



**LEE-CHIN
INSTITUTE**

Rotman

Michael Lee-Chin Family Institute for Corporate Citizenship

Progress Report

2018-2019

Reach and impact (2004-2019) 15 years of the Lee-Chin Institute

 **400+**
research products

4 books
reaching tens of
thousands of readers



\$750,000+ in research grants
for 65 Rotman faculty and PhD students

**More than 1 million readers & 6 million
web readers for books and key articles**

Stanford **SOCIAL INNOVATION** Review

Harvard **Business Review**

7,490 academic citations from **59 academic research publications** (journals and books), including 5,943 citations from work by Fellows and LCI team, and 1,547 citations by grant recipients.

Dozens of briefs, literature reviews and trade articles **translating academic research for a business audience.**

OpenImpact.ca, an inventory of impact investment products in Canada, **launched in 2017.**

Multiple corporate projects directly supported by LCI research and project work

 BlackBerry

 MaRS

 Fally Assets
INVESTING THAT PROFITS EVERYONE

 Sun Life Financial

 RBC

THINKERS
50

Roger Martin in 2017
#1 management thinker in the world



András Tilcsik receives
2019 National Business Book Award

Katy Decelles named a **"Top 40 Under 40" Professor** from *Poets and Quants* (2018)

Alexander Dyck wins **2nd place** at the Investment for Impact Research Prize from the Center for Responsible Business (2017)

Top 40 Better World Award from Corporate Knights (2018)

Top 50 Performer in Environmental Impact and Social Innovation (2018)

Rotman Net Impact awarded **International Chapter of the Year** in 2015 and 2019

4X increase in social media activity
over the last 3 years with **650,000 total impressions** across Twitter, LinkedIn, Facebook, and YouTube since 2015

Hundreds of media hits in mainstream publications, including a major series of articles for the Guardian Online reaching 10 million potential readers



92 speaking engagements at global conferences & events

15,000+ registrants more than 100 sponsored events

We have **reached thousands of Rotman Students** through core, capstone, and elective courses. In 2015 we introduced a **Sustainability Major**. The Institute has **taught or supported new courses** on sustainability strategy, social innovation, business ethics, impact investing, and sustainable investment. As well, they have **co-chaired the Rotman Social Impact and Innovation Working Group.**





Audience at the Sustainable Finance panel at Rotman



Rotman Impact Investment Competition Judges



András Tilcsik speaks at Rotman on his book *Meltdown*



Executive Director Rod Lohin speaks on a panel at a Lee-Chin Institute event

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Reach and impact

The Michael Lee-Chin Family Institute for Corporate Citizenship at the Rotman School of Management, University of Toronto, is a cornerstone of the School's commitment to "creating positive value for business and society."

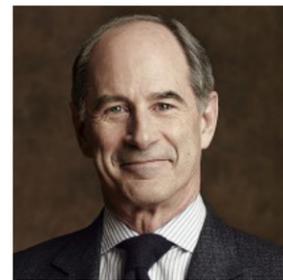
The Lee-Chin Institute (LCI) helps business leaders – current and future – integrate sustainability into business strategy and practices.

Since 2005, the Lee-Chin Institute has reached thousands of business leaders through impactful research publications, conferences, events and social media. Our research themes include sustainability strategy, social enterprise and sustainable finance, in particular, impact investing.

This year, the Lee-Chin Institute celebrates the cumulative reach and impact of our team, our academic Fellows, our supported academic researchers and our students, and looks ahead to our next chapter.



Lee-Chin Institute Team 2018-2019



Roger Martin
Professor and
Academic Director



Rod Lohin
Executive Director



Alison Kemper
Senior Research Officer



Andrew Micak
Research Officer

Fellows of the Lee-Chin Institute



Alexander Dyck
Professor of Finance and
Economic Analysis and
Policy; Manulife Financial
Chair in Financial Services;
Area Coordinator, Finance
Area ; Cross-appointed to
Faculty of Law



András Tilcsik
Associate Professor of
Strategic Management;
Canada Research Chair
in Strategy, Organizations,
and Society



**Katherine A.
DeCelles**
Associate Professor of
Organizational Behaviour
and HR Management
(OBHRM); PhD Coordinator,
OBHRM; Cross-appointed to
the Centre for Criminology
and Sociolegal Studies

Lee-Chin Institute Advisory Board



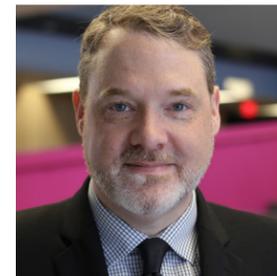
Shari Austin
President, Shari Austin
& Company



