



PRME Principles for Responsible
Management Education

UNE Business School
Sharing Information on Progress Report 2023



Introduction

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 sixth report, and we welcome the opportunity to share our progress.

Since our last report in 2020 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, ethical and environmental change. We have worked to address the United Nations Sustainable Development Goals (SDGs) to 2030 in both our curriculum and our research.

We have deepened our connections to our regional business community, working to support and foster the growth of vibrant and inclusive economies.

Through our Centre of Agribusiness and our SMART Region Incubator (SRI), we are providing an ideas launch-pad and support for entrepreneurs and Small and Medium Sized Enterprises (SMEs) in the region. Our Centre for Local Government provides support, service, education and leadership to all sectors of local government in Australia.

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



A. Adapa

*Professor Sujana Adapa
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 and staff to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

UNE's Future Fit decadal strategic plan (2021-2030) focuses upon transformative opportunities and prioritises personalized learning journeys, empowering communities and building resilience. The 2019-2025 Faculty of Science, Agriculture, Business and Law (SABL) strategic plan articulates overall vision, mission and values, as well as culture of the four Schools within the SABL Faculty. The UNE Business School developed a strategic plan (2021-2024) integrating teaching, research and external engagement priorities with the University's and Faculty's strategic plans with an evolutionary focus and growth mindset.

Mission

The UNE Business School continues a proud history of delivering education and research that underpins practical, commercial and sustainable benefit to our regional, local 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

To continue to be the leading regional business school with an aspirational focus of achieving global recognition by building on our unique strengths in extensive business knowledge, student focused teaching, impactful research and unparalleled engagement.

Values

A core value for UNE is enabling adaptation to a changing world through education. In alignment with UNE's and SABL Faculty's vision, the UNE Business School places greater emphasis on the following values (**CREATE**):

- **C**reative – innovative and willingness to change and take calculated risks;
- **R**esilient – sustainable, resourceful, viable and dependable;
- **E**thical – equitable, inclusive, approachable and helpful;
- **A**gile – anticipate, confront, formulate and emerge;
- **T**rust – honest, accountable, thoughtful and authentic; and
- **E**ngage – connect, network and collaborate.

Principles

Our principles emphasise our approach to learning and teaching, research informed innovations, informing policy, commitment to support students and solving real-world problems:

- Immersive innovative instruction;
- Smart research brilliance; and
- Agile growth mindset.

Strategic Priorities

The strategic dimensions that are actively pursued by the UNE Business School have also been identified as UNE key priorities. These five strategic priorities (**5Es**) are:

- **E**nsure student success;
- **E**stablish course distinctiveness;
- **E**nable competitive infrastructure;
- **E**nhance creative partnerships; and
- **E**mpower operational resilience.

Since our last report in 2020 we have expanded our commitment to embedding and addressing the United Nations Sustainable Development Goals (SDGs) to 2030 in our curriculum and in our research.

SUSTAINABLE DEVELOPMENT GOALS



This document will link our activities with the relevant SDGs and sub targets as it reports against the six PRME principles.

Beyond the classroom, UNE Business School students are presented with opportunities such as immersing themselves in work-integrated learning, overseas study experience programs, case

study competitions, study abroad and study tours which equip them with adaptable skills, abilities and competencies. Further, participation in industry-led projects, development of contextualised strategic business plans, evidence based report writing and group presentations enable them to be well prepared for the future of work challenges and develop extensive knowledge on contemporary business issues. In doing so, UNE Business School prepares students to make positive contributions to SDG 4 Quality Education, SDG 5 Gender Equality, SDG 8 Decent Work and Economic Growth, SDG 9 Industry, Innovation and Infrastructure, SDG 10 Reduced Inequalities and SDG 17 Partnerships for the Goals.

A number of UNE Business School staff are working on industry and government funded projects that contribute positively to the empowerment of regional, national and global communities. Listed below are the exemplar projects carried out by staff in UNE Business School which align with the sustainable development goals.

Funded Projects 2023	
Strengthening Australia-India cybersecurity partnership for digital innovation - Australia India 'Unnati' Research Collaboration, Australian Government (Research project)	Dr Kamaljeet Sandhu & Professor Bernice Kotey (with colleagues external to UNE)
Farm succession – Dairy Australia, NSW Government (Research project)	Dr Lucie Newsome (with other UNE colleagues)
Funded Projects 2022	
Developing and sustaining diverse and inclusive workplaces – New Education and Training Model (NETM), NSW Government (Training course for industry personnel)	Professor Sujana Adapa & Dr Lucie Newsome (with colleagues from UNE Partnership)
Goat production systems and marketing in Lao PDR and Vietnam (Workshops)	A/Professor Nam Hoang & Dr Emilio Morales (with other colleagues from UNE)
Emerging leaders program – Tamworth Regional Landcare Association (Training course for industry personnel)	Professor Sujana Adapa & Dr Simon Burgess
The epidemiology of complaints about veterinary practitioners – NSW Veterinary Practitioners Board (Scholarship for research student)	Professor Paul McGreevy & Professor Sujana Adapa
Funded Projects 2021	
Student experience portfolios – Higher Education Participation and Partnerships Program (HEPPP) (Mentoring program for students)	Professor Sujana Adapa (with other UNE colleagues)

The future of social science and business education post COVID-19 pandemic – Australia Japan Foundation (Symposium for international audience)	Professor Sujana Adapa (with colleagues external to UNE)
Funded Projects 2020	
Farm financial planning – NSW Central West Local Land Services' ADAPT Program (Training course for industry personnel)	Professor Derek Baker & Dr Jonathan Moss (with other UNE colleague)
Capacity building for women entrepreneurs in rural Indonesia – Australia Indonesia Institute (Training program for international audience)	Dr Subas Dhakal (with colleagues external to UNE)
UNE Higher Degree Research (HDR) and academic engagement opportunities – Indonesia-UNE International Partnership Consortium (Webinar for international audience)	Professor Rene Villano & Professor Sujana Adapa
Innovation and Technologies on sustainable agricultural and environmental systems – International Conference on Agriculture, Environment and Food Security (ICAEFS) (Keynote for international audience)	Professor Rene Villano
Crafting graduate portfolios - Higher Education Participation and Partnerships Program (HEPPP) (Mentoring program for students)	Professor Sujana Adapa (with other UNE colleagues)

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:

Graduate Attributes	Description
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, digital, ethical and environmental 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

Beyond the formal curriculum, all UNE students also have the opportunity to engage with the New England Award. This is a prestigious award to recognise 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; and
- 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
 - c. a 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 through explicit in-person and online discussions;
 - b. the use of effective management tools and techniques influences sustainability, that management involves the intelligent balancing between economic, cultural, social and environmental decisions; and
 - c. taking a balanced approach, that enables students to consider problems aimed at deriving innovative and futuristic solutions.

