



Bob Gaglardi
School of Business
& Economics

THOMPSON
RIVERS
UNIVERSITY

2021-2022 RESEARCH REPORT





Thompson Rivers University campuses are on the traditional lands of the TK'emplúps te Secwépemc (Kamloops campus) and the T'exelc (Williams Lake campus) within Secwépemc'ulucw, the traditional and unceded territory of the Secwépemc. The region TRU serves also extends into the territories of the St'át'imc, Nlaka'pamux, Nuxalk, T̓silhqot'in, Dakelh, and Syilx peoples.

*Coyote sculpture created
by artist John McEwen*

MESSAGE FROM DEAN MIKE HENRY



This 2021–2022 Research Report encapsulates some of the research our faculty is conducting on the most pressing issues of our time. Climate change. Sustainable economic development. Unpredictable financial markets. Public health and the COVID-19 pandemic.

This academic year was filled with many shifting challenges as we navigated return-to-campus health guidelines. Yet you will see many examples of our faculty's ability to innovate. They have continued to collaborate with their colleagues, here at TRU and around the world, engage in conferences, write articles and books and mentor tomorrow's researchers and business leaders.

Within this report, you will see some of the best examples of how our research impacts society. You'll read how our faculty engage with issues local to the BC Interior by examining the value of our green infrastructure. Our gaze also goes farther afield to Iran's energy security and vaccine inequality between rich and poor nations: global issues that ultimately impact us all. We also look beyond policy and economics to the personal, and how everyone from aspiring entrepreneurs to CEOs can better understand how the biases and habits of their customers—and themselves—affect their decision-making.

Finally, I am very proud to see our students and alumni included in this report. They worked alongside our faculty to bring forward new perspectives and ideas while learning how to structure an impactful research study. This research will help people and governments make evidence-based decisions today, while fostering skills and knowledge that our alumni will carry forward to their future academic and professional endeavours.

Dr. Mike Henry
Dean, Bob Gaglardi School of Business and Economics

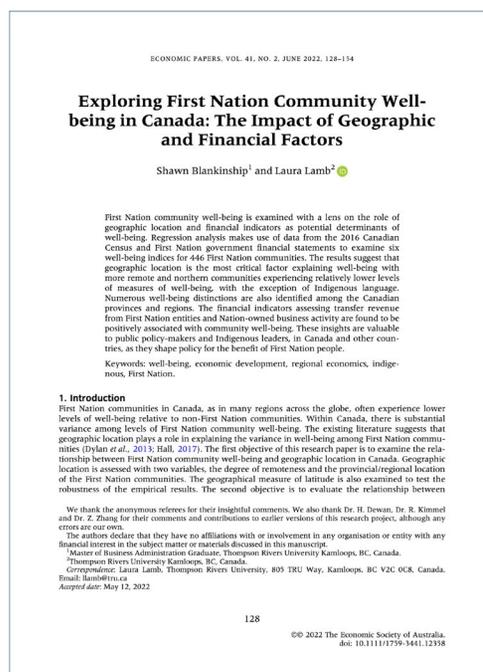
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RESEARCH PUBLICATIONS

If you would like to read any of these publications in full,
we invite you to contact us at gagardi@tru.ca.





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Exploring First Nation Community Well-being in Canada: The Impact of Geographic and Financial Factors

First Nation communities in Canada experience a wide range of well-being, and it's generally accepted that those that are more remote score lower on well-being indexes than those that are closer to large urban areas. But is it true? MBA graduate Shawn Blankinship and his thesis supervisor, Dr. Laura Lamb, explored the topic using original data gathered from the financial statements of 446 Indigenous communities across the country and applying econometric analysis to evaluate the relationships between variables. Their results confirm that more remote communities do tend to have lower levels of income, formal education and housing quality. The data also revealed less intuitive findings: Indigenous language knowledge, which is an important indicator of cultural attachment, tends to be higher in more remote communities, and suggests there may be current policies in certain regions and provinces that would also be effective in other areas of Canada. The financial indicators evaluating transfer revenues from First Nations entities and own-source business revenues were associated with higher community well-being—demonstrating that greater First Nation control over revenue is linked with positive community outcomes.

Blankinship, S. & Lamb, L. "Exploring First Nation Community Well-being in Canada: The Impact of Geographic and Financial Factors." *Economic Papers: A journal of applied economics and policy*. 2022.



