![Network for Business Sustainability — Business. Thinking. Ahead.]

# Strategic Plan
## 2009 - 2015

*Enabling business sustainability
by fostering collaboration between industry and academia*

March 24, 2009

## Executive Summary

The Network for Business Sustainability (NBS) is comprised of over 300 researchers and reaches about 500 business sustainability practitioners. This strategic plan describes what the NBS will achieve and how for the period 2009-2015. This document will constantly evolve; the latest version will always be available [online](#).

> *Business sustainability encourages business to thrive in harmony with the economic, social and ecological systems upon which it relies.*

To make businesses sustainable, we must move beyond disciplinary, industry and professional silos. We must innovate new business models that motivate business actions that are good for both business and society. We believe that knowledge is the tool that can bridge these silos and unlock a sustainable future.

The Network will build the infrastructure required to accomplish this. We will help unite a community of people from across sectors in English- and French-speaking Canada interested in using knowledge to advance business sustainability. The Network is a match-maker and facilitator. Our vision, mission and objectives are listed below.

**Vision**: We envision a world where Canadian enterprises contribute to prosperous economies, healthy ecosystems, and strong communities.

**Mission**: The Network enables business sustainability by fostering collaboration between research and practice.

**Objectives**:
1. Build and grow a community of researchers and practitioners of business sustainability.
2. Develop a database of state-of-the-art business sustainability knowledge that is relevant to practice.
3. Create opportunities to develop new knowledge that spurs innovation in enterprises.

To deliver on these objectives, the Network has designed a set of tightly-intertwined activities. The core activity involves systematically reviewing existing knowledge on certain questions of key importance to practitioners. As our stock of this 'actionable knowledge' grows, it will be made available in an online knowledge database. Finally, the Network will bring people together virtually and in person, creating spaces in which true innovation can transpire.

This document summarizes where the Network has been and where it is going for the next 5 years. It is a living document and will be revised to accommodate our newest thinking about the gaps that need to be filled to achieve business sustainability in Canada. By bringing together researchers, managers, policy-makers, and students, we can help realize a more sustainable society.

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# 1. Background on the Network

## 1.1 Looking Back

In 2004, Dr. Tima Bansal consulted thought leaders in academia, corporations, governments, and non-profit organizations to identify the needs of Canada's business sustainability community. Through this process, considerable assets were uncovered. For example, industry-focused organizations, such as Canadian Business for Social Responsibility (CBSR) and The Conference Board of Canada (CBoC), were building strong networks and meeting many of the knowledge needs of sustainability practitioners. Similarly, various research networks across Canada were providing a forum for researchers to meet, although none focused specifically on business sustainability. Appendix 1 lists several organizations that presently meet many of the sustainability community's needs.

This consultation process also exposed a number of gaps. Researchers and practitioners often worked in isolation from one another, and no single network bridged both communities. The need for actionable evidence-based knowledge on business sustainability was mentioned across the board.

In response to these gaps, the Research Network for Business Sustainability (RNBS) was established in 2005 as a non-profit initiative. The Network's mission was to 'facilitate business sustainability in Canada through research and evidence-based management.' It sought to do so by bridging research and practice to create community, to impact practice, and build capacity in students and researchers.

In the ensuing four years, and with critical logistical support provided by the Richard Ivey School of Business at the University of Western Ontario, the Network has developed a website and online database of people, created a newsletter, assembled an Advisory Council and Leadership Council, and held networking and dialogue events. These activities are described in detail in section 2.6. We are also in the process of renaming and rebranding the RNBS as the Network for Business Sustainability (NBS).

## 1.2 Looking Forward

The Network has experienced rapid growth over the last four years. In late March of 2008, Dr. Tima Bansal was awarded two major grants by the Social Sciences and Humanities Research Council (SSHRC) of Canada to build the Network: $2.1M from the Strategic Knowledge Clusters program, and $300,000 from the Knowledge Impact in Society program. These awards confirmed the broad support for the Network's vision for business sustainability in Canada.

In light of this significant funding, it was important for the Network to reflect on its mission and activities to ensure that it was meeting the needs its constituents. A strategic planning and consultation process was launched in Spring 2008 (background and methodology presented in Appendix 2). Thirty-one interviews were conducted with the Network's advisors, its grant co-applicants, collaborators, and partners (a list of participants is provided in Appendix 3) to assess needs and how best to satisfy them. The Network's Business Sustainability Champions, representing most Canadian universities, fed into the process. This strategic plan summarizes this input and lays out a framework for the Network's programs moving forward.

## 2. Strategic Plan

### 2.1 Vision

We envision a world where Canadian enterprises contribute to prosperous economies, healthy ecosystems, and strong communities.
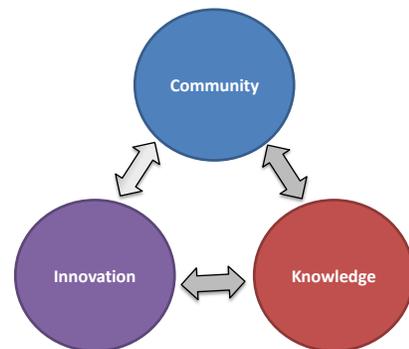
### 2.2 Mission

The Network enables business sustainability by fostering collaboration between industry and academia.

