



PRME Principles for Responsible
Management Education

UNE Business School

Sharing Information Progress Report 2018



Renewal of Commitment from UNE Business School

The UNE Business School was accepted for participation in the UN Principles for Responsible Management Education (PRME) initiative in 2009. This is our fourth report, and we welcome the opportunity to share our progress.

Since our last report in 2016 the UNE Business School has continued our work in embedding principles of sustainability into our undergraduate and postgraduate curriculum and producing quality research addressing and engaging with external stakeholders to bring about positive economic, social and environmental change. We have deepened our connections to our regional business community, working to support and foster the growth of vibrant and inclusive economies.

Through the launch of the Centre of Agribusiness in 2016 and our SMART Region Incubator in 2017, we are providing an ideas launch-pad and support for entrepreneurs and Small and Medium Sized Enterprises (SME) in the region.

Our report summarises our key activities since our last report, and contains links to further detail on many of our initiatives.

A handwritten signature in black ink, reading 'L. Corbin'.

Professor Lillian Corbin
Head, UNE Business School

PRME

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

Principle 1

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.

As the University of New England continues to implement its strategic plan towards 2020, UNE Business School continues its commitment to the purpose of PRME through our mission, vision and values.

Mission

The UNE Business School continues a proud history of delivering research and education which is of practical, commercial and sustainable benefit to our regional and global stakeholders. Our flagship degrees in accounting, agribusiness, business and economics prepare our graduates for work in business and policy environments, ready to solve problems and lead positive change.

Vision

The UNE Business School will actively create opportunities and partnerships to increase our graduates' readiness to meet the changing needs of regional and global business and for our staff to deliver research that enables better business and public policy in Australia and internationally.

Values

- Creative, innovative, willing to change and take calculated risks
- Respectful, approachable and helpful
- Sustainable, robust and dependable
- Ethical, thoughtful, honest, accountable and authentic

Innovative problem solving

Our approach to learning is about active engagement and collaboration with students - on campus and online - using researched and innovative methods to solving real world problems.

Research impact

Our staff and HDR students will deliver research that leads, inspires, informs and serves business and public policy in Australia and abroad.

Worldly mindset

Our commitment is to support students to be regionally and globally active citizens, skilled in intercultural communication and international business.

Beyond the classroom, UNE's Enactus team exemplifies the impact of our students being generators of sustainable value for business and society at large.

The UNE Enactus team continue their excellent work on the Minimbah Project in response to the shockingly low levels of Indigenous birth registrations. Over the six years that Enactus has been running the project they have assisted with more than 14,000 birth certificates and attained over 3000 "late" birth registration, ensuring that those citizens have a legal identity.

Another Enactus project has moved on to become a permanent fixture at UNE. Farming Futures is organised by the Farming Futures Committee, an independent body run by UNE students. Farming Futures addresses the looming food shortages of the future by improving graduate employment opportunities in the rural sector.

The Farming Futures Careers Fair is now an annual event, linking students with potential employers in the farming and agribusiness sector and food retailers. The Farming Futures Expo hosts a Careers Fair and industry dinner annually as well. Through its engagement and connections with industry partners this program also exemplifies Principle 5.

In addition, Farming Futures run a schools program which offers high school students an insight into the careers available to them in agriculture. The program runs concurrently with the Farming Futures Careers Fair and includes a series of short talks from current and past UNE students, UNE staff and professionals working in various areas of agriculture, as well as lab sessions and a visit to the UNE SMART Farm. This program also exemplifies Principle 5.

Indigenous Bachelor of Business student, Miles Archibald, pictured with Australian Foreign Minister, The Honourable Julie Bishop, has recently been awarded an Australian government scholarship under the New Colombo Plan to intern in South Korea, sponsored by QBE Insurance. This came out of his involvement with two study tours to Indonesia and China undertaken with the UNE Business School and his exploring his entrepreneurial side by engaging with UNE's SMART Region Incubator.



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.

UNE's Graduate Attributes are designed to ensure that by the time our students graduate, they will have attained a detailed grasp of discipline knowledge, as well as having developed abilities to participate successfully in the workforce, and as responsible citizens.

An Unknown Future

The Graduate Attributes recognize that students are being prepared for a largely unknown future where changes in knowledge and professional practice are occurring at a rapid rate. Students need to know how to find and manage information, to continue to learn throughout their lives, and to deal flexibly and responsibly with new situations.

The development of graduate attributes is inextricably linked with learning disciplinary content and the way students communicate their knowledge, go about their learning, or apply their learning. UNE provides experiences and opportunities conducive to the development of each attribute during a student's time at UNE, and encourages students to be partners in acquiring attributes to enhance their post-university opportunities.

