



University of
South Australia

Business
School

Principles for Responsible Management Education

PROGRESS REPORT 2013

UNISA BUSINESS SCHOOL



FOREWORD & RENEWAL OF COMMITMENT

From the Pro Vice Chancellor



The University of South Australia Business School (UniSA Business School) was accepted for participation in the U.N. Principles for Responsible Management Education (PRME) initiative in August 2011.

Since that time, the UniSA Business School has revised its Mission, Vision and Values with reference to the PRME. With these statements, the UniSA Business School makes explicit its commitment to good governance, and to hold itself to the highest standards of ethics and integrity. They outline its aims to develop a sound understanding and appreciation of these principles in its graduates, and describe the contribution of its faculty to furthering public debate on global social responsibility. The UniSA Business School has also formalised its corporate social responsibility policy, which uses the PRME framework provides as its basis, and has developed an Ethics, Governance and Responsibility strategic plan.

This Sharing Information on Progress Report fulfils three important functions. Firstly, it is a formal statement that the UniSA Business School renews its commitment to the PRME. Secondly, it provides an opportunity to summarise the UniSA Business School's key initiatives, efforts and achievements in the area of ethics, responsibility and sustainability since it became a PRME signatory. Finally, it provides a high level overview of those areas identified for future investment to further align the UniSA Business School with the values and principles of the PRME.

I hope you enjoy reading this report, and welcome comment from the global network of PRME signatories.

A stylized, handwritten signature in black ink, appearing to read 'Marie Wilson'.

Professor Marie Wilson
Pro Vice Chancellor (Business and Law)
University of South Australia Business School

PRME Progress Update 2011-2013



Principle 1 | Purpose

Responsible Management Education

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

Overview

Each year the UniSA Business School graduates approximately 2800 students ranging from undergraduates seeking entry-level positions in their chosen professions, to practitioners and managers completing Masters or Doctoral studies.

The UniSA Business School believes that it has a major responsibility to educate and prepare its students to work in a wide range of industries—locally, nationally and overseas—and to understand their role as globally responsible citizens.


This is achieved mainly through the thoughtful design of degree programs, and extracurricular initiatives, that develop an awareness and appreciation of the values of ethics, responsibility and sustainability, and engage students in community outreach activities. These programs are informed by the UniSA Business School's applied research which explores topics of global importance, and provides solutions to social, environmental, and economic challenges, to benefit both industry and the wider community. Through publications and through research seminars, public lectures and communications such as *unisabusiness*, research partnerships and consultancies, volunteer efforts, and sponsorship of humanitarian and environmental organisations and causes, the UniSA Business School directly engages with individuals, organisations, sectors, and governments, to make a positive difference to society.

Graduate Qualities

The University of South Australia introduced Graduate Qualities in 1996, and these form the framework for the development of managerial competencies in UniSA Business School graduates. A graduate of UniSA:

1. Operates effectively with and upon a body of knowledge of sufficient depth to begin professional practice
2. Is prepared for life-long learning in pursuit of personal development and excellence in professional practice
3. Is an effective problem solver, capable of applying logical, critical, and creative thinking to a range of problems
4. Can work both autonomously and collaboratively as a professional
5. Is committed to ethical action and social responsibility as a professional and citizen
6. Communicates effectively in professional practice and as a member of the community
7. Demonstrates international perspectives as a professional and as a citizen

The UniSA Business School aims to develop outstanding graduates who are work-ready and adaptable, who possess excellent managerial and critical thinking skills, and who understand their role and responsibilities as global citizens. They will be sought after by industry, government, and not-for-profit organisations, across the globe, and will make a difference to their communities through both personal and professional contributions.

 ***y embedding these graduate qualities in program objectives, delivery and assessment, the UniSA Business School aims to develop a structured personal culture and related set of values in its students.***

Students' understanding of core principles, and development of skills, are assessed in various ways including case study analysis that incorporates an ethical decision making framework, and through self-analysis and critical reflection.

The development of individual courses such as *Business and Society* (a core compulsory course at the undergraduate level), *Managing Business Ethics* (at the postgraduate level), and *Ethics, Governance and Sustainability* (a core compulsory course for MBA students), and degree options such as the Bachelor of Laws, and the MBA (Sustainable Business), allow for extensive discussion, debate, and reflection on the responsibilities of professionals as managers, practitioners, employees and customers, and the professional capabilities necessary for participation in a sustainable society.

Alumni Recognition

UniSA Business School alumni are regularly acknowledged for their ethical action and social responsibility through the annual Australian honours announcements, which formally recognise individuals who have delivered an outstanding and sustained service to the community. In the Queen's birthday honours in June 2013, the following UniSA Business School graduates were conferred with awards:

- Assistant Commissioner Paul Dickson APM, Graduate Certificate in Management and Bachelor of Business (Human Resource Development): For contribution to the South Australia Police through outstanding leadership and management of corporate projects.
- Dr Martin Dooland AM, Masters of Business Administration and Graduate Diploma in Health Administration: For significant service to public dental health.
- Gregory Parker PSM, Graduate Diploma in Legal Practice: For outstanding public service in the provision of legal and industrial advice.
- John Rix OAM, Graduate Certificate in Business Administration: For service to the community of the Riverland region.
- Gordon Samuel OAM, Associate Diploma in Accountancy and Diploma in Accountancy: For service to the Lutheran Church through a range of administrative roles.



Principle 2 | Values

Curriculum Development

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.

Master of Business Administration

In keeping with its commitment to the PRME, the UniSA Business School developed a MBA course, *Ethics, Governance and Sustainability*, which was offered for the first time in 2012.