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Research article

Voluntary carbon information disclosures, corporate-level environmental sustainability efforts, and market value

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Abstract: Based on global 500 companies, this study examines whether the market incorporates the corporations' voluntary carbon emissions disclosures as part of their environmental sustainability efforts, thus increasing their market value. Proxies used to measure the corporations' ecological sustainability efforts include the choice of voluntary carbon disclosures, carbon emissions amounts, carbon intensity, and carbon disclosure quality. During the study period, those companies that chose to disclose their carbon information to the Carbon Disclosure Project (CDP), saw the market value their efforts towards environmental sustainability by increasing their market value. This study also compared the market value of disclosing and non-disclosing firms and found that non-disclosing companies had higher market value than did disclosing firms. However, this relationship was statistically insignificant. This study uses the more extensive data set, extended period, and more robust econometric approach (Difference GMM) and extends the boundaries of accounting research to incorporate environmental-related disclosures. Therefore, this most recent study can provide new insights to researchers, investors, and policymakers in the present context of environmental sustainability and business sustainability.

Keywords: voluntary carbon disclosures; environmental sustainability; market value; difference GMM, CDP

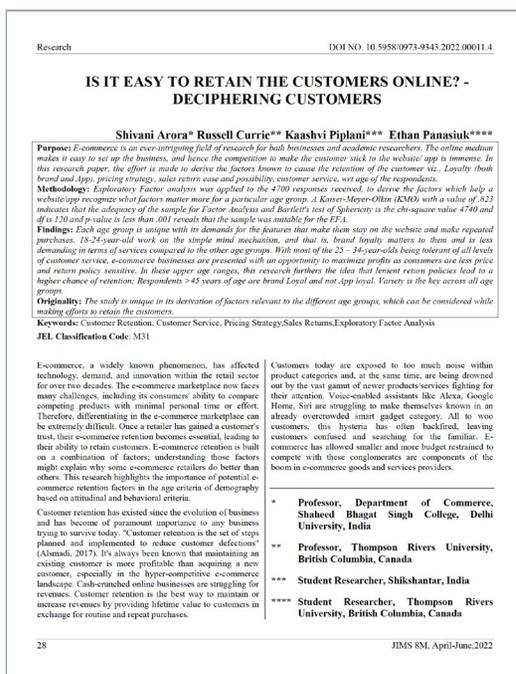
JEL Codes: G30, M50, Q51, Q56

Voluntary carbon information disclosures, corporate-level environmental sustainability efforts, and market value

Can you be too honest? If you're running a company and wondering whether to disclose its carbon emissions, you may wonder if it will help or hurt your firm's value. In a new paper, *Voluntary carbon information disclosures, corporate-level environmental sustainability efforts, and market value*, Dr. Raymond Cox and his co-authors look at whether companies that chose to disclose carbon emissions data receive market benefits that lead to increased value over time. They look at 500 companies worldwide that provided their emissions information to the Carbon Disclosure Project (CDP) between 2010–2018. By expanding the data set and using a more robust econometric approach, the study provides new insights to researchers, investors and policymakers on environmental and business sustainability.

Booth, A. & Cox, R. "Voluntary carbon information disclosures, corporate-level environmental sustainability efforts, and market value." Green Finance. 2022.

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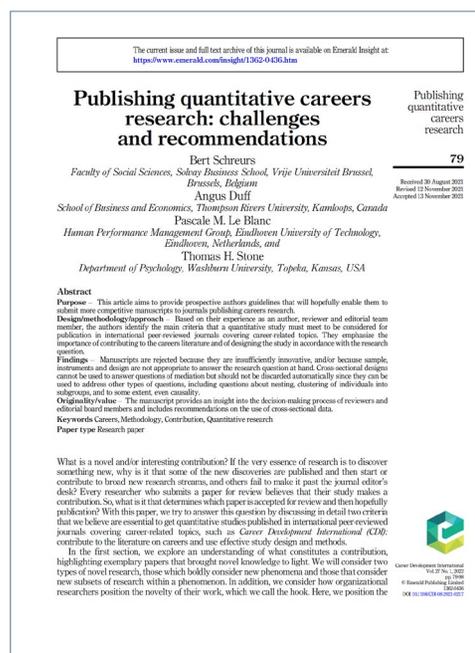


Is it easy to retain the customers online? Deciphering Customers

Age matters—particularly for online retailers who are looking to build customer loyalty. In a new paper on age and customer retention, Professor Dr. Russell Currie, student Ethan Panasiuk and co-authors analyzed 4,700 responses from e-commerce customers in India to determine which factors matter to specific age groups. Among the results? While 18- to 24-year-olds are more likely to make repeat purchases on an app, those 45 and older want lenient return policies. Ultimately, retailers striving to compete in the hyper-competitive online space need retention programs that are age-appropriate for their target customer.

