

SHARING INFORMATION ON PROGRESS REPORT

MARCH 2021

PRME

UNIVERSITY
OF THE FRASER VALLEY

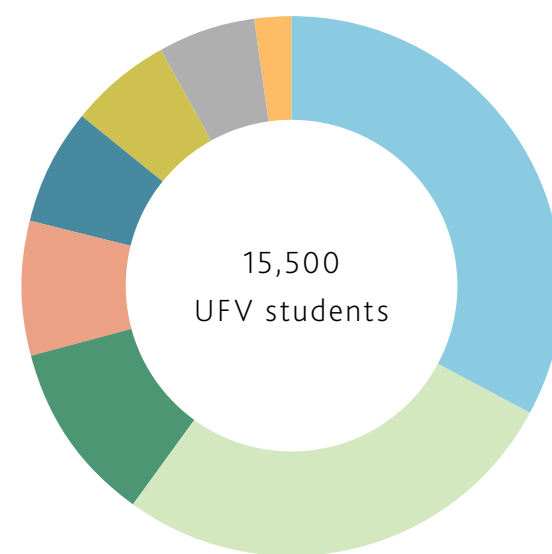
SCHOOL OF BUSINESS

UFV AT A GLANCE

The University of the Fraser Valley (UFV) is a regional, teaching-intensive university, located in British Columbia's beautiful Fraser Valley. We are a fully accredited, public university that enrolls approximately 15,500 students per year. We have campuses and locations in Abbotsford, Chilliwack, Mission, Hope, and Agassiz, British Columbia, Canada and a growing presence in Chandigarh, India.

It is our vision to be known as a gathering place for learners, leaders, and seekers. We will pursue diverse pathways of scholarship, leading to community connection, reconciliation, and prosperity, locally and beyond. UFV is built on the pillars of Integrity, Inclusivity, Community, and Excellence. We encourage intellectual, cultural, creative, ethical, and social development in order to prepare our graduates for their roles as productive citizens of an increasingly complex and pluralistic society.

We offer more than 130 programs, including three master's degrees, 19 bachelor's degrees, majors, minors, and extended minors in more than 30 subject areas, and more than twenty trade and technology programs. Our small class sizes, no more than 36 students per class, creates a learning environment that focuses on the individual, while our practical, hands-on, career-focused approach prepares students for a lifetime of success.



UFV FACULTIES

- Faculty of Access and Continuing Education – 33%
- College of Arts – 27%
- Faculty of Professional Studies (Excluding School of Business) – 11%
- School of Business – 8%
- Faculty of Science – 7%
- Faculty of Applied and Technical Studies – 6%
- Faculty of Health Sciences – 6%
- Other – 2%

MESSAGE FROM THE PRESIDENT



Here at the University of the Fraser Valley, we have the privilege of living and working in Stó:lō First Nations territory, one of the most beautiful regions in the world, and one with incredible scope and impact when it comes to sustainable development. At UFV, our connection with the people of this community and the opportunity we have to explore the natural beauty that surrounds us means that at all levels of this organization, we work hard to ensure that our students are ready to make a positive change both here in the Fraser Valley and globally.

The University of the Fraser Valley is one of many Canadian universities dedicated to applying Universities Canada seven inclusive excellence principles to advance Equity, Diversity, and Inclusion (EDI) in all that we do. The President's Task Force on EDI was formed in Fall 2019, to provide leadership in generating and nurturing an environment that supports and produces best practices, policies, and pedagogy for EDI.

Indigenization, another core focus at UFV, is much more than an equity initiative. Indigenization goals are very specific to addressing the effects of colonialism, supporting Indigenous self-determination and well-being, and educating for reconciliation as defined by the Truth and Reconciliation Commission of Canada. Since 2005, as an institution, we have accepted our role and responsibilities towards the important work of Indigenizing our Academy. Our commitment, in conjunction with community support, has led to the creation of UFV's new Peace and Reconciliation Centre (PARC), which is the first of its kind in Canada. The centre is to be a safe, supportive, and peaceful place to promote dialogue, research, scholarly and artistic work for faculty, students, and the community to approach differences, conflicts, and activism. Members of PARC seek to identify, understand and reconcile differences in a way that works for the good of the individual, the community, and the world we live in.

We continue in our commitment towards modelling a more sustainable campus, and in broadcasting leadership in environmental sustainability to our students, staff, and faculty. Significant strides were made in recent years to reduce our institution's operational impact on the environment through various initiatives. Some of these include: a dedication to green building design and construction, energy efficiency upgrades, reduction of CO2 emissions, and low-carbon transportation infrastructure installations.

UFV continues to be committed to the Principles of Responsible Management Education (PRME) and is proud to present its third progress report to the PRME community.

Dr. Joanne MacLean
President and Vice-Chancellor

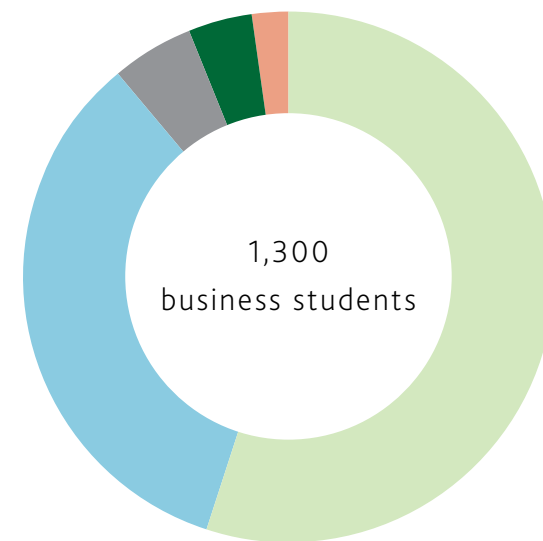
UFV SCHOOL OF BUSINESS AT A GLANCE

The UFV School of Business (the School) provides students the opportunity to achieve leadership, management, global citizenship, and employability potential through business relevant, research-informed education.

The School offers a four-year Bachelor of Business Administration (BBA) degree, a Business Administration Diploma, several Certificates, and a Business Minor.

The BBA holds EFMD Programme Accreditation (EFMD Accredited) EFMD Global, which signifies the quality of education being delivered. This accreditation recognizes our programs' ability to integrate internationalization; ethics, responsibility, and sustainability; and real-life industry experience with solid academic skills.

Approximately 1,300 students are currently enrolled in programs offered by the School. A snapshot of program enrollment distribution is outlined in the chart to the right.