### 2.3 Objectives

The Network strives to meet the following objectives by 2015:    *Figure 1: Objectives of the Network*

1. Build and grow a <u>community</u> of researchers and practitioners of business sustainability.

2. Develop a database of state-of-the-art <u>knowledge</u> in business sustainability that is relevant to practice.

3. Create opportunities to develop new knowledge that spurs <u>innovation</u> in enterprises.



### 2.4 Key Principles

The Network has identified six key principles that will provide the foundation upon which all activities will be conducted. They will also act as criteria to assess the alignment of any activity with our mission.

**Evidence-based Knowledge and Sound Theory** – All Network activities must be grounded in evidence and sound theory from academia and practice.

**High Positive Impact** – The Network will ensure that each of its activities are designed and implemented for maximum positive impact on their target audience. For every activity, event, and communication tool, a clear target audience will be defined to ensure that appropriate language and media are being used.

**Canada-Wide Emphasis** – The Network will be inclusive of and relevant to all parts of Canada by removing barriers to encourage exchange and collaboration especially between French and English Canadians.

**Cross Industry and Sectoral Boundaries** – The Network will seek to break down the silos within and among the academic, industry, and government sectors by organizing events and activities that encourage collaboration.

**Continuous Improvement** – The Network will continuously monitor and assess the relative efficacy of all activities, and adapt them going forward to ensure maximum impact.

**Practice Sustainability** – The Network will take measures to ensure the sustainability of its own activities.

## 2.5 Target Audiences

The Network targets various audiences. The table below describes their needs.

*Table 1: Target Audiences and their Needs*

| Target Audience | Needs |
|---|---|
| *Researchers* | |
| Established business sustainability (BS) researchers | Share ideas and knowledge with practitioners and researchers outside their discipline |
| New BS researchers; PhD students | Share ideas and knowledge with practitioners and researchers outside their discipline; identify collaborators in academia and industry and initiate new, relevant and impactful research projects |
| Non-BS researchers | Share ideas and knowledge with industry; identify collaborators in academia (other disciplines) and industry |
| *Practitioners* | |
| C-suite BS managers and policy-makers | Advance sustainability by sharing knowledge with the community; be perceived as a leader (organization and individual) |
| Mid-level BS managers and policy-makers | Make better decisions using the latest objective knowledge; engage in real conversations and healthy debate with thought-leaders |
| BS enablers (consultants, industry associations, etc.) | Gain competitive advantage by informing their practice with robust, cutting-edge knowledge from research |
| General (non-BS) managers | Quickly and easily learn more about the basics of BS; understand the new risks and opportunities that social and environmental issues are imposing on their business |
| BS university instructors | Develop and find the latest teaching resources |
| MBA and undergraduate students | Complement their education with robust, cutting-edge knowledge from research; network with industry to find jobs |
| *Media* | |
| | Quickly find experts on various business sustainability issues |

## 2.6 Governance

Several governance mechanisms (see figure 2) are in place to ensure that the Network is managed effectively and responsibly.

*Executive Director*
Dr. Tima Bansal is Executive Director of the Network, which is primarily funded through her grants. She oversees all strategic decisions, and is ultimately accountable for the Network's performance.
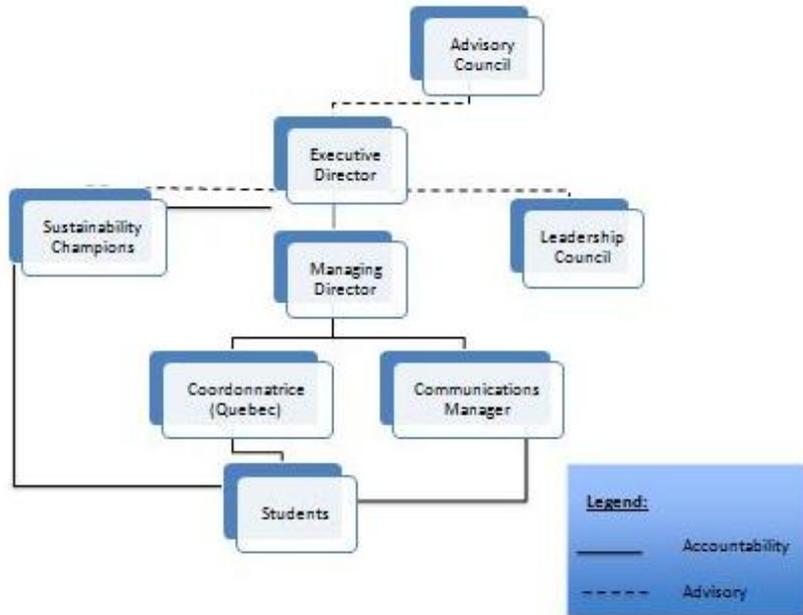
*Advisory Council*

An Advisory Council (members listed [here](#)) – comprised of no less than eight and no more than twelve senior academics and leading sustainability practitioners – provides input from both the worlds of research and practice to the Network's development and strategic planning. They serve a three-year term and meet physically once a year to discuss the achievements of the Network as well as assess and address challenges and opportunities that have arisen over the previous twelve months.

*Figure 2: Organizational Structure of the Network*



*Leadership Council*

The Leadership Council is comprised of approximately 15 representatives from different industry sectors, government and NGOs. In addition to identifying the priority issues that feed the Knowledge Projects, the Leadership Council also plays an important advisory role to the Executive Director. Their input serves as a litmus test as to whether Network tools, events and activities are accessible to practice.

*Business Sustainability Champions*

The Sustainability Champions are academics representing each of Canada's universities. These Champions will serve as conduits of knowledge to and from the Network and their respective schools, as well as across disciplines. They will also lend their considerable expertise in championing Network activities, particularly with respect to student mobilization programs. They will play an advisory role to the Executive Director and be accountable for activities they oversee or lead.