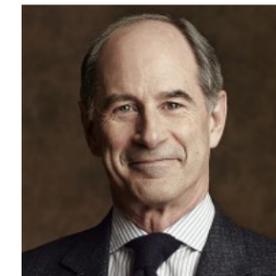
Tania Carnegie
Leader, KPMG Impact
Ventures and Chief Impact
Officer, KPMG Canada



**Geoffrey
Leonardelli**
Associate Professor of
Organizational Behaviour
and Human Resources
Management



Rod Lohin
Executive Director



Roger Martin
Professor and
Academic Director



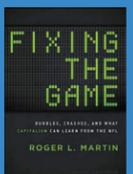
**A. Rebecca
Reuber**
Professor of Strategic
Management

Celebrating Roger Martin, Academic Director of the Lee-Chin Institute

Roger Martin is Professor, Dean Emeritus, and founding Academic Director of the Lee-Chin Institute at Rotman. Working with our principal donor, Michael Lee-Chin, Roger set out the directions for the Lee-Chin Institute in 2004 and oversaw its creation in 2005. Roger has been its leader – and leading producer – since that time. In 2017, Roger was recognized for his many contributions as the number one management thinker in the world by the Thinkers50.

A prolific author and speaker, Roger wrote as part of his work for the Lee-Chin Institute two best-selling books, seven publications in the *Harvard Business Review*, the *Stanford Social Innovation Review* and other prestigious journals, many opinion pieces and blogs, and countless media interviews and news pieces. He also spoke dozens of times at major global events on sustainability and related issues.

In June 2019, Roger officially retires from all his roles at Rotman, including his leadership of the Lee-Chin Institute. His vision, intellectual boldness and generous support for the work of the Lee-Chin Institute core team, faculty contributors and students will be greatly missed.



Overview of 2018-2019

This has been a remarkable year for the Lee-Chin Institute, marked by:

- Impactful research outputs by the Lee-Chin Institute team, fellows and supported researchers, including increased engagement with public policy makers and influencers
- More and more practitioner-oriented publications, events and social media
- Increased student engagement, including stronger-than-ever links to Rotman Net Impact expanded Sustainability & Social Innovation major and new electives like “Social Value and Impact Investing,” and
- Successful advocacy for increased support by Rotman for its “social impact and innovation” activities including:
 - A shift in the Rotman brand to “creating value for business and society”
 - A new cross-functional Rotman team to improve the school’s performance, co-chaired by the Vice-Dean, Faculty and the Lee-Chin Institute’s Executive Director
 - Improved School performance in international MBA sustainability and social impact rankings, including Net Impact (Top 50) and Corporate Knights (36th place).

Lee-Chin Institute Activities and Achievements 2018-2019

Research

The Lee-Chin Institute’s primary activity is to generate and share impactful research with current and future business leaders. This year we delivered a steady stream of new content on corporate sustainability strategy, social enterprise and sustainable finance through our dedicated research program and through the work of our Fellows and funded faculty and PhD students.

Dedicated Research

- “Virtuous Capital” by Roger Martin, Alison Kemper and Rod Lohin, Working paper for Harvard Business Review, 2nd revise and resubmit, April 2019.
- Rod Lohin, “Financing Sustainability: A Market Emerges,” *Rotman Management*, Spring 2019.
- Rod Lohin, “How to Finance Your Sustainability Strategy” *Network for Business Sustainability*, April 2019. 
- OpenImpact.ca, an inventory of Canadian impact investing products developed in partnership with Rally Assets, relaunched October 2018.
- 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.
- “Social Entrepreneurship: Academic and Practitioner Literature Review” brief, Spring 2018.

- “Social Innovation: Academic and Practitioner Literature Review” brief, Spring 2018.
- “Impact Investing: Academic and Practitioner Literature Review,” Spring 2018.
- Rod Lohin, “Impact Investing and the Promise of Real Assets,” *Rotman Management*, Spring 2018.



Research by Lee-Chin Institute Fellows

This year, the Lee-Chin Institute supported three accomplished faculty members as Fellows of the Institute, to encourage and accelerate research in corporate sustainability related topics.



Alexander Dyck is Professor of Finance and Economic Analysis and Policy; Manulife Financial Chair in Financial Services; and Area Coordinator, Finance Area. He has been an invaluable force behind progress in the Finance Area at Rotman to create more sustainable finance research and curriculum for students.

Alexander has served as a Lee-Chin Institute Fellow for four years, and has been renewed for 2019–2020.