Arora, S., Currie, R., Piplani, K. & Panasiuk, E. "Is it easy to retain the customers online? Deciphering Customers." The Journal of Indian Management & Strategy. 2022.

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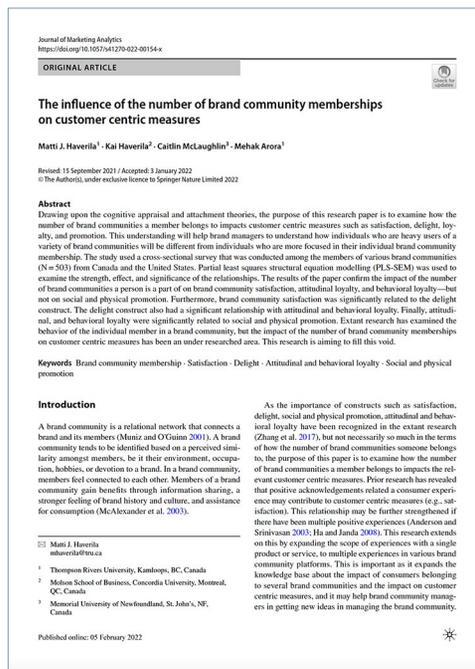


Publishing quantitative careers research: challenges and recommendations

Each year, thousands of research papers are accepted for publication in accredited journals. Still more never make it to reviewers' desks. As publication is key to disseminating research to other academics and researchers, authors can be left confused when their paper, which they believe contributes to their field, isn't accepted. In a new paper, Publishing quantitative careers research: challenges and recommendations, Dr. Angus Duff and his co-authors identify the main criteria that a quantitative study must meet to be considered for publication in international peer-reviewed journals covering career-related topics. Among their recommendations? While securing publication starts with study design, storytelling is essential: an author's craft in identifying a research gap and ability to demonstrate how their paper contributes to that gap is a crucial part of journal submission.

Schreurs, B., Duff, A.J., Le Blanc, P.M. & Stone, T.H. "Publishing quantitative careers research: challenges and recommendations." *Career Development International*. 2022.

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The influence of the number of brand community memberships on customer centric measures

If you like a product or service, you may tell your friends, post on your social accounts or leave a glowing online review. If you do, you may qualify as a brand community member—the sort of loyal customer who makes repeat purchases and promotes the brand to others. A new paper by Dr. Matti Haverila and co-authors explores an under-researched area: how the number of brand community memberships impacts customer centric measures. They surveyed 500 people from Canada and the US who belonged to one or more brand communities and found that customer delight—a combination of joy and surprise—has a direct effect on customer satisfaction, along with other findings that brand community managers can use in their marketing strategies.

Haverila, M., Haverila, K., McLaughlin, C. & Arora, M. “The influence of the number of brand community memberships on customer centric measures.” *Journal of Marketing Analytics*. 2022.

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Development of a brand community engagement model: a service-dominant logic perspective

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Abstract

Purpose – The purpose of this paper is to develop a model that examines motives as antecedents and consequences of brand community engagement (BCE) based on the recent service-dominant (S-D) logic framework, which considers the many actors involved in creating and consuming value in the context of brand communities (BCs).

Design/methodology/approach – Data were collected using an online survey and analyzed using partial least squares structural equation modeling. **Findings** – The relationships and their significance were examined using S-D logic. The results indicate that motives of information, self-discovery, status enhancement and entertainment were positively and significantly related to BCE, except social integration. BCE was significantly related to relationship quality (RQ) and customer satisfaction (CS). Finally, CS had a significant positive impact on RQ.

Originality/value – The contribution stems from the incorporation of the recent iteration of S-D logic as a theoretical framework into the BC model and the assessment of the relationships in the structural model.

Keywords PLS-SEM, Customer satisfaction, Service-dominant logic, Motives, Relationship quality, Brand community engagement, Brand community

Paper type Research paper

Introduction

Research findings indicate that 70% of the consumers are willing to disclose their brand-related knowledge with their fellows on social media. This is particularly important for younger consumers because of the longer times they spend sharing information and their higher willingness to follow and share social media content (Cheung *et al.*, 2021a). The importance of social media can be verified by social media penetration rates exceeding 80% in many countries (Statista, 2021a), and the overall number of social network users worldwide being estimated to reach 4.4 billion by 2025 (Statista, 2021b). Therefore, it is not surprising that social media is recognized among marketers by its usefulness in communicating brand knowledge and inciting brand engagement (Gómez *et al.*, 2019; Hollbeck *et al.*, 2014).

