



Advancing Sustainable Business Education

TELFER SCHOOL OF MANAGEMENT | UNIVERSITY OF OTTAWA

2025-2026



She Dances with the Earth, Water, and Sky — David General. Photo: University of Ottawa, Tabaret Lawn.

Ni manàdjiyànàinig Màmìwininì Anishinàbeg, ogog kà nàgadawàbandadjig iyo akì eko weshkad. Ako nongom egawìkàd kì mìgiwewàdj.

Ni manàdjiyànàinig kakina Anishinàbeg ondaje kaye ogog kakina eniyagizidjig enigokamigàg Kanadàng eji ondàpinangig endàwàdjìn Odàwàng.

Ninisidawinawànàinig kenawendamòdjig kije kikenindamàwin; weshkinìgidjig kaye kejeyàdizidjig. Nigijeweninmànàinig ogog kà nìgànì sòngideyedjig; weshkad, nongom; kaye àyànikàdj.

We pay respect to the Algonquin people, who are the traditional guardians of this land.
We acknowledge their longstanding relationship with this territory, which remains unceded.
We pay respect to all Indigenous people in this region, from all nations across Canada,
who call Ottawa home.

We acknowledge the traditional knowledge keepers, both young and old.
And we honour their courageous leaders: past, present, and future.

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Getting Started

Our Vision

A greener, healthier, happier, wealthier and more prosperous Canada for all.

Our Mission

Telfer creates and disseminates knowledge in a bilingual environment for the betterment of all our communities.

Our Purpose

Telfer's purpose is to advance business for a better Canada and leadership for a better world. We pursue this through research that matters, meaningful learning experiences, and work with the communities we serve.



Purpose

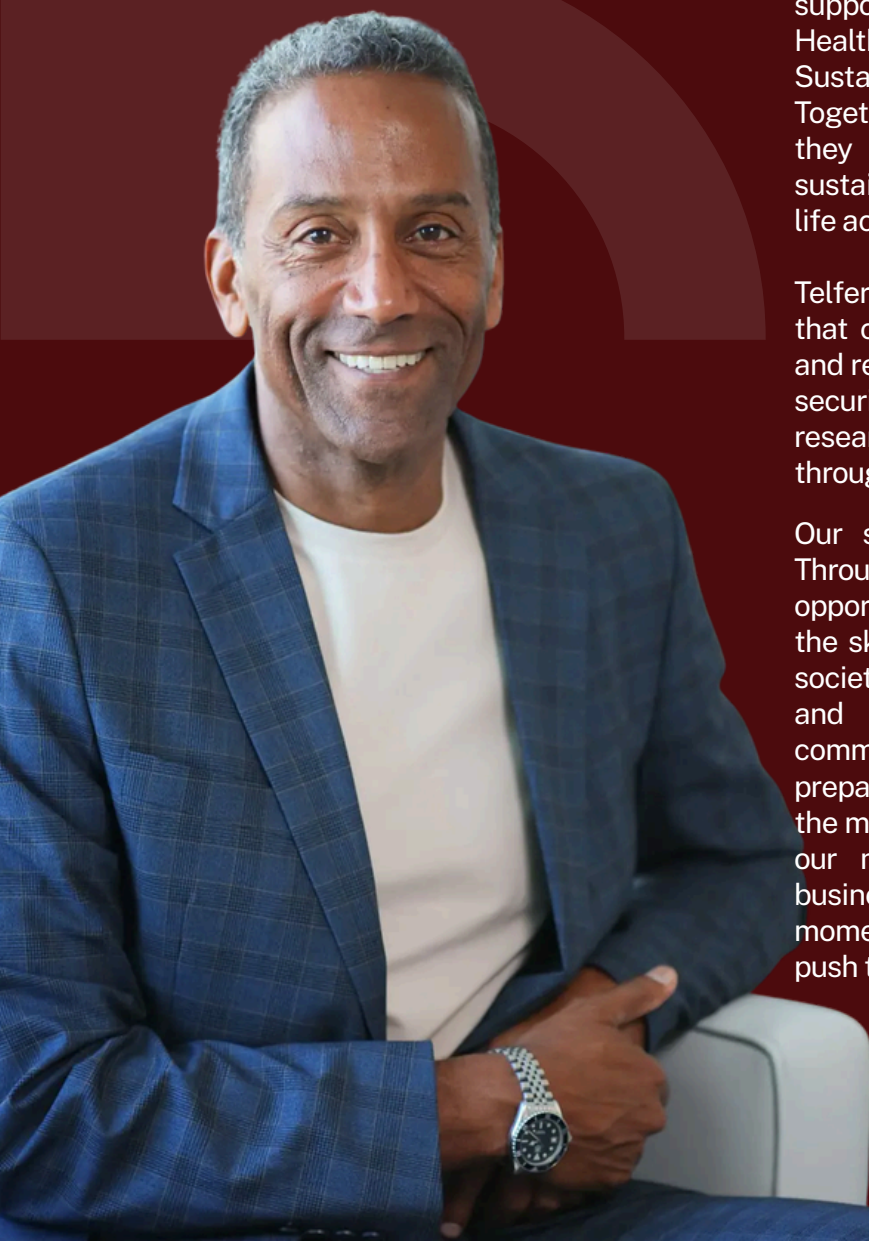
We advance responsible management education to foster inclusive prosperity in a world of thriving ecosystems.

A WORD FROM THE DEAN

Since joining PRME, the Telfer School of Management has remained committed to preparing leaders who can contribute to a more sustainable, inclusive and prosperous future.

This past year, that commitment has become progressively embedded in our approach to education, research, partnerships and societal impact.

In 2026, Telfer launched a new strategic plan guided by a clear ambition: Business for a Better Canada. Leadership for a Better World. It builds on our vision of a greener, healthier, happier and more prosperous Canada for all, and that vision is increasingly reflected throughout the School's activities and operations.



We have strengthened the governance structures that support this vision by creating two new bodies: the Healthier and Happier Task Force and a permanent Sustainability Committee.

Together with our EDI Committee, established in 2020, they form a broader framework to advance sustainability, inclusion, equity, well-being and quality of life across the School.

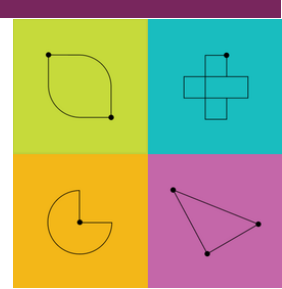
Telfer's faculty members continue to advance research that contributes to the sustainable development goals and responsible management practices. Their success in securing impressive levels of funding further supports research that addresses complex societal challenges through responsible, evidence-based management.

Our students remain at the centre of our mission. Through sustainability-focused learning and experiential opportunities beyond the classroom, they are developing the skills and perspectives needed to address complex societal challenges. Initiatives such as Innovation Sprints and SDG Month programming exemplify our commitment to connecting learning with action and to preparing the next generation of leaders. I am inspired by the members of our community who continue to advance our mission and demonstrate the positive role of business education in society. Together, we are building momentum, strengthening our impact, and continuing to push the boundaries of what we can achieve.

Stéphane Brutus

Our Goals

Aligned with our strategic plan these goals carry forward our PRME commitments through research, learning, community engagement and institutional practice.



Research

Student Experience

Community

People & Culture

Sustainability

01 Advance sustainability-focused research and impact

Increase support for interdisciplinary research that addresses sustainability and the SDGs, while strengthening opportunities for faculty and graduate students to mobilize their knowledge with policymakers, industry, community organizations and other research end-users.

This may include expanding sustainability-focused funding and scholarships, supporting collaborative grant development, and strengthening knowledge-mobilization training and infrastructure.

02 Increase sustainability content across all programmes

Continue integrating ethics, responsibility, sustainability and the SDGs throughout Telfer's undergraduate, graduate and executive programmes, building on the ongoing curriculum transformation process and the planned further greening of the BCom and MBA curricula.

This work may include developing shared and programme-specific learning outcomes and helping faculty identify appropriate courses, cases, simulations and teaching resources.

03 Expand experiential learning for responsible leadership

Differentiate the Telfer learning experience through meaningful experiential opportunities that allow students to address complex environmental and social challenges in partnership with organizations and communities.

Telfer will build on approaches such as Community Service Learning, Innovation Sprints, consulting projects, case competitions, simulations, internships and international experiences.

04 Prepare students to navigate innovation responsibly

Support students in developing the knowledge and judgement needed to understand emerging technologies and lead innovation responsibly, including the ethical, environmental and social implications of artificial intelligence, analytics and digital transformation.

This goal supports the strategic commitment to embedding AI literacy, competency and fluency across Telfer programmes.

05 Strengthen community and cross-sector partnerships

Deepen collaboration with partners across the University of Ottawa, the PRME community, Indigenous and community organizations, businesses, public institutions and non-profit organizations to support shared learning, applied research and action on sustainable development.

Telfer will continue creating opportunities for dialogue and knowledge exchange through events, seminars, experiential projects and lifelong-learning initiatives.

06 Integrate sustainability into Telfer's operations and culture

Further integrate the Greener pillar into Telfer's administrative practices and organizational culture by developing sustainable operational systems and meaningful supporting metrics in areas such as food management, paper use, procurement, events and active commuting.

The Telfer Sustainability Committee, Green Academy and other relevant groups will support coordination, reflection and communication around institutional progress.



SEPTEMBER 26, 2025

DEEP ROOTS, NEW BEGINNINGS



A morning that was part celebration, part call to action and the moment something long in the making finally came into focus.

\$2M

A visionary investment to advance sustainable business education, experiential learning and youth-led innovation.

A MILESTONE BUILT ON YEARS OF MOMENTUM

Faculty, students, alumni, industry leaders and community partners gathered for the official launch of the Green Academy at Telfer and the opening of its first Innovation Sprint.

The Academy is a continuation: a commitment to weave sustainability into the DNA of teaching and community engagement but also to prepare students to lead the green transition with confidence, creativity and purpose.

WHAT IS THE GREEN ACADEMY?

A cross-campus, interdisciplinary initiative where sustainability is not only studied, but practiced through hands-on courses, innovation sprints, research and community projects.

SEPTEMBER 26, 2025

A LAUNCH AND A CHALLENGE



DAINA MAZUTIS

Professor Mazutis, Director of the Green Academy and Director of Sustainability at Telfer, situated the launch within a longer story of embedding responsibility and sustainability across the School.

Not an arrival, but a continuation of momentum.



MARIE-EVE SYLVESTRE

uOttawa's President and Vice-Chancellor placed the Academy within the University's mission to prepare nearly 50,000 students not only for careers, but for leadership in a world that urgently needs a holistic transition.



DEVINDER GILL

RBC's Regional President announced the RBC Foundation's \$2 million gift and emphasized that education, innovation and community must intertwine for a net-zero economy.

"You will gain a strong foundation in sustainable business and systems thinking, while working with industry partners to make a real difference."



STÉPHANE BRUTUS

Telfer's Dean challenged students from across faculties to bring curiosity, creativity and courage to real problems and to move their ideas beyond the classroom.

"It is about equipping you to lead the next wave of cross-sector innovation."

SEPTEMBER 26, 2025 · SUSTAINABLE FOOD SYSTEMS PANEL

A FULL-CIRCLE MOMENT



FROM STUDENT IDEA TO SYSTEMS IMPACT

The panel traced a lineage : community need, student ingenuity, early support, industry scale and enduring impact.

Alida Burke

Telfer alumna and Growcer co- founder. An Enactus idea, supported early by RBC, now helps 100+ communities grow food locally.

Tai Adewoye

Student moderator and Enactus leader advancing NuPacko's cookie-for-cause model to address nutrition gaps.

Sylvie Cloutier

CTAQ President and CEO, bringing the urgency and realities of Canada's agri-food sector into the conversation.

Gayle Corcoran

RBC Senior Director of Social Impact, speaking to the role of funders in de-risking bold, youth- led ideas.

THE PATHWAY BECAME VISIBLE

Alida once sat where the students in the room sat. Her story showed what can happen when a student project receives the trust, partnership and resources needed to grow. Tai's presence on the same stage made the continuity unmistakable: today's student initiatives can become tomorrow's impact ventures.



Ideas matter when they can **TAKE ROOT** , adapt, scale and respond to real community and industry needs.

WHERE CONVERSATION BECAME CONNECTION



A LIVING ECOSYSTEM OF PARTNERS

By lunch time, the Camille Villeneuve room had become a small ecosystem of its own. Students moved between tables, listening, tasting and questioning. Each partner offered a different window into sustainable food systems and literal and figurative fuel for the Innovation Sprint ahead.

Chef Ric's + Ottawa Mission

The catered lunch demonstrated how a social enterprise can nourish both people and the city; every meal supports food, shelter and training programs.

Office of Campus Sustainability

Holly Gordon connected everyday choices to the Free Food Alert, the Green Dining Hall, composting, reusable containers and major packaging reductions across campus.

NuPacko · Enactus

Students from the student-run social enterprise showcased NuPacko's \$2 cookie-for-cause model, which pairs each purchase with a cookie donated to someone facing food insecurity.

Growcer

Telfer alumna Carla De Ciccio represented Growcer, whose modular vertical farms showed how a student idea can grow into a way for communities to produce food locally.

Upcycling Club

Led by Telfer student Maximilian Benda, the club shared work revitalizing the King Edward community garden and exploring accessible, low-cost solutions.

Pascalyna + Happy Goat Coffee

Professor Dorra Jlouli showcased reusable packaging as a sustainable enterprise; Happy Goat contributed locally roasted coffee and community spirit.

SEPTEMBER 26, 2025 · THE WORK BEGINS

TURNING KNOWLEDGE INTO ACTION

STUDENTS

Hands-on courses, innovation sprints and community projects build systems thinking, responsible management and confidence.

FACULTY

Support for integrating sustainability into teaching and research creates bridges across disciplines and expands impact.

PARTNERS

Industry and community collaborators bring real-world challenges, lived expertise and pathways for ideas to scale.



THE FIRST INNOVATION SPRINT

The launch flowed directly into an interdisciplinary, three-day challenge on the food systems that sustain us. Nine student teams, guided by Professor Sandra Schillo, worked with Sylvie Cloutier and Conseil de la transformation alimentaire du Québec (CTAQ), bringing industry insight into the learning process.

The Professional Development Institute served as host, data-tools expert and incubator helping transform the sprint from an academic exercise into a laboratory for change.

3

immersive days

9

student teams

All

faculties welcomed

The Green Academy’s launch was not just an event. It was a declaration: that partnerships matter, that students can reimagine the systems we depend on, and that bold ideas deserve the chance to grow roots and scale into lasting change.

THIS WAS ONLY THE BEGINNING.



2nd INNOVATION SPRINT | NOVEMBER 21-23, 2025

Innovation Sprint on Preventing Youth Homelessness.

160 students.

More than 48 hours.

One urgent question: how might we prevent youth homelessness before crisis begins?



AN INTERFACULTY EXPERIENCE CO-HOSTED BY TELFER, THE FACULTY OF MEDICINE AND THE ALLIANCE TO END HOMELESSNESS OTTAWA

Students from Telfer, Medicine, Arts, Engineering, Science, Health Sciences, Social Sciences and Education worked beside community partners, people with lived experience and frontline organizations.

160

Students

48+

Hours

8

PREVENTION THEMES

7

FACULTIES BEYOND TELFER

THE CHALLENGE

PREVENTION BEFORE CRISIS

The sprint began by shifting the frame: shelters respond after harm has occurred. Prevention asks what can change earlier, in schools, families, health systems, justice pathways and communities.

at least **100+**

OTTAWA YOUTH IN SHELTERS OR
UNSHELTERED ON A GIVEN NIGHT



WHAT STUDENTS WERE ASKED TO SEE

Youth homelessness is shaped by income insecurity, shortages of affordable housing, gaps in coordinated support, discrimination and systems that intervene too late.

It is not only the absence of housing. It can also mean the loss of culture, family, community and belonging. Effective prevention therefore has to be holistic, upstream and interdisciplinary.



THE GOAL WAS SIMPLE:
Help youth imagine a different future for other youth.

THE WORK BEGAN WITH LISTENING TO COMMUNITY EXPERTISE, LIVED EXPERIENCE AND THE SYSTEMS BEHIND THE CRISIS.

Students worked in interdisciplinary and interfaculty teams, with additional support from housing advocates, health workers, people with lived experience and frontline organizations. On hand as mentors were representatives from organizations including Operation Come Home, the Youth Services Bureau of Ottawa, the Canadian Mental Health Association, the Ottawa Basketball Network and the Mashkawaziwagamig Indigenous Resource Centre.

WHEN DISCIPLINES MEET THE REAL WORLD

For many participants, this was their first experience using design thinking on a complex social challenge. The learning was intensive, collaborative and grounded in lives rather than hypothetical cases.



WHITEBOARDS FILLED. ERASED. REIMAGINED.

Teams listened, challenged assumptions, tested ideas with mentors and refined their proposals to remain grounded in real-world conditions.

MULTIPLE LENSES. ONE SHARED PURPOSE.

Business, medicine, neuroscience, engineering, social science and community knowledge converged around prevention.

A STUDENT PERSPECTIVE

"I looked at our solution through a budget lens. The medical, neuroscience and biomedical students saw it through a health lens. I was glad to be paired with students from other faculties. I learned a lot from them. I'm grateful for the opportunity to work with the mentors," she added. "They helped us narrow down our ideas, which was great, because we had a lot. And I've made connections that will continue even after the sprint."

JASMINE VARDY | WINNING TEAM MEMBER

CONNECTIONS FORMED ACROSS FACULTIES - AND CONTINUED BEYOND THE SPRINT.

EIGHT PATHWAYS TO PREVENTION

ROUGH SKETCHES BECAME CONCRETE SOLUTIONS

By Sunday afternoon, rough sketches had become polished presentations. Teams presented solutions to a panel of judges that included Ottawa city councillors, uOttawa faculty and community leaders.

University of Ottawa president Marie-Eve Sylvestre announced the highest-ranked teams by theme, each of which received \$500 to be donated to community organizations of its choice.

EARLY INTERVENTION

Early Warning Screening and Support Pathway

DONATION: Happy Roots Foundation

JUSTICE SYSTEM

Youth Upward Mobility Project

DONATION: Roberts Smart Centre

SCHOOL-BASED PREVENTION

Hallways to Home: Nourish Together

DONATION: Parkdale Food Centre

INDIGENOUS YOUTH

Bright Path Youth Lodge

DONATION: Housing for Indigenous Youth

2SLGBTQI+ YOUTH

Rainbow Routes

DONATION: Kind Space

RACIALIZED YOUTH & NEWCOMERS

New Roots Initiative

DONATION: CHEO - Department of Mental Health

TRANSITIONAL-AGED YOUTH

Transition to Tomorrow

DONATION: BGC Ottawa

MENTAL HEALTH & SUBSTANCE USE

U-HUB

DONATION: Ottawa Community Land Trust

EIGHT IDEAS. EIGHT COMMUNITY DONATIONS. ONE COMMITMENT TO PREVENTION.

IDEAS WITH A LIFE BEYOND THE WEEKEND

Judges included Ottawa city councillors, uOttawa faculty and community leaders. Ottawa Mayor Mark Sutcliffe joined the final presentations and presented the Public Choice Award. The awards carried donations to community organizations chosen by the winning teams, sending support back to those working closest to the challenge.



\$3,000

Public Choice Award.

PUBLIC CHOICE AWARD

WAVE CONSULTING

An in-school nutrition program designed to reduce student stress, improve attendance and strengthen long-term resilience.

WHY THE IDEAS MATTERED

The proposals were not judged only for originality. They were sharpened through community mentorship, evaluated against real constraints and built around the needs of young people. Several teams planned to continue developing their work through self-directed courses.

THE WEEKEND ENDED. THE MOMENTUM DID NOT.

STUDENT IDEAS BECAME CONTRIBUTIONS - AND RECOGNITION BECAME REINVESTMENT.

WHERE CAMPUS AND COMMUNITY BECAME ONE TEAM

The sprint was organized and hosted by the Telfer School of Management, the Faculty of Medicine and the Alliance to End Homelessness Ottawa, with guidance from front line organizations and people with lived experience.



MARIE-EVE SYLVESTRE

"Together with our community partners, we are allocating our money, energy and efforts where they can have the biggest impact."

STEPHANE BRUTUS

"Having students from multiple faculties work with community members on community issues is the most effective way to apply our intellectual resources."

CLAIRE KENDALL

"When we bring diverse expertise to the same table, we generate solutions with depth and creativity."

COMMUNITY MENTORS INCLUDED

Operation Come Home / Youth Services Bureau of Ottawa / Canadian Mental Health Association / Ottawa Basketball Network / Mashkawazi wagamig Indigenous Resource Centre / Alliance to End Homelessness Ottawa / housing advocates, health workers and people with lived experience



AT UOTTAWA, CHANGE BEGAN THROUGH TRUE PARTNERSHIP BETWEEN CAMPUS AND COMMUNITY.

Values

We place organizational responsibility and accountability to society at the core of what we do.

2

STUDENT VOICES



TURNING PURPOSE INTO ENTERPRISE

Through his involvement with Enactus and NuPacko, a student-run social enterprise addressing nutritional inequality, Tai Adewoye has experienced responsible management as something practiced not simply studied.

Moderating the Green Academy's Sustainable Food Systems panel also placed Tai in dialogue with an alumna entrepreneur, industry leaders and social-impact funders.

His journey illustrates how experiential learning, student leadership and community engagement can help students connect academic knowledge with complex societal challenges, strengthen their confidence and recognize their capacity to create meaningful change.

“ NuPacko's one-for-one model connects every product sold with support for someone experiencing food insecurity, demonstrating how entrepreneurship can combine commercial activity with social purpose. ”



TAI ADEWOYE

Telfer BCom student and Enactus leader

LEARNING ACROSS DISCIPLINES: STUDENT VOICES FROM THE INNOVATION SPRINT

During Telfer's first Innovation Sprint on sustainable food systems, students from business, science, engineering, social sciences and the arts worked together to address challenges across the food system. Using systems-mapping tools, industry insights and their combined disciplinary knowledge, teams developed solutions related to pollinator protection, household food waste, food insecurity and community connection.

The experience moved learning beyond disciplinary and classroom boundaries.

Students learned to recognize relationships among environmental, social, technological and economic challenges; evaluate the longer-term consequences of their ideas; and collaborate with people who used different methods and language.

Rather than treating sustainability as a problem with one correct answer, the Sprint helped participants understand it as a collective practice requiring curiosity, empathy and shared responsibility. The most important outcome was not a single winning solution, but greater confidence in their capacity to work across differences and contribute meaningfully to complex societal challenges.

“

I really liked being able to work with a mix of students from different faculties and disciplines. It allowed me to discover how others think and bring everything together to create something meaningful.

”



LOUIS NANIHIO

Telfer BCom Student

“

Someone on my team is in pre-med and taught us about biology and then I was able to leverage my business knowledge and his biological knowledge and turn it into a product and a company to solve a problem. This experience allowed diversity of thought when bringing in these different perspectives. I don't think there would have been another avenue in my degree to be able to work with other students from different faculties like this.

”



LAURA POTTLE

Telfer BCom Student

The interdisciplinary environment also encouraged students to broaden their understanding of responsible management.

One business student explained that sustainability cannot be reduced to environmental impact alone; the experience reinforced the importance of considering the social and governance dimensions of ESG alongside environmental concerns.

Collaboration required more than dividing tasks. Students learned to recognize the limits of their own knowledge, value different forms of expertise and navigate disagreement constructively.

When the Sprint ended, no one talked about first place. They talked about each other, about how it felt to solve problems with people who thought differently, studied differently, and saw differently. For many, it was the first time working with students outside their own program or degree. What they discovered was more than knowledge; it was perspective. And in that mosaic of viewpoints, something rare grew: understanding.

“ The solutions that you come up with to solve those problems that have to do with sustainability actually at the same time also end up saving you money. ”



MAXIMILIAN BENDA
Telfer BCom Student

“

Trying to find a solution to this concrete issue, being able to collaborate and reflect on this, matters to students like us.

I also wanted to learn new perspectives from other students that are in other faculties and to see us work on a project that we are not familiar with.

”



YÉLI COULIBALY

Telfer BCom Student

“

Tackling topics I am not familiar with, I was so happy to challenge myself and find a cool way to apply my software knowledge by creating an app that would actually be used as a solution to something that matters. I've done hackathons style courses before but the people I ended up working with were always technical, so it was really cool to establishing trust with teammates from different fields and learning from each other.

”



VIVEK BHANDARI

Software Engineering Student

FROM ONLINE LEARNING TO COMMUNITY ACTION

Through its cross-faculty approach to advancing the SDGs, the Telfer Green Academy provided the support needed to transform an online political science course into a hands-on sustainability experience.

Working through POL 2156: Applied Research Workshop, more than 60 students designed and constructed upcycled garden beds for uOttawa's Community Garden.

The Green Academy brought its responsible management and sustainability mandate beyond the business school by collaborating with Professor Stephanie Mullen and the Faculty of Social Sciences, the Community Service Learning Program, the Upcycling Club and the Office of Campus Sustainability.

Students worked with reclaimed materials, developed practical skills and explored how urban gardens contribute to local food production, biodiversity, waste reduction and community resilience.

Students who had previously known one another only through an online classroom also developed meaningful relationships through teamwork and shared purpose.

This initiative demonstrates how Telfer uses interdisciplinary collaboration to advance the SDGs across the University.

By enabling students from another faculty to connect academic learning with sustainability and community needs, the Green Academy helped them see themselves not only as learners, but as active contributors capable of creating lasting local impact.

“ Being a part of this program for my political science class provided me with a unique opportunity to earn course credits while actively engaging with the community. By partaking in activities such as garden-bed making and community clean-up, I was able to be a part of a team and work towards valuable initiatives! ”

HUMAIRA PATEL

Political Science student



“ Doing an in-person initiative with the Upcycling Club was a super great experience, and it was a great way to be introduced to the club.

I enjoyed my time so much that I went on to join it! The organizers were fantastic and super accommodating, and they did a great job working around the rain and making everyone feel included.

