

UN PRME SHARING INFORMATION ON PROGRES (SIP) 2012

Australian School of Business

University of New South Wales

PRME

This is our **Sharing Information on Progress (SIP)**
Report on the Implementation of the **Principles for**
Responsible Management Education

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INTRODUCTION FROM THE DEAN



The Australian School of Business (ASB) is pleased to present its PRME Sharing Information on Progress (SIP) Report for the period ending December 31, 2012.

Great progress has been achieved covering all of the six principles for responsible management education. In the Post Rio+20 global environment, our institution has committed to make sustainability and responsibility a cornerstone of all our activities: research, teaching and service.

We are a large institution, one of the biggest business schools in the southern hemisphere, with nearly 13,000 business school students within a large, public university of 52,000 students.

The mission of the Australian School of Business (ASB) at the University of New South Wales (UNSW) is to create and disseminate business knowledge for the benefit of students, organisations and society. ASB develops leaders for business, academia, government and the not-for-profit sector with the capability to succeed globally.

As a signatory to the UN PRME initiative, ASB values social responsibility as embedded in our high impact research and teaching.

We systematically assure that our students learn ethics and sustainability principles as a core component of our program learning goals for all our undergraduate and postgraduate programs, including our highly ranked MBA programs, as well as our research programs. The Centre for Social Impact (CSI) is one key driver of this commitment.

The UNSW Academic Board aims to formally include global citizenship as a learning goal in all our programs.

Our contributions to the PRME principles are also illustrated in the 2012 Inspirational *Guide for the Implementation of PRME: placing sustainability at the heart of management education*.

This SIP report for the past 24 months shows our commitment to PRME. Our journey continues.

Signed by Professor Geoffrey Garrett

Dean

Australian School of Business

University of New South Wales

THE PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION

Purpose: We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

Values: We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

Method: We will create education frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

Research: We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

Partnership: We will interact with managers of business corporations to extend our knowledge of their challenges in meeting these challenges.

Dialogue: We will facilitate and support dialogue and debate among educators, students, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

AUSTRALIAN SCHOOL OF BUSINESS

2015 STRATEGIC INTENT

New Mission Statement

The strategic intent of the Australian School of Business, as outlined in ASB 2015, aligns closely with the University of New South Wales' Blueprint to Beyond (B2B).

In August 2012, as part of Australian School of Business (ASB) AACSB accreditation project, the ASB mission statement was revised. This is one of the benefits of accreditation, in that it challenges us to demonstrate that we have clear alignment between our stated mission, and our plans and actions.

As a consequence, the Senior Management Team at the ASB agreed to following minor revision to the ASB mission statement:

The Australian School of Business creates and disseminates business knowledge for the benefit of students, organisations and society.

We develop students' leadership capabilities and their capacity to succeed globally in business, academia, government and the not-for-profit sector.

Our vision

The vision of the Australian School of Business is to be recognised globally as a leading research intensive business school renowned for its students and staff, teaching quality, relevance and innovation.

Our values

In pursuing our vision, we value:

- Passion for research and teaching
- Independence of thought
- Innovation and continuous improvement
- Leadership and excellence
- Accountability, integrity and transparency
- Teamwork
- Social responsibility
- Engagement

Research: Building high impact research

- ASB fosters research which is highly regarded in academic circles for its rigour and valued by the broader community for its relevance.
- ASB is committed to continually improving our research performance and academic standing.
- Our research strategy is built on attracting world-class academics, nationally competitive research funding and high calibre research students.
- We encourage multi-disciplinary research by establishing and funding research centres.
- We will translate and disseminate our research so that it is relevant beyond academic audiences, influencing business practice and performance.

Education: Delivering a student-centred experience

- Experiential learning: more case studies and simulations; expanded opportunities for business internships; increased participation of adjunct professional experts.
- International exposure: increased international perspective in the curriculum; increased global student mobility options; increased focus on building intercultural competencies and global perspectives.
- Social responsibility: integration of values-based learning, ethics, sustainability and social impact into the curriculum.
- Flexibility: increased use of technology-enabled online learning; blended learning approaches which bring together traditional educational models with e-learning, interactive and virtual options; cross disciplinary study options.

Engagement: Engaging and developing selective Tier-1 alliances

- The School will pursue broader external engagement to fulfil its vision for increased relevance in research and program content.
- Asia presents ASB with exciting opportunities for growth. We are building long-term, multi-level partnerships in China, Hong Kong, Indonesia, Thailand and India as priority countries.
- Within Australia, ASB will draw on the strength of its business and government partnerships to leverage alumni and business relationships.
- We will extend participation in the School's Advisory Council and research centre boards, joint research projects, consultancy engagements and business internships.
- Build lifelong, mutually beneficial relationships with our alumni.

Culture: Fostering an innovative and collegial culture

- The defining character of ASB will always be the capabilities of our people and their commitment to excellence.
- ASB will foster a highly engaged culture based on open communication, teamwork and innovation.
- Innovation will underpin our success – across program content and delivery, research activity and the way we engage with our partners. ASB will build leadership capability through a defined set of leadership principles, feedback mechanisms, coaching and development programs.
- ASB will align its organisational structures and resources with its strategic priorities.

The vision “to be recognised globally as a leading research-intensive business school” is being fulfilled in a number of ways, and particularly through actions that increase quality external engagement and alliances.

These include:

- Partnership with the Wharton School through *Knowledge@ASB*
- Delivery of non-degree programs through AGSM Executive Education. These programs bring together academic and professional expertise and knowledge to address complex organisational challenges.
- Development of joint programs with international tier-1 institutions, particularly in the Asia-Pacific region; e.g. the Master of International Business (MIB) Global dual degree program launched in 2013, will be run in partnership with Shanghai Jiao Tong (Antai College of Economics and Management) and KAIST (College of Business). Graduates will be awarded an MIB/MBA, the latter from the partners’ international programs.
- Establishment of collaborative research centres as well as “community centres” such as the Centre for Innovation & Entrepreneurship (CIE), which focuses on community engagement and promotion of relevant programs and support for research related to innovation and entrepreneurship.
- Connections being developed through ASB’s engagement with the UN Principles of Responsible Management Education (PRME).
- In July 2011 ASB, together with the Asia Pacific Centre for Sustainable Enterprise at Griffith University and the UNPRME, hosted the *First Australia/New Zealand Principles of Responsible Management Education Forum*.
- ASB was featured in the *Inspirational Guide for the Implementation of PRME: placing sustainability at the heart of management education*.
- Our academic staff contribute to global dialogue on a wide range of sustainability related themes.

PRINCIPLE I: PURPOSE

WE WILL DEVELOP THE CAPABILITIES OF STUDENTS TO BE FUTURE GENERATORS OF SUSTAINABLE VALUE FOR BUSINESS AND SOCIETY AT LARGE AND TO WORK FOR AN INCLUSIVE AND SUSTAINABLE GLOBAL ECONOMY

UNSW commits to Rio+20

UNSW has taken a significant step reaffirming its responsibility to support sustainability by signing the '[Commitment to Sustainable Practices of Higher Education Institutions](#)'. Ratified at the [Rio+20 United Nations Conference on Sustainable Development](#), Rio de Janeiro in June 2012. By signing the declaration UNSW recognises that higher education institutions have an important role to play in the pursuit of sustainable development through teaching and research activities, greening campuses, supporting communities in sustainable development, and engaging with international networks.

Pro Vice-Chancellor, International, Jennie Lang, championed UNSW's support for the Rio+20 Higher Education Declaration with the Vice-Chancellor signing the declaration in April 2012. View the [Rio+20 declaration here](#) and a presentation of UNSW's sustainability commitment [here](#).