The UNE graduate attributes are:

Beyond the formal curriculum, all UNE students continue to have

Knowledge of a discipline	Graduates will have knowledge of their discipline including a global perspective
Communication skills	Graduates will convey ideas and information effectively to a range of audiences
Problem solving	Graduates will apply logical, critical and creative thinking to solve a range of problems
Information literacy	Graduates will recognise when information is needed, and identify, evaluate, and effectively use information as required
Ethical conduct and social responsibility	Graduates will be able to recognise, reflect on and respond appropriately to social, cultural and ethical issues
Lifelong learning	Graduates will be prepared for lifelong learning in pursuit of personal and professional development
Independence and collaboration	Graduates will work independently and collaboratively to achieve individual and common goals

the opportunity to engage with the prestigious New England Award which recognises student involvement in the full UNE experience and the many opportunities available to develop life skills through:

- participation in social, cultural and sporting events
- training undertaken in addition to their degree
- committee membership
- event organisation
- paid and voluntary work
- contribution to their local community and to the University.

Curriculum

All awards offered by UNE Business School are underpinned by the sustainability principles we developed in 2010 in response to our becoming a PRME signatory which state:

1. *UNE Business School units and awards have at their core an aim to educate for sustainability. The concept of sustainability recognises that the capacity for all humans to thrive, now and into the future, is dependent on three interrelated factors:*
 - a. *a sound economy in which individuals, organisations and governments utilise resources in efficient and effective ways,*
 - b. *a society in which all individuals have opportunities to benefit from the use of resources, and a*
 - c. *biodiverse and healthy environment.*
2. *In Educating for Sustainability UNE Business School aims to provide graduates with the capacity to instigate and manage change by:*
 - a. *teaching students about the tools and techniques of management and by explicitly discussing:*
 - b. *how the use of management tools and techniques influences sustainability, that management involves the intelligent balancing between economic, cultural, social and environmental decisions, and*
 - c. *that there are no defined ways to achieve such balance, but there are methods to consider problems aimed at deriving innovative and futuristic solutions.*

Principle 2 continued

In 2017 the UN PRME celebrated its tenth anniversary by launching the initiative to embed the Sustainable Development Goals into business curriculum. UNE Business School started the process in one of its large undergraduate units, MM200 Managing People and Organisations. Students were explicitly taught the principles as part of the Sustainability topic.

The case study organisation was selected because of its sustainability credentials. CHEP-Brambles Sustainability Manager, Lachlan Feggans presented Brambles' business model and sustainability initiatives to on campus students with the lecture recorded for viewing by off campus students. This was a fantastic opportunity to hear from a representative from a company engaging with the challenges of embedding sustainability in organisational practices and greatly benefited our MM200 students.

As part of the major assignment students were asked to assess Brambles' level of sustainability using the Benn, Dunphy, Griffiths Sustainability Phase Model (2014) to determine Brambles' commitment to human and ecological sustainability.

MM200 unit coordinator and PRME liaison Valerie Dalton said that, "Brambles proved to be the perfect real life case for us in 2017 because they are already integrating the relevant SDGs into their own sustainability reporting and allowed students to see how they can be enacted in real organisations".

In 2018 UNE Business School is working towards ensuring the SDGs are addressed in the core units of our undergraduate awards and that they are assessed in at least one of the core units. We will then move on to the postgraduate awards.

Our approach is to weave the SDGs through the content of the units to demonstrate how they are relevant to particular topics, to explore how they can be enacted and how they relate to each other.

MM200 Managing People and Organisations is a core unit for two of our flagship undergraduate degrees, the Bachelor of Business and the Bachelor of Agribusiness as well as being an elective across several interdisciplinary degrees. The unit material will address the SDGs across all relevant topic areas and form part of the core narrative that managing means managing responsibly. A responsible manager can ensure they are attending to all relevant human and ecological considerations by drawing on the SDGs as part of normal management practice. The SDGs will form part of the assessment for the unit.

Dr Theresa Smith-Ruig will incorporate SDGs into her Strategic Human Resource Management unit. In particular, she will draw on material related to SDG5 on Diversity and SDG3 on Good health and well-being, connecting them with the relevant concepts in her teaching materials in order to demonstrate the relevance of those SDGs for human resource managers. The discussion on SDG 5 Gender Equality will explore the significant barriers to equality experienced by women globally. It will also highlight research conducted by our own academics, such as Professor Alison Sheridan, Dr Sujana Adapa and Theresa on issues such as the poor representation of women on boards and the gender pay gap. An example of that research is covered in the Dialogue section.

The SDGs are also being addressed in some of our postgraduate units such as MM591 Managing Across Cultures. For example, Module 10 highlights goal 8 of the SDGs: Decent Work and Economic Growth with a particular focus on targets:

- 8.7. Eradicate forced labour, modern slavery, child labour and human trafficking; and
- 8.8. Protect labour rights and promote safe and secure working environments for all workers.

In addition, the module highlights goal 16 of the SDGs: Peace, Justice and Strong Institutions, particularly targets:

- 16.4. Reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organised crime;
- 16.5. Substantially reduce corruption and bribery in all their forms; and
- 16.6. Develop effective, accountable and transparent institutions at all levels.

Principle 3

Method

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

Our educational processes continue to improve as evidenced by the awards attained by our academic and educational development staff for innovation in teaching and learning.