All awards offered by UNE Business School are underpinned by sustainability principles. While these principles still underpinned our approach, we are increasingly using the Sustainable Development Goals (SDGs) as a point of focus for evolving our curriculum and in our research.

Exemplars

UNE Business School addresses ethics, responsibility and sustainability (ERS) across its units. ERS is increasingly expressed with explicit reference to the SDGs. The following offers a number of examples from our management and marketing courses.

We offer a Business Ethics unit as part of the core of our Bachelor of Business and our MBA program. Specific actions to address the SDGs or sustainability more broadly have been taken in many of our core units.

Our undergraduate and postgraduate introductory management unit specifically teaches about the SDGs and the major assessment task is linked to them. Students are taught to be responsible managers wherein processes of management are conducted through the frame of responsibility, ethics and sustainability. The undergraduate unit is core in both the Bachelor of Business and the Bachelor of Agribusiness and is an elective for many other courses offered across the University.

Our introductory fundamentals of marketing unit delivers significant content on social marketing, the use of marketing principles and techniques for the public good (climate change, healthful behaviours, drink driving, etc.), and socially responsible marketing, the notion that what is good for society is also good for the marketer and his/her company, in the long run.

Our Strategic Management unit covers ethics and sustainability (including the SDGs) in a dedicated topic and consideration of these areas is an integral part of both the internal capability analysis of the organisation and the external industry and competitive analysis. This analysis forms 60% of the unit assessment. The unit is being renamed Strategic Management and Sustainability from 2021 to make the link even more explicit.

Our Strategic Marketing unit addresses issues around responsibility and ethics in managing the strategic marketing principles and practices are explained to students in the weekly topics and the concepts are further assessed as part of the formative assessment tasks. The relevance of SDGs in terms of businesses taking up analyser or defender strategies are explained to students.

Our Consumer Behaviour unit addresses the responsible consumption of products and services by consumers and marketers ethical behaviour and practices are explained. Ethical consumption and sustainable production of products and services both from marketers and consumers points of view is explained in dedicated topics. The relevance of SDGs in terms of product innovation are explained in detail.

Our unit dealing with cross cultural management points to SDGs such as SDG10 Reduced Inequality through helping students improve their capacity to manage and communicate across cultural divides.

The Communication for Business unit covers aspects of SDGs 3, 5, 12 and 9. SDG 3 Mental Health and Wellness in the Workplace is taught and practised. Students are given the opportunity to examine gender and domestic violence in the workplace (SDG 5). Students are given the opportunity to the benefits of eco-friendly products (SDG 12).

Our Strategic Human Resource Management unit draws student attention to SDG 3 Good health and well-being and SDG 5 Gender equality. The focus on SDG 5 explores the significant barriers to equality experienced by women globally and issues such as the poor representation of women on boards and the gender pay gap.



The broad concept of ethical consideration is also weaved throughout several units where students are taught and encouraged to consider the ethical issues for the range of accounting, finance, economics, marketing and management functions covered. In doing so, UNE Business School encourages students to take a reflective approach on various societal level wicked problems and grand challenges.

Principle 3 – Method

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.

Teaching and Learning Citation	UNE Business School Staff Members	
Dr Bee Moss received an Australian Award for University Teaching (AAUT) in 2022 <i>‘For successfully transforming theoretically-based auditing subjects that re-engage students through story-telling and authentic practice’</i> .		Dr Bee Moss
Dr Jonathan Moss received an Australian Award for University Teaching (AAUT) in 2020 <i>‘For increasing the relatability of quantitative methods units through a personalized approach with impact close to home and further afield’</i> .		Dr Jonathan Moss
Dr Subas Dhakal has attracted UNE Business School Citation for Education Excellence in 2022 for <i>‘Constructivism and production pedagogies inspired innovation to foster business education for sustainable development and student engagement’</i> .		Dr Subas Dhakal
Dr Shawn Leu has also attracted 2022 UNE Business School Citation for Education Excellence for <i>‘Revel in the art of model building and take the model to data for macroeconomics students’</i> .		Dr Shawn Leu
Mr Aaron Driver has been recognised with a 2023 UNE Business School Citation for Education Excellence Award for his nomination titled <i>‘For navigating uncharted waters: A leadership journey in assessment design and generative AI’</i> .		Mr Aaron Driver

Mr Matthew Wysel has also been recognised with a 2023 UNE Business School Citation for Education Excellence Award for his nomination titled *‘For empowering students as co-constructors of innovation theory, grounded by their own experiences for maximum personal and professional impact’*.



Mr Matthew Wysel

UNE Business School Senior Lecturer in Management, Dr Subas Dhakal, continues to actively investigate student engagement by creating a signatory pedagogy to foster sustainable development. UNE Business School Lecturer in Marketing, Mr Aaron Driver, has been proactive and is recognised for his expertise in digital sustainability and his active experimentation in generative AI.

International Study Visits

Our students are given the opportunity to participate in UNE Business School International Study Tours (outbound activity) 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.

UNE and UNE Business School also plays a key role in fostering staff and students visits (inbound activity) from other countries. A staff member and a group of nine students visited UNE Business School from Asia University, Taiwan in July 2023. Also, staff and students from the University of Wyoming, USA visited UNE Business School which resulted in progressive interactions between students and staff. Further, students and staff participated in regional agribusiness tours and future collaborative opportunities between both universities were discussed.