Sustainability initiatives across the University of New South Wales

Environment Policy

Environmental Sustainability is a guiding principle in UNSW's Strategic Intent, Blueprint to Beyond (B2B). UNSW is incorporating environmental sustainability into the University's operations preparing for a low-carbon, clean-energy future. UNSW was one of the first Australian universities to have an environment policy approved by University Council in February 1995. The current policy was approved by the President and Vice-Chancellor in March 2012. UNSW is also a signatory to a number of international declarations relating to sustainability, including the Universitas 21 Statement on Sustainability.

The most recent outcomes include:

Collaboration Agreement for Sustainability Projects

Randwick City Council and the University of New South Wales have signed a new [Sustainability Agreement](#), one of the only continuing agreements of its kind between a local council and a university. [The Agreement](#) is intended to establish a formal working relationship between both organisations for the express purpose of progressing, sharing and collaborating on joint projects or initiatives intended to deliver key sustainability outcomes or changes of mutual benefit to both organisations within or adjacent to the area comprising Randwick City.

Recycling mobile phones

A key component of mobile phones and most electronic equipment is Tantalum, which is extracted from a raw material known as Coltan. Coltan is mined illegally in the Congo's forests, which are the habitat of the endangered lowland gorillas. Coltan is allegedly sold to fund the current conflict in the Congo. All old phones collected on campus are given to

Fauna and Flora International as part of an initiative to re-use 75% of their components, thereby reducing the mining of Coltan.

Careful disposal of food waste

Food waste now totals more than 1.2 million tonnes a year in NSW alone, and is valued at \$2.5 billion. UNSW Sustainability is supporting the [Love Food Hate Waste](#) short film competition to help raise awareness of a growing issue. Food waste accounts for half of a household's water use, 40 per cent of household waste and it also produces greenhouse gas emissions.

Through the www.energy.unsw.edu.au webpage, Sustainability Updates and involvement with students and in community initiatives, we are aiming to raise UNSW's profile as a leader driving the transition into more sustainable ways of being by raising environmental awareness, education and action.

UNSW provides a full e-waste collection and resource recovery service. IT at UNSW, UNSW Sustainability and Facilities Management have worked together to arrange with Hewlett Packard (HP) an Asset Recovery Service for the collection of obsolete IT equipment no longer needed by UNSW.

PRINCIPLE 2: VALUES

WE WILL INCORPORATE INTO OUR ACADEMIC ACTIVITIES AND CURRICULA THE VALUES OF GLOBAL SOCIAL RESPONSIBILITY AS PORTRAYED IN INTERNATIONAL INITIATIVES SUCH AS THE UNITED NATIONS GLOBAL COMPACT.

In 2012, the UNSW Academic Board approved a discussion paper which will be used to inform future university policy on embedding global citizenship in all our programs.

Meeting Assurance of Learning (AOL) goals and objectives

In 2010 – 2012 we made significant progress in embedding PRME themed program learning goals of ethics and sustainability throughout our undergraduate, postgraduate and research programs. We continue to assure student progress towards achieving those goals. All ASB undergraduate and postgraduate programs have clarified their program learning goals. In 2013, the programs will have maps which illustrate where students are taught, practice and are assessed on program learning goals.

These goals are underpinned by our learning objectives:

- a. Students will demonstrate an awareness of emerging social, environmental and economic issues as they apply in national and international business domains.
- b. Students will demonstrate an understanding of corporate social responsibility including ethical issues as applicable to businesses in their operational contexts.

These objectives are assessed via rubrics, and the data form part of our program level continuous improvement process.

PRME-related curriculum changes constantly occur within all of our schools and programs. Some illustrations are listed below.

Master of Technology (MBT) Update

Systematic application of UNPRME

The MBT Program is systematically implementing the Principles for Responsible Management Education across all courses. Consequently, all new writing contracts issued by the MBT Program specify the inclusion of material relating to PRME. This implementation process will gradually spread throughout the Program.

New course on 'Leadership in Complex Environments'

This new course on leadership will be offered in 2013. Leadership in a Complex Environment addresses the need for, and value of, leadership in complex environments characterised by technology, sustainability and the need to operate across boundaries. The course content is based on latest research on leadership and introduces students to contemporary models, concepts and theoretical frameworks of leadership and examines

different forms of leaderships, including adaptive, emergent, sustainability, cross-boundary and shared/distributed. The course facilitates the development of personalised leadership plans for each student using theoretical knowledge. It also provides practical guidance to help students strengthen the leadership abilities they need to address 'wicked' problems, (such as climate change) and the role of ethics and personal values to achieve this.

Involvement of MBT Academic Director

Dr Mehreen Faruqi (AGSM, Academic Director, MBT) and Dr Tracy Wilcox (School of Management) and are leading a project to assess all existing ASB degree programs to ascertain how the PRME principles are being applied in our practice, and included in the development of criteria for assessing individual courses against PRME principles.

School of Actuarial Studies Update

In 2012, in the introductory Actuarial course, students were introduced to the social role of actuaries and the financial institutions in which they work in providing for individual financial needs.

In the undergraduate and postgraduate courses on actuarial statistics, students were exposed to the following ethical and social issues:

- They were given a framework and readings to help in discussing discrimination in the underwriting of life insurance– which then provided the basis for a question in the examination.
- Discussed collaboration as a means to make people's strengths productive, and required a reflection on this as part of their assignment – with further discussion on taking individual responsibility for their ongoing development
- Discussed – with personal actuarial examples - Howard and Korver's "art of making ethical decisions", and the need to develop a personal ethical framework before being faced with potentially compromising decisions.
- A lecture was devoted to the impact of wars, pandemics and potentially global warming on mortality rates in history – with one exam question raising the impact of AIDS on a mortality table.
- Another lecture covered the causes of population aging and the impact of improved medical care and better lifestyle on future population mortality, highlighting also the social problems arising from increasing rates of dementia. This also provided an opportunity to discuss the role of government and the political power of the "gerontocracy".
- The final lecture included time on job opportunities and developing a vocation.

For the life contingencies courses, as part of an assignment, students were asked to write a critical review of the article "Insurers' Reserves Examined" with a focus on an actuary's professional responsibility on setting reserves. This responsibility goes beyond the technical in the need to ensure that actuaries resist management pressure to minimise reserves.

In the honours/masters course on asset and liability modelling, the following ethical and social issues were explicitly covered in lectures, and are potentially examinable:

- In international investment markets: globalization and networks of control, the increasing role of sovereign wealth funds
- Constraints to growth (and risks to investment) in the form of increasing commodity prices and peak oil
- Increasing household and government debt and banking crises.
- Application of a framework on justice to discuss the ethics and governance of monopoly rent and discussion of mutual and proprietary governance models in financial institutions.
- Guest lecturers who emphasised the role of investors in overseeing directors' behaviour and of integrity in the investment management process
- The professional integrity requirements of the Actuaries Institute and the CFI institute

We have begun a further process of mapping the social and ethical issues into the courses that will be taught in 2013.

School of Management Update

In 2010-2012, the School of Management has developed or revised a range of courses which promote PRME themes:

MGMT5050 Team, Ethics and Competitive Advantage – new Postgraduate course for 2013

To achieve competitive advantage in today's global business environment, managers require skills in problem anticipation, identification and solving, along with abilities to work with and in teams and engage in ethical decision making. Thus, critical and self-reflective thinking is central to success in both postgraduate study and professional business careers.

This course is designed as a foundation core course in the Master of Commerce program. Drawing on these thinking skills, students will develop an understanding of how the functioning and contribution of teams and ethical practices in wider organisational contexts are related to competitive advantage. The course adopts a multiple perspectives approach which encourages students to develop these skills.