PROGRAM ENROLLMENT

- Bachelor of Business Administration – 55%
- Business Administration Diploma – 34%
- Business Minor – 5%
- Bachelor of Business Administration (Aviation) – 4%
- Certificates in Business Administration, Accounting, or Marketing – 2%



MESSAGE FROM THE DIRECTOR



As a signatory of PRME for the last five years, the UFV School of Business continuously strives to advance the principles of PRME throughout our programs and community through engaging in our continuous improvement goals. We continue to incorporate the UN Sustainable Development Goals (SDGs) and our own goals regarding ethics, responsibility, and sustainability into our organizational practices, research, curriculum, and student engagement activities. Our primary goal is to develop the future managers of tomorrow, and in this process, we remain committed to ensuring they are prepared to handle the wellbeing of the planet within their business decisions.

As we reflect on our goals from the last five years, we have continued to make progress. The School has made significant strides in hiring staff and faculty who are passionate about responsible management education and the natural environment who have aided in implementing, reaching, and sharing our goals. We continue to encourage and support our faculty, staff, and students to actively participate in sustainability programming. This report highlights many of our successes, offers reflections on our past goals, and shares our vision for what we can accomplish in 2021–2023.

Looking forward, the School will continue to develop and improve upon our goal implementation and reporting. Our desire is to ensure that our goals and actions continue to affect real change within the UFV School of Business and the community at large. The hiring of our newest faculty member, with expertise in Business Ethics, Sustainability, and Corporate Responsibilities has made a positive impact within the program. The establishment of the PRME Working Group has provided a united effort towards implementing and promoting PRME, as well as generating valuable ideas for future goals.

The UFV School of Business continues to make valuable connections within the Fraser Valley Region to collaborate and promote sustainability efforts. Coupled with valuing the necessity for professional development opportunities for faculty and staff, we are able to fine-tune our programs to guarantee our graduates are receptive and dedicated to ever-changing global needs. We look forward to the further growth and development of our School and its students in the years to come.

I am proud to submit this report on behalf of the UFV School of Business, in acknowledgement of our achievements thus far, and hereby renewing our continued commitment to the Principles for Responsible Management Education.

Dr. Carl Janzen
Director, UFV School of Business

PRINCIPLE ONE

PURPOSE



Effective business management in today's world goes far beyond understanding managerial practices, human behaviour, and strategy. It requires individuals to be informed and passionate about the problems threatening our world and the people we share it with. The UFV School of Business's programs and dedicated faculty instill that sense of global social responsibility within their students through constant dialogue within their programming and through supporting aligned extra-curricular opportunities. It is critically important for future management, those with the power to make change, to be equipped with the knowledge and ability to make ethical strategic decisions.

KARMIN GRAY, UFV BBA ALUMNA 2016,
QUALITY ASSURANCE, ACCREDITATION, AND
STAKEHOLDER ENGAGEMENT ASSISTANT,
UFV SCHOOL OF BUSINESS



Responsible management education is integrated implicitly into the UFV School of Business's mission to develop individuals to become leaders in management and global citizenship, and strengthen their employability potential. We strongly believe that in order to be a leader of today, graduates need to demonstrate best sustainable practices.

Responsible management education for us means that a future leader, i.e., a UFV School of Business graduate, values human life and well-being and understands the importance of properly managing natural resources. A UFV graduate also has developed critical thinking skills and uses creativity and imagination to solve complex business, social, and environmental problems. Through responsible management education, graduates will have developed an ethical perspective on the issues facing the world today.

UFV School of Business graduates are socially just and are prepared to participate in their regional and global communities. Graduates demonstrate that they can use what they have learned at UFV to initiate change and make a positive impact in their community. Ultimately, they are enabled to be role models in both their personal and professional lives.

Through responsible management education, we present our students with opportunities to engage with real-world issues, develop effective solutions, and consider the local and international impact of their decisions. Through this process, we create within our graduates an awareness of their responsibilities as global citizens.

In response to furthering the UFV School of Business' mission to develop students to become leaders in social responsibility, sustainability, and ethics, the School has established a PRME working group, which is tasked with overseeing, supporting, and furthering our PRME goals.

REFLECTIONS

In 2019, the School indicated our plan to hire a staff resource to support PRME activities. We are pleased to report that in early 2019 we hired our permanent full time Quality Assurance, Accreditation, and Stakeholder Engagement Assistant who sits on the PRME Working Group and assists in PRME related programing.

2019-2021 GOALS	REFLECTION	MOVING FORWARD
The PRME Working Group will conduct quarterly meetings to monitor goals.	Progress was reported and discussed at the monthly UFV School of Business meetings.	The PRME Working Group will continue to report and discuss goal progress at the monthly School meetings and continue to monitor our goals quarterly.
Representatives from various stakeholder groups will be recruited to serve on the PRME Working Group.	New UFV School of Business faculty and staff representatives have been recruited.	We will continue the process of adding representatives from various stakeholder groups within the UFV community to serve on the PRME Working Group.

LOOKING AHEAD

- 1.1 The PRME Working Group will report and discuss goal progress at the monthly School meetings and monitor goals quarterly.
- 1.2 Recruit additional representatives from various stakeholder groups within the UFV community to serve on the PRME Working Group.

PRINCIPLE TWO
VALUES

2



For a long time, the study of business ethics has been afflicted with the silos mentality which has adversely impacted students' approach to ethical dilemmas. For learners to thrive, we need to make the business ethics curriculum purposefully integrative and provide cross-disciplinary insights so that students approach today's complex organizational ethical issues holistically by utilizing their knowledge of management, marketing, finance, etc.

DR. MASUD KHAWAJA,
ASSISTANT PROFESSOR,
UFV SCHOOL OF BUSINESS

The UFV School of Business continues to be guided by our six core values: student success, academic excellence, community, inclusivity, collegiality, and ethical behaviour.

At the heart of everything we do is the drive to ensure that students are set up to succeed once they graduate, that they are prepared to face whatever challenges come their way, and that they are adaptable and innovative when faced with creating the future. We understand that this generation of students attending UFV will be the ones responsible for responding to the world created by their predecessors. Therefore, now is the time to prepare them for that responsibility and opportunity.

The UFV School of Business appreciates that in order to best prepare students for life after graduation, our programs and faculty need to demonstrate adaptability and awareness. When evaluating our academic programming, we are continually evaluating how to incorporate our core values into our teaching and research. Additionally, we seek to provide faculty with professional development opportunities so that they may be better enabled to incorporate our values into their teaching and research.

