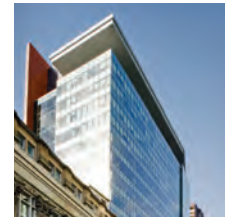
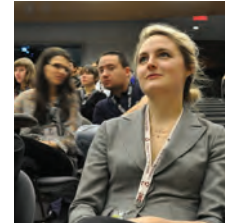


# 2011 2012

## David O'Brien Centre for Sustainable Enterprise ANNUAL REPORT



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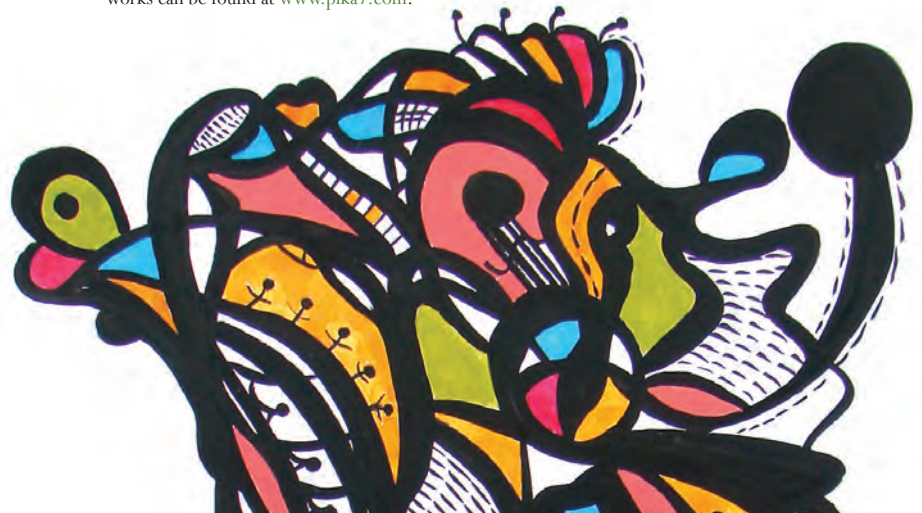
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## ART AND SUSTAINABILITY THEME

Art, as a repository of human emotions and as a reflection on nature, can play a critical role in establishing more balanced human-nature relationships. One of our Centre's projects, "Arts and Sustainable Enterprise" examines this connection through a dialogue with artists.

We are delighted to feature in this report, the art of two of our collaborating colleagues: Prof. Nancy Adler, Samuel Bronfman Chair in Management at McGill University in Montreal, Canada, and Prof. Vera Ivanaj, Associate Professor of Management, Université de Lorraine, Nancy, France.

Vera's symbolic imagery is displayed below and throughout this report. More of Vera's works can be found at [www.pika7.com](http://www.pika7.com).



# MESSAGE FROM THE DIRECTOR

This is the third annual report on our Centre's activities. It was a wonderfully busy and productive year with many changes and challenges. Thank you all for your continuing support of the Centre. We co-organized Balance-Unbalance 2011 a transdisciplinary conference, held at Concordia University on November 4<sup>th</sup> and 5<sup>th</sup>, which brought together artists, scientists, philosophers, managers and policy-makers to examine environmental crises from the perspective of the arts.

In collaboration with HEC-Montréal, McGill University, UQAM, and Université de Montréal, we created the transdisciplinary International Conference on *Degrowth in the Americas*, which took place from May 14<sup>th</sup> to the 20<sup>th</sup>, 2012. The conference examined alternatives to traditional economic growth to ensure fair, equitable and ecologically sustainable and flourishing life for all.

Our *Sustainable Investment Professional Certificate Program* was launched in September 2011. There are currently over eighty investment industry and corporate professionals from Canada and abroad registered in the program.

We are most excited about our *50plus20 project*, initiated at our 2010 "Breaking the Silos" conference. This effort exploded into a multi-country, multi-university collaboration of

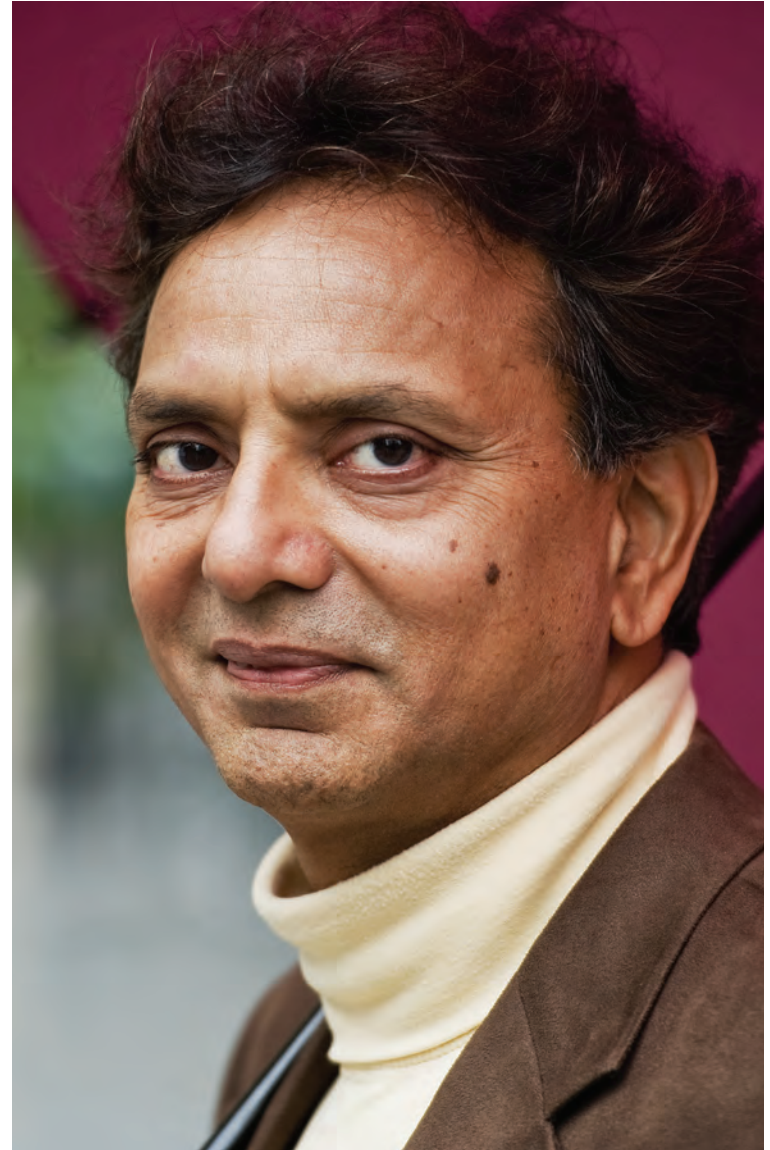
eighty business school deans, scholars and corporate managers, to create a new vision of management education for the future. It produced the *Agenda on Management Education for the World*. This Agenda was launched at the UN-PRME Global Forum at the Rio+20 summit.