MGMT5601 Global Business and Multinational Enterprise (Postgraduate)

This course explicitly stresses and develops appreciation and effective techniques for working within cross-functional and cross-national teams. This is a foundational course within the overarching field of international business and international management. It explores the key external (commonly called 'macro') factors significantly shaping the success and failure of the daily operations and key decisions within multinational enterprises (MNEs) around the globe. This course pays especial attention to the enduring impact that the differences among

the countries' political, social, cultural, and economic systems have on MNEs' strategic decisions. Significant attention is also paid to how the increasing interdependences among countries, organisations and individuals around the globe intensify the challenges faced by MNEs.

MGMT5910 – Managing Human Capital for Sustainability (Postgraduate)

This course looks at the emerging role of human capital analysis in the investment process. It aims to examine the ways in which organisational change can be sustained within the complexity of changing human and organisational systems. It examines the effects of environmental change on organisations and organisational systems. Emphasis is placed on sustaining change by building organisational capability involving human resource and organisational practices and processes which have the potential to sustain the organisation's ability to achieve continuous adaptation.

MNGT5355 – New Product Development (Postgraduate)

Innovation is one of the primary ways that companies seek to create a competitive advantage in their markets. It is also often used as a principal driver of corporate growth, renewal, and sustainability. Many years ago the Australian Prime Minister Paul Keating tasked Australian researchers and businesses to make Australia "the clever country". (Something that was much easier said than done!). Innovation only 'works' when it leads to a commercial outcome such as a better way of doing something or a new product or service that is better than what it seeks to replace. This course adopts this perspective and explores the key issues that deliver commercial success. The course builds on and draws from all the other marketing courses within the MBA program.

MGMT1001 – Managing Organisations and People

The key course for developing undergraduate learning goals is *MGMT1001 Managing organisations and people*. This course sets up frameworks for teamwork; leadership; written communication; inter-cultural communication; analytical and reflective skills; and ethical and social responsibility and sustainability. Students engage in a range of experiential learning and reflection activities, including an online Harvard team simulation conducted both before and after formal instruction in effective teamwork, and detailed rubrics are used for assessment and feedback. These themes are embedded in Program Learning Goals.

MGMT2106 Comparative Management Systems

This undergraduate course explicitly stresses and develops appreciation and effective techniques for working within cross-functional and cross-national teams. The key focus of this course is on the comparative, cross-national business systems, markets and non-market institutions and management styles. A global perspective is taken, contrasting management systems in key regions such as Asia, Africa, Europe, North and South America. This course includes topics such as the dynamic interaction between markets and state intervention, paradigms of industrial development, doing business in emerging markets, inter-firm networks; the impact of economic reform, management practices; and the institutional climate for entrepreneurship.

Updates from the School of Accounting

The School of Accounting has embarked on a project in collaboration with Nanyang Technological University-Singapore that aims to develop research in the areas of accounting, reporting and assurance of climate change and sustainability issues and on how this research could be disseminated in the Asia-Pacific region. The project also aims to educate academics in the Asia-Pacific region on how best to integrate sustainability in the accounting curriculum.

Other updates include:

- Development and introduction of a new course in the School of Accounting (ACCT5961 - Accounting for Climate Change and Sustainability). This course explores issues related to climate change and sustainability and the implications for industry sectors and businesses. The course is targeted to ASB and environmental science postgraduate students who will later on demonstrate their leadership skill in the areas of climate change and sustainability.
- The academics involved in teaching ACCT5961 support dialogue with academics in other Faculties at UNSW who are involved in embedding climate change and sustainability issues in their mainstream curriculum (e.g. Law, Science and Engineering). Invitations are extended to practitioners from government and non-government agencies to present in class (e.g. ACCT5961) their experience on dealing with sustainability issues in their respective organisations.
- The School encourages research students from ASB and other Faculties (e.g. Built Environment) and visiting academics to attend and observe the ACCT5961 course. Dr Maria Balatbat and Associate Professor Wendy Green are teaching PRME themes in the Executive MBA program in Hong Kong.
- Associate Professor Wendy Green and Professor Ken Trotman submitted a successful application for a NSW Government Grant in 2012 to prepare teaching material on energy efficiency for accountants and business managers. A number of other members of the School of Accounting have contributed to the development of this material, including Dr Balatbat and Ms Trish Strong.
- Associate Professor Green included an assignment in her third year auditing honours research course in 2011 requiring students to develop a research proposal on "assurance of greenhouse gas emissions"
- Associate Professor Green and Dr Balatbat included additional material on energy efficiency in the ACCT5961 course.
- *Accounting and financial management 1A* incorporates analyses of ethical and legal responsibilities and sustainability.

PRINCIPLE 3: METHOD

WE WILL CREATE EDUCATIONAL FRAMEWORKS, MATERIALS, PROCESSES AND ENVIRONMENTS THAT
ENABLE EFFECTIVE LEARNING EXPERIENCES FOR RESPONSIBLE LEADERSHIP.

ASB Internal Research Project: “Building on ASB Strengths and Existing Practices in Responsible Management Education”

Following the successful Australasian PRME forum hosted by ASB in mid-2011, a project was initiated to build on the momentum of the gathering, and leverage the work already being done across the Faculty. The overarching question of driving the project was: How might ASB build on our strengths and existing practices?

In 2011, a three stage project was initiated by Dr Tracy Wilcox and Associate Professor Mehreen Faruqi to Build on ASB Strengths and Existing Practices in Responsible Management Education. The three stages were:

1. PRME ASB Scoping Exercise – ‘Capturing the Champions’
2. Develop a Community of Practice in ASB and throughout UNSW
3. Embed and extend PRME Practices

Principal Investigators Dr Tracy Wilcox and Dr Mehreen Faruqi were awarded funding from the Faculty to begin the first stage of the project. The project aimed to assess all existing ASB degree programs to ascertain how the PRME principles are being applied in our practice, and included the development of criteria for assessing individual courses against PRME principles.

This first stage ‘captured the existing champions’ of socially and environmentally responsible business practices in teaching and learning, and provided an accurate scan of the landscape of current practices within ASB. Expected outcomes were:

- Benchmark Report of PRME-related pedagogy in ASB,
- Assessment by program and course.
- A comprehensive and evidence-based plan for conducting stages 2 and 3.

Stage 1 is nearing completion, and the results include:

- Development of comprehensive and reliable criteria which can be easily applied to a range of business-related courses.
- Extensive audit of all undergraduate and postgraduate compulsory courses using sound qualitative research methodology.
- A survey of all Course Leaders in ASB has now been developed and piloted, and is ready for distribution to all Course Leaders across the Faculty.
- A report will be tabled to the Dean and the Senior Management Team at the end of this Semester.

Stage 2, *Building a Community of Practice* has commenced in the meantime. In February 2013, Tracy Wilcox and Mehreen Faruqi presented a Session on *Teaching Ethics and Sustainability* to academic staff from the Australian School of Business. This was the first

time interested faculty from across ASB had come together for this purpose, and from this initial group we will be able to extend the Responsible Management Community of Practice.

In addition:

- Dr Tracy Wilcox was invited to Victoria University Wellington, New Zealand to present a seminar on our experiences with Responsible Management Education so far.
- UNSW is a founding member of ABEN – the Australasian Business Ethics Research network, which has as one of its aims to promote and facilitate PRME in education in Australia and New Zealand. See ABEN.org.au
- Dr Tracy Wilcox met with staff from *Fondazione Eni Enrico Mattei* (FEEM) in Milan, Italy in July 2011, to explore opportunities for future collaboration. FEEM is a nonprofit, nonpartisan research institution devoted to the study of sustainable development and global governance.
- Associate Professor Mehreen Faruqi and Dr Loretta O'Donnell attended the Rio+20 Summit in 2012
- As a key theme to assure learning as part of an international accreditation process, PRME principles of ethics and sustainability have been embedded in program learning goals for undergraduate, postgraduates, research programs and MBA programs.