REFLECTIONS

Below are reflections on our 2019 "Moving Forward" goals for this section:

- We have increased our seminar series frequency and expanded it to include a wider range of topics.
- During the review of the "Sustainable Mornings" it was decided that they would be discontinued in favour of other events.
- The BBA core review, which was scheduled for 2019–2020, was delayed. The review will include a discussion of implementing an ethics, responsibility, and sustainability (ERS)/corporate social responsibility (CSR) course into the BBA.
- The UFV School of Business core values have been posted on our official webpage and we continue to integrate the core values in our program learning outcomes.

2019–2021 GOALS	REFLECTION	MOVING FORWARD
The PRME Working Group will develop deliverables, through multiple stakeholder input, that enable a greater understanding of the PRME Principles reaching faculty and students.	The UFV School of Business recently experienced unexpected and significant leadership and membership changes to our PRME Working Group, which caused a delay in developing said deliverables.	Prioritize campaigns and projects that educate and promote the Principles of PRME to faculty, students, and staff.
Implementation of Global Social Responsibility in all concentration areas of the BBA.	All concentration areas have courses that align with PLO5 apply an ethical perspective. Between 2017–2019 there was a 15% increase in courses that include ERS/PRME topics.	Continue to encourage faculty in implementing ERS/PRME topics into Business courses.

LOOKING AHEAD

- 2.1 Encourage and support deliberate integration of business ethics, corporate social responsibility, and sustainability concepts in course content throughout the curriculum of all programs.
- 2.2 Prioritize campaigns and projects that educate and promote the Principles of PRME to faculty, staff, and students.
- 2.3 Expose students to the goals of the University-wide Equity, Diversity, and Inclusion (EDI) Action Plan.
- 2.4 Host an annual UFV School of Business 'Sustainability Day' event where students will have the opportunity to learn about sustainability issues, discuss ideas, and celebrate achievements for sustainable living.

SEMINAR SERIES

The UFV School of Business has continued to host regular seminars focused on PRME and ERS related topics. The original intention of these seminars (previously known as, Brown Bag Seminars) was to bring together the School's faculty to discuss articles and topics that could be implemented into a variety of Business courses. Since 2019, the seminars have been moved to a monthly Friday afternoon timeslot to increase faculty participation. We have additionally opened attendance up to the entire UFV community to allow a larger platform to share ideas and information.

Strategic Shifts Toward Regenerative Sustainability: The Pivotal Role of Ecological Knowledge by Dr. Saeed Rahman – September 2019

Dr. Saeed Rahman presented research on the role of ecological knowledge - a cumulative body of knowledge about an organization's interactions and interrelationships with nature - in corporate sustainability management. His discussion centered around the 10-dimension process model that maps how organizations can effectively access, co-create, integrate, and utilize ecological knowledge with current organizational knowledge and strategies. The model starts with a business being willing to look beyond their existing organizational routines, structures, processes, and markets to gather new knowledge about the business-nature interface and embed it into their strategic and managerial processes. Dr. Rahman further shared insights on how firms engage with and motivate multiple community

stakeholders in building a collaborative process of knowledge sharing and knowledge co-creation to build joint capacity for coping successfully with many complex challenges of sustainability, thus contributing to the wellbeing of the entire social-ecological system. The presentation ended with a discussion of strategies and guidance on how companies can protect or enhance their supply of natural capital and contribute toward greater stability of the broader human-nature systems in which they are embedded.

An Open Conversation on Data Sovereignty: Reconciling our responsibility to protect student privacy with the critical imperative of preparing our students for effective engagement in a globally interdependent digital economy by Dr. Carl Janzen – October 2019

In this presentation, Dr. Carl Janzen spoke on regulators struggling to grasp how widely our personal data is shared in the increasingly global, connected, and public world we live in. The giants in the technology industry now trade personal information as a commodity and rent fine grained access to information to their customers. Individuals everywhere participate in this system, unknowingly revealing far more than they intend, as they participate in what has become a routine and critical digital ecosystem. Educators are faced with a conflicting imperative. Dr. Janzen examined the dichotomy of preparing graduates for participation in the economy, and yet not facilitating their exploitation. While the legal and ethical basis for opting out of information

sharing may be strong, the advantages available to those who participate create an overwhelming advantage over those who do not. Current solutions focus on data sovereignty and data liberation, but at the cost of limiting participation in the digital economy. He stressed that private data is simply personal data when it is in the custody of a third party, no matter how well intentioned.

Global Climate Change and the Emergence of Multi-Level Governance: The Role of Business, Non-Profit Organizations and Cross-Sector Alliances by Dr. Saeed Rahman – February 2020

In this presentation to the UFV community, Dr. Saeed Rahman discussed some of the main findings from his research exploring how collaboration and partnerships between nation states and non-state actors can help establish effective public and private policy frameworks and governance infrastructure. Dr. Rahman shared insights on the ways non-state actors including firms and NGOs, alliances, and partnerships contribute to building climate governance needed to tackle the problem of climate change. He explained how climate-friendly approaches to economic growth hinge on creating appropriate institutions that support governments in shifting their economies towards less energy-intensive, more environmentally sustainable technologies. Further, he highlighted how responding to the global challenges of climate change requires institutions that promote international climate governance via climate policies, programs, and

hierarchical forms of regulations (e.g., setting CO2 emission limits). Examples of some nationally and internationally prominent initiatives in climate governance including the Greenhouse Gas Protocol and the Regional Greenhouse Gas Initiative were discussed. Students and faculty members from multiple disciplines attended the seminar. Many students were intrigued to learn about the ways they could contribute to creating or shaping institutions.

PRINCIPLE THREE

METHOD

3



The UFV School of Business continues to understand the need to provide an environment that focusses on embedding sustainability within courses, programs, and initiatives. This is proven through the School's commitment to implement learning objectives within courses and programs, such as through aligning the field school program with internationalization and sustainability learning outcomes. The first step to developing responsible leadership skills is providing the right learning opportunity to achieve and understand what is being done and what else can be done. In addition, the School continues to be committed to holding a Sustainability Case Competition annually, and supporting faculty learning opportunities, such as to obtain PhD studies in Sustainability Management. This illustrates the School is at a stage where they are acting on their commitment.