Our ongoing programs include conducting research on enterprise sustainability, bringing distinguished speakers to campus, creating exciting events and internship opportunities for students, and holding periodic corporate roundtable meetings to informally explore corporate concerns about sustainability. We look forward to welcoming you to these events. In the meantime, enjoy this report and please, share your thoughts with us about how we can improve our programs, and help us develop new ones. We are very grateful to all the staff, faculty, students, and partners who make our activities possible.

Best regards,

**Paul Shrivastava, PhD**

*David O'Brien Distinguished Professor of Sustainable Enterprise, and Director, David O'Brien Centre for Sustainable Enterprise*





# MESSAGE FROM THE DEAN

Welcome to the 2011-2012 David O'Brien Centre for Sustainable Enterprise (DOCSE) annual report.

The Centre was established through a generous donation by former Concordia University Chancellor, David O'Brien to help ensure that the John Molson School of Business (JMSB) set the standard for a business education that has a positive impact on the world. Thanks to his vision, and that of the Centre's Director, Paul Shrivastava, DOCSE plays a global leadership role in creation and advancement of sustainability-related knowledge. DOCSE has contributed tremendously to JMSB's rising research profile through innovative research in the area of sustainable enterprise. The many activities, events and special initiatives of the Centre play a significant role in transferring knowledge to JMSB students and to the business community at large. I hope that you enjoy learning about the groundbreaking sustainability-focused research being conducted by JMSB faculty, students and research collaborators at the David O'Brien Centre for Sustainable Enterprise.

Best regards,

**Steve Harvey, PhD**

*Dean, John Molson School of Business*



# ADVISORY BOARD

The Advisory Board guides and makes policies for DOCSE and its programs. The Board meets twice a year to approve major activities for the upcoming period. The members are:



Stephanie Berger, *Doctoral Student*  
JMSB, Concordia University



Alan Hochstein, *Interim Dean*  
JMSB, Concordia University



Harjeet Bhabra, *Associate Professor,  
Associate Dean, Research and Graduate  
Programs, Department of Finance*  
JMSB, Concordia University



Marguerite Mendell, *Associate  
Professor and Vice-Principal of the  
School of Community and Public Affairs,  
Graduate Program Director, and  
Director, Karl Polanyi Institute*  
Concordia University



Graham Carr, *VP, Research and Graduate Studies*  
Concordia University



Ron Nielsen, *General Manager,  
Global Sustainability*  
Cliffs Natural Resources Inc.



Anne-Marie Croteau, *Associate Professor,  
Department of DS and MIS*  
JMSB, Concordia University



Peter O'Brien, *Esq. Advisor*  
JMSB, Concordia University



Louise Dandurand, *Vice President  
Research and Graduate Studies*  
Concordia University



Paul Shrivastava, *David O'Brien  
Distinguished Professor and Director  
of David O'Brien Centre for  
Sustainable Enterprise*  
JMSB, Concordia University



# SCIENTIFIC COMMITTEE

The Scientific Committee sets academic research direction and selects proposals for funding for the David O'Brien Centre for Sustainable Enterprise. Scientific Committee members are:



Sandra Betton  
*Associate Professor,  
Department of Finance  
JMSB, Concordia University*



Michel Magnan, *Professor;  
Lawrence Bloomberg Endowed  
Chair in Accountancy  
JMSB, Concordia University*



Stephane Brutus  
*Chair, Management  
Department  
JMSB, Concordia University*



Bianca Grohmann  
*Associate Professor, Research Chair Tier  
2, Department of Marketing  
JMSB, Concordia University*



Stuart Hart  
*S.C. Johnson Chair and Professor  
Cornell University*



Thierry Pauchant  
*Professor and Chair of Ethics  
HEC*



# FUNDED RESEARCH

## BACKGROUND

The David O'Brien Centre for Sustainable Enterprise supports research, training and outreach initiatives that assist organizations in becoming sustainable. The Centre's research agenda includes:

- design and development of sustainable enterprise
- organizational responses to global climate change
- corporate social responsibility and performance
- environmental management systems
- management of environmental and technological crises
- psychological, social and cultural change towards sustainability
- social entrepreneurship

The goal of encouraging this work among our faculty and students is to proactively create business approaches that incorporate:

- corporate and social responsibility
- environmental health and safety
- environmental management
- other greening/community activities

Utilizing this research, the Centre assists organizations in understanding and developing integrated sustainability strategies.



## NEW PROJECTS

Incorporating sustainability into strategies and management functions of arts organizations in Canada

- *Dr. Lidia Varbanova, Assistant Professor, JMSB, Concordia University*

The research aims to answer the question of how arts organizations across Canada incorporate sustainability in their strategic management process and examines what should be improved both at managerial and policy levels to better integrate arts and culture into the sustainability agenda. The project will identify and analyze innovative practices of managing arts organizations in a sustainable mode and in an intrapreneurial climate: from organizing large events and festivals to using recycled materials in the creative processes. It aims to not only contribute to the theoretical discussions around incorporating sustainability dimensions into arts management practice, but to also discuss ways to encourage collaboration and sharing among artists, managers and stakeholders in order to increase public awareness on sustainability issues.

Indicators for a Sustainable Community:

Towards a Deployable Model

- *Dr. Clarence Bayne, Professor, Decision Sciences & MIS, JMSB, Concordia University*  
- *Dr. Raafat Saade, Associate Professor, Decision Sciences & MIS, JMSB, Concordia University*

This study investigates the profiles and mapping the nature of social entrepreneurial activities of minority community centers in Montreal. The central objective is two-fold:

1. To determine the key influencing factors for their sustained operations.
2. To identify performance indicators as part of their strategy for their successful sustainable social programs development activities.

From a theoretical perspective, we will postulate that the fundamental underlying purpose of the existence of these minority centers is that of the social entrepreneur, and as such the leadership is motivated by the will and the urgency to act to ensure that members of the respective groups survive and perpetuate their existence, and that these actions are independent of any private or personal benefits that may accrue.

