



Rotman School of Management  
UNIVERSITY OF TORONTO

Michael Lee-Chin Family Institute  
for Corporate Citizenship

# Progress Report

2017-2018

**LEE-CHIN  
INSTITUTE**

***Rotman***

The Michael Lee-Chin Family Institute for Corporate Citizenship helps business leaders - both current and future - integrate sustainability into business strategy and practices by developing and disseminating research, tools and curricula.

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The Rotman School of Management at the University of Toronto has committed to “creating positive value for business and society”. This is reflected in the School’s brand and actions: we produce insights on the most pressing issues of our day, interact with business and government leaders, conduct useful research, and not least, prepare the next generation of business leaders through teaching and a rich co-curriculum.

The work of the School’s research institutes, including the Michael Lee-Chin Family Institute for Corporate Citizenship, reflects this commitment to real impact on the defining challenges of business and society.

At the Lee-Chin Institute, we explore and help guide the conversation about the evolving role of business in our society. Societal challenges like inequality, privacy and climate change have never been more present. In this context, we generate and share insightful research on:

- Sustainability strategy and choice-making,
- New organizational forms for business, including social enterprises, and
- Responsible investment and impact investing.

Through our strategy work, we provide guidance to business leaders to understand and make choices that go beyond simple compliance and best practices to developing distinctive sustainability positions and programs.

Our work on alternative organizational forms explores new and dynamic ways to create and structure organizations to find business-based solutions for the world’s social and environmental challenges.

Our work on finance helps align the interests of investors and companies to reduce financial risks - and explore positive opportunities - that accompany these challenges.

We call this creating positive impact.



**Student Satisfaction  
on Sustainability at Rotman**

Rotman was ranked as a "Top 50 Performer" in Environmental Sustainability and Social Impact in Net Impact's Guide for Social and Environmental Impact

**100%**

Student Satisfaction

**83%**

"Satisfied" with extra curricular activities

**100%**

Agree "learning about social/environmental business is a top priority"



**Rotman Wins Wharton Bridges+  
MBA Impact Investing  
Network and Training Program  
(MIINT)**

**Student's Choice Award**

**Mentions in diverse media sources like:**



**Bloomberg View**

**VICE Money**

**"Rotman has grown a lot...  
We've made impressive  
progress over the past two years  
in terms of engaging in  
conversations and with industry.  
It's been exciting to be a part of  
this movement forward."**

- Silene Gomez (MBA, '18)

**Supported Research  
Outputs To Date  
Including:**

**300+**  
Research products

**166**  
Presentations

**89**  
Projects

**36**  
Journal Articles

**12**  
Trade publication  
articles

**8**  
Speaking engagements  
2017-2018

**8**  
Awards/Accolades By LCI  
Fellows + Affiliated Faculty/  
PhDs

**4**  
Books published, including  
2018's *Meltdown: Why Our  
Systems Fail and What We  
Can Do About It* by  
LCI Fellow András Tilcsik

**6**  
Grants supporting research  
issued in 2018

**2**  
Academic and  
Practitioner  
Literature Reviews

**2**  
Course Development/  
Enhancements

**New Articles**

- Impact Investing and the Promise of Real Assets
- The Biggest Corporate Sustainability Experiment: Unilever
- The History (and Future History) of Socially Responsible Business
- An Introduction to Impact Investing for Family Offices

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<http://uoft.me/LCI>



[goo.gl/iCv78H](http://goo.gl/iCv78H)



@Lee\_Chin\_Inst



@LeeChin

## Progress In 2017-18

This report outlines our activities and achievements and highlights new and ongoing sustainability-related initiatives at Rotman.

Since 2005, the Lee-Chin Family Institute for Corporate Citizenship has been helping business leaders – both current and future – integrate sustainability into business strategy and practices by developing and disseminating research, tools and curricula.

To do this, we:

- Conduct and publish dedicated research and insights on theories, models, strategies and actions for academic and business audiences;
- Support related academic research by Rotman faculty and PhD candidates;
- Disseminate and promote our research and the leading thinking of others through events and the media;
- Support Rotman students focused on sustainability, and;
- Enhance curricular and co-curricular activities for students related to sustainability at Rotman.

This year the Lee-Chin Institute has seen remarkable progress.

In brief, the LCI team received global, national and regional honours. Our research output increased in scale and impact. We reached business leaders through books, journal publications, events, in the press and on social media. We continued to support curricular and co-curricular activities for students, resulting in strongly positive reactions from students. As a result of our efforts, and with the support of others, Rotman was named among the top 50 MBA schools in environmental sustainability and social impact.