Dr Sujana Adapa

Dr Sujana Adapa was honoured last year at the 2016 Australia New Zealand Academy of Management's (ANZAM) conference, named as the recipient of the Innovative Management Educator of the Year Award. This prestigious award was given in recognition of excellence in the innovative teaching of management. As part of this recognition, Sujana was invited to present a Master Class on Best Teaching Practice at the 2017 conference in early December. In the Master Class titled 'Augmenting Student Engagement and Learning Experience', Sujana shared the value of using innovative teaching resources and the many benefits of using storyboard narratives, animated videos and panel board discussion videos in the teaching practice to equip students with higher order problem solving skills.

Within UNE Business School, staff received a number of teaching awards in 2017.

Associate Professor Omar Farooque and Learning Designer Naomi McGrath were awarded for innovation in designing content delivery to improve student learning experience and engagement through interactive lessons for formative assessment, creative inquiry and self-paced online study.

Associate Professor Bernice Kotey received an award for innovation in content delivery and assessments for the Small Business Management and Entrepreneurship units.

Dr John Anderson, lecturer in Finance received a commendation "for allowing the real world to shine through the theories and showing that the concepts covered really do work".

Dr Ashfaq Khan, lecturer in Accounting, also received a commendation "for teaching informed by rich practical industry experience, research and students' learning needs".

International Study Tours with UNE Business School

Our students are given the opportunity to participate in UNE Business School International Study Tours each year which enable students to explore cultural diversity, business networking and development opportunities in these dynamic and rapidly developing economies of Australia's biggest trading partners.

These Study Tours transform global economies from a bundle of dry statistics in a textbook to their living breathing context; students are able to understand their studies through a cross-cultural lens. Each Study Tour is undertaken as part of an undergraduate or postgraduate unit of study, and involves academic assessment.

In 2017, the tours travelled to Indonesia with a focus on agribusinesses and China with a focus on innovation.

Undergraduate student Miles Archibald shared his experience in Indonesia: "Over 14 days I was lucky enough to travel throughout Indonesia with a group of 15 from UNE. We flew into Jakarta and slowly made our way down to Bali, travelling to four different islands in total. What I found amazing was how vastly different the islands were, with differing cultures, religions and governmental policies. Apart from receiving the insights from briefings from the likes of NAB and the Australian Embassy, we also received an insight into the lives of the lower, middle, and upper classes of Indonesia. Shortly after traversing the backstreets of the wet markets of Jakarta, we visited one of the most luxurious malls in the country. Needless to say we couldn't afford anything but the experience of Indonesia we were obtaining was something you wouldn't achieve from a normal holiday to the country.

The highlight of my trip was our time in Yogyakarta, which is overlooked by the active volcano Merapi. We visited the world heritage site Borobudur Temple which is the largest Buddhist temple in the world, and the carvings on the temple and the surrounding scenery was surreal. This trip was awesome, allowing us to obtain both business and cultural insights as well as experiencing the full range that Indonesia has to offer".

On the China study tour, UNE Business School Senior Lecturer, Donella Piper, shared:

"The China Study Tour is a fantastic opportunity for our students to apply and consolidate the underpinning theoretical and practical concepts learnt throughout their degrees. For example, the impact of globalisation and the international business context in which their studies may be applied was one take-home message from this year's tour. Similarly, the realities of professional life including relationship and time management as well as the importance of developing emotional intelligence were refined on this trip. In addition, this experience provides students with both the networking skills and the networks to springboard into a successful business career".



Tim Dillon, Victorian Commissioner for China, took the UNE group to City Shop in Shanghai, explaining Australian export procedures to students. Pictured here with tour leader Dr George Chen of UNE Business School.

Principle 3 continued

Addressing sustainability in our units

We continue to develop our curricula and as mentioned, will be working to ensure the SDGs are reflected in our content and assessment. While sustainability principles underpin all of our units, the following highlights two units that directly address different aspects of sustainability.

MM551 Business Ethics, CSR and Sustainability

This unit focuses on the interrelated topics of business ethics, corporate social responsibility (CSR) and sustainability. Students will be introduced to conceptual and analytical skills required to identify and evaluate the ethical dimension of business activities with reference to various stakeholder groups. The question of how ethics might be managed effectively within organisations is canvassed. In addition, the broader issues concerned with the impact of globalisation, the requirements of corporate social responsibility and the challenges of sustainability with respect to business activity are considered.

ECON331 Introduction to Bioeconomics

Many of the most pressing problems we face today as a society have to do with finding a balance between maintaining economic productivity and employment, while also conserving the natural environment. Solving these problems requires an interdisciplinary approach that considers both biological/ecological constraints and economic realities. This unit covers theoretical and practical aspects of bioeconomics to understand the effects of management strategies, government policies and new technologies on the viability, productivity and sustainability of production systems. You will gain useful research skills and the ability to solve complex interdisciplinary problems involving natural resources, agriculture, and the environment.

Improving participation of Indigenous students

UNE Business School has had a particular focus on creating inclusive learning environments with the aim of increasing the participation and success rates of Indigenous students in our business programs.

