



Principles for
Responsible Management Education

Sharing Information on Progress Report
2013




Renewal of the commitment to PRME



As an institution of higher learning involved in the education of current and future managers, the University of New England is committed to engaging in a continuous process of improvement in the application of the Principles for Responsible Management Education.

We are pleased to report on our progress and look forward to engaging with other signatories of the UN's Global compact as we continue our journey.

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



Professor Jim Barber
Vice-Chancellor and CEO

Renewal of Commitment from UNE Business School

The UNE Business School (UBS) and Graduate School of Business (GSB) are proud to continue our work in embedding principles of sustainability into our undergraduate and postgraduate curriculum, to produce quality research addressing and engaging with external stakeholders to bring about social change.

In responding to our becoming a signatory we developed our own detailed sustainability principles and they continue to inform our ongoing implementation of PRME:

1. UBS 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. bio-diverse and healthy environment.
2. In Educating for sustainability UBS 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.

This report contains links to further detail on the range of initiatives discussed.



Prof Alison Sheridan
Head, UNE Business School



Ms Valerie Dalton
Program Director, Graduate School of Business

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 part of our commitment to PRME we developed our own sustainability principles and specified guidelines for addressing sustainability in our curriculum.

1. Industry and community will be regularly encouraged to contribute to unit content.
2. Each unit will explicitly discuss the underlying assumptions of the management techniques and skills being taught, including how their application affects sustainability.
3. Provide opportunities for students to work on real problems in the community/locally/regionally/globally, especially in relation to how the problem relates to sustainability and innovation.
4. In learning about best practice for implementing management skills and techniques, students will also learn that current best practice is evolving. Discussion regarding best practice will, therefore, involve:
 - a. not only what compliance requires, but also
 - b. how non-idealised/real world contexts affect the application of best practice, and
 - c. ideas for how the application of tools and techniques might be creatively modified and

utilised to consider sustainability issues.

5. Provide students with opportunities to discuss links to other units in the program (and even other academic disciplines) to highlight the holistic nature of management.
6. Promote a supportive learning environment for all students.
7. Include assessment in each unit in which students engage with sustainability.

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.

Our reconceived MBA was launched in 2011 and has seen enrolments grow over the last couple of years. Students who commenced in 2011 are now reaching completion and submitting the first round of Leadership Development ePortfolios. These include a compilation of their reflections on their learning activities over the life of their MBA. Comments have reinforced the value of the new core units with particular emphasis on the value of the unit on Business Ethics, CSR and Sustainability.

We have further refined the core of the MBA and will combine two technical units on accounting and finance into a single unit. This will enable a unit on Managerial Thinking and Decision Making to come into the core. Skills in systems thinking and evolving awareness of our decision making processes are invaluable to managers trying to conceive of and manage for the challenges raised

in the Business Ethics, CSR and Sustainability unit.

Further details:

<http://www.une.edu.au/courses/2014/courses/MBA>

Like all awards offered by UBS, the Bachelor of Business is underpinned by sustainability principles. It offers a major in sustainability with units covering sustainability from across a range of disciplinary perspectives including economics, psychology, ethics and geography. Further details: <http://www.une.edu.au/courses/2014/courses/BBUS>

UNE more broadly offers undergraduate and postgraduate degrees in Sustainability.

- <http://www.une.edu.au/courses/2014/courses/BSUS>
- <http://www.une.edu.au/courses/2014/courses/MSUS>

Eduone

The Education — Our New England (eduONE) project is a partnership between Technical And Further Education NSW New England Institute (TAFE NEI, the University of New England (UNE) and the Community Technology Centres Association (CTCA). This pilot project is trialling a new Interactive Multi-media Learning Space (IMLS) that was conceived as a community education portal to promote lifelong learning and to provide new pathways to knowledge, learning, training and education.

The trial is designed to link three elements that together leverage the potential of the National Broadband Network (NBN) to support and build our region, specifically:

- Integrative technology at TAFE New England Institute to enable quick adoption of NBN capabilities and

greatly enhance learning, including basic Information and Communications Technology (ICT) and NBN skills.