JILLENE MARLOWE,
ASSISTANT PROFESSOR,
UFV SCHOOL OF BUSINESS

UFV School of Business faculty are committed to the School's core values that align with PRME-related topics. One of the School's six program learning outcomes (PLOs) is that by graduation, students can, "apply an ethical perspective and are good global citizens; they reflect on ethical issues in a business environment based on personal and corporate social responsibilities". To ensure that the program's graduates are fully versed in these important topics, the School regularly reviews every Business course's learning outcomes to endeavour to incorporate ERS and PRME topics throughout the program. At the time of submitting this report, 58% of courses in our BBA program align with the above stated PLO.

Additionally, the UFV School of Business has recently hired a new faculty member to teach Ethics, Rights, and Responsibility content. The faculty member teaches and supports the development of lower- and specialized upper-level courses in business ethics, corporate social responsibility, sustainability, and Indigenous rights, as well as other general management topics. They are also responsible for encouraging and supporting other faculty to integrate these topics into existing courses and programs.

Some of our courses that heavily feature ERS/PRME related content are:

Business and Society.

This course examines the ethical and social responsibility challenges facing today's businesses involving issues including corporate citizenship, supplier relationships, sustainability and sustainable development, environmental obligations, employee and shareholder rights, etc. The aim of the course is to broaden students' understanding of how businesses build, manage, and strengthen their collaborations across a diverse set of communities and stakeholder groups (e.g., employees, shareholders, competitors, suppliers, customers, and government) with unique needs, expectations, and capacities. Student's leave with enhanced skills and expertise in applying the general principles of ethical decision making to real-life ethical dilemmas that companies and corporate managers in the business environment face today. The key goal is to heighten students' understanding of how businesses could operate in an honest and ethical way while remaining profitable and competitive in this fast-changing world.

Cooperative Enterprises.

This course examines the practices of cooperative businesses organizations, as well as newer co-op configurations and open corporatism. An assignment in this course is to evaluate a cooperative business using the elements of sustainability.

Enactus (Independent Studies).

The course provides students with the research, analytical, and presentation skills needed to make evidence-based decisions to solve a real-world business problem. By being involved with Enactus UFV projects, students get the opportunity to work directly with community organizations striving to solve pressing social or environmental problems facing the society. The course further helps students to build their entrepreneurial mindset. Students learn to solve time-sensitive business problems, make professional presentations, and defend their recommendations to a panel of judges in a regional or national competition.

Fair Trade and Ethical Consumption.

This course covers segments of sustainability (environment, people, ethics, and economy) by examining fair trade movements and their solidarity roots, the creation of market-driven social justice, and its relationships to cooperatives and consumers. This includes using the “Realms of Sustainability – Regeneration” model. An assignment in the course is to select a topic, issue or project relating to fair trade, ethical consumption, social justice, environmental impact (climate change), circular economy, economic democracy, or the plural sector and prepare a paper, video, or implement a project on the topic.

Workspaces, Built Places.

This course examines the interaction of people with built and natural environments and the impact and implications that each has on the other. This includes using the “Realms of Sustainability - Regeneration mode.” Two assignments in this course evaluate business organizations using several sustainability measures.

REFLECTIONS

Below are reflections on our 2019 “Moving Forward” goals for this section:

- A full-time faculty member was hired in 2020 (who is also now a member of the PRME Working Group) who has been sharing their experiences and knowledge around ERS/CSR topics with the School.
- The course auditing process was delayed. This delay has prompted an overhaul in our tracking and collection processes.
- A PRME pre-approval checklist is still under development.

2019–2021 GOALS

Support implementation of student ideas related to PRME goals.

Increase engagement in PRME initiatives within the School of Business by incentivising participation opportunities

Develop and complete a course audit to identify all PRME principles which are currently embedded in School of Business Programs

Design and develop an implementation plan to increase PRME principles embedded in School of Business Programs.

Develop a PRME Resource Centre for School of Business faculty

REFLECTION

The School has supported students’ PRME related ideas and interests through various experiential learning opportunities (see Principle 5 & 6).

The Director of the UFV School of Business has approved funding for various initiatives throughout the School, which promote PRME topics. Examples include supporting Enactus UFV’s competition trip expenses and the CAD\$1,000 prize for the UFV Sustainability Case Competition.

Course Learning Outcomes (CLOs) have been mapped against Program Learning Outcomes (PLOs) and the audit will continue.

The creation of the PRME / ERS pre-approval checklist for faculty to use when revising Official Course Outlines was delayed due to Covid-19 and staffing availability.

Due to the Covid-19 pandemic, staff resources were reallocated to ensure a smooth transition for our students moving to an online teaching environment. Thus, delaying the development of the proposed PRME Resource Centre for faculty.

MOVING FORWARD

Continue to promote student interest in PRME topics and support current student initiatives.

Continue to allocate funds to support student engagement in PRME topics.

Maintain our course mapping and auditing processes to identify ERS and PRME related content.

Create a PRME /ERS pre-approval checklist for faculty in the UFV School of Business.

Collaborate with the UFV Library to increase and promote access to ERS and sustainability-related library resources for faculty and students.

LOOKING AHEAD

3.1 Create campus-wide programs and events for students that integrate concepts of ERS and PRME.

3.2 The UFV School of Business will continue to allocate funds to support student engagement in PRME topics.

3.3 Collaborate with the UFV Library and the UFV Teaching and Learning Centre to increase and promote access to ERS and sustainability-related library resources including open-access contents for faculty and students.

BUSINESS COURSE FEATURE

BUS 100 (Introduction to Business) is a foundational level Business course for students across the University of the Fraser Valley. The course provides a comprehensive overview of organizational functions and processes, and prepares students to critically analyze business problems and develop the skills necessary to resolve them. Part of the course involves a group project where students work in teams to analyze how the concepts covered in BUS 100 relate first-hand to publicly traded corporations. The learning outcome for this project is for students to gain an increased understanding of how the major course concepts are applied in the business world.

The project has students take on the role of a consultant hired by a group of investors who are interested in investing heavily in a real-world business. The task of each group is to thoroughly analyze the real corporation they have chosen and to present their findings and recommendations to the investor group. The groups collect and analyze company data around topics such as the company's current situation, strategic direction, organizational structure, financial performance, marketing strategy, and approach to business ethics and sustainability.

To understand their chosen company's use of business ethics and sustainability in the management of the company, students analyze how the business manages the range of social, economic, and environmental challenges it faces. They explore the company's ethics and sustainability policy, guidelines, and implementation plans / success. Further investigation centres around whether the company runs its business operations in a manner that respects its major stakeholders. Students critically assess how the company's ethical or unethical behavior might impact the recommendation they provide.

