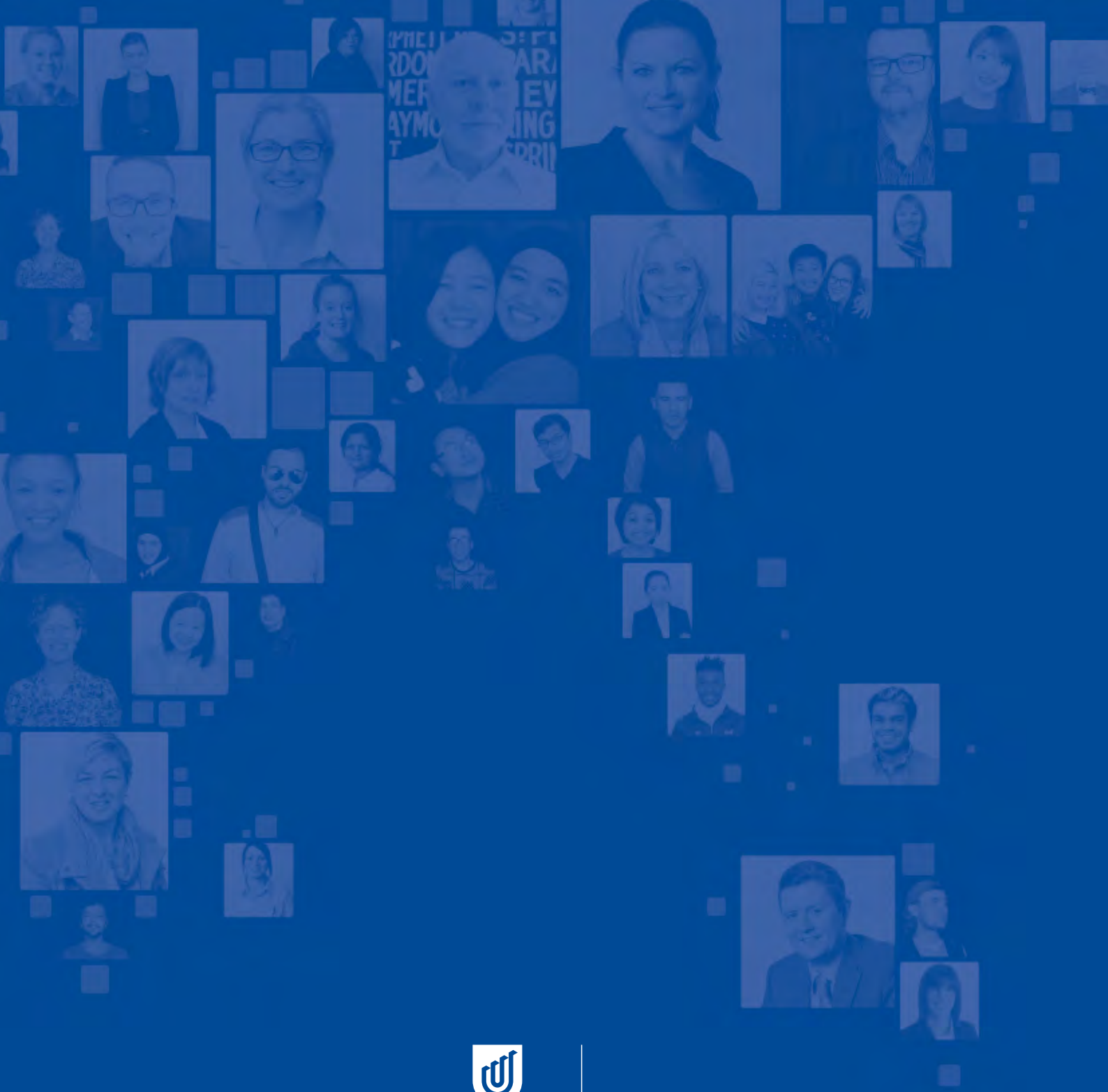


University of South Australia | Business School

UNIVERSITY OF SOUTH AUSTRALIA BUSINESS SCHOOL

UNITED NATIONS PRINCIPLES OF RESPONSIBLE MANAGEMENT EDUCATION SHARING INFORMATION ON PROGRESS REPORT (SIP) 2016-2017





"Respect and relationships both bind and better society. Reconciliation is much more than a word. It is a culture."

PROFESSOR DAVID LLOYD
VICE CHANCELLOR AND PRESIDENT

Acknowledgment of Country

UniSA respects the Kaurna, Boandik and Barngarla peoples' spiritual relationship with their country. We also acknowledge the diversity of Aboriginal peoples, past and present.

Spirit of the Campus

Artist: Rikurani, 2013

The concentric circles represent the six South Australian campuses of the University as meeting places of people from all nations.

The darker background behind the circles represents the Aboriginal campfires with ochre-coloured earth in between. The dots represent land, water and people. Commissioned for the University of South Australia Reconciliation Action Plan.

Find out more about the University's commitment to reconciliation at unisa.edu.au/RAP

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ABBREVIATIONS AND TERMS

ACAB
Australian Centre for Asian Business

AHURI
Australian Housing and Urban Research Institute

AICD
Australian Institute of Company Directors

AIME
Australian Indigenous Mentoring Experience

AMBA Aboriginal MBA

ARC Australian Research Council

ATN
Australian Technology Network of Universities

AUCBG
Australian Centre for Business Growth

BERL
Centre for Business Ethics and Responsible Leadership

BICIS
Business in China International Study Tour

CAFE
Centre for Applied Finance and Economics

CEDA
Committee for Economic Development of Australia

CEOs Chief Executive Officers

Course Coordinator
Faculty responsible for course delivery and oversight of teaching staff

CRC Cooperative Research Centre

CSG
Centre for Sustainability and Governance

CTLM
Centre for Tourism and Leisure Management's

CWeX Centre for Workplace Excellence

EFMD
European Foundation for Management Development

Ehrenberg-Bass Institute
Ehrenberg-Bass Institute for Marketing Science

EQUIS
EFMD Quality Improvement System

ERA
Excellence in Research for Australia

ERS Ethics, Responsibility and Sustainability

ESSAM
European Summer School of Advanced Management

Exchange Student Mobility

Faculty Academic staff

FII Future Industries Institute

FT5O Financial Times Top 5O

GMAA
Graduate Management Association of Australia

HEPPP
Higher Education Participation and Partnerships Program

HREC
Human Research Ethics Committee

I4C Institute for Choice

ICC
Innovation and Collaboration Centre

KCA
Knowledge Commercialisation Australasia

KPIs Key Performance Indicators

KSI Adelaide
King Sejong Institute Adelaide

MBA
Master of Business Administration

MDs Managing Directors

OUA Open Universities Australia

PASS Peer Assisted Study Sessions

PhD Doctor of Philosophy

PNG Papua New Guinea

Professional staff Administrative staff

QS Quacquarelli Symonds

SA
South Australia. UniSA Business School is located in Adelaide, South Australia

SAGE
Science in Australia Gender Equity

SDGs Sustainable Development Goals

SES Socio-economic Status

SEU Student Engagement Unit

SIP Sharing Information on Progress

SMEs
Small and Medium-sized Enterprises

SOCE
Sustainable Online Community Engagement

STEMM
Science, Technology, Engineering, Mathematics and Medicine

SWAN
Scientific Women's Academy Network

TEFMA
Tertiary Education Facilities Management Association

THE Times Higher Education

UN PRME
United Nations Principles of Responsible Management Education

UniSA University of South Australia

UniSA Business School
University of South Australia Business School

USASA University of South Australia Students' Association

VET Vocation Education and Training

WiMBA Women in MBA

LETTER OF CONTINUED COMMITMENT

University of South Australia (UniSA) has a strong social mission and is committed to serving its local, national and international communities. We deliver high quality education and engaged research that is inspired by social, economic and environmental challenges.