*Other Network Staff*

The Managing Director oversees the day-to-day operations of the Network, interfaces with all stakeholders, and implements its strategic plan. The Communications Manager is responsible for developing and implementing the communication strategy. The Coordonnatrice of the Quebec office is responsible for engaging Quebec-based researchers in the Network, and ensuring that the Network meets their needs.

## 2.7 Current Activities

This section lists the Network's current activities. The website and newsletter are key communication mechanisms for everything the Network does. All other activities have been organized into three categories, according to the necessary evolution the Network must follow:
1. The Core: These activities relate to knowledge creation that is relevant to practice.
2. The Bridge: These activities relate to knowledge dissemination and seek to establish the network's presence as a bridge between the communities of research and practice.
3. The Extension: These activities seek to bring change by extending research and practice into more innovative spaces.

### Website and Newsletters

The website has been visited over 130,000 times since September of 2006. It contains the profiles of over 300 business sustainability researchers in Canada and summaries of dozens of current research projects being undertaken by these researchers.

In the future, it will be the virtual home to a community of researchers and practitioners who not only seek knowledge in business sustainability but also networking opportunities. To meet this objective, we will make the following changes to the website.
1. The website is being completely revamped to improve its functionality and aesthetic. It will also be relocated to servers at the Ivey Business School, which agreed to donate technical support when the Network's existing contractors went out of business.
2. We will expand significantly the database of business sustainability knowledge with content that is relevant to both researchers and practitioners. We will post summaries of key research results and 'how to' tools. We will initially focus our efforts on developing content related to the Knowledge Priorities.
3. The database and search functions will be redeveloped to be more powerful and user-friendly.
4. We will develop a dialogue mechanism to encourage collaboration opportunities within and among Network members and the broader community.

Whereas the website 'pulls' users, the newsletter 'pushes' knowledge and opportunities to Network members and beyond. The newsletter is a critical tether to the sustainability community and will be expanded in the future. The Network's Quebec office also has a newsletter, which may be integrated with the English newsletter. We will decouple the news stories from the newsletter, so users can receive them either as news feeds in real time (e.g., RSS) or bundled in the newsletter. Further opportunities will be sought to cross-promote and disseminate with complimentary organizations to increase its reach.

### The Core: Systematic Reviews of Knowledge Priorities

A set of three tightly connected activities result in the systematic review and synthesis of prior research related to priority sustainability issues. The process takes at least one full year to complete. We have completed one full cycle from 2007-2008, and have initiated a second cycle for 2008-09.

### Identify Knowledge Priorities

A Leadership Council was formed in the spring of 2007 with representatives from organizations leading sustainability across government, industrial, and non-governmental sectors. The Council meets annually to identify and prioritize, through consensus, the key business sustainability questions currently facing

Canadian business leaders. The priorities are published annually in a report. In the future, we may extend the process of identifying knowledge priorities to include input from entire Network.

*Synthesize Existing Knowledge (Knowledge Projects)*
The Network commissions two Knowledge Projects inspired by the Leadership Council's top two knowledge priorities. These Projects systematically review and synthesize prior research related to the priority, and disseminate the findings in separate deliverables targeted to academics, practitioners, university educators, and the media. We have completed two knowledge projects, and are pleased that the outcomes exceeded the original deliverables. To this point, the projects have yielded media coverage, corporate presentations, and one academic publication.

*Mobilize Knowledge Widely*
In addition to the website and newsletter, the synthesized knowledge is disseminated at events. The first two rounds of Knowledge Projects were presented at The Conference Board of Canada's CSR Conferences in May of 2008 and 2009. In the future, we will also disseminate knowledge more broadly, through channels such as the CBSR Summits, GLOBE conference, and the University of St. Michael's Certificate in CSR Program, the Administrative Sciences Association of Canada (ASAC), the Academy of Management (AOM) annual meetings, and through industry associations, webcasts and online presentation videos. Moreover, the Network's Quebec office organizes events for researchers and practitioners based on other knowledge priorities.

In the past, the Network has held four Knowledge Forums to bring the communities of research and practice together to dialogue and share knowledge relevant to the Knowledge Projects. They have been attended by more than 220 sustainability researchers and practitioners from across Canada and abroad. In the future, the Network will seek a partner with capabilities for hosting such events, such as CBSR or New Directions Group.

**The Bridge**
*A Knowledge Database to Impact Practice*
Substantial volumes of rigorous knowledge lie dormant in academic journals, and are scattered about in practitioner reports. Nowhere is rigorous academic knowledge available in easily accessible formats, and nowhere is relevant practitioner knowledge aggregated in a single database. The Network is developing a database on its website to house such cutting-edge, jargon-free knowledge. Content will focus initially on the top knowledge priorities. Some content will be available in French and some in English. Academic editors will ensure that the summaries, written by students, are of high quality.

**The Extension**
*Innovation Fund*
The Network is launching an annual competition for activities proposed and selected by Network members. This activity would provide a decentralized mechanism to enable innovative, small-scale, discrete projects that support the Network's mission.