- A new, innovative, open learning space that pivots on the NBN, with tailored courseware (supplied by UNE) that utilises rich media and the capacity of the NBN to widen access to general and tertiary education for regional populations and improve the quality of learning.
- Computing upgrades for Community Technology Centres to facilitate support to new learners and access to technology and online modules by rural and remote communities.

UBS is proud to offer an open source unit via Eduone on The Carbon Economy. Designed for novices, the unit deals with the debate concerning climate change. Now that a price on carbon has been established, students are invited to explore the pros and cons of a carbon economy. They can engage with who will benefit, will it suit business and how they might be able to capitalise on becoming green and profitable. It asks if the agricultural sector play an even bigger role than it currently does to reduce carbon emissions through improved methods of production? It also engages with those opposing the carbon trading scheme on the grounds that it will cause untold damage to business and the economy.

<http://www.eduone.net.au/discover-the-carbon-economy/>

Principle 3

Method:

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

We are continuing to refine the MBA Leadership Development ePortfolio and seeking to develop online tools to facilitate leadership development in our distance education students. Students in the MBA engage in 60 hours of face to face professional development activity and community service and record the evidence of that activity and reflections about them in their ePortfolios. Part of their development is in identifying their professional development needs and seeking out the most appropriate activities to meet them. Community service enables them to experience a different type of activity or organisation to their normal role and to provide some of their skill to organisations that might benefit from them. Feedback from recent graduates indicates that this new element of the MBA is providing the holistic learning experience we had hoped it would. For example a recent graduate commented,

“I believe that my learning and reflective thinking developed through the MBA have provided me with skills that have provided a much deeper and richer understanding of how to manage professionally and in a constructive style that delivers consistently team focused deliverables”.

We have identified further opportunities to improve this aspect of the program and will work on that over the coming 12 months.

Our online community spaces provide a commons where students come together and share ideas and information outside

of the curriculum. Our blog also provides information and insights to students on matters relevant to responsible business education and practice.

Each of our units is offered fully online with spaces for students to engage in discussion about unit content and to connect with each other for general discussions.

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 Business School (UBS) researchers have been involved in several projects relevant to PRME over the last 24 months.

National Climate Change Adaptation Research Facility (NCCARF) Research Grant Publication

Professor Ray Cooksey of UBS has major research interests in judgment and decision making in management and education and, most recently, climate change communications; complexity theory; applied organisational systems, leadership and behaviour; multimethodology and mixed methods systems; research quality criteria, mental models in policy formation, implementation and decision making. He co-authored the recently release report titled *Enhancing climate change communication: Strategies for profiling and targeting Australian interpretive communities*.

The research aimed to provide practical information about how to design

communications on climate change adaptation and target these to the Australian population. This was achieved by:

1. identifying and increasing awareness of different climate change audiences in Australia, and;
2. evaluating how each audience responds to different types of climate change messages.

Phase 1 of the study used audience segmentation analysis to identify the main climate change interpretive communities within Australia; that is, groups of Australians who share similar views and understandings about climate change. A nationwide sample consisting of 3,096 Australian residents (aged 15 to 108 years, 47% male and 53% female) completed an online survey assessing a broad range of psychological and behavioural factors related to climate change. Latent profile analysis applied to the psychological variables suggested that this Australian sample consists of five distinct interpretive communities:

- Alarmed (26%);
- Concerned (39%);
- Uncertain (14%);
- Doubtful (12%), and;
- Dismissive (9%).

Validation analyses revealed that these groups differed in terms of how they responded to perceived climate change threats, and also in their support for particular climate change mitigation and adaptation policies.

Phase 2 of the project examined how Australian interpretive communities respond to climate change adaptation messages and identified the specific message attributes that drive these responses. An online survey was completed by 1,031 Australian residents (aged 18 to 66 years, 49.8% male, 50.2% female). It assessed a similar set of

psychological and behavioural responses to climate change to those assessed in Phase 1.

Respondents subsequently viewed six climate change adaptation messages that were randomly allocated from a pool of 60 messages sourced from the internet. Messages were pre-coded on ten communication cues (e.g. language complexity, normative influence), and respondents rated them on four judgement dimensions:

- perceived threat;
- perceived efficacy;
- fear control (message rejection), and;
- danger control (message acceptance).