Last year, his related contributions included:

- “Insider Entrenchment and Corporate Sustainability around the World” *SSRN Working paper*, Updated April 2019.
- “Do Institutional Investors Drive Corporate Social Responsibility? International Evidence,” *Journal of Financial Economics*, September 2018.
- “Do institutional investors drive corporate social responsibility?” and “Control rights and corporate sustainability around the world” at several conferences.
- “Control Rights and Corporate Sustainability around the World” published by *Swedish House of Finance*, August 2018.
- Presenter and participant in the 2018 UN PRI Academic Conference in San Francisco, August 2018.

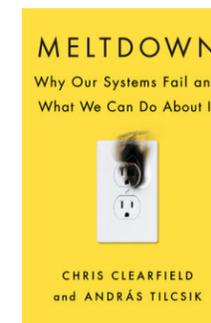


András Tilcsik is Associate Professor of Strategic Management and Canada Research Chair in Strategy, Organizations, and Society at Rotman.

He has been a Lee-Chin Institute Fellow for four years, producing a remarkable number of journal articles, a new book and considerable media attention. As he is on sabbatical in 2019–2020, he has taken leave of his Fellowship for the coming year.

This year András generated:

Meltdown: Why Our Systems Fail and What We Can Do About It, with Chris Clearfield (Allen Lane/Penguin Press, Spring 2018).



András toured internationally in support of *Meltdown* during the spring and early summer of 2018.

Meltdown received extensive attention in both the business and mainstream press, with reviews, write-ups and mentions in sources as diverse as the *Wall Street Journal*, the *Financial Times*, the *Globe and Mail*, *The Toronto Star*, *Harvard Business Review*, *The Atlantic*, *Newsweek* and *CBS This Morning* (podcast), and has been translated into Chinese, Japanese, Korean, Russian and Slovak.



Presentation of “Meltdown: Why Our Systems Fail and What We Can Do About It,” Association of Governmental Risk Pools conference, Portland, OR, October 1, 2018. András also presented his findings at Google’s Mountain View campus, and several other speaking events across Canada and the United States.

Meltdown was named as one of the “2018 Books of the Year” by the *Financial Times*, named as “One of the Eight Books You Need to Read in 2018” by Inc. Magazine and was awarded the 2019 National Business Book Award.



András Tilcsik at the GE award ceremony

Multiple published journal articles, including “Scaling Down Inequality: Rating Scales, Gender Bias, and the Architecture of Evaluation” in the *American Sociological Review* (joint work with Lauren Rivera) and a summary of the article’s key findings (plus actionable items for managers to consider) in *Harvard Business Review*.

Multiple media/trade publication mentions related to research conducted at Rotman, including:

- “Good corporate governance requires diversity,” *LSE Business Review*.
- “Why diversity is good for your business (and not just your bottom line),” *Management Today*.
- “How To Get Ready For Big System Failure Headed Your Way,” *Forbes*.
- “The Bias Of Class: Why It's Such A Taboo Subject And What To Do About It,” *Forbes*.
- “Diversity and risk governance are intertwined,” *TODAY* (Singapore).
- Article in *Management Today* “How this meeting hack can save you from terrible decisions”
- OpEd in *The Globe and Mail* (“It's time to get smart about smart devices”)
- OpEd in *The Globe and Mail* (“How board diversity might have prevented the Theranos fiasco”)



Katherine DeCelles is Associate Professor of Organizational Behaviour and HR Management at Rotman. She has served as a Fellow of the Lee-Chin Institute for one year, and has renewed for 2019-2020. This year, she was recognized as a “2018 Top 40 Under 40” Professor by *Poets and Quants* (Spring 2018). She has a significant pipeline of research in progress, including:

- “Minority Report: A Big Data Approach to Organizational Attempts at Deterring Unethical Behavior” published in *Academy of Management Global Proceedings* (2018)
- “Leadership in the Locker room: The Influence of Coaches’ Unpleasant Emotion at Halftime on Team Performance.” Under fourth review for the *Journal of Applied Psychology*.
- “Going rogue: A multilevel model of when and why an employee would become a workplace vigilante.” Under third review for the *Academy of Management Review*.
- “Anger and the Immobilization of Institutional Insiders in Social Movements.” Under second review at *Administrative Science Quarterly*.
- Continuing editorial position at the *Academy of Management Journal*.
- Continuing research on political boycotts/buycotts and linking consumer purchasing behavior to stances made on social media – revise and resubmit in progress with expanded dataset.
- Paper on professional members of activist social movements has been conditionally accepted for presentation at ASQ – additional research being conducted at this time.
- Continuing research on how activist use of corporate logos can backfire in garnering support for anti-corporate movements. Paper being re-written and slated for submission to a top-tier sociology journals.
- Long term project focusing on methods to reduce robberies at convenience stores. Further research in progress.