Asia University, Taiwan – Visit to UNE



University of Wyoming, USA – Visit to UNE

IFAMA International Student Case Competition

We have also provided students with opportunities to compete internationally through the IFAMA International Student Case Competition to engage with the wicked problems and the grand challenges that the world is facing. The International Food and Agribusiness Management Association (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. Hosted in Christ Church, New Zealand, 2023's conference theme was '*Transforming the global food and fibre system: Worldwide innovation for a resilient, nature-positive, and food-secure future*'. A highlight of the visit was agritours organised to visit the local farms and agribusinesses.

The IFAMA International Student Case Competition provides agribusiness students and the University a global stage to showcase the next generation of business leadership. Undergraduate and postgraduate student teams participated in the 2023 IFAMA International Student Case Competition.



Principle 4 – Research

UNE is dedicated to identifying and delivering innovations of value to society and industry, in Australia and internationally, with a particular emphasis on inter- and multi-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 three research themes on the basis of Field of Research (FOR) codes:

- Applied Economics (3801);
- Strategy, Management and Organisational Behaviour (3507); and
- Policy and Administration (4407).

Applied Economics

The research progressed under this theme is application-oriented and connects several key areas such as agribusiness, agricultural economics, environmental Economics, climate policy, development, economic growth, markets and biosecurity. Our researchers work in collaboration with their extensive networks within Australia and around the World. Key projects progressed by UNE Business School staff members that align with this theme include:

- Urban and rural economic development;
- Foreign direct investment and new economic geography;
- Climate change impacts and adaptation;
- Biosecurity response decision support framework; and
- Farm household management and productivity.

Strategy, Management and Organisational Behaviour

The research completed under this theme deepens our understanding of good organisational governance, it provides practical insights about social, environmental and financial sustainability, and it consistently applies an ethical lens to contemporary organisational challenges including the influence of emerging technologies and the attainment of the Sustainable Development Goals to 2030. Further, strategic decision-making in addressing core management challenges are also explored meaningfully. Some current projects include:

- Developing enterprising skills;
- Digital transformation and leadership capabilities;
- Embedding sustainability in management education;
- Gender diversity and financial performance; and
- Adoption of SDGs in the mining sector.


Policy and Administration

The public policy and administration research group covers all areas of public policy, from the local, state, national and international level. We look at the past, present and future of policy and the ways in which institutions respond in policies and administrative areas such as employment, public health, environmental management, agriculture and financial governance. Public policy is an instrument for responding to the big questions and issues facing the globe and we do so by engaging with government, industry, community organisations and a network of international researchers. Some key projects include:

- Empirical analysis of local government;
- Public policy and value chain performance;
- Amalgamation improvement in local government;
- Food waste global town hall meeting; and
- Efficiency and shareholder value in banking.

Relevant SDGs that align with the identified research themes include:



	<p>Professor Rene Villano, Chair of Research Committee, UNE Business School identifies that (1) research objectives, (2) research publications and grants, and (3) research engagement and impact provides clarity, direction and guidance to staff in the School in fostering quality research in alignment with Faculty's and UNE's strategic research priorities.</p>
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Research Objectives

The stated research objectives provides the UNE Business School with a strategic direction to attract research active staff, quality higher degree research students, research oriented visiting academics and partners to continue to enhance the School's research culture. Our research objectives include:

- To increase the research publication profile by publishing in reputable journals with high impact factors and with high practice orientation;
- To maintain the research expertise in the identified main thematic areas of Agribusiness and Economics and Resilient, Inclusive and Entrepreneurial Communities;
- To continue to promote inter/cross/multi-disciplinary research by collaborating with internal and/or external stakeholders;

- To strengthen the quantum and quality of the research grant income attraction by way of engaging with diverse groups of research funders; and
- To engage in meaningful innovative niche regional/local/global research that differentiates us from the competitors and that benefits the wider regional communities.

Research Publications and Grants

The UNE Business School has an applied research and teaching focus that links with industry, local businesses and international organisations. Staff in the UNE Business School place greater emphasis on research informed teaching and teaching informed research as well as interdisciplinary and cross-disciplinary collaborations. UNE Business School research outlines tangible and sustainable benefits to regional, national and international stakeholders and the attainment of Sustainable Development Goals (SDGs) to 2030.

Research output of UNE Business School staff in various disciplinary areas is assessed and benchmarked on a continued and frequent basis. UNE Business School operates in a national research environment using international research standards. Staff within the UNE Business School have served on national research panels, acknowledging their standing in the research community. A number of staff in the UNE Business School secured research grants from pre-eminent local, national and international funding bodies to investigate projects of real-world significance.

Research Engagement and Impact

Our research engagement is manifold as we deliver high value research of utmost importance to the industry, businesses, organisations and communities. Collaboration and cooperation are integral to the establishment of sustained long-term trusted relationships with our industry partners, business ecosystems and community networks. We excel in showcasing our research commitment to our partners through timely completion of commissioned projects; progress of new problem-solving methodologies; engage in sensible consultancy activities and prioritise inclusive communication. Our research engagement is also visible through the research internships secured by the higher degree research students within the industry and joint supervision of PhD students by academics and industry personnel.

Our research has a real-world impact in addition to academic publication. We produce applied research which influences policy through our links with local, state and national government agencies. Our impact on industry and local communities occurs largely through our network of relationships with small and medium businesses, chambers of commerce, industry bodies, and local government. For example the Indobeef project support the rural development and trade in Indonesian smallholder communities. The two projects of the IndoBeef program (1) CropCow aims to improve the productivity in crop-livestock systems through the adoption of technologies; and (2) PalmCow focuses on the effective integration of cattle farming with palm plantations to improve the profitability, productivity and livelihood of farmers.

Principle 5 – Partnership

UNE Business School has direct links to regional businesses through UNE SMART Region Incubator and our research centres.

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 was equipped to assist with the development of businesses in our region.