In 2017, Aboriginal Support Officer Toni Widders worked with our Indigenous students, building networks and resources. Toni's work enabled UNE Business School to work alongside the School of Law in growing our Indigenous student enrolments, increasing academic successes and supporting both online and on-campus students in their time with UNE. In 2017, we had 66 students enrolled with the UNE Business School, an increase of 41 from 2013. The School of Law had 64 Indigenous enrolments, up 16 from 2013.

In addition, UNE Business School established connections with Indigenous high school students. Working with the UNE Oorala Aboriginal Centre, who celebrated their 30th anniversary this year, UNE Business School hosted a series of Youth Development Camps. One of the camps invited 17 students from Years 11-12, and 47 students from Years 8-10, to attend mini lectures and visits to the UNE SMART Incubator and UNE Business School. We hope to see them return to UNE as undergraduate students.

International Food and Agribusiness Management Association (IFAMA) Student Case Competition

We have also provided students with opportunities to compete internationally through the aforementioned Enactus and through the activities such as the IFAMA Case Competition. IFAMA is a membership organization that brings scholars and students, industry and NGO professionals and policy makers together to improve the sustainability, transparency and responsiveness of the food and agribusiness system.

The IFAMA World Conference connects current and future business, academic, government leaders and other industry stakeholders in a forum of interactive presentations and discussions of critical issues facing the global food and agribusiness system. 2017's conference theme was "Becoming the Solution – Technology, Investment, and People: Business Solutions for Food Security".

UNE Business School students Sarah Wall, Max Laurie and Rebecca Clapperton won the Undergraduate division of the 2017 IFAMA Student Case Competition in Miami in June 2017. A second team of students, Casey Onus, Matt Winkel and Christina Stannard finished third in the same division. The Student Case Competition provides agribusiness sector students and their universities a global stage to showcase the next generation of business leadership.



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.

UNE is dedicated to identifying and delivering innovations of value to society and industry, in Australia and internationally, with a particular emphasis on inter-disciplinary research. We seek solutions to complex problems in rural and regional Australia. Our research involves interdisciplinary and cross-institutional collaborations and is underpinned by five thematic research priorities:

- **Australia's future food and water security: smart science, smart technology**
- **Climate change and environmental sustainability: protecting biodiversity, effective policies**
- **Health and wellbeing in rural communities: social exclusion, health inequity, mental health, social policy**
- **Our communities, our neighbours: regional and rural development, sustainability, prosperity and peace**
- **Our past, present and future: documentation, protection and promotion of cultural heritage, history, memory and identity in Australia and internationally.**

UNE Business School researchers have been involved in several projects relevant to PRME over the last 18 months.

Centre for Agribusiness

In July 2016, UNE Business School launched the Centre for Agribusiness which aims to build collaborative relationships between UNE's research centres as well as build partnerships between industry stakeholders, the agribusiness community and UNE staff.

Centre Director Professor Derek Baker has developed the Centre's Project Pipeline as a key mechanism for collaboration amongst these partners.

"The Centre for Agribusiness offers bold, creative and sustainable solutions to big questions of food industry performance, global food security and best management practice. By connecting people, research, industries, and government, the Centre will supply the tools and support to imagine, create, share and commercialise a broad range of ideas. This will help steer New England and Australian agribusiness into a strong future."

To date, the centre has been involved in several projects relevant to PRME.

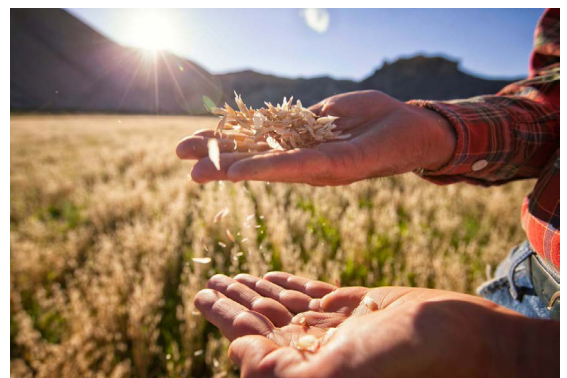


Controlled Environment Horticulture Industry Potential in NSW

In 2017, Dr David Hadley completed a feasibility study on options for the NSW glasshouse industry, completing the report, "Controlled Environment Horticulture Industry Potential in NSW".

The report focuses on the potential for controlled environment horticulture (CEH) development in NSW.

This focus is driven by what appears to be a growing trend in the industry towards construction of large-scale, technologically complex, high-yielding and resource efficient greenhouses which offer possibilities for meeting future demand for vegetables and other products (both domestically and internationally) in a relatively sustainable way and which could also increase employment opportunities in regional Australia.



Research with the Food and Agriculture Organization (FAO)

FAO is a technical support agency of the United Nations, based in Rome, with goals of eliminating hunger and promoting sustainable use of natural resources. UNE staff have ongoing relationships with FAO that involve various types of engagement. For example, Professor Cacho spent five months in 2014 and two months in 2016 working at FAO in Rome. The work involved developing models for policy analysis of options for climate smart agriculture. This collaboration involved regular contact with FAO staff, sharing of data, joint analysis and modelling, and contact with farmers and researchers in Africa.