New Fellow for 2019-2020

We are delighted to welcome **Laura Doering** (Assistant Professor of Strategic Management), an up-and-coming scholar at Rotman whose research examines entrepreneurship and financial access in developing countries. She also teaches Entrepreneurship for Social Ventures, Strategic Change & Implementation, and Economic Sociology.

Supported Academic Research

To date, the Lee-Chin Institute has provided more than \$450,000 in funding to support 94 corporate sustainability-related research and curriculum development projects at Rotman. Our fellows, staff and grant recipients have been responsible for at least 400+ research products flowing from this research, including:

- 4 books and 4 book chapters;
- 45 published articles in academic journals;
- 35 working papers and 17 journal articles under review (some since published);
- 16 trade publications, and;
- 208 academic and public presentations.

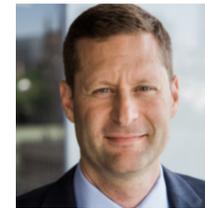
A notable recent success is Rotman PhD candidate Christoph Schiller, who received a Lee-Chin Institute grant in 2017. He has already achieved notable success with his working paper "Global Supply-Chain Networks and Corporate Social Responsibility." His paper was presented at a number of top financial research conferences and received a number of awards, including:

- Western Finance Association (WFA) 2018 – Cubist Systematic Strategies Ph.D. Candidate Award.
- European Finance Association (EFA) 2018 – Doctoral Tutorial Best Paper Award.
- UN Principles for Responsible Investment Conference 2018 – Best Ph.D. Paper Award.
- GRASFI Conference 2018 – Best Ph.D. Paper Award.
- Financial Intermediation Research Society (FIRS) 2018 (Doctoral Session).
- Mid-Atlantic Research Conference (MARC) 2018.
- Scheduled to present his paper at the SFS Cavalcade in Pittsburgh in May 2019.

This paper has since been submitted to the *Journal of Financial Economics* and is currently at the revise and resubmit stage.

Corporate Sustainability Research Grants

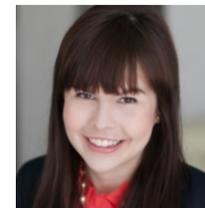
On April 2, 2019, the Lee-Chin Institute announced grants for 2019-2020 in support of research on corporate sustainability topics by Rotman faculty and PhDs. The Lee-Chin Institute's Grants Review Committee selected the following from among a strong field of applicants:



Craig Doidge (Professor of Finance, Rotman), Christoph M Schiller (PhD Candidate, Finance, Rotman) and Yan Xiong (PhD Candidate, Finance, Rotman) for "CEO Short-Termism and Corporate Sustainability: Evidence from Three Natural Experiments".



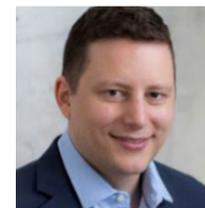
Greg Distelhorst (Assistant Professor, Center for Industrial Relations and Human Resources and Strategic Management, Rotman) for "How Do Workers Define 'Social Responsibility'? A New Foundation for Supply Chain CSR".



Rachel Ruttan (Assistant Professor, OBHRM, Rotman) for "When and Why Stating Socially Responsible Organizational Values Backfires".



Patrick Rooney (PhD Candidate, Strategic Management, Rotman) and Nicola Lacetera (Associate Professor of Management – Strategic Management, Rotman) for "Political Identity, Corporate Social Initiatives, and Employee Behaviour".



Mitchell Hoffman (Assistant Professor of Strategic Management, Rotman) for "Expanding Opportunities: Understanding and Shifting Employer Demand for Hiring Workers with a Criminal Background".

Disseminating research through events and media

This year, the Lee-Chin Institute continued to increase the reach of our research by translating and sharing it through publications, events and social media. Highlights including the launch of an “explainers” campaign with briefs on key sustainability concepts, and we also updated and promoted our joint impact investing project [OpenImpact.ca](https://openimpact.ca).

Events

- “Slow Death by Rubber Duck: How the Toxicity of Everyday Life Affects our Health” with Bruce Lourie (hosted by the MPI’s Jamison Steve) (April 2019) (50 attendees).
- “Green Finance in China” in collaboration with the School for Environment and Rotman China Research Initiative (November 2018) (50 registrants).
- Lee-Chin Institute Research Roundtable on Sustainable Finance (April 2019). The Lee-Chin Institute organized a half-day long research roundtable as part of the University of Toronto’s participation in the Global Research Alliance for Sustainable Finance and Investment. 35 attendees included faculty and PhDs candidates from Rotman and other faculties at the University of Toronto; academics and PhD candidates from other business schools, as well as thought leaders from financial institutions, foundations and sustainability-focused businesses.