*Creating Spaces to Develop Tools that make Knowledge Actionable*
The Network will create both virtual and physical spaces for researchers and practitioners to develop actionable knowledge.
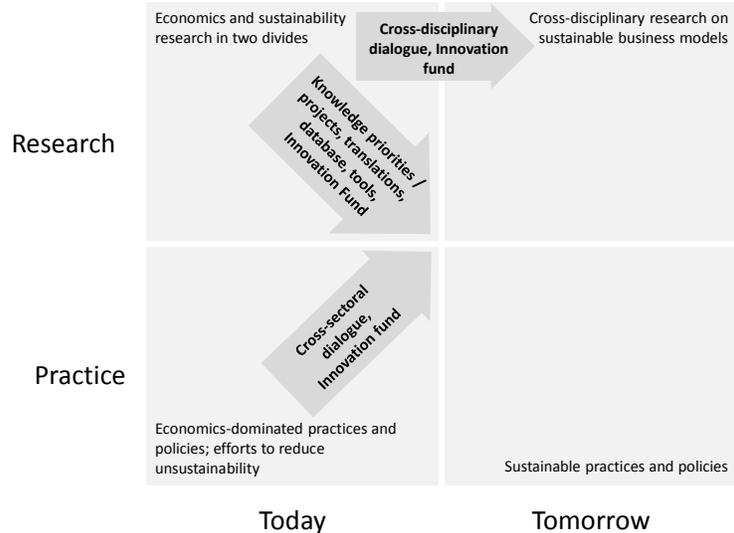
*Youth Conference for Sustainability Leadership*
 A multi-day [conference](#) is being developed in partnership with The Co-operators and the University of Guelph to bring together 180 students from across Canada in all faculties and disciplines to discuss business sustainability issues and practices. This three-day event will be held September 24-27, 2009 in Guelph. Thought-leaders will be brought in to work through a series of business sustainability issues with the students. The Network will enable extensive pre-event and post-event activities that will engage students in learning about business sustainability.

*Figure 3: How Network Activities will Move Today's Research and Practice into Tomorrow*



*Business Sustainability Champions Meeting*
In January 2009, we hosted a meeting for Business Sustainability Champions. There is one Champion for nearly every Canadian University. The purpose of the two-day event was to build a broad, tightly-knit research and teaching community to help meet objectives 1 and 2 of the Network within the University context. This event also provided the Champions with opportunities to lead Network activities and to propose new activities. We anticipate that this meeting will be held again in 2012, after the midpoint in the funding cycle.

The following table summarizes these activities and shows how they align with our objectives. Figure 3 shows how these activities will move today's research and practice into tomorrow.

*Table 2: Summary of Current Activities*

| Activities | Key Audiences | Objectives | | |
|---|---|---|---|---|
| | | Commu-nity | Know-ledge | Inno-vation |
| *The Core: Knowledge Creation, building relevance* | | | | |
| Identify Knowledge Priorities | Practitioners inform researchers | X | X | |
| Synthesize Existing Knowledge (Knowledge Projects) | Researchers inform practitioners | | X | |
| Mobilize Knowledge Widely | Researchers and practitioners inform each other | X | X | X |
| *The Bridge: Knowledge Dissemination, establishing presence* | | | | |
| Build a Knowledge Database | Research informs practitioners and students | | X | |
| *The Extension: Innovation, bringing change* | | | | |
| Innovation Fund | All | X | X | X |
| Create spaces to develop tools that make knowledge actionable | Research informs practitioners | | X | |
| Youth Conference for Sustainability Leadership | Students | X | X | X |
| Business Sustainability Champions Meeting | Researchers | X | | X |

## 2.8 Potential Future Activities

A number of potential future activities have been conceptualized in response to feedback from key stakeholders. These activities will bring the Network closer to meeting its objectives. Their priority will be influenced by the support they garner from the Network's Advisors and Champions.

*Build Curricula*
A group of Network members has expressed interest in exploring the question: As educators how do we develop the skills, attributes and competencies of responsible leaders/leaders of sustainable firms? They would seek practitioner input to this question. The answers would direct the development of business sustainability curricula.

*Build a Common Definition*
To enable cross-disciplinary collaboration on business sustainability, some argue that a common definition is required. A group of Network members is interested in working on such a definition.

*Engage Students*
Network members have called for activities that engage students in and equip them for business sustainability. Examples could include case competitions, matching with practitioners, consulting project, and awards.

*Engage Rest of Campus*
To enable interdisciplinary collaboration on business sustainability, all faculties will have to play a role. The Network hopes to expand its reach beyond business schools to include other disciplines, such as engineering, science, health, and other social sciences. The potential for such multi-disciplinary networking and collaborations will be explored with the Canadian Consortium for Sustainable Development Research. Also, a handful of Network researchers have proposed sharing best practices in how to encourage interdisciplinary exchange across faculties, such as interdisciplinary luncheons, grant proposals, and teaching.

*Generate Practitioner Demand*
While many managers 'get' sustainability, others don't yet see the need. A group of Network researchers have proposed projects to generate practitioner demand for business sustainability. Ideas include a "Why Not?" research project that synthesizes the business case, workshop on selling sustainability in your organization, and a survey of practitioners on what are they are doing and not doing.

*Identify Current Sustainability Practices*
A group of Network researchers are interested in organizing workshops with managers to identify what they are and are not doing on sustainability. This would directly inform their research agendas, while allowing the managers to meet thought-leading researchers on various issues.

*Breakfast Learning Events*
Organizations such as Canadian Business for Social Responsibility (CBSR) regularly host breakfast learning events across the country to share knowledge with sustainability practitioners. Partnership with these organizations will be explored to help mobilize research into practice and network across sectors.

### International Outreach
When the Network is firmly established in Canada, it will begin reaching out internationally to disseminate Canadian research, foster international collaborations, and build Canada's brand as a hotbed for business sustainability research and education. The Network already has relationships with some international sustainability organizations (see Appendix 1), but more will be developed. Research, such as the Knowledge Projects, will be presented at international sustainability conferences.