Latent profile analysis applied to the psychological variables identified three climate change interpretive communities in this sample: Alarmed (34.4%), Uncommitted (45.2%), and Dismissive (20.3%). Judgement analysis methodology (Cooksey, 1996) found that the three interpretive communities based their threat and efficacy evaluations on unique combinations of communication cues, and that high perceived threat and high perceived efficacy were related to message acceptance for all communities.

Enhancing climate change communication:

- Effective messages for Dismissive respondents used simple language and did not emphasize descriptive social norms.
- Uncommitted audience members responded positively to messages that focused on preventing losses and had a strong emotional component.
- Alarmed respondents preferred messages that focused on local issues and had a collectivist frame.

Providing specific adaptation advice in messages was found to be effective for all communities. The results largely support the Extended Parallel Processing Model of risk communication (Witte, 1992), and suggest that message attributes should be adjusted to effectively communicate with different climate change interpretive communities within Australia.

The full report can be found at <http://www.nccarf.edu.au/publications/enhancing-climate-change-communication-strategies>

Valuing Community Engagement in Biosecurity Surveillance

Professor Oscar Cacho's research interests centre on the application of economics and biology (bioeconomics) to tackle problems of sustainability in agriculture and natural resources. His recent work has been in two major areas: the role of carbon markets to deal with climate change and the economics of biosecurity to protect native ecosystems.

Recently he was involved in a project on biosecurity surveillance. It is well known that the public can play an important role in invasive species management through 'passive surveillance'. Passive surveillance occurs when members of the public report encounters with pests, to assist surveillance and control efforts. Passive surveillance and resulting positive finds, 'passive detections', have often been the method by which an invader is first recognised in a country or region. Passive surveillance can also play an important role in on-going eradication programs, and it is now commonplace to spend resources on public awareness campaigns in these programs in order to boost the number of detections that come from members of the public.

While passive surveillance is acknowledged to be a critical component of eradication programs and expenditure on public awareness campaigns designed to improve reporting has become routine, very little is known about the 'return on investment' in passive surveillance. The aim of this project is therefore to estimate the level of passive surveillance within a community, and its relationship to: attributes of the pest; attributes of the public awareness campaign; situational and individual attributes of individuals within the community; and attributes of the area in which people live.

The purpose of the study is to obtain a quantitative relationship between public responsiveness to biosecurity campaigns and observable features (such as income, education, age and occupation) for a specific case study: the red imported fire ant (RIFA) invasion in Brisbane.

Valuing community engagement in biosecurity surveillance- Final Report

Bringing Ecosystem Services into Economic Decision-Making

Dr David Hadley's principal research areas are concerned with the valuation of ecosystem goods and services and economic assessment methodologies that incorporate these valuations (predominately cost-benefit analysis). A further strand of research is based on efficiency and productivity analysis; particularly with respect to agricultural production, and with the incorporation of environmental externalities into measures of productivity. In addition, David is also involved in several projects that measure efficiency and productivity in more conventional ways.

Recently, some of David's research was highlighted in Science 5 July 2013 in a

co-authored article *Bringing Ecosystem Services into Economic Decision-Making: Land Use in the United Kingdom* (DOI: 10.1126/science.1234379).

Landscapes generate a wide range of valuable ecosystem services, yet land-use decisions often ignore the value of these services. Using the example of the United Kingdom, we show the significance of land-use change not only for agricultural production but also for emissions and sequestration of greenhouse gases, open-access recreational visits, urban green space, and wild-species diversity. We use spatially explicit models in conjunction with valuation methods to estimate comparable economic values for these services, taking account of climate change impacts. We show that, although decisions that focus solely on agriculture reduce overall ecosystem service values, highly significant value increases can be obtained from targeted planning by incorporating all potential services and their values and that this approach also conserves wild-species diversity.

Corporate Social Responsibility Communication Strategies in Small and Medium Sized Enterprises in the Asia-Pacific Region

Dr Sujana Adapa is currently building on research previously conducted in the North-West region of New South Wales (see Partners section for details) by extending her research to the Asia-Pacific Region.