The core Lee-Chin Institute team conducts research and shares perspectives about sustainability opportunities and challenges facing business leaders. This year the institute experienced a number of major successes, including:



Roger Martin named most influential management thinker in the world, Thinkers 50 November 2017



Alexander Dyck wins second place in the Investment for Impact Research Prize from Center for Responsible Business, Haas, July 2017



András Tilcsik wins multiple awards and appointed Canada Research Chair, 2017



Award-winning researcher Katherine DeCelles appointed as new LCI Fellow (May 2017); Poets and Quants Top 40 Under 40 Professor (April 2018)



Tania Carnegie and Rod Lohin recognized as Social Innovation Leaders at MaRS Social Finance Forum, November 2017



Richard Powers and Nouman Ashraf receive grants for curriculum development, 2017



Rod Lohin publishes "Impact Investing and the Promise of Real Assets" Rotman Magazine, May 2018



LCI publishes article "The biggest corporate sustainability experiment: Unilever," LinkedIn, August 2017



Social Innovation & Impact Investing Academic and Practitioner Literature Reviews published and distributed online (December 2017/April 2018)



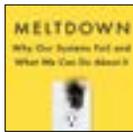
Rotman named a "Top 50 Performer" in Environmental Sustainability and Social Impact by Net Impact Guide for Social and Environmental Impact



LCI continues to support OpenImpact.ca with Purpose Capital



LCI presents "An Introduction to Impact Investing for Family Offices" to Citibank Private Wealth, May 10, 2017



LCI Fellow András Tilcsik (w/Chris Clearfield) publishes "Meltdown: Why Systems Fail and What We Can Do about it."



Rod Lohin's "The History (and Future History) of Socially Responsible Business" appears in A History of Socially Responsible Business, c.1600-1950



Sustainability Major & LCI profiled by Rotman Marketing team



Rotman wins Wharton Bridges+ MBA Impact Investing Network and Training program (MIINT) Students's Choice Award



Rotman students participate in Hult Prize @ U of T December 2017

## Our Team



**Roger Martin**  
Academic Director



**Rod Lohin**  
Executive Director



**Alison Kemper**  
Senior Research Associate



**Andrew Micak**  
Research Officer

## Fellows Of The Institute



**Katherine DeCelles**  
Associate Professor of  
Organizational Behaviour &  
Human Resource Management



**Alexander Dyck**  
Manulife Financial Chair in  
Financial Services and  
Professor of Finance &  
Economic Analysis and Policy



**András Tilcsik**  
Canada Research Chair,  
Strategy, Organizations and  
Society & Assistant Professor,  
Strategic Management

## Grant Review Panel Members



**Katherine DeCelles**  
Associate Professor of  
Organizational Behaviour &  
Human Resource Management



**Alexander Dyck**  
Manulife Financial Chair in  
Financial Services and  
Professor of Finance &  
Economic Analysis and Policy



**Rod Lohin**  
Executive Director



**Rebecca Reuber**  
Professor of Strategic  
Management



**András Tilcsik**  
Canada Research Chair,  
Strategy, Organizations and  
Society & Assistant Professor,  
Strategic Management

## Advisory Group



**Shari Austin**  
CEO, Century Initiative



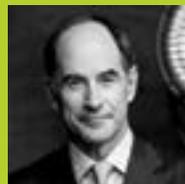
**Tania Carnegie**  
Chief Impact Officer & Leader  
Impact Ventures, KPMG Canada



**Geoffrey Leonardelli**  
Associate Professor of Organizational  
Behaviour & Human Resource  
Management



**Rod Lohin**  
Executive Director

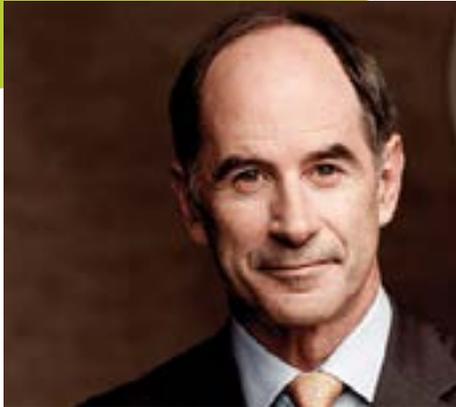


**Roger Martin**  
Academic Director



**Rebecca Reuber**  
Professor of Strategic  
Management

## Awards and Recognition



**Roger Martin**  
(LCI Academic Director)

- Named the most influential management thinker in the world by Thinkers50 (November 2017)



**Alexander Dyck (LCI Fellow)**

- 2nd Prize at the Investment for Impact Research Prize from the Center for Responsible Business at the Haas School award for "Do Institutional Investors Drive Corporate Social Responsibility? International Evidence" (July 2017)