This course was incorporated into the core MBA curriculum in 2013. It aims to provide students with an understanding of business in the social context and the impacts this has on management decision making, business strategy, and general business conduct.



ethics, Governance and Sustainability critically explores the role of business in society, business ethics, sustainable business, and corporate governance.

The course encourages active debate and reflection, and challenges students to examine their own values and beliefs by presenting alternate and culturally diverse narratives on the topics covered.

The UniSA Business School also offers Sustainable Business as a major (specialisation) option for MBA students. The four course major is designed to prepare students from diverse backgrounds to build financially successful, socially-responsible and environmentally-sustainable enterprises.

Integration of Indigenous Content in the Curriculum

In support of the University's commitment to the achievement of national reconciliation between Indigenous and non-Indigenous Australians, enshrined in its founding Act, the UniSA Business School has incorporated content related to developing an understanding of Indigenous Australian culture, history and contemporary experience, in two of its eight undergraduate core courses, *Business and Society*, and *Management Principles*. Other courses, such as *Property Law* and *Constitutional Law*, also develop knowledge and awareness of Indigenous issues, as they relate to business, management, and law.



Principle 3 | Method

Educational Materials

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

Overview

The UniSA Business School aims to create an educational environment which fosters and promotes responsible leadership.

This is achieved through the delivery of curriculum which is informed by cutting-edge research by global thought leaders, and is complemented by contact with experienced industry practitioners who are working in the fields of ethics, responsibility and sustainability.

The UniSA Business School also offers a wide range of experiential learning opportunities and extra-curricular initiatives to students, to develop their personal values, intercultural and managerial skills, and a clear understanding of their role as global citizens.

Student participation in community outreach activities has significantly increased as a result of the following initiatives:

- the establishment of a UniSA Legal Advice Clinic in 2011 to provide free advice and assistance to members of the community, and an outreach service to provide support for users of the Port Adelaide Magistrates Court.
- the inclusion of volunteer programs, internships, and work experience with both international non-government organisations and/or local not-for-profit organisations as activities that count towards the 'Experience Suite' required to complete the Global Experience program.
- the integration of volunteer and outreach activities that benefit rural, remote, and underprivileged international community organisations as a significant component of the Global Experience study tours.
- extracurricular volunteer and community outreach activities for students are now more effectively promoted by and coordinated through the University's Experience Plus team, which includes a dedicated staff member who works for the UniSA Business School.
- strengthened partnerships with humanitarian organisations and enhanced financial support for social and environmental causes.

Big Event

Dr Cecil Camilleri, Manager: Sustainable Wine Programmes, The Yalumba Wine Company (Yalumba), was invited by the course coordinator, Dr Sukhbir Sandhu, to speak to students at the 'Big Event', an interactive evening which launched the most recent delivery of the undergraduate core compulsory course, *Business and Society*, in July 2013. Dr Sandhu developed links with Yalumba through a research project conducted in 2010–2011, funded by the Business School, *Investigating the role of internal champions*


in driving organisations to be environmentally and socially sustainable. Yalumba was one of three case study organisations that provided data to inform this research. Other Business School staff members have also partnered with Yalumba on various research projects, including Dr Claudine Soosay, who conducted research in 2008–2009 on *Sustainable value chain analysis: A case study for South Australian wine*. This company, Australia's oldest family owned winery, was named the first non-US winery to win the Botanical Research Institute of Texas (BRIT) International Award of Excellence in Sustainable Winegrowing in July 2013.

View From the Top

Extracurricular events such as the 'View from the Top' seminar series, hosted by the International Graduate School of Business for MBA students and alumni, are supported by industry leaders connected with the Business School, and augment the student learning experience. Mr Reg Nelson, Chief Executive Officer of Beach Energy, was the guest speaker at the most recent 'View from the Top' seminar, which attracted more than 70 participants. The UniSA Business School and Beach Energy are co-sponsors of the 2013 Catherine House Art Exhibition (ChART). Catherine House provides supported accommodation, emergency housing, and a range of other services for women who are homeless, including an education and employment centre, Sagarmatha, which aims to educate women out of homelessness. Catherine House is the nominated recipient of funds raised through alumni, student, and industry engagement events hosted by the UniSA Business School.

UniSA Legal Advice Clinic

The UniSA Legal Advice Clinic is one of a number of experiential learning options available to School of Law students, and forms a capstone experience for students who choose to enrol in the elective course, *Legal Professional and Community Service Experience*.

 ***through the Clinic, students provide pro bono legal advice as a community service (service learning) to clients who are otherwise unable to access legal advice.***

Students engage in this activity under the supervision of a managing solicitor, a core faculty member of the UniSA Business School. This experience fosters a pro bono ethos in law students while it develops their legal knowledge and professional skills as they attempt to solve the legal problems of real clients. Students develop a critical perspective on such issues as legal ethics, professionalism, justice access, and the role of law and lawyers in society. Involvement in the Clinic also provides students with a realistic understanding of the professional environment which they will eventually enter. A number of students also choose to volunteer as advisors in the Clinic, especially over the summer, which enables the Clinic to be open to the public outside the standard university semester periods. In 2012, 19 students were involved in the Clinic through their enrolment in *Legal Professional and Community Service Experience*, and a further four students were involved in a volunteering capacity. In addition, the Clinic provided work placements to 25 individuals undertaking a Graduate Diploma in Legal Practice with the Law Society of South Australia in 2012.