Brand communities (BCs) are based on a structured set of social relationships among admirers of a brand (Manzini and O'Guinn, 2005), and they can create numerous benefits for firms and consumers. For marketers, these include getting customer feedback and insights, learning, brand promotion and advocacy

and enhanced retention (McAlexander *et al.*, 2002). However, it is imperative to understand what motivates consumers to engage in these communities, in other words, what enhances satisfaction and creates value for them? As the environment is constantly evolving, it is clear that firms must go beyond the traditional marketing processes (Hollbeck, 2011) and focus on emerging constructs like engagement. An understanding of the engagement process can be accomplished with a service-dominant (S-D) logic view where the focus shifts from exchange and outputs to activities and processes (Vargo and Lusch, 2016).

Brand managers must go beyond the traditional firm-consumer relationship to examine a more comprehensive range of important actors, all of whom are integrating resources, interacting and exchanging services to co-create value (Vargo and Lusch, 2016). This can be accomplished by viewing BCs through the lens of S-D logic. Previous research has examined BCs from the S-D logic perspective (Cheung *et al.*, 2021a; Potlaza and Mub, 2011; Pongpakornwong *et al.*, 2008), but since the recent modification of S-D logic in 2014 (Vargo and Lusch, 2016), the research in this context is scarce. One of the key tenets of the S-D logic is the co-creation of value by

The current issue and full text archive of this journal is available on Emerald Insight at <https://www.emerald.com/insight/0950-7674.htm>



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Development of a brand community engagement model: a service-dominant logic perspective

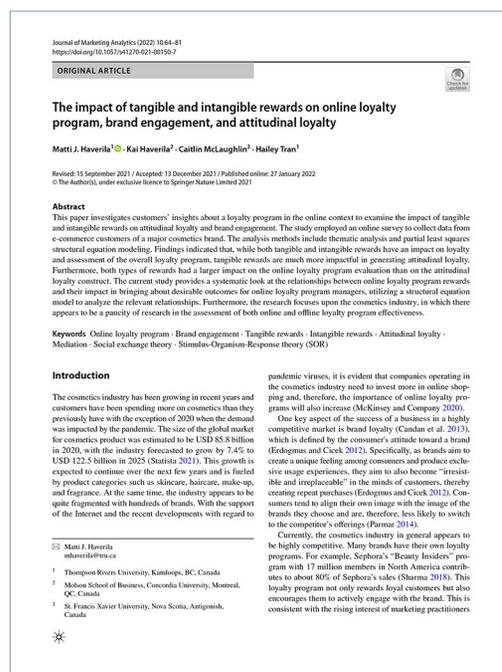
Dr. Matti Haverila furthers his research into brand communities by applying the most recent service-dominant logic framework to examine why customers become brand community members. In brand communities, customers engage in a relationship with a brand that evolves beyond transactions. Their research offers several implications for brand managers: maintaining engagement means more than offering a gathering place for members. Instead, encouraging members to create entertaining and engaging content along with opportunities for status enhancement (such as reward badges, member-first event invitations and access to exclusive online content) enhances members' sense of belonging and furthers the relationship between firm and customer.

Haverila, K., Haverila, M. & McLaughlin, C. "Development of a brand community engagement model: a service-dominant logic perspective." *Journal of Consumer Marketing*. 2021.

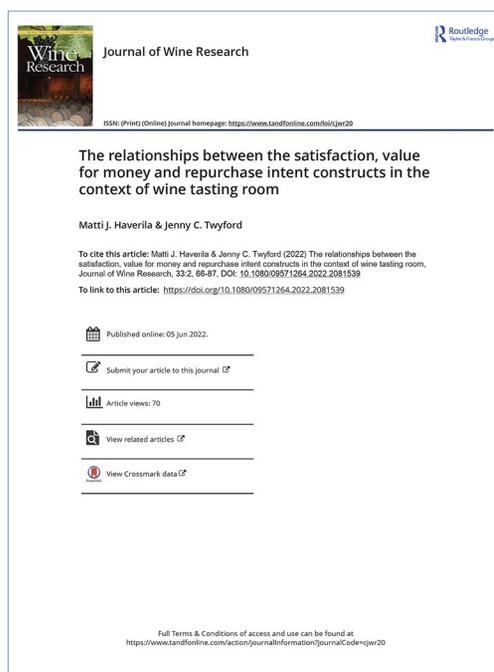
The impact of tangible and intangible rewards on online loyalty program, brand engagement, and attitudinal loyalty