UniSA Business School is a signatory to the United Nations (UN) Principles for Responsible Management Education (PRME) and was first accepted for participation in the PRME initiative in August 2011. It supports our mission and provides a framework for us to strengthen our responsibilities in management education, research and thought leadership.

UniSA Business School values engagement and partnership with all stakeholders and our quality is assured - we achieve the highest standards and have held EQUIS accreditation (EFMD Quality Improvement System) since 2004. We have been awarded a QS 5 Star™ rating, which includes 5 stars for teaching and student quality, internationalisation and diversity, engagement and employability. Our Master of Business Administration (MBA) has been ranked in the top 10 in Australia and awarded the maximum 5 star MBA rating by the Graduate Management Association of Australia (GMAA) for ten consecutive years.

We are pleased to submit our Sharing Information on Progress (SIP) report as a statement of our commitment to UN PRME. The following pages detail our progress in implementing the 6 Principles and Sustainable Development Goals (SDGs) for 2016-2017. We hope it provides an opportunity to further engage and facilitate development across our global network.

Any questions related to this submission can be addressed to either myself or Mr Simon Potts, Accreditation and Quality Assurance Manager (simon.potts@unisa.edu.au).



Prof Marie Wilson
Pro Vice Chancellor (Business and Law)
Marie.Wilson@unisa.edu.au

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

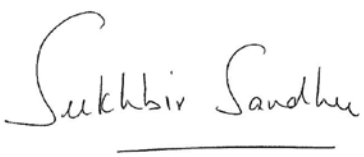


MESSAGE FROM UNISA UN PRME LEAD

Every generation faces distinct challenges, which then go on to define that generation. For a previous generation, that challenge might have been the Second World War. For our generation, the challenge is to successfully steer our organisations and societies towards sustainability — as we seek to respond and deal with the "grand issues" of our times (such as social inequity, ecosystem degradation, and climate change).

Business schools are increasingly playing an important role in addressing these sustainability challenges. At UniSA Business School, PRME reporting provides us with an ongoing motivation to harness the creative tension (that comes from bringing together our excellent academic research, an innovative curriculum, and our engaged stakeholders) to address these high impact sustainability issues. We are very proud of this continuous co-creation culture, and as detailed in our report, the outcomes from these innovative collaborations, have enabled us to meaningfully contribute towards achieving social, environmental, and economic sustainability.

Moving forward, we will be adopting the Sustainable Development Goals (SDGs) as a framework for structuring our Principles for Responsible Management Education (PRME) commitment as we continue to work towards achieving the 6 Principles in partnership with our internal and external stakeholders.



Dr Sukhbir Sandhu
Senior Lecturer and UniSA UN PRME Lead
Sukhbir.Sandhu@unisa.edu.au



Six Principles for Responsible Management Education



Principle 1 | Purpose

We will develop 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.



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.



Principle 3 | Method

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



Principle 4 | Research

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



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.



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.

http://www.unprme.org/about-prme/the-six-principles.php



Indigenous artwork depicting South Australia, painted by Chris Ackland and students from UniSA's metropolitan campuses, during Reconciliation Week 2014

EXECUTIVE SUMMARY

University of South Australia (UniSA) is Australia's University of Enterprise. Our culture of innovation is anchored around global and national lito academic, research, and industry partners. Our graduates are the new urban professionals, global citizens at ease with the world and ready to create and respond to change. Our research is inventive and adventurous, and we develop knowledge that is critical to environmental, social and cultural sustainable development.

UniSA offers degree programs across a wide range of subjects including business, law, education, arts and social sciences, health sciences, information technology, engineering and the environment.

- We deliver for students the best possible start for their future careers;
- We produce graduates who are capable of identifying opportunities and contributing to a vibrant and successful society;
- We partner with industry and the professions to conduct research that's cutting-edge and relevant; and
- We engage meaningfully with our community.

UniSA at-a-glance

4 ACADEMIC DIVISIONS

- UniSA BUSINESS SCHOOL
- EDUCATION, ARTS AND SOCIAL SCIENCES
- HEALTH SCIENCES
- INFORMATION TECHNOLOGY, ENGINEERING AND THE ENVIRONMENT
- + UniSA COLLEGE

5 LEADING RESEARCH INSTITUTES

- EHRENBERG-BASS INSTITUTE FOR MARKETING SCIENCE
- FUTURE INDUSTRIES INSTITUTE
- HAWKE RESEARCH INSTITUTE
- SANSOM INSTITUTE FOR HEALTH RESEARCH
- CENTRE FOR CANCER BIOLOGY

500 INTERNATIONAL COLLABORATIONS

5721 TOTAL NUMBER OF **INTERNATIONAL STUDENTS**

5124 ONSHORE **INTERNATIONAL STUDENTS**

78 STUDENT EXCHANGE PARTNER INSTITUTIONS

2709* **STAFF** POPULATION

**Actual headcount*

31,930 TOTAL NUMBER OF **STUDENTS**

7452 NUMBER OF **PARCHMENTS AWARDED**

202,934 TOTAL UNIVERSITY **ALUMNI**

6 CAMPUSES

- CITY EAST
- CITY WEST
- MAGILL
- MAWSON LAKES
- MOUNT GAMBIER
- WHYALLA

2016 figures

Rankings and Ratings

- UniSA is ranked 26 in the QS (Quacarelli Symonds) 'Top 50 under 50'.
- UniSA is ranked among the top 10 institutions in Australia (#9) in the Times Higher Education (THE) World Rankings.
- UniSA is ranked among the top 100 institutions in the world for its international outlook (#51) in the THE World Rankings.
- UniSA received a 5 star rating in the Good Universities Guide for social equity, student demand, learning resources and skills development.
- UniSA is the youngest university to receive a QS 5 star rating in research.
- 97% of UniSA Business School research is assessed as world-standard or above in Excellence in Research for Australia (ERA).

UniSA Business School ranked in the top 1% worldwide[1] and has a QS 5 star rating, with a 5 star Master of Business Administration (MBA). We have been accredited with EQUIS (EFMD Quality Improvement System) since 2004.

Guided by the mission, our program strategy is to deliver education that prepares and positions students for global professional careers, while reflecting the core values of ethics, responsibility and sustainability (ERS). Our programs are internationally recognised for their excellence, relevance to industry and global perspective. We develop professionals and leaders in the areas of: Accounting; Economics; Finance and Property; Management and Human Resource Management; Tourism, Sports and Events; Marketing; and Law. We support business success and sustainable economic development, within our home state of South Australia, throughout the Asia-Pacific region and beyond.