The UniSA Legal Advice Clinic was launched in February 2011, and in October 2011, assisted by funds from the Law Foundation of South Australia, opened an outreach service to provide free advice and assistance to users of the Port Adelaide Magistrates Court. The Clinic operates from the School of Law on the City West campus, Monday to Thursday, and on Fridays from the Port Adelaide Magistrates Court. The Port Adelaide Magistrates Court outreach service operates on a 'drop in' basis. Consistent with the UniSA Business School's values of social justice and equity, its students aim to assist unrepresented litigants where there is a power imbalance. For example, the Clinic will often assist clients in the minor civil jurisdiction for motor vehicle property damage matters where the other party is represented by a para-legal from an insurance company. The Clinic also assists clients in the criminal jurisdiction for summary offences.

 ***To date, over 700 members of the community have benefited from the services provided by the UniSA Legal Advice Clinic and its outreach service.***

Participating students have helped clients to resolve legal issues related to consumer credit, criminal, general civil, family, employment, tenancy, immigration, discrimination, motor vehicle property damage, and debt-related matters. A conservative estimated value of the legal advice provided to the community to date exceeds AUD\$500,000.

The UniSA Legal Advice Clinic also provides community legal education to refugees and other community groups in Adelaide's Northern suburbs, an area of socio-economic disadvantage which has for many years been the focus of the University's community outreach efforts. Community legal education raises community awareness and understanding about the law and legal processes, and dissemination of legal knowledge empowers and assists individuals to seek solutions to issues that affect their lives. As an additional service, the Clinic has produced a brochure that provides advice to the community about pleading guilty to a straightforward offence. The brochure is available from the School of Law website, and has been distributed to all the Magistrates Courts in South Australia as well as other legal and justice services. Feedback received in response to the brochure has been extremely positive. The Clinic also collaborates with the wider legal sector and service providers. The Clinic is an active participant and a member of the South Australian Legal Assistance Forum, South Australian Council of Community Legal Centres, and the Consumer Law Consultative Forum. The Clinic has referred numerous clients to JusticeNet (an independent not-for-profit organisation that facilitates free legal help for low-income and disadvantaged clients), Community Legal Centres, the Legal Services Commission, as well as various legal practitioners in private practice. It has linked clients to domestic violence and financial counselling services.


The prerequisite for *Legal Professional and Community Service Experience* is a course called *Professional Conduct*, a compulsory course for those students seeking admission to practice law in Australia. Students learn about the ethical rules that underpin the practice of law, and what it means to be a fit and proper person to be admitted as a legal practitioner. Students learn the ethical rules about not breaching client confidentiality, acting in the best interests of the client, and not allowing their personal feelings to interfere with their representation of the client. All tutorials in *Professional Conduct* are held in the UniSA Legal Advice Clinic. Students in this course do not interact with clients,

but they use real (de-identified) files that have been managed by other students as case studies for discussions about ethical conduct and situations where ethical reasoning is required. The realities of maintaining client confidentiality come to life in these tutorials as students may not discuss the files outside of the classroom and are required to sign confidentiality agreements. In this way, all law students who intend to practice law have an experience of the Clinic. Students enrolled in the course *Civil Procedure* similarly undertake their tutorials in the Clinic. Access to real scenarios and court documents helps to provide students with knowledge and understanding of procedural law, and with skills sufficient to resolve disputes, when necessary, through the process of litigation. A total of 168 School of Law students were exposed to the Clinic via this tutorial activity in 2012, which represents nearly a third of all students enrolled.

Global Experience

Introduced by the UniSA Business School in late 2008, Global Experience is an exciting intercultural initiative, designed to help students manage in an international context. Global Experience was developed to enable students who, for a variety of reasons, cannot go on international exchange to expand their global knowledge and international perspectives. Students build a portfolio of extracurricular activities aimed at enhancing their intercultural competence and global employability. The program offers opportunities to network with industry specialists, volunteer in Australia and overseas, go on a short-term study tours, undertake work placements and internships and develop leadership skills. The program is now open to all University students however UniSA Business School students represent nearly 50% of enrolments. The program has been so successful that the *Global Experience Professional Development course* was extended to postgraduate students in mid-2012.

In 2012, a total of 680 students enrolled in the Global Experience program, compared to 115 in its year of introduction. The Global Experience program was awarded the State Governor's Multicultural Award for 2011 under the Youth Organisation category for its encouragement of youth engagement in community organisations and its leadership in the promotion of the positive influence of cultural diversity within the UniSA community.

 ***tudents who participate in the Global Experience program are actively encouraged to undertake a volunteer program/internship or work experience with international non-government organisations (NGO), or local not-for-profit organisations.***

Student volunteer experiences have included work placements in an orphanage in Mae Sot, Thailand; and in Uganda supporting community projects to improve and develop sanitation, education facilities and water catchment. Other not-for-profit and community organisations that have provided work placements or have offered volunteer and work experiences opportunities include: Cancer Council SA; World Youth International; Projects Abroad; Tia International Aid; the Australian Refugee Association; the Australian Indigenous Mentoring Experience (AIME); Antipodeans Abroad; Australian Red Cross; Australian Refugee Association; Gap Australia; Oxfam; Projects Abroad; Uniting International Mission; Volunteering SA; World Youth International; World Vision; and the Oaktree Foundation.


In 2012 the Global Experience team partnered with the Ngarrindjeri Land and Progress Association to develop and deliver indigenous awareness training to students. Workshop content included environmental awareness and sustainability with specific reference to the Coorong and River Murray region. A similar partnership has been developed in 2013 with the Iga Warta Indigenous community.

The topic of volunteerism in a community setting was also incorporated into the Global Experience curriculum and course assessment in 2012.

Formal and anecdotal student feedback for the Global Experience program is overwhelmingly positive. Alumni regularly report that the program has assisted them to understand their role as globally responsible citizens, and to develop those personal and professional skills necessary to secure employment in their targeted field/industry.