Training and Mentoring Programs for Academic Women

Initiatives developed under UNSW's gender equity program include the Academic Women in Leadership program, the Vice-Chancellor's Childcare Support Fund for Women Researchers and the Career Advancement Fund. The Academic Women's Employment Strategy 2012-2014 positions gender equity as a strategic priority for UNSW.

In 2012 for the eighth consecutive year, UNSW has been recognised as an Employer of Choice for its initiatives to support and advance women in the workplace. UNSW is one of 125 organisations from across Australia to receive the award this year from the Equal Opportunity for Women in the Workplace Agency (EOWA).

UNSW has offered the Academic Women in Leadership Program (AWIL) for academic women. The program takes over 10 months, with the goal of providing participants with the opportunity to develop greater understanding of their leadership style and capabilities; develop greater confidence and skills to take on both formal and informal leadership roles and to gain greater knowledge, understanding and experience of UNSW practices, systems and structures, and the strategic issues facing UNSW senior leadership.

ASB supported three participants in both 2011 and 2012. Several ASB staff served as mentors for AWIL participants.

The ASB, through AGSM Executive Education, offers a Women in Leadership program for external participants (and also open to UNSW staff). This program is designed for women seeking to develop leadership capability and includes themes such as authentic style, executive influence, adaptive leadership, thought leadership and one-to-one coaching.

AGSM Women Indigenous Leaders Scholarship

In 2012 the Australian Graduate School of Management (AGSM) and Chief Executive Women (CEW) invested in the leadership potential of two women with the inaugural AGSM Women in Leadership Indigenous scholarships. The recipients for 2012 were Arabella Douglas, Director, Regional Services, NSW Family and Community Services - Aboriginal Housing Office and Melissa Williams, Director, Office of Aboriginal and Torres Strait Islander Employment and Engagement; University of Western Sydney. These women are among the first Indigenous women to attend AGSM's Women in Leadership program. Arabella Douglas is now Social Sustainability Manager at Barangaroo South, Lend Lease, a major development project, and is now working closely with ASB and Nura Gili Indigenous Programs Unit to create substantial opportunities for UNSW Indigenous undergraduate and postgraduates to be employed as interns, graduate and consultancy positions.

Global Business Leaders Challenge

The Global Business Leaders Challenge was developed and facilitated by Rebecca Harcourt, Program Manager, Indigenous Education, to offer a stimulating day for year 12 high school students, to simulate a day in the life of a student at the Australian School of Business, with a focus on creativity, aptitude and ability to work as a team in a global business context, involving projects in Greece, Bangladesh and Canada.

"The participants rose to the series of challenges including tension between delivering and developing marketable business propositions within diverse global markets, where social responsibility, ethical and environmental factors are equally important as profit and growth"

Rebecca Harcourt
Program Manager, Indigenous Business
Education

AGSM's International Business Strategy in Asia (IBSA)

AGSM's International Business Strategy in Asia (IBSA) study tour was first launched in 2009 with an inaugural case-study travel program to Singapore and India offered to members of the full-time MBA as well as students in the first phase of the MBA (Executive) program. In 2011, the course was expanded with an increase in the schedule of cities, case study assignments and business visits, culminating in an international MBA study touch program featuring Hong Kong, Shenzhen and Mumbai. The 2012 the course focussed on China with students visiting Hong Kong, Chengdu and Shanghai. The study tour challenges students by placing them in a different environment, introducing them to new concepts and considerations in management, including cross-cultural communication and business practice.

Community engagement examples:

Cycle for Multiple Sclerosis Australia

In November 2012, a team made up of staff, students and friends from the Australian Graduate School of Management rode 90kms to raise money for Multiple Sclerosis Australia. The team had representatives from MBA Programs, the Master of Business and Technology program, and AGSM.

PRINCIPLE 4: RESEARCH

WE WILL ENGAGE IN CONCEPTUAL AND EMPIRICAL RESEARCH THAT ADVANCES OUR UNDERSTANDING ABOUT THE ROLE, DYNAMICS, AND IMPACT OF CORPORATIONS IN THE CREATION OF SUSTAINABLE SOCIAL, ENVIRONMENTAL AND ECONOMIC VALUE.

Illustrative ASB staff publications in the fields of sustainability and corporate social responsibility: up to 2012

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| Associate Professor Anthony Asher | <ul style="list-style-type: none"> Asher, A, (2012) "Developing Actuarial Judgement", Presented to the Actuarial Education and Research Symposium, Melbourne (December, 2012) http://papers.ssrn.com/sol3/papers.cfm?abstract_id=2202611 |
| Associate Professor Aybuke Aurum | <ul style="list-style-type: none"> Aurum A, Handzic M, Van Toorn C, Decision. (2004) "Support for Environmental Disaster Planning. A Handbook of Sustainable Development Planning: Studies in Modelling and Decision Support". Quaddus, M., Siddique, MAB. (Eds) Edward Elgar publishing, pp.77-86, ISBN 1-84064879- |
| Dr Maria Balatbat | <ul style="list-style-type: none"> Performance Risk Associated with Renewable Energy CDM Project, 2012, Journal of Management in Engineering. Special Issue in Management for Sustainable Development 27(1) 1-9 (co-authored with E. Findlay and D. Carmichael) ESG Scores and its influence on firm performance, European Accounting Association, Ljubljana, May 2012 The strategic timing of management earnings, Accounting and Finance Association of Australia and New Zealand, Christchurch, July 2011 Conference Proceedings (co-authored with A. Jackson and G. Gallery) |
| Associate Professor Jane Baxter | <ul style="list-style-type: none"> Andon, P. and J. Baxter. (2011) "Introducing and Contextualising Customer Lifetime Valuation: a management accounting teaching resource", Accounting Education: an international journal, Vol 20(1), pp.39-61 English, L. and J. Baxter. (2010) "The Changing Nature of Contracting and Trust in Public-Private Partnerships: The Case of Victorian PPP Prisons", ABACUS, pp.289-319 |
| Dr Christina Boedker | <ul style="list-style-type: none"> Boedker C. (2010) "Ostensive versus Performative Approaches for Theorising Accounting-Strategy Research", Accounting, Auditing and Accountability Journal, Vol. 23, No. 5, pp. 595-625 |
| Dr Dan Caprar | <ul style="list-style-type: none"> Caprar, D.V., & Neville, B.A. (2012). "Norming" and "Conforming": Integrating cultural and institutional explanations for sustainability adoption in business. Journal of Business Ethics (Special Issue: |