UniSA is committed to diversity and inclusion among our students, faculty and professional staff. This commitment is consistent with our founding legislation, vision and values, and our obligations under equal opportunity and anti-discrimination legislation. UniSA continues to take meaningful steps to strengthen our position as the University of Choice for Aboriginal and Torres Strait Islander people and we understand this requires true partnership with communities and organisations. Through these partnerships we are creating an environment where Aboriginal students and staff can learn, grow and define the future in a place that acknowledges, respects and learns from Aboriginal wisdoms.

The thematic approach to research at UniSA is a mechanism for building research capability that is positioned around six key themes to ensure we can deliver innovative and sustainable solutions that respond to some of the most pressing needs of society.

Our research themes are:

- An Age Friendly World
- Transforming Industries
- Cancer Prevention and Management
- Scarce Resources
- Healthy Futures
- Society and Global Transformation

The research themes are intrinsically interdisciplinary and to seed research activities that span our existing Schools and Divisions. All six are underpinned by a shared focus on research that enhances understanding of social and environmental challenges and facilitates evidence-based decision-making.

UniSA Business School comprises of global thought-leaders who engage in world-class applied research in collaboration with renowned international scholars, industry experts, and government leaders. Our leading-edge findings inform our teaching and help transform businesses and communities. For example, we research human rights and social justice issues in tourism, hospitality and events, particularly how tourism can positively impact Aboriginal Australians, and people in the Middle East, Pacific Islands, and Asia-Pacific region. With a 20-year track record in water economics and accounting, we are helping transform agriculture and water management in Australia, India, Pakistan and North Africa.

[1] One of 174 globally to be accredited by EQUIS with an estimated 16,500 Business Schools worldwide (AACSB, May 2017).

UniSA Business School's 60,000+ alumni are an international community of enterprising professionals, managers, and scholars. It's our business to empower our graduates with the knowledge, skills and industry experience necessary to compete and succeed on the global stage.

Our excellent and innovative teachers, our world-class researchers, our industry partners, and our network of global alumni are shaping a bright future for South Australia, and for the world.

Successes, Innovations and Achievements

Our mission has a clear focus on sustainable economic development. We support and encourage research in areas of scarce resources, particularly water scarcity, healthy ageing, organisational diversity, gender equity and ethical leadership. Our programs are designed to develop graduates who are committed to ethical action and social responsibility as professionals and citizens. This is a core long-standing commitment of UniSA, represented in Graduate Qualities introduced in 1997.

Over the past five years we have implemented a systematised model of teaching ethics, social responsibility and sustainability within dedicated core courses within our programs; introduced significant MBA scholarships for women and Aboriginal and Torres Strait Islander professionals; and attracted world-class ethics, responsible leadership and sustainability scholars.

Our researchers engage with all levels of government to provide evidence that can help enact societal change. From identifying the potential impact of public policy to under taking cost benefit analysis on key investment decisions, we are equipped to partner with governments on a wide range of issues that affect their communities.

UniSA, together with The University of Adelaide and Flinders University have collectively been awarded funding for a Journey to Higher Education project through the Higher Education Participation and Partnerships Program (HEPPP). This program aims to unlock the higher education ambitions of low Socio-Economic Status (SES) and Aboriginal students through mentoring, leadership training and additional tuition.

UniSA Business School continues to be a Fairtrade workplace and has made significant inroads in reducing our environmental impact. This includes the adoption of e-books, removing and recycling 160 single-use printers, introducing paperless committees, establishing a sustainable registration and ticketing process for events, implementing a 'one electronic device' policy to reduce e-waste, and increasing green purchasing. We also advocated for removing hard copy course outlines for students throughout UniSA, which has significantly reduced paper and printing usage.

Reflection

We consistently challenge ourselves to be amongst the best business schools in the world. Operating in a rapidly changing and uncertain times, our current challenge as an organisation is to leverage traditional strengths and continue to deliver exceptional value to our students and broader communities. As the University of Enterprise, UniSA offers a dynamic and agile culture, one that embraces challenges and thrives on breaking new ground.

The City West campus, home to the UniSA Business School, is in the most dynamic development site in South Australia. UniSA works with our communities to optimise our current resources and to strengthen our longer-term capacity. Our goal is to deliver and renew infrastructure that positions the university as an inspiring place to work and study, providing spaces that stimulate and foster creativity and innovation in all facets of our operation - spaces that underpin happiness and health, and support new models of learning.

UniSA and UniSA Business School is in the process of developing its strategic plan 2018-2025. This provides an opportunity to develop a more integrated approach to the United Nations Principles of Responsible Management Education (UN PRME) and Sustainable Development Goals (SDGs) throughout UniSA Business School and the wider University community. Through our leadership, we will build on our strong social mission and commitment to the communities we serve, adding value to the economic and social environment of our society - in partnership with our students, alumni, industry and the community.

Next Steps

UniSA Business School recently appointed Dr Sukhbir Sandhu as our PRME Lead and are in the process of establishing a PRME working party to advise the UniSA Business School Executive on:

- Our approach to sustainability and responsible leadership in the context of our mission and vision.
- Progress made, the challenges faced and how these can be overcome.
- Potential future strategies for the short, medium or long term.

The first priority will be to ensure ERS are explicit and integrated components of the UniSA Business School Strategic Plan 2018-2025 and that it cascades through business/portfolio planning and into individual performance objectives. We will monitor progress against initiatives, project milestones and key performance indicators as part of our continuous improvement cycle.

Our PRME Working Group will be responsible for championing our commitment to PRME, fostering collaboration and communicating activities/progress to stakeholders. They will also work to ensure our own organisation exhibits best practice and exchange experiences with other institutions in order to further the Principles.

The conclusion section of this Sharing Information on Progress (SIP) report includes future objectives, grouped according to the following set of high-level commitments:

- Integration with our strategy and values.
- Integration in curriculum, student participation and assessment (including career placement).
- Staff development in ethics, responsibility and sustainability.
- Research strategy and impact.
- Stakeholder communications, engagement and partnerships.
- Co-curricular and extra-curricular activities.
- Environmental and social impact of organisational practices.

Aligned with our mission, UniSA Business School continues to progress the implementation of PRME and we hope our SIP report contributes to the exchange of effective practices across the sector and more widely.



CHAPTER 1

GOVERNANCE AND STRATEGY

Mission, Vision and Values

Since its foundation in 1991, the University of South Australia (UniSA) has earned a reputation for innovation, adaptability and smart planning. Part of our ethos has always been to make a difference in the wider world by contributing to local, national and global communities through our research and innovation and through the education of quality graduates ready to make their mark.

UniSA is Australia's University of Enterprise, engaged with the world and responsive to its needs. This reflects a commitment to:

- Fostering an enterprising 'can do' culture, and responding with agility to opportunities and challenges;
- Valuing our partnerships and collaborations within the institution, to provide seamless services and multi-disciplinary research and educational opportunities;
- Fostering the qualities of enterprising leadership in our students and graduates; and
- Engaging with our communities, both locally and beyond, to innovate and excel.