Master of Business Administration

The MBA program also offers students opportunities to develop their personal values, gain unique insights, and apply business skills by contributing to communities that may otherwise not be able to engage business management services.

 ***BA students have helped support the growth of a charitable foundation established by local Indigenous artists to develop community initiatives in the Anangani Pitjantjatjara, Yankunytjatjara (APY) Lands.***

Australian Indigenous Mentoring Experience (AIME)

UniSA is the only South Australian university to partner with the Australian Indigenous Mentoring Experience (AIME), and is one of only 14 university partners nationwide. AIME provides a dynamic educational program that has been proven to dramatically improve the chances of Indigenous students finishing high school. AIME also connects students with post-secondary school opportunities, including further education and employment. At the same time AIME provides an opportunity for UniSA students to have a life-changing experience mentoring Indigenous students.

Currently the University is working with eight schools in the Northern region of South Australia (which, combined, have nearly 500 Indigenous students) to deliver the AIME program. Twenty-one UniSA Business School students, predominantly from the disciplines of Law and Management and those enrolled in the Global Experience program, volunteered to be mentors in 2013, and 100 Indigenous students in total were partnered with UniSA mentors. The University has recently received government funding of AUD\$1.1 million to enable the program to be extended to support up to 250 Indigenous students each year.

Sir Richard Branson, founder and chairman of the Virgin Group, presided over the launch of Mentors 4 Life (a new program run through AIME and designed to market the mentoring experience to a wider audience including businesses) hosted by the University and held on its City West campus in May 2013.

Students also have the opportunity to volunteer and develop their personal and

professional skills through mentorship programs coordinated by the UniSA Business School, such as Business Mates, and the Peer Assisted Study Sessions. In 2013, the UniSA Business School sponsored a Business Mates peer mentor to represent the University at the National Leadership Forum on Faith and Values. The Forum aims to inspire young people to see leadership as a means of serving others, and provides a rare opportunity to meet with senior political leaders, including the Prime Minister of Australia.



Principle 4 | Research

Research on Responsible Management Education

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.

Top 50 Global Ranking for Business Ethics Research

Through their applied research, the UniSA Business School's faculty is making a significant contribution to the field of business ethics research.

More than 25% of total UniSA Business School research outputs, and a third of books, produced between 2008–2012, reflect a deep personal commitment and scholarly engagement with the issues of ethics, responsibility and sustainability.

Topics include: environmental sustainability; biodiversity, conservation and law; environmental management accounting; Islamic perspectives on governance; economic reform in China; regulatory failure and the Global Financial Crisis; sustainability accounting; and the protection of human rights.

A 2010 study into the contribution of academic institutions to the field of business ethics research ranked UniSA as number 48 in the top 100 institutions worldwide. Only six Australian universities attained a ranking, with UniSA placed third among this group. The University of Pennsylvania, US, attained the number one ranking. The metric for ranking the institutions was the weighted number of research articles over 10 years (1999-2008). The study was published in the *Journal of Business Ethics*, an international refereed top-tier journal: Chan, K. C, Fung, H-G & Yau, J 2010, 'Business Ethics Research: A Global Perspective', *Journal of Business Ethics*, vol. 95, pp. 39-53.

Recent Publications & Projects

In February 2013, Edward Elgar Publishing released a book entitled, *Sustainable Business: Essays in the theory and practice of business under sustainability principles*. The editor is Dr Geoff Wells, UniSA Senior Research Fellow, and former Dean: External Engagement of the UniSA Business School, and thirteen faculty members contributed eleven of the fifteen chapters.

Researchers associated with the UniSA Business School's multidisciplinary Group for

Research in Integrity and Governance (GIG) explore five overarching themes: sustainability; ethics, work and organisations; issues in Indigenous management; the role of traditional virtues in management, and academic integrity.



ver 2010-2012, GIG researchers worked to produce a book on virtue ethics, *The heart of a good institution: Virtue ethics as a framework for responsible management*, which was published by Springer in 2013.

To inform the preparation of the book, GIG invited various leading international experts to visit Adelaide between 2010–2012 to deliver research seminars and workshops, and to collaborate with chapter authors. GIG has welcomed the following international academic visitors:

- Professor Tima Bansal, Richard Ivey School of Business, University of Western Ontario, Canada
- Professor Mario Carrassi, Director of the Centre for Economics and Business Ethics, University of Bari, Italy
- Professor Geoff Moore, Professor of Business Ethics, and Deputy Dean, Durham Business School, University of Durham, UK
- Dr Leslie Sekerka, Director, Ethics in Action Research and Education Center, Menlo College, California, US
- Professor Rene ten Bos, Professor of Philosophy and Organisation, Radboud University, The Netherlands
- Professor Daniel Wueste, Professor and Director, Rutland Institute for Ethics, Clemson University, US, and President of the Society for Ethics Across the Curriculum.

In turn, Associate Professor Howard Harris, GIG Convenor, was an invited visitor to Clemson University, South Carolina, US, in early 2012. As part of his visit Associate Professor Harris delivered an address 'Sustainability is a work of justice: Can we afford to leave the future to others?' in the Clemson University's Presidential Colloquium series, and led a seminar, 'Developing courage and inquisitiveness as management virtues', at Clemson University's Clemson at the Falls Centre.