I would recommend it and do it again! ”

MYLES KARPIUK

Philosophy and Political Science student

FROM COURSEWORK TO COMMUNITY IMPACT

In ADM 4717: Leadership, Strategy and Sustainability, Telfer brought responsible management education into direct conversation with the needs of local communities.

Supported by a \$6,500 Dom Herrick Experiential Learning Fund award, 43 Bachelor of Commerce students worked in eight teams with Sustainable Eastern Ontario to examine sustainability challenges affecting francophone neighbourhoods across the region.

Through field visits, stakeholder interviews and neighbourhood diagnostics, students investigated interconnected issues including sustainable mobility, waste management, circular practices, affordable housing, green-space access, food security and youth employment.

Working with incomplete information and competing priorities taught them that sustainability challenges rarely have universal or straightforward solutions.

Guided by Professor Dorra Jlouli, and building on Professor Daina Mazutis's foundational work to integrate sustainability and community engagement into Telfer's curriculum, students learned to balance organizational viability with environmental and social responsibility.

“ This experience taught me to listen, prioritize and act. The human richness of our team and our exchanges with the community made the learning deeply concrete and the experience as useful as it was meaningful. ”



MICKAELLE ANGELO

Telfer BCom Student

“ The CSL project marked a true turning point for me. Through a hands-on sustainability experience rooted in real, community-based issues, I was able to reconnect with my motivation and rediscover a clear sense of purpose in my studies. ”



NAGHAM FAWAZ

Telfer BCom Student

The experience strengthened students' analytical, research, communication and leadership capabilities while giving management concepts practical meaning. Several students described rediscovering their motivation, developing a stronger sense of purpose and seeing themselves as capable of contributing to sustainable and inclusive communities.

By connecting management education with community knowledge and real-world constraints, Telfer enabled students to move beyond learning about sustainability. They learned to practise it through listening, collaboration, humility and responsible action.

“ Collaborating with a community partner strengthened my analytical and research skills, while the final project allowed me to transform theoretical concepts into real strategies, deepening my understanding of both leadership and sustainability. ”



MARIE-EMMANUELLE DIBY

Telfer BCom Student

“ There is no universal approach to sustainability challenges only unique conditions that require tailored solutions to ensure lasting impact. That complexity, rather than being abstract, became tangible through interaction and dialogue. ”



YASSINE LACHGAR

Telfer BCom Student

“ Working with real data, conducting field interviews and developing a quantified action plan gave practical meaning to management concepts. Knowing that my work could genuinely contribute to a more sustainable and inclusive neighbourhood helped me cultivate a participatory form of leadership grounded in community empowerment. ”



KALKIDAN WONDEM MESHESHA

Telfer BCom Student

TRANSFORMING THE UNIVERSITY INTO A LIVING LABORATORY FOR THE SDGS

Led by the Telfer Green Academy, SDG Month 2026 transformed sustainable development from an abstract global framework into a shared, university-wide learning experience.

Through collaboration with faculties, student organizations, university services, government, industry and community partners, Telfer created opportunities for students from across uOttawa to explore the SDGs through action.

*More than **30 events**, workshops and experiential activities engaged over **1,000 participants** and generated more than **2,000** campus engagements.*

Students examined sustainable mobility, electrification, circular design, food systems, waste, climate action, green careers and social inclusion through competitions, simulations, community conversations and hands-on challenges.

The initiative demonstrated how a school of management can serve as a catalyst for responsible management education beyond its own programmes.

The Green Academy connected business perspectives including innovation, leadership, systems thinking and responsible decision-making, with expertise from law, education, environmental studies, design, social sciences and other disciplines.

“As students, we have powerful voices and ideas. An event like this gives us the conversations, experiences, knowledge and connections we need to turn those ideas into meaningful action.”



HADEEL YOUSSEF

Telfer BCom Student
Member of the winning team, Imagine Day

“The Sustainability Treasure Hunt taught me that sustainability can begin with simply noticing what others have learned to overlook. A neglected magazine rack at Dominion Station showed me how easily inaction becomes normalized. It made me question why we accept neglected public spaces as the norm and realize that meaningful change begins by making the invisible visible and refusing to accept what no longer makes sense.”



JERUSHA TAN

Winner of the Sustainability Treasure Hunt

Students did not simply learn about the SDGs. They designed public policies, reimaged transportation systems, investigated overlooked sustainability issues, worked with reclaimed materials and redesigned everyday products through circular and regenerative principles.

Participation was also formally recognized through SDG Month certificates and digital LinkedIn badges.

*More than **300** students earned Participation Certificates, over **40** were recognized as Sustainability Leaders and more than **12** became SDG Changemakers.*

By opening sustainability learning to the wider university community, Telfer helped students find their place within the SDGs and develop the knowledge, relationships and confidence to translate awareness into action.

“ Volunteering during SDG Month showed us how much happens behind the scenes to create a space where students feel welcome and comfortable trying something new. We were guiding students, solving problems as they came up and helping create the kind of community we wanted to be part of ”

THE 17 STUDENT VOLUNTEERS OF SDG MONTH



“ I had never used tools before, so at first I was nervous and honestly wasn't sure I could do it. But as we started working with the reclaimed wood and helping each other, I became more confident. By the end, I had built an actual birdhouse and thought, 'Wait, I'm actually good at this!' It was really rewarding to turn something that might have been thrown away into something useful.

To speak about SDG month as a whole, I think it's very insightful and refreshing being able to learn about all the SDGs and seeing them as global issues. It's bringing all the students together to push forward for a better future.



KARINE BRAULT

Telfer BCom Student

“ One of the goals that I take particularly to heart is gender equality. I grew up in a very male-dominated world and I didn't feel like I had a place. I think it's very important women have as many opportunities as men in all fields. It's even more important that we all share the same goals to make the world a better place.



VANESSA LABELLE

Telfer BCom Student

DESIGNING A MORE SUSTAINABLE FUTURE

Through the Green Academy's Innovation Sprint on Responsible Consumption and Production (SDG 12), Telfer created an interdisciplinary learning environment where students could move beyond studying sustainability as an abstract concept and begin practising it through design, collaboration and responsible decision-making.

The three-day Sprint brought together students from business, biomedical science, engineering and other disciplines to examine the systems behind everyday products: how materials are sourced, how goods are designed and manufactured, how people use them, and what happens at the end of their useful lives.

The students' reflections demonstrate how responsible management education influenced both their learning and their sense of future possibility.



“

The Sprint challenged my initial assumptions and showed me that sustainability is not simply about designing better products. It requires us to rethink the intricate details that can empower individuals, communities and industries to create meaningful change.

”

HAWA SOULEYMAN Telfer BCom Student



“

The experience was transformative. Winning validated our approach, but the Sprint also reshaped how I see my future. I am particularly interested in exploring responsible investing and sustainable business models and contributing to initiatives that create positive social and environmental impact.

”

SARA YAO Telfer BCom Student



“

It was the people, the diversity of perspectives, that made this experience different from any other. Taking apart an everyday product challenged my initial assumptions and helped me recognize the often-invisible impacts of its materials, production processes and supply chains.

”

JOSH BOWRY Telfer BCom Student



“ Working with students from different faculties helped me understand the importance of interdisciplinary collaboration. Everyone brought different knowledge, perspectives and ways of thinking, which strengthened our ideas. The experience showed me that complex issues like sustainability cannot be solved from a single perspective; they require collaboration across different areas of knowledge. ”

KATE ZELENSKI Biomedical Science student



“ The Sprint deepened my sense of responsibility as someone who will work in business. The decisions I help make about cost structures and supply chains are also decisions about communities and ecosystems, and that is not something I want to lose sight of. ”

FABIHA ADIBA Telfer BCom Student



“ The Sprint showed me how difficult it is to create truly sustainable solutions, but also how important it is to keep trying. It also pushed me to overcome my shyness: when an idea came to me, I learned to say it before I could bury it out of fear of judgment. ”

JULIA BALLESTEROS Telfer BCom Student



“ The Sprint made me understand that sustainability cannot be separated from public health and equity. Responsible production and consumption are not abstract ideas, they directly affect daily life and determine who benefits from environmental progress ”

YOUSSEF BENCHEKROUN Telfer BCom Student



“ Before the Sprint, if I had asked myself whether we could really achieve the sustainability we need, my answer likely would have been no. Now I realize that by implementing more sustainable business systems, we can at least slow environmental damage and global warming. ”

JULIAN ESTES Telfer BCom Student



“ The Sprint changed the way I see my role as a student. It showed me that my ideas have value and that I don't have to wait until after graduation to start creating meaningful change. Taking an idea from a conversation to a real solution gave me the confidence to believe I could make an impact. ”

YIHENG FENG Telfer BCom Student



“ I want to go into law, and the Sprint helped me develop the critical thinking skills to understand how everything is interconnected. My thinking evolved as I began to look beyond individual parts of a problem and focus on how the larger system affects them. ”

JAYSE HEER-MATONOVICH Political Science Student



“ The experience was intellectually stimulating and emotionally challenging, pushing me to reconsider my assumptions about sustainability, consumption and systemic change. I learned that true sustainability cannot be achieved through superficial 'green' solutions, but through transformative approaches that prioritize long-term environmental and human well-being. ”

MEAGHAN EMILIE JAKOBI Biopharmaceutical Science Student



“ We each worked in the language we understood best, me in French and Josh in English and we were the only team to present in both languages. Through this experience, I improved my public speaking and critical thinking, while learning from my partner’s knowledge of finance and project logistics. ”

NIKITA IRAKOZE International Economics and Development Student



“ Connecting sustainability to the tools I use every day as a hairstylist made it feel relevant and practical rather than theoretical. As a finance student, I now see the importance of integrating sustainability into business decisions and balancing profitability with environmental and social responsibility. ”

ABIGAIL KIMANA Telfer BCom Student



“ In a somewhat cheesy but honest way, we won friendship. In a university experience that can often feel individual and performance-driven, that felt rare and meaningful. The Sprint reminded me that learning is not only about knowledge or results, but also about connection, growth and the people we meet along the way. ”

VANESSA LAURENT Telfer BCom Student



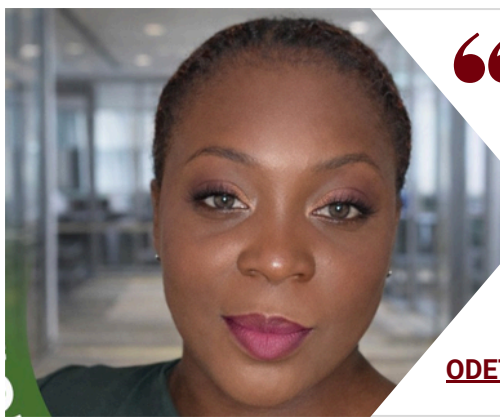
“ This experience will influence my future academic and professional approach by emphasizing the importance of initiative, clearer communication, and actively seeking feedback. It has also encouraged me to think more critically about how I can contribute to sustainability efforts. ”

KENZA MASSANO Telfer BCom Student



“ This experience taught me to become more mindful of my everyday choices and to strive to be part of a generation that aims to reduce our negative impact on the environment. The Innovation Sprint allowed me to grow not only in relation to my SMART goals, but also in my thinking. ”

KIM ATHENS MENDIOLA Telfer BCom Student



“ I now feel more responsible and engaged in seeking sustainable solutions, both in my personal life and throughout my academic journey. This experience has encouraged me to continue learning and participating in initiatives that promote more environmentally responsible consumption. ”

ODETTE YOLANDE NGO HOND Telfer BCom Student



“ This experience has influenced my academic interests by making me more aware of the importance of connecting ideas with practical application, and of working effectively within a team to bring a concept to life. I used to think of waste as a technical problem, but I now see it as a design and collaboration issue. ”

FATIMA NDIAYE Art Student



“ Learning that 80% of a product's environmental impact is determined at the design stage was one thing, but truly understanding it through hands-on work and disassembling everyday objects was eye-opening. Seeing the environmental impact of each material up close, I intend to carry this knowledge forward and apply it in my own life. ”

PUNEET PERHAR Telfer BCom Student



“ Before the Sprint, I thought sustainability referred only to ‘green’ products or recycling programs. I now realize that it also involves systems thinking and that sustainable solutions must address environmental, social and economic issues simultaneously. My goal is to develop solutions that balance sustainability with feasibility, using the skills and knowledge I gained.

THEA PETERS Telfer BCom Student ”



“ I now feel more responsible and engaged in seeking sustainable solutions, both in my personal life and throughout my academic journey. This experience has encouraged me to continue learning and participating in initiatives that promote more environmentally responsible consumption.

HAILEY ROBINSON Telfer BCom Student ”



“ As a criminology major, it was interesting to see my teammates’ business and political perspectives and thought processes. Going forward, when working on projects or facing different situations, I will try to approach them from multiple viewpoints and take into account how others think.

JAMES ROSS Arts / Criminology Student ”



“ The mentors shifted our thinking from simply having a sustainable idea to developing a business mindset that considered cost, scalability, accessibility and financial viability. Their input also pushed us to consider the broader impact of our solution, including how it could reduce waste and encourage more sustainable consumer habits.

ALEX STOPIC Telfer BCom Student ”

Celebrating Values

At Telfer, our shared values come to life through action. We celebrate equity, diversity, inclusion, and respect as cornerstones of meaningful leadership. These principles guide how we learn, work, and collaborate, ensuring that every voice is valued, every perspective is heard, and every member of our community can thrive.

Ten Years of Turning Inclusion into Action



Deloitte.

The MBA Diversity & Inclusion Case Challenge celebrates a decade of preparing future business leaders to transform shared values into practical solutions.

On February 27 and 28, 2026, the Telfer School of Management marked the 10th anniversary of its MBA Diversity & Inclusion Case Challenge, presented in partnership with Export Development Canada and Deloitte.

For a decade, the national competition has created a space where MBA students can engage critically with complex challenges at the intersection of diversity, inclusion, sustainability and responsible business. Rather than treating these values as abstract principles, the Challenge asks participants to apply them to real organizational and societal issues.



Challenge

The competition offered \$10,000 in total prizes and the 2026 challenge focused on developing a future-ready supply chain strategy for Canada's apparel industry.

- Teams had to design a practical two-year sourcing and logistics plan that was financially disciplined; transparent and adaptable; responsive to regulatory changes and global disruptions; and attentive to forced-labour reporting, carbon disclosure, trade enforcement and Indigenous inclusion.



PRIDE BREAKFAST 2026

This Pride Breakfast is just one of many initiatives led by the University of Ottawa's Office of the Vice-Provost, Equity, Diversity & Inclusive Excellence, which champions inclusion across the campus community. For more on the university's equity, diversity and inclusion commitments, see the [EDI policy page](#).



On August 30, 2026 members of the Telfer community joined students, staff, faculty, partners and families at uOttawa's third annual Pride Breakfast. Held at University Square before the Capital Pride Parade, the bilingual gathering celebrated the diversity, resilience and contributions of the 2SLGBTQIA+ community. Through shared food, creative activities and conversation, the event created a welcoming space to connect, celebrate authenticity and strengthen belonging. Telfer's participation reflected its commitment to fostering a community where everyone feels welcome, valued and free to be themselves.



Student Leadership for the SDGs

At Telfer, our student-led clubs play a vital role in advancing sustainability and social impact. These organizations give students the chance to put their values into practice by developing projects, businesses, and initiatives that address the UN Sustainable Development Goals (SDGs) in creative and impactful ways.



enactus

Entrepreneurial action for people and planet

Through Enactus uOttawa, students transform business ideas into practical responses to food insecurity, youth empowerment and environmental challenges.



Nupacko students preparing and sharing their nutrient-rich cookies

A COOKIE WITH A CAUSE

Nupacko developed an allergen-free, vegan cookie to help address food insecurity. Through its buy-one, donate-one model, every purchase helps provide a nutritious snack to someone in need.

"We're channelling every dollar into impact." **Divika Solanki, Nupacko project manager**

1,000+

cookies donated to shelters and communities

\$5,000

Youth Leadership for change microgrant

1 for 1

one cookie donated for every cookie sold

FEBRUARY 17-18, 2026

Perfect Pitch empowers young innovators



Enactus uOttawa hosted Perfect Pitch 2026 and the Project F.L.Y. initiative, welcoming students from five high schools to develop and present technology-driven business ideas. The experience built entrepreneurial knowledge, confidence and practical pitching skills.

Ideas generated

24

Micro-funding awarded

\$1,200

CENTRAL CANADA REGIONALS . MARCH 2026

Student ventures earn regional recognition

At the 2026 Enactus Central Canada Regional Exposition, held March 17-19 in Toronto, Enactus uOttawa presented two student-led social ventures. The solutions addressed community nutrition and ocean sustainability before advancing to the national exposition.

Nupacko

1st runner-up .
Desjardins Community Empowerment Challenge

Aquagrid

2nd runner-up .
Canadian Tire Environmental Sustainability Challenge

TWENTY YEARS OF GLOBAL CONNECTION

In 2025–2026, Telfer International celebrated two decades of bringing international, exchange and domestic students together while creating new opportunities for professional growth and cross-cultural connection.



20 YEARS OF INTERNATIONAL COMMUNITY

The club marked its anniversary with a refreshed visual identity, honouring its history while beginning a new chapter of global engagement at Telfer.

“Same mission. Same heart. A renewed commitment to connection across cultures.”

MARCH 2026

STUDENT TALKS 2026

The club hosted Student Talks 2026, helping students navigate a competitive and uncertain employment landscape. Telfer alumni and other professionals participated in three discussions covering:

- Career growth and the transition from university to employment
- Human resources and hiring perspectives
- Leadership, entrepreneurship and starting a business

The program concluded with networking opportunities connecting students with employers, internships and potential career pathways

MARCH 20, 2026

COMMERCE & COCKTAILS GALA

The annual gala connected business students with founders, entrepreneurs, executives, managers and professionals from multiple industries.





STUDENT TALENT COMMUNITY IMPACT

\$79,000+

raised for CHEO

26

years of student-
led philanthropy

More than \$1
million contributed



On November 24, 2025, **CASCO** presented its **26th Annual Gala** at the Infinity Convention Centre. Through performances, sponsorships, donations and community participation, the student-led organization raised more than \$79,000 for **CHEO**, supporting children and families across Eastern Ontario.

The gala brought together student performers, volunteers, sponsors, donors, alumni and community members, demonstrating how Telfer students use leadership, creativity and business skills to create tangible social impact. CASCO has now contributed more than \$1 million to CHEO over its history.

ADDITIONAL 2026 FUNDRAISING ACTIVITIES

St. Patrick's Day Pub Crawl:

Held March 13 with more than 120 registered participants, with proceeds supporting CHEO.

18th Annual MWFG x CASCO Golf Tournament:

Held June 12, bringing together students and professionals for fundraising and networking.

CHEO Cup:

A student-organized soccer tournament held August 1 that raised \$1,000 for CHEO



WOMEN SUPPORTING WOMEN

WOMEN IN MANAGEMENT NETWORK (WMN)



In March 2026, the Women in Management Network concluded its third annual **Shoot for the Stars Week** with an International Women's Day Breakfast celebrating women's leadership, community and professional achievement. Keynote speaker Asiya Shams led a conversation about women's leadership in technology and artificial intelligence, while Jane Tentherey highlighted the work of St. Joe's Women's Centre. Through the week's activities and community support, WMN raised more than **\$1,140** for the Centre.

SHOOT FOR THE STARS WEEK

Wellness activities

Self-defence workshops

Thrifting

Career conversations

Community building

RECOGNIZED BY TELFER

WMN received 2 honours at the Telfer Students' Association Clubs Gala.

Telfer Empowerment Award

Recognizing WMN's contribution to an inclusive and empowering student community.

Best New Event Award

Presented for the Women in Leadership Networking Night.

WOMEN IN LEADERSHIP NETWORKING NIGHT

The award-winning event connected students with women leaders through interactive activities and candid career conversations. Participating organizations included BDO, KPMG, EY, Brookfield, IBM, Welch LLP, McCay Duff LLP, TEKsystems and Raymond Chabot Grant Thornton.

THE KIND OF HOPE WE BUILD



For one month, the University of Ottawa campus became a living lab for sustainability: reflective, human, hands-on and alive.

30+

events, workshops and experiences

1,000+

participants

2,000+

campus engagements

73,000+

digital views in 30 days

A NATIONAL MOVEMENT, BROUGHT TO LIFE LOCALLY

For the first time, SDSN Canada expanded SDG Week into a full month across Canadian colleges and universities. With Telfer hosting and leading the momentum at uOttawa for the 4th year in a row, we created room to slow down, ask harder questions, make, debate, give back and imagine what could exist next.

It took four months to build and hundreds of hands to carry. The result was not simply awareness of the Sustainable Development Goals, but opportunities to practise them together.

“There are moments in a year when a campus feels different. Not louder, not busier, but more alive. March was one of those moments.”

Takwa Youssef,
The Green Academy coordinator

A CAMPUS TURNED INTO A LIVING LAB



IMAGINE

Cycling activism + Sustainability Treasure Hunt

RETHINK

EV policy + green careers + government SDG booth

CREATE

Upcycled Birdhouses + Team Feud + Equi-T Challenge

GATHER

Circle Series + Free Store + Zero Waste Tour

CELEBRATE

Recognition + climate keynote + sprint launch



SEEING THE WORLD THROUGH ART

WUSC's Through My Eyes exhibition



The exhibition shared perspectives from artists in Canada, Ghana and Malawi. Across all 17 SDGs, stories of displacement, resilience, identity and hope invited the campus to slow down and sit with complexity.



IMAGINING NEW MOBILITY



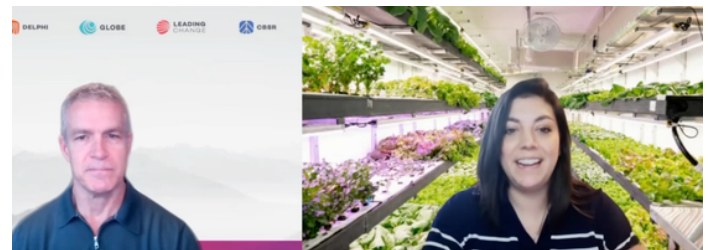
Professor Mathieu Bouchard challenged students to rethink transportation through infrastructure, access and community. The winning Ottawa Bike Library concept proposed rentals, repairs, workshops and local partnerships.



RETHINKING COMPLEXITY



With Raymond Leury of the Electric Vehicle Council of Ottawa and Professor Sharon O'Sullivan, students designed policies to accelerate electrification while protecting workers and strengthening Canadian supply chains.



CAREERS WITH PURPOSE

More than 100 students joined Mike Gerbis and moderator Carla de Ciccio for a candid conversation about green career pathways, skills, resilience and the trade-offs of sustainability work.

ALSO ACROSS CAMPUS

Employment and Social Development Canada connected students to the 2030 Agenda; the Entrepreneurship Hub launched a Sustainability Treasure Hunt; and the Institute of the Environment hosted Climate Fresk.

LEARNING BECAME TANGIBLE



CIRCULARITY, IN THEIR HANDS

With the Upcycling Club, students transformed reclaimed wood into birdhouses. Hesitation became focus; strangers became teammates; discarded material became something useful and real.

"Wait... I'm actually good at this."



JOY, COMPETITION AND ENERGY

The Telfer Competitions Committee welcomed 17 teams representing the 17 SDGs for Zero Waste Team Feud. The SDG 15 team won and directed its matched donation to Équiterre.



FROM CAMPUS TO COMMUNITY

The Free Store pop-up kept clothing, books and everyday items in circulation. A Zero Waste Campus Tour led by Jonathan Rausseo, Campus Sustainability Manager and Expert made waste streams, sorting systems and operational choices visible.

Learning by doing. and giving back. Five challenge-based workshops awarded \$1,000 in cash prizes to students, matched dollar for dollar with another \$1,000 donated to charities chosen by the winning teams. Win together. Give back together.

HONOURING WHAT CHANGED



500+ GATHERED

Students, faculty, staff, partners and community members came together to recognize ideas that became prototypes, teams that crossed faculties and students who stepped beyond their comfort zones.

Student cellists Elisheva Schwartz and Kelly Cooper from the School of Music gave the celebration a hopeful, reflective pause.



CLIMATE HOPE

Keynote speaker, uOttawa alumnus, lawyer and climate advocate David Geselbracht shared grounded stories of action that confronted climate anxiety without surrendering to it.

A CROSS-FACULTY MOMENT

The keynote brought together Heather McLeod-Kilmurray from the faculty of Law, Geoff McCarney from the Institute of the Environment and Giuliano Reis from the faculty of Education, with support from the Telfer Green Academy.

MORE WAYS TO ENGAGE

The Telfer Sustainability Circle Series invited the community to help shape Telfer's first Sustainability Plan. The Financial Research and Learning Lab hosted the Equi-T and Electrici-T challenges, linking finance, data and ESG performance.

The closing celebration did not simply mark an ending. It opened into the next chapter.

FROM REFLECTION TO REDESIGN

REDESIGNING WHAT COMES NEXT

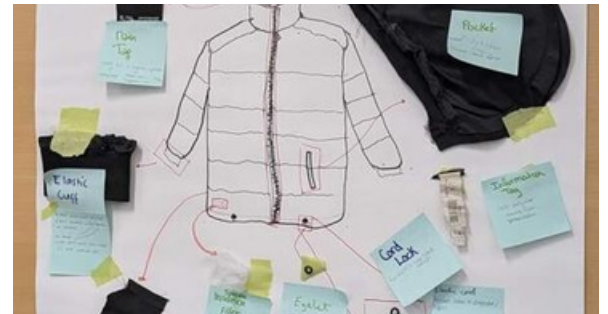


12 RESPONSIBLE CONSUMPTION AND PRODUCTION



PRODUCT AUTOPSIES

Students opened everyday products, literally and metaphorically to examine their materials, systems, behaviours and assumptions. The challenge was not merely to reduce harm at end-of-life, but to prevent waste and pollution from the beginning while designing for value, regeneration and responsibility.



WINNING TEAM

ANOTHER STEP

Kenza Habbak, Sara Soulati, Puneet Perhar, Sara Yao and Hawa Souleyman proposed a community cobbler model that rebuilds repair culture, local skills and connection.