Launched in January 2017, the SRI, led by Dr Lou Conway (previously a staff member in UNE Business School) as SRI Director, worked with colleagues, industry and community to support 56 Startups, host 3378 visitors, contributed to the creation of 146 jobs and put on several events which helped many stakeholders. SRI also progressed 4 co-working spaces across the region and fostered 6 research partnerships. Further, SRI raised \$6.2 million in investments and supported 70 founders (of which 52% are identified as female founders). SRI actively supported 64 start-ups and 132 innovation ideas from young people. SRI continues to strengthen linkages with key stakeholders in our region in our common goal to cultivate a thriving regional economy.

UNE Business School partnered with SRI and offers certificate courses and short courses in entrepreneurship. UNE Business School in conjunction with SRI also offered programs to immerse students in real world situations as they learn those vital skills so necessary for success in their workplaces. SRI's strengths in agriculture, health, environment and creative areas combines smart technology and innovation to foster collaboration and transformation thus creating long-term sustainable solutions.

Centre for Agribusiness

The Centre for Agribusiness was launched in 2016 which continues to offer “*bold, creative and sustainable solutions to big questions of food industry performance, global food security and best management practice. It is a platform from which we are able to reimagine data to facilitate innovation in the sector*”, according to the Centre's Director, Professor Derek Baker. The centre connects people, research, government and industry, providing the tools and support to facilitate the creation and commercialisation of a broad range of ideas.

Projects covered by the centre operate across 3 key themes such as:

Program 1: Agribusiness Information Systems;

Program 2: Commercialisation and uptake of technologies in agribusiness; and

Program 3: Policy and decision tools.

Some key projects progressed by the Centre for Agribusiness over the past few years include:

1. Assessment of agency for women in smallholder livestock systems (2023) – Wakjira, W. K., Temple, E. and **Baker, D.**
2. Uptake of contracts and advanced agricultural marketing by Vietnamese coffee producers (2023) – Vu, L., Kristiansen, P., Welch, M. and **Baker, D.**
3. Identifying the value proposition for digital transformation in the Australian agrofood sector (2022) – **Baker, D.**
4. Alternative management systems for grass-fed cattle systems in Northern NSW (2022) – Gordon, L., Kristiansen, P. and **Baker, D.**
5. Measurement and management of factors affecting resilience in food supply chains (2022) – **Baker, D.**
6. Survey of short supply chains in food systems in New England and the Northwest (2022) – **Newsome, L.**, Larder, N. and **Baker, D.**
7. Low carbon and the agri-industrial supply chains: Impacts on Australian farmers (2022) – **Baker, D.**
8. Roles for universities and other research and teaching organisations in the digital transformation of agrifood industries (2022) – **Baker, D.**
9. Data sharing platforms as mechanisms for generating value from data (2021) – **Wysel, M.**, **Baker, D.** and Billingsley, W.
10. Contribution to improvement of the Ethiopian livestock inventory for improved measurement and management of greenhouse gas emissions (2021) – **Baker, D.**

(UNE Business School Staff names are in bold)

Centre for Local Government

Headed by Emeritus Professor Brian Dollery, the mission of the Centre for Local Government is to provide an umbrella organisation for activities of the University of New England that are relevant to local government so as to facilitate support, service, education and leadership to all sectors of local government in Australia. This is achieved through four core areas of activities: education, professional development, consultancy and research.

Recent research conducted by the centre has resulted in the following publications:

1. Silvestre, H., Marques, R., **Dollery, B. E.** and Moraes, A. (2023), 'Regional Consortia and Transaction Costs for Sanitation Services in Brazil', *Utilities Policy* (in print).
2. Yamazaki, K., **Dollery, B. E.** and Kinoshita, Y. (2022), 'Local Factors Sustaining Co-production: Two Case Studies from the City of Yokohama, Japan', *Journal of Urban Affairs* (in print).
3. **Reddy, S. Y.**, Tran, C. and **Dollery, B. E.** (2022), 'The Impact of Administrative Intensity on Financial Sustainability in Local Government: An Empirical Analysis of New South Wales', *Public Administration Quarterly* (forthcoming).

4. **Wallace, A.** and **Dollery, B. E.** (2022), 'Local Emergency Co-Production in Australia: The Case of the New South Wales Rural Fire Service', *Australasian Journal of Regional Studies* (in print).
5. Siew King Ting, Tze Wee Lai, and **Dollery, B. E.** (2022), 'Co-production in Local Government: Case Studies in Improving Local Livelihoods in Kuching, Sarawak', *International Journal of Public Sector Performance Management* (in print).
6. Tang, C. Kogid, M., Alin, J. and **Dollery, B. E.** (2022), 'Modelling Sectoral Energy Consumption in Malaysia: Assessing the Asymmetric Effects', *Sustainability*, 14.
7. **Yarram, S.**, Tran. C. and **Dollery, B. E.** (2022), 'Administrative Intensity in Local Government: Do Administrative Scale Economies Exist in New South Wales Local Government?', *Politics & Policy* (in print).
8. **Dollery, B. E.** and Drew, J. (2022), 'New South Wales State Government Failure? An Empirical Analysis of the Cootamundra Gundagai Regional Council Forced Merger', *Public Administration Quarterly* (in print).
9. Ivannikov, I., **Dollery, B. E.** and **Bayerlein, L.** (2022), 'The Crown land accounting dilemma in New South Wales local government', *Journal of Public Budgeting, Accounting & Financial Management* (in print).
10. Wright, A., **Dollery, B. E.**, Kortt, M. and Leu, S. (2022), 'The impact of more intensive unemployment benefit requirements on jobseekers' likelihood of complying', *Economic Record*. <https://doi.org/10.1111/1475-4932.12652>.

(UNE Business School Staff names are in bold)

Principle 6 – Dialogue

UNE Business School has been engaging in dialogue with the broader community through our SMART Region incubator (SRI), and foster active debates with several stakeholders on issues of social, ethical, digital and environmental sustainability.