In highly competitive industries, loyalty programs can be the difference between a company's success or failure. To explore what makes loyalty programs effective, Dr. Matti Haverila and MBA graduate Hailey Tran surveyed customers of a major cosmetics brand, asking a series of questions to determine the impacts of tangible vs. intangible rewards. Their findings suggest that while customers view tangible (monetary) rewards as more important, intangible rewards provide a more unique experience that helps form emotional attachments and are harder for competitors to copy—suggesting a combination of both rewards will foster long-term customer-brand relationships.

Haverila, M., Haverila, K., McLaughlin, C. & Tran, H. "The impact of tangible and intangible rewards on online loyalty program, brand engagement, and attitudinal loyalty." *Journal of Marketing Analytics*. 2022.



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The relationships between the satisfaction, value for money and repurchase intent constructs in the context of wine tasting room

Visiting a wine tasting room should never be a sour experience, particularly if wineries want to entice customers to repurchase. Over a million people visit British Columbia's 370 wineries each year, generating \$600 million in tourism-related economic impact. In 2017, a group of TRU graduate students surveyed 402 customers from 14 different BC wineries on their level of satisfaction, repurchase intent and value for money. Dr. Matti Haverila and co-author analyzed the data using the partial least squares structural equation modelling (PLS-SEM). They found a significant relationship between value for money and repurchase intent and conclude that many wineries can increase sales by implementing experience marketing.

M.J. Haverila & J.C. Twyford. "The relationships between the satisfaction, value for money and repurchase intent constructs in the context of wine tasting room." *Journal of Wine Research*. 2022.



How Do the CEO Political Leanings Affect REIT Business Decisions?

Nearly 40% of global carbon dioxide emissions come from the real estate sector—which means both governments and investors are motivated to construct and retrofit greener buildings. In a 2021 paper, *How Do the CEO Political Leanings Affect REIT Business Decisions*, Dr. Yanmin Gao explored how the political preferences of the CEOs of real estate investment trusts (REITs) in the United States affect their business decisions. They found that CEOs that financially support the Democratic Party tend to be more comfortable with risk and more likely to invest in projects that benefit the environment—and CEOs that donate to either political party are more likely to make investments in environmental, social and governance activities than those who don't donate at all.

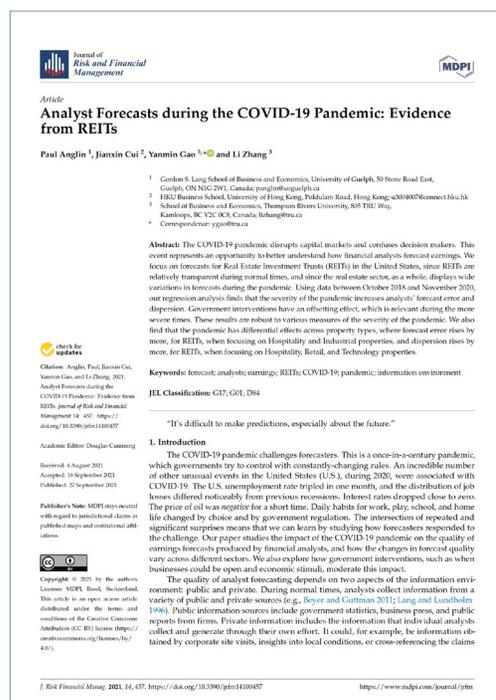
Deng, X., Anglin, P.M., Gao, Y. & Sun, H. "How Do the CEO Political Leanings Affect REIT Business Decisions?" *Journal of Real Estate Research*. 2021.

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Analyst Forecasts during the COVID-19 Pandemic: Evidence from REITs

In the early days of the COVID-19 pandemic, financial forecasters predicted that the unprecedented event would hurt the real estate market. They were both right and wrong: while some Real Estate Investment Trusts (REITs) did see steep declines (hospitality, retail) others fared much better (industrial, technology). Dr. Yanmin (Liz) Gao and Dr. Li Zhang saw an opportunity to examine how uncertainty affects analysts' forecasts. Looking at REITs in the United States between October 2018 and November 2020, they found that the severity of the pandemic, measured in the number of COVID-19 cases and deaths, increased analysts' forecast errors—suggesting that in future challenging times, investors would be wise to diversify their portfolio to accommodate distinctions between perceived winners and losers.