## INSTITUTIONAL CHANGE FOR SUSTAINABILITY IN NAMIBIA

- Dr. Judith Walls, Assistant Professor, Management, JMSB, Concordia University

Breaking the mold is never an easy task, but it is often what is required for sustainability. Organizations operate within larger institutional arrangements, and need to engage with institutions actively in order to bring about change. Such institutional revolutions require “active human agency” – the interference of people who manipulate the conflicts that are inherent in existing institutional structures to introduce something new. These institutional change agents may rely on self-interest, power, social position, or status to pursue their agenda. In the case of sustainability, personal motivation, passion, values and beliefs likely form an additional driving force to institute change. The purpose of this research is to uncover the role of the Cheetah Conservation Fund, and its founder Dr. Laurie Marker, in incorporating environmental and social sustainability to Namibia’s government, communities and businesses. Dr. Marker became an institutional change agent to develop best practices in research, education and land use to ensure the sustainability of the wild cheetah in Namibia’s future, after the nation gained independence in 1991. All because she thought “someone should do something”, and came to the realization that she would have to be that someone.





# SUSTAINABILITY RELATED PUBLICATIONS

## BOOKS

Marcus, A., Shrivastava, P., and Pogutz, S. (2012). *Cross Sector Leadership for the Green Economy*, Palgrave Macmillan, New York.

Busch, T. and Shrivastava, P. (2011). *The Global Carbon Crisis*. Greenleaf Publishers, London.

Shrivastava, P. and Statler, M. (2011). *Learning from the Global Financial Crisis: Sustainably, Reliably, Creatively*. Stanford University Press, Palo Alto, CA.

## PAPERS

Bédard, C., Grainger, G., & Paquin, R. (2012). Bio-Vert: A Case study and teaching note - 2012 Finalist, oikos Case Competition, Social Entrepreneurship Category.

Berger, S. (2012). Leading for the Future. *In Environmental Leadership: A Reference Handbook*, Deborah Rigling Gallagher (Ed.). CA: Sage Publications.

Etzion, D., Paquin, R., Povitz, J., & Gruber, B. (2012). Communauto: A big idea for a big market. *Administrative Sciences Association of Canada Conference Proceedings*, St. John's, Canada.

Herazo, B., Lizarralde, G., & Paquin, R. (2012). Sustainable development in the building sector: The alignment between strategic and tactical management. *Project Management Journal*, 43(2): 84-100.

Vidyarathi, N.K. Saade, R. Ahmed, A and Awasthi, A. (2012). Distribution Network Design in Humanitarian Relief Supply Chains: Issues, Models and Approaches, *Humanitarian and Relief Logistics: Research Issues, Case Studies, and Future Trends*,

(forthcoming) by V. Zeimpekis, S. Ichoua, and I. Minis (Ed.), Springer under the Operations Research/Computer Science (ORCS) Series.

Paquin, R. & Howard-Grenville, J. (2012). The evolution of facilitated industrial symbiosis. *Journal of Industrial Ecology*, 16(1): 83-93.

Schumann B., Walls J.L., & Harley V. (2011). The Attitudes and Perceptions of Namibian Emerging Commercial Farmers towards Carnivores. *Oryx* *The International Journal of Conservation*. (Accepted).

Shrivastava, P. (2012). Sustainable Innovation Responses to Global Climate Change. Chapter in John MacIntyre, Silvester Ivanaj and Vera Ivanaj (Eds) *Strategies for Sustainable Technologies and Innovations*. Edgar Elgar Publishers, (forthcoming).

Shrivastava, P. Sustainability 2.0 (2012) in Andrew Hoffman and Pratima Bansal (Eds), *Handbook of Environmental Management*, Oxford University Press.

Shrivastava, P. Ivanaj, V and Ivanaj, S. (2012). Transdisciplinary Art, Technology, and Management for Sustainable Enterprise, *Transdisciplinary Journal of Engineering and Sciences*, Vol: 2, pp. 87-100, Dec.

Shrivastava, P., Mitroff I. and Alpasian M. (2013). Imagining Crisis Management Education, *Journal of Management Education*, (forthcoming).

Shrivastava, P., Ivanaj S. and Ivanaj V., (2013), Arts and Sustainable Development, *International Journal of Technology Management*, (forthcoming).

Walls J.L., Hoffman A.J. (2012). Exceptional Boards: Environmental Experience and Positive Deviance from Institutional Norms. *Journal of Organizational Behavior*.

Walls J.L., Berrone P. and Phan P.H. (2012). Corporate Governance and Environmental Performance: Is there really a link? *Strategic Management Journal*. (Early View, DOI: 10.1002/smj.1952).

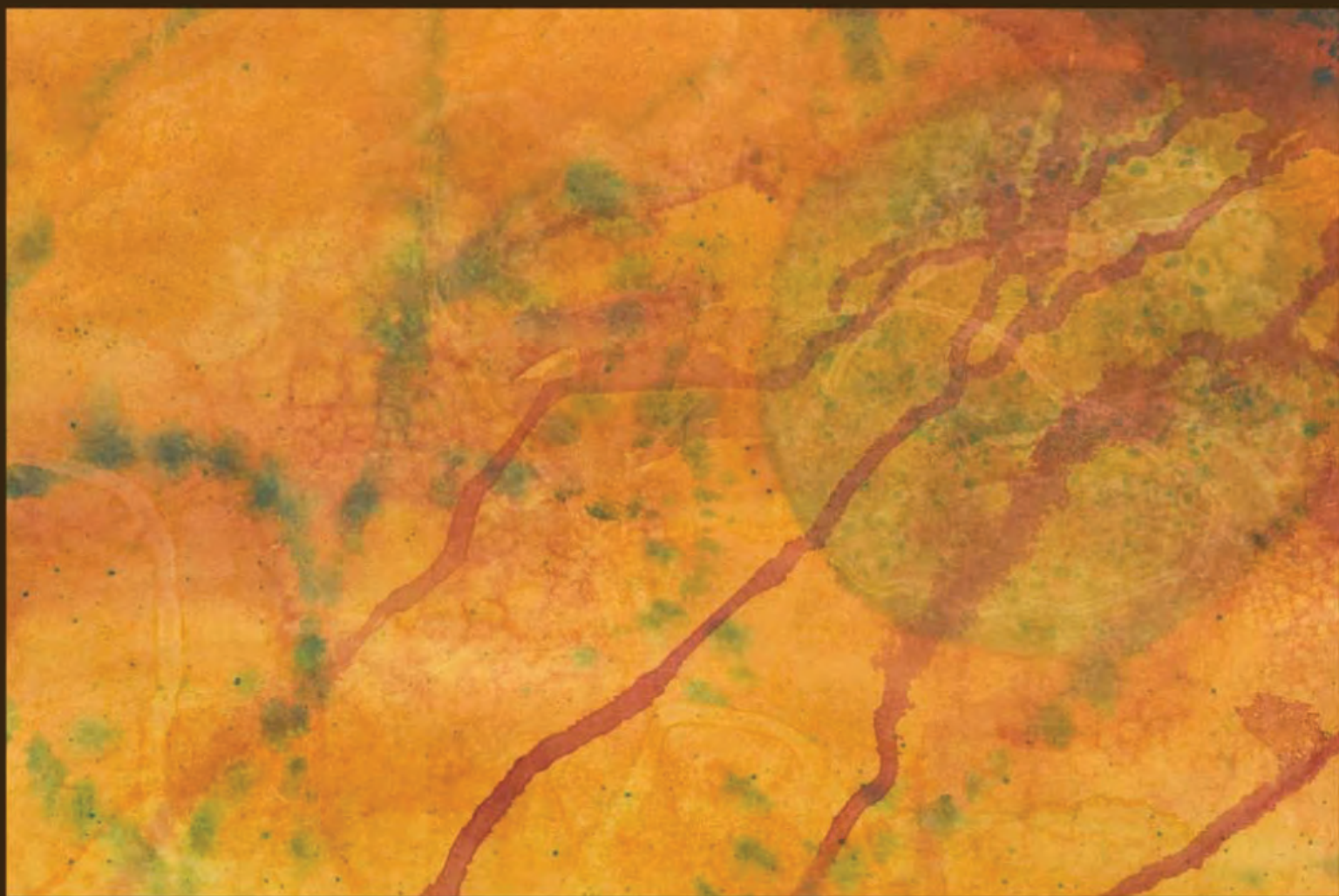
Walls J.L., Phan P.H. and Berrone P. (2011). Measuring Environmental Strategy: Construct Development, Reliability and Validity. *Business & Society*, 50(1): 71-115.