**Katherine DeCelles**  
(New LCI Fellow for 2017-18)

- Katherine DeCelles, "2018 Top 40 Under 40" Professor, Poets and Quants
- Received W. Richard Scott Award for Distinguished Scholarship; American Sociological Association (OOW Section) for "Whitened Résumés: Race and Self-Presentation in the Labor Market" (August 2017)
- Saroj Parasuraman Award; Academy of Management for "Whitened Résumés: Race and Self-Presentation in the Labor Market" (August 2017)
- First Place Prize for "Minority Report: A Modern Perspective on Reducing Unethical Behavior In Organizations" (with Oliver P Hauser, Michael Green and Michael Norton) in the Wharton People Analytics 2018 Research Paper Competition (November 2017)

### Other LCI Team Members

- Tania Carnegie (Advisory Group Member) and Rod Lohin (Executive Director, Lee-Chin Institute) recognized as Social Innovation Leaders at MaRS Social Finance Forum (November 2017)



**András Tilcsik (LCI Fellow)**

- Shortlisted Thinkers50 Strategy Award (July 2017)
- Received W. Richard Scott Award for Distinguished Scholarship; American Sociological Association (OOW Section) for "Whitened Résumés: Race and Self-Presentation in the Labor Market" (August 2017)
- Saroj Parasuraman Award; Academy of Management for "Whitened Résumés: Race and Self-Presentation in the Labor Market" (August 2017)
- Distinguished Article Award; American Sociological Association (S&G Section) for "Class Advantage, Commitment Penalty: The Gendered Effect of Social Class Signals in an Elite Labor Market" (August 2017)
- Thinkers50 Radar list of the 30 management thinkers in the world most likely to shape the future of how organizations are managed and led (November 2017)
- Appointed Canada Research Chair in Strategy, Organizations, and Society (November 2017)

Each year the Lee-Chin Institute encourages, funds and helps faculty members and PhDs undertake research in support of corporate sustainability practices. The Lee Chin Institute does this via support for Fellows of the Institute, grants for faculty and PhDs, and by creating and sharing research resources for Rotman's academic and administrative staff.

Lee-Chin Institute Fellows are chosen to support and honour their work on corporate sustainability for a renewable one-year term. This year's fellows were:

### **Katherine DeCelles (New LCI Fellow for 2017-18)**

- Associate Professor of Organizational Behaviour and HR Management

Rising scholar Katherine (Katy) DeCelles was appointed a Lee-Chin Institute Fellow in 2017. Her work, which explores ethical issues for business and society with a special focus on conflict, power, inequality, activism, crime, and aggression, aligns closely with the research interests of the Institute.

Her compelling and headline grabbing research has seen her speak as an expert in a variety of outlets, and has been highlighted in media such as such as the Smithsonian Magazine, Science Magazine, BBC, CNN, and The New York Times.

Her current work, exploring "buycotts" and political consumerism, promises to provide thought-provoking material in the near future. Additional work carried out by Professor DeCelles includes:

- "Boycotting, Buycotting and Cheap Talk" is currently a working paper under review
- "Anger and the Immobilization of Institutional Insiders in Social Movements" is under review
- "Symbolic Contestation: The Effectiveness of Activists' Attempts To Tarnish The Meaning Of Corporate Symbols" is under review
- "Minority Report: A Modern Perspective on Reducing Unethical Behavior in Organizations" is under review

**Alexander Dyck (LCI Fellow)**

- Manulife Financial Chair in Financial Services
- Professor of Finance and Economic Analysis and Policy

Professor Alexander Dyck is a distinguished senior scholar and teacher at Rotman, whose primary research with the Lee-Chin Institute focuses on the casual role that institutional ownership plays in driving firm adoption and increased environmental/social performance.

A multiple award winner as Professor of the Year at Rotman, one of his best known pieces of research is a working paper which explores the role of institutional investors in firms' corporate social responsibility (CSR) choices and the impact of social norms on these investors at an international level. A key piece of his work is the following working paper (which has received a 'revise and resubmit' at the Journal of Financial Economics, a top three finance journal):

- Dyck, I. J. Alexander and Lins, Karl V. and Roth, Lukas and Wagner, Hannes F., Do Institutional Investors Drive Corporate Social Responsibility? International Evidence (December 20, 2017). Available at SSRN: <https://ssrn.com/abstract=2708589>

Professor Dyck (as well as his co-authors), have presented this working paper dozens of times, including at the ICPM conference in Montreal, the Ackerman Corporate Governance conference in Tel Aviv, the Frankfurt School of Finance and Management, the Hong Kong University of Science and Technology, the University of Fribourg, the University of Michigan, the University of Neuchatel, and York University.

Professor Dyck has been a participant at a number of American Finance Association Meetings, Northern Finance Association Meetings, the International Centre for Pension Management Forum, and the Ackerman Conference on Corporate Governance.