The UniSA strategy and enterprise principles provide a firm foundation for our UniSA Business School mission:

> *The UniSA Business School develops graduates for global professional careers in business and in law, and fosters sustainable business growth and economic development. We achieve this through high quality education and engaged research that is inspired by the contemporary challenges of our region: scarce resources, an aging population, and the transformation of industries.*

This mission underpins our ambitious vision, to be recognised as one of the best business schools nationally and globally, with a reputation for:

- Graduate readiness for professional careers in business and law, and for globally responsible citizenship;
- Productive partnerships with industry, government, and the community in the pursuit of sustainable business growth and economic development, social innovation, and corporate social responsibility;
- World-class research in business and law, creating knowledge with impact;
- Innovative national and international partnerships with other premier business schools and universities;
- Innovation, enterprise and growth, consistent with our mission;
- High-performing, globally oriented staff, and
- Enduring, engaged relationships with our global alumni.

Our values inform our decision-making and behaviours and are manifest in our enterprising 'can do' culture. Our faculty and professional staff are proud to work for a business school and university that has a reputation for engagement and impact locally, nationally, and globally.

UniSA Business School upholds the core values of UniSA:

- *Scholarship*: we promote and sustain open intellectual enquiry characterised by high standards of ethics and integrity. Academic rigor, excellence and relevance underpin our actions in research and its application, in teaching and learning and in engagement with our communities.
- *Engagement*: our teaching and research connect strongly to the issues of our local, national and international stakeholders - students, alumni, staff, partners, professions, government, industry, academic peers and community groups.
- *Social Justice*: we give effect to reconciliation with Aboriginal and Torres Strait Islander Australians and build social cohesion through achieving equitable educational access and outcomes across our diverse student community, through research that aims to improve the quality of life, and by acting responsibly as a corporate citizen.
- *Sustainability*: we contribute to environmentally, economically, socially, and culturally sustainable development, and we work on reducing our own environmental impact.
- *Innovation*: we anticipate change and act quickly to seize opportunities and solve problems.
- *Openness*: we are outward looking, we welcome diversity and the wide range of perspectives it brings, and we are international in outlook, collaborative, creative, agile and enterprising.

Governance and Planning Framework

UniSA Business School's strategic planning process begins at the institutional level and in response to analysis of the internal and external environment (locally, nationally and globally). Our strategic action plan priorities map to our mission, embed the 6 Principles and are tracked through Key Performance Indicators (KPIs) and individual performance plans. The Pro Vice Chancellor (Business and Law) is responsible for leadership and has significant autonomy in the development and implementation of strategy within the framework of the wider University.

The UniSA Business School Executive convenes on a monthly basis to review progress of the KPIs, and to discuss opportunities and challenges regarding delivering on our strategic priorities. These meetings provide an opportunity to refine tactics and clarify objectives of particular initiatives to ensure the trajectory maintains alignment with changing contexts.

A cascading framework of plans inform decisions for resource allocation across teaching and research, and external engagement with partners and communities. At the individual level, our strategic action plan cascades into the Performance, Development and Management process to inform individual annual performance goals as well as longer term career plans.

The UniSA Business School Executive will establish a PRME Working Group in 2018 to provide advice on our approach to sustainability and responsible leadership (in the context of our mission and vision); progress made, challenges faced and how these can be overcome; and potential future strategies for the short, medium or long term.

The UniSA Business School PRME Working Group will contribute towards:

- Championing PRME, fostering collaboration and communicating activities/progress to stakeholders.
- Reports on progress including the biennial SIP and other reports related to ethical action and social responsibility, for example EQUIS.
- Exchanging effective practices related to the 6 Principles with other academic institutions.
- Ensuring our own organisational practices serve as an example of the values and attitudes to our students.
- Encouraging other academic institutions and associations to adopt and support the 6 Principles.

An important part of our planning framework is regular and timely internal communication to ensure that our strategic priorities are visible to staff, and our achievements are celebrated. We have a weekly UniSA Business School Bulletin, as well as monthly teaching and learning, and research e-zines to share information, best practice and new opportunities. Our disciplines meet monthly through discipline boards, and we also have quarterly all-staff business school meetings hosted by the Pro Vice Chancellor (Business and Law). These meetings provide important opportunities for staff to connect with each other, across disciplines, and to discuss important issues facing us, which also adds to our collegial culture.

Strategic Priorities

Our mission has a clear focus on developing graduates for global professional careers and fostering sustainable business growth and economic development. This includes building on our strong social mission and commitment to the communities we serve and adding value to the economic and social environment of our society beyond the classroom and campus.

We design our programs to develop graduates who are committed to ethical action and social responsibility as a professional and a citizen. This is a core long-standing commitment of UniSA, represented in Graduate Qualities introduced in 1997.

A graduate of the University of South Australia:

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.

We believe that we must prepare not only the talent of the future, but the context in which our graduates can thrive. UniSA is a cornerstone member of the Economic Development Board for the State, and we have representatives on every major business and technology board. UniSA Business School is prominent in these representative structures and engages a wide range of business leaders in our advisory boards. We support and encourage research in areas of scarce resources, particularly water scarcity and sustainable accounting, healthy ageing, organisational diversity and gender equity, responsible leadership as well as choice and decision-making.

UniSA is committed to developing a workforce that is diverse and in which talented people thrive. We continually seek ideas and learning from other creative organisations that we can build on to attract and develop highly motivated and creative people who together foster a culture of enterprise. We actively promote diversity in employment, our induction processes equip staff in relation to their responsibilities for ethical behaviour and our performance development and management processes embed our core behaviour values and promote ethical behaviour.

Our Mission, Vision, and Values are clearly aligned with our strategic action items and contribute to our distinctiveness within the Australian higher education landscape. We are committed to leading by example and reducing our direct environmental impact through our operations, organisational practice and culture.



UniSA Business School undergraduates attending their graduation ceremony

Quality Assured

UniSA and UniSA Business School are recognised through various accreditations, ratings and rankings.

- UniSA is ranked 26 in QS Top 50 Under 50 2018. We are one of only three Australian institutions awarded a 5 star rating in the Social Responsibility category and also received QS 5 stars for research, teaching, employability, internationalisation, facilities and innovation.
- UniSA is ranked 32 in THE Top 200 Young University Ranking 2017 and ranked in the THE Top 250 World University Rankings 2018 (ranked 8 in Australia).
- UniSA received a UniSA received a five star rating In the Good Universities Guide for social equity, student demand, learning resources and skills development and is rated number one in the state for 'social equity'.

UniSA Business School is among the best business schools in the world and we continually challenge ourselves to improve.

- UniSA Business School has been accredited with EQUIS since 2004, longer than any other Australian institution
- UniSA Business School received 5 stars in QS stars business school rankings in the following six categories:
    - Teaching and Student Quality
    - Internationalisation and Diversity
    - Facilities
    - Engagement
    - Employability
    - Program Strength: Master of Business Administration (MBA)

- UniSA Business School MBA has a 5-star rating from the Graduate Management Association of Australia (GMAA) and has been in the top 10 of the *Australian Financial Review*'s Boss Magazine MBA rankings for 10 years.
- UniSA Business School has a full-time employment rate of 74% for undergraduate and 90% for postgraduate which is above the Australian university benchmark and the highest in South Australia for Business and Management (Graduate Destinations/Outcomes Survey 2016).
- UniSA Business School is recognised through ERA for Australia 2015 as delivering above world-class research in the fields of Marketing, Business and Management, and Law.