Walls, J.L. (2012). Book review essay: The path towards corporate social responsibility. *Environment and Planning C (Government and Policy)*. (Invited).

Wassmer U., Paquin R. and Sharma S. (2012). The engagement of firms in environmental collaborations: Existing contributions and future directions; *Business & Society*, DOI: 10.1177/0007650312439865, in-press.

Wassmer, U., Paquin, R., & Sharma, S. (2012). Research on green partnerships: Existing contributions and future directions. *Business and Society*, (forthcoming).





# MEDIA MENTIONS



July 1, 2012: **The Montreal Gazette** - "Canada's complacency on climate change is an embarrassment", by Matthews, D. and Shrivastava, P.

Apr. 17, 2012: **concordia.ca/now** - International conference explores concept of degrowth. Andrew Ross (David O'Brien Centre for Sustainable Enterprise) discusses the meaning of Degrowth and the reasons for holding the International Conference on Degrowth in the Americas (May 13-19, 2012).

Mar. 2012: **Jobboom Magazine** - « Les consommateurs s'unissent! » Zeynep Arsel, Marketing Department, discusses collaborative consumption.

Jan. 2012: **Le Devoir, Les entretiens Concordia** - « Économie et développement durable: Consommer pour mieux paraître. » An interview with Zeynep Arsel, Marketing Department, that touches on sustainable consumption patterns.

Nov. 3, 2011: **La Presse** - Coup de semonce (English Version, "Occupy protests are a wakeup call" The Gazette, Montreal), by Shrivastava, P.

Oct. 21, 2011: **The Globe and Mail** - "Case Competition... with a heart" Quoted, Paquin R.

*For more media mentions please visit the News section on the **David O'Brien Centre for Sustainable Enterprise website.***

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NANCY J. ADLER  
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# RESEARCH PROGRAMS

## ART AND SUSTAINABLE ENTERPRISE

In collaboration with ICN Business School's ARTEM Program, DOCSE researchers are exploring the use of the arts and art-based methods for understanding sustainability issues. The project examines the dynamic relations between art, aesthetics and the sustainable development of organizations. Art influences the sustainability of companies through architecture, aesthetics of workspaces, design of products and services, graphic art in advertising, and art-based training methods.

## PROGRAM ON SUSTAINABLE TOURISM

Sustainable Tourism refers to the applications of sustainability to the tourism industry. It is essentially the foundation for destination stewardship and minimizing the ecological footprint of the tourism industry. However, understanding the role of Sustainable Tourism as a critical component of local, regional and national economies is poorly understood. This program will address both research and practical issues to foster sustainable tourism. An example of a project within this program is exploring sustainable tourism within the context of the Northern Quebec Plan. DOCSE has established relationships with researchers from the Lapland Institute for Tourism Research and Education, National Geographic Magazine, and GeoTourism Magazine Montreal. We are seeking engagement with other organizations (Centre

for Excellence in Destination, Montreal, and others) that have expertise in tourism business, cultural studies, and nature tourism.

## SUSTAINABLE FINANCE AND THE TRUCOST DATABASE

Trucost is the data provider for Newsweek's Green Ranking of the 500 largest US companies and the 100 largest global companies. Trucost analyzes the environmental footprint of over 4,000 global public companies.

Concordia, through DOCSE, became the first participant in Trucost's Premiere University Partnership Program in 2011. Through this program, JMSB has established full access to their global environmental impacts database, in addition to various teaching tools. As a result, the following research studies have been undertaken:

### How "Socially Responsible" are SRI Funds?

*Amr Addas, Adjunct Professor of Finance, JMSB, Concordia University*

This study deals with the analysis of social and responsible investment (SRI) funds. The Trucost dataset comprising data on the environmental impacts of global companies is used to construct an SRI index of SRI mutual funds based on their holdings to investigate whether environmental and social factors systematically impact funds' performance and to what extent, if any, SRI funds deviate from their declared investment mandates.

### Impact Investing: Transactional Platforms and the Development of Secondary Markets

*Ashraftee Hossain, Lecturer in Finance and PhD candidate, JMSB, Concordia University*

In order to grow impact investing as a supplier of much needed capital for social enterprises, there needs to be adequate mechanisms that encourage investment in this sector. This paper explores the development of secondary markets for impact investing as they are emerging in several countries throughout the world.

### The Determinants of Disclosure of Environmental Performance Indicators

*Hani Tadros, PhD candidate in Accountancy, JMSB, Concordia University*

Environmental performance indicators are voluntarily disclosed by firms. This type of disclosure includes important information since it presents a lagging indicator about the firm's previous performance and a leading indicator about future environmental cost. The study uses the measure of disclosure provided by Trucost in order to examine the level of disclosure by firms and examine its association with the firm's environmental performance (proxied by the cost of pollution also provided by Trucost).