Professor Dyck recently also participated in a panel discussion:

- "Should Issuers Be Required to improve their Climate-related Financial Disclosures?" Hosted by Capital Markets Institute, November 28 2017

## **András Tilcsik (LCI Fellow)**

- Associate Professor of Strategic Management
- Canada Research Chair in Strategy, Organization and Society

András Tilcsik's award-winning research focuses on a number of organizational areas closely associated with corporate sustainability practices.

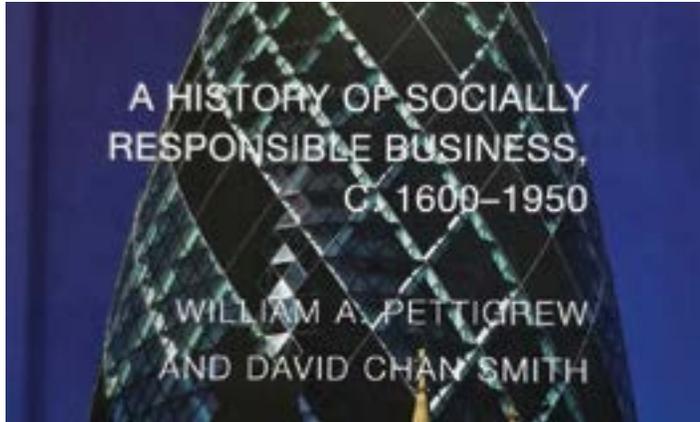
His research has been recognized with awards from the American Sociological Association and has been mentioned in media outlets like The New York Times, The Economist, The New Yorker, The Washington Post, and Forbes, and recently saw him named as the Canada Research Chair in Strategy, Organization and Society and was also shortlisted for the Thinkers50 Strategy Award (July 2017)

Professor Tilcsik's work for the Institute has primarily focused on identifying corporate practices and decision-making practices which lead to catastrophic organizational failures - and what businesses can do to reduce their risk. András' work also includes research on employment discrimination and hiring biases and how businesses can make their organizations more inclusive.

He is currently celebrating the successful release of his first book - *Meltdown: Why Our Systems Fail and What We Can Do About It* (coauthored with Chris Clearfield) which garnered significant media attention:

In addition to *Meltdown*, this year his work included:

- "Whitening' and Self- Presentation in the Labour Market: Job candidates who 'whiten' their resumes to avoid racial discrimination have a better shot at getting a callback - even among diversity-centric organizations," by Sonia Kang, Katherine DeCelles, András Tilcsik and Sora Jun, *Rotman Management Magazine*, Fall 2017, p. 57-61
- "The Myth of a Classless Society: Social class of origin continues to play a key role in shaping economic and life trajectories", by András Tilcsik, *Rotman Management Magazine*, Fall 2017, p. 71-75.



### Corporate Sustainability Strategy

- Rod Lohin, "The biggest corporate sustainability experiment: Unilever," LinkedIn, August 15, 2017
- Jennifer Riel and Roger Martin, *Creating Great Choices: A Leader's Guide to Integrative Thinking* - in particular, chapter on Unilever's Paul Polman (Harvard Business Press, 2017)
- *A History of Socially Responsible Business, c.1600-1950*, Palgrave, editors William Pettigrew and David Chan Smith, "The History (and Future History) of Socially Responsible Business" by Rod Lohin (November 2017)
- Briefing on "Climate Change, Climate Disclosure, Sustainable Investing" for Dean Tiff Macklem, newly appointed as Chair of an Expert Panel on Sustainable Finance, Government of Canada (May 2018)
- Working paper for Harvard Business Review: "Virtuous Capital" by Roger Martin, Alison Kemper and Rod Lohin (Revise and re-submit, in progress)

### Social Entrepreneurship/Social Innovation

- "Social Innovation: Academic and Practitioner Literature Review" brief (December 2017)
- Forthcoming: "Review of the Academic and Practitioner Literature on Social Enterprise: Literature Scan"

### Social Finance/Impact Investing

- OpenImpact.ca (in partnership with Purpose Capital) launch and updates (Spring and Summer 2017)
- "An Introduction to Impact Investing for Family Offices" Brief, Prepared for Citibank Canada Private Wealth (May 10, 2017)
- Rod Lohin, "Is divestment enough? Or should we bet against oil?" LinkedIn (August 21, 2017)
- Social enterprise course (Prof. Laura Doering) conducted their primary case analysis on OpenImpact. A deep dive into impact investing and provided useful guidance on future directions (Summer 2017)
- Rod Lohin, "Impact Investing: The Promise of Real Assets," in Rotman Magazine (Spring 2018)
- "Review of the Academic and Practitioner Literature on Impact Investing: Literature Review" brief (May 2018)

### Work With Students

- Social Impact at Rotman
  - Social Impact Initiative at Rotman: Led by Vice Dean Brian Silverman, a group of Rotman centres, initiatives and individuals from across the school are exploring opportunities to better link and leverage current "social impact" activities (December 2017)

### Literature Scans

This year also marked the first appearance of academic and practitioner literature scans. Aimed at a general business audience, the literature scans have been designed to provide excerpts from highly-cited and influential academic literature in a manner that is easily accessible and contain information about key practitioners and organizations that readers can follow up with for additional information and insights. Literature scans have been completed for topics in the social enterprise, social innovation and impact investing spaces.