Anglin, P., Cui, J., Gao, Y. & Zhang, L. “Analyst Forecasts during the COVID-19 Pandemic: Evidence from REITs.” *Journal of Risk and Financial Management*. 2021.



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Reckoning the Impacts of Cognitive Biases on Decisions Made About Development of Iran's Oil and Gas Resources

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Abstract

In today's world, political economics of petroleum has been an increasingly important aspect of diplomacy and political economics. The huge weight of economics and petroleum politics make it imperative part of parcel of any study to review the dynamic due as well as the influencing factors on how authorities derive to certain decisions and what are the basis of their overall considerations. This paper is examination of the complex individual influences central to the way in which decision-making is pursued, most notably from the point of view of the cognitive, normative, and psychological perspectives. The aim is by utilizing qualitative and quantitative data analysis to outline the likelihood influence of cognitive biases in decision processes as well as examine the relationships of these biases on outcomes of decision made about development of Caspian Sea oil & gas joint deposits. Subsequently, depict how to avoid the adverse impacts and risks (economic, political and social risks) in future. The ultimate aims are to derive to a series of lessons learned, which becomes an input to improve the decision making process in future development of Caspian Sea joint field of oil and gas deposits and its resolutions. It also addresses many hidden issues behind many decisions made by Iranian decision makers regarding the development of joint fields of Caspian

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Reckoning the Impacts of Cognitive Biases on Decisions Made About Development of Iran's Oil and Gas Resources

The geopolitics of oil and gas are complex and pervasive, and no more so than in the Caspian Sea, where multiple countries can lay claim to the area's oil and gas deposits. In a recent paper, Dr. Salman Kimiagari and his co-authors offer an analysis of the cognitive biases impacting the decisions Iranian authorities make about the country's oil and gas joint developments. Using quantitative and qualitative data from interviews with 30 authorities, the analysis explores how Iranian leaders can improve decision-making in future joint developments of Caspian Sea energy reserves while avoiding certain economic, political and social risks.

Kamrava, M., Kimiagari, S. & Zarchi, A. "Reckoning the Impacts of Cognitive Biases on Decisions Made About Development of Iran's Oil and Gas Resources." International Studies Journal. 2021.

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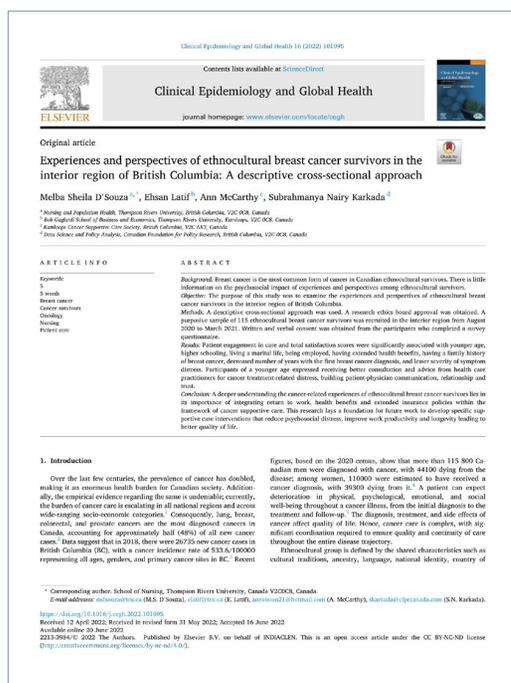


Extending Intention to Use Electronic Services Based on the Human-Technology Interaction Approach and Social Cognition Theory: Emerging Market Case

Internet or e-banking offers a host of benefits to both banks and customers: it is more efficient and cost-effective than traditional face-to-face bank services. Yet, some studies find that only 28% of Internet users worldwide use e-banking. A new study by Dr. Salman Kimiagari looked at survey data gathered from over 370 customers at five Iranian banks and found people were open to adopting e-banking, but structural features weren't enough to persuade them to adopt the technology. Kimiagari and his co-author conclude that banks in transition economies with similar socioeconomic conditions can use the insights from this study to make more informed choices about investing in Internet banking to encourage more people to use its services.