### Do Firms with Good CSR Ratings Have Better Access to External Finances?

*Bilal Abdul Kader, PhD candidate, JMSB, Concordia University*

External financing is one of the key components of long term profitability and of the survival of corporations. The relationship between financial constraint, CSR rating, and eco-social parameters is poorly understood. This study's aim is to analyze how capital flows to ecologically and socially impactful companies for investment and value creation for their shareholders.

### 50 PLUS 20 PROJECT - WORLD BUSINESS SCHOOL COUNCIL FOR SUSTAINABLE BUSINESS (WBSCSB)

The business school community needs to work collectively to take charge of their responsibility to make business sustainable. In this vein, the deans of the John Molson School of Business, the Business School of Lausanne and Universitat St. Gallen formed WBSCSB at a conference held by DOCSE in advance of the 2010 Academy of Management. For details: [50plus20.org](http://50plus20.org)

# DISTINGUISHED SPEAKER SERIES

## Past Speakers



**March 23, 2012**

**John Ehrenfeld** - Executive Director, International Society for Industrial Ecology, Retired Director of the MIT Program on Technology, Business, and Environment, Senior Research Scholar, Yale School of Forestry and Environmental Studies, presents: *"Sustainability by Design"*



**January 20, 2012**

**Dr. Robert Klassen** - Professor of Operations Management, Magna International Inc. Chair in Business Administration, Ivey Business School, University of Western Ontario, Canada, presents: *"Learning from others' misfortune: Understanding managerial biases in the use of knowledge-capture processes to reduce operational risk"*



**September 16, 2011**

**Dr. Peter Brown** - Professor, McGill School of Environment, McGill University, Department of Geography and Department of Natural Resource Sciences, presents: *"Economics without Ecocide: A Case for Degrowth"*



**March 4, 2011**

**Dr. Jane Webster** - Professor & E. Marie Shantz Professor of Management Information Systems, Queen's School of Business, Queen's University, presents: *"Getting Green IT Off The Ground: Reconciling Diverse Perspectives"*



**February 18, 2011**

**Dr. Luc G. Pelletier** - Chair and Associate Dean, School of Psychology, University of Ottawa, presents: *"Personal Autonomy and Environmental Sustainability"*



**January 14, 2011**

**Dr. David Mick** - Robert Hill Carter Professor of Marketing, McIntire School of Commerce, University of Virginia, presents: *"A Portrait of Practical Wisdom: For Executives, For Customers, For Researchers"*

## Upcoming Speakers



**Peter Laybourn** - CEO, International Synergies, British Industrial Ecosystem Project, Oct. 19, 2012



**Ed Freeman** - Elis and Signe Olsson Professor of Business Administration, University of Virginia, Nov. 9, 2012



**J. Craig Thompson** - Gilbert and Helen Churchill Professor in Marketing, University of Wisconsin, Jan. 11, 2013



**Reid Lifset** - Editor Journal of Industrial Ecosystems, Yale University, Feb. 15, 2013



**J. Alberto Aragon Correa** - Editor, Organization and Environment Journal, University of Grenada, Mar. 15, 2013

# RESEARCH ASSOCIATES

DOCSE Research Associates are JMSB faculty members who have research interests in the various fields of sustainability. Some of the Research Associates below have received funding from DOCSE for parts of specific research they are working on.

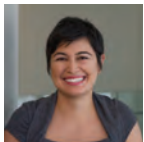


**Amr Addas**

*Finance Department*

Research Interests:

Analysis of performance, Flows and tracking errors of SRI mutual funds, Sustainable finance, Venture capital investments



**Zeynep Arsel**

*Marketing Department*

Research Interests:

Taste and social distinctions, Social media, Redistribution markets, Upcycling, Branding



**Clarence Bayne**

*Decision Sciences & Management Information*

*Systems Department*

Research Interests:

Community development, Applied statistics for business and economics, Business and economic forecasting, Economics of sport and arts organizations



**Devasheesh Bhawe**

*Management Department*

Research Interests:

Employment relationship, Electronic performance monitoring, Emotional regulation in the workplace



**Onur Bodur**

*Marketing Department*

Research Interests:

Consumer decision making and its managerial and public policy implications, Socially responsible consumption, CSR-Brand relationship



**Bianca Grohmann**

*Marketing Department*

Research Interests:

Brand and product design, Retail environments, Measurement of consumer responses



**Lawrence Kryzanowski**

*Finance Department*

Research Interests:

Efficiency and regulation of global capital markets, Fund raising, Investment and portfolio management, Market microstructure, Pricing and risk management



**Raymond Paquin**

*Management Department*

Research Interests:

Industrial symbiosis/industrial ecosystem development (ST), Environmental and social partnerships (ST), Alternative business models



**Raafat Saade**

*Decision Sciences & Management Information Systems Department*

Research Interests:

Development of complex systems, Knowledge engineering, Management of information systems/technologies



# RESEARCH ASSOCIATES



Paul Shrivastava

*Management Department*

Research Interests:

Sustainable enterprise, Corporate social responsibility, Strategic management, Art and sustainability, Business & biodiversity



Lidia Varbanova

*Management Department*

Research Interests:

Strategies and entrepreneurship in the arts, sustainable strategies in the cultural sector



Navneet Vidyarthi

*Decision Sciences & Management Information Systems Department*

Research Interests:

Strategic design and tactical planning in logistics and supply chain management, Methodological interests in large-scale optimization, simulation-based optimization and meta-heuristics

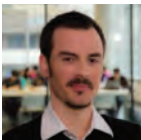


Judith Walls

*Management Department*

Research Interests:

Corporate governance and corporate social responsibility: role of shareholders, board of directors and CEOs, Development of environmental capabilities, Measurement of environmental strategy, Industrial ecology/industrial symbiosis



Ulrich Wassmer

*Management Department*

Research Interests:

Value creation, Inter-organizational collaboration (especially alliance portfolios, alliance lifecycle issues, environmental partnerships, multi-partner alliances), Resource based view of the firm



# DOCTORAL & MASTERS STUDENT RESEARCHERS



**Bilal Abdul Kader**  
*Finance Department,  
PhD Program*

Bilal Abdul Kader earned his MBA in 2006 from the John Molson School of Business (JMSB) where he is currently a PhD candidate. His main research interests are: asset pricing, corporate cash management, micro-finance, and sustainability in finance.

He is committed to integrating an active learning experience into his classroom in order to empower and engage students using recent methods, technologies, and activities.