FAO also has the important role of collecting and maintaining global statistics on agriculture, forestry and fisheries, with a significant portion of their budget dedicated to this activity. In 2016 the Centre for Agribusiness worked with FAO to test and apply new livestock data collection methods, under the Global Strategy for Improving Agricultural Statistics, to gain efficiencies and improve the quality of the data. This work involved close engagement with FAO and with staff from Ministries of Livestock and Agriculture in Indonesia, Botswana and Tanzania.

The State of Food and Agriculture (SOFA) is a flagship publication produced annually by FAO. Its production is a significant effort with contributions from scientists, economists and other experts from many countries. In late 2015 UNE was approached by FAO

Principle 4 continued

to produce a background paper on climate adaptation by vulnerable farmers in Africa and Asia. This was a significant input to SOFA 2016, with the theme of climate change, agriculture and food security. This work involved close collaboration with FAO, who provided data and documents, and participated in the design of the conceptual model. The research team was led by UNE and included CSIRO, the CGIAR research program on Climate Change Agriculture and Food Security (CCAFS) and the Potsdam Institute for Climate Impact Research (PIK). Close engagement with these agencies was key to the success of this project, which involved economists, agricultural scientists and climate scientists. Part of this work was submitted to Nature Climate Change and is under review.

Australia's Carbon Pricing Strategies

The four year project exploring Australia's carbon pricing strategies reported on in the 2013 and 2016 SIP reports came to a close in 2016. The project team, led by Professor Mahinda Siriwardana from UNE Business School collaborated with AGL Energy Ltd and its Chief Economist (PL of the project), Tim Nelson, who graduated with his PhD in 2016. He has become a prominent and respected advisor to the government on energy policy. Dr Nelson was one of a very select group of Australian economists asked to advise Dr Alan Finkel for the recent Finkel Review on Future Security of the National Electricity Market. The team's publications in international journals led to enquiries from Bloomberg Business Week and also from civic groups seeking to promote a 'carbon dividend' in the US. Dr Nelson further extended his engagement with the UNE research team by providing a detailed firm level electricity market database compiled at AGL to enhance our electricity market modelling at UNE. This database and Dr Nelson's effort were highly influential in a recent paper published in Energy Economics (2018).

Enduring Community Value from Mining project

The Enduring Community Value from Mining project concluded in June 2017. The project, a Commonwealth Research Centre for Remote Economic Participation Project was led by Dr Boyd Blackwell in his role as Principal Research Leader. The team comprised several partners and five PhD students, two located at UNE working in collaboration with communities and mining companies. Research in this project aimed to ensure that communities accrue benefits from mining activities in their region. The project developed a systems understanding of the size and flows of benefits and costs generated by mining activity over mine lifecycles in remote communities in Western Australia, Northern Territory and South Australia. The databases developed enable communities to make informed decisions for improved wellbeing.



Research results were disseminated widely, with the project team publishing 35 journal papers, presenting at 30 conferences and creating 33 other end-user publications.

The impacts from the project were:

- Improved beyond-life-of-mine planning processes that encapsulate the development aspirations of local communities and create locally based structures and organisations that function after mine site decommissioning
- Stronger regional communities by ensuring that more benefits of mining remain within the local economy and contribute to the social betterment of local people
- Strategies that remote communities can use to deal with sudden shocks and global changes.

ACIAR Project – High quality markets and value chains

A research project funded by the Australian Centre for International Agricultural Research (ACIAR), is being undertaken in partnership with Woolworths - a high-end South African department store -and two of their collaborating abattoirs (Cradock Abattoir in Eastern Cape and Cavalier Meats in Gauteng).

The overall aim of the project is to improve the profitability of emerging and smallholder farmers by developing cost-effective and environmentally-sustainable beef value chains that supply cattle to meet the specifications of high-value, free-range beef markets.

Corporate Social Responsibility (CSR)

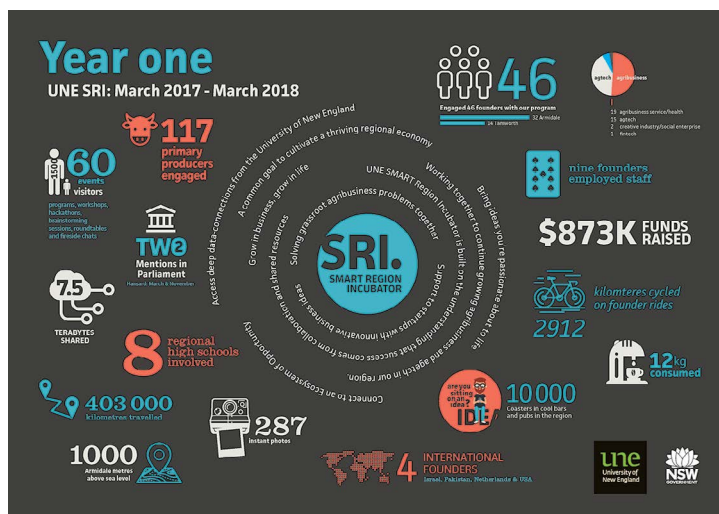
Associate Professor Omar al Farooque's research focusses on CSR such as social, environmental and economic aspects using both country specific and international data for non-financial corporate entities including Multinational Enterprises. This includes research into The Carbon Disclosure Project (CDP) (<https://www.cdp.net/en>) and using the Global Reporting Initiative (GRI) (www.globalreporting.org) G3, G3.1 guidelines to measure and assess corporate responses towards social, environmental and economic indicators. The countries of focus are Australia, UK and South Africa. His work also examines the role of diversity on boards of directors in promoting CSR related activities in Malaysia.