UniSA Business School has more than 200 corporate, government and not-for-profit research partners, both local and international. Our activities are shaped by the opportunities and challenges our partners face and has resulted in long-standing relationships of shared value through repeat and ongoing collaboration.

EFMD EQUIS ACCREDITED
The UniSA Business School is EQUIS accredited

QS STARS RATED FOR EXCELLENCE
BUSINESS SCHOOLS 2017
OVERALL

Graduate Management Association Of Australia
MBA 5 Stars



Brian Hayes QC
Eminent legal policy, environmental and human rights lawyer and Executive Partners Program Mentor

CHAPTER 2

TEACHING AND LEARNING

Guided by the mission, our program strategy is to deliver education that prepares and positions students for global professional careers with a focus on innovation, entrepreneurship and growth. Integrated within this is an international perspective and core values of ethics, responsibility and sustainability.

UniSA Business School has effective curriculum development, monitoring and review processes with internal/external stakeholder engagement and oversight through various levels of academic governance. Our Assurance of Learning has been developed and implemented to strengthen the ongoing monitoring, annual Curriculum Innovation Process, and comprehensive review processes. Our Program Learning Outcomes are aligned with our mission and the UniSA Graduate Qualities adopted in 1997.

An outcome of the major program reviews implemented over the past five years is substantially revised and strengthened visibility of ERS curriculum content within our programs.

All UniSA Business School programs are designed to develop graduates who are committed to ethical action and social responsibility as a professional and citizen, a core long-standing commitment established through the UniSA Graduate Qualities. Course materials, case studies and assignments are designed to inform and develop these capabilities.

Appendix I provides a student perspective on how UniSA Business School communicates the value of ethical, socially responsible and sustainable behaviour as well as the opportunities that exist for students to participate in extra-curricula activities and community outreach programs with a focus on ethics, responsibility and sustainability.

Ethical Action and Social Responsibility

A graduate of UniSA is committed to ethical action and social responsibility as a professional and citizen which includes:

- Demonstrating a commitment to personal ethical actions within professional contexts.
- Defining social aspects of a particular technology (political, economic, legislative, sociological, environmental etc).
- Appreciation of the impact of social change, the political decision-making process and economic imperatives of business and industry.
- Recognising social justice issues relevant to the discipline and professional area.
- Recognising the potential social and economic impact of enterprise activities upon particular social groups.
- Appreciation of the importance of sustainable development.
- Demonstrating responsibility to the community and be aware of safety, efficiency, innovation, cost-effectiveness etc.
- Consideration of the relationship between the construction of power and privilege and the ability of discipline knowledge to perpetuate or dismantle social inequality with respect to Indigenous groups.

w3.unisa.edu.au/gradquals/staff/indicators.asp

Programs and Courses

Bachelor

Our programs focus on global professional careers and enterprise skills that reflect our values of ethics, responsibility and sustainability.

The Bachelor of Innovation (Honours) is an example of one of our ground-breaking programs which aims to develop the skills, experience and mindset to be an innovator, whether in an existing enterprise, in a new venture, or in further postgraduate research studies. The program has a particular focus on 'wicked problems' and social transformation such as: the potential of driverless cars to transform the social experience of the elderly; reducing the global impact of 'fast fashion'; and improving recognition of recyclable food containers.

All bachelor level programs have a core ethics and social responsibility course. Through Business and Society and Lawyers, Ethics and Society, students consider the way different perspectives affect ethical decision-making, their role as a professional in ethical decision-making, and how businesses and law contribute to society.

- ***Business and Society*** develops students' understanding of the relationship between society, business, government, and the not-for-profit sector. It considers the historical and cultural influences on that relationship and the responsibilities of professionals as managers, practitioners, employees and customers. It provides the foundation for future study in the Business School courses. The course also aims to enable students to identify a range of professional capabilities necessary for participation in a sustainable society. *study.unisa.edu.au/courses/1O5458*

- ***Lawyers, Ethics and Society*** ensures students know the legal and ethical responsibilities of a professional lawyer; have an understanding of how to react to particular professional and ethical situations that might arise in the future; and facilitates legal career development planning. *study.unisa.edu.au/courses/1O1575*

We also have core courses that incorporate specific ethical issues at the undergraduate, such as *Contemporary Issues in Accounting* and *Essentials of Marketing Planning*.

Students can also develop their knowledge and skills in relation to ERS through elective courses, including *International Management Ethics and Values*, *Sustainable Logistics and Supply Chain Management*, and *Environmental Sustainability Law* as well as through experiential learning courses. For example, students have the opportunity to undertake a four-week community-based project in a developing country, learning about ethics, social responsibility and sustainability in an applied setting through *International Business Project.*

Master

Our master level programs have a *Business Ethics* core course, which addresses the 'knowing and doing' sides of business ethics, responsible stakeholder management, corporate social responsibility and responsible leadership, with the aim of building knowledge and fundamental skills to succeed in an environment of contested values.

- ***Business Ethics*** equips students with a conceptual understanding of ethics in business and enterprise, and to develop the capacity to manage ethical issues in organisations. The course includes theories of business ethics; common ethical problems; prescriptive vs descriptive ethics; the psychology of ethical decision making; ethical problems of managers; managing for ethical conduct; ethical problems of organisations; organisational ethical issues in a global business environment. *study.unisa.edu.au/courses/1O6O16*

We also have core courses that incorporate specific ethical issues at the postgraduate level, such as Contemporary Issues in Accounting M.

- ***Contemporary Issues in Accounting M*** extends students' ability to research and critically analyse financial accounting and corporate reporting theories and their application to controversial accounting standards and practices. This includes corporate social and environmental reporting, regulations of financial accounting and standard setting and the conceptual framework for financial reporting, earnings management, earnings quality and discretionary accruals, corporate governance and corporate failure, and accounting and ethical action. *study.unisa.edu.au/courses/O12986*

A capstone strategy course *International Business: Strategy and Ethics* also strengthens the focus on global social responsibility and educating the next generation of responsible global leaders.

- ***International Business: Strategy and Ethics*** provides students with theoretical and practical knowledge of the role and impact of business strategy and ethics on management decision making and business conduct in the international business context. The course focuses on issues of business competitiveness in the global business environment and factors that explain the success and failure of international firms. *study.unisa.edu.au/courses/1O1O45*

In addition to our core courses, students have the opportunity to undertake learning around ethics, social responsibility and sustainability in elective courses, including *Managing Sustainable Value Chains, Managing Across Cultures* and *Tourism: Impacts and Sustainability*.

MBA

Our MBA program provides students with theoretical and practical knowledge of business ethics, corporate governance and sustainable business, and explores their impact on organisational management and leadership, business strategy, and business conduct. The *Ethics, Governance and Sustainability* course specifically examines the role of business in society and how this role might be fulfilled. *study.unisa.edu.au/courses/1O6O62*

Topics covered in this course include:

- Business and society: the role of business in society, including a critique of the shareholder, stakeholder, and triple bottom line approaches.
- Business ethics: principles of ethical decision making, their application in the business context and the implications for business conduct, ethics in the global business setting, and contemporary ethical dilemmas for managers.
- Sustainable business: concepts of sustainability and sustainable business, key social and ecological challenges, and how sustainability issues can be addressed in business strategy.
- Corporate governance: what corporate governance and good governance practices are, and the implications for managers and management decision making.