SMART Region Incubator (SRI)

The UNE SMART Region Incubator (SRI) supports regional businesses and start-ups. SRI also focuses upon business growth motives through a connected community of mentors, partners, researchers and connectors. SRI offers - Leverage Program for entrepreneurs to grow their business; Hatch to support business ideas transformed through Lean Canvas principles taking a path to market; Emerge to help UNE staff, students and researchers understand the commercial and community impact of their work; and access to a team of Experts in Residence to foster start-up growth. Additionally, SRI also offers SMART Sessions with focus upon targeted areas such as finance, marketing, growth and sales essential for building a business. Further, SRI's Future Series is popular for scoping of a specific sector and for strategic decision-making purposes and includes AgTech, HealthTech, Environment & CleanTech, and Creative & CultureTech Industries. SRI in conjunction with the University offers a number of internships to undergraduate and postgraduate students and also organises innovation challenges thus bringing the diverse talent together. A number of UNE Business School students and staff benefited from SRI association. Some graduated students now assume the role of SRI mentors and staff members from the Business School also undertook the roles of mentors and/or researchers in residence.

UNE Business School Seminar Series

UNE Business School continues to engage in dialogue with local and global colleagues through its research and teaching and learning seminar series.

(1) Research Seminars


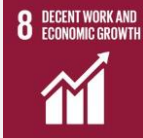


Research seminars in the series over the last 2.5 years include:

Research Seminars 2023 – Internal Staff	
Modelling farmer decisions and landscape impacts for policy analysis (Joint Seminar with AARES New England Branch)	Emeritus Professor Oscar Cacho
Mountain goat value chain in Laos and Vietnam – Should smallholders focus on quality or volume (Joint Seminar with AARES New England Branch)	A/Professor Nam Hoang & Dr Emilio Morales

More lessons from the ALP – ACTU Australian prices and income accord: An historical case study nigh 40 years untold	Dr Tony Ramsay, Dr Lucie Newsome & Dr Danielle Miller
Emerging climate laws and firm level emissions	Dr Shahid Shahiduzzaman
Research Seminar 2023 – External Staff	
Do women possess the capability to innovate? A look at the leadership style of food-based womenpreneurs of the Philippines	Professor Maria Cresilda M Caning (Central Bicol State University of Agriculture, Philippines)
Research Seminars 2022 – Internal Staff	
Effects of CSR and family ownership on financial performance	A/Professor Subba Reddy Yarram & Professor Sujana Adapa
Research Seminars 2022 – External Staff	
White middle-class femininities and the social enterprise	Dr Helen Taylor
Club convergence and socioeconomic inequalities in the SADC economies: National and subnational evidence (Joint Seminar with AARES New England Branch)	Dr Omphile Temoso (Investment NSW)
Locationally varying production technology and productivity: A study of Norwegian farming (Joint Seminar with AARES New England Branch)	Professor Gudbrand Lien (Inland Norway University of Applied Sciences)
Sustainable intensification and ESG – Compatible in a changing climate (Joint Seminar with AARES New England Branch)	Ms Lucinda Corrigan (Animal Genetics and Breeding unit (AGBU))
Research Seminars 2021 – Internal Staff	
Australian women in agriculture: Political construction and policy interventions	Dr Lucie Newsome
Gender and CSR in family businesses	A/Professor Subba Reddy Yarram & Professor Sujana Adapa
Local emergency co-production in Australia: The case of the New South Wales Rural Fire Service	D Andrea Wallace
Research Seminars 2021 – External Staff	
Mapping industry clusters in NSW: A data driven approach	Dr Omphile Temoso (Investment NSW)
<div> <div>2 ZERO HUNGER</div> <div>5 GENDER EQUALITY</div> <div>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</div> <div>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</div> <div>15 LIFE ON LAND</div> </div>	

(2) T&L Seminars

Teaching & Learning (T&L) Seminars were started as a strategy to disseminate the best practice. T&L seminars in the series over the 2.5 years include:

T & L Seminars 2023 – Internal Staff	
Advancing Business education for sustainable development in an era of generative artificial intelligence: Implications for assessment design strategies	Dr Subas Dhakal
Transforming theoretically-based auditing subjects into units that reengage students through story-telling and authentic practice	Dr Bee Moss
T&L Seminars 2022 – Internal Staff	
Renting space in your students’ heads – Strategies for being a good tenant	Mr Aaron Driver
Alice – and others – in chains	Professor Derek Baker
Student Engagement in Online Learning (SEOL) – Perspectives of academics in four different Australian universities	Dr Subas Dhakal
T&L Seminars 2022 – External Staff	
What’s in a question? Creating quality questions that guide student expectations and allow meaningful and personalised student feedback with ease	Mr Adrian Shaw
Improving the student experience through educational technologies and a safe space for innovation	Professor Birgit Loch
T&L Seminars 2021 – Internal Staff	
From hands on chins to sunny grins: Teaching students who would rather be elsewhere	Dr Simon Burgess
 4 QUALITY EDUCATION	 8 DECENT WORK AND ECONOMIC GROWTH
 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	 12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Australia New Zealand Academy of Management (ANZAM) Conference (2021-2022)

UNE Business School staff regularly present their work at the ANZAM Conference, a peak professional body in Management area in alignment to SDG 4, SDG 5 and SDG 9. ANZAM Conference presentations from 2021-2022 are listed below:

- Emeritus Professor Alison Sheridan (with colleagues external to UNE) presented scholarly work titled ‘*Actor perceptions of gender quotas for Australian boards*’ at ANZAM Conference (Online) in 2022.
- Dr Subas Dhakal presented work on ‘*Business-related online short courses in Australia: E-learning innovation to foster education for sustainable development*’ at ANZAM Conference (Online), 2022.
- Dr Subas Dhakal (with an adjunct staff member) presented paper at the 34th ANZAM Conference titled ‘*The trust deficit between financial advisers and planners and clients: Reform implications for the industry and higher education providers*’ in 2021 (Online).
- A/Professor Subba Reddy Yarram & Professor Sujana Adapa also presented paper in 2021 ANZAM Conference (Online) titled ‘*Gender diversity and environmental CSR in family businesses*’.