Project Title - Aims and Significance of the Project - The project sets out to explore the Corporate Social Responsibility (CSR) communication strategies in Small and Medium Sized

Enterprises (SMEs) in the Asia-Pacific region. Many business organisations have recognised implicitly that the principles of Corporate Social Responsibility (CSR) are intrinsic to successful management practices. The concept of CSR has been addressed and researched extensively within the context of large corporate-sized organisations. Generally speaking, the concept of CSR is associated with responsible business practice. However, in the existing academic literature on the topic, the term CSR suffers from ambiguous definitions and lack of clarity in terms of its exact meaning. More recently, the concept of CSR was defined as a firm's commitment to contribute to sustainable economic development, working with employees, their families, the local community and society at large to improve their quality of life. This is a more complex view of CSR whereby firms are encouraged to consider their responsibilities towards various stakeholders in order to integrate economic, social and environmental concerns into their strategies. Therefore this research project sets out to explore the communication strategies followed by small and medium sized accountancy firms in disseminating information related to their CSR practices to their internal and external stakeholders. Qualitative in-depth interviews have been conducted in Sydney, Kuala Lumpur and Chennai to explore the differences and/or similarities with the SMEs operating in the three regions.

Leadership in Local Government

Dr Theresa Smith-Ruig and Dr Bligh Grant are undertaking research into the leadership profiles of CEOs of local government councils across NSW. The purpose is to explore if there are any gender or geographic differences in the career and leadership experiences of CEOs. There has been limited to no research on this particular leadership cohort to date. One of the most interesting findings from the research is the strong career identity CEOs obtain from their work, explaining they are extremely “passionate” about the role they have in “place shaping” in their communities. CEOs of councils have the opportunity to undertake a diverse range of activities that have a broad impact on not only their staff, but the broader social, economic and environmental fabric of their communities.

Carbon Tax Impact Modelling

Professor Mahinda Siriwardana is an internationally recognised researcher in economics, especially in the fields of Computable General Equilibrium (CGE) modelling, trade policy analysis and carbon tax impact modelling. Mahinda has developed several CGE models during his career and they include models for Victoria, Australia, China, and Singapore. In addition he has associated with his PhD students to develop models for Kenya, the Philippines, Indonesia, Western Samoa, Iran, Sri Lanka and Australia. Some of Mahinda’s recent work has adopted the multi-country CGE framework using the Global Trade Analysis Project (GTAP) model. One of his PhD students has developed a global CGE model with special reference to South Asia using the GTAP modelling framework to analyse the trade policy impact in the region. He is also involved

in a key research partnership with AGL Australia. See the Partnerships section for detail.

Institute for Rural Futures

The mission of the Institute is to help plan a better future for rural Australia by learning from the past and understanding the present.

The staff of the Institute come from a wide range of backgrounds, including environmental science and natural resource management through to economics, sociology and social work. The Institute is able to use a range of research methodologies, including: GIS and spatial analysis, qualitative research methods, mail and telephone surveys, and statistical analysis. The staff have extensive experience in both policy analysis and community consultation.

The research program of the Institute is concerned with developing a better understanding of the changes that are occurring in rural Australia, and using this understanding to contribute to better social, economic and resource management policy to help rural communities respond to change. The Institute's research program falls into three broad areas: the social impacts of change, the economic impacts of change and the environmental impacts of change.

Some current projects include:

Adaptation to carbon-tax-induced changes in energy demand in rural and regional Australia (2012 - 2016)

The Benefit and Cost of Carbon Farming Practice (2013)

Visit the site www.une.edu.au/irf

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.

Institute of Public Accountants and the Graduate School of Business

The UNE Graduate School of Business is proud to partner with the Institute of Public Accountants (IPA) to offer their professional program. The IPA has also partnered with UNE researchers to explore dimensions of responsible management practice. In 2012, Dr Jenny Rindfleish and Dr Sujana Adapa explored Corporate Social Responsibility in Small and Medium Sized Accountancy Firms in North-West New South Wales (NSW). Their study analysed the experiences and practices of 31 practicing accountants in North-West NSW with the subject of Corporate Social Responsibility. The concept of Corporate Social Responsibility (CSR) has been well researched in the domain of large organisations and has gained greater momentum over the past two decades. While there is an existing rhetoric that Small and Medium Sized Enterprises (SMEs) do not engage in any sort of CSR-based activities, to this point, there has been limited research directed to gathering evidence about the extent and application of CSR practices in SMEs.