Dr Tracey Bretag, GIG researcher, is particularly active in the area of academic integrity research. She is the editor of the *International Journal for Educational Integrity*, and co-chairs the Asia Pacific Forum on Educational Integrity. She is project leader of an Office for Learning and Teaching commissioned project, *Embedding and extending exemplary academic integrity policy and support frameworks across the higher education sector*, valued at AUD\$299,000 and was leader of an Australian Learning and Teaching Council priority project conducted over 2010-2012, *Academic integrity standards: Aligning policy and practice in Australian universities*, valued at AUD\$174,000. In 2011, Dr Bretag was awarded an Exemplar of Integrity Award, presented by the International Center for Academic Integrity (ICAI), in recognition of contributions to the field of academic integrity. She is now President of the Executive Board to ICAI, which is based at Clemson University, US.

Over the past five years, Dr Bretag has been invited to deliver workshops and undertake

consultancies on academic integrity policy and development for various higher education institutions in Australia, Malaysia, and New Zealand. While in Indonesia in July 2013 for a Global Experience study tour, she conducted a professional development workshop, *Exemplary Academic Integrity Project: Lessons for higher education in Indonesia*, for 20 teaching staff at the Universitas Islam Indonesia.

Researchers associated with UniSA Business School's Centre for Comparative Water Policies and Laws (CCWPL) also make a significant contribution in the areas of ethics and sustainability. Professor Jennifer McKay, Director: CCWPL, is acknowledged as a global expert in sustainable water development policy reform and water governance. She is sought after as a member of national and international working groups and scientific committees to provide advice on these matters. Recently, she joined an Expert Working Group on the National Research Investment Plan related to managing Australia's food and water assets, and the scientific committee of the WaterLex Legal Database (WLD) on the Human Right to Water and Sanitation representing Oceania. The WLD aims to gather all legal and policy instruments together with case law at national, regional and international levels which are aligned with and contribute to the realisation of the human right to water and sanitation. The project is supported by the Swiss Agency for Development and Cooperation and the Swedish Water House. In July 2013, Professor McKay was appointed by the Governor of South Australia as the South Australian Competition Commissioner. This is in addition to her existing appointment as a Natural Resources Commissioner on the South Australian Environment Resources and Development Court.


The following recent grants, secured in the last twelve months, demonstrate the Centre's positive impact on policy and decision-making:

- The National Centre for Excellence in Desalination Australia has provided AUD\$280,000 in desalination research funding for a project on, *Optimal water supply sources for resilient urban and remote communities*. The project will focus on governance mechanisms for water desalination plants, six large and 1000 small, will involve international and national industry partners, and will provide advice to governments on governance mechanisms to ensure sustainable development.
- The Goyder Institute for Water Research has provided AUD\$250,000 in research funding for a project on Governance options to support urban water blueprint. The project will focus on the review of institutional arrangements for the implementation of a portfolio of supply sources nationally and internationally, and an assessment of the proposed water source mix scenarios.

Similarly, the UniSA Business School's Centre for Regulation and Market Analysis (CRMA) scholars are very active in the sustainability arena, and are establishing global profiles. Dr Sarah Wheeler, CRMA Senior Research Fellow, along with Dr Jeremy Cheesman from Marsden Jacob Associates (an independent economic and financial consultancy specialising in the application of economics to public policy and business issues), has been selected by the Australian Government Department for Sustainability, Environment, Water, Population and Communities to undertake the mid-term review of the *Restoring the Balance in the Murray-Darling Basin* program. *Restoring the Balance* is an AUD\$3.1 billion Australian Government program to purchase water for the environment. A

total of AUD\$150,000 in funding has been allocated to the review. As another indicator, Dr Wheeler made a presentation to Federal Parliament in mid-2013 when the National Climate Change Adaptation Research Facility (NCCARF) launched the culmination of its official research portfolio. Of the 150 projects funded over the past five years, six were selected to represent the quality and diversity of NCCARF sponsored research. Dr Wheeler presented the research conducted for this project by a cross-disciplinary group of the UniSA Business School's water markets researchers.

By virtue of their discipline area, many staff located in the School of Law explore topics related to ethics, responsibility and sustainability. Associate Professor Wendy Lacey, a senior staff member of the Law School, is an expert in Australian public law and human rights. She led a team of researchers from the University's Human Rights and Security Research and Innovation Cluster on a consultative project on elder abuse and vulnerable adults in the community for South Australia's Office for the Public Advocate. The project resulted in a report, *Closing the Gaps*, which proposed a groundbreaking and unique approach to policy and legislation. In the absence of a United Nations Convention on Rights for Older Persons, the team adapted the existing Covenants to which Australia is bound, together with the United Nations Principles for Older Persons, to create a South Australian Charter.

 *Through this project on elder abuse and vulnerable adults in the community, the UniSA Business School has contributed to policy-making at the local level, and to develop a pragmatic approach that has international significance.*

In August 2012, Professor Lacey spoke at the World Demographic and Ageing Forum in Switzerland. The *Closing the Gaps* report has been referred to the Strategic Priorities Group of the South Australian Cabinet, and provides the state with an opportunity to lead the nation in human rights protection.

PhD Scholar Recognition

A number of the UniSA Business School's PhD scholars have been recognised for their individual contributions to research in the areas of ethics, responsibility and sustainability. For example, Colette Langos, recent PhD graduate in Law, was awarded a highly competitive fellowship during her candidature to participate in the Promoting Mental Health and Wellbeing in Children and Adolescents Early Career Researcher Training School conducted by the Child Health Promotion Research Centre at Edith Cowan University, Western Australia, in early 2012. This project is part of the Collaborative Research Networks (CRN) Program funded by the Australian Government to enhance the quality of Australian research to reduce the mental health harm caused by social aggression among young people.