The *Company Directors Course* is delivered by the Australian Institute of Company Directors (AICD) and provides students with advanced theoretical and practical knowledge of the role of the Board and the responsibilities of being a Director. *study.unisa.edu.au/courses/159744*

Executive Education

UniSA Business School's executive education portfolio focusses on innovation, entrepreneurship and business growth as well as the acceleration of global professional careers. The emphasis is on building applied skills for industry through the various stages of growth from supporting start-ups to bespoke business leadership, management, and executive development programs. A particular area of specialisation is unlocking the potential for growth in Small and Medium-sized Enterprises (SMEs) through our world-class business growth programs. Further details of our external leadership is included in the partnerships with industry section of this report. *unisabusinessschool.edu.au/executive-education*

Global Professional Careers

Core to our mission and integrated into our programs is the need to develop enterprising graduates for global professional careers.

We have embedded a core course (developed with our career centre) into the first year at undergraduate and postgraduate level to set career goals, identify best pathways for development, and encourage the crafting of personalised plans that make the most of the degree. Career integrated learning is also embedded within curriculum as part of our program development and review process (including case studies, visiting business leaders, international study, projects, and internships).

Engaging with industry is at the core of our teaching philosophy. This includes providing students with access to networking and engagement opportunities with industry professionals. We work in partnership with some of the world's largest organisations to educate the next generation of business and law professionals and executives, uncover new knowledge, deliver responsive, clever business solutions, and address local and global issues.

At the bachelor level, we offer group projects, clinics, and internships, as well as our Business Career Mentor Program. At the master level, we offer business study tours, international and domestic internships, applied projects, and our Executive Partners Program. An industry focus has driven the transformation of our doctoral training, with students embedded within a community of practice.

Thought Leaders

Guest lectures provide an opportunity for students to engage directly with professionals and specialists in a specific field.

Some examples from our 2016/2017 reporting period include:

- Andrew Bishop and Wayne Londema Managers from Renewal SA, presented a joint guest lecture to the Land use Planning and Sustainability class Property Field Trip on the Bowden Urban Renewal project including urban infill, land remediation, affordable housing, energy and water efficiency measures, diverse partnerships and development to support place making and building community, April 2016.
- Visiting Scholar Dr Sharon Venne, Indigenous Treaty person (Cree) Member of the United Nations Working Group on Indigenous Peoples presented to the Human Rights Law class on the development of the rights of indigenous peoples within and outside of the United Nations framework, October 2016.
- Rob Alberton, PepsiCo Sustainability Manager presented a guest lecture to our MBA Ethics, Governance and Sustainability class, November 2016.
- The Hon Vincent Kelly, Leader of the Dignity Party and Member of SA Parliament presented a guest lecture to the Policy and Planning for Sustainable Tourism class on the Accessible Tourism report and policy that they have developed on accessible tourism. The report calls on the SA tourism industry to make tourism more accessible for people with disabilities and our aging populations. October 2017.

2017 Thankyou. Combining Ethics and Business

In 2017 UniSA Business School hosted Kalvin Heart of Thankyou. Kalvin presented two guest lectures to staff and students, The company's objectives and goals, and how they have turned an unusual business model into a successful operation. Changing how we think of entrepreneurism, how to combine ethics and business, inspiring everyone to make a difference. Thankyou. is an Australian social enterprise. where 100% of profits from its water, body care, baby care and food products are given to help end global poverty, providing access to a safe childbirth, healthcare, water and sanitation services and food. *https://thankyou.co/*

View from the Top

Our exclusive View from the Top seminar and networking series that connects executives and thought-leaders with our MBA and postgraduate students, alumni and high achieving final year undergraduate students.

Presenters share leadership and industry insights and advance debate on issues that affect the business world and our society. Our broader community of students, alumni, industry and academic partners can also benefit from these events - each View from the Top seminar is available to view online.
unisabusinessschool.edu.au/connect/view-from-the-top



A 2017 View from the Top highlight, Rosie Wheen, Chief Executive of WaterAid presented Making SDGs a Reality - what will it take?. Rosie talked about Goal 6 of the Sustainable Development Goals, everyone everywhere having access to water, sanitation and hygiene. Rosie shared her reflections on the crucial role of how leadership, collaboration and addressing inequalities will play to achieve this. youtube.com/watch?v=UpqAAJsZnuE

Some further examples from our 2016-17 program include:

- Data Driven = Disruptive: with Dr Roger Kermode, an expert technology strategist and Practice Principal at Hewlett Packard Enterprise.
- Emerging Sectors: with Julianne Parkinson, an alumna of UniSA Business School, with25 years' global consulting experience with Ernst & Young, KPMG and Herbert Smith Freehills.
- Leadership and Complex Decision Making: with Jim McDowell, UniSA Chancellor and former CEO of BAE Systems Saudi Arabia.
- Reflections on 40 plus years in business in Australia and overseas: with Leigh Clifford AO, Chairman at Qantas Airways Limited.

Internships, Mentoring and Volunteering

- ***UniSA Business School's Business Internship Program*** offers undergraduate and postgraduate students the opportunity to undertake placements in businesses of all types, large or small, public, private or not-for-profit, start-up or long-term businesses. In 2017, Elliot King and Lachlan Merrigan were successful applicants in obtaining an internship with the United Nations. They worked in Cambodia as assistants to the prosecutors who continue to pursue the former Khmer Rouge, starting at the Extraordinary Chambers in the Courts of Cambodia. *unisabusinessschool.edu.au/study/internships*

- ***UniSA Business School's Business Career Mentor Program*** connects student with an experienced business professional to enhance their employability and broaden their network. Our mentors are a mix of UniSA Business School Alumni and industry partners with a variety of skills and experience relevant to our student's area of study and career aspirations. We have mentors and mentees based locally, interstate and internationally and are able to facilitate face-to-face as well as online mentoring relationships. *unisabusinessschool.edu.au/connect/alumni/mentoring/bcmp*

- ***UniSA Business School's Executive Partners Program*** is a mentor program, which aims to connect high achieving postgraduate students with Executive Partners of the UniSA Business School. Our Executive Partners are current active, semi-retired, or recently retired senior executives, who desire to engage with high performing students in various roles in partnership with academic staff to contribute to students' fuller understanding of work and industry, providing one-on-one guidance throughout the students' degree program, and often beyond. *unisabusinessschool.edu.au/connect/alumni/mentoring/executive-partner-program*

- ***UniSA's Volunteer Connect*** has partnered with some amazing community and non-governmental organisations to enable students to enrich their university experience and achieve their personal goals by taking part in student volunteering. Volunteering is a great way for students to add substance to their resume and give back to the community. Employers really value not only the skills and experience students have gained through volunteering, but also their altruistic spirit. *i.unisa.edu.au/students/experience-unisa/unisaplus/volunteering*

We also support student-led initiatives such as the Bright Futures Society. UniSA was the first Australian university to set up the society, affiliated with UniSA Career Services and Career Shop. The society is about empowering students, the employability of students and optimally getting students to the stage where they have jobs before graduation - a student society run by students for students.
usasa.sa.edu.au/Clubs/brightfutures

Business Career Mentor Program Recognition Award Recipients

Through the mentorship, Megan discovered that she needs structure, and that when everything becomes uncertain she had a flimsy framework for dealing with it. Uncovering this gap has resulted in Megan really building her own learning, wellness and resilience practices. She is now able to see her own behaviours, explore her own reactions, and put into practice the founding principles of leadership from which great leaders emerge.