PEOPLE'S CHOICE

LOOP DENIM

Josh Bowry and Nikita Irakize earned the People's Choice Award with circular materials and digital product passports designed to extend the life of denim.

[Discover all the team projects here](#)

Ideas with a future: both teams received seed funding to continue developing their concepts through self-directed courses.

Academic Lead Emma Segal moderated a conversation with Valérie Leloup (EnviroCentre / Nu Grocery), Caitlin Perry (Circular Innovation Council), Kwaku Kusi-Appiah and Professor Chantal Trudel. Together, they showed that sustainability is design, infrastructure, justice, policy, systems and the courage to redesign what we normalize.



WHAT WE BUILT, TOGETHER

ENGAGEMENT BECAME ACTION



350+ students recognized

SUSTAINABLE DEVELOPMENT GOALS
ACTION
CERTIFICATES 

New LinkedIn-ready SDG Month Action Certificates made student engagement visible and verifiable.

300+

Participation Certificate

40+

Sustainability Leaders

12+

SDG Changemakers

PARTNERS, COLLABORATORS AND CONTRIBUTORS

National and government: SDSN Canada; Employment and Social Development Canada / Government of Canada SDG Booth; City of Ottawa; Export Development Canada; Inter-American Institute for Cooperation on Agriculture.

uOttawa community: Office of Campus Sustainability; Entrepreneurship Hub; Career Development and Experiential Learning / Career Corner; Institute of the Environment; Faculty of Education; Faculty of Law; School of Music; Financial Research and Learning Lab; Centre for Sustainable Impact; Telfer

Competitions Committee; Women in Management Network; Upcycling Club.

Community and industry: Electric Vehicle Council of Ottawa; WUSC (World University Service of Canada); Profoundry; Chef Ric's; Ottawa Mission; Friendlier; Nu Grocery; FoodCycler; Eco Safe Sense; Cafés Ottawa; Amano Garden Care; EcoEquitable; Circular Innovation Council; WSP Canada; EnviroCentre; Équiterre; Growcer; TEC (The Executive Committee) Canada.

Speakers, faculty and facilitators:

David Geselbracht; Raymond Leury; Mike Gerbis; Carla de Ciccio; Angela Plant; Jonathan Rausseo; Daina Mazutis; Emma Segal; Mathieu Bouchard; Sharon O'Sullivan; Éric Nelson; Heather McLeod-Kilmurray; Geoff McCarney; Giuliano Reis; Valérie Leloup; Caitlin Perry; Kwaku Kusi-Appiah; Chantal Trudel.

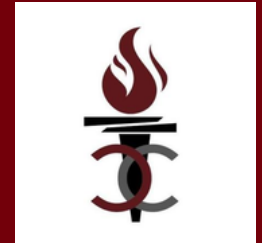
Behind the scenes: 17 student volunteers guided participants, managed rooms and transitions, answered questions and carried the month forward with care.



HOPE

"For a moment, we did not just talk about the future we wanted. We practised it. At a time when so many forces are trying to extinguish hope, SDG Month showed that hope is something we can build together."

Takwa Youssef
The Green Academy Coordinator



COMPETING WITH PURPOSE

The Telfer Competitions Committee turned sustainability into something students could practise: a campaign to mobilize a campus, a live challenge that made learning joyful, and a high-pressure case competition grounded in social impact.

2 Key sustainability moments for the Telfer Club

01 FROM AWARENESS TO ACTION

For Happening Marketing, TCCT built a Zero Waste Campaign inspired by Équiterre and its work on responsible production and consumption. The campaign culminated in Team Feud: Sustainability Showdown during SDG Month.

MARCH 18, 2026

02 FROM PREPARATION TO REPRESENTATION



At Jeux du Commerce 2026, Mya Proulx, Chloé Pichette and Sarah Machado represented Telfer in the sustainability stream. Supported by the Green Academy, they explored how art can move people toward dialogue, awareness and sustainable behaviour.

JDC 2026 | MATTER OF ART CASE



TCCT is a student-led organization that builds real-world skills through case competitions and experiential learning.



HAPPENING MARKETING CONTRIBUTION | TCCT x ÉQUITERRE

ZERO WASTE, FULL ENERGY



130+
STUDENTS

17 TEAMS

17 SDGS
REPRESENTED

1 MATCHED
DONATION

A contribution that lived beyond the competition

TCCT's Happening Marketing delegation created a Zero Waste Campaign aligned with Équiterre's responsible production and consumption pillar. Students were invited to examine over-consumption, food waste and sustainable alternatives as choices embedded in daily campus life.

At the culminating event, City of Ottawa program manager Angela Plant connected those choices to municipal systems, sharing insights on waste diversion, recycling and the Green Bin Program. The room then shifted into game mode: teams representing all 17 SDGs answered zero-waste questions in a fast-paced, Family Feud-inspired challenge.

STUDENT VOICE

"The Sustainability Showdown game allowed me to learn about sustainability challenges, connect with community partners and give back to an organization that reflects my values."

TEYA DHINGRA | WINNING TEAM MEMBER

Équiterre

The winning team directed its matched donation to [Équiterre](#).



WHERE ART BECAME A SUSTAINABILITY STRATEGY

Telfer students brought systems thinking, creativity and purpose to one of Eastern Canada's largest interuniversity business competitions.



The brief

Sponsored by Matter of Art, a non-profit initiative of One Drop, the case asked students to imagine how art could communicate meaningful social and political messages in the transportation sector - raising awareness, opening dialogue and influencing behaviour in a sustainability context.

The learning

The team came away with a broader view of sustainability: not a separate business topic, but a lens that can be integrated across industries, functions and strategic decisions. Their preparation demanded critical thinking, collaboration and the ability to translate values into a viable recommendation.

IN THEIR WORDS

"Participating in JDC Sustainability greatly expanded our understanding of sustainability and how it applies across different industries and areas of business. We realized that sustainability is not a separate concept, but something that can, and should, be integrated everywhere."

The team



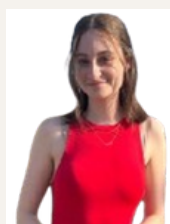
Mya Proulx

2nd year
BCom



Chloé Pichette

2nd year
BCom



Sarah Machado

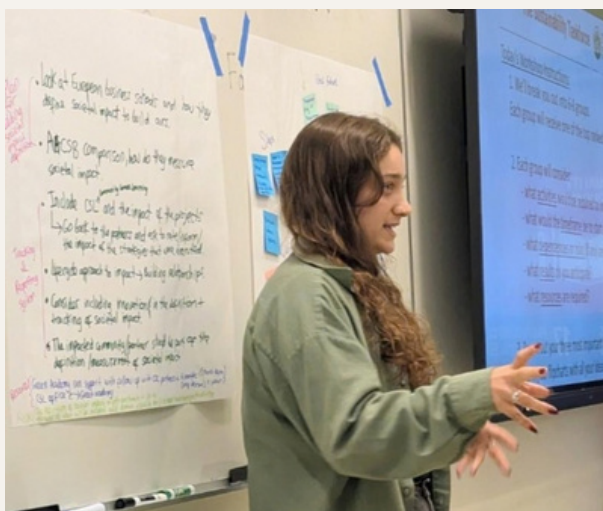
3rd year
BCom

THE GREEN ACADEMY EFFECT

Sponsorship reduced financial barriers and helped students represent Telfer in a sustainability-focused national forum.

A NEW PLATFORM FOR SUSTAINABLE BUSINESS

Co-founded by Deborah Goatcher and Clara Gony and approved in August 2026, the Sustainable Business Society gives students a dedicated place to explore how business can contribute to a more sustainable future and how they can help shape that future themselves



STUDENT LEADERSHIP IN MOTION

Founder Deborah Goatcher

WHY THE CLUB WAS CREATED

FILLING A VISIBLE GAP

Sustainability is reshaping organizations, investment, careers and the expectations placed on future managers. Yet the club's founders saw few student-led spaces where Telfer students could explore those changes together. The Society was created to connect curiosity with knowledge, professional direction and practical action. Its mission is to help students understand where sustainability lives within business, discover pathways into the field and build the confidence to contribute.

LAUNCHED | AUGUST 2026

A first-year agenda designed for participation

01

IMPACT INVESTING PANEL

Experts will explore how finance can generate positive social and environmental change.

02

IMPACT GAPS CASE COMPETITION

Students will map an issue, identify what remains unresolved and propose a practical response.

03

SUSTAINABILITY NETWORKING

Organizations and students will connect around emerging careers, skills and opportunities.

A STUDENT-DEFINED SPACE

"There are real, actionable paths toward building a greener world through business."

DEBORAH GOATCHER | Co-FOUNDER

Looking beyond year one

The Society plans to amplify sustainability initiatives, spotlight responsible local businesses and welcome students from every faculty. Its longer-term ambition is to convene a sustainability conference for students and professionals across Ottawa and the surrounding region.

THE PROMISE

A club students can shape: cross-disciplinary, practical and built to turn shared concern into collective agency.

Teach

We transform our learning environments by integrating responsible management concepts and practices into our curriculum and pedagogy.

3



Responsible management is becoming part of how students learn: through curriculum, live challenges, community partnership and the confidence to act. In 2026, Telfer deepened the connection between responsible management and the student experience. Faculty embedded the Sustainable Development Goals into course requirements.

First-year students addressed social sustainability through a live business case. Community-engaged learning connected academic work to the priorities of organizations across the region. Innovation Sprints, simulations and competitions placed students inside complex decisions where there was no single correct answer.

Together, these experiences reflect an education designed not only to transfer knowledge, but to develop judgment, collaboration, systems thinking and responsibility.

The pages that follow show how Telfer is translating its ambition into learning experiences that prepare students to lead responsibly in organizations, communities and society.



Learning within sustainability

Across four courses, Dorra Jlouli turns responsible management from an abstract ambition into a discipline of listening, judgment and action.



DORRA JLOULI

Teaching responsibility through experience

Jlouli's 2025-2026 teaching portfolio brings sustainability, ethics, governance and international development into the same learning journey. Students do not simply discuss responsible leadership; they practise it through simulations, live cases, community work and reflection on the consequences of their decisions.

Her courses ask students to work with uncertainty, weigh economic, environmental and social priorities, and understand leadership as accountability to stakeholders and communities.

"LEARNING FEELS DIFFERENT WHEN IT MATTERS TO SOMEONE BEYOND THE CLASSROOM."

4 COURSES

5 NAMED
SIMULATIONS

7 PEDAGOGICAL
MODES

17 SDGs
EXAMINED

A coherent learning journey

At the undergraduate level, students connect sustainability to strategy, international development and professional capability. In the MBA, they examine values-based leadership and responsible governance. Across the portfolio, the learning design moves repeatedly between systems and self: from climate policy, stakeholder structures and organizational dilemmas to personal values, habits and leadership choices.



Four courses bringing responsible management into the classroom

Across these courses, students explore sustainability literacy, leadership practice, ethical governance, and the skills needed to work across cultures and sectors. All of Dorra Jlouli's courses featured here are taught exclusively in French.

ADM4717 LEADERSHIP, STRATEGY AND SUSTAINABILITY

12sessions · 3credits

Integrates sustainability into strategic leadership through community service learning, company cases, climate systems analysis and a term-long Zero Waste Challenge.



MBA5636 VALUES-BASED LEADERSHIP

6sessions · 1.5credits

Students interrogate authentic leadership and develop an original teaching case around a real organizational dilemma, its values and its consequences.



MBA5611 GOVERNANCE FOR THE RESPONSIBLE MANAGER

6sessions · 1.5 credits

Explores stakeholder governance, ethics, accountability, climate risk and long-term value creation through simulation and team-based case development.



ADM4738 TRAINING AND INTERNATIONAL DEVELOPMENT FOR SUSTAINABILITY

12sessions · 3credits

Connects global strategy, talent development and sustainable performance. Students build professional development plans around lifelong learning and sustainability competencies.



SIMULATION AS A LABORATORY FOR JUDGMENT

C-ROADS / EN-ROADS



MIT CLEANSTART



MIT PROJECT MANAGEMENT



HARVARD EVEREST V3



Across these experiences, students negotiate climate commitments, test policy choices, allocate resources, manage team conflict and commercialize clean-energy technologies. The common lesson is that responsible leadership requires systems thinking, evidence, inclusion and the ability to act under uncertainty.

When coursework becomes accountable to community

ADM 4717 placed students inside the complexity of sustainability: real neighbourhoods, incomplete information, competing priorities and a community partner expecting useful work.

43 STUDENTS

8 PROJECT
TEAMS

\$6,500

DOM HERRICK EXPERIENTIAL
LEARNING FUND

5 AWARDS

From analysis to a practical action plan

Working with Sustainable EasternOntario, students investigated sustainability challenges affecting francophone neighbourhoods in Eastern Ontario. Field visits, stakeholder interviews and neighbourhood diagnostics grounded their work in lived conditions rather than hypothetical scenarios.

Teams examined mobility, cycling networks, transit, waste and circular practices, housing affordability, shared living, green space, food security and youth employment. Their recommendations identified short- and medium-term priorities, responsible actors and implementation steps, with community participation treated as a condition of success.

THE EDUCATOR'S VIEW

"Seeing the real impact of students' work and the credibility it brings to their learning and to the university is what makes this approach so rewarding."

[Dorra Jlouli](#)



Sustainability Star Award

Sustainable Eastern Ontario named the University of Ottawa a recipient of its Sustainability Star Award, recognizing notable environmental and sustainability initiatives across the region.

The recognition reflects the strength of the partnership supporting Professor Dorra Jlouli's ADM4717 course.

The distinction celebrates the broader impact of a learning model Professor Jlouli brings to life: students applying responsible management principles to real community priorities while producing knowledge that partners can use.

Sustainability is a decision

In ADM 1301 and ADM 1701, sustainability is not presented as an isolated chapter. It becomes part of the management choices students must make, alongside performance, people, legitimacy and long-term value.

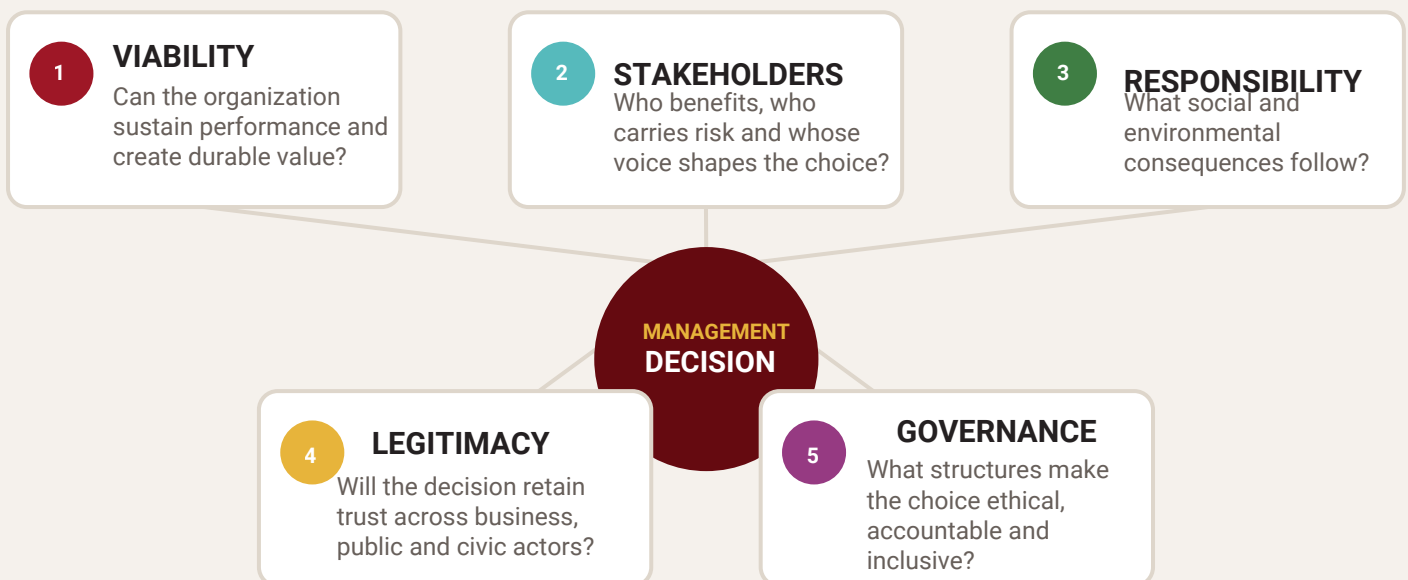
ADM 1301 / ADM 1701

Business and Society | Gestion et société

A highly experiential first-year course that places business inside its changing social, economic, political and technological environment. Students engage with ethical management, corporate social responsibility, sustainability, diversity and inclusion, and strategic governance.

COURSE + SIMULATION + TEAM DECISIONS + REFLECTION

Working in teams, students weigh performance, stakeholder interests, social and environmental consequences, legitimacy and governance - learning that no management decision is isolated.



A first-year learning experience designed for change

The course is formally included among uOttawa's undergraduate sustainability offerings. Its experiential approach also aligns with Mathieu Bouchard's Green Academy and Dom Herrick-supported work on prefigurative pedagogy: creating learning environments where students do not only study more sustainable systems, but practice the behaviours, relationships and decision processes those systems require.

LEARNING OUTCOME

Sustainability becomes a management lens - not a stand-alone topic.



WHEN SDG MONTH BECAME **THE CLASSROOM**

Professors Éric Nelson and Mathieu Bouchard did more than invite students to participate. They embedded SDG Month into their teaching and made engagement a required part of course completion.



THE PEDAGOGICAL SHIFT

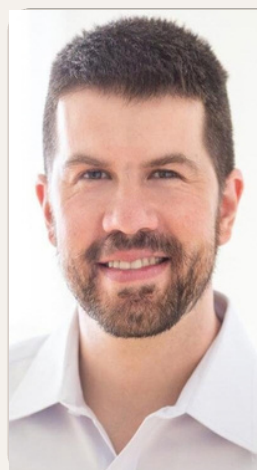
Attendance became engagement. Engagement became reflection. Reflection became part of the curriculum.



Éric Nelson

ADM1701 | GESTION ET SOCIÉTÉ

Nelson connected a required BCom course on management and society to the living questions of SDG Month. Participation was not positioned as an optional campus activity: students had to engage with the programming as part of completing the course, linking social innovation, organizational responsibility and sustainable value creation.



Mathieu Bouchard

ADM 1301 | Business & Society

Bouchard transformed course participation into a live mobility challenge. Students examined infrastructure, access and community, then proposed solutions. The winning Ottawa Bike Library concept combined rentals, repairs, workshops and partnerships, demonstrating how a course requirement can produce an idea with public value.

Embedding SDG Month in the curriculum changed who could participate and how seriously the work was treated. Sustainability moved from the margins of student life into assessed learning, while classrooms opened outward to experts, partners and real community systems. This is how responsible management education becomes durable: not through a single event, but through faculty members who redesign what counts as learning.

Learning that changes what students can do

1

DEDICATED
TEACHING
AWARD

2

ACTIVE IAN
TELFER
TEACHING
FELLOWS

2

NEW FACULTY
WITH PRIOR
TEACHING
DISTINCTIONS

7

FACULTY
RECOGNIZED
ACROSS THE
PORTFOLIO

THE YEAR'S DEDICATED TEACHING AWARD

Ramzi Fathallah

Excellence in Teaching Award, Emerging Professor



2025 | EMERGING PROFESSOR

Recognized by Telfer for outstanding teaching, strong student evaluations and the ability to create meaningful learning even in large classes.

His approach extends beyond the lecture hall: he mentors undergraduate students, contributes to experiential learning, and plays a leading role in Telfer's third-year international business case competition.

WHY IT MATTERS

Fathallah connects entrepreneurship, family enterprise and international business with the realities students will face as decision-makers. The recognition affirms a teaching model built on mentoring, applied judgment and participation.

Recognition is strongest when the categories remain clear.

The strict annual metric counts only awards conferred specifically for teaching during the reporting window. Active teaching fellowships, prior distinctions brought by new faculty, and cross-mission awards appear on the following pages as a broader portfolio, not as additional in-period teaching awards.

From recognition to educational capacity

Awards celebrate an achievement. Teaching fellowships and the credentials of newly appointed educators help sustain the conditions for excellent learning year after year.

ACTIVE THROUGH 2026

Ian Telfer Teaching Fellows



Miwako Nitani

Her renewed fellowship supports work that helps students connect finance theory with transferable, employer-valued skills through the Capital Markets microprogram.



Umar Ruhi

His pedagogical work explores learning analytics and the mindful, ethical integration of AI so students develop capabilities relevant in both academic and workplace settings.

Teaching excellence entering the Telfer classroom



Simon Altmejd

PHD STUDENT TEACHING EXCELLENCE AWARD

An emerging scholar of AI and organization whose teaching spans business and society, digital organizing, emerging technologies and innovation strategy.



Sijia Fan

RICHARD D. APLIN TEACHING EXCELLENCE FUND

A finance educator whose interests in sustainable finance, valuation and investments bring climate risk and capital allocation into the learning experience.





ADM 1300 / ADM 1700

A live case. A real company. 1,200 first-year students.

The 2026 Introduction to Business live case places an Ottawa-founded experiential entertainment company at the centre of the Koppel Cup - and asks an entire first-year cohort to think like responsible business strategists.



More than an escape room?

Founded in Ottawa in 2014, Escape Manor grew from immersive escape experiences into a broader entertainment destination offering social darts, axe throwing, hospitality, live entertainment and corporate events. That evolution created the kind of ambiguity textbooks rarely reproduce: did diversification strengthen the business, or begin to dilute the identity that made it distinctive?

THE LIVE CHALLENGE

Students must recommend whether Escape Manor should continue broadening its portfolio or refocus on immersive escape-led experiences, then develop a credible one-year implementation plan. A parallel marketing challenge asks how the company can connect more meaningfully with Generation Z.

1,200

STUDENTS
one shared live case

2

COURSES
ADM 1300 + ADM 1700

1

**LOCAL
PARTNER**

When sustainability changes the question

The sustainability dimension entered through the design of the case itself, changing what students are expected to notice, weigh and defend in their recommendations.

01 THE STARTING POINT

Mental health, face-to-face interaction and social connection as positive background outcomes of experiential entertainment.

02 PUSHING IT FURTHER

Social sustainability as part of the strategic decision itself.

Leadership would not only weigh growth, profitability and brand identity, but also ask what responsibility an entertainment company has toward community well-being and Ottawa's social fabric.

03 THE LEARNING TASK

The case asks students to consider how their strategy could create opportunities for active recreation, social connection and community well-being.

Its marketing challenge similarly invites them to examine wellness, teamwork and active leisure when positioning the brand for Generation Z.

WHAT STUDENTS ARE REALLY LEARNING

For first-year students, the exercise makes responsible management concrete. Sustainability is no longer an abstract promise attached to a company after the “real” strategy has been decided. It becomes one of the criteria through which a good strategy is judged.

BUSINESS MODEL

specialize or diversify?

STAKEHOLDERS

customers, community and company

GEN Z

authenticity, belonging and value

SOCIAL IMPACT

well-being through shared experience

FROM INTRODUCTION TO BUSINESS TO RESPONSIBLE BUSINESS JUDGMENT

By working on the same live problem at scale, approximately 1,200 students learn that business decisions rarely offer a clean answer. They require evidence, trade-offs, imagination and an ability to account for value created beyond the customer transaction. That is the deeper promise of the Koppel Cup: students begin their Telfer journey by discovering that strategy and societal impact belong in the same conversation.



Research

CELEBRATING SDG RELATED RESEARCH

We study people, organizations, institutions, and the state of the world to inspire responsible management and education practice.

4

Research that responds to the world

Faculty publications connected to the Sustainable Development Goals

104

Across health, responsible technology, inclusive work, climate action and global development, Telfer scholars are producing research that helps organizations and communities respond to complex social and environmental challenges.

38



33



30



29



29



The publication record shows both depth in Telfer's established areas of expertise and a widening contribution to urgent societal questions. The strongest pattern is connection. Research on health also addresses access and inequality. Research on climate also reaches finance, governance and innovation. This is the value of a management school working across disciplines.

Reporting period: September 2025 to August 2026

The tables are ordered alphabetically by the surnames of the Telfer professors, whose names appear in bold. The order of authors within each publication has been preserved.