At the David O'Brien Centre for Sustainable Enterprise, Abdul is working on financial data sonification to explore the explanatory power of acoustic display and whether sonification can uncover some otherwise unobservable trends in organizational data.



**Cheryl Gladu**  
*Management Department,  
PhD Program*

Cheryl Gladu received her degree in International Business from Carleton University, and her MBA from Simon Fraser University. She is currently pursuing a full-time Special Individualized Program PhD at Concordia University and studies at both the John Molson School of Business and Concordia's Department of Design and Computation Arts. She's also slowly chipping away at a part-time degree in painting and drawing at the same institution. Cheryl has created and delivered numerous presentations and workshops and has taught at both the John Molson School of Business and at the Desautels Faculty of Management (McGill University). Cheryl is currently studying the role and design of eco-feedback tools in the facilitation of pro-environmental behaviour in the organizational setting. She is doing research with Dr. Shrivastava on measuring the impact of art activism in the environmental movement.



**Andrea Kim**  
*Marketing Department,  
PhD Program*

Andrea Kim completed her MSc in marketing and is currently a PhD student at the John Molson School of Business in management. Her MSc research thesis focused on identifying factors that mitigate consumer scepticism associated to corporate social responsibility activities. She is a Teaching Assistant for an Undergraduate course in Sustainable Management taught by Dr. Paul Shrivastava and coordinates the social media activities for the Centre. Her current research interests include socially responsible consumption behaviours, sustainable development, stakeholder theory, measurement of corporate social responsibility (CSR), and the relationship between CEO characteristics and CSR strategy.



**Guillaume Pain**  
*Management Department,  
PhD Program*

Guillaume Pain has been working in the field of international sustainable development for the past 11 years as a trade facilitator and project management consultant. His graduate research focused on organizational learning (OL) theories and practices within overseas development assistance institutions. His current research interests include sustainable development, green practice adoption, knowledge management, institutionalism, and stakeholder theory.

# STAFF



Andrew Ross  
*Program Coordinator, Outreach & Student Activities*

Andrew Ross is a full time employee at the David O'Brien Centre for Sustainable Enterprise, where he oversees and manages the Centre's administration and coordinates multiple programs including the Sustainable Investment Professional Certification, the Sustainable Internship Program, and the Program on Sustainable Tourism.

Ross has a Master's of Science (MSc) degree in Geography & Environmental Studies from Concordia University, where his research focus was on climate change and climate modeling. Sustainability is now his core focus, particularly in the business world. He believes that embedding sustainability into businesses and university curriculum offers considerable environmental, social and economic advantages.



David Lank  
*Program Coordinator and Marketing*

Dave Lank is a full time employee at the David O'Brien Centre for Sustainable Enterprise. He handles the marketing for the Sustainable Investment Professional Certification program and coordinates various sustainability initiatives. Dave also teaches business classes part-time for Concordia's Centre for Extended Learning and adult entrepreneurship classes for the English Montreal School Board. Dave recently returned to his hometown of Montreal after many years in Vancouver where he worked as a marketing and branding specialist for major advertising agencies. Dave earned his MBA from Saint-Mary's University in Halifax.



Chantal Forgues  
*Program Coordinator, Outreach & Student Activities*

Chantal Forgues completed her MBA at the John Molson School of Business in 2009 where she was the Graduate President for the first year of the John Molson Sustainable Business Group (JSG) student association. She is currently an advisor on the board of JSG.

Forgues was a dedicated employee at the David O'Brien Centre for Sustainable Enterprise (DOCSE) from September 2009 until December 2011 when she went back to full time studies to complete her Master's of Environment at Concordia University. At the Centre, Forgues oversaw and coordinated multiple programs including the Sustainable Internship Program. She built student awareness of sustainability and helped link DOCSE with organizations to achieve their sustainability goals.

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# SUSTAINABLE INVESTMENT PROFESSIONAL CERTIFICATION (SIPC)

This first year for the Sustainable Investment Professional Certification (SIPC) proved to be a big success. The first of its kind, the SIPC is the only on-line international sustainable investing certification offered by a university business school, geared specifically to train finance and corporate professionals. It was developed to meet the demand of financial and corporate professionals to gain the skills and knowledge in the rapidly growing sector of sustainable investing and business sustainability.

## Crunching SIPC stats:

Program start date: Sept. 2011  
Number of terms per year: Three  
Number of students enrolled: 80

Student profiles: Managers - 25%  
Senior managers - 14%  
Presidents & VPs - 14%  
Directors - 8%

## Webinars

SIPC's free, live webinars showcase leading scholars and professionals in the field. Participants share their thoughts with these experts as they address the latest issues and trends in business sustainability and sustainable investing. SIPC Webinar attendance has grown exponentially and higher profile presenters are confirming participation. The roster of webinar presenters has included: Betsy Martin

and Ann Jackson (Jackson/Martin Inc.), Jacob Park (Associate Professor of Business Strategy and Sustainability, Green Mountain College), Cary Krosinsky (VP of Trucost), Amr Addas (Adjunct Professor, JMSB), Neha Kumar (B-Corporation), Dr. James Gifford (UNPRI Executive Director) and Andrew Heintzman (President of Investeco).

## Endorsements

Third-party associations like the CFA (Chartered Financial Analyst) Institute, IQPF (Quebec Institute of Financial Planners) and the SIO (Social Investment Organization) are seeing value in associating themselves with the SIPC brand and endorsing or accrediting the program.

## Wide audience

SIPC is attracting our target market of finance professionals as well as those from the corporate world in non-finance roles.

## Training for organizations

Large organizations are committing employees to the program by offering the SIPC as a training/continuing education tool. The BDC (Business Development Bank of Canada) covered the cost of tuition for 12 of its employees during the winter term alone.

**FINANCIAL  
RETURN.  
CAREER  
IMPACT.  
SUSTAINABLE  
FUTURE.**

[www.ifd-fsi.org](http://www.ifd-fsi.org)

# CORPORATE ROUNDTABLE AND SHARED LEARNING



Corporations have some of the greatest ability to affect change and have an impact on creating a sustainable world community. To that end, the David O'Brien Centre for Sustainable Enterprise invites corporate leaders as well as more entrepreneurial business executives into dialogues about major environmental and social issues.

This allows us to learn about the steps being taken at different levels and to discern where major gaps exist. Moreover, this process provides an opportunity for green leaders to share their success and for companies to learn from their peers.