Speakers included:

Alexander Dyck

(Professor of Finance and Economic Analysis and Policy, Manulife Financial Chair in Financial Services and a Fellow of the Lee-Chin Institute) on “Institutional Investors Influencing Corporate ESG Performance”

Tiff Macklem

(Dean of Rotman and Chair of the Canadian Federal Government Expert Panel on Sustainable Finance) on the preliminary work of the Expert Panel on Sustainable Finance (final report released in June 2019)

Gordon Richardson

(KPMG Professor of Accounting) and Yue Li (Associate Professor, Accounting) on “Causes and Consequences of Voluntary Assurance of CSR Reports”

Diane-Laure Arjaliès

(Assistant Professor, Managerial Accounting and Control, General Management & Sustainability at Ivey) and Tima Bansal (Professor, General Management, Sustainability & Strategy at Ivey) on “The Transformation of Part of an Investment Company to ESG Orientation”

Keith Ambachtsheer

(Adjunct Professor of Finance at Rotman and Director Emeritus of the ICPM) on “Integrated Reporting for Pension Funds”.

- Screening of “The Invisible Heart” (March 2019), a documentary exploring social impact bonds and their impact on social issues. Hosted by the Lee-Chin Institute and featuring a fireside chat between Rotman professor Laura Doering and filmmaker Nadine Pequenezza (200+ attendees).
- “Social Value Investing” by William B Emicke (co-authored with Howard Buffett) (March 2019) – hosted by the Lee-Chin Institute and in conversation with the Lee-Chin Institute’s Rod Lohin (70+ attendees).
- Social Finance Forum, MaRS Centre for Impact Investing, Toronto, November 7-9, 2018. Lee-Chin Institute appeared as the conference’s Platform Sponsor (presenting the relaunched [OpenImpact.ca](https://openimpact.ca) with industry partner Rally Assets). Rotman Dean Tiff Macklem spoke on the progress of the Expert Panel on Sustainable Finance (which he chairs) and the role of business schools.



Public speaking engagements

Roger Martin

- Global Drucker Forum in Vienna on “Managing for the Long Term” (November 2018).
- Speaking engagement for *Harvard Business Review* in London, UK on “The High Price of Efficiency” (November 2018).
- Speaking engagement at Thinkers50 European Forum 2018 in Odense, Denmark on “How Leaders Can Make Better Choices” (September 2018).
- Speaking engagement at 26th CEEMAN Annual Conference, in Prague on “Management Education and the Dark Side of Efficiency” (September 2018).
- *Harvard Business Review* IdeaCast on “Learning from GE’s Stumbles” (July 2018).
- Breakfast Event with Richard Straub for Global Peter Drucker Forum in London on “Designing for Democratic Capitalism, What Role for Managers?” (May 2018).

Rod Lohin

- “Voices of the Network: What Issues Do You Care About?” Network for Business Sustainability. Rod Lohin, contributor, Toronto, November 20, 2018.
- Guest discussant, McCain Social Purpose Workshop, Impakt Consulting. Toronto, October 29, 2018.
- “Sustainability issues: A Cross-Sector Discussion,” with Network for Business Sustainability, August 20, 2018.
- Cornell Executive Forum on Sustainability, hosted by Center for Sustainable Global Enterprise at the Cornell SC Johnson College of Business. Interviewed Heather Davis, President and CIO, Nuveen Investments, an impact investment pioneer, at Cornell Tech, NYC, June 28, 2018.
- Network for Business Sustainability, NBS Sustainability Centres Workshop, New York City. Sponsor and discussant, “Business + Sustainability: Is Anyone Listening? Does Anyone Care?” June 25-27, 2018.

Engagement with public policy

This year, the Lee-Chin Institute engaged policy makers and influencers from across Canada, including consultations or conversations with:

- *Social Innovation and Community Development Directorate (SICDD) of Employment and Social Development Canada* on “Corporate Social Responsibility in Canadian Post-Secondary Institutions: The Current and Ideal State of CSR in Teaching, Research and Partnering”. SICDD staff reached out to the Lee-Chin Institute (and other senior leaders from academic and university-based CSR and sustainability organizations) “to enhance the federal government’s understanding of the current and ideal state of Corporate Social Responsibility (CSR) in teaching, research and partnering within Canadian post-secondary institutions, and identify potential roles the federal government could play to accelerate and advance CSR in Canada.”
- Ontario Trillium Foundation sponsored research project “Community of Practice for the New Economy,” connected with the Lee-Chin Institute and other academic and policy leaders across Ontario with an interest in new business/organizational models and practices.
- Sandra Hodzic, Lead, Manitoba’s Social Impact Bond and Social Innovation strategy, Government of Manitoba
- James Capotosto, Chief Economist/Director, Strategic Initiatives and Evaluation Branch, Ministry of Corrections and Policing, Government of Saskatchewan