Research Publications				
#	Author(s)	Title	Journal	SDG
1	Ado, A. ; Ellis, L. C.; Osabutey, P. S.; Ogechi, A.	Africa's International Trade Paradox, Technology Transfer, and Value Chain Upgrade	Technological Forecasting and Social Change	  
2	Ado, A. ; Joseph, O. A.	External Economic Partnerships 21st-Century Africa: Governance and Growth	World Bank Group Publications	  
3	Adeleye, I.; Ado, A. ; Kinoti, A.; Nyaguse, J.; Odoh, A.; Osifo, I.	Creating the Future We Want for Africa	Africa 2063: Creating the Future We Want Anadach	  
4	King, A. C.; Zahrai, A.; Bisson, E.; Shergill, Y.; Andreev, P. ; Bosma, R.; MacNeil, A. O.; et al.	Acceptability of the Power Over Pain portal among patients awaiting tertiary care consultation: A qualitative study of patients' perceptions	Digital Health	 
5	Timony, P. E.; Belanger, C. ; Bélizaire, A.; Desilets, A.; Gauthier, A.; Karunanathan, S.; Muray, M.-N.; Peixoto, C.; et al.	Rethinking the way we measure access to language-concordant health services for minority language populations: a secondary analysis of publicly available physician and population data in Ontario, Canada	BMJ Open	 
6	Ben Amar, W. ; Kong, Z.; Martinez, I.	How Does Corporate Social Responsibility Shield Firms from the Adverse Effects of the COVID-19 Pandemic? The Role of Financial Flexibility	Journal of International Financial Management & Accounting	 
7	Almaghrabi, K. S.; Ben-Amar, W. ; Kong, Z.	Biodiversity Risk and Firms' Access to Trade Credit	Journal of International Financial Markets, Institutions & Money	 
8	Ben Amar, W. ; Chourou, L.; Ding, X.	Climate risk and long-lived tangible asset impairments	Journal of Accounting and Public Policy	  
9	Gupta, A.; Dwivedi, A.; Mangla, S. K.; Kaur, H.; Garg, M.; Ben Amor, S.	Attaining carbon neutrality goals in the energy sector: A MCDM study towards sustainable energy development	Energy economics	     
10	Zarrouk, H.; Abdennadher, S.; Galloway, L.; Jemai, J.; Mohammad Ismail, T.; Elhadeif, M.; Benyoucef, M.	Exploring the drivers of green SMEs: A multidimensional qualitative study	Cleaner Production Letters	  
11	Mastrella, J. S.; Powell, D. M.; Bonaccio, S. ; O'Doherty, K.	Not an Ideal Worker, Not a Disabled Worker: The Experience of Disclosing Invisible Disabilities at Work	Journal of Business and Psychology	 
12	Bonaccio, S. ; Connelly, C. E.; McLarnon, M. J. W.; Gellatly, I. R.	Managers' Decisions About Informal Accommodation Requests by Employees With and Without Disabilities	Human Resource Management	 

Research Publications

#	Author(s)	Title	Journal	SDG
13	Bouchard, M.; Chreim, S.; Langley, A.; Boivin, A.	Vulnerability Practices Among Professionals in Multidisciplinary Settings	Academy of Management Journal	 
14	Ziegler, R.; Ponce Morales, N.; Bouchard, M.	From beekeeping to habitat stewardship: teaching social innovation for biodiversity thinking in business schools	The Elgar Companion to Social Innovation and the Sustainable Development Goals	   
15	Baek, J.; Boutillier, J. J.; Farias, V. F.; Jonasson, J. O.; Yoeli, E.	Policy Optimization for Personalized Interventions in Behavioral Health	Manufacturing & Service Operations Management (M&SOM)	
16	Acosta-Perez, F.; Boutillier, J. J.; Zayas-Caban, G.; Adelaine, S.; Liao, F.; Patterson, B.	Towards Real Time Discharge Volume Predictions in Multisite Healthcare Systems: Longitudinal Observational Study	Journal of Medical Internet Research	
17	Jessica, D.; Brouard, M.; Cheikh-Ammar, M.	Spread kindness not virus': theorising the vulnerability of online mutual aid communities	Information, Communication & Society	  
18	Quy, V. K.; Chehri, A.; Han, N. D.; Hue, C. T. M.; Quy, N. M.	Green and Safe: An Information Sharing Scheme for Enhancing Public Safety in 5G and Beyond for Internet of Vehicles Networks	IEEE Communications Magazine	 
19	Imran, A.; Misbah, A.; Ur Rehman, S. M.; Chehri, A.; Gwangill, J.	Towards AI-Powered Edge Intelligence for Object Detection in Self-Driving Cars: Enhancing IoV Efficiency and Safety	IEEE Internet of Things Journal	 
20	Imran, A.; Misbah, A.; Chehri, A.; Gwanggil, J.	From Data to Diagnosis: AI-driven Multi-modal Fusion and Generative AI-enhanced GAN-based MRI for Brain Tumour Detection	Information Fusion	
21	Misbah, A.; Imran, A.; Chehri, A.; Gwangill, J.	Fusion of Metadata and Dermoscopic Images for Melanoma Detection	Information Fusion	
22	Vu, K. Q.; Chehri, A.; Vi, H. N.; Chu, T. M. H.; Dang, V. A.; Nguyen, M.	Strategic Data Offloading for 5G and Beyond for Internet of Vehicles Networks	IEEE Open Journal of the Communications Society	
23	Chelli, M.; Himick, D.; Al Mahameed, M.; Belal, A.	Child Labour Risk Organizing Communication: A Longitudinal Analysis of Corporate Narratives	Meditari Accountancy Research	  
24	Okwuosa, I.; Chelli, M.; Denedo, M.; Egbon, O.; Ejiogu, A.; Suleman, S.	Steering Water Accountability and Governance towards Achieving SDG 6 in Nigeria and Ghana: The Roles of the	Pan African Federation of Accountants	 
25	Chen, Q.; Ding, S.; Li, T.	Does program-related investing reduce charitable grants? A case of decision making by hybrid organizations in the nonprofit setting	International Studies of Management & Organization	  

Research Publications

#	Author(s)	Title	Journal	SDG
26	Ben Abdesslem, R.; Chkir, I. ; Saadi, S.	Earning Quality and Climate Risk: The Case of European Firms	International Review of Financial Analysis	
27	Ben Abdesslem, R.; Chkir, I. ; Chourou, L. ; Rjiba, H.	Economic policy uncertainty and carbon emissions: Do CSR committee and CSR reporting matter	Finance Research Letters	
28	Ahmadiani, S.; Denis, J.; Langley, A.; Chreim, S. ; Reay, T.	Meta-organizing on the Fly in Times of Crisis: The Emergence and Morphing of COVID-END	Scandinavian Journal of Management	 
29	Chu, V. T. ; Tran, H. T. ; Freel, M.	How Civic Engagement Sparks Entrepreneurial Intention: The Mediating Role of Well-Being	Entrepreneurship & Regional Development	  
30	Chaudhry, S.; Crick, D. ; Crick, J. M.	Coopetition and Ethnic Minority-Owned Businesses	Book Chapter from Immigrant Entrepreneurship Religion and ethnicity Cases from Europe, Africa and Asia	 
31	Mahdi, A.; Crick, D. ; Crick, J. M.; Lamine, W. ; Spence, M.	How a Coopetition-Oriented Mindset and Competitive Intensity Drive Coopetition Behaviour to Support Export Scale-Up Activities in a Post Crisis Environment	International Journal of Entrepreneurship and Small Business, 56 (1)	  
32	Desjardins, F. ; Shahamati, S.	Rethinking Moral Work in the Context of Gentrification	Space and Culture	 
33	Dueñas, N.	Accounting and post-colonial resistance: Affective ambivalence in the international development assemblage	Accounting, Organizations and Society	
34	Durocher, S. ; Himick, D.; Walsh, L. E.	Framing Modern Slavery: Do Stakeholders Talk Past Each Other?	Canadian Journal of Administrative Sciences	 
35	Picard, C.; Courtois, C.; Durocher, S. ; Malo, A.	Secret Professional Deviance: The Case of the Independence Rule	Accounting, Auditing & Accountability Journal	
36	Duo, J. ; Dutta, S. ; Li, C.	Factors Driving the Growth of Social Finance	The Palgrave Handbook of Social Finance	
37	Ferretti, T. ; Manivannan, A.; Marques, J. C.	Advancing the Understanding of Voluntary Sustainability Standard Organizations' Geographic Diffusion: The Role of National Institutions in Global Agrifood	Journal of International Business Policy	  
38	Yang, S.; Li, Y.; Ge, W.	The Power of Transparency: The Impact of Climate-related Disclosure on Corporate Resilience	International Review of Financial Analysis	 

Research Publications

#	Author(s)	Title	Journal	SDG
39	Yang, S.; Li, Y.; Ge, W.	ESG Rating Disagreement, Executive Environmental Background, and Corporate Green Innovation: Evidence from China	Finance Research Letters	  
40	Ge, W. ; Qi, Z.; Wu, Z.; Yu, L.	Abnormal Temperatures, Climate Risk Disclosures and Bank Loan Pricing: International Evidence	British Journal of Management	  
41	Jangipour Afshar, P.; Yazdi-Feyzabadi, V.; Abdolahinia, Z.; Haghdoost, A.; Geerts, J. M. ; et al.	Integration of HIV, Hepatitis B, and C, and sexually transmitted infections services: A scoping review of the benefits and challenge	Plos one	 
42	Moravac, C.; Bergin, F.; Easley, J.; Grudniewicz, A. ; Hedden, L.; Leslie, M.; Grandy, M.; Gallant, F.; Mooney, M.; Thelen, R. ; et al.	No Band-Aids for Papercuts: Understanding and Addressing Challenges of Administrative Workload in Primary Care in Canada	Family Practice	 
43	Correia, R. H.; Hasan, E.; Gallant, F.; Doucet, S.; Kiran, T.; Lapointe-Shaw, L.; MacNeill, A. L.; Thelen, R.; Welton, S.; Easley, J.; Grudniewicz, A. ; et al.	Complexity of Medical Needs and Primary Care Attachment Shape Patient Experiences with Episodic Virtual Primary Care: A Mixed Methods Study in Two Canadian Provinces	BMC Primary Care	 
44	Krlev, G.; Hannigan, T. R. ; Spicer, A.	What Makes a Good Review Article? Empirical Evidence from Management and Organization Research	Academy of Management Annals	   
45	Hannigan, T. R. ; McCarthy, I.; Baum, J. A. C.	Reframing AI Governance: From Agentic Models to Organizational Epistemic Infrastructure	Research Handbook on Artificial Intelligence and Organizational Transformation (Edward Elgar)	  
46	Hannigan, T. R. ; Ren, Y.	The New Structuralism	Oxford Research Encyclopedia of Business and Management	  
47	Hahn, T.-A.; Himick, D.	Collective Identity and the Coalescence of an Expert Occupational Community: The Case of the Canadian Tax Profession	Contemporary Accounting Research	 
48	Kacou, P. D.; Ika, L. A. ; Munro, L. T.	Killing Two Birds with One Stone? A New Pragmatist Perspective on the Rigor-Relevance Gap in Capacity-Building	Public Administration and Development	 
49	Adanzounon, N. H.; Meddeb, B.; Ika, L. A.	Organizational Learning Capacity and International Development Project Success in West Africa: A Case Study	International Review of Administrative Sciences	   
50	Love, P. E. D.; Ika, L. A.	Towards a pragmatist theory of systemic mis-performance in transport infrastructure engineer-to-order supply	Production Planning and control	
51	Love, P. E. D.; Ika, L. A.	Beyond Bias and Error: Institutionalizing the Fifth Hand to Explain Infrastructure	IEEE Transactions on Engineering Management	   

Research Publications

#	Author(s)	Title	Journal	SDG
52	Love, P. E. D.; Matthews, J.; Ika, L. A.	Fast-and-frugal heuristics: an exploration into building an adaptive toolbox to assess the uncertainty of rework	Production Planning and control	
53	Jaana, M.; Riachy, E.; MacPhee, E.; Sherrard, H.	Epic Overhaul at a Canadian Hospital: Pre-Post Evaluation Insights from Physicians and Medical Residents	Informatics in Medicine Unlocked	 
54	Jaana, M.; Tamim, H.; Paré, G.	eHealth and the Digital Divide Among Older Canadians: Insights from a National Cross-Sectional Study	Journal of Medical Internet Research	 
55	Cruise, D.; Jaana, M.; Sinden, D.; Garcia, L.	Factors Affecting Managers' Technology Adoption Decisions in Long-Term Care Homes: A Canadian Exploratory Study Post-COVID-19 Pandemic	Journal of Aging & Social Policy	 
56	Brar, S.; Jaana, M.; Santos, O. A.; Kassabri, N.; Sweet, L.; Knoefel, F.; Chandler, M.; et al.	Implementation of the Memory Support System for Individuals with Mild Cognitive Impairment: A Feasibility Survey	Journal of Dementia and Alzheimer's Disease	
57	Jaana, M.; Lévesque Ryan, M.; Tamim, H.; Riachy, E.; Paré, G.	Perspectives of Older Adults on Assistive Technology: Qualitative Study	JMIR Human Factors	 
58	Stelmaszak, M.; Joshi, M.; Constantiou, I.	Artificial Intelligence as an Organizing Capability Arising from Human-Algorithm Relations	Journal of Management Studies	 
59	Afiouni, F.; Boersma, M.; Karam, C. M.; Miska, C.; Shadnam, M.; Taylor, S.; van Gils, S.	Speaking Across Silences: Academic Freedom, Care, and Responsibility	Journal of Business Ethics	 
60	Daouk-Öyry, L.; Karam, C. M.; Geha, C.	The Institutional Work of Scholar Activism as Collective Healing in Creeping Crises	International Review of Psychiatry	  
61	Terpstra-Tong, J. L. Y.; Ralston, D. A.; Furrer, O.; Karam, C. M.; et al.	Attitudes of Millennials towards Corporate Responsibility: A Multilevel Analysis of 28 Societies	Cross Cultural & Strategic Management	 
62	Kettle, K. L.; Penner, S.; Main, K. J.	Why Larger Signatures on Solicitation Letters Increase Donations	Journal of Philanthropy	 
63	Kliamenakis, A.; Grohmann, B.; Bodur, H. O.	Build or Buy Corporate Social Responsibility? Socially Responsible Brand Acquisitions and Firm CSR	Journal of Business Research	 
64	Elshaer, I. A.; Azazz, A. M. S.; Fayyad, S.; Kooli, C.; Fouad, A. M.; Hamdy, A.; Fathy, E. A.	Consumer Boycotts and Fast-Food Chains: Economic Consequences and Reputational Damage	Societies (MDPI)	 

Research Publications

#	Author(s)	Title	Journal	SDG
65	Elshaer, I. A.; Azazz, A. M. S.; Kooli, C.; Aljoghaiman, A.; Elsayy, O.; Fayyad, S.	Green Transformational Leadership's Impact on Employee Retention: Does Job Satisfaction and Green Support Bridge the Gap?	Administrative Sciences (MDPI)	   
66	Kouamé, S.	Philanthropie et développement de l'Afrique	Éditions L'Harmattan Scholarly book	   
67	Atari, D. O.; Litalien, M.; Brunet-Bélanger, A.; Kouamé, S.	The Role of African Canadian Diasporas' Philanthropy in Development	Canadian Journal of Development Studies/ Revue canadienne d'études	  
68	Opizzi, M.; Loi, M.; Lamine, W.	Academic spin-off emergence as an organization-embedded dynamic: Synthesis and research questions from a systematic literature review	Technovation	  
69	Loi, M.; Castriotta, M.; Lamine, W.	Balancing innovation and humanity: Ethical reflections on technological advancements in organizations: Introduction to the special section	Studi Organizzativi	  
70	Lessard, L.; Sauré, A.	Enabling Decision-Making and Innovation in Learning Health Systems through Simulation Modeling	Healthcare Management Forum	 
71	Li, C.; Dutta, M.; Duo, J.; Dutta, S.	Delay, deny, and defend: Public outrage at health insurance companies and stock market debacle	Plos one	
72	Killoran, J.; Manseau, J.; Park, A.; Kietzmann, J.	Supporting and Humiliating Dignity with Biometric Technologies: An Affordance Perspective	Journal of Business Ethics	
73	Marques, J. C.; Boghossian, J.; Coraiola, D. M.	Escaping authenticity's dark side: How Indigenous groups negotiate indigeneity during contentious interactions	Business & Society	 
74	Marques, J. C.	Multi-Stakeholder Initiatives for Sustainability: Retrospective and Prospective Views	In Handbook of Research on Sustainability and Governance (Edward Elgar)	  
75	Mazutis, D.; Chelli, M.; O'Sullivan, S.; Hanly, K.	Issue Construals and Corporate Water Stewardship	Business Strategy and the Environment	 
76	Mazutis, D.; Nubi, A.; Segal, E.	Advancing Circularity: The Dynamic Capabilities to Drive Transformative Change	California Management Review	  

Research Publications

#	Author(s)	Title	Journal	SDG
77	Mohammadrezaei, M.; Marques, J. C.	Reporting What Matters, or Reporting What Looks Good? Materiality and Balance in Post-Rana Plaza Apparel Sustainability Disclosure	Business Strategy and the Environment	 
78	Moradi, S.; Sauré, A.; Patrick, J.	Advance Multi-Priority, Multi-Appointment Patient Scheduling with Dependent Demand and Lead Times	Production and Operations Management	
79	Oostlander, S. A.; Joannis, C.; Garcia, L.; Mulvey, M. S.; Lagacé, M.; et al.	"I have an image of myself, it's strong and resilient": Assets supporting resilience of older adults and their communities during the COVID-19 pandemic	Canadian Journal on Aging	 
80	Danful, G. K.; Pignac, S.; Fitzpatrick, E. M.; Mulvey, M. S.; Turcotte, P.-L.; Robitaille, A.; Primossi, V.; Garcia, L.	Barriers and facilitators to air travel among adults with hearing loss: A scoping review	International Journal of Audiology	  
81	Mulvey, M. S.; Padgett, D.; Garcia, L.	Age-friendly branding: a definition, review a framework for inclusivity	Journal of product and brand management	
82	Thapa, B.; Ochudho, T. O.; Lhotka, J. M.; Thomas, W.; Muller, J.; Brandeis, T. J.; Olale, E.; et al.	Potential Economic Impacts of Maple Syrup Production in Kentucky, United States: A CGE Analysis for Sustainable Rural Development	Sustainability Switzerland	  
83	O'Reilly, J.; Bonaccio, S.; Li, Y.; Lapierre, L. M.	The "Room to Share": An Ecological Perspective on Mental Health Disclosure at Work	Journal of Occupational Health Psychology	 
84	Orser, B.; Elliott, C.; Elam, A.; Shankar, A.; Brush, C.	Gender inclusive entrepreneurship education and training: challenges and indicators	Entrepreneurship & Regional Development	 
85	O'Sullivan, S. L.; Mazutis, D.	The role of power dynamics in cross-sector partnerships for sustainable socio-ecological systems transformation	Sustainability	  
86	Moosavi, A.; Ozturk, O.; Patrick, J.	Dynamic Distributed Ambulatory Care Scheduling	Production and Operations Management	 
87	Parent, M. M.	Governing the Olympic Winter Games: Reflections from Canada	Movement & Sport Sciences	 
88	Lachance, E. L.; Parent, M. M.	The Impact of External Factors on Board Decision Making in Non-Profit Sport Organizations	Sport, Business and Management	
89	Doshi, V.; Peredo, A. M.; Spiller, C.; Bapuji, H.	Indigeneity and Indigenous Peoples Around the World: Expanding the Intersections of Business and Society	Business & Society	  

Research Publications

#	Author(s)	Title	Journal	SDG
90	Weber, G.; Banerjee, S. B.; Peredo, A. M. ; Saes, B.	Business and Environmental Justice: From Political Economies to Political Ecologies	Journal of Business Ethics	
91	Lafuente, E.; Vaillant, Y.; Persaud, A.	Digital service innovation for smarter production: Servitized-AI progress towards smart products	Technovation (Elsevier)	
92	Ben Omrane, W.; Qi, Q. ; Saadi, S.	Cryptocurrency markets, macroeconomic news announcements and energy consumption	Annals of Operations Research (Springer)	
93	Abedin, M. Z.; Hayajneh, A.; Raahemi, B.	Pedagogical Use of Responsible Generative AI in Higher Education: Opportunities and Challenges – A Systematic Literature Review	AI in Education	
94	Buchanan, S.; Ruebottom, T.; Riaz, S.	Edit Wars: Framing Contests, Argument Structure, and the Meaning of Inequality at Wikipedia	Academy of Management Discoveries	
95	Ruebottom, T.; Riaz, S. ; Qureshi, I.	Social-Symbolic Work of Engaging Heterogeneous Communities: Participation Work and Entangled Effects	Journal of Management Studies	
96	Coates, A.; Probst, J. C.; Sarwal, K. ; Riaz, S. ; Grudniewicz, A.	The Impact of Rural Hospital Closures and Mergers on Health System Ecologies: A Scoping Review	Medical Care Research and Review	
97	Cicek, D.; Kantarci, B.; Schillo, R. S.	A comparative review of user acceptance factors for drones and sidewalk robots in autonomous last mile delivery	Green Energy and Intelligent Transportation	
98	Thelen, R. ; Bhatti, S.; Rayner, J.; Grudniewicz, A.	Collecting sociodemographic data in primary care: qualitative interviews in community health centres	BJGP Open	
99	Toubiana, M. ; Bergman, B. J., Jr.; et al.	Permission to Play: Trying on Entrepreneurship in Times of Crisis	Journal of Business Venturing	
100	Tran, H. ; Freel, M.	Socialist Imprints and Innovation Strategies in a Transition Economy	Entrepreneurship & Regional Development,	
101	Tran, H. T.	Self-Employment Entry Across Family Transitions: Household Capability Reallocation Over the Life Course	Entrepreneurship Theory and Practice	
102	Yao, Y. ; Liu, S.	Where rookies prevail: Digital habitus and age-based earnings differentials in online legal services	British Journal of Industrial Relations (Wiley)	

Research Publications				
#	Author(s)	Title	Journal	SDG
103	Zhang, Q.; Gong, H.; Ouyang, C.; Han, J.; Saks, A. M.	Building Micro-Foundations for Positive Workplace Relationships: Validation of a Strategic Relational Human Resource	Human Resource Management	 
104	Yang, L.; Zhang, Q.; Gong, H.; Zhang, Q.	Navigating the Balance: How Congruence Between Authoritative and Benevolent Leadership Enhances Employee Thriving	Asia Pacific Journal of Management	  

Taken together, these publications reflect a research community committed to understanding society's most pressing challenges and producing evidence that can inform practice, public debate and institutional change.

Evidence for responsible management

The record reaches from health-system design and workplace inclusion to climate accountability, Indigenous perspectives, artificial intelligence and global development. Its defining strength lies in how often these concerns intersect.

104 publications
15 Sustainable Development Goals represented



Five questions shaping a better future

The renewal of five Telfer professorships and chairs offers a chance to look more closely at the research they support. Through profiles of the faculty members who hold them, we explore the questions driving their work and what the findings could mean for organizations, communities and society.



**SILVIA
BONACCIO**

**DAINA
MAZUTIS**

**ANA MARÍA
PEREDO**

**MIROU
JAANA**

**LAVAGNON
IKA**

RESEARCH IN FOCUS



THE QUESTION

What allows employees to speak openly about mental health?

Silvia Bonaccio and her co-authors examine mental health disclosure as an experience shaped by the workplace environment. Their research considers how managers, colleagues and organizational practices can create or restrict the “room to share.”

WHY IT MATTERS

Psychological safety and meaningful support shape whether disclosure feels possible.

SILVIA BONACCIO

Full Professor and Ian Telfer Professor of Workplace Psychology

THE QUESTION

What helps organizations turn circularity into action?

Daina Mazutis and her co-authors investigate the capabilities organizations need to advance circularity. Their work examines how leaders recognize opportunities, mobilize resources and reshape established practices.

WHY IT MATTERS

Circular transformation requires organizations to rethink systems and sustain change over time.



DAINA MAZUTIS

Endowed Professors of Ethics, Responsibility and Sustainability



ANA MARÍA PEREDO

Full Professor and Canada Research Chair in
Social and Inclusive Entrepreneurship

THE QUESTION

Whose experiences shape business and environmental justice?

Ana María Peredo's research challenges conventional assumptions about business and development. By centring Indigenous peoples, community knowledge and environmental justice, her work expands how management scholars understand economic activity.

WHY IT MATTERS

Environmental justice depends on whose knowledge, rights and relationships with land receive recognition.

THE QUESTION

How can digital health innovation remain inclusive?

Mirou Jaana examines how people experience digital and assistive health technologies, particularly older adults and those facing barriers to access. Her work connects technical innovation with usability and lived experience.

WHY IT MATTERS

Technology improves care when people can access it, understand it and see its relevance.



MIROU JAANA

Full Professor and RBC Financial Group Professor in Health Care Systems



RESEARCH IN FOCUS

LAVAGNON IKA

Full Professor and University of Ottawa
Senghor Chair in Humanistic Project
Governance

THE QUESTION

Why do major projects repeatedly fall short?

Lavagnon Ika's research examines why major infrastructure and development projects experience persistent cost overruns, delays and performance failures. By revealing the institutional conditions that allow these problems to become entrenched, his work supports more accountable governance, resilient infrastructure and effective development investment

WHY THIS RESEARCH MATTERS

A more accurate understanding of project failure can help governments and organizations protect public resources, strengthen accountability and improve the delivery of essential infrastructure.

FEATURED RESEARCH

Infrastructure misperformance, project uncertainty and international development

Research funding with purpose

New and ongoing internal and external funding aligned with the Sustainable Development Goals

\$22.88M

In reported funding

72

Funded projects

\$2.04M

New funding

\$20.84 M

Ongoing funding

Across 72 projects, Telfer researchers are building evidence for healthier systems, more inclusive organizations, responsible innovation and sustainable economic development.

Reporting period: September 2025 to August 2026

FUNDING AT A GLANCE

External funding accounts for 99% of the portfolio

Institutional grants help develop emerging ideas.

External fundings sustain larger programs, national networks and multi-year implementation.

NEW EXTERNAL

\$1,948,772



8 projects

ONGOING EXTERNAL

\$20,756,504



52 projects

NEW INTERNAL

\$94,600



7 projects

ONGOING INTERNAL

\$89,308



5 projects

The portfolio combines early-stage institutional support with substantial external investment. Together, these awards create continuity from idea development to long-term research programs.

Health systems that work for people

Two new CIHR awards connect management research with urgent questions in primary care and long-term care.



AGNES GRUDNIEWICZ

Associate Professor,
Ian Telfer Research Fellowship

\$613,914

CIHR Project Grant

Primary Care Practice Management (Prac-Man)

The project maps how primary-care practices manage their operations and identifies approaches that can strengthen care delivery, policy and system performance.



MIROU JAANA

Full Professor,
RBC Professor in Health Care Systems

\$405,452

CIHR Project Grant

Companions in Care: Social Robotics in Long-Term Care

The study examines how social robots may reduce isolation and support resident wellbeing while complementing the work of long-term-care professionals.



Long-horizon research, real-world consequences

Major external awards support sustained programs in health transformation and inclusive entrepreneurship.



CHRISTOPHER SUN

\$1.45M

CIHR Project Grant

**AI-supported in-hospital
cardiac arrest prediction,
prevention and management**

“This project is a unique, unified effort that combines advanced analytical and clinical expertise to create a powerful tool for improving patient care and enabling timely interventions that can save lives.”



ANA MARÍA PEREDO

\$1.4M

Canada Research Chair

**Social and Inclusive
Entrepreneurship, Tier 1**

The chair advances research on community economies, Indigenous entrepreneurship and sustainable livelihoods grounded in local cultures and environments.