## COMPANIES WHO ATTEND

- 4 Green Steps
- Birks
- Bombardier
- Crudessence
- Deloitte
- IBM
- McAuslan Brewery
- PWC
- STM



# SOCIAL MEDIA



## DOCSE FACEBOOK

DOCSE engages fans with timely information about the Centre's activities and events. In addition, DOCSE shares interesting sustainability and eco-news happening in Montreal and around the Concordia community.

[facebook.com/docse](https://www.facebook.com/docse)



## DOCSE TWITTER

DOCSE's Twitter follower base has been growing steadily over the year. DOCSE offers the Twitter community updates on a variety of sustainability topics. Some areas that DOCSE has been noted to be influential in are: Earth Day, Montreal Eco/Sustainability news, Eco-fashion, Sustainability Speakers, Sustainable Business.

[twitter.com/docse](https://twitter.com/docse)

## DOCSE NEWSLETTER

In September 2012, DOCSE launched its first quarterly email-based newsletter. This serves as a platform to keep the Centre's immediate and extended community informed about the latest projects, and upcoming events. Each quarter's newsletter also includes discussions from prominent business leaders and academics working with DOCSE on various sustainable enterprise initiatives.



## DOCSE BLOG

In 2011, DOCSE invited distinguished scholars from around the world to contribute to the Centre's blog on a wide range of topics from sustainable finance to sustainable living. In the spring of 2012, the blog was revamped to include a regular roster of accomplished leaders. Our blog team includes: Dr. Paul Shrivastava, Director of DOCSE; Aleece Germano, President and Founder of the SWAP Team; Jana Piest, Marketing Coordinator and Project Manager of the SWAP Team; Julian Giacomelli, CEO of Crudessence.

[sustainability10.wordpress.com](http://sustainability10.wordpress.com)



## DOCSE/SIPC LINKEDIN

Still in its infancy, the DOCSE LinkedIn group disseminates event details relating to our Distinguished Speaker series. SIPC provides followers and other sustainable investment groups updates about the program's webinar series featuring leading business practitioners and academics in sustainable finance.

*Listed under group: Sustainable Investment Professional Certification*

# TEACHING & CURRICULUM

## JMSB COURSES IN SUSTAINABILITY

### PHD COURSES

**ADMI 852G:** Management Research in Sustainability

*Dr. Judith Walls, Assistant Professor, Department of Management*

### MBA COURSES

**MANA 695:** Global Climate Change: Business Opportunities and Threats

*Dr. Paul Shrivastava, David O'Brien Distinguished Professor and Director of David O'Brien Centre for Sustainable Enterprise*

**MBA 625:** Managing Strategic Action (Strategy and Social Responsibility in Action)  
*Catalin Ratiu, Full-time Lecturer, Department of Management*

**MANA 695U:** Sustainable Business Strategies  
*Dr. Raymond Paquin, Assistant Professor, Department of Management*  
MSc Courses

**Mark 672Y:** Social Responsibility and Public Policy in Marketing

*Dr. H. Onur Bodur, Associate Professor, Department of Marketing*

## UNDERGRADUATE COURSES

**COMM 299S:** Sustainable Management

*Dr. Paul Shrivastava, David O'Brien Distinguished Professor and Director of David O'Brien Centre for Sustainable Enterprise*

**MANA 369:** Business and Sustainability

*Dr. Raymond Paquin, Assistant Professor, Department of Management*

**MANA 499G:** Corporate Governance and Social Responsibility

*Dr. Judith Walls, Assistant Professor, Department of Management*

**MANA 299:** Sustainable Management

*Dr. Paul Shrivastava, David O'Brien Distinguished Professor and Director of David O'Brien Centre for Sustainable Enterprise*



# JMSB SUSTAINABLE INTERNSHIP PROGRAM



Apart from developing sustainability knowledge in the classroom, DOCSE, together with the John Molson Career Management Services (CMS), offer students a chance to gain valuable, hands-on experience working in a company on sustainability related challenges.

The program offers organizations the opportunity to benefit from the business skills, diverse talents and experience of students from various business disciplines and backgrounds. Organizations also receive the additional help from eager and motivated students who want to make a difference.

This year, 20 organizations participated in the internship program and 25 students successfully completed internships and obtained their JMSB Sustainable Internship completion certificate.

#### Chanele Parent (SIP intern)

“I loved having the opportunity to learn about business and sustainability! It made me realize that there is a way to do business without being detrimental to society or the environment. Through this internship, I have met fantastic people that I hope to work with again as I further my career in this field! Thanks DOCSE!”

#### eCAUSE (SIP Employer)

“eCause is so grateful to have had the opportunity in 2011 and 2012 to work with several incredibly talented students studying at JMSB. As a company determined to make a difference in the wellness of people and planet, it was encouraging to team up with the SIP program on their similar mission and even more encouraging to see so many students embrace sustainability and it’s need to be incorporated in every part of our lives. The Sustainable Internship Program team has created an ideal situation for both student and employer, setting guidelines that fulfill both parties’ needs. Students with eCause had the opportunity to work on a variety of projects within the company, ranging from website upgrades to marketing and social media, brand development, accounting and sales.”

#### Diego Saenz (SIP intern)

“During my time at Sustainable Action Fund (SAF), I assisted the CEO with the organization of public consultations, with the planning and execution of the “Canada Beyond Oil” conference, which hosted guest speakers Marc Garneau and Nathan Cullen, whom are both members of Parliament. The best part of working at SAF is the fact that I had the opportunity to interact with so many like-minded people; a community of students who are as concerned with sustainability as myself.”

[johnmolson.concordia.ca/sip](http://johnmolson.concordia.ca/sip)

# DOCSE EVENTS



## LIVING EVERY DAY LIKE IT'S EARTH DAY

DOCSE believes that Earth Day shouldn't be celebrated just once a year. So we created an event designed to provide tools to live a more sustainable, healthy and positive life every single day. This event had representatives and business owners on hand from the food, transportation and clothing sectors to provide practical approaches to achieving a sustainable lifestyle.

### SUSTAINABLE WORK: A PANEL DISCUSSION

The meaning of "work" has changed considerably and is evolving rapidly. Obtaining and maintaining employment has become increasingly difficult. Two invited panelists held an interactive talk addressing the possibilities and potential of sustainable and socially responsible work, from different perspectives. Lisa Maclean discussed creation of work for homeless and handicapped people. Frank Koller explored work lifelong employment and related corporate policies centered on long-term competitiveness and development.