Academy of Management (AoM) Conference (2020-2023)








Professor Sujana Adapa attended the Academy of Management (AoM) Conference in Boston in August 2023. Sujana is on a five year leadership track for the Diversity, Equity and Inclusion (DEI) division and she was the DEI Professional Development Workshop (PDW) Chair in 2023. She will assume the DEI Scholarly Program Chair in 2024, followed by the DEI Chair-elect in 2025 and DEI Chair in 2026. Sujana gained a deep understanding of the breadth and depth of the DEI Division's activities and works with her fellow Executive Committee members and representatives at large to fulfil the primary purpose of the Division which is 'the development and improvement of members' capabilities for research and teaching on the subjects of gender and diversity in organizations and to promote understanding of the significance of these topics to the study and practice of management.'





- Dr Aeson Dela Cruz and Emeritus Professor Alison Sheridan from UNE Business School presented scholarly research at AoM 2023 conference in Boston, USA.
- Professor Sujana Adapa organised a Caucus at AoM 2021 titled '*If we know the answers are we asking the right questions? Women's representation in decision making*' with colleagues from Australia, Singapore and USA.
- A/Professor Subba Reddy Yarram and Professor Sujana Adapa at the AoM in 2020 presented a paper on their research into board gender diversity and corporate financial performance.

Australasian Agricultural and Resource Economics (AARES) Conference (2021-2023)

A number of staff from UNE Business School and PhD students present their research work every year at the prestigious Australasian Agricultural and Resource Economics Conference (AARES). Scholarly work presented at the AARES conferences from 2021-2023 is presented below and mapped to relevant SDGs.





AARES 2023, The 67th Annual Conference, Christ Church, New Zealand					
An analysis of smallholder's knowledge, attitudes and practices on the control and management of FW in bananas			Ms Tamsi Jasmin Gervacio (PhD student)		
Selling differentiated Nusa Tenggara Barat (NTB) beef in urban markets in Indonesia			Mr Tian Jihadhan Wankar (PhD student)		
Back to basics: Technology, sources of information and new to market innovation in South Asian firms			Ms Sadia Abbas (PhD student)		
Food motives and preferences: A study of non-traditional meat demand in Vietnam			A/Professor Nam Hoang		
Invisible farmer widows 'doing' farming in India			Professor Sujana Adapa		
Mountain goat value chain in Laos and Vietnam: Constraints and development opportunities			Dr Emilio Morales		
Understanding the impact of COVID-19 pandemic and implications for adoption of conservation agriculture-based sustainable intensification technologies in Bangladesh			Professor Rene Villano		
5 GENDER EQUALITY 		9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 		12 RESPONSIBLE CONSUMPTION AND PRODUCTION 	
				13 CLIMATE ACTION 	
					15 LIFE ON LAND 
AARES 2022, The 66th Annual Conference, Online					







Top managers' gender and firm level innovation in South Asia: The moderating role of institutional quality and financial constraints	Ms Sadia Abbas (PhD student)
Potential target markets for selling differentiated Nusa Tenggara Barat (NTB) beef in Indonesia	Mr Tian Jihadhan Wankar (PhD student)
Can value chain interventions be used to support broad scale land use change for environmental and social outcomes? A case study in Bandung, Indonesia	Mr Daniel Hill (PhD student), Emeritus Professor Oscar Cacho & Dr Daniel Gregg
Gender and intergenerational farm succession in Australia: An exploratory study	Emeritus Professor Alison Sheridan & Dr Lucie Newsome (with other UNE colleagues)
Growing the NSW agricultural economy: Constraints and opportunities as perceived by farmers	Professor Derek Baker & Dr Carolyn Tran (with other UNE colleagues)
Women's empowerment in integrated cattle-farming systems in Indonesia	Professor Rene Villano (with other UNE colleagues)
Motivations to enter and remain in sustainable, small scale agriculture: New female farmers in the Australian context	Dr Lucie Newsome
Reimagining women's role in agriculture – Evidence from India	Professor Sujana Adapa
Anonymous tolls and value of insight	Mr Matthew Wysel & Professor Derek Baker
Women in Economics – Networking Event	Professor Heather Burrow & Professor Sujana Adapa (with external to UNE colleagues)
      	
AARES 2021, The 65th Annual Conference, Online	
What influences the propensity to buy and willingness to pay premiums for differentiated high quality branded fresh tomatoes in Pakistan?	Mr Sheeraz Ahmad (PhD student), Professor Sujana Adapa & Dr Emilio Morales
Information in red meat supply chains: Chain failure and information provision	Dr Yue Zhang, Professor Derek Baker, Professor Garry Griffith, A/Professor Nam Hoang & Dr Emilio Morales
Buying perishable fresh food online versus in-store	Dr Emilio Morales & Emeritus Professor Alison

	Sheridan (with external to UNE colleague)
Using measures of innovation and business models to engage Indonesian smallholder cattle producers	Professor Derek Baker, Mr Zenal Asikin & Professor Rene Villano
Market failures preventing investment in digital transformation in the food supply chain, and potential way outs	Professor Derek Baker & Mr Matthew Wysel
Roles for research, and for the Agricultural Economics profession in addressing the market failure	Professor Derek Baker
   	

Small Enterprise Association of Australia and New Zealand (SEAANZ) (2021-2022)








Professor Sujana Adapa is the Treasurer and one of the four Directors of the Small Enterprise Association of Australia and New Zealand (SEAANZ) Board. Sujana organised 2021 SEAANZ Symposium (Online) with an alignment to contemporary theme ‘*SMEs and COVID-19: Just Surviving or Thriving? Sorting Rhetoric from the Realities of COVID-19 for SMEs*’. Academic work presented at the SEAANZ Symposia from 2021-2022 is presented below and mapped to relevant SDGs.






