responsibility and sustainability issues.

Gustavson Hosts the Victoria Forum

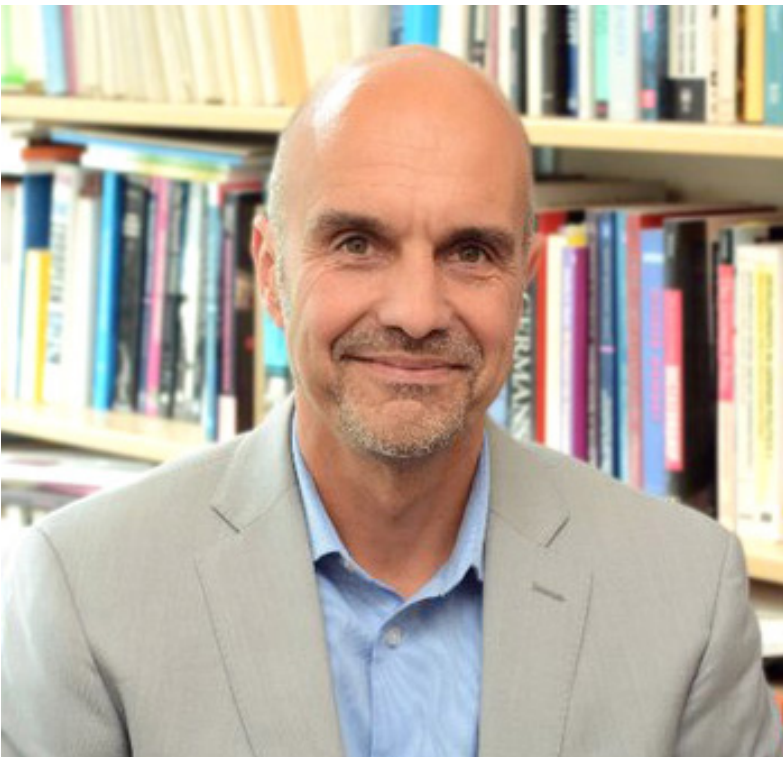
The Gustavson School of Business co-hosted its third iteration of the Victoria Forum with the Senate of Canada from August 28-30, 2022. The goal of the event was to encourage constructive and evidence-based conversations about bridging divides between diverse groups and perspectives. Forums and panels

enabled a mix of academics, entrepreneurs, finance experts, public servants and politicians to discuss topics around Turf, Truth and Trust. The diversity of backgrounds enabled everyone in attendance to take a step back, listen to differing perspectives, and learn from topic experts.



Bridging Social Divides

10 REDUCED INEQUALITIES
The plenary session that kicked off the forum was on bridging social divides. The conversation between South African Medical Research Council senior special scientist Jill Hanass-Hancock, Cooperation Canada CEO Kate Higgins, Global Health Centre founder and chair



Ilona Kickbusch and the director of UVic's Centre for Global Studies professor Oliver Schmidtke were thought-provoking. Oliver Schmidtke, University of Victoria professor in political science and history, spoke to the growing social exclusion and marginalization that COVID-19 brought upon refugees. This development was driven by the dwindling access to fundamental services (most importantly the ability to claim political asylum in a world of securitized borders) and the political rhetoric hostile to refugees in large parts of the global north. The resurgence of populism and nationalism contributed to a politically increasingly hostile environment for asylum seekers seeking refuge from war and prosecution. However, Schmidtke pointed out that there are encouraging practices of solidarity and resistance to the us-versus-them rhetoric that has been associated with the rise of nationalism across the western world.



Bridging Environmental Divides

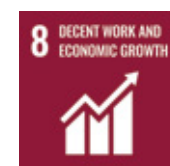


The second plenary session focused on bridging environmental divides. Balgis Osman Elasha from the African Development Bank, Kresse Wesling from Elvis & Kresse, Rosa Galvez from the Senate of Canada and Wendy Smith from the University of Delaware spoke to the moderator's comment, "it appears we've built more walls than bridges." As Wesling puts it, "People think we have to give up so much to solve the climate crisis. Actually, we have so much to gain." Wesling is a sustainable entrepreneur with a love-hate relationship with capitalism. She claimed that businesses that make enough money to keep their

doors open could do whatever they want with it. This is problematic when business owners don't take responsibility for the impacts of their businesses. Wesling further argued that making a single penny should not be acceptable if it relies on social or environmental exploitation. As she put it, entrepreneurs are not doing their jobs, and they have the opportunity to change the way things are done. Wesling ended off saying, "We have to stop thinking of our footprint as a pie, and we can only have so many slices. We can have as many pies as we want. We just need to choose what kind of pie we have. Maybe the pie where everyone drives an SUV and is on Prozac is not a great pie."



Bridging Economic Divides



In the third plenary session Pedro Antunes (The Conference Board of Canada), Ricardo Hausmann (Growth Lab), and Carol Anne Hilton (The Indigenous Institute) discussed bridging economic divides. Pedro Antunes, Chief Economist and Primary Spokesperson for The Conference Board of Canada, referred to a point made by the Honourable Janet Austin in the prior evening's session that discussed how we often have a conflict between truth and fact, where a fact is indisputable, and the truth is how we interpret and feel about how the situation affects us.