The addition of the ethics and sustainability section in the group project is an effort by the UFV School of Business to provide first year students' exposure to a range of pressing social and environmental issues within the world of business including equity and diversity, climate change, and ecosystem degradation. The project highlights the value of ethical and sustainable practices within business and ultimately enables students to build an ERS mindset early in the program.

PRINCIPLE FOUR

RESEARCH



In recent years, our focus at the UFV School of Business has been to deepen the integration of sustainability, ethics, and responsible management concepts, cases, tools, and frameworks throughout all our programs. One way we do this is by including experiential learning elements into our courses. By being involved with Enactus UFV, our students learn how to develop and implement sustainable projects that focus on the UN's Sustainable Development Goals (SDGs). Enactus UFV projects have been successful in creating a positive impact on our communities throughout the Fraser Valley region. Our partnership with the Canadian Chamber of Commerce, Vietnam in their Global Challenge Vietnam Initiative has offered our students opportunities to widen their understanding of businesses' social responsibility locally and globally. Our emphasis on promoting the above initiatives hopefully will ensure that our graduates build the requisite knowledge, skills, and mindsets needed to apply sustainability thinking in practice. In the years to come, we plan to form more collaboration and partnerships with local communities, business organizations, and others to create projects and build tools and systems to foster the integration of the SDGs across the school more broadly.

DR. SAEED RAHMAN,
ASSISTANT PROFESSOR,
UFV SCHOOL OF BUSINESS

Faculty members at the UFV School of Business are engaged in various topics of research. Some of the topics fall into the category of business ethics and social responsibility. For example:

Dr. Sha Liao studies renewable portfolio standards, the requirement for utilities to supply a percentage of their energy from renewables. Utilities demonstrate their compliance by purchasing renewable energy or renewable energy certificates, where these certificates can be traded in a secondary market. This flexibility is intended to foster an efficient environment. Utilities, however, have not been reacting strategically. The paper formulates the utility's problem as a stochastic dynamic program and presents optimal policies for the utility to trade in the Renewable Energy Certificates (REC) market and purchase from the energy market.

Liao, S. (2020). Coping with the Renewable Portfolio Standards: A utility's perspective. *Operations Research Letters*. doi:<https://doi.org/10.1016/j.orl.2020.05.001>.

Dr. Jon Thomas studies innovation and entrepreneurship. His recent publication is an in-depth case study examining Tesla Motors entry and growth within the automotive industry in order to provide management insight to new entrants in the green automotive market.

Thomas, V. J., & Maine, E. (2019). Market entry strategies for electric vehicle start-ups in the automotive industry - Lessons from Tesla Motors. *Journal of Cleaner Production*, 235, 653-663. doi:[10.1016/j.jclepro.2019.06.284](https://doi.org/10.1016/j.jclepro.2019.06.284).

Dr. Luciana Turchick Hakak's research explains the benefits immigrants provide to their host countries, while simultaneously raising awareness over the hardships and injustices faced by members of these marginalized groups. Her theorization explores how inequality due to foreign national origin can be questioned, with implications for theory, practice, and policy additionally discussed.

Dobson, D. S., & Ulbrich, F. (2016). Introducing a model for measuring the effects of framing environmental claims on willingness to pay. Paper presented at the Administrative Sciences Association of Canada 2016 Conference, Edmonton, AB.

Dr. Luciana Turchick Hakak studies diversity in the workplace, and specifically, immigrants' integration in host country labour markets. Her recent research focusses on downward occupational mobility by analyzing a group that systematically experiences this problem, internationally educated professionals who have taken up employment as taxi drivers in Canada. Within this context, she and Dr. Madeline Toubiana explore the nature of ongoing identity asymmetries and how individuals endure them.

Guerrero, L., & Turchick Hakak, L. (2019). Congruence of economic mobility beliefs and immigrants' self-esteem. *Journal of Global Mobility: The Home of Expatriate Management Research*, 7(2), 181-193. doi:[10.1108/JGM-09-2018-0044](https://doi.org/10.1108/JGM-09-2018-0044).

Guo, G. C., Turchick Hakak, L., & Al Ariss, A. (2019). Institutional logics and foreign national origin based inequality: The case of international migrant employees. *Human Resource Management Review*.

In this research, Dr. Saeed Rahman and colleagues explore the concept of regenerative sustainability from an ontological and epistemological perspective, review relevant theory and definitions, and highlight potential obstacles, benefits and enablers for successful implementation of regenerative sustainability principles. Drawing on findings from field research, the study offers practically relevant insights on how businesses can engage and motivate communities and other organizations in building a collaborative process of mutual learning and knowledge co-creation to strengthen joint capacity to successfully cope with complex challenges of sustainability.

Rahman, M. S., Pogutz, S., & Winn, M. (2020, October). Inventing regenerative sustainability through exploration and collaboration across sectors. Paper presented at the International Association for Business & Society (IABS) Conference, Lisbon, Portugal.

Dr. Frank Ulbrich's project management case study has students take on the task of developing a new Sustainability Case Competition for a Business School. By the end of this case study, students should be able to complete various project management techniques and tasks, such as creating an initial work breakdown structure (WBS), drawing an activity-on-node network (AON), and identify the critical path(s) of a project. In addition, there is a secondary learning outcome related to the PRME. Discussing the case, students will also have developed an appreciation for the PRME and will better understand their own institution's commitment to these principles. Students will gain knowledge about what activities are conducted at their institution to support the PRME.

Ulbrich, F. (2020, January). Sustainability case competition: From idea to project: SAGE Publications: SAGE Business Cases.

REFLECTIONS

The UFV School of Business remains dedicated to increasing and promoting PRME related research coming from our faculty members.

2019–2021 GOALS	REFLECTION	MOVING FORWARD
Increase PRME-related research output from School of Business Faculty.	The number of PRME related research output from the UFV School of Business faculty remained consistent with 2017–2019 output numbers.	The UFV School of Business will continue to encourage deliberate integration of ERS and PRME related topics in our faculty's research.
Develop an incentive for faculty and students within the School of Business to engage in research related to the PRME principles.	Faculty are continually reminded to incorporate PRME and ERS student research assignments when reviewing Official Course Outlines.	We will continue to encourage faculty to incorporate PRME- and ERS related topics into student research projects and other assignments.