Megan Cunningham
Bachelor of Marketing and Communication

Winnie is an international student, where English is her second language, but that does not prevent or inhibit her from achieving her goals and pursuing career opportunities. Winnie was prepared to start from the bottom and work her way up to achieve similar career levels from her home country, where she had management roles. It is a testament to her character and passion in succeeding in Australia, a real role model to any other international student willing to succeed in a competitive market.



Winnie Nguyen
International MBA

International Experience

Our students also gain an international edge by studying at UniSA, with over 34,000 students from more than 100 countries, and academic staff from 75 nations. In 2016, 2,316 international students studied with the UniSA Business School. Not only do we pride ourselves on our global network of students, staff, alumni and partners, we also actively support our students to have international experiences - in 2016 our students traveled more than two million kilometres worldwide!

International perspectives are embedded throughout our programs which require students to think globally. There are also specific components which require students to be aware of their own and other cultures, recognise inter cultural issues, appreciate the importance of multicultural diversity and be aware of the implications of decisions for local communities.

Students can choose a year long exchange, full semester exchange or a shorter-term options including study tours. We work with more than 80 partner universities in over 24 countries, offering a variety of opportunities. Students can offset the cost of their student mobility experience by applying for either a UniSA Business School grant or UniSA International Travel grant; other funding opportunities exist in the form of Australian government scholarships and loans. International exchanges and intensive study-tours open doors to new possibilities and experiences, and we have strong connections with prestigious universities in Europe, Asia, and the Americas. International exchanges provide students with experience invaluable for their personal and professional development, giving them a global perspective. *i.unisa.edu.au/students/business/exchange*

MBA Business in China International Study Tour

An example of our shorter-term study tours is our Business in China International Study (BICIS) tour. This study tour travels to China, where students gain first-hand knowledge of the Asian business environment. Students develop the ability to identify the opportunities and challenges of conducting successful business in China, and craft effective strategies that could be implemented to capture opportunities and overcome obstacles for successful ventures in that region. The study tour is taken in conjunction with the Business in China Tour Project (as an elective option) OR Strategic Research Project (as a Capstone option) course.

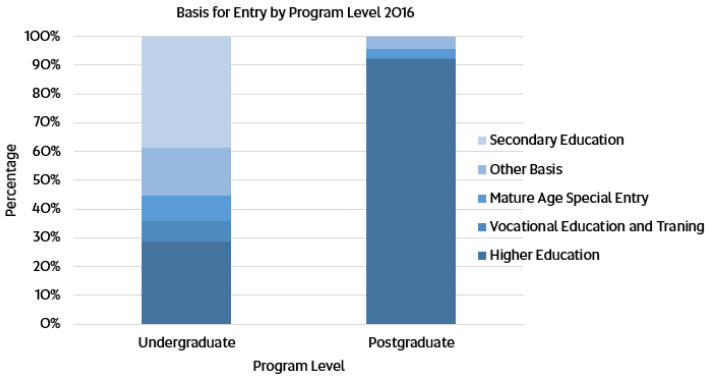


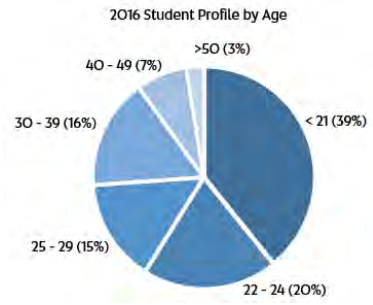
Pictured: 2017 MBA BICIS program cohort.
The group visited companies and historical sites in Beijing, Shanghai and Suzhou provided unique opportunities for students to understand the 'old' and 'new' China, including a number of presentations from Peking University leading scholars and business leaders from multinational corporations and local start-up companies presenting valuable and interesting topics and business cases.

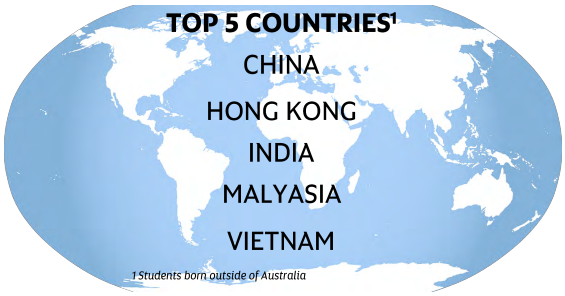
European Summer School of Advanced Management

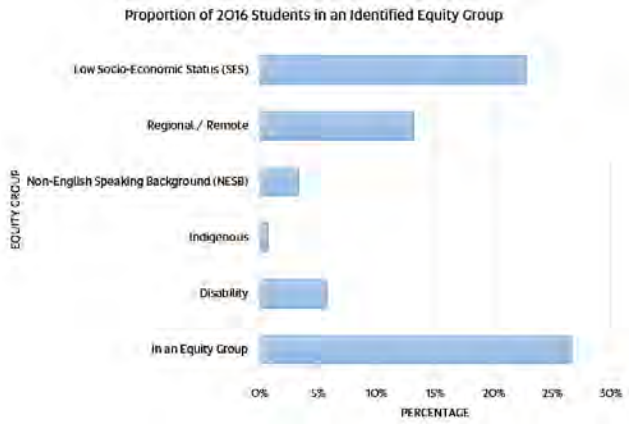
UniSA Business School is part of an international consortium of outstanding business schools , that organises the European Summer School for Advanced Management (ESSAM). This two-week study tour, gives 100 MBA students an intensive experience of international business consisting of lectures, workshops, a consulting project and company visits. Previously hosted in London, Glasgow and Copenhagen, ESSAM offers a unique opportunity for MBA students to work together and explore the future of business in an international environment.

2016 UniSA Business School Student Profile Snapshot









SA's #1 Business School for graduate employment

QILT: Graduate Destinations Survey 2013-2015 Full-Time Employment Indicator

At-A-Glance

7430 total number of students

246 or 199 Full-Time Equivalent (FTE) faculty

A highly International student body,
with more than 100 countries represented and
43% of students born outside of Australia

We are the largest business school in South Australia

60+ student exchange partner institutions

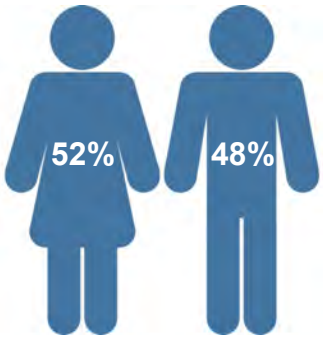
More than 55,000 alumni, an international community of enterprising professionals, managers, and scholars