The results reveal that:

- Irrespective of the size of the firm, all of the respondents were aware of, had familiarity with, and basic knowledge of, the term CSR.
- The practicing accountants interviewed from SMEs tended to

relate the term CSR to what the owner-managers of their organisations believed the term to encompass. They also related to the term on the basis of their own personal individual values and principles.

- Rather than developing formal, standardized or recognizably holistic CSR programs within their organisations, these SMEs tended to focus more on improving the work-life balance of their employees.
- Most respondents discussed the fact that because the opportunities associated with the CSR agenda in SMEs are intangible, it is not immediately obvious to the outside world that their organisations are engaging in CSR practices.
- Respondents working in medium sized regional accountancy firms said their companies enhance their CSR-SME relationships through community engagement, through their stakeholder relationships and also by practicing environmentally conscious activities.
- There were differences reported by the respondents between small and medium sized accountancy firms in terms of the nature of the relationships they maintained with their stakeholders, and the type of CSR-based activities they pursued.

Australian Gas Light (AGL), Australian Research Council and UNE Business School

Adaptation to carbon-tax-induced changes in energy demand in rural and regional Australia

The Australian Research Council is funding key research with the following partners: Mahinda Siriwardana, UNE Business School, University of New

England; Paul Simshauser, Professor, Chief Economist & Group Head of Corporate Affairs, AGL Energy Ltd; Tim Nelson, Head of Economics, Policy and Sustainability, AGL Energy Ltd.

Due to the significant roles of energy supply and demand, this project purports to uncover the optimal response of the energy sector to changes in energy demand in rural and regional Australia during the economic transformation induced by the carbon tax. Specifically, this aim will be achieved through the following two sub-aims:

1. to determine the impact of the carbon tax on energy cost and energy demand in rural and regional Australia.
2. to assess the optimal response of energy supplies and the environmental and economic implications for rural and regional households.

In achieving the objectives above, this project will address three important issues in Australia.

1. Sustainable development. The production and consumption of energy goods produces a large amount of carbon emissions, which will have a catastrophic impact on the environment and on the economy. Environmental deterioration may threaten economic growth, productivity, wealth, human health and even lives. By comparing the environmental and economic effects of each energy sector response, this project will find the trade off between environment protection and economic growth and, thus, make sure that energy supply is environment-friendly and economically viable.

2. The future of energy sectors in a low carbon economy. The future of the energy sectors largely depends on their responses to the carbon tax. Using the production data in AGL and survey data on energy demand, we can suggest an optimal response for the energy sector and for society. We can indicate how the energy sectors can adapt to the new situation of a low carbon economy and make a positive contribution not only to the shareholders and the Australian economy, but also to environment and the society.
3. The vulnerability of rural and regional communities. Generally speaking, rural and regional households are far more vulnerable than urban households. These communities have, however, made a significant contribution to national economy by providing agricultural goods to Australians and for exportation. They also have considerable potential to improve the environment by supplying renewable energy. Using energy as an example, this project will show how much rural and regional communities are disadvantaged and how they can contribute to sustainable environmental economic development, and thus shed light on how the energy sectors and the government can act to support rural and regional communities.

The research project is due for completion in 2016

Principle 6

Dialogue:

We will facilitate and support dialog 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.

'The Big Idea'

The UNE Business School is currently undertaking a program evaluation of an enterprise learning project called 'The Big Idea' for young people (aged 14-16 years) located in Bellingen, a small community in the Mid North Coast of New South Wales. This is a pilot project initiated by the Bellingen Shire Business and Education Alliance, a strategic partnership between Bellingen Shire Council, TAFE-North Coast, Dorrigo & Bellingen High Schools, NSW Department of Education and Communities and Youth Directions Inc. Its purpose is to build strong connections between business and education and provide opportunities to further the needs of the Bellingen Shire community and its young people. The project aims to build the entrepreneurial skills and confidence of young people in a fun and engaging way. This pilot also aims to create a model of enterprise learning which may be replicated in other communities.