LOOKING AHEAD

- 4.1 Support faculty and student initiatives, projects, and research studies that focus on sustainability and social responsibility issues.
- 4.2 Showcase student and faculty research achievements and findings through various communication platforms.
- 4.3 Encourage faculty to incorporate PRME- and ERS related topics into student research projects and other assignments.
- 4.4 Inform students about research grants, scholarships, course credits for Enactus UFV, and other relevant opportunities to engage in ERS and PRME related research projects.

STUDENT RESEARCH AT UFV

Students in the BBA program at the UFV School of Business complete a mandatory Business Research Methods (BUS 320) course in which they engage in small, applied research projects. Frequently students choose topics related to the UN Sustainable Development Goals (SDGs). In early 2020, students from David Dobson's (Associate Professor, UFV School of Business) class conducted a research study on "fast fashion," the practice of mass-producing inexpensive clothing to help keep up with the latest trends. For their research, the students were awarded UFV's 2020 Undergraduate Research Excellence Award.

Their research on fast fashion focused on how companies rely on efficient supply chain management, outsourced labour, and a plentiful

amount of resources. The research focused on the several global consequences to the practice including unethical labour, water pollution, and unnecessary waste. The students research uncovered that consumers are regularly purchasing clothes from fast fashion retailers, but almost one in every three consumers are unaware of these consequences. Customers prefer buying from this industry for the trade-off between quality and price, without knowing the humanitarian and environmental impacts. Results also found that most people are not willing to go out of the way to purchase ethically sourced clothing. Their conclusion and recommendations revolved around raising consumer awareness on the real costs and consequences of fast fashion while exploring ways in which the effects can be diminished.

PARTNERSHIPS & DIALOGUE

5 | 6



We at Enactus UFV through our multiple social entrepreneurship projects have continued our effort to create a lasting social impact in our communities in the Fraser Valley area. One of the ways we have been able to make positive social impact is through our collaboration and partnership with several local non-profit organizations. As part of our Oak & Earth candle business, we have formed a partnership with the Fraser River Indigenous Society (FRIS) - an Indigenous organization providing services and programs to Indigenous communities. Recently, we extended our partnership with FRIS to collaborate on the Big Brain Literacy Program (BBLP) - a financial literacy workshop program. This partnership has allowed us to gain insight into how best we can support our local communities, especially the Indigenous peoples. This partnership has allowed us to address some of the pressing social challenges in our community. We have also been in contact with the Chilliwack Healthier Community and Archway Community Services, two well-known local non-profit organizations that provide education and knowledge skills to Fraser Valley residents. By being involved with Enactus UFV, our students learn how to run real-world business ventures sustainably while making a positive, significant social impact. Enactus UFV has provided us with an incredible experience through these student-led initiatives. As a team supported by UFV's school of business, we can make a difference in the community and gain the proper skills and knowledge needed to continue to make an impact as the business leaders of tomorrow.

ADDY SCHNIDER, BBA STUDENT, PRESIDENT, ENACTUS UFV

The UFV School of Business actively engages in partnerships and dialogue with both our community and academic partners. Highlighted below are some of the interactions over the past two years.

Canadian Chamber of Commerce, Vietnam.

The lecture series is part of the "Global Challenge Vietnam Initiative," a project-based experiential learning opportunity - jointly organized by the Canadian Chamber of Commerce, Vietnam and the Centre for Experiential and Career Education, UFV. The selected guest lecturers deliver presentations on the issues of businesses, sustainability and sustainable development; collaboration between business, government, and community stakeholders within the Vietnamese civil society; and social, ethical, and ecological issues facing businesses operating in global supply chains. At the end of the semester, students write a reflection paper on what they learned from the lectures delivered by these guest speakers. In the paper, students also discuss how the topics covered and information shared by the guest speakers help them to better understand the complexities of the social and ethical issues facing the business and its stakeholders from both Canada and international (e.g., Vietnam) perspective.

CityStudio Partnership.

CityStudio is a program in partnership between the City of Abbotsford and the University of the Fraser Valley. This partnership challenges students to review civic issues and offer example solutions. CityStudio supports trial projects as part of an innovative education experience where students connect with City staff to research, design, and generate projects where they develop job skills and network with experts. Students from the UFV School of Business were recently tasked with developing a digital presence for CityStudio Abbotsford.

Ethics Bowl.

In the Fall of 2020, twenty-four North American university teams, including two from the University of the Fraser Valley (UFV) participated in a virtual ethics debate competition – The Ethics Bowl. The UFV student team members were selected from several departments/schools, including, Philosophy, English, Computer Science, and Business. Faculty subject-matter experts, from both UFV and outside, gave insights to students on the cases that they were supposed to prepare. This included UFV faculty members from the School of Land Use and Environmental Change, Global Development Studies, Social Work, and others. The students had an incredible experience at the competition. The teams debated on a variety of interesting topics, including issues of corporate social responsibility, homelessness, discrimination, the ethics of organ donation, etc. The valuable experience that our students gained will hold them in good stead when grappling with complex organizational ethical issues in their workplaces.

European Field School.

In 2019, the UFV School of Business ran its first international field school. The experience included one week with each of our partner institutions, FHS St. Gallen University of Applied Sciences, Switzerland and the Rotterdam University of Applied Sciences in the Netherlands. While in Switzerland, students experienced site-visits to local businesses including, a manufacturer of hard plastic cases for construction tools using recycled materials and a brewery that repurposed its spent grains into consumable snack foods. While in Rotterdam the group visited an innovative incubator space for entrepreneurial start-ups looking to new sustainable initiatives, and learned of Coca-Cola's sustainability initiatives at their plant in Antwerp, Belgium. The field school allows students an opportunity to experience how business is conducted in Europe while simultaneously immersing themselves in cultural experiences.

Lucerne Partnership.

The UFV School of Business, in collaboration with the Lucerne University of Applied Sciences and Arts – Institute of Management and Regional Economics, hosts a weeklong program on leadership and globalization. Participants include Masters students from Lucerne as well as a handful of chosen UFV BBA students who work in groups to prepare a report based on the topics of discussion from the week. The program includes various seminars on topics such as cultural diversity, the Canadian business landscape, and leadership in the context of globalization, as well as site visits to various multi-national companies. Presenters are leading experts, academics from the UFV School of Business and other institutions in the area, and business executives in the Province of British Columbia.

Rotterdam Student Visit.

For the past few years, and again in 2019, the UFV School of Business hosted a group of students and faculty members from the Rotterdam Business School. The School re-ran the UFV Sustainability Case Competition to provide the visiting students an opportunity to apply their knowledge to local sustainability issues, allowing them to connect with the Fraser Valley in a unique way. The students also had an opportunity to visit a number of local companies. These included: a local non-profit organization that operates with a volunteer work force to distribute food aid to countries in need; a local manufacturer using screen technology as a source to ventilate and cool homes rather than relying solely on air-conditioning; and, a leading aerial forest fire suppression business tackling solutions for decreasing forest fires due to climate change.