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.

UNE Business School has direct links to regional businesses through our work with the Armidale, Tamworth and Parramatta business Chambers of Commerce and through our new UNE SMART Region Incubator.



UNE SMART Region Incubator

In 2016, UNE Business School was awarded \$1 million in New South Wales (NSW) State Government funding to establish a UNE SMART Region Incubator (SRI). A business incubator gives support to startups with innovative business ideas by providing the resources a new business needs to succeed. Be it work space, expertise in the form of experience or research, data or information on funding opportunities, the UNE SMART Region Incubator is equipped to assist with the development of businesses in our region. The aim is to boost innovation in NSW by supporting greater collaboration between NSW research organisations and their business communities.

The Incubator officially launched in January 2017 and by the end of the year it had 37 start-ups located across its two sites, including two UNE student founders. Over the year, the team within the SRI, led by Dr Lou Conway, worked with colleagues across the University to host 60 events, attracting more than 1200 visitors and strengthening linkages with key stakeholders in our region in our common goal to cultivate a thriving regional economy. It also enables UNE Business School to immerse students in real world situations as they learn those vital skills so necessary for success in their workplaces.

The Incubator has hosted a variety of experts since its inception. In October 2017, Dr Shi Zhengrong shared his startup story with Incubator Founders, from PhD student at the University of New South Wales to Founder of Suntech, the world's largest producer of photovoltaic panels. Dr Shi described the ups and downs of his journey and the challenges with scaling up and finance.

An inventor, scholar and entrepreneur, Dr Shi was introduced to UNE when he shared his insights on the future of energy with UNE Business students on our China study tour in Shanghai in 2016 and was invited to visit UNE and hear first-hand about the developments in renewable energy and agtech in our region.

Dr Shi also shared a personal interest in sustainable agriculture. "Australia should be the best place on Earth to provide food in a sustainable way," he said.

His visit to UNE followed his acceptance of an invitation from Dr Lou Conway, Partnerships and Business Development Manager with the UNE Business School, to visit the University Researchers and start-up entrepreneurs shared their work with Dr Shi, and where they see future opportunities for linkages between renewables and agtech.

Partnerships and Business Development Manager, Dr Lou Conway said, "we were privileged to have someone of Dr Shi's experience and knowledge visit us and share some of his insights. He left very interested in the potential for renewable technologies to support the agtech revolution, and we hope that we can build further alliances with him around this area."



Dr Lou Conway and Dr Shi Zhengrong.

One of the startups is SmartShepherd. Founded by Dave Rubie and Glenn Vassallo, SmartShepherd is a system designed for sheep farming which tracks the maternal pedigree of lambs. This information is then used to generate breeding advice for farmers who can then start to make progress with traditionally difficult maternal issues. They aim to enable commercial sheep operations to be as efficient as intensively managed sheep studs at improving flock performance, reducing lamb mortality and increasing the overall welfare of their animals. The company is based in Armidale and temporarily in Shenzhen in China to aid with their initial manufacturing.

SmartShepherd won Most Innovative International Startup Pre-Series A at the 2018 Agfunder Innovation Awards at the World Agri-Tech Innovation Summit in San Francisco, CA.

Principle 6

Dialogue

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

UNE Business School staff are engaged with a wide range of stakeholders. Through these relationships, we engage with key issues related to sustainability. We keep our colleagues informed about our activities through our newsletters, and below we have included excerpts from two of these to demonstrate the range of our activities.

UNE Business School has been engaging in dialogue with the broader community through the media. Here are some examples.

The gender pay gap is hurting productivity – in The Conversation with Tom Kennedy and Alison Sheridan

In May 2017 year, Dr Tom Kennedy (awarded his PhD in April 2018) and Professor Alison Sheridan worked alongside colleagues Professor Abbas Valadkhani of Swinburne University of Technology and Dr Maria Rae of Deakin University to deliver an in-depth examination of further effects of the wage gap between men and women. The article went on to be the most-read contribution to The Conversation in the month of May.

Examination of the Australian Bureau of Statistics' data from 1986 to 2013 revealed that gender income inequality adversely affects productivity. The article took a brief look at the history of this issue, concluding that as well as being a social justice concern, the gender pay gap negatively impacts the nation's economy. Contributors to this article have since commented in their academic capacity on national radio, with Alison also offering commentary on gender pay parity for the BroadAgenda blog, picked up for the London School of Economics and Political Science (LSE) Business Review article, "Glass walls: Australia's highly gender-segregated workforce".