Kimiagari, S. & Baei, F. "Extending Intention to Use Electronic Services Based on the Human-Technology Interaction Approach and Social Cognition Theory: Emerging Market Case." IEEE Transactions on Engineering Management. 2022.

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Experiences and perspectives of ethnocultural breast cancer survivors in the interior region of British Columbia: A descriptive cross-sectional approach

For many patients, a cancer diagnosis brings with it a decreased quality of life. For women from ethnocultural groups—those with shared cultural traditions, ancestry or country of origin—that effect may be heightened by reduced access to care and information, less familial support and greater difficulty communicating with health care professionals due to cultural factors or language barriers. Dr. Ehsan Latif and co-authors conducted a survey of 115 ethnocultural breast cancer survivors in the interior region of BC and found that only 50% of participants who reported cancer treatment distress consulted their physicians. These and other findings lay a foundation for future work on care interventions that will lead to better quality of life for survivors, while raising awareness of the importance of streamlining cancer care navigation in the health care system.

D'Souza, M. S., Latif, E., McCarthy, A., & Karkada, S. N. "Experiences and perspectives of ethnocultural breast cancer survivors in the interior region of British Columbia: A descriptive cross-sectional approach." *Clinical Epidemiology and Global Health*. 2022.

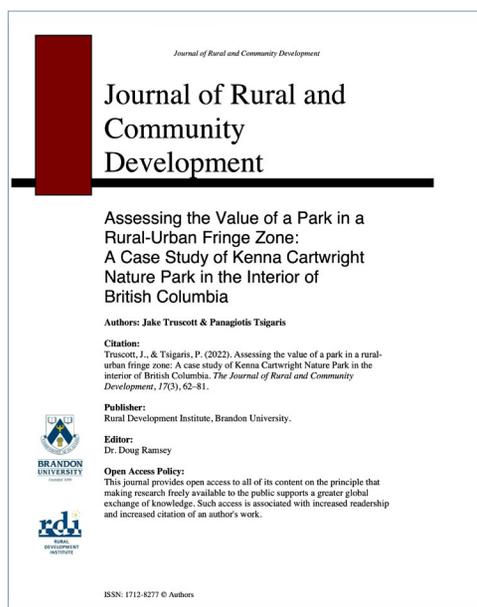


The value of leadership practices when there is no one to lead: A nascent entrepreneurship context

To launch a successful venture, people need networks of relationships to acquire financial and human resources. So what should entrepreneurs without these networks do? Dr. Bruce Martin and his co-author studied six immigrants who had few connections in their new country as they were trained in entrepreneurship and then tried to create their own ventures. Through 18 months of detailed observations, the researchers found that those who were successful at creating new ventures were aided by their ability to create valuable networks of potential partners and supporters using a unique and understudied type of leadership skill, relational leadership. By quickly establishing supportive and helpful relationships, these entrepreneurs were able to persist in new venture creation. The author's discussion of when and how to use relational leadership offers valuable lessons for other aspiring business owners who face adversity during their entrepreneurial journey.

Walsh, L. & Martin, B. "The value of leadership practices when there is no one to lead: A nascent entrepreneurship context." Journal of Small Business Management. 2021.

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Assessing the Value of a Park in a Rural-Urban Fringe Zone: A Case Study of Kenna Cartwright Nature Park in the Interior of British Columbia

Create a park, or build a housing development? As many cities face housing shortages and urban sprawl, city planners and governments are facing mounting pressure on the urban vs. nature tradeoff. That trend will only increase; the world's urban population is projected to increase by two to three billion by 2050. In his recent paper, Dr. Peter Tsigaris and graduate student Jake Truscott look at the value of Kenna Cartwright Nature Park, which was established in Kamloops in 1996. At 749 hectares, it is BC's largest municipal park and the ninth largest in Canada. The paper finds Kenna's ecosystem services represent 1% of Kamloops' annual GDP, and 20% of the value of all single-detached homes in the City—showing that residents and visitors place significant value on green infrastructure.

Truscott, J. & Tsigaris, P. "Assessing the Value of a Park in a Rural-Urban Fringe Zone: A Case Study of Kenna Cartwright Nature Park in the Interior of British Columbia." *Journal of Rural and Community Development*. 2022.