New external research funding

8 awards totalling \$1,948,772 from CIHR, SSHRC and experiential-learning funders.

New External Funding					
#	Investigator(s)	Title	Funding Source	SDG	Amount
1	Akyol, A. C. (Applicant/Principal Investigator), Al-Sabah T. T. M. (Collaborator)	When Uber Comes to Town: Firm Size and the Labor Market Shock (2026–2030)	SSHRC Insight Grant	 	\$109,450
2	Andreev P. (Applicant/Principal Investigator)	Empowering Crisis Response: Integrating Decision Intelligence in Community Support Systems (2025–2030)	SSHRC Insight Grant	  	\$99,837
3	Boutilier, J. J. (Principal Investigator)	Mental Health and AI: Actionable Analytics for Personalizing Behavioural Health Interventions 2025–2030 (New)	NSERC		\$277,500
4	Fathallah, R. (Applicant); Micelotta, E. (Collaborator)	Building a More Inclusive Entrepreneurship Ecosystem: A Study of 2SLGBTQI+ Entrepreneurs in Canada , 2025–2027	SSHRC Insight Grant	  	\$70,536
5	Grudniewicz, A. (Principal Investigator); Hedden, L. K. (Principal Investigator); et al.	Primary Care Practice Management (Prac-Man): Mapping Approaches and Best Practices 2025–2028	CIHR		\$613,914
6	Jaana, M. (Principal Investigator); Thavorn, K. (Project Team Member); et al.	Companions in Care: Benefits and Challenges of Social Robotics in Long-Term Care 2026–2030	CIHR Project Grant	 	\$405,452
7	Parent, M. (Applicant); Boutilier, J. J. (Co-Applicant); Joshi, M. (Co-Applicant); Pegoraro, A. (Co-Applicant); Hannigan, T. R. (Collaborator)	From Surviving to Thriving: Responsible AI for Resource-Constrained Sport Organizations 2026–2030	SSHRC Insight Grant	 	\$294,904
8	Zhang, Q. (Applicant); Karam, C. (Collaborator)	Balancing Efficiency, Equity, and Voice: Building Legitimate AI Staffing Systems in Organizations	SSHRC Insight Development	  	\$77,179
TOTAL					\$1,948,772

New internal research funding builds the pipeline

New Internal Funding					
#	Investigator(s)	Title	Funding Source	SDG	Amount
1	Chreim, S. (Principal Investigator)	Managing Tensions and Achieving Sustainability of Medical Assistance in Dying (MAiD) Programs	Telfer School of Management (SMRG)	 	\$15,000
2	Fathallah, R. (Principal Investigator)	Harnessing Tradition for Tomorrow: Understanding the Role of Igbo Apprenticeship in Sustainable Entrepreneurial Ecosystem Development	Telfer School of Management Research Grant (Indigenous SMRG)	 	\$15,000
3	Hannigan, T. (Principal Investigator)	IDEaS 2025	Telfer School of Management Research Grant (SMRG)	  	\$5,000
4	Mignerat, M. (Principal Investigator)	Habitat intelligent, sécurité incendie et inclusion cognitive dans les villes intelligentes ("Smart Cities"): une approche collaborative avec les services d'urgence	Telfer School of Management Research Grant (SMRG)	  	\$14,600
5	Qi, Q. (Principal Investigator)	A Roadmap to Responsible AI: Risk Management for Machine Learning at FINTRAC	Telfer School of Management	  	\$15,000
6	Qi, Q. (Principal Investigator)	Enhancing Medical Foundation Models for Underrepresented Diseases	Telfer School of Management	  	\$15,000
7	Toubiana, M. (Principal Investigator)	Psychedelic-Assisted Therapy: Occupational Emergence under Conditions of Legal Liminality	Telfer School of Management Research Grant (SMRG)	  	\$15,000
TOTAL					\$94,600

ONGOING PORTFOLIO

Multi-year funding sustains research capacity

The ongoing portfolio comprises 57 projects worth \$20,845,812 including 52 externally funded and five internally funded projects.

Largest ongoing fundings shown below. Amounts reflect the full reported value of each project.

Ma, D. W. (Principal Investigator); Dub  , L. (Principal Investigator); Suh, M. (Principal Investigator); Adams, A. (Co-Investigator); Ahmed, S. (Co-Investigator); Aunio, A.-L. (Co-Investigator); Bobiwash, K. (Co-Investigator); Brissette, P. (Co-Investigator); Clarke, S. (Co-Investigator); Corradini, M. (Co-Investigator); Couturier, Y. (Co-Investigator); Dhar, T. P. (Co-Investigator); Durand, A. (Co-Investigator); El Khoury, D. N. (Co-Investigator); Fraser, E. (Co-Investigator); Haines, J. (Co-Investigator); Haruvy, E. (Co-Investigator); Kaiser, D. (Co-Investigator); Kirkpatrick, S. (Co-Investigator); L’Abb  , M. R. (Co-Investigator); Ma, Y. (Co-Investigator); Monk, J. M. (Co-Investigator); Nie, J.-Y. (Co-Investigator); Pai, N. (Co-Investigator); Paquet, C. (Co-Investigator); Parizeau, K. (Co-Investigator); Parker, D. C. (Co-Investigator); Potvin, L. (Co-Investigator); Qi, W. (Co-Investigator); Riediger, N. D. (Co-Investigator); Ross, N. G. (Co-Investigator); **Schillo, S. (Co-Investigator)**

Implementing Smart Cities Interventions to Build Healthy Cities (SMART) 2021–2027 \$4.95M

Lapointe, S. (Principal Investigator); **Chamberlin, T. (Co-Applicant)**

Impact Training: Experiential Learning Toolkits to Increase Social Sciences, Humanities and Arts Capacity for Research and Innovation in the Social Sector 2024–2030 (Ongoing) \$2.50M

Kantarci, B. (Principal Investigator and Program Director); Dobre, O. (Co-Investigator); Erol-Kantarci, M. (Co-Investigator); Donmez, B. (Co-Investigator); Kabanza, F. (Co-Investigator); Briand, L. (Co-Investigator); Lagan  re, R. (Co-Investigator); Karimi, E. (Co-Investigator); **Benyoucef, M. (Co-Investigator)**; Judge, E. (Co-Investigator); **Schillo, S. (Co-Investigator)**

Autonomous Vehicles for Reliable Services in the Air and on Land (TRAVERSAL) Ongoing (2023–2029) \$1.65M

Sun, C. (Principal Investigator); Beanlands, R. (Co-Investigator); Birnie, D. (Co-Investigator); Branco, P. (Co-Investigator); Celi, L. (Co-Investigator); Cheskes, S. (Co-Investigator); Copenhaver, M. (Co-Investigator); Edwards, J. (Co-Investigator); Gong, M. (Co-Investigator); Hutson, J. (Co-Investigator); Lewis, K. (Co-Investigator); **Mahmood, R. (Co-Investigator)**; Messika-Zeitoun, D. (Co-Investigator); Moskowitz, A. (Co-Investigator); Paterson, I. (Co-Investigator); Redpath, C. (Co-Investigator); Vaillancourt, C. (Co-Investigator); Wells, G. A. (Co-Investigator); Folke, F. (Collaborator); Ong, M. (Collaborator); Robinson, B. (Collaborator); Sales, A. (Collaborator)

Artificial Intelligence Supported In-Hospital Cardiac Arrest Prediction, Prevention, and Management 2024–2029 \$1.45M

Peredo, A. M. (Chairholder and Principal Investigator)

Canada Research Chair in Social and Inclusive Entrepreneurship, Tier 1 2022–2029 \$1.40M

Sun, C. L. (Principal Investigator); Beanlands, R. (Co-Investigator); Boczar, K. E. (Co-Investigator); Chow, B. (Co-Investigator); Cobey, K. D. (Co-Investigator); Edwards, J. D. (Co-Investigator); Lewis, K. B. (Co-Investigator); Lim, R. (Co-Investigator); Liu, P. P. (Co-Investigator); **Mahmood, R. (Co-Investigator)**; Messika-Zeitoun, D. (Co-Investigator); Miller, R. J. (Co-Investigator); Paterson, I. (Co-Investigator)

Actionable Incidental Extracardiac Findings Detection via Interactive Artificial Intelligence 2025–2030 \$0.95M

Ongoing external research funding

52 projects totalling \$20,756,504

Ongoing External Funding					
#	Investigator(s)	Title	Funding Source	SDG	Amount
1	Andreev, P. (Principal Investigator)	Developing a New Architectural Framework for Designing Digital Habit Formation Support System(2021–2026)	NSERC Discovery	 	\$120,000
2	Kantarci, B. (Principal Investigator and Program Director); Benyoucef, M. (Co-Investigator) ; Judge, E. (Co-Investigator); Schillo, S. (Co-Investigator) ; et al.	Autonomous Vehicles for Reliable Services in the Air and on Land (TRAVERSAL)(2023–2029)	NSERC CREATE		\$1,650,000
3	Lagacé, M. (Principal Investigator); Bonaccio, S. (Co-Investigator)	The Challenges of Longer Working Lives: Detecting Ageism in the Workplace, Measuring Its Impacts, and Identifying Best Practices for Retaining Older Canadian Workers (2022–2026)	SSHRC	 	\$158,726
4	Jetha, A. (Principal Investigator); Bonaccio, S. (Co-Investigator) ; Dennerlein, et al.	Intelligent Machines and Human Worker Inequities: Examining the Implications of Artificial Intelligence in the Workplace 2022–2025	SSHRC	 	\$200,000
5	Lapointe, S. (Principal Investigator); Chamberlin, T. (Co-Applicant)	Impact Training: Experiential Learning Toolkits to Increase Social Sciences, Humanities and Arts Capacity for Research and Innovation in the Social Sector 2024–2030	SSHRC Partnership (SSHA)	 	\$2,500,000
6	Chamberlin, T. (Principal Investigator) ; Mazutis, D. (Co-Applicant); Peredo, A. M. (Co-Investigator); Raahemi, B. (Co-Investigator)	Enabling Systems Transitions Towards Inclusive Innovation 2023–2026	SSHRC Partnership Development	   	\$198,793
7	Chen, Q. (Principal Investigator) ; Ding, S. (Co-Investigator); Chourou, L. (Co-Applicant)	Sustainable Inventory Management: The Role of Taxes in Corporate Inventory Donations 2022–2026	SSHRC Insight	 	\$69,425
8	Ding, S. (Principal Investigator) ; Chen, Q. (Co-Principal Investigator)	The Application of Time-Driven Activity Based Costing in Canadian Hospitals 2023–2026	SSHRC Insight Development		\$63,763
9	Chreim, S. (Principal Investigator)	Managing Tensions and Achieving Sustainability of Medical Assistance in Dying (MAiD) Programs 2024–2026	SSHRC Partnership Engage	 	\$25,000
10	Dimoff, J. (Co-Investigator)	Mental Health Training in Sport: A Partnership with Soccer Canada 2023–2028	SSHRC Insight	 	\$320,000

Ongoing External Funding

#	Investigator(s)	Title	Funding Source	SDG	Amount
11	Dimoff, J. (Principal Investigator); O'Reilly, J. (Co-Investigator)	Inclusion, Interaction, and Intervention: The Triple-I Lab 2022–2027	Canada Foundation for Innovation	 	\$519,576
12	Dimoff, J. (Collaborator)	Addressing the Harms of COVID-19 on the Health of the Canadian Health Workforce 2022–2027	CIHR Operating Grant		\$249,247
13	Dimoff, J. (Co-Investigator)	Bereavement Support in the Workplace 2022–2027	SSHRC Insight	 	\$147,325
14	Jaana, M. (Principal Investigator); Fathallah, R. (Co-Principal Investigator)	The Paradox of Resilience in Long-term Care: Can Technology Enable a Paradigm Shift? 2024–2026	SSHRC Insight Development Grant	 	\$74,912
15	Marques, J. C. (Principal Investigator); Ferretti, T. (Team Member)	Examining the Global Sustainability Standards Organizational Landscape: A Whole Network Analysis	SSHRC Insight Grant	           	\$393,248
16	Grudniewicz, A. (Co-Investigator)	Informing Family Physician Payment Reform, 2024–2029	CIHR		\$792,330
17	Grudniewicz, A. (Co-Investigator)	Changing Primary Care Capacity in Canada (4C), 2024–2028	CIHR		\$165,000
18	Grudniewicz, A. (Co-Investigator)	Examining Experiences and System Impacts of Publicly Funded Episodic	CIHR		\$520,199
19	Himick, D. (Principal Investigator)	Accounting for Climate Change: The Financialization of Climate Risks, 2024–2029	SSHRC Insight Grant	 	\$147,512
20	Jaana, M. (Principal Investigator); Paré, G. (Co-Investigator)	Assistive Technology Innovations in Long-Term Care Organizations: Unveiling the Realities of a Complex Environment 2024–2029	SSHRC Insight Grant	  	\$260,079
21	Paré, G. (Principal Investigator); Jaana, M. (Co-Investigator)	Investigating the Innovation Process in Long-Term Care Facilities: A Research Project on the Adoption, Implementation and Assimilation of Health IT, 2022–2026	SSHRC Insight Grant	 	\$281,500
22	Joshi, M. (Principal Investigator)	Evolving Nature of Work in the Era of Artificial Intelligence, 2024–2026	SSHRC Insight Development Grant	 	\$71,770
23	Kettle, K. (Principal Investigator)	Leveraging Identity to Increase Donations and Volunteer Support 2024–2026	SSHRC Partnership Engage	 	\$24,056

Ongoing External Funding

#	Investigator(s)	Title	Funding Source	SDG	Amount
24	Kliamenakis, A. (Co-Applicant)	Annual CSR Reports: A Text-Analysis Approach to Understand Their Impact on Consumers and Future CSR Performance	SSHRC Insight Development	 	\$53,500
25	Kouamé, S. (Principal Investigator)	Stakeholder Emotions and Market Power Regulation, 2025–2029	SSHRC Insight		\$63,549
26	Chourou, L. (Principal Investigator); Lamine, W. (Co-Investigator); Qi, Q. (Co-Applicant)	Cyberattacks on Private Sector: Determinants and Consequences, 2022–2026	SSHRC	 	\$62,250
27	Lessard, L. (Co-Investigator)	Putting RESPECT at the Centre of Person-Centred Care: Evaluation of a Risk Communication Tool Supporting Earlier Conversations About Decline and Palliative Care Needs in Long-Term Care, 2025–2029	CIHR Project		\$459,000
28	Li, T. (Principal Investigator)	Environmental Sustainability Policy Divergence, Environmental Disclosure, and Environmental Performance: International Evidence, 2023–2028	SSHRC Insight	  	\$89,300
29	Sun, C. (Principal Investigator); Mahmood, R. (Co-Investigator)	AI Supported In-Hospital Cardiac Arrest Prediction, Prevention, and Management, 2024–2029	CIHR	 	\$1,450,725
30	Qi, Q. (Principal Investigator); Mahmood, R. (Co-Investigator)	Leveling the Playing Field: Synthetic Data Solutions for Labor Market Equality 2023–2026	SSHRC Insight Development	 	\$68,000
31	Manseau, J. (Principal Investigator)	Ethical Boundary Management in the Age of Biometrics, 2025–2027	SSHRC Insight Development	 	\$66,732
32	Marques, J. C. (Principal Investigator)	Examining the Global Sustainability Standards Organizational Landscape: A Whole Network Analysis, 2024–2026	SSHRC Insight Development	 	\$59,812
33	Eberlein, B. (Principal Investigator); Marques, J. C. (Co-Investigator)	Global Sustainability Standards in National Context: Comparing Business-Government Interactions in Argentina, Brazil and Canada, 2021–2026	SSHRC Insight	  	\$171,118
34	Mazutis, D. (Applicant/Principal Investigator); Himick, D. (Co-Applicant); Ika, L. (Co-Applicant); Schillo, R. S. (Co-Applicant); Hajmohammad, S. (Co-Applicant); Chamberlin, T. (Co-Applicant); et al.	Sustainable Construction & Development Applied Research Partnership (SCDARP), 2025–2028	SSHRC Partnership Development	    	\$199,289

Ongoing External Funding					
#	Investigator(s)	Title	Funding Source	SDG	Amount
35	Mazutis, D. (Principal Investigator)	Building the Future: Fostering Low-Carbon and Circular Economy Transitions in the Construction Industry Through Policy Integration 2024–2026	Smart Prosperity Institute (SPI) / Economics and Environmental Policy Research Network (EEPRN)	   	\$30,000
37	Mazutis, D. (Principal Investigator)	Getting to One Planet Living: How Construction and Development Leaders Are Tackling Climate Change 2021–2026	SSHRC Insight	   	\$166,019
38	Mignerat, M. (Principal Investigator)	Information Technology (IT), ADHD and Inclusion: Towards Better Practices for Employees and Managers, 2022–2026	SSHRC Insight Development	 	\$74,714
39	Moneta, F. (Principal Investigator)	Mutual Fund Tournaments and ESG Rating, 2025–2026	Centre for a Responsible Wealth Transition (CRWT) Research	  	\$15,000
40	O'Reilly, J. (Principal Investigator)	How do remote employees develop a sense of belonging?, 2023–2028	SSHRC Insight	  	\$90,725
41	O'Sullivan, S. (Principal Investigator)	The Dynamics of Indigenous Developmental Relationships for Environmental Work: Bridging Micro and Macro Levels of Analysis, 2018–2026	SSHRC Insight	   	\$133,405
42	Peredo, A. M. (Chairholder/Principal Investigator)	Canada Research Chair in Social and Inclusive Entrepreneurship, Tier 1 2022–2029	Canada Research Chairs Program	   	\$1,400,000
43	Persaud, A. (Principal Investigator)	Accelerating the Digitalization of Canadian Agriculture, 2024–2027	SSHRC Insight	   	\$81,175
44	Rajaiya, H. (Principal Investigator)	How do CSR-Related Activities Affect the Future Financial and Economic Performance of Private Firms, 2021–2026	SSHRC Insight Development	 	\$47,933
45	Schillo, R. S. (Collaborator)	Agriculture & Data, 2023–2026	CAROTTE AA	  	\$496,581
46	Ma, D. W. (Principal Investigator); Schillo, R. S. (Co-Investigator); et al	Implementing Smart Cities Interventions to Build Healthy Cities (SMART), 2021–2027	CIHR	  	\$4,950,000
47	Sun, C. (Principal Investigator)	Fairness in Systems with Human-Algorithm Decision Making through Optimization and Machine Learning, 2024–2029	NSERC Discovery	   	\$255,000

Ongoing External Funding					
#	Investigator(s)	Title	Funding Source	SDG	Amount
48	Sun, C. (Principal Investigator)	Actionable Incidental Extracardiac Findings Detection via Interactive	CIHR Project	  	\$952,650
49	Toubiana, M. (Co-Applicant)	Divided: How Political Polarization Shapes Cultural Industries, 2025–2028	SSHRC	  	\$55,626
50	Toubiana, M. (Principal Investigator)	Perimenopause and Women's Careers, 2024–2027	SSHRC	  	\$67,815
51	Toubiana, M. (Principal Investigator)	Stigma for Social Change? Exploring Stigma-Exploiting Entrepreneurship as a Pathway for Social Change, 2022–2027	SSHRC	   	\$204,125
52	Amyot, D. (Co-Principal Investigator); Van Woensel, W. (Co-Principal Investigator)	Identifying and Analyzing Care Trajectories in the Montfort Emergency Department using AI-driven Process Mining, 2025–2027	Institut du Savoir Montfort	  	\$40,000
TOTAL					\$20,756,504

Building the business case for circular construction

Sustainable Construction & Development
Applied Research Partnership



\$199,289

SSHRC PARTNERSHIP
DEVELOPMENT GRANT

2025–2028

SDGS



LEAD INVESTIGATOR

Daina Mazutis

Telfer School of Management

FROM “TAKE–MAKE–WASTE” TO CIRCULAR CONSTRUCTION

SCDARP brings academic and industry partners together to accelerate a low- carbon and circular construction and development sector. The research responds to a persistent gap: organizations need credible examples showing how circular practices work in real projects and why they make business sense.

THE PARTNERSHIP WILL PRODUCE

- BUSINESS CASES
- POLICY SOLUTIONS RESEARCH
- EVIDENCE-BASED FRAMEWORKS
- TOOLKITS

“

The partnership with Circular Construction Canada will help foster connections as well as knowledge mobilization, and the Smart Prosperity Institute will bring in the policy and legislative perspective.

DAINA MAZUTIS

Associate Professor and Endowed Professor of
Ethics, Responsibility and Sustainability

PARTNERS



TELFER



Smart Prosperity
Institute



CIRCULAR
ECONOMY
LEADERSHIP
CANADA

A Solution Space by
Generate Canada

RESEARCH TEAM

Daina Mazutis, Darlene Himick, Geoffrey McCarney, Lavagnon Ika, Sandra Schillo, Sara Hajmohammad, Tyler Chamberlin, Paul Shorthouse, Elizabeth Miller and Pratima Bansal

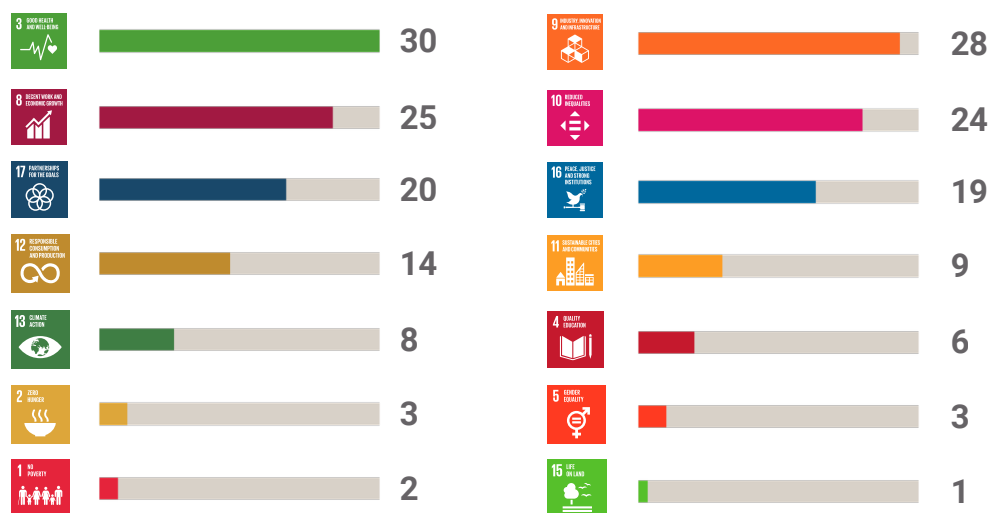


Ongoing Internal Funding

#	Investigator(s)	Title	Funding Source	SDG	Amount
1	Bouchard, M. (Principal Investigator)	Cycling activism for sustainable transportation systems 2025–2027 (Ongoing)	Telfer School of Management Research Grants (SMRG)	 	\$15,000
2	Chamberlin, T. (Principal Investigator); Peredo, A. M. (Co-Investigator); Raahemi, B. (Co-Investigator); Mazutis, D. (Co-Applicant)	Enabling Systems Transitions Towards Inclusive Innovation 2023–2026 (Ongoing)	University of Ottawa	   	\$15,000
3	Karam, C. M. (Principal Investigator and Initiative Lead); Yessayan, P. (PhD Student Co-Lead)	Telfer Knowledge Mobilization Pilot Initiative, 2024–2026	Telfer School of Management & Office of the Vice-President, Research and Innovation	  	\$20,000
4	Kouamé, S. (Principal Investigator)	Bien vieillir en ville : Recherche participative communautaire sur la mise en œuvre des stratégies municipales pour les personnes âgées, 2025–2026	University of Ottawa	  	\$25,000
5	Lajili, K. (Principal Investigator); O'Reilly, J. (Co-Applicant)	Risk and the Advancement of Women in Top Management Teams, 2024–2025	Telfer School of Management Research Grants (SMRG)	  	\$14,308
TOTAL					\$89,308

A portfolio built around connected challenges

Projects often contribute to several goals. The strongest links appear in health, innovation, decent work, inequality and partnerships.



SHARING RESEARCH

Ideas in circulation

Seminars, conference presentations, workshops and public-facing research engagement.

Across conferences, workshops, classrooms, policy forums and community gatherings, Telfer faculty shared evidence with the people positioned to question it, develop it and put it to use.

40^{*}

RESEARCH ENGAGEMENTS

14

countries

12

SDGs represented

From invited lectures in Asia to expert testimony in Canada, Telfer faculty carried research into the forums where ideas are tested, debated and applied. These activities extend the reach of responsible management research and create opportunities for collaboration across sectors, disciplines and borders.



^{*} The activities presented constitute a representative sample of Telfer's contributions during the reporting period and should not be interpreted as an exhaustive account.

GLOBAL REACH

Research shared across borders and disciplines

The year's engagements connected Telfer scholars with academic, policy and professional communities in North America, Europe, Asia and Australia.