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| | <p>Sustaining Sustainability in Organizations)</p> <ul style="list-style-type: none"> Caprar, D.V. (2011). Foreign locals: a cautionary tale on the culture of MNC local employees. <i>Journal of International Business Studies</i>, 42(5): 608 - 628. (Special Issue: Qualitative Research in International Business) <p>Finalist and runner-up for the Academy of Management HR Division Scholarly Achievement Award 2011</p> |
| Professor Wai-Fong Chua | <ul style="list-style-type: none"> B. Burfitt, W.F. Chua and J. Baxter, "Inter-organisational Alliances and the Importance of Accounting for Value in Kind Transactions: Exploring the Role of Formal Management Accounting Controls", accepted and forthcoming, <i>The Australian Accounting Review</i> R. Simnett, A. Vanstraelen and W.F. Chua, "Assurance on Sustainability Reports: An International Comparison", accepted and forthcoming, <i>The Accounting Review</i> |
| Professor Larry Dwyer | <ul style="list-style-type: none"> L. Dwyer and J. Faux (2010) "Triple Bottom Line Reporting for Sustainable Tourism Development" in J. Liburd and D. Edwards (eds) <i>Understanding the Sustainable Development of Tourism</i>, Goodfellows Publishing, UK L. Dwyer and D. Edwards (2010) "Sustainable Tourism Planning" in J. Liburd and D. Edwards (eds) <i>Understanding the Sustainable Development of Tourism</i>, Goodfellows Publishing, UK L. Dwyer (2013). Author of seven (7) entries in C. Cater and B. Garrod (eds) <i>Encyclopaedia of Sustainable Tourism</i>, CABI (forthcoming) L. Dwyer, P. Forsyth, R. Spurr, S. Hoque (2010) "Estimating the Carbon Footprint of Australian Tourism" <i>Journal of Sustainable Tourism</i> Volume 18 (3), pp 355-366 L. Knezevic Cvelbar and L. Dwyer "An Importance-performance Analysis of Sustainability for long term Strategy Planning in Slovenian Hotels" forthcoming <i>Journal of Sustainable Tourism</i> |
| Associate Professor John Evans | <ul style="list-style-type: none"> Evans, J. "Sustainable Security Analysis", <i>Finsia Journal of Applied Finance</i>, Autumn 2006, jointly with Guido, R and Guo, M (received Merit Award 2006) "The Relationship between Social Rating Factors and Stock Returns", with Pieris, D. <i>Journal of Investing</i>, Fall 2010 |
| Associate Professor Mehreen Faruqi | <ul style="list-style-type: none"> Faruqi M, (2012). "Embracing complexity to enable change", in D Rigling Gallagher, N Christiansen and P Andrews, eds, <i>Environmental Leadership: A Reference Handbook</i>, vol. 2, pp. 772-781, Sage, Thousand Oaks, California Faruqi, M, (2012). "Embracing complexity to enable change", in D |

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| <p>Professor Patrick Finnegan</p> | <ul style="list-style-type: none"> • Smith, S., Winchester, D., Hasan, H. and Finnegan, P. (2011) IS for Government Climate Change Adaptation Activities: An Exploratory Case Study. Proceedings of the 22nd Australasian Conference on Information Systems. Nov 29th to Dec 2nd. |
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- Green, W., and Q. Li. (2011). Do carbon emissions statement preparers and shareholders have a similar understanding of the nature of emissions statements and their assurance
- Determinants of greenhouse gas assurance provider choice: evidence from organisations purchasing GHG assurance in Australia with S. Taylor and J. Wu; presented at 4 conferences:- *EarNet symposium* Bergen 15 -17 September 2011; -23rd international congress on Social and Environmental Accounting Research (CSEAR) University of St Andrews 7th - 9th September 2011; - CSEAR Launceston 5-7 December 2011; -*ISAR* Québec June 13th -14th;2012
- The driving forces behind carbon emissions assurance: an international analysis, (with S. Zhou), *presented at 2 conferences - mid-year meeting of the auditing section of the AAA*, Albuquerque, January 13-15 2011 -*34th annual congress of the European Accounting Association (EAA) conference* Rome, 20-22 April.2011
- Determinants of assurance provider choice: evidence from companies purchasing greenhouse gas assurance, (with Dr S. Taylor) *35th annual congress of the EAA*, Ljubljana 20-22 April 2011
- When does the reputational capital of the traditional accounting profession pay? – Evidence from the emerging GHG assurance market, (with Zhou S, and R Simnett) - *AFAANZ conference*, 1-3 July, 2012, Melbourne
- The impact of strategic relevance and assurance of sustainability indicators on investors' decisions (with Associate Prof Mandy Cheng and John Ko) *AFAANZ conference*, 1-3 July, 2012, Melbourne
- Factors that influence perceptions of greenhouse gas assurance provider quality (with Dr Stuart Taylor) *AFAANZ conference*, 1-3 July, 2012, Melbourne
- The informativeness of disclosures under Australia's national greenhouse and energy reporting act (with Dr Jeff Coulton and Tara Tao) *AFAANZ conference*, 1-3 July, 2012, Melbourne (received best paper ward in sustainability stream); Accounting & Finance Conference April 2013; EAA May 2013

Dr Gary Gregory

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Dr Pauline Grosjean

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Dr Markus Höllerer

- Höllerer, Markus A., Dennis Jancsary, Renate E. Meyer, & Oliver Vettori (forthcoming): Imageries of corporate social responsibility: Visual re-contextualization and field-level meaning. *Research in the Sociology of Organizations*
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Professor Peter Kriesler

- Kriesler, P. (2011) "The global financial crisis and the right to a decent job" with Nevile, J. *The Australian Journal of Human Rights* Volume 16 No. 2 ISSN 1323 238X pp. 1 – 26
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| <p>Dr Nanfeng Luo</p> | <ul style="list-style-type: none"> • 01/2012 – 12/2015: The Effect of Corporate Social Responsibility on Employee Attitudes and Behavior. National Natural Science Foundation of China. Research team member. • Xin, H., Zhou, Z. & Luo, N. (2011). An Empirical Study on the Effects of CSR on Consumers' Evaluation and Purchase Intention. <i>Shanghai Management Science</i>, 3: 63–67. (in Chinese) • Zhou, Z., Nakano, C. & Luo, B. N. (2011) Business Ethics as Field of Training, Teaching, and Research in East Asia. <i>Journal of Business Ethics</i>, 104 (S1): 19–27. |
| <p>Associate Professor Elisabetta Magnani</p> | <ul style="list-style-type: none"> • Lahiri, R., and Magnani, E., (2012), Endogenous Skill Heterogeneity and Inflation, <i>Economic Modelling</i> 29, pp. 1745--1756 • Magnani, E., Tubb, A., "Green R&D, Technology Spillovers and Market Uncertainty. An empirical analysis", <i>Land Economics</i>, In Press, Accepted March 3, 2012 |
| <p>Dr Ramona Meyricke</p> | <ul style="list-style-type: none"> • Meyricke R., (May 2012): Theoretical and empirical evidence of the influence of economic linkages on stock returns. PhD Thesis, University of Cambridge • Meyricke R., (Nov 2010): Sustainable Claims Management. Cambridge Programme for Sustainability Leadership report, University of Cambridge |
| <p>Dr Nina Mistillis</p> | <ul style="list-style-type: none"> • D'Ambra, J. and Mistillis, N. (2010) Assessing The E-Capability of Visitor Information Centers. <i>Journal of Travel Research</i>. 49. 2. 206-215 • Wong, E., Mistilis, N. and Dwyer, L. (2011) A Model of ASEAN Collaboration in Tourism. <i>Annals of Tourism Research</i>, doi:10.1016/j.annals. 2010.12.008 • Wong, E., Mistilis, N. and Dwyer, L. (2010) Understanding ASEAN tourism collaboration - the preconditions and policy framework formulation. <i>International Journal of Tourism Research</i>. Forthcoming • Wong, E., Mistilis, N. and Dwyer, L. (2011) A Framework for Analyzing Intergovernmental Collaboration – The Case of ASEAN Tourism. <i>Tourism Management</i>. 32. 367-376 • Mistillis, N. Developing Tourism and Hospitality Graduate Attributes in a University Undergraduate Commerce Program. Refereed Paper <i>CAUTHE Conference Hobart Tasmania Australia Tourism and Hospitality - Challenge the Limits. Proceedings of the 20th Annual Council for Australian University Tourism and Hospitality Education</i> |