Sustainability Case Competition.

In 2019, the UFV School of Business held its second annual UFV Sustainability Case Competition. This one-day competition had 26 students between five teams competing to solve a local sustainability

issue. The challenge: How can UFV work with the Fraser Valley Regional District to respond and prepare for becoming a zero waste society? Student teams presented a variety of innovative ways in which UFV could help create zero waste campuses including proposals to promote E-book culture at the UFV Bookstore, introduce reusable takeaway containers at the cafeteria, and create awareness campaigns in the community lead by UFV students. This competition offered students an opportunity to work collaboratively and engage in solving real world challenges, respond to ambitious targets set by local government, and consider a multi-stakeholder approach to a local issue with global implications. Members of the University and Fraser Valley Community attended and served on the panel of judges. The competition was cancelled in 2020 due to Covid-19 but is scheduled to resume once classes are back in a face-to-face format.

The Esposito Family Centre for Innovation & Entrepreneurship.

The Esposito Family Centre for Innovation & Entrepreneurship (EFCIE) is a newly launched inclusive, vibrant, and resilient space for innovation and entrepreneurship initiatives at the University of the Fraser Valley. EFCIE's activities include research, course development, and mentoring for students and local entrepreneurs. The Centre also engages in community outreach through events and research projects that examine the interrelationships between technology, innovation, and society. Recent activities of the Centre include: a webinar to promote awareness of social enterprise challenges and best practices for the benefit of the University and local community; along with a talk on innovation and entrepreneurship in times of uncertainty by Dr. Jon Thomas (Director, EFCIE and Associate Professor, UFV School of Business) in partnership with Enactus UFV. Planned activities in the coming months include several talks on innovation & entrepreneurship and its impacts on society, by academics and industry leaders from Canada and India. EFCIE's activities are guided by the understanding that innovative technologies impact society and society in turn shapes technological progress.

REFLECTIONS

Below are reflections on our 2019 "Moving Forward" goals for this section:

- The UFV School of Business hosted our Sustainability Case Competition in March of 2019 with great success. The competition has been put on hold since 2020 due to Covid-19, though we are looking forward to reinstating the competition once face to face classes resume.
- We continued to work with Sustainable UFV to help organize activities and build ties within our University community.

2019–2021 GOALS

Build additional trans-disciplinary and cross-business partnerships which focus on addressing regional contributions to UN Sustainable Development Goals.

Increase participation in annual community events which engage in dialogue to raise awareness of the value of global social responsibility and business ethics.

REFLECTION

Since the last SIP report there has been four additional partnerships made with the School that are focused on PRME Principles.

Between 2019 and 2021 there have been four Seminar Series held by the UFV School of Business. These seminars engage the larger campus community in dialogue regarding PRME and ERS related topics.

MOVING FORWARD

The School aims to add more partnerships within the next reporting period and continue to make important connections in relation to PRME and ERS topics.

Continue to host and promote PRME and ERS related events for the UFV community in order to foster awareness and have an open space for dialogue.

LOOKING AHEAD

- 5.1 Recognize a local business or entrepreneur, who promotes sustainability and social responsibility, in a yearly event.
-
- 6.1 Ensure effective communication is broadcasted to a wider base of stakeholders regarding all sustainability initiatives operated through the UFV School of Business.
-
- 6.2 Host and promote PRME and ERS related events for the UFV community in order to foster awareness and have an open space for dialogue.
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- 6.3 Leverage UFV School of Business alumni and community networks to invite experts/practitioners to speak in panel discussions, workshops, and/or seminars on ERS and PRME related issues.
-
- 6.4 Continue to organize the annual UFV Sustainability Case Competition event.
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ENACTUS UFV

Enactus UFV is part of Enactus - a global non-profit organization – considered as the world’s largest experiential learning platform. Enactus UFV allows students from all disciplines the opportunities to create and manage their own social businesses and community impact projects. Its main goal is to create initiatives that meet the principles of some of the 17 UN Sustainable Development Goals (SDGs). With multiple community-driven projects, students contribute to UFV’s institutional goal of making a more positive economic, social, and environmental impact to our society.

Each year, Enactus teams compete in regional, national, and world competitions to showcase their projects and subsequent impact. Winners of these competitions receive funding to further expand their projects. Enactus UFV will be presenting on two of their current projects at the upcoming regional competition to be held virtually in March 2021.

First, Oak & Earth Design, a social business that sells candles and invests a portion of its profits with a local Indigenous organization called the Fraser River Indigenous Society (FRIS). The mission of Oak & Earth is to support local Indigenous communities and help improve the lives of Indigenous peoples in the Fraser Valley. Oak & Earth’s products promote Indigenous culture by sharing language and cultural significance. The business currently markets, produces, and sells handcrafted soy candles available in three scents: lavender, tobacco, and sweetgrass. These scents all have important cultural significance to different Indigenous nations.

Enactus UFV also runs the Big Brain Literacy Program (BBLP), which offers personalized financial workshops to the community at no charge. This project caters to several demographics including high school students in BC and international students at UFV. Currently the BBLP team is developing a workshop that meets the specific needs of local Indigenous communities. The team has also formed a partnership with Archway Community Services – a non-profit community based social service agency – to deliver interactive workshops for new immigrants in the Fraser Valley region. Each workshop’s contents are personalized to fit the specific needs of the target demographic. These workshops aim to promote the participant’s knowledge about positive financial spending and build skills to have a healthy financial life. The BBLP team is also working towards creating an open-resource website to share these contents and other financial resources, so everyone can access financial education for free from anywhere in the world.

Enactus UFV has achieved major progress in the past year. To give one example, the number of active members almost quadrupled, jumping from just eight in 2020 to more than 30 by January 2021. With this increase, the team has been able to make substantial progress with their ongoing projects. The hope is to create more entrepreneurial solutions that solve some of the pressing issues of our community. Enactus UFV hopes to make an even bigger impact in the Fraser Valley region.