CANADA

Ottawa · Toronto · Montréal · Vancouver · Edmonton · Québec · Calgary

UNITED STATES

Philadelphia · Denver · Honolulu · Orlando · West Lafayette

EUROPE

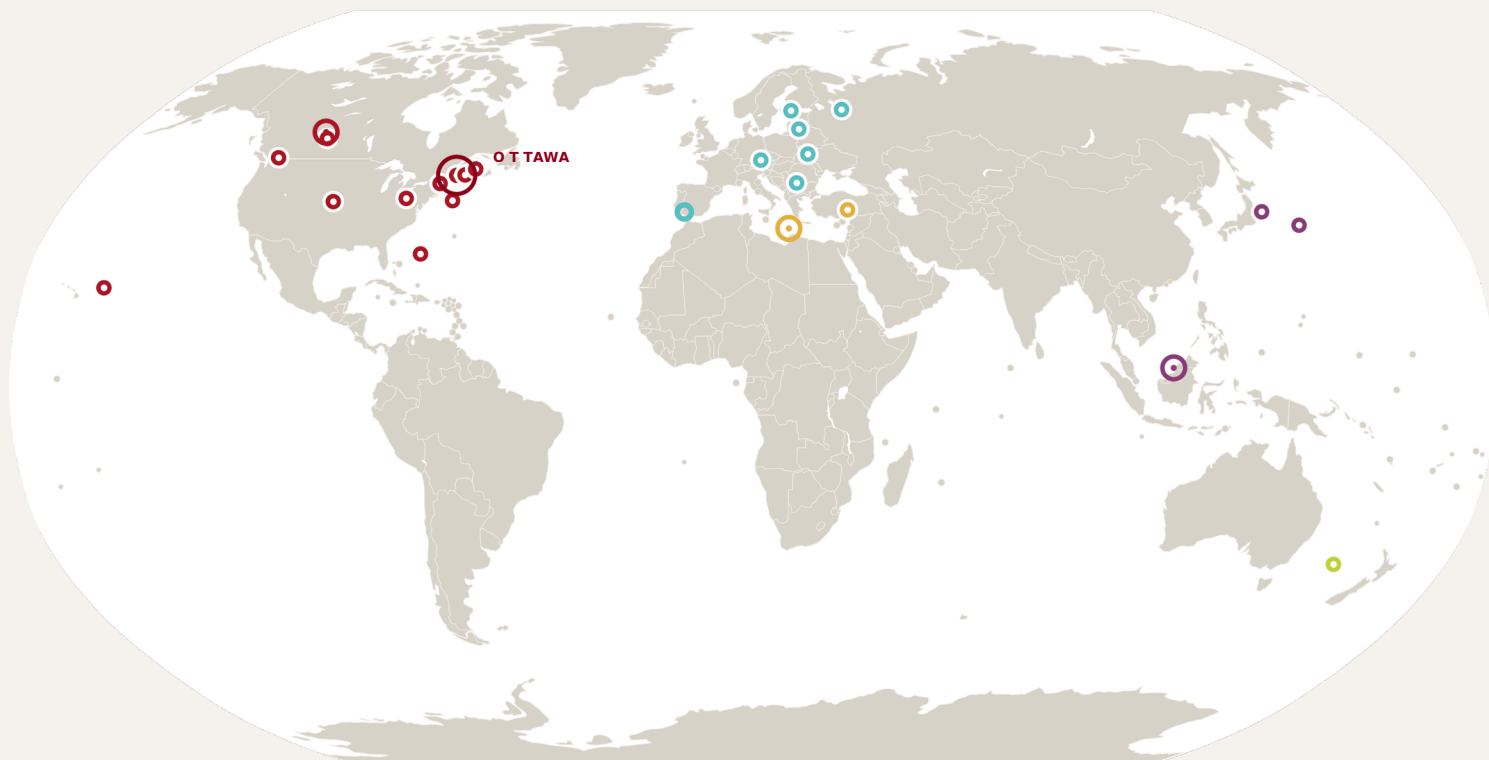
Oslo · Paris · Prague · Helsinki · Florence · Barcelona

ASIA-PACIFIC

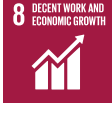
Osaka · Seoul · Malaysia · Melbourne

MEDITERRANEAN

Athens · Thessaloniki · Tunisia



Research Seminars, Conferences & Proceedings

#	Presenter(s)	Title	Event	Location	SDG
1	Bonaccio, S.	Facilitators of Positive Work Experiences for Employees Living with Disabilities	Purdue University	West Lafayette, Indiana, US	 
2	Chehri, A.	Smart Safety: The Role of AI in Protecting People and Infrastructure	Ritsumeikan University	Osaka, Japan	 
3	Chehri, A.	Next-Generation Public Safety in Transportation: A Survey of Methods and Future Research	Curtin University Malaysia	Malaysia	 
4	Chehri, A.	Adaptive Strategies for Emergency Drone Networks: Deep Reinforcement Learning to Enhance Disaster Response	IEEE VTC	Oslo, Norway	
5	Chehri, A.	Building Safer, Smarter Cities: Strategic Directions in Public Safety, ITS, and AI-Driven Network Architectures	Universiti Putra Malaysia	Malaysia	
6	Chehri, A.	A New Frontier for Public Safety: Merging Sensing and Communications in 6G Systems	International Conference on Green Energy, Computing and Sustainable Technology	Malaysia	
7	Chehri, A.	The Convergence of 6G, Wireless Intelligence, and Generative AI: A New Era of Safety and Resilience	Sungkyunkwan University	Seoul, Republic of Korea	 
8	Dimoff, J.K.	Mental health and mental illness in the workplace	What You Need to Know Now: Hostility, Mental Health, and Vulnerable Populations. Symposium at the annual conference of the Society of Industrial and Organizational Psychology	Denver, Colorado, US	 
9	Donia, M.B.L.; Ben Ayed, A.K.; et al	Shaping Minds: How Leaders Influence Subordinates' Corporate Social Responsibility Attributions	22nd European Congress of Work and Organizational Psychology	Prague, Czech Republic	
10	Grudniewicz, A., Coates, A.; Riaz, S.; Probst, J.; Sarwal, K.	"A Done Deal to be Made": Post-Merger Decision-Making for a Rural Hospital in a Multihospital System	Academy of Management Proceedings	Philadelphia Pennsylvania, USA	 

Research Seminars, Conferences & Proceedings

#	Presenter(s)	Title	Event	Location	SDG
11	Hajmohammad, S.; Shevchenko, A.; Pagell, M.	Mindsets and Contexts: Understanding Strategic Choices in For-Profit and Non-Profit Sectors	Decision Sciences Institute Annual Conference	Orlando, Florida, USA	
12	Hajmohammad, S., Moradi, S., Hosseini, M.	Optimizing Resilience and Cost in Multi-Echelon Supply Chains: A Two-Stage Stochastic Programming Approach	2026 Western Decision Sciences Institute Annual Conference	Vancouver, British Columbia, Canada	
13	Hamzaoui-Essoussi, L.; Ben Ayed, A.K.; et al	Threads of Consumption Values: Weaving Upcycling Fashion for a Sustainable Future	ATINER 23rd International Annual Conference on Marketing	Athens, Greece	
14	Hannigan, T.	How to Best Promote and Grow Private Sector Investment in Research and Development in Canada	Expert Witness testimony	Canada (federal expert testimony)	
15	Jaana, M.; Cao, C.	Determinants of Clinical AI Use and Priorities for Support: Insights from Canadian Physicians	Canadian Association of Health Services and Policy Research (CAHSPR) Conference	Ottawa, Canada	
16	Jaana, M.; Mayville-Fortin C.	Small Hospital, Big System: Insights from an Epic Implementation in a Rural Context	CAHSPR Conference	Ottawa, Canada	
17	Jaana, M.; Cruise D.	Rethinking Performance Measurement in Long-Term Care: Insights from a Delphi Study of Managers and Directors	CAHSPR Conference	Ottawa, Canada	
18	Kouamé, S.	Studying Emotion in Strategy & Entrepreneurship PDW	Academy of Management Annual Meeting	Philadelphia, United States	
19	Lajili, K.	Circular Economy in the Agricultural and Food Sector: Opportunities and Challenges	Research conference and workshop , Higher School of Agriculture of Mograne	Tunisia	
20	Lajili, K.	Exploring the missing links and moderating factors in the advancement of women to top management teams	Research paper presentation and workshop on qualitative research in Finance and Accounting, Mediterranean School of Business (MSB)	Tunisia	
21	Chen, C.; Li, T.; Li, Y.	The Butterfly Effect: Global Disparity in Environmental Policies and Environmental Performance	Canadian Academic Accounting Association (CAAA) 2025 annual meeting	Toronto, Ontario, Canada	

Research Seminars, Conferences & Proceedings

#	Presenter(s)	Title	Event	Location	SDG
22	Manseau, J.	The Dark Side of Biometric Technologies	Hawaii International Conference on System Sciences (HICSS)	Honolulu, Hawaii, USA	 
23	Mahmoudi Mesineh, M., Marques, J-C. & Mazutis, D.	Different uncertainties, different pathways: How cognitive and variability uncertainty build or erode joint power in meta-organizations,	European Group for Organisation Studies (EGOS)	Bergamo, Italy; virtual	 
24	Mazutis, D.	The Architecture of Hope: Rethinking Sustainable Construction	Group for Research on Organizations and the Natural Environment (GRONEN)	Barcelona, Spain	   
25	Mazutis, D.	Under Construction: Leveraging Hope to Build Sustainable Communities	Organization Studies Summer Workshop	Thessaloniki , Greece	   
26	Segal, E. & Mazutis, D.	Plaex: Solving Housing, Climate & Waste Issues One Brick at a Time (case study	Administrative Sciences Association of Canada (ASAC)	Calgary, AB	   
27	Nubi, A., Mazutis, D. & Dimiševskis, I.,	Policy Mix Imbalances in Sustainability Transitions: Mapping Low Carbon and Circular Economy Policies in Canada's Construction Sector	ASAC	Calgary, AB	    
28	Mahmoudi Mesineh, M.; Mazutis, D. & Marques, J-	Strategic Foresight and Corporate Sustainability: A Comprehensive Systematic Literature Review	ASAC	Calgary, AB	  
29	Nubi, A. & Mazutis, D.	Building the Future: Fostering Low-Carbon and Circular Economy Transitions in the Construction Industry Through	Smart Prosperity Institute (SPI)/Economics and Environmental Policy Research Network (EEPRN)	Ottawa, Canada	    
30	Mulvey, M.S.; Belanger, C.; Krishnamurthy, P.	Cultural cartography: Pathways to enhance netnographic integration	58th Hawaii International Conference on System Sciences (HICSS)	Hawaii	

Research Seminars, Conferences & Proceedings

#	Presenter(s)	Title	Event	Location	SDG
31	Mulvey, M.S. et al.	Ensuring inclusive mobility at multimodal hubs: Addressing accessibility considerations in intelligent transportation systems	ITS Canada Annual Conference	Ottawa, Canada	
32	Scanlon, M.; O'Reilly, J. ; Noseworthy, N.	Helping employees with ADHD to thrive: How organizations can build a neuroinclusive workplace	17th Conference of the European Academy of Occupational Health Psychology	Helsinki, Finland	 
33	Jhander, R., O'Sullivan, S.L.	Indigenous voices in higher education: A proposed integrative model	Annual Meeting of the European Academy of Management (EURAM), Track ST05_02 (Diversity issues in cultural context)	Florence, Italy	 
34	Persaud, A.	Agri-Food sustainability, food security and technological innovation: Insights from the last decade of research	International Association for Management of Technology (IAMOT)	Montreal, Canada	 
35	Moradi, S.; Patrick, J. ; Sauré, A.	A Relaxation-Based Decomposition Approach for Solving a Supported-Evacuation Problem in Wildfires	CORS Annual Meeting	Edmonton, Alberta, Canada	
36	Peredo, A. M.	Indigenous Economies working-group leader	Dilin Duwa Dialogues: Indigenous Enterprising Conference	Melbourne, Australia	  
37	Peredo, A. M. ; Henriques, I.; Colbourne, R.	Toward Inclusive Prosperity: Rethinking Indigenous Procurement in Canada and Beyond	Cando National Conference and Annual General Meeting	Wendake/Q uébec, Canada	  
38	Peredo, A. M. ; Henriques, I.; et al.	Building the Cando Urban Reserve Toolkit: Co-Creating Strategies for Indigenous-Led Development	Cando National Conference and Annual General Meeting	Wendake/Q uébec, Canada	  
39	Khorasani, N.; Toubiana, M.	Building Connections around Perimenopause in the Workplace	Perimenopause knowledge mobilization and panel event, University of Alberta	Alberta, Canada	  
40	Effah, E.; Qi, Y.; Zhang, R.	The Unseen Cost of Green Policies: The Impact of Environmental Regulation on Workplace Safety	CAAA Annual Conference	Toronto, Canada	 

Research awards and recognition



Honours earned by Telfer researchers from September 2025 to August 2026

Mirou Jaana

Research on digital health and long-term care shows how organizations can adopt technology in ways that improve care and strengthen health systems.



Her research asks practical questions with system-wide consequences: how long-term care homes adopt technology, how leaders make digital investment decisions and how assistive technologies can support aging populations.

RESEARCH CONTRIBUTION

Jaana connects health informatics with health care management. Her work helps explain why promising technologies succeed in some settings and struggle in others.

RESEARCH LEADERSHIP

Her record includes SSHRC and CIHR funding, influential publications and sustained mentorship across the MSc, PhD and MHA programs.

**RBC FINANCIAL GROUP PROFESSOR IN
HEALTH CARE SYSTEMS**

The award recognizes the reach of a research program that links digital innovation to the realities of care delivery.

3 GOOD HEALTH
AND WELL-BEING



9 INDUSTRY, INNOVATION
AND INFRASTRUCTURE



10 REDUCED
INEQUALITIES



Jennifer Dimoff

Workplace health research designed to reach the people who can use it.



“Being an industrial/organizational psychologist means that I have the unique privilege of being a scientist-practitioner, someone who bridges the gap between research and business.”

JENNIFER DIMOFF

Professor of Organizational Behaviour and Human Resources

RESEARCH IN PRACTICE

Dimoff co-creates research with organizations and translates evidence on workplace mental health and women’s workforce experiences into training, tools and organizational change.

10,000+

leaders trained through Workplace Mental Health Training for Managers across Canada, the United States and the United Kingdom

Knowledge mobilization becomes measurable when research changes what leaders know and do.



Milena Parent

The North American Society for Sport Management honoured a sustained record of scholarship in sport governance, strategy and event management.



DISTINGUISHED RESEARCH AWARD

North American Society for Sport Management

The award recognizes extraordinary scientific contributions to sport management. Parent's research examines governance and strategy in national sport systems and major events, including the Olympic Games.

WHY THE WORK MATTERS

Sport organizations influence participation, public investment and community wellbeing. Strong governance helps these systems remain accountable, resilient and inclusive.

A field-level distinction for research that connects organization theory with the institutions shaping sport.



Daina Mazutis

Two honors from the Administrative Sciences Association of Canada (ASAC)
Social Responsibility Division



01 **BEST PAPER AWARD** Social Responsibility Division

Recognizing research judged by the division to make an outstanding scholarly contribution to social responsibility.

Lead author: Afolasade Nubi | Co author: Ingus Dimiņevskis

02 **HONOURABLE MENTION** Best Paper Award, Social Responsibility Division

A second paper recognized in the same division, reflecting the breadth and quality of Mazutis's sustainability scholarship in 2026.

Lead Author: Maryam Mahmoudi Mesineh

Co-Author: Jose-Carlos Marques

Endowed Professor of Ethics, Responsibility and Sustainability

Director of Sustainability and Director, Telfer Green Academy

Co-Lead, Centre for Sustainable Impact

03 **AWARD OF EXCELLENCE** Telfer School of Management

A broader institutional distinction recognizing Mazutis's overall contribution as a full-time professor. It complements her research honours while reflecting excellence across the wider academic mission.



Madeline Toubiana

BEST REVIEWER AWARD

Academy of Management Perspectives

Recognized for the scholarly work
behind excellent research



PROFESSOR OF STRATEGY AND ORGANIZATION
Desmarais Chair in Entrepreneurship

02 **BEST PAPER AWARD** RENT XXXIX Conference

Conference recognition for research excellence in entrepreneurship, where ideas about enterprise, institutions and social change are tested through rigorous scholarship.

RESEARCH THAT SUPPORTS SOCIAL CHANGE

Toubiana studies what enables people, organizations and communities to thrive. Her research examines how emotions, stigmatization and entrepreneurship can impede or catalyze social change, with particular attention to marginalized people and inclusive institutions.



RESEARCH FELLOWSHIP

Jane O'Reilly

Workplace wellbeing begins with how people experience work

IAN TELFER FELLOWSHIP ON WORKPLACE WELLBEING

Telfer School of Management



ASSOCIATE PROFESSOR

Organizational Behaviour and Human Resources
Director, Triple-I Lab

THE RESEARCH QUESTION

What helps employees thrive, and what prevents psychological, physical and emotional wellbeing at work?

RELATIONSHIPS SHAPE WELLBEING

O'Reilly examines how workplace relationships and social interactions influence employee wellbeing. Her current studies focus on social mistreatment as a barrier to healthy work and on the experiences of employees living with mental illness.



RESEARCH RECOGNITION

Michael Mulvey.

Turning consumer research into more inclusive journeys



FULL PROFESSOR OF MARKETING

Co-leader, Daring to Travel LIFE Research
Team Member, LIFE Research Institute

01

INAUGURAL RECIPIENT

KNOWLEDGE MOBILIZATION EXCELLENCE AWARD

Telfer School of Management

The award recognizes innovative, impactful ways of sharing research beyond the scientific community, strengthening the connection between academic knowledge and society.

RESEARCH IN ACTION

Inclusive air travel is where Mulvey's research becomes policy, design and practice.

FROM INSIGHT TO SYSTEMIC CHANGE

Mulvey studies how products, services, brands and behaviours become personally meaningful to consumers. Through Daring to Travel, that expertise is mobilized with older adults, people living with dementia and disabilities, caregivers, advocacy groups, airports, airlines and regulators.

Supported by Transport Canada, the interdisciplinary initiative co-creates practical solutions to remove barriers to air travel. Its recommendations have helped inform national accessibility guidance and Canada's contribution to international aviation standards - demonstrating how research can move from listening, to collaboration, to lasting change.



Health and well-being | Accessible participation | Inclusive mobility | Cross-sector collaboration

RESEARCH RECOGNITION

Timothy Hannigan

Three distinctions spanning responsible AI, entrepreneurship and research leadership



ASSOCIATE PROFESSOR

Strategy and Organization

Father Edgar Thivierge Chair in Canadian Business

01

ESTABLISHED RESEARCHER AWARD

Telfer School of Management | 2025

Recognizing international research impact, publication excellence, funding success and the development of future scholars.

02

BEST PAPER AWARD

Business Horizons | 2025

For 'Beware of botshit,' a practical framework for managing the epistemic risks of generative chatbots.

03

PLATINUM WETHERBE AWARD

Entrepreneur & Innovation Exchange | 2025

With Michael Lounsbury, for an entrepreneurship article surpassing 500,000 views and translating research for a global practitioner audience.

RESEARCH THAT TRAVELS

Hannigan examines how markets, technologies and institutions emerge, and how leaders can navigate them responsibly before the rules are settled.

Across AI governance, blockchain and entrepreneurial ecosystems, his work connects rigorous scholarship with organizational decisions, public trust and practical possibility.



Research training | Entrepreneurial opportunity |
Responsible innovation | Trustworthy institutions

Christopher Sun

Building faster, fairer and more inclusive health systems



01

EMERGING RESEARCHER AWARD

Telfer School of Management

Recognizing outstanding potential to produce original and impactful research, together with a strong commitment to research innovation and student development.

A FAIRER FUTURE FOR HEALTH AI

“The goal is to build AI that reduces disparities rather than perpetuate them.”

ASSISTANT PROFESSOR

Canada Research Chair in Data Analytics for Health Systems Transformation
Scientist, University of Ottawa Heart Institute

FROM ALGORITHMS TO BETTER CARE

Sun works at the intersection of artificial intelligence, optimization, public health and health equity. His models help hospitals anticipate emergencies, allocate scarce resources and improve clinical decisions - while confronting the risk that health data can reproduce existing inequities.

His research brings management, medicine and data science together through partnerships with the University of Ottawa Heart Institute and other health institutions. The result is a research program focused not only on technical performance, but on whether AI is accurate, trusted, implementable and fair for the patients it is meant to serve.



Health outcomes | Responsible AI | Equitable care | Clinical and academic partnership

RESEARCH RECOGNITION

Mathieu Bouchard

Research excellence and service to the scholarly community



ASSISTANT PROFESSOR

Strategy and Organization

Founder, Prefiguration Lab

Research: activism, work and social change

01

BEST PAPER DESIGNATION

Academy of Management | OMT Division

'Liminal Becomings' examines the long struggle of peer-support workers to establish a recognized professional role within Quebec's mental-health system.

With Luciano Barin Cruz, Ann Langley and Steve Maguire

02

ABCD REVIEWING AWARD

Organization and Management Theory Division

Recognizing peer-review work distinguished by its helpfulness, civility, depth and insight - service that strengthens the quality of management scholarship.

MAKING INVISIBLE WORK VISIBLE

Peer-support workers contribute lived experience to mental-health care, yet often remain between community and professional systems.

Bouchard's longitudinal research examines how that in-between position can create possibility and tension - and what professional recognition means for workers, teams and institutions.



Mental-health systems | Professional recognition | Inclusion | Stronger institutions

Lavagnon Ika

Five distinctions for scholarship, leadership and public influence



FULL PROFESSOR OF PROJECT MANAGEMENT

University of Ottawa Senghor Chair in Humanistic
Project Governance
Founding Director, Major Projects Observatory

01 HALL OF FAMER

PMI Ottawa Valley Outaouais Chapter | 2025

Recognizing an enduring contribution to the project-management community and profession.

02 WORLD'S TOP 2% SCIENTISTS

Stanford-Elsevier | 2025

Bibliometric recognition of sustained scholarly influence and citation impact.

03 TOP 20 PROJECT MANAGERS IN CANADA

Favikon | 2025

National recognition for influence at the intersection of research, practice and public thought leadership.

04 TOP 50 GLOBAL THOUGHT LEADERS

ConsultClarity | 2026

International visibility for ideas shaping how complex projects are understood and governed.

05 FROM AFRICA TO THE WORLD

African Chief Executives Magazine | 2025

A cover feature recognizing Ika's leadership in the global conversation on infrastructure and development effectiveness.

PROJECTS AS VEHICLES FOR PUBLIC VALUE

Ika's research asks why major infrastructure and development projects underperform - and how better governance, realistic decision-making and attention to public value can help them deliver lasting benefits. His work connects project performance to sustainable infrastructure, inclusive communities, accountable institutions and international cooperation.



RESEARCH RECOGNITION

Recognition across sustainable finance, health systems, entrepreneurship and digital innovation



Fabio Moneta

FULL PROFESSOR, FINANCE



RESEARCH FELLOWSHIP

Institute for Sustainable Finance, Queen's University

Recognizing leadership in sustainable finance, responsible investing and the transition toward more accountable capital markets.



Jonathan Patrick

FULL PROFESSOR, BAIS



FIRST PLACE, BEST PAPER

CORS Healthcare Special Interest Group | 2025

Award-winning operations research focused on improving healthcare planning, scheduling, capacity and patient access.



Ramzi Fathallah

ASSOCIATE PROFESSOR, MANAGEMENT



BEST REVIEWER

Journal of Business Venturing

Honouring rigorous and constructive peer review that strengthens entrepreneurship research and supports a trustworthy scholarly community.



Abdellah Chehri

ADJUNCT AND PART-TIME PROFESSOR



WORLD'S TOP 2% SCIENTISTS

Stanford-Elsevier

Recognizing global citation impact in AI, cybersecurity, connected systems and technologies that support resilient communities.



GRADUATE STUDENTS: SDG-ALIGNED SCHOLARSHIPS & AWARDS

Across scholarships, research grants and competitive awards, Telfer graduate researchers are turning questions into evidence, and evidence into healthier workplaces, more inclusive institutions, stronger systems and more sustainable markets.

22

GRADUATE RESEARCHERS
RECOGNIZED

30

AWARDS, SCHOLARSHIPS &
GRANTS

3

FORMS OF RESEARCH
SUPPORT

A RESEARCH PIPELINE, NOT A PRIZE LIST

Scholarships create time to think deeply. Research grants make fieldwork, data and experimentation possible. Awards recognize the clarity, relevance and promise of the work. Together, they form an ecosystem that helps emerging scholars move from an important question to research that can shape policy, practice and public life.



This year at a glance

16 scholarship awards supported sustained inquiry. Three research grants advanced work on burnout, sustainable finance and corporate foresight. Eleven student awards recognized research communication, program engagement and digital-transformation scholarship.

Six ideas. One podium.

The 2026 Graduate Research Programs Thesis Competition celebrated students who could make complex work clear, consequential and memorable.



ORAL | 1ST Shaista Jaffer

The strategic use of share repurchases

How firms may deploy buybacks as leverage in union labour negotiations.



ORAL | 2ND Manal Chakra

From dark to light

Understanding - and mitigating - the harmful effects of dark-triad employees on others at work.



ORAL | 3RD Danielle Cruise

Performance in long-term care

Identifying the conditions and key success factors that strengthen Ontario long-term-care homes.



POSTER | 1ST Maria Adams

Mental-health disclosure at work

Weighing the costs and benefits when leaders and employees disclose mental-health experiences.



POSTER | 2ND Yasaman Gheidar

Trustable peer-support systems

Designing theory-driven digital support for health-care workers in high-risk professions.



POSTER | 3RD Amanda Kutenski

Electronic medical records in practice

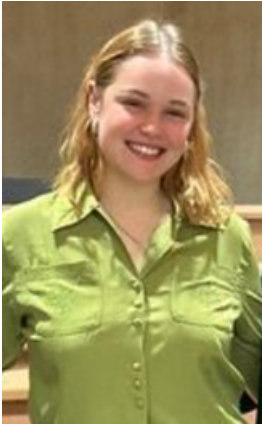
Examining how an EMR system changes work practices and quality of care in an acute-care hospital.



RESEARCH GRANTS

Three projects with room to move

Targeted grants gave three doctoral researchers the means to test urgent questions at the intersection of human wellbeing, finance and sustainability.



STUDENT THESIS RESEARCH GRANT

Caroline Arner

The impact of servant leadership style variability on burnout

Leadership is often studied as a stable trait. This project asks what happens when employees experience a leader as inconsistent from day to day - and whether that variability itself becomes a demand that contributes to burnout.

A MORE PRECISE VIEW OF LEADERSHIP AND EMPLOYEE WELLBEING.



TELFER GREEN ACADEMY GRANT

Guilda Akbari

What drives the return and risk of ESG mutual funds?

Combining machine learning with enhanced ESG measurement, this research examines the financial dynamics of sustainability-oriented funds. It connects better data with a practical question for investors: what actually explains ESG fund performance and risk?