The UNE Business School is delighted to be involved in the evaluation of the program as it offers layers of learning, for students and the community through the strategic partnership members. The program will conclude in November 2013.

Northern Inland Sustainable Business Network

Valerie Dalton, Program Director, GSB continues to represent UNE on the Steering Committee of NISBN. The Northern Inland region covers the 13 Local Government areas of the region. NISBN is a unique partnership formed between AusIndustry, Tertiary And Further Education (TAFE) NSW- New England Institute, Trade & Investment NSW, NSW Office of Environment and Heritage, University of New England and Regional Development Australia - Northern Inland. It promotes dialogue between all of these agencies to assist regional businesses to become more sustainable.

The main focus of NISBN is to provide:

- opportunities for businesses to improve their sustainability
- a one-stop-shop for business environmental resources
- access to expert speakers on topics of sustainability
- case studies of sustainable champions in the Northern Inland region
- a showcase for sustainable initiatives and projects
- a supportive environment for linking with like-minded businesses

Opportunities and Challenges of Carbon Pricing

Professor Oscar Cacho and Professor Annette Cowie, Director of the National Centre for Rural Greenhouse Gas Research co-presented a presentation on the opportunities and challenges of carbon pricing for the agricultural sector at the Armidale Business Chamber's event on Tuesday 18 October 2011. The feedback from colleagues after the event highlighted how informative the session was.

Enactus

The Mission of Enactus is to challenge university students to make a difference in their communities and to develop their leadership, teamwork and communication skills through learning, practising and teaching the principles of free enterprise. This enables community members to participate more fully and effectively in the economic and social life of the nation.

One of the major benefits of Enactus is that it encourages students to look beyond the boundaries of the academic environment and apply their learning in a practical way. This helps students to reinforce their theoretical knowledge and exposes them to worldly realities. This makes students 'workplace ready' and gives them a sense of corporate social responsibility. UNE's Enactus team has been involved in several projects over the last few years, most notably a project that started with a financial literacy program at the local Minimbah primary school which is largely populated by indigenous children. When team members attempted to open bank accounts for the children they made the discovery that the majority of them did not have birth certificates. The project took a dramatic change in direction in response to this shocking discovery.

The project is now about ensuring that all Australians have a right to a legal identity. Over the past 2 years the project has provided 1400 free birth certificates to aboriginal and lower socio-economic status children and families in northern NSW. Minimbah has also joined up with other national stakeholders, calling for a National Partnership Agreement between all States and Territories, for free and automatic birth certificates for every Australian born child.

The project has been so successful that the Enactus team have made the finals in Mexico later this year. The project has also come to the attention of the NSW Attorney General at a recent community forum. Project sponsor, Will Winter, advised that the team have now been asked to prepare a briefing with the intention of taking the issue to a Council of Australian Governments meeting in the future so that it can be moved onto the national agenda. This brings the project one step closer to becoming a national partnership between States and Territories. The Enactus team would like to see every birth registered in the hospital before newborns are released rather than relying on parents to complete paperwork given to them at the hospital.

The Year of the Cooperatives

UBS sponsored the International Year of the Cooperatives conference held in NSW in 2012 and Professor Alison Sheridan attended as a presenter.

In addition, The Big Co-Op conversation, a part of the celebrations for the International Year of Cooperatives was co-hosted by the Community Mutual Group (CMG) and UNE on the 11 May 2012 and prompted some very important conversations about the opportunities for cooperative business models to address major social issues. Inspiring examples of recent community driven health care cooperatives and indigenous cooperatives were showcase and Norco, one of NSW's longest running agricultural co-operatives, reflected on its history and future. The role of co-operatives in regional development was also flagged. The issue of how little formal business curriculum in universities deals with cooperatives was raised and prompted an important conversation about how the Business School might address this deficit.