PRINCIPLE SEVEN: ORGANISATIONAL PRACTICES



Sustainable development at UFV is the shared commitment to innovative strategies and activities that minimize adverse environmental impacts while protecting the natural environment and meeting the needs of learner, leaders, and all the communities in which UFV operate. The newly founded Office of Sustainability at UFV provides leadership, facilitation and promotion of sustainable development in the university grounds, facilitates, and academic entities. UFV is acutely aware of the operational impacts on the environment and community and has diligently been working to reduce solid waste, energy and materials consumption, carbon emissions, and to facilitate sustainable transportation alternatives. UFV has long since strived to be a community leader in environmentally responsible operations and development. The Office of Sustainability will provide proactive leadership to establish UFV as a sectoral and community leader as it relates to sustainable organizational practices.

BLAIR MCFARLANE, SR. MANAGER, ENERGY & ENVIRONMENTAL SUSTAINABILITY, OFFICE OF SUSTAINABILITY, UFV CAMPUS PLANNING & FACILITIES MANAGEMENT

UFV places a high value on environmental, social, and economic sustainability in all our institutional endeavours. We remain committed to, and are actively pursuing, our strategic direction by assuming a position of environmental stewardship, leadership, and vision. We continuously strive to meet our legislative mandates for greenhouse gas (GHG) reduction targets and act as a catalyst to inspire and enable environmental awareness and change in both student learning and campus growth.

UFV aims to conduct all activities in a manner that demonstrates management accountability and promotes responsible stewardship of social, environmental and economic issues. There are many avenues in which the promotion of environmental, social, and economic sustainability is promoted across our campuses. Sustainable UFV is an umbrella group focused on bringing together all things sustainable on campus. Students have continued to volunteer for Sustainable UFV events, from simple tabling events to waste audits, making it clear that they are passionate about and willing to commit their time to improving sustainability on campus.

UFV has continued to reduce its carbon emissions, recording a 42% overall reduction in total carbon emissions from 2009 to 2019, and an 81% reduction in tonnes of carbon per square meter. Our commitment and innovation towards sustainability is far reaching including:

Electric Vehicle Charging Stations. UFV has six Level 2 charging stations available at its two main campuses with an additional Level 3 charging station Abbotsford campus. There have been significant increases in use to the charging stations year over year and they are frequently utilized during the day. The campus could use more charging infrastructures to keep up with the demand.

Campus Waste Stations. UFV campuses have transitioned to a four-bin waste system including refundable items, organics, and mixed recycling, and landfill in 2017/2018, installing waste stations in strategic locations throughout its campuses. All washrooms on campus have transitioned waste bins to organic/compost bins in order to mitigate the amount of paper towels which were being sent through the landfill stream. The Logistics department has made a commitment to collect and recycle toner cartridges, batteries, electronics, and packaging materials.

Plastic Bottle Reduction. The University is dedicated to reducing the number of plastic bottles by enabling convenient water bottle filling stations throughout the campuses. UFV has installed twenty-four bottle fill stations across its two main campuses.

Waste Audit. Sustainable UFV conducted another waste audit in 2019, which measured how much waste was correctly sorted through each of the four waste streams. Sixty five percent of the waste generated was separated into more sustainable waste streams such as refundable items, mixed recycling, and organics. The landfill diversion rate has improved nearly 15% since 2017.

Sweater Week. UFV has continued to run its annual sweater week. A contest which seeks to raise awareness about individual energy use. Temperature on campus was lowered to a minimum of 19.5°C and the university community was engaged in a social media contest and conversations across campus. Participation in Sweater Week has continued to increase as awareness continued to grow.

2019-2021 GOALS

Increase scope of participation by the School of Business in PRME-related initiatives within the university community.

REFLECTION

The School has participated in and supported events held through Sustainability UFV.

MOVING FORWARD

Members of the UFV School of Business will increase their participation in UFV wide ERS and PRME related initiatives.

LOOKING AHEAD

- 7.1 Members of the UFV School of Business will increase their participation in UFV wide ERS and PRME related initiatives.
- 7.2 The UFV School of Business will continue to lead and support the organization of sustainability-focused events at UFV.

OUR ENVISIONED FUTURE

LOOKING AHEAD

The UFV School of Business continues to be committed to PRME. Our goals we aim to address in the next reporting period are listed below:

- 1.1 The PRME Working Group will report and discuss goal progress at the monthly School meetings and monitor goals quarterly.
- 1.2 Recruit additional representatives from various stakeholder groups within the UFV community to serve on the PRME Working Group.
- 2.1 Encourage and support deliberate integration of business ethics, corporate social responsibility, and sustainability concepts in course content throughout the curriculum of all programs.
- 2.2 Prioritize campaigns and projects that educate and promote the Principles of PRME to faculty, staff, and students.
- 2.3 Expose students to the goals of the University-wide Equity, Diversity, and Inclusion (EDI) Action Plan.
- 2.4 Host an annual UFV School of Business 'Sustainability Day' event where students will have the opportunity to learn about sustainability issues, discuss ideas, and celebrate achievements for sustainable living.
- 3.1 Create campus-wide programs and events for students that integrate concepts of ERS and PRME.

- 3.2 The UFV School of Business will continue to allocate funds to support student engagement in PRME topics.
- 3.3 Collaborate with the UFV Library and the UFV Teaching and Learning Centre to increase and promote access to ERS and sustainability-related library resources including open-access contents for faculty and students.
- 4.1 Support faculty and student initiatives, projects, and research studies that focus on sustainability and social responsibility issues.
- 4.2 Showcase student and faculty research achievements and findings through various communication platforms.
- 4.3 Encourage faculty to incorporate PRME-and ERS related topics into student research projects and other assignments.
- 4.4 Inform students about research grants, scholarships, course credits for Enactus UFV, and other relevant opportunities to engage in ERS and PRME related research projects.
- 5.1 Recognize a local business or entrepreneur, who promotes sustainability and social responsibility, in a yearly event.

- 6.1 Ensure effective communication is broadcasted to a wider base of stakeholders regarding all sustainability initiatives operated through the UFV School of Business.
- 6.2 Host and promote PRME and ERS related events for the UFV community in order to foster awareness and have an open space for dialogue.
- 6.3 Leverage UFV School of Business alumni and community networks to invite experts/practitioners to speak in panel discussions, workshops, and/or seminars on ERS and PRME related issues.
- 6.4 Continue to organize the annual UFV Sustainability Case Competition event.
- 7.1 Members of the UFV School of Business will increase their participation in UFV wide ERS and PRME related initiatives.
- 7.2 The UFV School of Business will continue to lead and support the organization of sustainability-focused events at UFV.

Completed by the UFV PRME Working Group:

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Photo Credit: Jerry Meaden

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