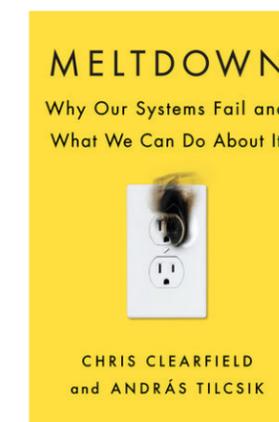
Media Highlights

Meltdown launch (Spring-Summer 2018)

The Lee-Chin Institute team and Fellows received significant media attention this year. *Meltdown* – along with András Tilcsik’s tireless efforts to promote it – received at least 25 media notices since March 2018, including:

- Book reviews in the *Wall Street Journal* and *Inside Higher Education*
- *Meltdown* selected as “Book of the Month” by the *Financial Times*
- Podcast interviews for *CBS’ This Morning Podcast* and *Slate’s The Gist* podcast
- Mention on *CNBC’s Squawk Box*
- Mention in the London School of Economics “Business Review”
- *The Globe and Mail* OpEd articles (“How board diversity might have prevented the Theranos fiasco” and “It’s time to get smart about smart devices”) (2018)
- Mention on *The Atlantic* podcast
- 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*, *Inside Higher Education*, *Newsweek* and *Management Today*.
- London School of Economics and Political Science (September 2018) Good corporate governance requires diversity (referencing *Meltdown* by András Tilcsik and Chris Clearfield)
- *Management Today UK* (October 2018) [Why diversity is good for your business \(and not just your bottom line\)](#)
- More than 15 regional radio interviews during the initial March–April 2018 launch period.

András’ book continues to garner media attention, and has been referred to in a number of publications post-launch, illustrating its continued resonance with business thinkers.



Other example media coverage involving Lee-Chin Institute staff and fellows include:

- *Harvard Business Review* (July 2018) [Why the U.S. Trade Deficit Can Be a Sign of a Healthy Economy](#) (Roger Martin)
- *Canadian Security*, May 2018, Circle K grassroots CPTED initiative growing, reducing crime, (Katy DeCelles)
- *This Day* (Nigeria) (May 2018) [Is it Inequality or Indifference to Customers By European Airlines?](#) (Katy DeCelles)
- *PPAI Magazine* (November 2018) [Simplifying Strategic Planning With The Right Questions, Outlook](#) (Roger Martin)
- *Work Design* (November 2018) [Beyond the Corporate Office: The New Landscape of Work and Workplace](#) (Roger Martin)
- *The Globe and Mail* (November 2018) [Federal plan to ease penalties for corporate crime has drawbacks: internal analysis](#) (Alexander Dyck)
- *Market Business News* (October 2018) [Institutional investors can be a force for good](#) (Alexander Dyck)
- *Forbes* (July 2018) [The Bias Of Class: Why It's Such A Taboo Subject And What To Do About It](#) (András Tilcsik)
- *Harvard Business Review* (September 2018) [Why Companies Should Add Class to Their Diversity Discussions](#) (András Tilcsik)

Lee-Chin Institute Presence on Social Media

The Lee-Chin Institute continues to engage an external audience of business and thought leaders, future students, other researchers and centres through social media.

Twitter

- Twitter campaigns promoting Lee-Chin Institute materials and curated content from external sources have generated more than 166,000 impressions and 1,583 engagements since May 2018.
- The Lee-Chin Institute has seen a significant increase in followers since May 2018, up more than 450 followers to 2,195. Posts made on our site have also increased dramatically since the account was first activated in February of 2015 – over 400% between June 2016 and June 2019.
- The LCI has also been unique among research institutes at Rotman in carrying out “TwitterChats” to promote work by our academic leadership and grantees. For example, a TwitterChat carried out in support of Roger Martin’s appearance at the Skoll World Forum reached a total of 51,930 Twitter accounts, and earned 418,067 impressions.

LinkedIn

- LinkedIn has been used to promote the Lee-Chin Institute, particularly our Explainers and Literature Reviews, as well as the relaunched OpenImpact.ca site.
- LinkedIn campaigns since April 2018 have had close to 16,000 impressions and dozens of engagements (clicks, likes, etc.).

Facebook

- While not as active as Twitter and LinkedIn, Facebook is still a valuable tool to reach students and younger professionals who are interested in sustainability. Since beginning to promote our posts and drive content to our Facebook page in May of 2017, we have seen over 3,900 total impressions on promoted posts. Plans are in place to continue to promote Facebook and use it as a mechanism for promoted posts in the future.

