



**MANAGING A
SUSTAINABLE
FUTURE**

**MASTER OF SCIENCE IN
SUSTAINABILITY MANAGEMENT PROGRAM**



WHAT IS MScSM?

SUSTAINABILITY

In the MScSM Program, sustainability includes environmental, economic, and social sustainability. We believe one of these three is not possible without the other two.

Your studies will take you through a unique professional graduate program designed to provide a superior management, science, and social science education that includes an experiential learning component.

The MScSM Program will serve to refine your critical, scholarly, and professional skills in the area of sustainability management.

You will acquire the foundational skills and strategic perspective necessary to become a future leader in sustainability-related management fields.



Social Enterprises in Building Community Resilience in Victoria, BC
 By: Cayra Tansey | Supervisor: Dr. Ann Armstrong
 Prepared for: Dr. Toh and Dr. Maddalena | SSM1101 Research Paper Course

Findings

Common Definitions
 How did participants define and understand social enterprise and community resilience?
 • There are many definitions and diverse forms of social enterprises in Victoria, as in the case across Canada.
 • While some organizations were more aligned to non-profit and some were closer to for-profit, all agreed with the definition of social enterprise used in this study.
 • Respondents identified both assets (e.g., relationships and processes) to “bring people together” to define resilience.
 • The partners identified some more salient to participants than the others, which aligns with the assertion that building resilience is a complex system with to resilient actions during a crisis.

Alignment to Indicators
 Social enterprises in Victoria seem to have:
 • significant roles in increasing the number and strength of relationships (i.e., social capital) through ongoing activities.
 • major roles in creating new channels for two-way communication, despite their reliance on sending one-way messages.
 • significant roles in empowering, sharing and underpinning people to take on leadership roles.
 • significant roles in forming collective action by attracting people to the organization through events.
 • major roles in sharing messages that foster positive outlook for a brighter future; however, many “should” through action.

Emergent Roles
 Three additional key roles of social enterprises emerged from the findings: partnership brokers, non-profit supporters, and impact amplifiers.
 • Participants established relationships between complementary organizations or other industries and sectors to promote collaborative work completion.
 • Participants had a direct role in either funding a specific non-profit partner organization with their resources or joining non-profit organizations as their primary clientele.
 • Participants took advantage of the positive feedback loop of positive donor/retailer-generation and the support of other organizations to amplify the positive impacts that were already created in the community.

Applications

Applications in Theory
 • While the study is place-based and does not demonstrate global applicability, it has provided exploratory insights, which can be tested and applied to other urban communities across Canada.
 • The findings contribute to the discussion on business-led versus bottom-up resilience, and show how alternative business models have a unique angle to promote the foundation for a more just and equitable future.

Applications in Practice
 • Victoria’s current resilience plan “does not have targets or plans for the social enterprise sector in helping achieve its resilience goals.”
 • Victoria’s social enterprises should be explored to develop youth leadership, support small business by building partnerships, and build community building within an innovation ecosystem, all of which would contribute to the resilience goals of the City.

Conclusion
 Social enterprises have an important and unique role in building community resilience in Greater Victoria, BC, Canada. The participants in this study contributed to the emerging processes within the community that connect, uplift, and empower both individuals and institutions. This helps Victoria continue to evolve and change to create a more equitable history for the future.

References

City of Victoria Resilience Plan

IMI



OUR COMMITMENT

To build a global sustainability management community.



OVERVIEW

The MScSM program provides training for our graduates to act outside traditional disciplinary boxes and to integrate knowledge from management, social and natural sciences to address sustainability issues.

ADMISSION CRITERIA

- A four-year undergraduate bachelor degree in management science, social science, natural science, engineering, or any management, environment and natural resource-driven program
- Successful completion of 0.5 FCE undergraduate statistics or calculus course
- Grades of at least mid-B or better in the last 5.0 FCE senior level credits
- International students must submit official IELTS or TOEFL score reports that meet our minimums stated on the MScSM website (uoft.me/mscsm)
- Admission interviews will be determined based on review of completed application files, transcripts, letter of intent, résumé, reference letters and IELTS scores (if applicable)
- Refer to the MScSM website for detailed admission criteria information:
www.utm.utoronto.ca/mscsm/mscsm-admissions/mscsm-criteria-minimum-standards

DEGREES HELD



STUDENT BREAKDOWN



AVERAGE GPA



AVERAGE WORK EXPERIENCE

2 YEARS

Master of Science in Sustainability Management (MScSM)

PROGRAM @ A GLANCE

MScSM is a 20-month program that consists of 11 required core courses, 5 elective courses, and a summer internship/co-op placement term of 10-16 weeks. Through their electives, students can select either a management or science concentration.