### Business Sustainability Innovation Laboratory
Many of the Network's existing activities encourage incremental progress towards business sustainability. Innovative, game-changing research, practices and policies will also be required. Such solutions will inevitably require cross-sectoral and cross-disciplinary input. The Network may mobilize its community through residential innovation labs that work toward such innovations.

### Training Workshops
The Network could play a role in training students, researchers, and managers. Three specific needs have been identified. First, practitioners could train researchers and students to write for practitioners. This could occur at any gathering of researchers. Second, the Network could train researchers and students on the methodology of systematic review. More published systematic reviews would provide a greater robust knowledge base on which managerial tools can be developed. Third, educators could be brought together to share best practices and develop new teaching tools. Potential partnerships will be explored with the World Environmental Education Congress, and the Association for the Advancement of Sustainability in Higher Education's Sustainability Across the Curriculum Leadership Workshop, and outputs could be distributed through CasePlace.org, O.N.E., and Utilium.

### Research Internships
A key component of capacity-building in students and managers is experiential learning gleaned from internships. The Network has identified several potential opportunities for collaboration that target both students and managers, in partnership with complimentary organizations. The first potential opportunity is a week-long student internship that sees students interacting with managers and contributing to their 'action research' in Sustainable Enterprise Academy (SEA) seminars. The second opportunity is for traditional internships for professional business students through the Community Experience Initiative. The third internship opportunity is through Accelerate Canada, aiming to place research-based graduate students in industry. Finally, the Network also recognizes the value in hiring summer interns to work within the Network itself.

### SME and Small Business Round Tables
SMEs face different issues than big business. Little research attention and resources have been given to SMEs to date. SMEs provide excellent research opportunities. Thus, we plan to create an SME Leadership Council to identify knowledge priorities for SMEs. This Council will be likely comprised of industry associations, consultants, NGOs, and government departments.

# 3. Action Plan

This summary table outlines an action plan for the current activities that will continue to be developed.

*Table 3: Action Plan for Current Activities*

| Activity | Implementation | Indicators of Success | Timing | Outputs |
|---|---|---|---|---|
| Website Re-design | • **Engage Ivey IT**<br>• Incorporate input gleaned through stakeholder interviews | • Increased access and function of the website<br>• Measure feedback from users | **August 2009** (One-time) | New website interface and knowledge content |
| Innovation Fund | • **Researchers** | • # proposed projects<br>• # reached | **Spring 2009** | Various |
| Dissemination and dialogue events | • **Practitioners, researchers, students**<br>• Annual meeting to disseminate and dialogue on KP findings | • # of people who attend the presentations<br>• # of people exposed to the findings through the network | **Spring 2009** (Annual) | Summary of event online<br><br>Proceedings, distributed through Network |
| Academic Conferences (e.g. ASAC, AoM) | • **Researchers, students**<br>• Networking and collaboration event that brings researchers together around sustainability | • # of researchers who attend this event | **Summer 2009** (Annual) | Summary of event online |
| Practitioners' Knowledge Priorities | • **Leadership Council Members** identify priorities issues facing business<br>• 1-day event held in Toronto | N/A | **Fall 2009** (Annual) | Knowledge Priorities Report |
| Youth Conference for Sustainability Leadership | • **Students, researchers**<br>• National, multi-day event<br>• Partner with *The Cooperators* and the University of Guelph | • # of participants<br>• Feedback from participants | **Fall 2009** (One-time) | Event summary<br><br>Practitioner report |
| Knowledge Projects | • **Researchers, students**<br>• Fund two projects annually<br>• Identify opportunities for student involvement | • # of teams that apply to the KP<br>• # of individuals who access the given tools | **Jan 2010 – Fall 2010** (Annual) | Practitioner report; Academic report; Press release; Teaching tool |
| Partnership with Industry Associations | • **Industry associations**<br>• Support their existing activities (e.g., annual meeting, website content) | • # or partnerships<br>• # of practitioners reached | **Early 2010** | New research<br><br>Presentations to industry |
| Business Sustainability Champions Meeting | • **A Business Sustainability Researcher from each University in Canada**<br>• Host at Spencer<br>• Piggy-back Advisory Council Meeting | • # of participants | **Jan 2009 Jan 2012** | N/A |
| PhD Sustainability Academy | • **International researcher, senior researchers and 15 PhD students** to engage around sustainability issue<br>• Partner with Ivey to host this event | • # of participants<br>• Feedback from participants | **Fall 2010** (biennial) | Event summary |

# 4. Risks and Contingencies

Certain risks have been identified which without proper attention could impede the Network's progress to achieve its mission. Mitigating measures will enable the Network to reduce these risks. The Network's governance structures will continually monitor these risks.

*Table 4: Mitigation strategies to reduce risks to the Network*

| Risks | Mitigating Measures |
|---|---|
| Over-extending resources; taking on more activities than can be effectively administered | • Ramp up systematically<br>• Monitor feedback on the quality of activities<br>• If it becomes an issue, piggy-back on partners more |
| Perception that the Network is positioned too much in academia, and not enough in practice | • Involve practitioners in Advisory Council, Leadership Council, and in all activities<br>• Survey network members biennially to assess their perception of the Network (including rebranding effort) |
| Overlap with other organizations' activities; competing with rather than complementing existing organizations | • Constantly communicate with other players in the community to get their input on activities<br>• This could also have the added benefit of identifying opportunities and partnerships |
| Not meeting needs the knowledge needs of practitioners (particularly with tools) | • Evaluate all planned activities against principles, objectives, and mission<br>• Seek input from Advisors, Champions and Leadership Council<br>• Survey network members biennially to ask if meeting needs |

# 5. Conclusion and Future Considerations

This strategic plan is a roadmap for the Network's activities. It was developed with input from our Advisory Council and Business Sustainability Champions. It is a living document that will be adjusted in response to direct input from the sustainability community. Our goal is to ensure that the Network's activities are executed efficiently and effectively to yield maximum impact.