### SUSTAINABILITY AND TOURISM – A NORDIC PERSPECTIVE

During this event, a group of Finnish researchers addressed the challenges and opportunities facing sustainability in a Nordic tourism context. The context of tourism is used to illustrate wider themes of sustainability. The point of departure for this 'state-of-art' presentation is that tourism offers an opportunity for better understanding the concept and practice of sustainability and the role of organizations,

employees, customers, locals, among other stakeholders in making progress toward more sustainable lifestyles. This workshop gave birth to DOCSE's Program on Sustainable Tourism.

### SUSTAINABLE FINANCE WORKSHOP

DOCSE hosted a workshop on Sustainable Finance. The purpose of the workshop was to discuss in an informal setting, the different research efforts that people are engaged in using the Trucost database. Industry members attended to provide their insight into sustainable finance and its application for professionals. Each researcher gave a presentation on their work. This workshop was aimed at introducing researchers, using the same dataset, to each other as well as to share ideas and potential for collaboration.

### CANADA BEYOND OIL: A PANEL DISCUSSION

What options should Canada consider in light of rising costs and environmental impact of oil that is threatening the global economy and biosphere? Four distinguished panelists looked at the options Canada had in preparation for the peak oil crisis: Marc Garneau, M.P, PhD, the former astronaut turned Liberal member of Parliament, Nathan Cullen, MP, NDP Member of Parliament, Professor Pragasen Pillay, Holder of Hydro-Quebec/NSERC Research Chair in Renewable Energy, Professor Paul Shrivastava, David O'Brien Distinguished Professor of Sustainable Enterprise, and Director, David O'Brien Centre for Sustainable Enterprise, and Laura Glover, VP Sustainability of the Concordia Student Union.



# CONFERENCES



## RIO+20 UNITED NATIONS CONFERENCE ON SUSTAINABLE DEVELOPMENT (JUNE 2012) - 50 + 20: MANAGEMENT EDUCATION FOR THE WORLD

50+20 is a collaborative initiative that seeks to unearth new ways and opportunities for management education to transform and reinvent itself. We are asking critical questions about the state of the world, emerging societal issues, the dominant economic logic, the purpose of business, the crucial role of leadership, and the challenges facing management education. The RIO+20 United Nations Conference on Sustainable Development (June 2012) marked the 20th anniversary of the 1992 Rio Earth summit. It has been 20 years since governments have been collectively urged to rethink economic development and find ways to halt the destruction of irreplaceable natural resources. It is at this juncture in history where 50+20 takes action to reset the management education agenda.

[uncsd2012.org](http://uncsd2012.org)



## BALANCE-UNBALANCE CONFERENCE

The Balance-Unbalance Conference was a two day event (November 4 and 5, 2011), which brought together over 130 people (artists, scientists, economists, sociologists, engineers, management and policy experts) with the intent of reflection, debate, and the promotion of projects and actions regarding the environment and our human responsibility. Using art as a catalyst, Balance-Unbalance 2011 explored intersections between nature, art, science, technology and society as we move into an era of both unprecedented ecological threats and transdisciplinary possibilities. One of the main goals of the conference was to develop the role of the arts and artists in dealing with environmental challenges.

[balance-unbalance2011.hexagram.ca](http://balance-unbalance2011.hexagram.ca)



## INTERNATIONAL CONFERENCE ON DEGROWTH IN THE AMERICAS

Increased consumption and overpopulation are testing the limits of the world's natural resources. The international conference Degrowth in the Americas brought together academics, activists, environmentalists and indigenous peoples to discuss how we can move toward more equitable and diverse societies in a world that cannot sustain more growth. One of the many speakers at the conference was, David Suzuki, who presented his talk, *Humanity in Collision with the Biosphere: is it too late?* The conference explored the concept of degrowth which calls into question the relationship between sustainable development and economic growth. Degrowth challenges traditional economic models which, according to proponents of the movement, do not properly take into account environmental and societal costs. The recent Occupy protests demonstrated that issues of environmental and social justice are of profound importance to a great many people. Building on degrowth conferences in Paris in 2008 and Barcelona in 2010, the 2012 conference placed the degrowth movement that began in Europe in the context of the Americas. Over 300 people participated and the conference included plenary sessions, panel discussions, a degrowth fair, with exhibits, art, video and cultural events, as well as opportunities for participants to network and build relationships beyond what is possible in most formal academic conferences.

[montreal.degrowth.org](http://montreal.degrowth.org)



## THE JOHN MOLSON SUSTAINABLE BUSINESS GROUP (JSG): BUSINESS BEYOND TOMORROW CONFERENCE

JSG is a graduate and undergraduate student association that provides business students with the resources to effectively and professionally incorporate sustainability in their pursuit of becoming ecologically aware, socially just, and economically responsible business leaders. DOCSE sponsored the Business Beyond Tomorrow Conference, which attracted over 200 attendees and was co-organized by student groups from both McGill University and HEC Montreal. The conference covered the four pillars of sustainability: food, impact investing, waste, and transportation. For more information.

[jsg-jmsb.ca](http://jsg-jmsb.ca)



# CREDITS

## p10. Sun's Love

Watercolor on paper

11" x 15"

Description: Transparent watercolor on natural-white, medium-weight, moderately textured papier d'Arches Banff, Alberta

## p18. Banff Leaves

Watercolor on paper

12" x 15¼"

Description: Transparent watercolor on natural-white, medium-weight, moderately textured papier d'Arches Banff, Alberta

## Nancy J. Adler

*"What we cannot comprehend by analysis, we become aware of in awe."  
Abraham Joshua Heschel*

Nancy has been painting and making monotype prints for more than two decades. She has been an artist-in-residence multiple times at The Banff Centre and a guest at the Emily Carr Institute of Art and Design in Vancouver. Her ink and watercolor paintings have been exhibited in Montreal, Toronto, Vancouver, Washington D.C. and Banff, and are held in private collections in Canada, England, Hong Kong, New Zealand, Slovenia, Switzerland and the United States. Dr. Adler is a Professor of Organizational Behavior and International Management and currently holds the S. Bronfman Chair in Management at McGill University in Montreal.



## Vera Ivanaj

*"Peindre pour Dépendre, Construire pour Déconstruire, Apprendre pour Désapprendre,  
Voyager pour Exister."*

Vera Ivanaj is a French-Albanian emerging autodidact artist, born in Albania in 1967, who lives and works in France. Her artwork is highly influenced by 20 years of trans-disciplinary background that combines academic and teaching in social and human sciences with significant experience in art and aesthetic practices. Primarily working with the mediums of painting, drawing and writing, she likes to explore complex philosophical concepts of life, energy and movement, from a cognitive and esthetic point of view. The inner and outer emotional life of human being and the dialectical relationship between consciousness and unconsciousness guide her theoretical and experimental art reflection.

# CONTACT US

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