SHARPER EVIDENCE FOR RESPONSIBLE INVESTMENT DECISIONS.



TELFER GREEN ACADEMY GRANT

Maryam Mahmoudi Mesineh

Strategic foresight and corporate sustainability under deep uncertainty

This project explores how organizations can use foresight when climate, policy and market conditions cannot be forecast with confidence. The goal is not to predict one future, but to help decision-makers build strategies resilient across several plausible futures.

DECISION TOOLS FOR LONG-TERM SUSTAINABILITY UNDER UNCERTAINTY.



Time to pursue consequential questions

Sixteen scholarship awards supported fifteen students across health systems, workplace wellbeing, inclusion, finance and digital transformation.

HEALTH & WELLBEING



<u>Danielle Cruise</u>	Francois Julien Doctoral Research Scholarship	Long-term-care performance
<u>Mikaila Ortynsky</u>	Francois Julien Doctoral Research Scholarship	Emotional labour, mindfulness and abusive supervision
<u>Shahryar Moradi</u>	BMO Graduate Bursary	Decision-making in health-care operations
<u>Naren Lokesh</u>	Canada Graduate Research Scholarship - Master's	Food insecurity

INCLUSIVE WORK & SOCIETY



<u>Catherine Stone</u>	Canada Graduate Research Scholarship - Master's	Language cues and stereotyped identities
<u>Asef Upal</u>	Ontario Graduate Scholarship + QEII-GSST	Remote work and perceived organizational support
<u>Manal Chakra</u>	Triple I Advancement Scholarship	When Machiavellian employees help others
<u>Sunghyun Jeong</u>	Canada Graduate Research Scholarship - Master's	Gender, socioeconomic status and forbearance leadership
<u>Yiyao Guo</u>	Triple I Advancement Scholarship	Ambivalence toward diversity training

RESPONSIBLE MARKETS & DECISIONS



<u>Parker Hamilton</u>	SSHRC scholarship	Temporal framing and retirement savings
<u>Shaista Jaffer</u>	Sheila M. Puffer Scholarship	Share repurchases and union negotiations
<u>Maryam Mahmoudi Mesineh</u>	Canada Graduate Research Scholarship - Doctoral	Strategic foresight and corporate sustainability

DIGITAL TRANSFORMATION



Ahmad Hayajneh

Ontario Graduate Scholarship

PhD in Digital Transformation and Innovation

Kimberley Nault

Queen Elizabeth II Graduate Scholarship

PhD in Digital Transformation and Innovation

Tin Pham

Queen Elizabeth II Graduate Scholarship

PhD in Digital Transformation and Innovation

WHY THIS SUPPORT MATTERS

A scholarship does more than recognize academic excellence. It gives a researcher the capacity to refine a question, deepen a method and stay with a difficult problem long enough to produce knowledge that others can use.

STUDENT RECOGNITION

Beyond the podium

Recognition extends beyond competition results. These awards celebrate the students who strengthen doctoral culture and advance promising research in digital transformation and innovation.

PHD STUDENT ENGAGEMENT AWARD

Research culture is built not only through individual achievement, but through the people who strengthen the intellectual and collegial life of a program.



Carolina Jimenez Pena

Strategy & Organization



Danielle Cruise

Health Systems

Nitrex Telfer DTI PhD Award Competition

Three doctoral researchers were recognized through the 2025 competition, highlighting the depth of emerging scholarship in the fast-evolving field of digital transformation and innovation.



Ahmad Hayajneh

PhD, Digital
Transformation &
Innovation

Ola Eltelbany

PhD, Digital
Transformation &
Innovation

Yasaman Gheidar

Trustable peer-
support systems
for health-care
workers

Together, these distinctions show graduate research as a continuum: students are supported to investigate, challenged to communicate and recognized for contributing to the communities in which scholarship takes shape.

GRADUATE RESEARCH RECOGNITION

Maryam Mahmoudi

HM

HONOURABLE MENTION

Social Responsibility Division
ASAC 2026 | Calgary

SUPERVISORS

Daina Mazutis

José Carlos Marques

AWARD-WINNING PAPER

Strategic foresight meets corporate sustainability

Strategic Foresight and Corporate
Sustainability: A Comprehensive
Systematic Literature Review



Mahmoudi's research examines how organizations can use strategic foresight to anticipate change and integrate sustainability into long-term decision-making. By systematically bringing together a fragmented body of scholarship, the paper clarifies what is known, identifies gaps, and creates a stronger foundation for future research and responsible management practice.



Afolasade Nubi

University of Ottawa's Institute of the Environment PhD student Afolasade, supervised by Telfer professor Daina Mazutis is turning a national policy map into an award-winning contribution.



ASAC 2026 | CALGARY

Best Paper Award

Social Responsibility Division

Nubi received the division's Best Paper Award for research mapping the policy landscape shaping Canada's transition toward low-carbon and circular construction.

AWARD-WINNING PAPER

Policy Mix Imbalances in Sustainability Transitions: Mapping Low-Carbon and Circular Economy Policies in Canada's Construction Sector

AFOLASADE NUBI DAINA MAZUTIS INGUS DIMISEVSKIS

What the research uncovered

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**LOW-CARBON AND
CIRCULAR
ECONOMY
POLICIES MAPPED**

Nubi's doctoral research at the Institute of the Environment, supervised by Professor Daina Mazutis, brings together environmental engineering, management and public policy to examine Canada's transition toward low-carbon and circular construction. The study examined policies across Canada through five lenses: governance level, policy instrument, enforcement, policy focus and stage of the building lifecycle.

Viewed as a system, the map exposes gaps and imbalances that can slow the construction sector's transition. It asks not only whether policies exist, but whether they work together coherently and address the full lifecycle of buildings and materials.

FROM CONFERENCE PAPER TO DOCTORAL IMPACT

The paper forms part of Nubi's doctoral research on how Canada's construction and development industry can transition toward sustainability. Supervised by Professor Daina Mazutis, the work connects environmental engineering, management and public policy to develop actionable insight for policymakers and industry leaders.

Research ecosystem

Supported by the Smart Prosperity Institute, EEPRN and SSHRC.



Telfer Research Seminar Series

Across the 2025-2026 academic year, the Telfer Research Seminar Series connected emerging and established scholarship with the questions facing organizations and society. Eleven seminars turned the School into a forum for evidence, critique and practical possibility.

11 SEMINARS
September 2025-May 2026

10 SDGs ENGAGED
From poverty to strong institutions

1 SHARED SPACE
Research, practice and learning

SEP 19
2025



DAPHNE DEMETRY

Control, Care, and Culinary Practice

Using fine dining as a setting for organizational change, Demetry examined how chefs combine historically hierarchical forms of control with emerging approaches centred on individualized care and personal growth. The seminar surfaced the practical tensions involved when healthier workplace norms challenge deeply embedded professional traditions.

OCT 24
2025



MICHAEL BARNETT

Greenwashing? The Reality of Voluntary Corporate Sustainability

Barnett revisited the business case for social and environmental responsibility: if responsible conduct can create value, why does harmful corporate behaviour persist? Drawing across a body of research, he identified the limits of voluntary action and considered how firms can pursue sustainability in ways that genuinely support society and the planet.

NOV 7
2025



BRIAN DENTON

Optimizing Disease Surveillance under Model Ambiguity

Clinical studies can produce competing risk models, leaving physicians uncertain about which evidence should guide patient recommendations. Denton presented optimization methods that account for this ambiguity and applied them to active surveillance for prostate cancer - linking analytics, uncertainty and safer health-care decision-making.

Institutions in transition

The conversation turned to the organizational conditions that make responsible innovation possible: credible AI adoption, transparent reporting and teaching that responds constructively to technological change.

NOV 21
2025



DEVAN MESCALL

What Makes Organizational AI Adoption Succeed?

Drawing on tax-administration data from 64 countries between 2016 and 2022, Mescall examined when investment in AI tools translates into better organizational processes. The study moved the conversation beyond acquiring technology to the institutional capabilities, data conditions and implementation choices that make responsible digital transformation possible.

MAR 6
2026



LINDA THORNE

IFRS 18, Audited Notes and Investor Judgment

Thorne explored how relocating non-GAAP management performance measures into audited financial-statement notes changes their use by investors with different levels of expertise. The findings illuminate how reporting design and assurance can influence judgment, supporting more transparent and accountable financial markets.

MAR 13
2026



SÉBASTIEN MARTIN

Teaching with AI

Rather than treating generative AI only as a threat to assessment and academic integrity, Martin examined how educators can use the same tools to strengthen learning. The session offered a practical view of AI-enabled course design while keeping purposeful pedagogy, critical thinking and responsible use at the centre.

Evidence for fairer systems

Across finance, entrepreneurship and health care, these seminars made visible the rules, incentives and structural conditions that shape who receives information, opportunity and access.

MAR 27
2026



SHAKER ZAHRA

Socioeconomic Class and Risk-Taking by Micro-entrepreneurs

Focusing on women micro-entrepreneurs in Pakistan, Zahra investigated why necessity-driven entrepreneurs may struggle to make the risky investments required to sustain and grow their businesses. The research connected poverty, class and entrepreneurial decision-making, challenging simple narratives of entrepreneurship as an automatic pathway out of poverty.

APR 10
2026



AMY COHN

Avoiding the Health-Care Access Death Spiral

Cohn argued that expanding capacity does not automatically resolve long waits and may create unintended downstream consequences. A systems-based approach makes those interdependencies visible, helping decision-makers evaluate access interventions across the full care pathway and pursue solutions that work for patients, families and providers.

Identity, memory and belonging

The final seminars examined how organizations live with contested histories and political difference - asking what responsible management requires when identity itself becomes the terrain of disagreement.

APR 17
2026



KISHA LASHLEY

Organizational Cleaving and the Morally Bounded Identity

Through a two-century organizational case, Lashley considered what institutions can do when a central part of their history becomes morally contested. The research examined how organizations selectively remember, reinterpret or separate from difficult legacies - and how identity work can respond to irreconcilable stakeholder interpretations of the past.

MAY 8
2026



SEAN BUCHANAN

Ideological Misfits inside Partisan Organizations

Buchanan explored how people whose political identity differs from the dominant organizational culture respond to persistent identity conflict. His framework distinguishes tempered and untempered radicalism, showing how belonging, disclosure and the quest for significance can shape whether difference becomes constructive challenge or deepened polarization.

THE QUESTION RUNNING THROUGH THE YEAR

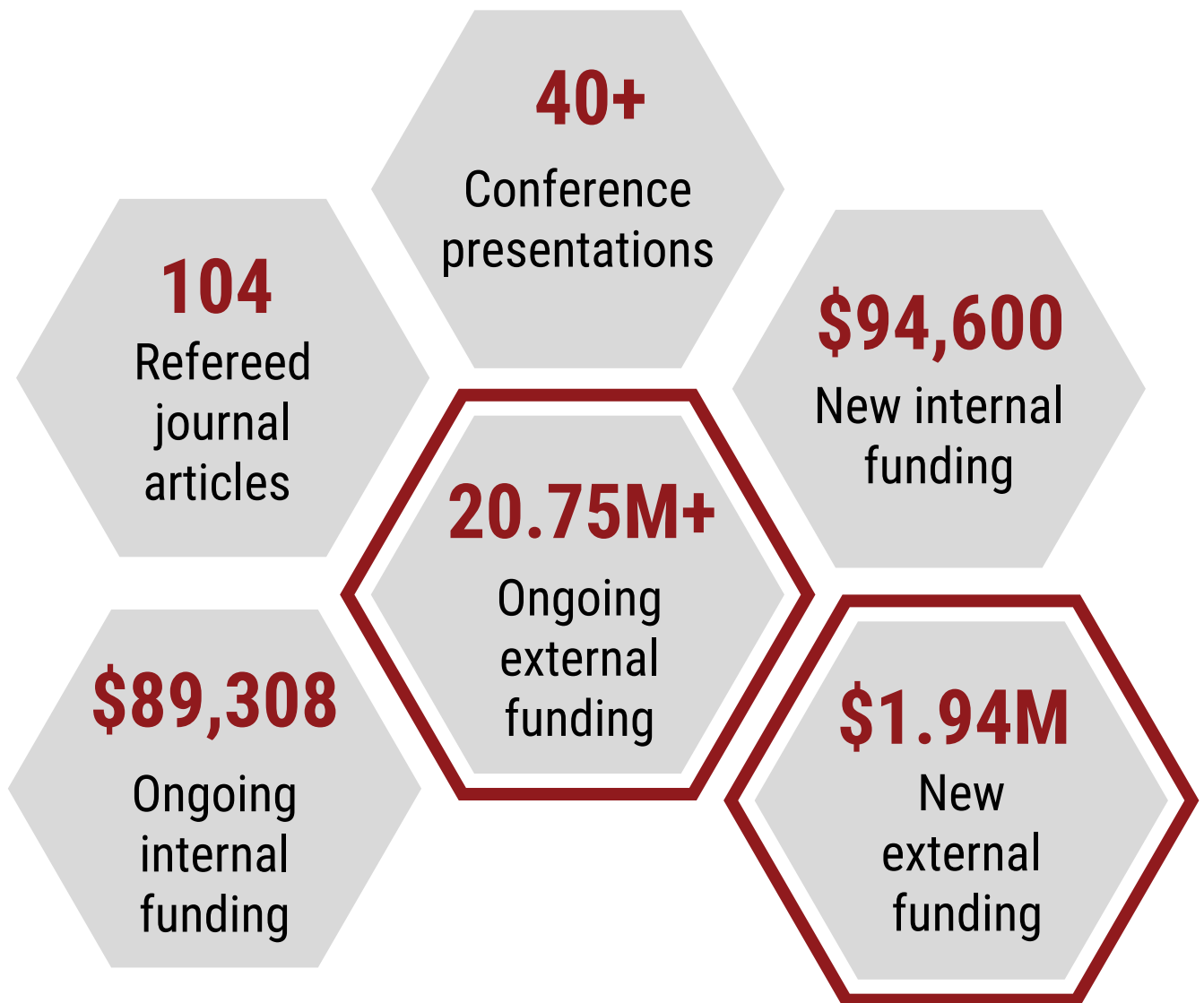
How can organizations change - technologically, socially and institutionally - without losing sight of the people, communities and systems affected by that change?

A YEAR OF RESEARCH EXCHANGE

Taken together, the series showed responsible management as a living research agenda. The year connected human wellbeing, education, innovation, accountable institutions and environmental responsibility - while giving students direct access to the scholars and ideas reshaping each field.



OUR SUCCESS IN NUMBERS 2026



Partner

We engage people from business, government, civil society, and academia to advance responsible and accountable management education and practice.

5

COMMUNITY-ENGAGED LEARNING | SEPTEMBER 2025 - AUGUST 2026

LEARNING THAT LEAVES THE CLASSROOM

Community-engaged learning (CEL) connected Telfer courses to real needs across the region. Students contributed their skills within community settings, while partner insight made the curriculum more relevant, grounded and accountable.

359

PLACEMENTS MATCHED

Across 76 distinct projects or placement opportunities, students applied classroom knowledge while building experience, relationships and value with community partners.

340

UNIQUE STUDENTS

43

UNIQUE COMMUNITY PARTNERS

76

UNIQUE PROJECTS OR PLACEMENTS

34%

117 INTERNATIONAL STUDENTS

Nearly one in three participants brought an international perspective to local community work, strengthening intercultural learning while building Canadian experience and connections.

EACH PLACEMENT WAS A POINT OF EXCHANGE:

student capacity met community knowledge, and learning became contribution.

LOCAL KNOWLEDGE.SHARED PURPOSE.

Every organization below opened a door for students to contribute, learn and build trust through practice.

COMMUNITY, INCLUSION & LOCAL DEVELOPMENT

Alliance of Canadian Land Trusts
Aylmer Food Centre
Black Community Council of Gatineau (BCCG)
Carrefour Jeunesse-Emploi de l'Outaouais
Connected Canadians
Eden's Refuge
Fondation Bien-Etre Pour Tous
HungerLink Foundation
Islamic Center of Outaouais
Municipality of North Grenville
North Grenville Chamber of Commerce
Open Door Kitchen (Dovercourt Recreational Centre) Partage Chelsea Share
Rideau-Rockcliffe Community Resource Centre (RRCRC) Sustainable Eastern Ontario (SEO)

EDUCATION, YOUTH & CAMPUS

Canadian Parents for French
CECCE - Conseil des ecoles catholiques du Centre-Est
CECCE Ecole elementaire catholique Laurier-Carriere
CECCE Ecole elementaire catholique Roger-St-Denis
CEPEO Ecole secondaire publique Gisele-Lalonde
CEPEO Ecole secondaire publique Louis-Riel
JA Canada
PPBS Ecole secondaire Du Versant
PPBS Leucan
uOttawa Career Corner
uOttawa Telfer School of Management MEMOS

SDG MONTH COLLABORATORS

SDSN Canada / Green Academy / CSIID / Telfer Sustainability Task Force / Office of Campus Sustainability / Institute of the Environment / Faculty of Education / Faculty of Law / WUSC / Career Corner / Entrepreneurship Hub / Telfer Competitions Committee / Upcycling Club / Friendlier / Electric Vehicle Council of Ottawa / Employment and Social Development Canada / City of Ottawa / Growcer / TEC Canada / Equiterre

HEALTH & WELL-BEING

Boxing 4 Health
Bruyere Health
Caldwell Family Centre
Children's Hospital of Eastern Ontario (CHEO)
Centre integre de sante et de services sociaux de l'Outaouais
Hopital Montfort
Kemptville District Hospital
Ottawa Nurse Practitioner Led Clinic
Ottawa Pacers Speed Skating Club
Ottawa Shooting Stars Basketball Club
Ottawa West Four Rivers Ontario Health Team
The Royal Ottawa Mental Health Centre

CLIMATE, NATURE & PUBLIC SERVICE

Blue Fish Canada
City of Ottawa - CityStudio
UOCA Upcycling Club uOttawa
uOttawa Office of Campus Sustainability Kindred Purpose Consultants

INNOVATION SPRINT CONTRIBUTORS

Circular Innovation Council / WSP / EcoEquitable / Export Development Canada / Food Cycle Science (FoodCycler) / CAFES Ottawa / Eco Safe Sense / The Upcycling Club / Nu Grocery / Amano Gardens / Office of Campus Sustainability / Friendlier / Community Service Learning at the University of Ottawa / Business + Higher Education Roundtable / Happy Roots Foundation / Roberts Smart Centre / Parkdale Food Centre / Housing for Indigenous Youth / Kind Space / BGC Ottawa / Ottawa Community Land Trust / Operation Come Home / Youth Services Bureau of Ottawa / Canadian Mental Health Association / Ottawa Basketball Network / Mashkawazi wagamig Indigenous Resource Centre / Alliance to End Homelessness Ottawa / housing advocates, health workers and people with lived experience

PARTNERSHIP WAS NOT AN ADDITION TO THE YEAR. IT WAS HOW THE YEAR HAPPENED.

PARTNERSHIPS IN ORBIT

Interconnected ecosystems. One shared commitment to learning with and for the communities around us.



EVERY RING STRENGTHENED THE NEXT

Campus collaborators created access. Community organizations grounded the work. Industry and government partners brought scale, expertise and pathways forward.

RESEARCH AND PRACTICE PARTNERSHIPS

Complex challenges cannot be addressed from a single discipline or institution. Across Telfer, research laboratories, institutes and applied partnerships connect scholars, students, practitioners, communities and public institutions to turn knowledge into action. The pages that follow highlight selected developments from 2026 across three interconnected domains of impact.

01

HEALTH CARE Learning systems for better care

- Learning Health Systems Modeling Laboratory
- Telfer Health Transformation Exchange (THTEX)
- Daring to Travel / LIFE Research Institute
- University of Ottawa Heart Institute partnerships



Shared ambition: connect management research, health data, lived experience and clinical practice to strengthen prevention, access, decision-making and patient-centred care.

02

EQUITY, DIVERSITY AND INCLUSION

Designing organizations where people thrive

- Triple-I Laboratory
- Inclusive Innovation Research Cluster (IIRC) and i2Hub
- National Indigenous Women Entrepreneurship Ecosystem (NIWEE)
- International Academy of Indigenous Research and Organizations (IARIMOS)



Shared ambition: advance inclusive innovation, Indigenous scholarship and entrepreneurship, workplace well-being, ethical behaviour and organizational practices that value diverse knowledge and experience.

03

SUSTAINABLE SYSTEMS

Building resilient systems for a sustainable future

- Sustainable Construction & Development Applied Research Partnership (SCDARP)
- Prefiguration Lab
- Enhancing Resilience, Innovation, and Climate Action across the Food System (ERICA)
- Coalition for a Better Future



Shared ambition: connect research, practice and policy to reimagine how we build, produce and live advancing sustainable construction, resilient food systems, alternative ways of organizing, and inclusive economic prosperity.

COLLABORATION IS THE INFRASTRUCTURE OF IMPACT.

Together, these partnerships move beyond knowledge creation - informing practice, strengthening communities and contributing to the Sustainable Development Goals.

Health Care (SDG3)

Learning Health Systems Modeling Laboratory

FROM DATA TO BETTER CARE



In 2025-2026, the laboratory connected management research, digital innovation and healthcare practice - turning patient experience, responsible AI and decision-support tools into pathways for better care.

A YEAR OF RESEARCH IN MOTION

COLLABORATION THAT MOVES FROM INSIGHT TO IMPACT

Co-led by Professors Lysanne Lessard and Antoine Saure, the laboratory develops knowledge, models and tools that help health systems learn continuously. This year, its work brought together business and health researchers, clinicians, technology specialists, students and patients across local and international institutions.

05 INSTITUTIONS

connected through a new
2026 digital-health study

\$1.04M

Supporting two active
person-centred health
projects

03 IMPACT PATHWAYS

Chronic care,
Parkinson's self-care
and long-term care

Funding total combines two CIHR projects active from 2025 to 2029; it does not represent annual expenditure.



MAKING INVISIBLE BARRIERS VISIBLE

For many older adults and people living with disabilities, accessibility is shaped not only by physical spaces, but by communication, uncertainty, stress and the design of the entire travel experience.



Daring to travel

“ Accessible travel is about ensuring that people can undertake the journey with confidence, dignity and choice.

2025-2026 | EVIDENCE FOR MORE INCLUSIVE JOURNEYS

DESIGNING A JOURNEY THAT INCLUDES EVERYONE

During 2025–2026, the Daring to Travel research team continued to advance a more complete understanding of accessible air travel. A new report examined the emotional dynamics experienced by people living with dementia and their travel companions, while multidisciplinary research identified the communication and accessibility barriers encountered by adults with hearing loss throughout the travel journey.

The team’s work also contributed to a broader shift in how businesses understand aging and dementia, recognizing older adults and people living with cognitive disabilities not simply as recipients of assistance, but as consumers with agency, preferences and the right to participate fully.

01

DEMENTIA +
EMOTIONAL
WELL-BEING

NEW TECHNICAL REPORT | 2026 THE EMOTIONAL JOURNEY

In 2026, Telfer Professor Michael Mulvey and colleagues Linda Garcia, Ali Chiarelli and Valentina Primossi produced a new 38-page report on: “Emotional Dynamics in Air Travel for People Living with Dementia and Their Travel Companions.” It recognizes that accessibility is not only about navigating physical spaces: uncertainty, communication, stress and emotional well-being also shape whether people living with dementia and their companions feel able to travel.

02 | HEARING-ACCESSIBLE TRAVEL

LISTENING FOR THE BARRIERS

A multidisciplinary scoping review mapped the air-travel experiences of adults with hearing loss across pre-travel, airport, in-flight and post-flight stages. It identified communication barriers, accessibility challenges and emotional impacts - alongside practical facilitators such as real-time digital updates, improved signage, travel companions and assistive technologies.

10 STUDIES



03 | AGE-FRIENDLY MARKETPLACES

RECOGNIZING CONSUMER AGENCY

Related research challenged the tendency to view people living with dementia only through a medical lens. By mapping 77 publications and developing an age-friendly branding framework, the team advanced a more inclusive view of older adults and people with cognitive disabilities as consumers with agency, preferences and rights.

77 PUBLICATIONS

FROM DATA TO HEART CARE



During 2025-2026, partnerships expanded across the cardiovascular-care continuum, from community prevention and shared health data to AI-supported decisions and more equitable recovery systems.

The club's founding vision: to show students that business offers real, actionable pathways toward building a greener world.

FOUR PATHWAYS TO IMPACT PARTNERSHIPS ACROSS THE CONTINUUM OF CARE

01

PREDICT

AI-enabled risk prediction and treatment decisions

02

CONNECT

Secure, cross-institutional health-data collaboration

03

PREVENT

Community-based cardiovascular screening

04

REDESIGN

Equitable recovery systems for women

TURNING COMPLEX DATA INTO BETTER DECISIONS

01

AI IN HEART CARE

NEW RESEARCH PARTNERSHIP | OCTOBER 2025

PREDICTING RISK. SUPPORTING CHOICE.

The Heart Institute joined Symbiotic AI and the University of Calgary's Data Intelligence for Health Lab to develop and validate AI tools for coronary artery disease. Clinical and data-science expertise are being combined to support treatment selection and risk prediction while ensuring that emerging tools are safe, clinically effective and usable in real-world care.

Christopher Sun, Canada Research Chair in Data Analytics for Health Systems Transformation, connects this work directly to both Telfer and the Heart Institute.

SYMBIOTIC AI

UCalgary

TELFER + UOHI

CLINICAL
VALIDATION

EVIDENCE AT SCALE | MULTICENTRE STUDY

38,767

Patients

44,462

Procedures

12,000+

Features

Published during the reporting year, the externally validated models predicted mortality and major cardiovascular events from 90 days to five years. The study demonstrates how large-scale, multicentre data can support more personalized prognosis and decision-making.

02 | ARCHIMEDES | LAUNCHED MARCH 2026

CONNECTING HEALTH DATA ACROSS CANADA

The Heart Institute, uOttawa and McGill University launched a national, ethically governed platform that enables secure collaboration across behavioural data, medical imaging, genomics and biospecimens. ARCHIMEDES supports high-performance computing, predictive modelling, data visualization and responsible AI while reducing institutional data silos.