In order for the Network to be viable and have impact over the long-term, we must be cognizant of the following future considerations:
1. The long-term financial viability of the Network. Thought must be given to fundraising beyond 2015.
2. The long-term championing for resources to fund research in business sustainability. As the demand for robust business sustainability knowledge increases, so must the supply of rigorous research.
3. Look for opportunities to shape policy through researcher/practitioner partnerships.

This document was written to invoke thought, discussion, and meaningful action. It is also the embodiment of something much bigger: the desire of Canadian enterprises to contribute to prosperous economies, healthy ecosystems, and strong communities.

# Appendices

## Appendix #1: Complementary Organizations

The following is a list of complementary organizations that operate within the sustainability community. The descriptive text for each organization was taken directly from their respective websites.

*Practitioner Networks*

*Canadian Business for Social Responsibility*: Founded in 1995, CBSR is a business-led, non-profit CSR consultancy and peer-to-peer learning organization that provides its members with candid counsel and customized advisory services as they formulate powerful business decisions that improve performance and contribute to a better world.

*Canadian Sustainability Indicators Network (CSIN)*: Sustainability indicators are signals that tell us if our society is moving toward or away from more sustainable ways of living and doing business. The Canadian Sustainability Indicators Network (CSIN) seeks to improve the quantity and quality of indicators and sustainability reports in Canada by providing a forum for indicator and reporting practitioners.

*Conference Board of Canada*: Mission: The Conference Board builds leadership capacity for a better Canada by creating and sharing insights on economic trends, public policy and organizational performance.

*Globe Foundation*: Our three guiding principles:
1. Environmental problems are business opportunities.
2. Companies that can provide clean technologies and solutions will prosper.
3. Proactive organizations that embrace environmental sustainability will be more competitive.

*NGOs*

Aspen Institute: The Aspen Institute mission is twofold: to foster values-based leadership, encouraging individuals to reflect on the ideals and ideas that define a good society, and to provide a neutral and balanced venue for discussing and acting on critical issues.

*David Suzuki Foundation:* Since 1990, the David Suzuki Foundation has worked to find ways for society to live in balance with the natural world that sustains us. Focusing on four program areas – oceans and sustainable fishing, climate change and clean energy, sustainability, and the Nature Challenge - the Foundation uses science and education to promote solutions that conserve nature and help achieve sustainability within a generation.

Global Compact: The UN Global Compact is a strategic policy initiative for businesses that are committed to aligning their operations and strategies with ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption.

Global Responsible Leadership Initiative: The GRLI's focused mission is to promote and support the development of a next generation of globally responsible leaders.

_International Institute for Sustainable Development_: To champion innovation, enabling societies to live sustainably

_Pembina Institute_: To advance sustainable energy solutions through innovative research, education, consulting and advocacy.

_Pollution probe_: a Canadian charitable environmental organization that
1. Defines environmental problems through research;
2. Promotes understanding through education; and,
3. Presses for practical solutions through advocacy.
Pollution Probe is dedicated to achieving positive and tangible environmental change.

_WWF – Canada_: To stop the degradation of the planet's natural environment and to build a future in which humans live in harmony with nature, by:
- Conserving the world's biological diversity,
- Ensuring that the use of renewable natural resources is sustainable,
- Promoting the reduction of pollution and wasteful consumption.

_Canadian Centre for Ethics and Corporate Policy_: Founded in 1988, we are a uniquely Canadian, independent ethics centre. We are dedicated to promoting and maintaining an ethical orientation and culture in Canadian organizations. Our mission is to champion the application of ethical values in the decision-making process of business and other organizations.

**_Multidisciplinary Research Networks_**

_APABIS_: The Asia Pacific Academy of Business in Society (APABIS) is a new and rapidly developing organization that is modeled after its European counterpart, the European Academy of Business in Society (EABIS) but adapted to the Asia Pacific context. A network of networks, APABIS aims to provide a platform for business, NGOs, government departments, academia and other organizations to work innovatively and collaboratively toward the understanding and establishment of mutually sustainable relationships between business and the communities of the Asia Pacific region.

_Canadian Business Ethics Research Network_: The network extends across the country and encourages the development of regional as well as national research clusters. It exists to facilitate and encourage research, courses and programs, executive and professional development, research and management tools, cases and public dialogue. It welcomes First Nations learning and perspectives. It encourages, supports and facilitates effective community engagement, and community development.

_EABIS_: EABIS is the largest European Network for interdisciplinary research to create a sound, accessible and business relevant body of knowledge

EABIS helps Business Schools and business reshape education programmes to place business in society at the core of business education (MBA, graduate and executive programmes

EABIS is building a unique, multi-stakeholder learning network to identify and develop the competencies required by mainstream professionals to understand the social impact of their business decisions and to enact responsible business practices.

*Eco-Efficiency Centre:* The Centre acts as a practical and cost effective extension service that engages both large organizations and small and medium sized enterprises (SMEs) in improving their environmental and economic sustainability through education, research and service.