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**Professor
Andreas
Ortmann**

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**Dr Loretta
O'Donnell**

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**Professor
Prem
Ramburuth**

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| | <p>Model Of Cultural Distance, MNC Subsidiary Roles, and Knowledge Transfer In China-Based Subsidiaries, <i>Organisations and Markets in Emerging Economies</i>, 2(2)</p> <ul style="list-style-type: none"> • Ramburuth, P. with S. Daniel. (2011) Integrating Experiential Learning and Cases into International Business, <i>Journal of Teaching in International Business</i>, 22 (1) • Ramburuth, P. (with D. Ralston, C. Egri, E. Reynaud, N. Srinivasan, O. Furrer, D. Brock, R. Alas, F. Wangenheim, F.L. Darder, K. Mellahi, et al*) (2011) A 21st Century Assessment of Values across the Global Workforce, <i>Journal of Business Ethics</i> |
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| <p>Dr George Shinkle</p> | <ul style="list-style-type: none"> • Shinkle, G. A., and Spencer, J. W. (2012). The social construction of global corporate citizenship: Sustainability reports of automotive corporations. <i>Journal of World Business</i>, 47(1): 123-133 [DOI information: 10.1016/j.jwb.2011.02.003]. |
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| Dr Stuart Taylor | <ul style="list-style-type: none"> • S. Taylor and W. Green "Factors that Influence Perception of Greenhouse Gas Assurance Provider Quality" accepted for publication in the <i>International Journal of Auditing</i>. This research was funded by an ASB SRG. |
| Associate Professor Binh Tran-Nam | <ul style="list-style-type: none"> • Kemp, M. and Tran-Nam, B. (2012), "The Gains from International Trade and International Aid in the Presence of Public Goods", <i>Global Journal of Economics</i> 1(1) • Hashimzade, N., Myles, G. and Tran-Nam, B (2012), "Applications of Behavioural Economics to Tax Evasion". <i>Journal of Survey Economics</i> 26(4) • Tran-Nam, B. and Walpole, M. (2012), "Independent Tax Dispute Resolution and Social Justice in Australia", <i>UNSW Law Journal</i> 35(2): 470-500 • Tran-Nam, B. and Walpole, M. (2012), "Access to Tax Justice: How Costs Influence Dispute Resolution Choices", <i>Journal of Judicial Administration</i> 22(1): 1-28 • Martin, F. and Tran-Nam, B. (2012), "The Mining Withholding Tax under Division 11C of the Income Tax Assessment Act 1936: It May Be Simple but Is It Equitable?", <i>Australian Tax Forum</i> 27(1): 149-174 |
| Dr Tracy Wilcox | <ul style="list-style-type: none"> • Wilcox, T. (2013) "Embedded moral agency: a MacIntyrean perspective on the HR professional's dilemma" H. Harris, G. Wijesinghe & S. McKenzie (eds) <i>The Heart of the Good Institution: Virtue Ethics as a Framework for Responsible Management</i>, (Issues in Business Ethics, Vol 38), pp129-140 • Wilcox, T. (2012) "Human Resource Management in a Compartmentalized World: W(h)ither Moral Agency?" <i>Journal of Business Ethics</i>; 111, 85-96 • Wilcox, T., Sheldon P. and Wardrop J., (2012) "A capabilities approach to curriculum design for developing responsible business professionalism", <i>International Review of Business Research</i>, 8, 2, 107-117 • Wilcox, T., (2012) "Leadership and Systems Thinking", Guest editor, <i>Knowledge Connect</i>, Centre for Social Impact, 16, 1-9 • Wilcox, T., (2012) "Reconciling Profits and Ethics: Review", |

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Recent PhD theses include:

Adeline Tubb: Demographic and technological challenges to sustainability: three essays

Miriam Steurer: Fertility decisions and the sustainability of public pension systems

Sarah Duffy: PhD in Process - How do marketing systems respond to limitations? An exploration of sustainability as a barrier to growth within the tourist marketing system of Ningaloo Marine Park, Western Australia.

Selected PRME Related Grants and Research Supervision

The School of Accounting has embarked on several research projects that will help understand the role of corporations in the creation of sustainable social, environmental and economic value. In summary, these areas of research include:

- Professor Roger Simnett and Associate Professor Wendy Green are recipients of a 2008 Australian Research Council (ARC) Linkage Grant for research into improving the credibility of greenhouse gas assurance. Linkage partners for this project are the Institute of Chartered Accountants in Australia and CPA Australia.
- Professors Ken Trotman and Roger Simnett are recipients of a 2010 Australian Research Council (ARC) Grant of \$249,328 for research into improving the functioning of multidisciplinary greenhouse gas assurance teams. “Evaluating and enhancing the composition and functioning of multidisciplinary greenhouse gas assurance engagement teams”.
- Dr Maria Balatbat, Associate Professor Mandy Cheng, Associate Professor Wendy Green and Dr Yee Phua are recipients of the 2010 CPA Australia Global Research Perspectives Program exploring how accounting professionals can provide valuable economic, social and governance (ESG) information to both external users (e.g. investors) and internal users (e.g. managers). They also examine the role of assurance in influencing investors’ usage of ESG information. Finally, they also

investigate in this project the role of internal users in utilising environmental information in their strategic goal of eco-efficiency. From this grant, Associate Professor Mandy Cheng and Associate Professor Wendy Green have a paper under second round review at Auditing: a Journal of Practice and Theory. This working paper was also presented at the AFAANZ (Accounting and Finance Association of Australia and New Zealand) conference in 2012.

- Dr Maria Balatbat received a grant from the Institute of Chartered Accountants in Australia to examine environmental, social and governance disclosures in public offering prospectuses and ESG related risk factors commonly not addressed by issuers in the lead to an equity offering in Australia. This research is motivated by Principle No. 3 of the United Nations Principles of Responsible Investing (UNPRI) where it seeks socially responsible investors to ask for appropriate disclosures on ESG issues from the entities that they invest in.
- 2012-2015 ARC Linkage Grant with CPA Australia and Institute of Chartered Accountants in Australia: Professor Roger Simnett (CI), Dr Maria Balatbat, Associate Professor Mandy Cheng, Dr Yee Shih Phua and Associate Professor Wendy Green, “Improving the credibility of greenhouse gas emissions disclosures”. ARC \$180,000 + \$149,604 cash partners.
- ARC Linkage Grant to examine Integrated Reporting was awarded to Associate Professor Wendy Green, Professor Roger Simnett; Associate Professor Mandy Cheng; Dr Maria Balatbat and Dr Yee Shih Phua all from the School of Accounting, to examine linking financial reports to corporate social responsibility.
- In 2011, a grant was awarded to Associate Professor Wendy Green, Dr Maria Balatbat, Associate Professor Mandy Cheng and Dr Yee Shih Phua, from CPA Australia on understanding the impact of economic, environmental and social information on investors, auditors and managers.
- A team comprising Professor Roger Simnett; Associate Professor Wendy Green; Associate Professor Mandy Cheng; Dr Maria Balatbat and Dr Yee Phua received an ARC linkage grant to research Integrated Reporting
- Associate Professor Wendy Green and Associate Professor Mandy Cheng received a 2012 second round IAAER Grant for research to inform the Assurance of Integrated Reporting
- Associate Professor Wendy Green has completed additional supervisions of three undergraduate honours students (one in 2010 and two in 2011) exploring issues related to GHG emissions reporting and assurance which have resulted in several conference papers and publications. She has also supervised an MPhil student in an international project exploring the drivers of assurance for greenhouse gas emissions, and with Dr S Taylor has supervised a BCom (Hons) project exploring the determinants of greenhouse gas assurer choice.
- Associate Professor Wendy Green has received an Australian School of Business Special Research Grant (SRG) with Dr S Taylor to explore the determinants of quality assurance in the greenhouse gas setting. This research has implications for

accounting firm providers of such services as they continue to promote the high level of credibility their assurance reports add to the reported greenhouse gas information.