Barbara Ryan, PhD scholar in Management, was awarded the Mary Fran Myers Award scholarship to attend the Natural Hazards Workshop and the International Research

Committee on Disasters Research Meeting held in Colorado, US, in July 2013. This annual meeting hosted by the Natural Hazards Center, University of Colorado, is the biggest gathering of disaster researchers in the world. The award recognises outstanding individuals who share Myer's commitment to disaster research and practice and have the potential to make a lasting contribution to reducing disaster vulnerability. Barbara presented a paper at the workshop as part of the award.



Principle 5 | Partnership

Interaction with Business

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.

Overview

In recent years, the UniSA Business School has made a concerted effort to foster multifaceted connections with organisations in targeted sectors and industries that are of strategic and economic importance to South Australia, and which represent national and global interests.

The Business School has also sought to strengthen and extend its connections with community groups, not-for-profit, humanitarian, cultural, and non-government organisations, and is now working with and supporting 46 such organisations.

In total, the Business School counts more than 580 organisations among its active industry partners, and more than 20% of those organisations are involved in multiple engagement activities with the Business School. Of these 172 are international or global companies. Research is conducted in collaboration with more than 190 organisations.

Service to Professional and Academic Organisations

The following examples indicate the range of services performed by UniSA Business School faculty for professional and academic organisations, which relates to their academic expertise in the area of ethics, responsibility and sustainability:

- Asia Pacific Forum on Educational Integrity: Co-Chair
- Association of Studies in International Education: Board member
- Australian Accounting Standards Board: Member of the Consultative Committee
- Australian and New Zealand Society of Criminology: President
- International Centre for Academic Integrity: Deputy Chair, Advisory Council
- International Climate Science Coalition: Science Advisory Board
- Not-For-Profit HR Managers Network: Co-Founder
- Royal Institution of Chartered Surveyors Valuation Standards Board (International): Member
- South Australian Institute of Justice Studies: President

- United Nations Division for Sustainable Development Environmental Management Accounting: Member
- Zero Waste SA: Board member.

In addition, the following list of external appointments demonstrates the high regard with which UniSA Business School faculty members are held in the community, and the important contribution they make to develop ethical, responsible and sustainable societies:

- Australian Competition Tribunal: Member
- Essential Services Commission of South Australia: Member, Panel of Expert Assessors for Appeals under the *Water Industry Act 2012*
- South Australian District Court: Member, Panel of Expert Assessors for Appeals under the *Gas Pipelines Access Act (SA)*
- High Court of New Zealand: Lay Member
- New South Wales Land and Environment Court: Acting Commissioner
- Environment Protection Authority: Board member.

Research Projects

UniSA Business School scholars are engaged in applied research that benefits industry, government, and community groups. Funding for this research is often secured directly from organisations, or through Australian Government funded competitive national grants, including ARC Linkage grants that fund applied research undertaken with one or more industry partners, and ARC Discovery grants that fund projects that will enhance the scale and focus of research in national research priority areas. Examples of recent research projects funded by industry and/or government with a focus on ethics, responsibility and sustainability are provided below:

- *Using jurors to gauge informed public opinion on sentencing* (ARC Discovery grant).
- *The reality of China's socialist market economy: The emergence of labour segmentation and inequality* (ARC Discovery grant).
- *Employment outcomes for people with disabilities: Enhancing fit perceptions of jobseekers, employment agencies, community members and employers* (ARC Linkage grant in partnership with Finding Workable Solutions).
- *Managing diversity: Diversity practice configurations and organisational effectiveness* (ARC Linkage grant in partnership with the Melbourne Business School, the Australian Senior Human Resources Roundtable (ASHRR), and Diversity@Work).
- *Improving water market outcomes through a better understanding of market behaviour* (ARC Linkage grant in partnership with organisations including the: Murray Darling Basin Commission; Goulburn Murray Water; New South Wales Department of Energy and Water; Australian Government Department of Sustainability and Environment; and the University of Lethbridge, Canada).
- *Water trade, climate change and irrigator adaptability in the Murray-Darling Basin* (funded by the National Climate Change Adaptation Research Facility).
- *Optimal water resource mix for Metropolitan Adelaide* (funded by the Commonwealth Scientific and Industrial Research Organisation and the Goyder Institute for Water Research).
- *Sustainable value chain analysis - A case study of South Australian wine* (funded by the Department of Primary Industry and Resources, Government of South Australia).

- *Branding research Bone Growth Foundation* (funded by the Women's And Children's Hospital, South Australia).
- *The protection of vulnerable adults* (funded by the Office for the Public Advocate, South Australia).
- *Building bilateral relationships on benefits of ICT systems for remote communities* (funded by the Department Of Foreign Affairs And Trade: Australia-Malaysia Institute).
- *National Indigenous land strategy review* (funded by the Australian Government Indigenous Land Corporation).
- *Group mission: Collaboration with Renmin University, China, to advance Australia and China community enterprise development through connected infrastructure systems* (funded by the Australian Government Department of Industry Innovation Science Research and Tertiary Education-Australia-China Science and Research Fund).
- *Public sector performance audit: A critical review of scope and practice in the contemporary Australian context* (funded by CPA Australia).
- *Accounting for culture and the environment in a globalised world: Cultural perspective on sustainability* (funded by The Institute of Chartered Accountants in Australia).

A recent research project, *2012 Spirit Festival Survey Report–Festival Pride: Indigenous people claiming place and space*, undertaken by PhD in Management scholar Azmiri Mian, and supported by faculty member Dr Freya Higgins-Desbiolles, is an example of a successful research partnership and outreach initiative which has benefited a local organisation, Tandanya National Aboriginal Cultural Institute (Tandanya). The School of Management provided AUD\$5000 in funding and Tandanya provided in-kind support with their Festival Manager's time, and volunteers, to support survey research for use in event evaluation and quality improvement. The Spirit Festival was held at Mullanburra Park (Rymill Park), in Adelaide's business district from 24-26 February 2012.