*The Greening of Industry Network:* The Greening of Industry Network (GIN) is an international network of professionals from research, education, business, civil society organizations, and government, focusing on issues of industrial development, environment, and society, and dedicated to building a sustainable future. Our Mission: The Greening of Industry Network develops knowledge and transforms practice to accelerate progress toward a sustainable society.

*Knowledge Globalization Institute:* Our mission is to make educational and economic opportunities available to all by using Internet media to share global knowledge, conduct educational initiatives, and enhance learning activities worldwide. We believe that these activities will result in the reduction of the "knowledge gap" between developed and developing nations.

*Organizations and the Natural Environment (ONE):* Dedicated to the advancement of research, teaching, and service in the area of relationships between organizations and the natural environment. We believe that these interactions may be among the most significant components in the continued existence, development, and management of human organizations and societies. The pollution of air, water, and land, and the depletion of both renewable and non-renewable resources as a result of the actions of organizations are the most obvious manifestations of these interactions and relationships. This Division focuses its scholarly attention on the status, causes, and effects of these and other opportunities and problems that human organizations and societies encounter in co-existing with the natural environment, whether that environment is the workplace, the local community, or the global ecosystem.

*Sustainable Prosperity Research and Policy Network:* Sustainable Prosperity is a charitable, non-partisan, multi-stakeholder initiative. Its aim is to build a greener and more prosperous economy for all Canadians. In February 2007, a unique group of experts came together at Montebello, Quebec. Comprised of business leaders, top academics, environmentalists, government representatives, pollsters and policy change experts, this group analyzed the challenges facing Canada in developing a sustainable economy.

**Institutional Research Networks**

*Canadian Consortium for Sustainable Development Research*: The overall goal of CCSDR is to promote interest in and greater understanding of sustainable development through the production of useful knowledge and the promotion of strategic alliances. Members bring perspectives at the micro, meso and macro levels; their expertise and research is applied, interdisciplinary and normally involves some community outreach.

*Environment and Sustainable Development Research Centre (New Brunswick):* The mission of the Environment and Sustainable Development Research Centre (ESDRC) is to expand and enhance the ability of UNB to educate undergraduate and graduate students in the area of environmental management, to conduct research in environmental management and sustainable development, and to work with various levels of government and industry to move policy towards sustainable development.

*Laurier's Centre for Responsible Organizations:* The mission of the research centre is to foster responsible organizations by developing and mobilizing knowledge on the roles and responsibilities of organizations in society. The CMA-CRO serves as a catalyst to bring together faculty researchers, students, and leaders in industry and civil society in order to build capacity for more progressive, socially engaged organizational leadership. The Centre also supports course curricula and student engagement activities aimed at developing a new generation of leaders committed to responsible management.

*Mount Saint Vincent's Social Economy and Sustainability Research Network:* The Social Economy and Sustainability Research (SES/ÉSD) Network links university-based researchers with social economy community partners (e.g. non-profits, self-identified community economic development organizations, and co-operatives), both federations and grass roots community groups. Over eighty social economy practitioners, academics, collaborating institutions, government agencies and community partners have come together, willing to contribute their complementary strengths, networks and depth and breadth of experience in social economy research and practice in Atlantic Canada. The Network will contribute significantly to the advancement of knowledge and will contribute to national and international understandings.

*Queen's Centre for CSR:* The Centre for Corporate Social Responsibility, located within Queen's School of Business, was founded in 2004 to help train student to meet these challenges and to foster research that would ultimately promote better CSR practice. The work of the Centre is generously funded by our corporate sponsors. The Centre has 4 major purposes:
1) Education
2) Research and Advice
3) Support for the Non-profit community
4) A global advocate for responsible leadership

*Rotman's AIC Institute for Corporate Citizenship:* The primary focus of the AIC Institute will be current business leaders – CEOs, other "c-level" executives and board members. The AIC Institute will earn and keep the trust of corporate leaders by being relentlessly useful – it will help leaders make sense of options, opportunities and approaches rather than acting as issue advocates. The scope of the AIC Institute is necessarily international with some emphasis on Canadian leaders, particularly those who are competing successfully in international markets.

*International Institute for Resource Industries & Sustainability (Haskayne):* The mission of IRIS is to create and disseminate leading-edge sustainability research through publications, teaching and various forms of outreach to industry and community audiences.

**Student / Education / Professional Development**

*Canadian Centre for Environmental Education:* The Canadian Centre for Environmental Education is a partnership between ECO Canada and Royal Roads University. The aims and objectives of the Centre are to enhance the education, training, professional development, and mobility of the environmental professional both within Canada and internationally.

*Net Impact:* Net Impact is an international nonprofit organization whose mission is to make a positive impact on society by growing and strengthening a community of new leaders who use business to improve the world. We offer a portfolio of programs to educate, equip, and inspire more than 10,000 members to make a tangible difference in their universities, organizations, and communities.

*Sustainable Enterprise Academy:* Assisting business in the transformation to corporate sustainability by providing senior executives in business, government and civil society with the vision, education, tools and support necessary to champion sustainable development in their organizations

*University of St. Michael's College Certificate in CSR:* The Certificate in Corporate Social Responsibility is awarded by the University of St. Michael's College to candidates who participate in a total of three on campus sessions (total eleven days), who attend one additional conference or workshop (of their choice), and who successfully complete a number of assignments, both written and oral.