Other forms of social media engagement

- The LCI has begun developing video content designed to be widely shared on social media. Our first videos garnered over 5,000 cumulative impressions and 114 social media engagements. They include:
 - Katherine DeCelles on “Boycotts and Buycotts”.
 - A series of videos by LCI executive director Rod Lohin on sustainable finance.
- The LCI developed short “explainers” designed to better explain sustainability and corporate sustainability related topics in a digestible and easy-to-read one page format. Starting in summer of 2018, social media posts promoting explainers garnered over 6,765 cumulative impressions, and 88 total post engagements.
- The LCI also developed “academic literature reviews,” which provide a detailed overview of key corporate sustainability issues, based on academic articles and published in reputable journals. Past literature reviews have been focused on broad sustainability related concepts, like social enterprise and impact investing, and tend to require readers to much greater level of familiarity with the topic. Since 2016, literature reviews have garnered 34,226 impressions and 153 total engagements.

Enhancing the curriculum and co-curricular activities



This year, the Lee-Chin Institute deepened its collaboration with student groups and engaged more students through new curriculum and co-curricular activities.

The Lee-Chin Institute was honoured to continue to work closely with Rotman Net Impact, a chapter of an international organization which promotes sustainability in business schools. Notably, Rotman Net Impact won “International Student Chapter of the Year” in October 2018 for its work in 2017-2018.

Leaders for 2018-2019 included Vanessa Matos Tudela (MBA 2019) and MIINT coordinator Olga Lucia Cruz (MBA 2019). Vanessa received the global Graduate Business Forum (GBF) Leadership Award for her efforts to establish sustainability as a core element within the MBA program. Olga was an exceptionally capable campus coordinator.

This year, based on their efforts (and with the support and help of the Lee-Chin Institute and Professor Joseph Milner, academic director of the full-time MBA program), Rotman introduced a new elective course focused on Social Value and Impact Investing and a renewed Sustainability Strategy course.

Social Value and Impact Investing was taught by the Lee-Chin Institute’s Executive Director Rod Lohin. The course formalized the School’s participation in the University of Pennsylvania’s Wharton School of Management’s MBA Impact Investment and Training program (MIINT). Over and above the MIINT curriculum, the course added a series of lectures, visits by impact investing professionals and pitch preparation and practice sessions, culminating in a due diligence and investment recommendation competition at Rotman on March 13, 2019. The final team proceeded to the global MIINT competition at Wharton on April 13, 2019.

Other Rotman Net Impact highlights included:

- A4S (Prince of Wales Trust) Case Competition, March 29-30, 2019
- Rotman Impact Investing Competition, March 13, 2019
- Rotman Sustainability Conference exposed students to trends and organizations leading the way in sustainability, February 2, 2019. This conference was a cross-club collaboration, involving Rotman Net Impact, Rotman Entrepreneurship & Venture Capital Association, Rotman Energy and Natural Resources Association, and the Management Consulting Association.
- Hult Prize @ University of Toronto: Net Impact hosted the regional finals of the Hult Prize November 30-December 1 at Rotman, sponsored by the Lee-Chin Institute.



Recipient of global GBF Leadership Award
Vanessa Matos Tudela, MBA 2019



Rotman Impact Investing Competition 2019
Winning Team and Judges

Build long-term sustainability capacity at Rotman

This year, Rotman committed to a new brand promise with an explicit link to issues beyond economic performance. The core of the Rotman brand promise is now “creating value for business and society”. This reflects the School’s participation in society through engagement with business, government and other institutions on a range of social and environmental issues.

To ensure that the School delivers on this promise, this year Rotman established a cross-functional team co-chaired by Kenneth Corts (Vice-Dean, Faculty) and the Rod Lohin (Executive Director of the Lee-Chin Institute). The Rotman Social Impact and Innovation Working Group includes senior faculty members with relevant research and teaching interests as well as the leadership of related Rotman centres and initiatives. It is mapping opportunities to better link and leverage current activities, and proposing new opportunities in the curriculum and in co-curricular activities.

Happily, Rotman is already seeing stronger performance in a range of rankings devoted to business schools’ sustainability and social impact activities, including:

- In this year’s Net Impact Guide to Business Schools for Social and Environmental Impact, Rotman was named a **Top 50 performer in environmental sustainability and social impact**. The guide is based on a survey of students, with minimum requirements for participation from each school. At Rotman, student interest in the social and environmental impact of business reached 100% of students surveyed (from 93% last year), career services were scored at 100% satisfaction for impact job seekers, and 83% of students were satisfied with extra-curricular activities offered by student clubs and the School.