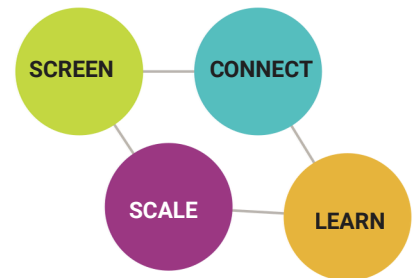
UNIVERSITY OF OTTAWA
HEART INSTITUTE
INSTITUT DE CARDIOLOGIE
DE L'UNIVERSITÉ D'OTTAWA



TAKING INNOVATION BEYOND THE HOSPITAL

03 | ONE MILLION CANADIAN HEARTS | PHASE 2, APRIL 2026 EARLY DETECTION, DELIVERED WITH COMMUNITIES

One Million Canadian Hearts seeks to screen one million Canadians for cardiovascular risk factors and transform how heart disease is understood, prevented and treated. During the reporting year, the initiative moved beyond the hospital and into community settings, beginning with the Vanier Community Service Centre and creating new pathways to reach francophone communities and newcomers.



Next phase: a train-the-trainer model will equip partner organizations with tools, training and resources to conduct screenings independently.

04 | RENEW NETWORK | ANNOUNCED AUGUST 2026

REDESIGNING RECOVERY FOR WOMEN

Led by Heart Institute scientist Jodi Edwards, the five-year RENEW Network brings together researchers, healthcare providers, patients with lived experience and Indigenous partners to improve recovery after heart attacks, strokes and cardiac arrest.

\$5M

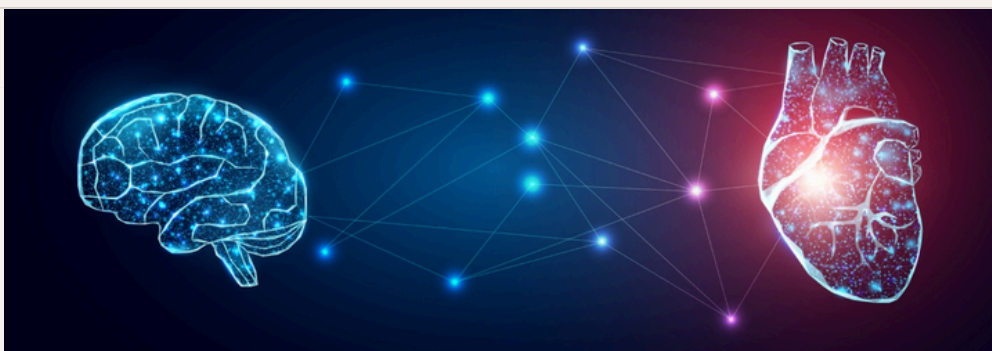
FIVE-YEAR NATIONAL NETWORK

Heart & Stroke, in partnership with Brain Canada

- **MENOPAUSE**
sex-specific recovery factors
- **MENTAL HEALTH**
supports shaped around women's needs
- **ACCESS**
mobile and technology-enabled care
- **EQUITY**
culturally safe tools with Indigenous partners

COLLABORATION AS A MODEL OF IMPACT

Across these initiatives, the Heart Institute demonstrates how practice partnerships can connect research infrastructure, clinical expertise, community organizations and lived experience - moving innovation from discovery into prevention, care and recovery.



The human side of innovation Triple I Lab

In 2026, Telfer's Triple-I Laboratory brought advanced behavioural technology to questions that shape healthier, more inclusive and more ethical workplaces.



THE TRIPLE-I LAB IN ACTION

Where technology meets the lived experience of work.

Across the reporting year, the lab supported researchers and students investigating workplace stress, belonging, negotiation, ethical behaviour, emotions, employability and financial decision-making. Physiological monitoring, facial-expression analysis, eye-tracking and machine learning helped translate complex human experiences into evidence that organizations can act on.

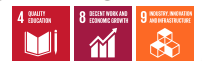
WORKPLACE STRESS

Nina Nesdoly examined how predictability changes employees' appraisal of workplace demands. BIOPAC captured ECG, electrodermal activity and respiration, allowing stress to be studied as it unfolded in the body - not only through self-report.



INTERVIEW CONFIDENCE

Abishan Shanmuhesan and Anima Mehrhaj Mehrin combined physiological data, facial analysis, Python and machine learning to explore stress, confidence, nervousness and concentration during job interviews - with the longer-term goal of generating constructive feedback.



BELONGING AT WORK

Adora Wang contributed to research on how remote employees develop a sense of belonging, while also supporting studies of personality and negotiation outcomes. The work connects organizational design with inclusion and employee experience.



ETHICAL CULTURE

Manal Chakra investigated whether people associated with Machiavellian traits can behave prosocially, and what organizational conditions might encourage honesty, knowledge-sharing and support for colleagues.



A laboratory that develops researchers

The Triple-I Lab is also a learning ecosystem: undergraduate, co-op, graduate and doctoral researchers work side by side, gaining practical experience with research design, data and emerging technologies.

FROM OBSERVATION TO EVIDENCE

Students did not simply learn about behavioural research. They recruited participants, set up experiments, collected physiological and visual data, cleaned datasets, tested analytical tools and helped translate findings into practical insight.



Nina Nesdoly

DOCTORAL RESEARCHER

Workplace stress, predictability and physiological responses measured with BIOPAC.



Manal Chakra

PHD STUDENT

Ethical behaviour, Machiavellianism, negotiation and the conditions that encourage prosocial action.



Abishan Shanmuhesan + Anima Mehraj Mehrin

UNDERGRADUATE CO-OP RESEARCHERS

An AI-supported interview coach using iMotions, physiological data, Python and machine learning.



Adora Wang

BCOM RESEARCH ASSISTANT

Belonging in remote work, personality and negotiation through hands-on applied research.

A growing interdisciplinary research community

Other students supported projects on deception, entrepreneurial emotions, finances, negotiation and workplace stress. Their work used tools such as FaceReader, Tobii eye-tracking, Observer XT, iMotions and BIOPAC - showing how management research increasingly draws together behavioural science, computing, analytics and organizational practice.



Physiological signals



FACEREADER
ONLINE

Emotional expression



Eye-tracking



Integrated behavioural data

Equity, Diversity & Inclusion (SDG 5, 9 & 10)

The International Academy of Indigenous Research and Organizations (IARIMOS)

From Ottawa to a global community

Led by Telfer professor Ana María Peredo, Canada Research Chair in Social and Inclusive Entrepreneurship, IARIMOS is creating the relationships, mentorship and intellectual space needed for Indigenous management scholarship to grow on its own terms.

IARIMOS 2025

21 – 23 | OCT | NAARM (MELBOURNE)

DILIN DUWA
CENTRE FOR INDIGENOUS BUSINESS LEADERSHIP

THE UNIVERSITY
OF QUEENSLAND
AUSTRALIA

CREATE CHANGE

AUT
THE UNIVERSITY OF
AUCKLAND

Sage

Melbourne
Business School
UNIVERSITY OF MELBOURNE

www.dilinduwa.com.au/iarimos

Dilin Duwa is proud to host The International Academy of Research in Indigenous Management and Organizational Studies 2025



21–23 OCTOBER 2025 NAARM (MELBOURNE)

Dilin Duwa Centre for Indigenous
Business Leadership
University of Melbourne

A GATHERING BUILT AROUND RELATIONSHIPS

In October 2025, the International Academy of Research in Indigenous Management and Organizational Studies travelled beyond Canada for the first time. Hosted on Woi-wurrung Country by the Dilin Duwa Centre for Indigenous Business Leadership, the third annual gathering brought leading Indigenous researchers into sustained conversation with doctoral students, postdoctoral fellows and early-career scholars.

Keynotes, panel discussions, workshops and opportunities for yarning gave emerging scholars room to test ideas, receive thoughtful guidance and build collaborations. Indigenous leaders and Elders helped ground the research in place, self-determination and responsibility to community. The gathering welcomed perspectives from Canada, Australia, Aotearoa New Zealand and the United States while strengthening relationships with Indigenous scholars across the Global South.

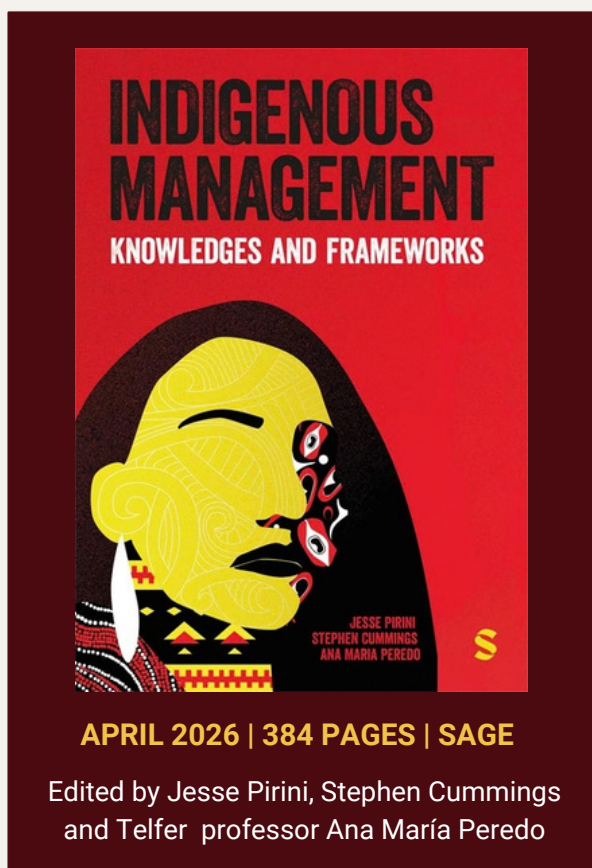
WHY IT MATTERS

IARIMOS addresses a persistent gap in business scholarship: Indigenous knowledge has too often been excluded from management research and teaching, while Indigenous scholars frequently work without adequate mentorship or disciplinary support.

The Academy changes this by building an international scholarly community where Indigenous ways of knowing guide how management, entrepreneurship, governance and organization are studied.

From gathering to classroom

A new global book carries the conversations nurtured through IARIMOS into management education, research and practice. Co-edited by Telfer professor [Ana María Peredo](#), and colleagues Jesse Pirini and Stephen Cummings, with contributions from 120 Indigenous and non-Indigenous authors worldwide.



A RESOURCE THE FIELD WAS ASKING FOR

Consultations during the inaugural IARIMOS conference revealed a shared need: management classrooms lacked a lively, accessible resource that placed Indigenous knowledges at the centre rather than at the margins. Indigenous Management: Knowledges and Frameworks grew from that call.

Published in April 2026, this ambitious 75-chapter collection brings together knowledge, experience and perspectives spanning five continents. Its contributors explore Indigenous self-determination, organization studies, allyship, resistance, cultural appropriation and community-based enterprise, demonstrating how Indigenous approaches can reshape understandings of sustainability, development, inclusion, innovation and entrepreneurship.

The book also extends beyond print. A growing online library of videos, podcasts and images gives educators additional ways to bring these ideas into their courses. Inspection copies make the resource accessible to instructors considering it for management education.

FOUR PRINCIPLES CONNECT THE COLLECTION

01

Protocols

Knowledge begins with respectful relationships and responsibilities.

02

Place

Management cannot be separated from land, history and context.

03

Multiple voices

The collection makes room for knowledge expressed in different forms.

04

Community accountability

Research remains answerable to the people and communities it affects.

The community continued to grow in 2026 through an IARIMOS gathering hosted by Ivey Business School and an international co-lab on Indigenising Management Education and Research.

NEW PARTNERSHIP | 2025-2028

BUILDING THE CASE FOR CIRCULAR CONSTRUCTION

SCDARP

The Sustainable Construction & Development Applied Research Partnership

Where research, policy and industry practice meet to transform Canada's built environment.

\$199,289

SSHRC PARTNERSHIP
DEVELOPMENT GRANT

03 YEARS

OF COLLABORATIVE
RESEARCH

06 STREAMS

IN THE ACTIVE
PROJECT PORTFOLIO

WHY THIS PARTNERSHIP, WHY NOW

The built environment is a climate challenge and one of Canada's greatest opportunities.

Construction and development account for approximately 40% of global greenhouse-gas emissions and 50% of raw materials extracted worldwide. Yet circular innovation remains fragmented, with too few Canadian examples showing how environmental and social gains can also make economic sense.



THREE WAYS SCDARP MOVES KNOWLEDGE INTO PRACTICE

01

PROVE THE VALUE

Build business cases demonstrating social, environmental and financial benefits.

02

UNDERSTAND THE SYSTEM

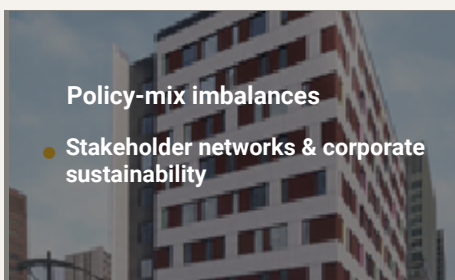
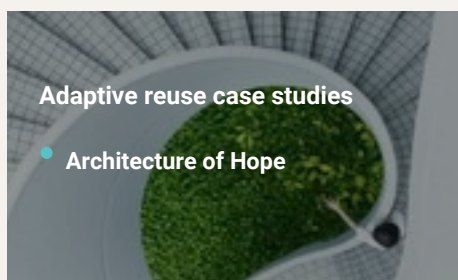
Develop frameworks and policy solutions around barriers, opportunities and transition pathways.

03

EQUIP CHANGE-MAKERS

Turn evidence into practical toolkits for industry professionals and policymakers.

A LIVE PORTFOLIO FOR SYSTEMS CHANGE



RESEARCH DESIGNED FOR USE

"The key to sustainability transitions is to design out waste, pollution and health impacts from the beginning, rather than having to clean up the mess at the end of life."

— Emma Segal, SCDARP Project Manager, PhD student and sustainable designer

PARTNERSHIP ECOSYSTEM

Telfer School of Management
Smart Prosperity Institute
Circular Construction Canada

Practice

We adopt responsible and accountable management principles in our own governance and operations.

6

Responsibility, built in

How Telfer is strengthening the structures that turn responsible-management commitments into institutional practice.



**BUSINESS FOR A BETTER CANADA.
LEADERSHIP FOR A BETTER WORLD.**

From ambition to accountability

In 2026, Telfer launched a new strategic plan that carries its vision of a greener, healthier, happier and more prosperous Canada into the School's institutional direction. During the same reporting period, Telfer strengthened the governance structures responsible for advancing that vision.

A permanent Sustainability Committee now creates a formal channel through which faculty, staff and students can help sustainability move from individual initiatives toward shared institutional responsibility.

A SHARED GOVERNANCE FRAMEWORK

Responsible management becomes credible when the people affected by institutional decisions can help shape them.

SUSTAINABILITY

Permanent committee

Environmental responsibility and institutional integration

EQUITY & INCLUSION

EDI Committee

Representation, belonging and the removal of barriers

HEALTH & WELL-BEING

Healthier and Happier Task Force Quality of life across the Telfer community

The framework beneath the work

Telfer operates within University-wide policies that convert environmental, ethical and social responsibility into explicit expectations.

Sustainability is expected to travel beyond a single event or classroom. It is increasingly supported through governance, institutional policy and opportunities for members of the School to act. A permanent Telfer Sustainability Committee gives our faculty, staff and students a continuing place in sustainability governance. Broader uOttawa university policies connect Telfer's commitments to purchasing, environmental management, equity and accountability.

Policy 72

ENVIRONMENTAL MANAGEMENT AND SUSTAINABILITY

Applies to deans, directors, managers, faculty, staff, students, volunteers, visitors and contractors.

It requires faculties and services to allocate responsibility, monitor performance and consider economic, environmental and social impacts.



Four policies. One operating standard.

72

ENVIRONMENTAL MANAGEMENT

Accountability, sustainability plans, monitoring and continuous improvement.

36

SUPPLY OF GOODS & SERVICES

Environmental considerations in purchasing, including energy, water, toxicity and emissions.

98

ETHICAL PURCHASING

Principles and responsibilities for socially responsible purchasing.

67a

DISCRIMINATION & HARASSMENT

Institution-wide protections and procedures addressing discrimination and systemic barriers.

WHAT THIS MEANS FOR TELFER

Sustainability is not only encouraged; it is connected to named responsibilities, institutional oversight and day-to-day decisions such as procurement, communications and event planning.

Dressed for opportunity

The third annual Telfer Thrift Shop connected circular fashion with equitable access to the clothing students need to participate confidently in professional life.



When reuse also removes a barrier

Led by Telfer's Jamie Harvie, Event Management Coordinator, the third annual Telfer Thrift Shop invited faculty, staff and community members to donate professional clothing, then made those items available to students free of charge. Students could find clothing for presentations, interviews, case competitions and other moments in which professional attire can shape confidence and participation.

The model created value twice: garments remained in circulation rather than being discarded, while students gained access to clothing that can otherwise create a quiet financial barrier. Sustainability became practical, social and directly connected to student success.



CIRCULATE

Extend the useful life of professional clothing through community donations.

EQUIP

Give students free access to attire for interviews, presentations and competitions.

BELONG

Reduce a financial barrier that can affect confidence and full participation.

Share

We share our successes and failures with each other to enable our collective learning and best live our common values and purpose.

MARIA SCOPELLITI

Associate Director, Marketing and Communications,
Telfer School of Management

“

Marketing and communications shine a light on the initiatives that advance sustainability and social impact across Telfer, from the student experience and research to partnerships and community engagement. Sharing these stories with clarity and purpose increases awareness of the progress we're making, strengthens our shared culture, and deepens Telfer's commitment to a greener, healthier, happier and wealthier Canada.

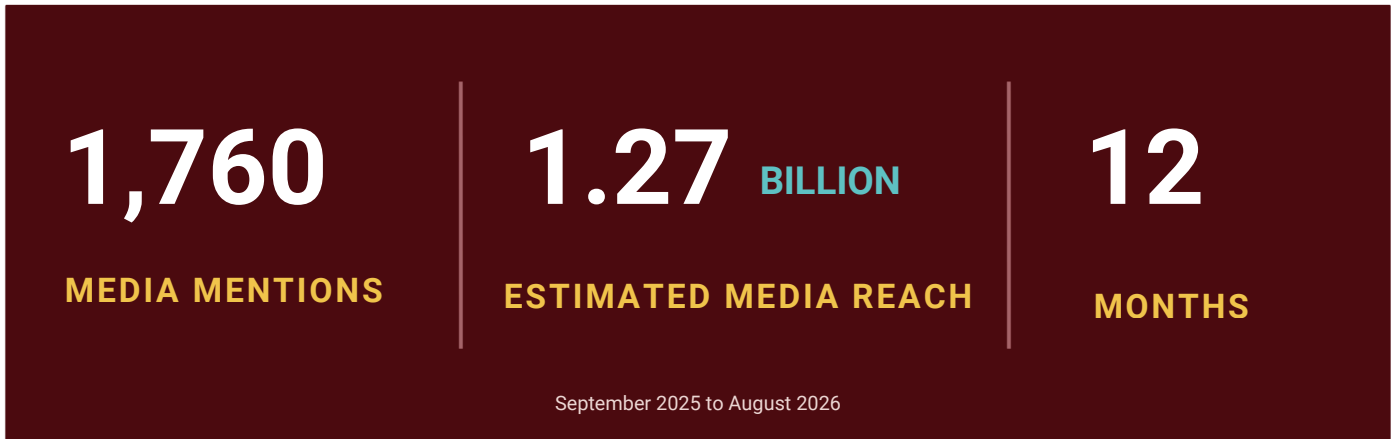
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PUBLIC ENGAGEMENT

Ideas that travelled

How Telfer expertise helped shape public conversations about work, inclusion, technology, health and community wellbeing.



RESEARCH AS A PUBLIC RESOURCE

Telfer research reached far beyond academic journals during the 2025-2026 reporting year. Across 1,760 media mentions, faculty expertise contributed to public conversations about the changing world of work, responsible uses of artificial intelligence, health equity, inclusion and the infrastructure communities need to thrive.

This coverage demonstrates an important dimension of research impact: the ability to make evidence accessible when public institutions, employers and communities are confronting difficult choices. Telfer professors helped audiences look beyond simplified narratives and consider who benefits from innovation, who risks being excluded and how management decisions affect people’s health, dignity and opportunity.

LEADING OUTLETS

ALSO FEATURED IN

Together, these conversations reflect a broad understanding of responsible management, one that connects economic performance with fairness, wellbeing and long-term societal value.

Rethinking who gets to thrive at work

Telfer researchers brought evidence to public debates about workplace health, immigrant inclusion and Canada's readiness for artificial intelligence.

Across these conversations, a common argument emerges: progress depends on whether institutions recognize people's needs, skills and lived realities. Inclusive workplaces require more than good intentions. They require policies, environments and management decisions that allow people to participate fully.



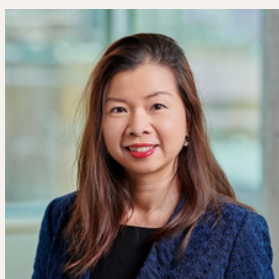
MADELINE TOUBIANA

Designing workplaces where women can stay and thrive

BENEFITS CANADA

Research highlighted by Benefits Canada examined how workplace conditions can affect whether women experiencing menopause remain with their employers. The story brought an often-overlooked health and retention issue into the management conversation, showing that inclusive workplaces require practical support, responsive policies and environments designed around employees' actual experiences.

PRME CONNECTION | Gender equality, decent work and organizational wellbeing



HIEN TRAN

When entrepreneurship reflects exclusion rather than opportunity

POLICY OPTIONS MAY 14, 2026

Hien Tran argued that immigrant entrepreneurship should not automatically be treated as evidence of successful inclusion. Skilled newcomers may enter self-employment because institutions undervalue their qualifications and professional pathways remain closed. Her research calls for meaningful occupational choice: the freedom to build a business or pursue employment that recognizes one's skills.

"A business built from ambition is a success story. A business built because professional doors remained closed is a warning sign."

PRME CONNECTION : Inclusive prosperity, reduced inequalities and decent work



UMAR RUHI

Canada's AI challenge is organizational readiness

THE HILL TIMES | MAY 4, 2026

Umar Ruhi shifted attention from computing infrastructure to the organizations expected to adopt AI. Responsible implementation depends on workforce capacity, governance, leadership and the ability to redesign work thoughtfully. Access to technology alone cannot prepare institutions for the operational and human consequences of AI.

PRME CONNECTION | Responsible innovation, future-ready institutions and decent work

Building healthier systems and stronger communities

Telfer expertise connected responsible innovation with patient care, public health, participation and belonging.

Better systems depend on more than efficiency. They also depend on whether people can access care, participate fully and trust the institutions designed to serve them. Two media conversations showed how management research can help build the conditions for healthier lives.



CHRISTOPHER SUN

**University of Ottawa
Heart Institute
November 24, 2025**

Using AI to make heart care faster, fairer and more accessible

Christopher Sun explained how artificial intelligence can help interpret ECGs, identify findings in cardiac imaging and improve operating-room scheduling. These applications can reduce delays and allow clinicians to focus their attention on complex cases.

He also stressed that trustworthy implementation requires representative data, ongoing audits, human oversight and close collaboration with clinicians. Without those safeguards, historical bias in health data can reproduce existing disparities.

“The goal is to build AI that reduces disparities rather than perpetuate them.”

PRME | Good health, responsible innovation and reduced inequalities



MILENA PARENT

**LE DEVOIR
Digital and print**

The places where participation begins

Milena Parent argued that Canada’s sport ambitions depend on rebuilding the local facilities where participation begins. Podium performance grows from the places where children first discover sport and where people of every age find opportunities to remain active.

Athletic infrastructure contributes to more than competition. Accessible community facilities support public health, social connection and a sense of belonging. They help communities become more resilient by giving people places to move, participate and thrive together.

PRME | Good health, reduced inequalities and sustainable communities

By bringing research beyond the university and into the public conversations shaping workplaces, health systems and communities, Telfer ensures that knowledge becomes a shared resource for building a more responsible, inclusive and sustainable future.

FROM CAMPUS CONVERSATIONS TO A WIDER DIGITAL COMMUNITY

During the 2026 reporting year, Telfer used stories, short videos, newsletters and social media to bring responsible management into public conversation. A new [@TelferSustainability](#) Instagram account was created by the Green Academy to offer a dedicated space for sharing the people, ideas and hands-on experiences advancing sustainability at Telfer and across the uOttawa community.

@TELFERSUSTAINABILITY

113,366+

The new account carried the conversation beyond its existing followers.

12,044

ACCOUNTS REACHED

72.9%

DISCOVERY REACH

1,329

INTERACTIONS

A MONTH THAT REACHED FURTHER

In March 2026 alone, SDG Month content on [@TelferSustainability](#) generated more than 73,000 views in 30 days. On campus, the month brought together more than 1,000 participants and 2,000+ engagements. Digital stories helped those conversations travel beyond the events.

STORIES IN MANY FORMS

18 VIDEOS

6 NEWSLETTERS

11 BILINGUAL ARTICLES

THE NETWORK EXTENDED THE CONVERSATION

LinkedIn posts provided another route for amplification, with more than 27,000 impressions and 880 engagements.

150K+ VIEWS

2,000+ ENGAGEMENTS



Telfer School of Management | École de gestion Telfer
University of Ottawa | Université d'Ottawa

55 Laurier Ave. E. Ottawa, ON K1N 6N5

telfer.uottawa.ca

Telfer School of Management | École de gestion Telfer 

@telfer_uottawa

@telfersustainability



Telfer School of Management at The University of Ottawa



@Telfer_uOttawa

@Telfer_UdO



For more information, please contact:

Telfer's Greener Pillar:

Daina Mazutis, Endowed Professor of Ethics, Responsibility and Sustainability | Sustainability Director | The Green Academy Director | Co-Lead of CSIID : daina.mazutis@telfer.uottawa.ca

Takwa Youssef, The Green Academy Coordinator : takwa.youssef@telfer.uottawa.ca