*Young Environmental Professionals:* The first principle for capacity building is education. YEP contributes to the education of its members by providing informal learning opportunities such as the YEP web site, and YEP workshops and speaker sessions. YEP's second founding principle is engagement, which is provided through mentoring and support at YEP monthly meetings, and by facilitating member participation in community activities and projects. YEP's third principle is employment, which is supported through distribution of job postings and by bringing potential employers and employees together at monthly meetings and other events.

**Internships**

*Accelerate Canada:* MITACS is a federally-funded Network of Centres of Excellence with offices at York University and Simon Fraser University. It brings together academia, industry and the public sector through research and training initiatives to develop cutting edge tools vital to the knowledge-based economy. In 2003, MITACS established a first-of-its-kind internship program, which connected Canadian graduate students and their professors with companies to facilitate knowledge transfer and introduce the private sector to the research expertise within Canada's universities.

*Community Experience Initiative (CEI):* To *engage business schools and their graduates* as active supporters in the creation of a more socially responsible and environmentally sustainable society. To enable business students to *experience community* through internships in the non-profit and responsible business sectors, to *experientially learn* about the sectors while applying their business skills, to bring business schools closer to the non-profit sector and sustainable business practitioners through our annual Leadership & Social Change Career Fair & Conference series.

## Appendix #2: Project Background and Methodology

*Purpose and Objectives*

This project was motivated by the desire to engage Network members in the development of a strategic plan that will act as a roadmap for the Network. The project sought to achieve the following objectives:

1. Reaffirm or redefine the Network's mission to fill an appropriate niche in the sustainability community.
2. Develop activities to meet that mission that complement the efforts of others in the sustainability community.

*Methodology*

A student in the University of Western Ontario's Master's of Environment and Sustainability program was recruited to undertake this project as part of his 500-hour internship requirement. The project was developed in collaboration with the Managing Director, under the guidance of the Executive Director.

After becoming acquainted with the present and proposed activities of the Network, as outlined in the successful grant proposals, the community was scoped to identify potential opportunities for collaboration.

Beginning in late May of 2008 and lasting more than six weeks, interviews of 31 stakeholders were conducted following a semi-structured, inductive design.

The interview questions were established as an initial guideline but were flexible to allow for deeper discussion around the interviewees interests.

Beginning in early July the key findings were summarized in a document that provided the basis for discussion and elaboration to form the Strategic Plan.

The first draft of the report, presented here, was submitted to the Executive Director and Managing Director on July 31st to fulfill the requirements of the student internship.

The draft report was circulated to interviewees on August 1, 2008, to provide an additional opportunity for feedback and discussion within a two-week window.
The report will be amended based on feedback received from interviewees, and circulated to all Network members for a second round of feedback.

**Appendix #3: Interviews Participant List**

| Sector and Organization | Individual | Title |
|---|---|---|
| **NGO** | | |
| Canadian Business for Social Responsibility | Myrna Khan | Vice President |
| Pembina Institute | Marlo Raynolds | Executive Director |
| Pembina Institute | Ed Whittingham | Co-Director Corporate Consulting |
| **Government** | | |
| Environment Canada | Susan Bowser; Linda Webster; Brent Parker | Director General, Sustainability Policy; Director, Sector Sustainability; Senior Policy Analyst, Sector Sustainability |
| Natural Resources Canada | Allison Christie | Assistant Director, Sustainable Development Policy |
| **Industry** | | |
| 3M Company (Canada) | Vivian Cothros | Manager of Corporate Regulatory Services |
| Jantzi Research Inc. | Michael Jantzi | President and Founder |
| Retail Council of Canada | Derek Nighbor | Senior Vice President, National Affairs |
| RioTintoAlcan Inc. | Ron Nielsen | Director, Sustainability and Strategic Partnerships |
| Suncor Energy Inc. | Gordon Lambert; Peter MacConnachie | Vice President, Sustainable Development; Manager, Environmental Strategy |
| Syngenta CP | Tommy Jackson | Head of Eastern Business Region |
| Teck Cominco Limited | Carmen Turner | Sustainability Programs Officer |
| Telus Corporation | Andrew Wilczynski | Manager, Corporate Social Responsibility |
| Tembec Inc. | Chris McDonell | Environment Director |
| **Education/Research** | | |
| Desautels Faculty of Management, McGill University | Steve Maguire | Professor, Strategy and Organization |
| Environmental Research Western, University of Western Ontario | Bob Bailey | Director |
| Faculty of Business Administration, Simon Fraser University | Carolyn Egri | Professor of management and organization studies |
| Faculty of Management, Dalhousie University | Julia Sagebien | Professor |
| Haskayne School of Business, University of Calgary | Alain Verbeke | Research Chair in Management |
| John Molson School of Business, Concordia University | Martin Martens | Associate Professor, Management Department |
| Paul Hill School of Business, University of Regina | Robert Anderson | Professor, Entrepreneurship and Management Accounting |
| Queen's University, Centre for Corporate Social Responsibility | Peggy Cunningham | Professor & E. Marie Shantz Teaching Professor of Marketing |
| Royal Rhodes University | Ann Dale | Faculty, Canada Research Chair, Trudeau Fellow |
| Sustainable Enterprise Academy, Schulich School of Business, York U | Brian Kelly | Director |
| Université du Québec à Montréal | Corinne Gendron | Directs UQAM's Chair in CSR and SD |
| University of St. Michael's College | Mimi Marrocco | Director, Continuing Education |
| University of Victoria | Monica Winn | Associate Professor; Business Strategy and Sustainability |
| **Other** | | |
| Certified General Accountants | Cameron Mackenzie | Director of Professional Services |