Are our standards dropping in the workplace?

Dr Simon Burgess, Lecturer in Management (Business Ethics, Professional Ethics and Corporate Social Responsibility) spoke with The Conversation in July on their Business Briefing podcast - in which the editors delve into a new topic every week, unearthing the latest business and economic analysis from the best academics across the disciplines. Simon spoke to the question: "Are our standards dropping in the workplace?", talking through some examples of Fair Work Commission rules on dismissals based on workplace behaviour. Simon left listeners with the

suggestion that in a changing workplace, civil communications skills are the responsibility of each individual, as well as considering the improvement of office etiquette. The podcast is available to download via Business Briefing on iTunes.

UNE Business School Seminar Series

UNE Business School continues to engage in dialogue with local and global colleagues through its seminar series. Two such seminars arose from a collaboration between UNE Business School and the University of Bonn, Germany.

From the 1st of January 2016, the shared project "Chain Failure and Chain Goods in Sustainable Food Chains" commenced and worked on developing a theoretical framework to enable a closer analysis and improved understanding of value chain outcomes. Concern around issues of transparency and regulation in protection and promotion of competitive food markets has led the UNE project team to develop a new method of analysing food value chains that is complementary to existing public finance theory. Professor Garry Griffith and Emeritus Professor Euan Fleming visited the University of Bonn in Germany early in 2016. With a shared objective of using the newly developed framework to systematically analyse key food markets in Australia and in Germany, UNE welcomed a contingent from University of Bonn in September 2016. It included Dr Johannes Simons and Professor Gerhard Scheifer who took the opportunity to present at UNE Business School's Seminar Series.

Dr Johannes Simons presented "*Implementing Sustainability and Corporate Social Responsibility in Fruit and Vegetable Chains in Germany*". Professor Gerhard Schiefer presented *Food Security and Sustainability: A Challenge for Food Sector and Food Chain Cooperation*.

Other seminars in the series over the last 18 months include:

2016

Professor Harry Clarke (University of Melbourne), *Climate Policy Decisions under Uncertainty: Regrets and Policy Failures*.

Professor Chandrasekhar Krishnamurti *CSR and Empire Building: Evidence based on Acquisitiveness of US Firms*.

2017

Associate Professor Julie Fisher (Monash University) *Gender and IT why it is an issue for business*.

Dr John Dixon (ACIAR) *Sustainable Intensification: Future Opportunities and Constraints*.

Professor Oscar Cacho (UNE Business School) *Combining evidence and modelling to contribute to climate adaptation by smallholders*.

PhD(c) Can (Tsan) Wang (UNE Business School) *The impacts of land degradation and land use change on agricultural production and rural income in China*.

2018

Dr Russell Wise (Commonwealth Science Innovation Research Organisation), *Enabling decision making under uncertain and transformational change*.

Principle 6 continued

UNE Business School external conference presentations relevant to PRME

In 2017, Oscar Cacho presented at the International Congress on Modelling and Simulation Conference in Hobart, Australia 3-8 December. His paper was titled *Modelling Complex Insect Invasions: European House Borer as a case study*. In October 2017, he presented a paper at the 19th NSW Weeds Conference in Armidale, Australia, *Allocating resources to manage invasive plant eradication programs*.

Valerie Dalton presented, *Organisational Learning for Sustainability - Greening the Wharf at Sydney Theatre Company*, at the Australia New Zealand Academy of Management Conference, Melbourne, December 4-6 2017, Melbourne Australia.

Oscar Cacho presented a paper titled, *Allocating resources to manage invasive plant populations*, International Conference on Ecology and Management of Alien Plant Invasions, Lisbon Portugal, September 4th-8th 2017.

Dr Susie Hester and colleagues presented a paper title *What about the incentive properties of biosecurity inspection rules?*, NAPPO – International Symposium for risk-based sampling, June 26-30, Baltimore, Maryland.

Agricultural and Resource Economics (ARES) Conference 2018

UNE Business School made a number of presentations at the conference held at the Adelaide Convention Centre, 6-9 February 2018.

Conrad Rees: *A network approach to household welfare analysis: evidence from rural Bangladesh*. Conrad was an Honours student with us and he attended the conference as the winner of the AARES New England Branch dissertation award.

Emilio Morales: *Can Fish Substitute Meat? Fish Perceptions Influencing Meat and Fish Expenditure*.

Oscar Cacho: *Linking global climate models and household data to study adaptation by smallholders*.

Tim Nelson: *Decarbonisation and wholesale electricity market design*. Tim attended as the Chief Economist of AGL, but he obtained a PhD from UNE recently as part of Mahinda's Linkage grant.

Salahadin Khairo: *Investment in landscape-scale aerial baiting of wild dogs returns net benefits to livestock producers in northern NSW*. Salahadin works for DPI and is currently doing a PhD with us on control of wild dogs to prevent damages to livestock.

Oscar Cacho: *Allocating resources to manage invasive plant populations*.