## Supported Research by Rotman Faculty and PhDs



The Lee-Chin Institute encourages and supports sustainability research by other Rotman faculty and PhDs across management disciplines.

Since 2005, the Lee-Chin Institute has supported 89 research projects generating hundreds of products, including: 36 journal articles, 29 working papers, 12 trade publication articles, 4 books, and 166 presentations. Each year, the Lee-Chin Institute offers small grants to support Rotman faculty or PhD student research, curriculum development or professional development in the area of corporate sustainability. Proposals are typically due in early March of each calendar year. Grant recipients are selected by the Lee-Chin Institute Fellows, a member of our Advisory Board, and Institute staff.

The 2018-2019 Lee-Chin Institute grants supporting research in corporate citizenship by Rotman faculty and PhDs, announced April 17, 2018, include:

- Pat Akey (Assistant Professor of Finance) and co-authors Stefan Lewellen (Assistant Professor, Accounting and Finance, Carnegie Mellon), Inessa Liskovich (Assistant Professor, Finance, UT Austin) on "Hacking corporate reputations."
- Anne Bowers (Associate Professor of Strategic Management) with Wyatt Lee (PhD candidate, Strategic Management) on "The unintended consequences of sustainability ratings."
- Siyin Chen (PhD candidate, OBHRM), Matthew Feinberg (Assistant Professor of OBHRM) on "Different moral value prioritization at work and at home as an explanation of unethical business decision-making."
- Alberto Galasso (Associate Professor of Strategic Management) on "How do companies react to product malfunctions? Evidence from the medical device industry."
- Shushu Jiang (PhD candidate, Accounting), Ole-Kristian Hope (Deloitte Professor of Accounting and Professor of Accounting) and Dushyant Vyas (Assistant Professor of Accounting) on "Revealing the social price tag of corporate welfare: the effects of government subsidy disclosures on firms' local investment and employment decisions."
- Gordon Richardson (KPMG Professor of Accounting and Professor of Accounting) and co-authors Peter Clarkson (Professor of Accounting, UQ Business School) and Sudipta Bose (Lecturer, Accounting, Newcastle Business School) on "Market responses to mandatory CSR expenditures in India."

## Disseminating Research Through Events and Media

This year, the Lee-Chin Institute participated in academic conferences and engaged the business community through a range of events at Rotman, in speaking engagements around Canada, in the media and on social media.

### Events

The LCI (in partnership with the Rotman Events team) looks for opportunities to host some of the brightest minds in sustainable business to engage practitioners, academics, students and the general public. This year we hosted 6 in house events reaching 450+ participants:

- Women Investing For A Sustainable Economy - Toronto Chapter Presents: Impact Investing Platforms (featuring OpenImpact.ca), at Rotman School, June 28, 2017 (30 registrants)
- 2017 B Local Communities Summit, Rotman School, October 3, 2017, (35 registrants)
- 2017 Global B Corp Academic Community Roundtable on "The Role of the Academic Community in Scaling the B Corp Movement", Rotman School, October 4-5, 2017 (50 registrants)
- Panel Discussion on "Should Issuers Be Required to Improve their Climate-related Financial Disclosures?" Hosted by Capital Markets Institute (featuring Fellow Alexander Dyck), at Rotman School, Tuesday (November 28, 2017) (50 registrants)
- Chris Clearfield & András Tilcsik on *Meltdown: Why Our Systems Fail and What We Can Do About It*, (Allen Lane/Penguin Press, Mar. 20, 2018), Big Ideas Speaker Series at Rotman (March 22, 2018) (150+ registrants)
- Jeremy Heimans and Henry Timms on *New Power: How Power Works in Our Hyperconnected World - and How to Make it Work For You*. Big Ideas Speaker Series at Rotman (April 10, 2018) (150+ registrants)

For more, look for the sustainability speaker series

**@RotmanEvents - [www.uoft.me/Events](http://www.uoft.me/Events)**

### Public Speaking Engagements

Members of the LCI appeared at 8 speaking engagements throughout the year. Highlights include:

#### Roger Martin

- Toronto Reference Library, Unilever & Ashoka Presentation: "Empowering Young Canadians to Create a More Sustainable World", Toronto, August 18, 2017
- Harvard Business Review Brazil, "Sustainable Strategy", Sao Paulo, September 26, 2017
- Thinkers50 Conference, "Ethics in a Post-Truth World", London, November 13, 2017
  - Should we expect business leaders to champion values or simply deliver profits? How do changing ideas about morality and ethics impact on the business world? Featuring Hal Gregersen, Roger Martin and Herminia Ibarra. Chaired by Bobby Parmar of the Darden School

at the University of Virginia.