SEAANZ Symposium (Online) 2022	
Achieving a social agenda: What matters for social enterprise success in rural areas?	Dr Peter Musinguzi, Professor Derek Baker & Dr Nicolette Larder
Socio-economic effects of the COVID-19 pandemic on the restaurant businesses in Australia	Professor Sujana Adapa & A/Professor Subba Reddy Yarram
   	
SEAANZ Symposium (Online) 2021	
Pandemic speed: Accelerating innovation in cyber security	Dr Ian Bernard Wiltshire
MSMEs and SDGs – Narratives from India	A/Professor Subba Reddy Yarram & Professor Sujana Adapa
Capacity building of women entrepreneurs in rural Indonesia	Dr Subas Dhakal
Entrepreneurial ecosystem in India	Professor Sujana Adapa & A/Professor Subba Reddy Yarram

SMEs around the world: Insights from the Newly industrialised countries	Professor Sujana Adapa & A/Professor Subba Reddy Yarram
Narratives of being rural, female and an entrepreneur in Australia	Mr Angelo Saveedra Horna (MPhil student)
     	

Other Conferences

Other popular conferences at which UNE Business School staff (with colleagues internal and external to UNE) presented their scholarly work in alignment with PRME's objectives are listed below:

Conference Presentations - 2023	
Hyperseparation in Western agriculture: Male/female and human/nature constructions in Australia and the Netherlands - Western Political Science Conference, San Francisco.	Dr Lucie Newsome (with colleagues external to UNE)
 	
Conference Presentations - 2022	
Prioritising zero-waste performance and green differentiation advantage through the prism of circular adoption: A mediated approach – 2 nd International Conference on Environmental Science and Green Energy (ICESGE), 24-26 October, Paris, France.	A/Professor Omar Al Farooque (with colleagues external to UNE)
Fostering Local Food Systems: Challenges and Opportunities in Regional Australia - Twelfth International Food Studies Conference, New York (Online).	Dr Lucie Newsome (with colleagues external to UNE Business School)
Female sustainable farmers in Australia and the Netherlands: Gender performances and challenges to the gender order - Gender, Work and Organization Virtual Conference.	Dr Lucie Newsome (with colleagues external to UNE)
    	
Conference Presentations - 2021	
The effect of Chinese central-local governments interaction on the quality of company environmental information disclosure – 1 st Annual Conference of the Academy of Sustainable Finance,	Mr Ping Zhu (PhD student), A/Professor Omar Al Farooque & Dr Bee Moss

Accounting, Accountability & Governance (ASFAAG) (Online), UK.		
Do Product Market Competition and Mature-Stage Firm Life Cycle Play a Role to the Corporate Social Responsibility and Market Performance Relation? - Accounting and Accountability in Emerging Economies (AAEE) Virtual Conference, Essex, UK.		A/Professor Omar Al Farooque (with colleagues external to UNE)
		
Conference Presentations - 2020		
Price levelling when demand is unstable: coffee prices in Papua New Guinea - 14 th International European Forum on System Dynamics and Innovation in Food Networks, Igls-Forum.		A/Professor Stuart Mounter (with colleagues from UNE)
		

Organisational Practices

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

UNE's organisational practices adhere to the principles of ESG (Environment, Social and Governance) as outlined below:

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. UNE produced Environmental Sustainability Reports for 2020 and 2021 and key initiatives progressed are mentioned below.

UNE's Environmental Sustainability Initiatives
Solar Farm <ul style="list-style-type: none">• Solar farm in 2021 generated 5,341,496 kWh of electricity thus reducing the total electricity consumption by 49% for the academic campus; and• Solar farm initiative reduced 3,700 tonnes of carbon.
Energy Efficiency Projects <ul style="list-style-type: none">• Hot water heaters installation in one of the colleges proved to be cost effective and reduced the electricity usage by 220,948 kWh;• The annual gas consumption was reduced by 99.75% in the college due to hot water heaters thus substantially reducing the annual maintenance costs; and• Geothermal heating installed at the SportUNE Aquatic Centre reduced gas reduction by 66% compared to the previous year.
Simulated Natural Gas (SNG) <ul style="list-style-type: none">• COVID-19 restrictions resulting in low occupancy of campus in 2020 and 2021 attributed to low use of gas but, increased the expenditure by 20% thus eliciting the non-conductive nature of the gas infrastructure on-campus; and• Demand and supply issues had a profound impact on the cost of gas which triggered Estate & Built Environment (EBE) staff to focus upon mitigation strategies and alternative mechanisms.
Corporate Travel

<ul style="list-style-type: none"> • COVID-19 had an impact on the corporate travel with a reduction in travel by 77% compared to 2020; and • As a result, the uptake of domestic travel by staff and students increased significantly as the fuel consumption by UNE fleet vehicles increased by 22%.
Water <ul style="list-style-type: none"> • Annual water consumption increased by 50% in 2021 due to easing of water restrictions; • Approximately 70,000 kL of water is stored on campus in Lake Zot and rainwater tanks; • Non-potable water is largely used to irrigate grounds on campus that equates to a value of over \$10,500; and • SMART Farm dams were at capacity and will be used as an irrigation source for the Toombs Pasture Technology Field Site.
Aboriginal Culture and Heritage <ul style="list-style-type: none"> • UNE's Aboriginal Cultural Heritage Advisor liaised with an Archaeologist and conducted several Aboriginal Cultural Heritage Assessments (ACHA) to protect Aboriginal Heritage sites; • UNE continues to maintain firm relationships with the Aboriginal Cultural Centre and Keeping Place (ACCKP); and • A number of operational projects were progressed at UNE such as – incorporating Aboriginal Culture and Heritage in the Boiler House project; advice to Oorala Centre on native foods and medicines; creating partnership with the local Armidale Aboriginal community and continuation of cultural mapping of UNE to name a few.
Waste and Recycling <ul style="list-style-type: none"> • In early 2021, a new recycling contract was initiated that diverted 145 tonnes of material from landfill which proved to be cost effective; • UNE in conjunction with Armidale Recycling Services (ARC) developed a method to reduce contamination by emptying of each bin at the recycling centre; • General waste at UNE was increased by 4% in 2021 compared to 2020 due to supercell storm event; and • UNE implemented educational initiatives that were successful in improving the organic waste by 623%.
Landscape <ul style="list-style-type: none"> • A supercell event (14 October 2021), including a tornado caused severe damage to the northern academic campus and uprooting of high conservation value trees; • EBE retained as many habitats as possible, some stockpiled for future installations and large logs were placed near Lake Zot as a habitat provision for native animals; • Landscape Management Plan Implementation Committee established in 2021 with representatives with knowledge in botany, horticulture, Aboriginal Culture and Heritage, architecture, grounds maintenance and environmental engineering; and • The kangaroo population in the Deer Park increased to approximately 70 animals by early 2021 which triggered a plan for a series of passive releases at the end of 2021 and continuously monitored by EBE staff and Safety and Security to observe signs of distress and abnormal behaviour of kangaroos if any.