Thought Leadership and Events related to PRME Principles

L. Dwyer 'The relevance of yield measures to achieving sustainable tourism', International Conference Sustainable Tourism: Issues, Debates & Challenges, Technological Educational Institute of Crete, Bucks New University, Crete, April 2010 (Keynote address).

The Summer 2012-2013 edition of Knowledge Connect, edited by Centre for Social Impact academic, Dr Tracy Wilcox, considers some key ideas on leadership and systems thinking, ideas that have direct relevance to the social sector. In essence, 'systems thinking' entails a consideration of the whole and its parts, and the complexity, paradox and interconnections within them. It also involves examining a situation from multiple perspectives, looking for long term as well as short-term effects and consequences, and recognising patterns, cycles and relationships. Visit the Knowledge Connect website to read the full publication:

<http://knowledgeconnect.com.au/>

http://www.csi.edu.au/site/Knowledge_Centre/Asset.aspx?assetid=5de02874f8b0edae

Selected Events include:

1. Do organisations need a sustainability lens? Seminar session at AGSM 35 year anniversary dinner.
 - a. http://www.asb.unsw.edu.au/agsm/35years/Documents/AGSM_35_year_conference_program.pdf
2. Symposium on accounting for a sustainable future: coordination by ASB Dr Maria Balatbat
 - a. <http://www.asb.unsw.edu.au/schools/accounting/newsandevents/Pages/upcomingconferences.aspx>
3. Meet the CEO: Origin Energy CEO, Mr Grant King
 - a. <http://www.asb.unsw.edu.au/newsevents/mediaroom/media/2012/november/Pages/grantkingmeetthecfo.aspx>

PRINCIPLE 5: PARTNERSHIP

WE WILL INTERACT WITH MANAGERS OF BUSINESS CORPORATIONS TO EXTEND OUR KNOWLEDGE OF THEIR CHALLENGES IN MEETING SOCIAL AND ENVIRONMENTAL RESPONSIBILITIES AND TO EXPLORE JOINTLY EFFECTIVE APPROACHES TO MEETING THESE CHALLENGES.

ASB Advisory Board

The Australian School of Business' Advisory Council comprises an external, expert and experienced group of industry practitioners who advise the ASB and serve as a reference point. The Council provides input to help the ASB ensure that our programs and courses are relevant in today's changing business environment.

Business Advisory Council members are leaders in industry and government. They are committed to ensuring that the ASB realises its vision of becoming a leading centre for business education and research in the Asia-Pacific region. In 2012, selected academic staff worked closely with volunteer Advisory Board members to create a dialogue on course content, including advice on updated cases, guest lectures and illustrations of theories in practice. This dialogue incorporated aspects of the PRME principles. Work continues in 2013.

AGSM MBA Programs – Student Initiatives

Throughout 2012, AGSM MBA Programs at the Australian School of Business has embedded various processes and frameworks to facilitate responsible management education for students. These include:

AGSM Student Club: Clean Energy and Sustainability Club (CE&S)

Carbon policies, renewable energy and sustainability issues are becoming increasingly important worldwide. SCE is a discussion forum aiming to develop practical understanding of the global and regional carbon policies, basics of carbon finance, renewable energy and energy efficiency issues, various business-related aspects of climate change, ecology and sustainable development. Practical knowledge obtained through learning sessions and presentations of guest speakers will help future leaders steer their businesses in a modern carbon-constrained and sustainability-driven environment.

The student club for Clean Energy and Sustainability includes members from Origin Energy, Investec and ING Direct. The club is passionate about increasing the next generation leaders' awareness of issues and opportunities surrounding clean energy and sustainability. The club works closely with the industry to promote sustainability initiatives and aims to be a focal point for the discussion of clean energy and sustainability issues and opportunities in Australia. Guest speakers over the course of 2012 have included the Director of Waratah Power, the CEO of Sustainable Business Australia, the Sustainability Manager at Woollahra Council in Sydney, and the Academic Director of AGSM's Master of Business and Technology program.

Undergraduate initiatives at the Australian School of Business (ASB)

Undergraduate business students at ASB have been involved in a number of important events over the past year, including:

- **Enactus (formerly SIFE UNSW)**

Students in Free Enterprise (SIFE), the world's best-known and most successful program helping university students to create community empowerment projects, has changed its name to Enactus to reaffirm its long-standing commitment to using entrepreneurial action as a catalyst for progress

Enactus UNSW Mission Statement:

- To create positive change and improve the standard of living in the local community through the delivery of business and economic knowledge, alongside with a strong emphasis upon entrepreneurship and socio-environmental aspects.
- To promote awareness of the importance of entrepreneurship and promote positive societal change by empowerment of individuals with business-economic-related education.
- To initiate positive change in response to social, economic and environmental issues in the community through the deliverance of business, economic and entrepreneurial knowledge.

Currently, Enactus UNSW is running four major projects to create positive change and promote the entrepreneurial spirit in the local and wider community.

The four projects that are currently underway are:

- Business IT Up – “Business with a Conscience”,
- AccessAbility – “Enabling tomorrow’s dreams”,
- Ecoactive – “Changing to a greener world”,
- Planet Hope – “Learning to succeed.”

PRINCIPLE 6: DIALOGUE

WE WILL FACILITATE AND SUPPORT DIALOGUE AND DEBATE AMONG EDUCATORS, BUSINESS, GOVERNMENT, CONSUMERS, MEDIA, CIVIL SOCIETY ORGANIZATIONS AND OTHER INTERESTED GROUPS AND STAKEHOLDERS ON CRITICAL ISSUES RELATED TO GLOBAL SOCIAL RESPONSIBILITY AND SUSTAINABILITY.

Participation, collaboration and with PRME partners

The Australian School of Business has participated in and initiated key dialogue in a number of ways with fellow PRME signatory schools.

Hosting First Australia New Zealand PRME Event at ASB

The Australian School of Business (University of New South Wales), in partnership with Asia Pacific Centre for Sustainable Enterprise at Griffith University and UN PRME, hosted the '1st Australia New Zealand Principles for Responsible Management Education (PRME) Forum' at the University of New South Wales on Friday, 22 July 2011

The Forum featured international presenters including Mr Jonas Heartle (Head, PRME Secretariat / UN Global Compact Office) and Professor Tony Buono (Coordinator of the Bentley University Alliance for Ethics & Social Responsibility) who recently **gave an interview with Knowledge@ASB** on the topic of ethics and business education.

The Forum was attended by almost 70 delegates comprising representatives from PRME signatories within the Australia New Zealand region, Australian School of Business staff and business representatives. By bringing together faculty from PRME participating schools in the region, the Forum provided a platform for collaboration and partnerships, exchange of good practice and experiences in embedding PRME, discussion of the institutional and operational capacities needed to advocate and promote PRME and the Global Compact.

Implementation of PRME at the Institutional Level

This panel was chaired by Professor Peter Shergold, Head of the Centre for Social Impact at UNSW and participants included Professor Michael Powell, Pro Vice Chancellor of the Griffin Business School, Professor Frank Scrimgeour, Dean of the University of Waikato Management School (Hamilton, New Zealand), Professor Carol Adams, Pro Vice-Chancellor of La Trobe University (Victoria) and Mr Chris Hill, Sustainability Manager at Griffith University.