University of Toronto

Rotman School of Management | Toronto, Canada



- Rotman also was among the schools honored by Corporate Knights in the 16th annual “Better World” ranking. The [Better World MBA Ranking](#) are designed to rate MBA and graduate business programs, and assess which most effectively integrate sustainability into the education of future business leaders. Rotman placed in 36th this year (among the Top 40 schools presented). Given that the ranking includes diverse factors including the “proportion of a school’s core (mandatory) courses from their full-time MBA program that integrate relevant sustainable development themes in all classes” and the work of sustainability-related research institutes at each school, further work by the School will be needed to improve these rankings in years to come.



Engage with other sustainability initiatives at the University of Toronto

The University of Toronto has a range of sustainability activities that relate to Rotman institutionally and to our students' interests.

Notably, last year President Meric Gertler agreed that the University of Toronto should join the Global Research Alliance for Sustainable Finance and Investment (GRASFI), an association of 22 global research universities. As part of the University of Toronto's participation in GRASFI, the Lee-Chin Institute organized the Rotman Research Roundtable on Sustainable Finance on April 10, 2019. Attendees included faculty and PhDs candidates from Rotman and other faculties at the University of Toronto; academics and PhD candidates from other business schools, and research thought leaders from financial institutions, foundations and sustainability-focused businesses. Speakers included Dean Tiff Macklem (on the progress of the Expert Panel on Sustainable Finance, which he chairs) and senior Rotman and Ivey faculty members.

The Lee-Chin Institute has also worked with Rotman leadership to better connect activities and offerings at Rotman and the University of Toronto's School of the Environment, in particular, with its Environmental Finance Advisory Committee (EFAC).

The future of the Lee-Chin Institute

This year marks the 15th anniversary of the Lee-Chin Institute.

Since 2004, the Lee-Chin Institute has been a rigorous observer – and contributor – to the debate about the changing role of business in society. There's no doubt that it's never been more important for businesses, business leaders, and business educators to understand and contribute to solving the most pressing social and environmental challenges of our day.

During this time we developed and shared new theories, data-backed research, practical tools and curricula to help current and future business leaders navigate and take action on the issues most material to them. We have seen the conversation shift from prioritizing these issues, to alternative business models, to the explosive growth of approaches to finance action on social and environmental issues.

As we look to the future beyond 2020, we will develop a re-imagined Lee-Chin Institute. We hope to continue to explore how business and society can contribute to solving these challenges. Guiding business leaders and students will remain an important part of what we do, but it's increasingly critical to engage with the public sector. The issues we face – such as climate change, income disparity and poverty, diversity and equity, education, health care, to name just a few – are of such scale that no one sector will be able to solve them. These issues are of keen interest for us, for our researchers, and for us all.

Kenneth Corts appointed as Lee-Chin Institute Academic Director

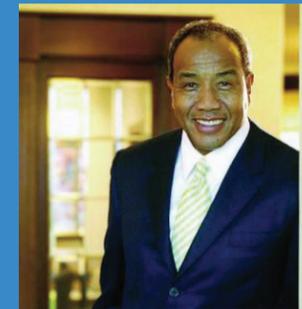


Starting July 1, 2019, Professor Kenneth Corts (Vice-Dean, Faculty & Research and Marcel Desautels Chair in Entrepreneurship at Rotman) is appointed as the Lee-Chin Institute's next Academic Director.

Ken has been at Rotman since 2003 as a member of the Economic Analysis and Policy area. He has held a range of important leadership positions, and since 2015, has been the Vice-Dean, Faculty & Research at Rotman. He has research and teaching interests in areas related to the environmental side of corporate sustainability – particularly on energy policy and clean energy businesses – and has had frequent interactions with the Lee-Chin Institute as a result of those interests. In addition, Kenneth also founded the Rotman Social Impact and Innovation Working Group (co-chaired with the Lee-Chin Institute's Rod Lohin), which coordinates activities related to sustainability, citizenship, and social impact across many diverse faculty, degree programs, and research centres at the School.

Ken brings remarkable leadership, research and collaborative talents, ideally suited to the next chapter in the Lee-Chin Institute story.

Our thanks



The singular support of Michael Lee-Chin and his family created and sustained the Lee-Chin Institute from the very beginning. Their vision and generosity made possible all our work, and ultimately our reach and impact, for which we reiterate our profound thanks.

We would also like to thank all our Fellows and grant recipients to date for their diligent work. They have helped to multiply the work we could do ourselves to an extent we never dreamed possible.

The support of the Rotman School of Management has been and continues to be key to the Lee-Chin Institutes. We thank the School's leadership – through all 15 years of our work – for their support, flexibility, and for showcasing the notable work of centres.

Lastly, our thanks to the remarkable Lee-Chin Institute team (almost 20 staff and work-study students over the past decade), as well as the many student leaders of Net Impact and other clubs who worked with us to improve student opportunities relating to sustainability. Your help has been instrumental.



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