Some of the environmental sustainability initiatives planned to progress in 2022 were disrupted due to unprecedented challenges posed by supercell storm event and financial constraints.

Nevertheless, UNE is committed to focus upon weed and feral animal control, arborist tree assessments and minor earth works in stage one and progress long-term site plans by incorporating feedback from UNE community in stage two.



UNE Lake Zot



UNE Renewable Energy

Social

In our 2020 report we noted that UNE was 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. Changes were implemented that aimed at developing a culture of zero tolerance for sexual assault.

Changes implemented to date include:

- A Vice Chancellor's Advisory Committee chaired by the Vice Chancellor has been formed and a representative from the local sexual assault service has been added as a member of this committee;
- Multiple training opportunities and awareness-raising communications were implemented for staff and students during the Wellness Week;
- Respect. Now. Always campaign is visible throughout campus and college residences;
- UNE engaged local Liquor Accord to assess the role of alcohol in sexual assault and harassment on campus and within the town;
- The ownership of University Safety and Security service now falls under UNELife which resulted in best practices for security and service delivery;
- College event management has been reviewed to meet the legislative requirements of the Liquor Act and Responsible service of alcohol;
- Changes to the Residential College Code of Conduct include immediate escalation of matters to be referred to the university's independent investigative unit;
- UNE Bus Shuttle Service continues to run for students to travel into town and return to campus thus increasing the safety of students;
- UNE Safety mobile app includes information about support services and key contact information;

- Open Day, Orientation Week and Wellness Week promoted information on alcohol consumption, mental health, education about hazing, sexual assault and harassment;
- A dedicated after hours counselling service was implemented to all students;
- An internal review into existing university policies and response pathways to sexual assault and harassment has been conducted;
- An anonymous reporting form has been developed for confidential reporting purposes that can be accessed from the university's safety app;
- Internal Audit and Risk Unit undertook the audit of university counselling services and additional counselling resources have been recruited; and
- The AHRC audit report presented findings and recommendations through a review of policies and procedures and incident reports from colleges.

Governance

The governing bodies at UNE include UNE Council and Academic Board (AB). UNE is a body corporate established by the University of New England Act, 1993 (NSW) (UNE Act). The functions of UNE Council and Academic Board are outlined within the UNE Act and linked to the associated University of New England By-law (2005). The Vice-Chancellor (VC) is the University's Chief Executive Officer (CEO) appointed by UNE Council. Senior Executive Team supports the VC by offering strategy, policy and operational related advice.

UNE Council is chaired by the Chancellor and UNE Council oversees the operation of UNE for the benefit of various stakeholders including students, staff, academic and wider communities. Various committees that offer advice to UNE Council include:

- Audit & Risk Committee;
- Finance & Infrastructure Committee;
- Innovation & Development Committee;
- Honorary Degrees, Titles and Tributes Committee;
- Nominations Committee;
- Remuneration Committee; and
- Standing Committee of Council.

Academic Board (AB) is the main academic governance body of UNE and oversees the University's academic programs, Council reports and advises the VC on any academic related matters. AB also provides a forum for the progress of teaching and research related discussions. Four committees report to the AB:

- Academic Board Standing Committee (ABSC) – acts on behalf of the AB on urgent and routine matters and monitors the work of AB;
- Research Committee (ResCom) – oversees and reports to the AB on the academic governance of research and research training at UNE;
- Teaching and Learning Committee (TLC) – oversees and reports to the AB on all teaching and learning related matters at UNE; and

- Curriculum Committee (CC) – oversees the University’s curricula including composition and profiling of UNE’s courses, course reviews, changes to the courses and endorses the graduation lists of students.

Other directorates, division and service areas that contribute extensively to UNE governance include:

- Internal Audit Directorate oversees fraud corruption prevention, whistleblower disclosures and risk management;
- Governance Division supports controlled entities, internal audit and records policy and governance including the management of records, policies, compliance, contracts and risk; and
- UNE Legal Services offer strategic, professional and independent corporate legal services including contracts development, legal advice, confidential agreements and litigation matters.

Future Objectives

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

UNE Business School's performance is underpinned and evidenced by:

- Excellence in the offer of pre-eminent online education and teaching quality;
- Impactful delivery of student-centred on-campus personalized learning experience;
- Exemplary teaching informed research (TiR) and research informed teaching (RiT) practices;
- Outstanding analytical and outcome-driven approaches to research;
- Exceptional solutions driven research with impact and engagement;
- Commitment towards responsible management education and sustainable practices; and
- Atypical resilient approaches towards addressing the ever changing needs of our students, staff, businesses, industry, communities and the society.

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

- Investing in meaningful connections with various stakeholders through scholarship in teaching, learning, research, engagement and leadership;
- Making opportunities accessible for all and showcase greater commitment towards shared values;
- Expanding our domestic and international partnerships alongside active industry collaborations;
- Enhancing the 'real world' and international experience within our courses, including increasing work-integrated-learning opportunities with sustainable businesses within our region;
- Growing through experimentation, distinctiveness and balanced risk-taking;
- Monitoring and evaluating how PRME and the SDGs are embedded in all our courses;
- Considering and exploring the research opportunities and research impact presented by the SDGs; and
- Continuing to contribute to resolve the future of business needs, to transform the communities and to strive for lives of significance.



Booloominbah Homestead UNE



UNE Signage