Global COVID-19 vaccine inequality: An overview of critical factors and possible solutions

Worldwide, the Coronavirus disease has infected 630 million people and caused 6.57 million deaths as of October 16, 2022. Vaccines are currently the most effective weapon against transmission—but initiating a global vaccination campaign is complex, and complicated by production and distribution inequalities and vaccine hesitancy; a huge disparity exists in vaccination rates between rich and poor nations. In a recent paper, Dr. Peter Tsigaris and his co-authors look at the factors hampering the efforts to contain the COVID-19 pandemic globally and provide possible policy solutions, including an equal distribution of vaccines, the supply of proper epidemiological tools and data to decision-makers, and international co-operation to provide effective vaccine production and distribution.

Chirico, F., Teixeira da Silva, JA., Sharun, K. & Tsigaris, P. "Global COVID-19 vaccine inequality: An overview of critical factor and possible solutions." *Journal of Health and Social Sciences*. 2022

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DOI: 10.4103/ijmr.IJMR_474_21



Review Article

Safety & effectiveness of COVID-19 vaccines: A narrative review

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There are currently eight vaccines against SARS-CoV-2 that have received Emergency Use Authorization by the WHO that can offer some protection to the world's population during the COVID-19 pandemic. Though research is being published all over the world, public health officials, policymakers and governments are collecting evidence-based information to establish the public health policies. Unfortunately, continued international travel, violations of lockdowns and social distancing, the lack of mask use, the emergence of mutant strains of the virus and lower adherence by a sector of the global population that remains sceptical of the protection offered by vaccines, or shows any risks associated with vaccines, hamper these efforts. Here we examine the literature on the efficacy, effectiveness and safety of COVID-19 vaccines, with an emphasis on select categories of individuals and against new SARS-CoV-2 strains. The literature shows that these eight vaccines are highly effective in protecting the population from severe disease and death, but there are some issues concerning safety and adverse effects. Further, booster shots and variant-specific vaccines would also be required.

Key words: Adverse effect - clinical trials - COVID-19 - efficacy - neutralization potential - risks - safety - SARS-CoV-2

The World Health Organization (WHO) list of Emergency Use Authorization (EUA)-qualified COVID-19 vaccines (as on 20 December, 2021) contains eight vaccines, namely the three adenoviral-vectored vaccines ChAdOx1 nCoV-19 (University of Oxford/AstraZeneca), Ad26.CoV2.S (Janssen), Covishield, CnABOX1 nCoV-19 (Serum Institute of India), two whole-inactivated coronavirus, which are the Covilo/BHIBHP-CoV (SinoPharm/Beijing Institute of Biological Products), CoronaVac (Sinovac) and Covaxin, BBV152 (Bharat Biotech), and the messenger RNA (mRNA) vaccines mRNA-1273 (Moderna) and BNT162b2 (Pfizer-BioNTech). mRNA vaccines work by injecting mRNA that encodes the SARS-CoV-2 spike protein directly into the host and have several advantages over conventional vaccine types, including improved safety, low potential for mutations, lower risk of antigen degradation *in vivo* and the potential for rapid mass production at a lower cost¹, although there are still challenges remaining regarding their pharmacological stability².

Another mRNA vaccine, CureVac, was developed in the European Union (EU) by CureVac N.V. and the

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Safety & effectiveness of COVID-19 vaccines: A narrative review

The COVID-19 pandemic continues to be a significant and evolving threat to public health, requiring further research and information to assist governments and policymakers in making evidence-based decisions. In a recent literature examination on the effectiveness of COVID-19 vaccines, Dr. Peter Tsigaris and his co-authors find the eight vaccines currently authorized by the World Health Organization (WHO) are highly effective in preventing severe disease and death. They also identify issues concerning adverse effects and the need for variant-specific vaccines to protect against new viral strains.

Chirico, F., Teixeira da Silva, J.A., Tsigaris, P. & Sharun, K. "Safety & effectiveness of COVID-19 vaccines: A narrative review." Indian Journal of Medical Research. 2022.

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SUPERVISED THESIS DEFENCES

Dr. Raymond Cox supervised **Natalia Popa** on Factors Affecting the Price-to-Earnings Ratio.

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HONOURS & AWARDS

Salvador Barragan, Bruce Martin, Tolulope Oluwafemi and Scott Rankin won Best Paper Award in the Entrepreneurship & Family Business Division at the 2022 Administrative Science Association of Canada (ASAC) Conference for their paper *How Social Enterprise can Flourish under Extreme Adversity: Why Ethics of Care is Everything and Not Enough*.

Matti Haverila won Best Paper Award in the Marketing Division at the 2022 Administrative Science Association of Canada (ASAC) Conference for his paper *Importance-Performance Analysis in the Context of Higher Education*.





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