UN PRME 3rd Global Forum event at Rio +20

Valerie Dalton attended the 3rd Principles for Responsible Management Education (PRME) Global Forum, part of the Rio +20 conference in Rio de Janeiro. Held over two days on 14-15 June 2012, the Forum brought together 300 delegates from around the world to discuss issues related to responsible management education and how it can contribute a more sustainable world.

The 50+20 agenda envisions three fundamental roles for management education which refine and enlarge the current purpose of education and research – engaging and developing globally responsible leaders through transformative learning, issue-centered learning; reflective practice and fieldwork; by providing good management education which is a service to society that works towards the common good and supporting managers and companies towards stewardship and accompanying leaders in their transformation; and engaging in the transformation of business and society as management institutions by actively contributing to discourse and leading when tackling sustainability problems in theoretical, conceptual and practical capacities.

The work we have undertaken over the last few years aligns with the ambitions of the Rio +20 agenda.

AARES Conference

The 57th National AARES (Australian Agricultural and Resource Economics Society) Conference took place in the Sydney Convention and Exhibition Centre in Darling Harbour, Sydney between the 5- 8 2013 February. The papers presented by UNE at the conference were:

- Modelling Volatility of Australian Beef Export Prices-Morales, L. E., Hoang, N. and Ramsay, T.
- Impact of Adoption of Yam Minisett Technology on the Technical Efficiency of Yam Farmers in the Forest Savannah Transition Zone of Ghana- Asante, B., Villano, R. and Battese, G.
- Structural Causal Model for Cacao Marketing in West Sumatra, Indonesia Sefriadi, H., Villano,R., Patrick, I.and Fleming, E.
- Applying a 'Chain Goods Solution' to decisions to fund R&D in food value chains - Fleming, E. and Mounter, S.
- Framing and Managing the Adoption of Practice Change for Natural Resource Management -by Farmers-Wright, V.

Australian Resource Economics

Seminars

The Australian Resource Economics Seminar series is a joint program between UNE Business School and the Australian Agricultural and Resource Economics Society (AARES). Recent topics have included:

5 April 2013: Dr Mal Wegener from the University of Queensland presented on “The Challenge of Renewable Energy Policy in Australia”.

4 October 2012: Dr Geoff Fox presented on “How can UNE contribute to global food security? A video version is available for viewing online at: <http://tinyurl.com/9hsjpud>.

5 October 2012: Prof Jeff Gow from the University of Southern Queensland presented, “A Comparison of the Effects of Climate Change on Aus, Aman and Boro Rice Yields in Bangladesh: Evidence from Panel Data”.

The Business of Being Creative

On Tuesday 23 July 2013 the UNE Business School partnered with the Armidale Business Chamber and the TAS Hoskins Centre to host Mr Patrick McIntyre, the Executive Director of the Sydney Theatre Company to deliver a presentation titled 'The Business of Being Creative'. An audience of over 80 students, business and community people were treated to an exciting presentation highlighting the ways in which creative thinking can change organisational outcomes. In the afternoon session working with our MM200 students, Patrick delivered insights into the organisation design and management processes of Sydney Theatre Company informed by a more holistic approach to management practice.

Key Objectives in implementing the principles for the next 18-month period

International MBA Social Entrepreneurship

What started as conversation with a visiting scholar from the Open University of Catalonia in 2011 has evolved into a Europe-Australia partnership to develop a joint International MBA in Social Entrepreneurship. The program is still under development and will launch in 2015. The exciting program will be a full time MBA that will see students spend two teaching periods in Australia and two more in Europe while engaged with the core curriculum and developing a major social entrepreneurship project.

Infrastructure

UBS is currently exploring options to install solar panels on our building complex using a Benefit Corporation business model to fund it. This initiative is in conjunction with a local sustainability organisation, Starfish Enterprises and the Facilities Management Department of UNE. This is part of UNE's working with Sustainability Advantage, a program offered by the NSW Government's Office of Environment and Heritage.

Leadership development online

Valerie Dalton, Theresa Smith-Ruig and Kay Hemsall are pursuing an Office of Learning and Teaching Grant to build on the work done in the MBA Leadership Development ePortfolio through online or app-based support tools that assist students engage in leadership development activities and reflective practice.

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www.une.edu.au/gsb