- Global Drucker Forum, “Applying New Lenses to look at the Challenges of our Time”, Vienna, November 16, 2017
  - How might we reframe the challenges we face as leaders? Can we ask better questions, shift from “either/or” to “and” solutions, and look at the world with new eyes?

## Rod Lohin

- “What is Corporate Sustainability?” video for Business Ethics course core program, all first year Rotman School MBAs (August 2017)
- Presenting OpenImpact.ca
  - Responsible Investment Association (RIA) Conference, Vancouver (May 30, 2017)
  - MaRS Social Finance Forum 2017, Toronto (November 10, 2017)
- Presentation to Citibank Private Wealth Toronto “Impact Investing for Family Offices” (May 2017)

## Media Highlights

The work of the LCI generated at least 40 media mentions this year. LCI Fellow András Tilcsik (with co-author Chris Clearfield) attracted a significant amount of media attention following the release of their new book *Meltdown: Why our Systems Fail and What We Can Do About It*. The success of this book cannot be understated, and has been attracting notice from high profile media sources such as the Wall Street Journal, Financial Times and CBC. We estimate that *Meltdown* – along with András’ tireless efforts to promote it – have received 25+ media hits since March 2018 (with many more coming).

Media attention so far includes:

- Book reviews in the *Wall Street Journal* and *Inside Higher Ed* (April 2018)
- *Meltdown* selected as “Book of the Month” by the Financial Times (March 2018)
- Podcast interviews for CBS’ *This Morning Podcast* and Slate’s *The Gist* podcast (March 2018)
- Mention on CNBC’s *Squawk Box* (March 2018)
- Over 15 radio interviews (March-April 2018)
- *A Globe and Mail OpEd* entitled ‘How board diversity might have prevented the Theranos fiasco’ (March 2018)
- Multiple in-person presentations, including the presentations at the Rotman Big Ideas Speakers Series (Toronto), Politics and Prose (Washington DC), a series of talks at Google (Mountainview California) and at the Rotman Powerhouse Alumni Dinner (Toronto)
- Articles in mainstream and trade publications, including *HBR.org*, *LSE Business Review*, *Newsweek* and *Management Today*

## Additional Media Mentions

The LCI’s work on strategy, impact investing and social enterprise received notice through the year. Selected media mentions include:

- Bloomberg View “Topping the Idol of ‘Shareholder Value’” (May 4, 2017) “with reference to Roger Martin’s April 2017 article in *Harvard Business Review* “What if Investors Who Held Their Shares Longer Got More Voting Power?”
- OpenImpact.ca cited as the featured financial tool in ‘Carrick On Money’, *Globe and Mail*, May 10, 2017. “Interested in responsible investing, where you put money in companies with good records in areas such as citizenship in the community and the environment? [OpenImpact.ca](http://OpenImpact.ca) is a website that acts as a directory of responsible investment opportunities”

- Harvard Business School Working Knowledge “Minorities who ‘Whiten’ Job Resumes Get More Interviews” (May 2017) features comments from Katherine DeCelles’ in reference to her study *Whitened Resumes: Race and Self-Presentation in the Labour Market*. “DeCelles co-authored a September 2016 article about the two-year study in *Administrative Science Quarterly* called Whitened Resumes: Race and Self-Presentation in the Labor Market with Sonia K. Kang, assistant professor of organizational behavior and human resource management at the University of Toronto Mississauga; András Tilcsik, assistant professor of strategic management at the University of Toronto; and Sora Jun, a doctoral candidate at Stanford University (and Rotman Commerce graduate).”
- Financial Times “Mix Know-nothings with know-alls to supercharge your team” (July 2, 2017) “The academics Juan Almandoz and András Tilcsik examined boards at small US community banks. Confronted with uncertain or complex conditions, boards with a higher proportion of banking experts ran an increased risk of making poor decisions and even of failing outright... Prof Tilcsik, co-author of *Meltdown*, out next year, about preventing systems failure, cautions that if you have no truly knowledgeable directors, “you don’t get anything done: nobody can answer any of the questions that the non-experts raise”.
- Vice Money “Fundamentally Broken” (August 25). In reference to Sears Canada’s collapse, Vice Money references Roger Martin’s *Fixing the Game* and cites a comment by him: “Roger Martin, former Dean of the Rotman School of Management calls stock-based compensation “naive and wrongheaded” because it rewards executives for “something they cannot influence or control”. Stock markets are “expectations markets”, says Martin – the price of a company’s shares is essentially based on how investors think the company is going to perform in the future, instead of how the company is actually performing in the present.”