The results of the six-month research project confirmed the value of the Spirit Festival in: fostering reconciliation between Indigenous Australians and non-Indigenous Australians; promoting cultural sharing and opportunities for cultural learning; fostering feelings of pride, empowerment and happiness; and its positive economic benefit to the state.

As a result of the report Tandanya were successful in receiving a Government of South Australia 'Ruby Award' in the category of 'Community Impact over \$100,000'. These annual awards recognise artistic excellence, creative achievement, innovation, community involvement and inspirational leaders who have made a difference to the artistic and cultural life of South Australia and beyond.

Dr Higgins-Desbiolles has an international reputation for her research into the impacts of tourism, tourism policy and planning, tourism sustainability, Indigenous tourism, politics of tourism and tourism and human rights. In 2009, she was the recipient of an Australian Learning and Teaching Council Citation for Outstanding Contribution to Student Learning for her efforts in the Indigenous tourism field. Dr Higgins-Desbiolles recently completed a tourism research project undertaken with the BAUEN cooperative. The Hotel Bauen in Buenos Aires, Argentina, is a recuperated enterprise, run collectively since 2003 by its

workers. The cooperative provides dignified and secure working conditions for workers in an economy on the frontline of global capitalism. Journal articles arising from this research project have been published in top-tier publications, including the *Annals of Tourism Research*.

The UniSA Business School has also partnered with Leuphana University Lüneburg, Germany, and Yale University, US, for an international, interdisciplinary, practice-oriented project, the Platform for Sustainable Aviation Fuels. The project which runs from 2011–2014 was created with the help of expert practitioners. The interdisciplinary team consists of twelve researchers and includes economists specialised in finance, sustainability accounting, social sustainability, business models and certification. Agronomists, a forest scientist and biologists provide support for the team. The program is funded by the European Union and the State of Lower Saxony with a total budget of AUD\$3.4 million.

Environmental and Sustainability Management Accounting Network (EMAN Global)

The UniSA Business School has links with the Environmental and Sustainability Management Accounting Network (EMAN Global) through faculty member Professor Roger Burritt, who is a member of the EMAN Global Steering Committee (EMAN Asia-Pacific delegate). EMAN Global is the umbrella organisation of the regional EMAN sections: EMAN Europe, EMAN Asia-Pacific, EMAN Africa and EMAN Americas. The mission of EMAN-AP is to contribute to the goals of sustainable development by building a network of individuals and organisations in the Asia Pacific region, broadly defined, who are committed and qualified to help business, governments, and other organisations to contribute towards informed decision-making through the development and application of environmental management accounting concepts and tools. EMAN-AP also endeavours to develop and spread knowledge, skills and policies about EMA in the region. EMAN-AP has 14 member countries and districts: Australia; China; Hong Kong; India; Indonesia; Japan; Korea; Malaysia; New Zealand; Philippines; Singapore; Taiwan; Thailand; and Vietnam.




Principle 6 | Dialogue **Stakeholder Engagement**

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.

Symposia

The UniSA Business School hosts an annual public lecture which features a speaker of national significance on a topic related to economics, usually with an emphasis on the social impact of economic policy. Recent speakers have included: Professor David Round, Director: CRMA, on *The regulation of markets: Cure or curse?*; Dr Lynn Arnold AO, former Premier of South Australia, and Chief Executive of humanitarian organisation World Vision International, on *The dangerous irrelevance of the asylum debate*; and Professor Ian Harper, former Chair, Australian Fair Pay Commission, on *Setting Australia's minimum*

wage: *Reflections on the roles and actions of the Australian Fair Pay Commission.*

 ***he CHRM's Human Resource Practitioner Seminar series has brought practitioners, academics, and students together for nearly a decade to talk about issues of professional practice.***

Speakers in 2013 included:

- Greg Parker, Project Officer, DOME (Don't Overlook Mature Expertise), on *The growing problem of mature-age under-employment*
- Ian Fitzgerald, Chief Human Capital Officer, Australian Public Service Commission, on *Public Service Reform–21st Century Capabilities: Building Public Service Capability*
- Samantha Wilkinson, HR Manager, MMG LXML Sepon, Lao People's Democratic Republic, on *Context, Culture, Opportunity, and Legacy in Lao PDR: An Australian HR practitioner's perspective*
- Adaire Palmer, Senior Project Officer, Northern Volunteering SA, on *HR on steroids: Harnessing the efforts of spontaneous volunteers.*

The UniSA Business School hosts major scholarly conferences which attract international and national presenters and guests, as a platform for the dissemination of new ideas and solutions related to the pursuit of highly educated, cohesive and sustainable societies—the central theme of the UniSA Business School's mission. In 2013, the CCWPL hosted its third annual Water Policies and Laws Symposium titled, *Aiming to Elucidate and Define Issues in Managing Aquifer Recharge*. International guests included Professor Jean Fried (University of California, US), Professor Falendra Sudan (University of Jammu, India), and Maria Gibson (Oregon State University, US).

In 2012, CCWPL hosted a workshop on the *Regulation of Groundwater Interception by Forestry Workshop*, and its first Leadership Roundtable on, *Choosing between several water types-the institutions and policy challenges and solutions for sustainable development*. Representatives from the Department for Water, the Department of Natural Resources, the National Water Commission, the Murray Darling Basin Authority, the National Groundwater Working Group, North West University (South Africa), and the Water Research Commission (South Africa) have delivered keynote presentations at these events. CCWPL visitors from South Africa, Professor Louis J. Kotzé, North West University, Mr Dhesigen Naidoo, Chief Executive Officer Water Research Commission (WRC), and Dr Shafick Adams, Research Manager WRC, also delivered a research seminar on *Issues in South African water law and policy and the research agenda*.