Principle 7

Organisational Practices

We understand that our own organisational practices should serve as an example of the values and attitudes we convey to our students.

The University of New England employs over 1200 staff across a wide range of positions. Staff are employed from the New England region, from across Australia, and from across the World. As part of its Cultural Diversity Priority statement, UNE states its commitment to a culture which values and supports diversity, engenders social responsibility, is sensitive to ethical issues and receptive to new ideas and critical enquiry, and which supports the University's role as an international institution.

Social

As indicated under Principle 3, UNE Business School has acted on its commitment to increasing the number of Indigenous students within the School and achieved very good outcomes. It is a demonstration that UNE is committed to a diverse, respectful and inclusive culture. However, a recent survey has found that such a culture does not come about without challenges.

UNE is taking a proactive stand in response to The Australian Human Rights Commission's (AHRC) 2017 "Change the Course" report on sexual assault and sexual harassment in Australian universities. The review will take into consideration past incidents.

UNE Vice-Chancellor, Professor Annabelle Duncan, has contracted the AHRC to review the University's colleges as part of UNE's commitment to making the residential experience respectful and safe for all. Professor Duncan said the 2017 report's findings, taken from a national survey of over 30,000 students across all 39 Australian universities, showed that UNE's own work on stamping out sexual harassment could be aided by the guidance of an independent authority.

"The AHRC review will help us build an understanding of the culture within individual colleges, identify what is working and what doesn't work, and point to where we might make practical changes," Prof. Duncan said.

The AHRC will review processes and cultural initiatives targeting sexual assault and harassment in the University of New England's residential colleges.

"It has been extremely rewarding to see how the UNE colleges, including their student bodies, are leading the change process," Prof. Duncan said.

"There is deep commitment right through the UNE community to ensuring that no-one has occasion to be worried about their safety while living and studying on our beautiful campus."

Environmental

The University of New England is committed to sound environmental management in all of its operations, teaching and research programs. The University is also committed to the principles of sustainability and as such it supports the future sustainability of the various rural and regional communities that it constitutes.

The University recognizes its responsibility, as part of the global community and as an educator of future leaders, to encourage and show leadership in the use of ecologically sustainable practices that will help preserve our environment for current and future generations.

The University has demonstrated this commitment with the creation of policy that works to guide and develop high level environmental outcomes. These are the core policies which were developed to influence the procedures and principles that govern all University activities and operations.

The Environment and Sustainability Policy outlines the University's commitment to ensuring best environmental practices and mandates the continuous development of an Environmental Management Program. This program provides a systematic approach to avoiding or mitigating environmental impacts derived from University activities or operations.

In our 2016 report we shared plans for a 10,000 panel solar farm which was due to be operational in early 2018. We have completed documentation and approval for the design and construction of the UNE Solar Farm – Stage 1. Once completed in late 2018 this will result in a 30% reduction in grid electricity use and 30% reduction in carbon emissions. In addition we have developed a blueprint for the University going to 100% renewable energy inclusive of UNE Solar Farm. Stage 2 will include energy storage.

The University continues to implement its Environmental Sustainability Plan 2016-2020 which continues to reduce University's environmental footprint resulting in:

- Energy consumption maintained despite increase of footprint
- 10% reduction in water consumption
- 27% reduction in waste to landfill

We have also finalised the University's environmental compliance requirements through each level of government and international commitments (ie Talloires Declaration).

Sustainable Planning

Environmental sustainability is recognised as a core principle for the future of the University. Below are a few of the outcomes from UNE's sustainability planning process.

- Locate new buildings along east-west pedestrian spines, takes advantage of aspect/orientation.
- Controlled building height to maximize solar amenity, reduces shading and shelters pedestrian area.
- Promote pedestrian connectivity between and within the campus precincts.
- Establish a clear bicycle network, provide strategically placed cycle parks with appropriate facilities".

Future Objectives



Future Objectives

As part of the UNE Strategic Plan 2016 to 2020, the five priorities for UNE continue to be:

1. Excellent research with high impact
2. Outstanding student experience
3. Digital dominance
4. Operational resilience
5. Innovative culture

UNE Business School continues its operational plan to reflect these priorities, and our commitment to PRME as reflected in our Mission, Vision and Values.

Key activities for the UNE Business School for the coming 2 years include:

- Expanding our active collaborations with business, industry and government within the region and more widely through the UNE SMART Region Incubator, the Centre for Agribusiness and the Centre for Local Government.
- Expanding the Centre for Agribusiness to firmly place the University as a leader in the agriculture sector. By creating and maintaining links with industry stakeholders, the Centre aims to bridge the gap between 'great ideas' and real-world problem solving.
- Enhancing the 'real world' and international experience within our courses, including increasing work-integrated-learning opportunities with sustainable businesses within our region.
- Participation in international study tours which address questions of sustainability.
- Monitoring and evaluating how PRME and the SDGs are embedded in all our courses.
- Greater recognition of the extra curricula activities of our students engaging with their communities to lead positive change, including their involvement in Enactus. We will continue to promote student participation in the New England Award.
- Continue to promote positive behaviour change for sustainability among staff.



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