# Disseminating Research Through Events and Media



- The Globe and Mail 's "How Unilever Won Over Shareholders with its long term approach" (October 13, 2017). *The Globe and Mail* published an article by Jennifer Riel and Roger Martin based on their book *Creating Great Choices* (Harvard Business Press 2017): "Mr. Polman wanted the deliriously happy shareholders from the short-term model as well as the real, sustainable growth from the long-term model. But he couldn't get both by acting as most CEOs do and simply accepting the trade-offs.
- Rotman Marketing Site (May 2018) "Sustainability at Rotman: Doing Better in Business". In spring 2018, the Rotman marketing/media team profiled students interested in studying Sustainability at Rotman. Conversation quickly turned to the LCI: "'In many ways, Rotman is the ideal place to learn about how to do business the right way. The School, which is home to the Michael Lee-Chin Family Institute for Corporate Citizenship, works directly with organizations – including RBC Financial Group and Sun Life Financial – in developing corporate social responsibility policies".

## Social Media

The LCI has made great strides in improving our social media presence over the last year, and are successfully engaging a broader audience, including students, Rotman/UofT, other researchers and centers, business leaders and practitioners and others.

### Twitter

- As of May 2018, our number of Twitter followers have increased by 68% (compared to May 2017).
- As of this writing (May 2018), we have 1998 Twitter followers.
- Twitter sponsored campaigns were used promote both literature scans, an article by Rod Lohin and an article about Sustainability in Rotman magazine. Our promoted campaigns during April-May 2018 garnered 52,314 total impressions.

### LinkedIn

- Reached 123 followers
- External LinkedIn Rotman Showcase Page to engage students and business community on our work and other management research re: business & society.
- A LinkedIn campaign was launched in April-May 2018 to promote both literature scans, an article by Rod Lohin and an article about Sustainability in Rotman magazine. The promoted campaigns garnered 6775 total impressions and 55 clicks.

### Facebook

- Facebook engagement has increased considerably (375% vs May 2017). Plans are in place to engage broader audience in this space.

# Impacting The Student Experience

In 2017-2018, the LCI continued to work with students and student organizations to enhance the School's curricular and co-curricular activities. The efforts of LCI members, LCI fellows, and the Rotman community of professors and students have had a significant impact on how sustainability is viewed and taught at Rotman.

This year, Rotman continued to post high scores in student perceptions of the School's sustainability performance (according to the Net Impact Guide to Business Schools for Social and Environmental Impact). In 2017-2018, Rotman was named a "Top 50 Performer" in Environmental Sustainability and Social Impact by Net Impact Guide for Social and Environmental Impact. 100% of students surveyed were "satisfied" with the social & environmental themes offered by the School - a increase from 73% seen last year.



**"Rotman has grown a lot... We've made impressive progress over the past two years in terms of engaging in conversations and with industry. It's been exciting to be a part of this movement forward."**

- Silene Gomez (MBA, '18)  
in Rotman Magazine

## Curriculum

- The Rotman Sustainability Major marked its third year. Approximately 30 second year MBA students were eligible for the major this year.
- The Lee-Chin Institute also helps faculty members engage students with up-to-date sustainability-related content. In 2017-18, we supported (and continue to support) the following two curriculum-related projects:
  - **Richard C. Powers** (Associate Professor, Teaching Stream) to upgrade the Ethics module in the MBA program core, delivered Aug/Sept 2017).
  - **Nouman Ashraf** (Assistant Professor, Teaching Stream) to develop cases on CSR and the stance of leaders for Leading Social Innovation, an MBA elective.
  - The ethics module deserves special attention as it marked the movement of the ethics course to the start of the MBA educational experience. This ensured that incoming students were exposed to sustainability related topics at the very beginning of their Rotman experience - making sustainability and ethical business practices "top of mind" for the next generation of MBA students.
- In summer 2017, a class of 30 Rotman students took a course on social enterprise with Professor Laura Doering and conducted their primary case analysis on OpenImpact, an LCI/Purpose Capital joint initiative to help investors find impact investments in Canada. They did a deep dive into impact investing and provided useful guidance to us on our future directions.
- Rod Lohin and the LCI developed a "What is Corporate Sustainability?" video for Business Ethics course core program, which was shown to all first year Rotman School MBAs (August 2017)