As an example, Antunes asked the audience if inequality has increased in Canada in recent years. Unanimously, the audience said yes. Although this was true to many people in that room, the facts show that inequality—measured by the Gini coefficient—has remained steady from 2000 to 2017 and has since decreased. Antunes noted that it's important to not focus solely on facts, as the truth that people are feeling is equally important. His suggested solutions to ease those concerns were to expand upon government programs that reduce inequality, such as free access to education, dental coverage, and daycare.





Getting to Net Zero



One of the panel discussions between Senator Rosa Galvez, Jonathan Fowlie (Vancity), Nathan Gillett (Environment and Climate Change Canada) and Brad Liski (Tru Earth), discussed the importance of getting to net zero emissions and some of the obstacles to achieving this goal. Gillett started the discussion with some hard facts. To achieve a stable climate, we need zero emissions—not stabilized emissions. Further, if we want to keep the warming of the earth’s temperatures well below two degrees Celsius, we need to aim for net zero by mid-century. Liski, CEO and founder of TruEarth, noted that the

biggest obstacle faced in his sector is changing consumer habits. Despite his business working to reduce emissions and waste, his competitors continue producing more waste because it is cheaper. Liski maintains consumers should continue to pressure companies to change. Fowlie from VanCity pointed out how important it is that proposals on climate action truly meet people where they are at. For example, he pointed out that the Inflation Reduction Act, recently announced in the USA, is one of the most ambitious climate plans ever put forth and was largely successful because it addressed pressing issues like energy costs and inflation.



Regenerating Our Depleted Ecosystems to Address Climate Change



Brittany Hull (Earth’s Own), Natalie Slawinski (Gustavson School of Business), David Ranson (BC Parks) and Mary Coyle (Senate of Canada) joined in a panel discussion on addressing climate change via environmental restoration and protecting our ecosystems. Ranson, Executive Director of BC Parks Provincial Services, pointed out a common misconception, “often people will think, ‘if we educate, people will behave how we want’, but that doesn’t work”. He presented a challenge faced by BC Parks; how do you get people to invest in making

positive change? One success story that BC Parks is using is a citizen science program using the iNaturalist app. Campers and park day-trippers take photos of plants and animals on their visits to BC Parks and then upload them to a specialized database for identification and geolocation. A volunteer community of scientists and naturalists verify the species. This has resulted in BC Parks becoming aware of new species in parks, as well as confirming the existence of species and understanding their range. Rather than simply educating the public and expecting behaviour to change, BC Parks used the power of community to obtain the data they need to protect ecosystems.

PRINCIPLE 7: ORGANIZATIONAL PRACTICES

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

Gustavson Carbon Report 2022



In 2022 CSSI changed our Year in Review publication date from July 1 – June 30, to January 1 – December 31. This change aligns with our carbon reporting, however it does not allow sufficient time to complete our 2022 carbon report and include it in our Year in Review. We expect it to be ready by June 2023 and will post it on [UVicSpace](#).



CSSI is committed to continuously improving operations at the Gustavson School of Business. Over the years we have re-fit plumbing in washrooms, installed water bottle refill stations, and reduced energy use by turning down heat and turning off lights. The past two years we have focussed on our travel and commuting data.

Before 2022, employee travel data was captured through an analysis of expense reports completed by staff in the Dean’s Office. This resulted in omitted data from employees whose expenses go through

other offices. The data we collected also only showed the origin and destination of each trip. During 2022, we improved the way we collect scope three data, in partnership with UVic Internal Auditing. So for the first time, CSSI has established flight paths and stops for every travel claim for which the school reimbursed an employee. Additionally, we have captured previously missed claims which did not go through the Dean’s Office. We expect this will increase the reported kilometres travelled from previous years and will enable us to more accurately track and address our carbon.



CSSI Conducts a Pilot Travel Audit of the University

Recognizing the work CSSI has done in tracking Gustavson’s carbon footprint over the past 12 years, the Climate and Sustainability Action Plan co-chair approached the Centre to establish a baseline for air travel for the University to make informed decisions about carbon reduction.

The first step was to select an appropriate year for the baseline. Due to COVID-19, UVic employees travelled less in 2020 and 2021. Consequently, CSSI chose to collect data for all travel that occurred in 2019 through an examination of travel receipts submitted for reimbursement. There were several challenges. First, the university tested an electronic expense submission

system in 2019, so some receipts were paper, and others were electronic. A second challenge was to gather travel data charged to university purchasing accounts which was in a separate database.

With the help of a coop student and part-time research assistants, CSSI recorded over 3600 claims from paper receipts to a spreadsheet. We then added in electronic data and data collected from purchasing accounts.

On November 3, CSSI shared the results at the Climate Solutions Action Plan open house organized by UVic Campus Planning and Sustainability. The university can use this baseline data to determine how to reduce travel, and the university’s carbon footprint.



Climate Solutions Action Plan Open House (above)
Annie Kurta, CSSI Co-op Student (top left)
Milly Yasue, CSSI Research Assistant (left)



Gustavson
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