Making the Link between Business, the UN Global Compact and Responsible Management Education

Chaired by Professor Malcolm McIntosh of Asia Pacific Centre for Sustainable Enterprise, Griffith University, participants included Mr Matthew Tukaki, CEO of the Sustain Group, Mr Greg Walsh, CEO of Sebel Furniture and Rosemary Sainty.

Dr Loretta O'Donnell has taken on the role of Australasian Regional Chapter coordinator for

PRME and has begun work on establishing a website and a network in this region.

She is also Regional Manager, Australasia, for the Academy of Business in Society (ABIS) and has begun to liaise with Chinese and Australasian counterparts with a view to establishing academic networks.

Indigenous Business Education @ ASB: Creating our future Indigenous Business Leaders

ASB has a dedicated position (Manager, Indigenous Business Education) working closely with ASB academics and professional staff and with staff of UNSW's Nura Gili Indigenous Programs Unit. ASB Business Education fosters education initiatives and facilitates a number of programs, forums and panel discussions at ASB. It works closely with Nura Gili, UNSW and other Indigenous stakeholders across education, community, corporate, government and not for profit sectors.

ASB's approach to Indigenous Business Education is to continue to foster reciprocal relationships and working partnerships with Nura Gili Indigenous Programs Unit and other Indigenous stakeholders across education, community, corporate, government, media and not-for-profit sectors to create meaningful tertiary pathways for Aboriginal and Torres Strait Islander Peoples. We continue to evolve our programs to ensure relevancy, sustainability and to reflect innovative, strength based approaches to attract more Indigenous people to study, teach, participate and contribute to ASB's learning and teaching, curriculum, leadership and research. Underpinning this approach is an engagement with how the role of business in its broadest sense plays in its relationship to leveraging self-determination, developing relationships with Indigenous stakeholders and improving outcomes for Indigenous people.

Our key platform of programs to engage and recruit Indigenous students to ASB's undergraduate and postgraduate degree program continues with the following successful programs:

- **UNSW Indigenous Winter School Program**

This program is for Indigenous high school students from across Australia in years 10-12, who choose a faculty to spend three days with as part of a week-long residential program. Out of a maximum group of 15 students per faculty, the Australian School of Business (ASB) hosted 14 students.

- **UNSW Indigenous Business Spring Forum**

This was a joint initiative led by the Australian School of Business, UNSW with the NSW Department of Education Aboriginal Education Training Directorate (NSW DET AETD). The forum was developed in close partnership with Nura Gili (UNSW's Indigenous Programs Unit) with sponsorship from GenerationOne, a not-for-profit organisation whose focus is to end the disparity between Indigenous and non-Indigenous Australians. The Spring Forum is a residential program specifically for Indigenous mature age students who are considering pathways to university. This program is a firsthand experience of university studies through participation in tailored workshops, seminars, presentations and, panel discussions sessions aligned with your subject areas of interest. Spring Forum is facilitated by ASB's Program Manager, Indigenous Business Education and assisted by Nura Gili, ASB academics, current Indigenous students and

recent UNSW Indigenous graduates.

- **UNSW Indigenous Pre Program in Business**

An intensive residential preparatory course designed to assist Indigenous Australians to develop the skills necessary to successfully complete studies in Business. The course surveys a range of business disciplines as well as study and learning skills. Also included is the opportunity to apply your learning through case studies and site visits.

ASB links to professional associations

ASB academic staff work closely with the executive teams within key professional associations to provide insight on a range of business themes, including PRME principles.

One example is the November 2012 keynote address by Dr Loretta O'Donnell to the Institute of Public Accountants (IPA) on "Managing for the Future" which addressed ethics as a key component.

Our programs are accredited by professional associations including: CPA Australia, the Institute of Chartered Accountants in Australia, the Australian Computer Society and the Australian Human Resources Institute.

Colleagues within the School of Accounting are actively engaged in dialogue with interested groups and stakeholders. Examples are below:

- Professor Roger Simnett is the Chair, Sustainability Expert Advisory Panel of the International Federation of Accountants (IFAC) as well as the Co-Chair of the Taskforce Developing an Assurance Standard or Guidance for Carbon Emission Disclosures for the International Auditing and Assurance Standards Board (IAASB).
- Professor Roger Simnett and Associate Professor Wendy Green convened roundtables of stakeholders involved in greenhouse gas reporting and assurance (e.g. regulators, emissions preparers and assurance providers) in Australia, North America and Europe in order to assess key issues facing these stakeholders in this area. The discussion from these roundtables has directly fed into the greenhouse gas assurance standard setting process of the IAASB.
- Through submission of key research findings to the IAASB standard consultation process, Associate Professor Wendy Green had a direct role in assisting regulators in relation to the differing perceptions of stakeholders regarding the assurance reports used in this area. As such, these findings have provided input to the development of the draft greenhouse gas assurance standard.
- Associate Professor Wendy Green and Dr Maria Balatbat are members of the Sustainability Discussion Group at the Institute of Chartered Accountants in Australia and CPA Australia, respectively. Both discussion groups discuss how organisations could meet sustainability challenges and advocate in its members' sustainable business practices.
- Associate Professor Wendy Green has presented her research on greenhouse gas assurance to members of the Institute of Chartered Accountants in Australia. These

members have a high probability of either preparing or assuring greenhouse gas information, the goal of this presentation was to provide a practitioner version of the results of the research in order to increase their understanding of the issues faced in this area as well as processes in place (e.g. development of the international auditing and assurance standard on greenhouse gas emissions).

Services to Professional Associations and Regulators on PRME Themes

- Professor Larry Dwyer is an editorial member of the Journal of Sustainable Tourism.
- Dr Carol Royal is an editorial member of the Journal of Sustainable Finance and Investment.
- Dr Maria Balatbat and Associate Professor Green are guest editors for a special issue of the Managerial Auditing Journal on assurance of nonfinancial information.
- Associate Professor Wendy Green is a member of the Business Reporting Leaders Forum Assurance Working Group and is also a member of the organizing committee for the ICAA sustainability discussion group.

FUTURE PROGRESS: THE NEXT 12-18 MONTHS

WE UNDERSTAND THAT OUR OWN ORGANIZATIONAL PRACTICES SHOULD SERVE AS EXAMPLE OF THE VALUES AND ATTITUDES WE CONVEY TO OUR STUDENTS.

In becoming a signatory for the UN PRME initiative, the Australian School of Business has made a solid commitment to future curriculum and process development in line with the six principles.

Embedding UN PRME at the Australian School of Business

In addition to the UNSW and ASB graduate capabilities and program learning goals, adoption of the six PRME principles across the curriculum of the ASB will continue to extend the range of program learning goals to include skills in sustainability, global diversity, and global citizenship. It will also strengthen the learning and teaching experience of students and staff through grounded, real-world engagement and exposure to social inclusion and diversity.

The ASB will continue to implement PRME across core courses in each undergraduate and postgraduate program through the assurance of learning of program learning goals. Indicators of success in terms of the adoption of the principles will include:

- Course outlines for core courses in undergraduate and postgraduate programs will demonstrate incorporation of the six PRME as integral to the Program Learning Goals;
- Student clubs and societies will continue to integrate, matriculate and disseminate PRME;
- Comprehensive and timely progress reports as required by signatory status;
- Increased participation in PRME events by ASB faculty and students; and
- Positive feedback from students and staff on the adoption of PRME.

For questions or additional information on this Sharing Information on Progress Report, please contact:

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