## Co-Curricular Activities And Career Development Sustainability @ Rotman

- Continued support for #SustainableRotman campaign (May 2017)
- Relabelling of Rotman recycling and waste containers (Summer 2017)
- Catalyst Fund Proposal: "Careers for Impact Fund - Supporting Rotman's Ability to Help Inspire the Bold Thinking Needed to Solve the Most Pressing Problems of our Time" (Submitted May 2017)
- Travel support for students (from the 2019 & 2020 MBA classes) to international sustainability case competitions
- Led by Vice Dean Brian Silverman, a group of Rotman centres, initiatives and individuals from across the school are exploring opportunities to better link and leverage current "social impact" activities (December 2017)

## Net Impact

The LCI team helped and supported Net Impact events, including:

- MIINT Info Session, September 13, 2017
- Net Impact Socials (September 2017, December 2017, April 2018)
- Clubs Fair, September 15, 2017
- RNI 2017-2018 Kickoff, September 28, 2017

## Hult Prize

Hult Prize UofT Launch, October 12, 2017

- Hult Prize @UofT Case Competition, Regional Round (December 2, 2017)

## Other Sustainability Events

- The A4S International Case Competition/Rotman Sustainability Challenge, March 22-23, 2018
  - Mentor Appreciation Dinner, March 22, 2018
- in.pact Retail Sustainability Case Competition, February 3, 2018
- RNI Movie Night, March 21, 2018

## Wharton-based MBA Impact Investing Network & Training (MIINT)

- In 2017, the LCI and Net Impact worked to bring the MBA Impact Investing Network & Training (MIINT) to Rotman. MIINT is an experiential lab designed to give students at business and graduate schools a hands-on education in impact investing. MIINT aims to train the next generation of impact investors by providing MBA students with the opportunity to source, diligence and present early stage impact investment ideas to an expert judging committee (and the opportunity to gain exposure and seed investment from independent sources)
- LCI funded and provided oversight of program 2017-18; selected 5 candidates to form core team (and two alternates)
- Rotman's team competed at the Wharton Final Competition Pitch (April 2018). We are proud to report that the **Rotman Net Impact team took home the Student Choice Award** at the competition for their pitch for AgUnity - a young agtech startup that helps smallholder farmers in developing countries with planning, growing, processing and distributing their produce

## Careers

- Social Innovation Panel and Networking event: Business as a Force for Good (November 22, 2017)
- Sustainability Industry Night (February 26, 2018)
- Net Impact Mentorship Program: Rod Lohin mentoring a group of students on Social Innovation (Fall-Spring 2017-18)

## The Year Ahead: 2018-2019

The coming year will be an inflection point for the Lee-Chin Institute and Rotman.

Over the last 12 years, the Lee-Chin Institute's work on the evolving relationship between business and society, engaging and influencing many academics, businesses, business leaders and future business leaders, has directly contributed to helping Rotman improve its overall sustainability performance.

Rotman has now embarked on a bold purpose to create value for business and society. Going forward, the Lee-Chin Institute can even more tangibly support the School's ambitions, continuing its current work or in a re-imagined form. Working with Rotman leadership, our Advisory Board, faculty, students, and our community of support, the Lee-Chin Institute will work to design, resource and implement this next phase of our work.

The Lee-Chin Institute will continue to produce useful insights on the most pressing social and environmental issues for business, disseminate these insights to business and government leaders, and support further progress in the School's offerings to students.

Our own dedicated research program will continue briskly. We will make further leading contributions in sustainability strategy. Forthcoming work on the alignment of strategy and capital allocation should represent a breakthrough in our work. We will also continue work on new organizational forms - such as social enterprises - and how they create can grow, scale and have real impact. We will study and promote approaches to responsible investing, building on our position as a thought leader in the impact investing space. Our ongoing applied research project, Open Impact, with business partners Purpose Capital, will be sustained and upgraded to support the growth - and better understanding - of the impact investing market.

We will continue to support and promote the work of our extraordinary three Fellows and our granted faculty and PhD researchers.

We will disseminate our research through publications, through the business media, social media, a revised website and other marketing materials, with a new emphasis on "rich media" (video and audio). We will host more events related to sustainability topics. We will share carefully curated content by other sustainability thought leaders.

We will also include continuing support Rotman faculty, administrators and students to strengthen the curriculum and co-curricular activities related to sustainability. We will support the Rotman Net Impact team in their competitions, projects and events. Notably, we will further grow our participation in the Wharton-based MBA Impact Investing and Training program.

In brief, the Lee-Chin Institute will continue to help today's - and tomorrow's - business leaders to create positive impact in our world.

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**Rotman**



Our ongoing thanks to Michael Lee-Chin (Chairman, Portland Holdings Inc.) and his family for their shared vision and generous support.



**Rotman**

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