In late 2012, the CRMA co-hosted an international conference on *Sustainable Irrigation* in partnership with the Wessex Institute for Technology, UK. The conference was coordinated by Dr Sarah Wheeler, and Associate Professor Henning Bjornlund, an adjunct staff member and PhD graduate of the UniSA Business School. Associate Professor Bjornlund is the Canada Research Chair in Water Policy and Management at the University of Lethbridge, Alberta, Canada, and collaborates with a number of UniSA Business School researchers on research publications and projects, including ARC Linkage grants. The Sustainable Irrigation conference featured presentations by industry experts, and academic visitors from the US: Professor Michael Hanemann, University of

California, Berkeley, and Arizona State University; Dr Ruth Meinzen-Dick, International Food Policy Research Institute, Washington DC; and Dr Craig Kauffman, University of Oregon. Invited full-length papers in the program were subsequently published in a special edition of the top tier international journal *Agricultural Water Management*, and a book was published from accepted papers in the conference.

Students who undertake the Global Experience program have access to high-profile local and international presenters who are making a significant contribution to humanitarian and development aid, through the Distinguished Guest Speaker Forum, introduced in 2010. Individuals who have shared their career insights, experiences, and ethos with students include:

- Geraldine Cox, Co-Founder, Sunrise Children's Villages Cambodia
- Michael Emery, Chief Recruitment Officer, United Nations Development Program
- Tessa Henwood-Mitchell, Founder and Director, Tia International Aid
- Nana Oye Lithur, Chief Executive Officer, Human Rights Advocacy Centre Ghana, and Regional Coordinator (Africa), Commonwealth Human Rights Initiative
- Dr Pavel Molek, Law Faculty, Masaryk University, Brno, Czech Republic.

unisabusiness

The UniSA Business School promotes the values of corporate social responsibility and disseminates its leading research in the area of ethics, responsibility and sustainability to a global audience through the publication of its biannual magazine, *unisabusiness*.



istributed in hard copy to 4000 readers, and by ezine to more than 15,000 subscribers, unisabusiness provides a platform for the UniSA Business School to communicate a diversity of views on these important issues.

The fourth issue, published in May 2013, explored sustainable business in various dimensions, through feature articles on *Green marketing*, *Socially responsible human resource management*, and *Sustainable accounting*. The issue also included articles on identify theft, trust and loyalty in organisations, water use and management, sustainable conservation, and competition and consumer protection. Past issues have also shown a deep commitment to promoting ethical, responsible and sustainable principles and practices through research-oriented articles and profiles of alumni who are demonstrating significant leadership in these areas.

FUTURE OBJECTIVES

In 2013, the UniSA Business School revised its Mission, Vision and Values with reference to the PRME, formalised its corporate social responsibility policy which uses the PRME framework as its basis, and has developed an Ethics, Governance and Responsibility medium term strategic plan.

Over the coming three years, the UniSA Business School aims:

1. To maintain and increase its excellent research profile for business ethics and sustainability
2. To maintain and broaden the teaching of sustainability principles throughout all of its programs
3. To pursue and increase external engagement opportunities that contribute to a sustainable society
4. To sustain or increase equity student access, participation, progress and retention
5. To further reduce its environmental footprint
6. To maintain high ethical standards in the management of its research and teaching.

Key areas of focus will include:

- The establishment of formal and enhanced links with international business schools with a business ethics and sustainability focus for collaborative activity including joint research projects and staff exchange.
- The expansion of the Legal Advice Clinic with an outreach service to support the communities located in Adelaide's Northern suburbs.
- Increased availability of opportunities for student volunteering in not-for-profit organisations.
- Increased availability of industry placement and other work-integrated-learning opportunities with sustainable businesses for students.
- An accelerated reduction in paper-based processes and the promotion of energy saving measures to staff.
- Additional support for extracurricular activities that increase students' awareness of their role as global citizens, and which make a positive contribution to local and international communities.
- The development of a student collaborative network to provide MBA students with an ongoing forum to further the application of sustainable business principles in their workplace.

ENGAGEMENT WITH THE PRME COMMUNITY

The UniSA Business School intends to engage more fully with the PRME Secretariat and PRME signatories in the coming years to support its corporate responsibility and sustainability commitments, articulated in its Ethics, Governance and Responsibility medium term strategic plan.

An invitation will be extended to the Manager, PRME Secretariat to visit the UniSA Business School during her trip to Australia in March/April 2014, to meet with faculty and students. In addition, staff will be supported to attend future Australia New Zealand PRME fora.

The UniSA Business School will sign Memorandum of Understanding with international institutions which are PRME signatories for research collaboration and faculty/student exchange. These relationships will provide the basis for exploring options to co-host and sponsor academic conferences that showcase thought leaders in corporate social responsibility. In addition, an industry-based symposia on ethics and sustainability will be hosted by the UniSA Business School.

For enquiries about this report or questions about the UniSA Business School, please contact the Executive Officer to the Pro Vice Chancellor (Business and Law) & Manager: Accreditation.

University of South Australia Business School

Level 2, David Pank Building
160 Currie Street, Adelaide
South Australia 5001, Australia

Telephone: +61 8 8302 0783
Email: jade.o'donohue@unisa.edu.au

www.unisa.edu.au/business



**Business
School**



PRME