FIRST YEAR	
FALL TERM	
SSM1010Y	Principles of Sustainability Management
SSM1020H	Decision Making for Sustainability Management
SSM1050H	Ecosystem Science
SSM1060H	Managing Sustainable Organizations
WINTER TERM	
SSM1030H	Environmental Science
SSM1040H	Managerial Economics for Sustainability Management
SSM1070H	Sustainability Law and Policy
SSM1080H	Strategies for Sustainability Management
SSM1120H	Social Dimensions of Sustainability
SUMMER TERM	Internship/Co-op Placement
SECOND YEAR	
FALL TERM	
SSM1100Y	Research Paper
Plus 1.00 FCE Electives	OPTIONAL EXCHANGE SEMESTER*
WINTER TERM	
SSM1090H	Capstone Course - The Sustainable Enterprise
SSM1100Y	Research Paper (continued)
Plus 1.5 FCE Electives	

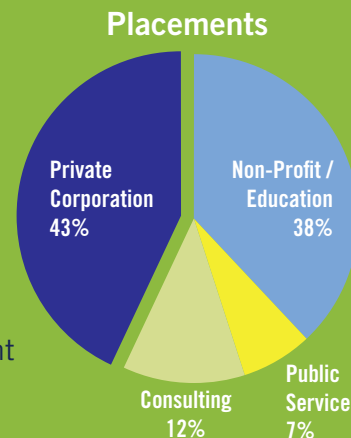
* Students may go on exchange in Fall of 2nd year to Lund University, University of Copenhagen, or University of Geneva.

EXPERIENTIAL EDUCATION

MScSM students participate in a range of experiential education throughout the program, honing concrete skills and knowledge, and developing a robust professional network.

SUMMER INTERNSHIP/CO-OP

- 10 - 16 weeks, full-time
- Sustainability roles that match your goals and interests
- 1:1 support for finding a placement and for your career development
- Access to industry professionals, networking, and associations
- More info on work term placements: uoft.me/mscsm-co-op



EXCHANGE

Students can participate in an optional exchange semester in Europe. Lund University, University of Copenhagen and University of Geneva all offer exciting courses in sustainability, and a chance to experience sustainability education on a global scale.



CAPSTONE PROJECT

In 2nd year, students work with an external organization to devise a real-world sustainability strategic plan. Working closely as a team, this experience connects students to real-world projects, from which the resulting work is frequently implemented by the host organization.



RESEARCH PAPER

Students become subject-matter experts in the topic of their choice in a full-year research project. Working closely with a faculty member, students perform either primary or secondary research, creating a robust paper on leading-edge sustainability thinking.



Looking for a gratifying career that delivers social and environmental impacts with responsible business decisions? Trying to align your value system with your career?

If so, we encourage you to apply.

Contact us: mscsm.utm@utoronto.ca • 905-569-5803



Institute for Management & Innovation

UNIVERSITY OF TORONTO

MISSISSAUGA

The **Institute for Management and Innovation** inspires leaders to close the innovation gap through our six world-class master's programs and our research and innovation hubs.

Students thrive in our experiential learning environment, bolstered by powerful partnerships, our culture and values, and our connections within the University of Toronto ecosystem.

Studying at the Institute for Management and Innovation is unlike studying anywhere else. Our community is built on inclusivity and diversity of people, thought and experience. You'll be welcomed by a dedicated team of staff and faculty who are here to support your lifelong learning.

We inspire transformational thinking and collaboration, integrating people, place and purpose. Our students, faculty and researchers come together to build leaders and knowledge that harness innovation and apply it in ways that will create a positive impact for people and communities everywhere.

We can help open the door to the world for you.



Master of Science in Sustainability Management UofT

uoft.me/mscsm • mscsm.utm@utoronto.ca • 416-436-7453