No.1

INSA

FOR STUDENT SATISFACTION

QILT: Course Experience Questionnaire 2015-2016 Overall Satisfaction Item



Student Experience

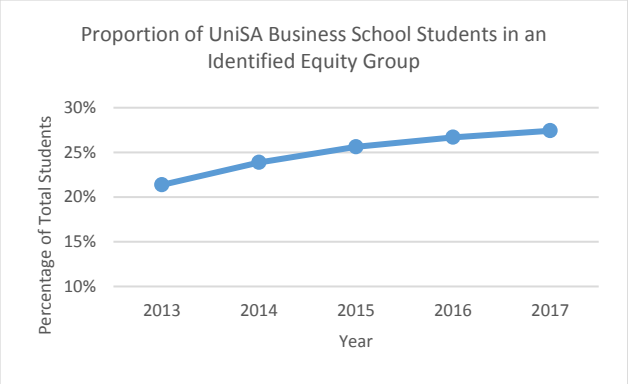
UniSA Business School is committed to building a diverse student body that has an emphasis on academic achievement, professional experience and graduate outcomes. We are the largest business school in South Australia with 7430 students in 2016. We are committed to equity and excellence, working to attract high-calibre students, regardless of their circumstances, and to provide them with the academic and career-focused support they need to succeed in a global workforce. We have a distinctive student profile, with a high representation of mature-age students who are attracted by our industry relevant programs and our reputation for strong connections with industry.

We aim to build social cohesion through providing equitable access and outcomes for students from diverse backgrounds. In 2016, approximately 25% of the total student body comprised international students although 45% were born outside Australia and 246 domestic students specifically identified as coming from a non-English speaking background.

We believe that everyone should have the opportunity to access further education. UniSA offers a range of entry pathways to university study whether students have no previous qualifications or already studied at a tertiary level through university or a Vocation Education and Training (VET) organisation. In terms of SES, the majority of our students come from either low (23%) or medium (52%) SES backgrounds with a substantial proportion being 'first in family' to attend university. Around 700 students come from remote or rural areas and over 420 students identified as having a disability.

We are committed to becoming the Aboriginal and Torres Strait Islander University of Choice and provide our staff and students with opportunities to build their cultural awareness and understanding. In 2016, we had 53 students who identify as Aboriginal or Torres Strait Islander. This number has grown by 33% over the last five years and this upward trajectory of participation is a strategic priority.

In total, over a quarter of our students identified as being in one of the equity groups defined by the Australian government and this has increased by 10% over the five-year period. UniSA Business School prides itself on supporting the transformation of its diverse student population and specifically providing a pathway for low SES, first in family and rural/remote students to pursue global professional careers.



Student Engagement Unit

UniSA's Student Engagement Unit (SEU) is an important university-wide component in the development of an inclusive learning environment. SEU provides a wide variety of services and resources to enhance the university experience of all students including study support, counselling and wellbeing services, career and employment advice, and a range of extracurricular activities, such as UniSA Sport. SEU also offers specialised services for students with disabilities, medical conditions, international students and Aboriginal and Torres Strait Islander students. *unisa.edu.au/studentengagementunit*

University of South Australia Students' Association (USASA) is a student run organisation that aims to make a student's time at University more enjoyable. It provides support, advice and fun events, both on and off campus. *unisa.edu.au/usasa*

The University with USASA and professional interest groups offer a variety of academic clubs which provide students with the chance to socialise with other students and build positive relationships with industry such as Bright Futures and the Business and Finance Society. Others focus on global equity and diversity issues such as Amnesty International, Oxfam, Rainbow Club and Women's Collective.
i.unisa.edu.au/students/experience-unisa/clubs-societies

Business Student Hub

UniSA Business School has a dedicated Business Student Hub, established in 2015 to provide a single point of entry for student support services from first year through to graduation. The team provides expert advice to students on program/course matters including study options, elective choices, any academic difficulties, and it facilitates referrals to support services across UniSA. The Hub leads and implements initiatives to support student transition, retention, progress, and success, enabling students to gain the most benefit from their study experience. It also provides a physical space for students to gather, connect, and network with peers.

Student engagement and progress is monitored and those identified at risk are provided with academic counselling to help support academic progress. Advisers work with students to complete an 'Action Plan' outlining the challenges impacting their study and how these can be overcome in the following study period. An academic review committee is established to consider further action where a student is identified as making unsatisfactory progress in three or more review periods.
i.unisa.edu.au/students/business/support/hub

Student and Community Engagement



We also recognise that academic success is underpinned by a sense of connection to peers, faculty and the broader institution. Throughout the year there are many events, associations, clubs and activities for students to join in, helping them to develop new friendships and networks, some of which will lead to employment opportunities. Our UniSA Business School Student and Community Engagement team hold social events for both students and staff, providing the opportunity to connect outside the classroom, including through our Community Gardens, Your Culture, My Culture program and regular events such as the Spiced cooking demonstrations.
i.unisa.edu.au/students/business/life/culture
i.unisa.edu.au/students/business/life/gardens

In 2016, UniSA Business School supported the establishment of a student-led sustainability club which set-up the Community Garden on the City West Campus. The weekly event is open to all students, staff and alumni and includes free Fairtrade hot beverages, catering from local businesses promoting healthy and sustainable eating, planting activities with the opportunity to take a seedling home and a local harvest share - bring along any extra fruit, vegetables and herbs growing at home to share with others.

SUN, SURF AND THE OUTBACK was another one of our 2017 initiatives to give international students a taste of Australian culture. The camp combined activities such as tasting local South Australian food, visiting a wildlife sanctuary and camping under the stars with two days of guided surfing lessons.

Peer Assisted Study Sessions

Our Peer Assisted Study Sessions (PASS) program is an academic assistance program designed to assist students with their understanding of the course content and performance in the course. The PASS program is based on Supplemental Instruction, developed at the University of Missouri in the United States of America and is used extensively in universities across Australia.

PASS program is a UniSA Business School initiative, coordinated by an Internationally Accredited PASS Supervisor in our Student and Community Engagement team, and has been adopted by UniSA. PASS, facilitated by students who have excelled in particular courses (PASS leaders), assists students with understanding the course content in a relaxed and informal environment. PASS leaders (supported by faculty staff) serve as peer facilitators and the role requires them to be familiar with the subject outline and weekly

content covered by lecturers and tutors, as well as to model and encourage effective study behaviour. To be eligible to become a PASS leader, applicants are required to maintain a Grade Point Average of 5.5 or higher, have received a High Distinction or Distinction in the course(s) they wish to facilitate, have a minimum of 12 months left in their degree, and be available for a compulsory group interview and separate training day.

PASS provides an opportunity for students to develop relationships with fellow students. Students who attend regularly (6-8 times a semester) can improve their grade between 12-15% and provides peer collaborative learning experiences which promote assimilation into the campus culture.
i.unisa.edu.au/students/business/support/pass

95% of 2016 participants and 100% of PASS peer leaders recommend PASS to other students

UniSA+

UniSA+ launched in 2016, provides a framework for acknowledging and verifying student participation in a wide range of extra-curricular activities offered across the University. It's built around three pillars: Leadership and Enterprise, Social and Global Engagement and Self-Development.

- *Leadership and Enterprise* requires students to participate in approved programs that have a focus on leadership development, enterprise or entrepreneurship.
- *Social and Global Engagement* involves voluntary participation in activities with community organisations. Students are encouraged to seek opportunities with organisations that have a global reach and actively develop their understanding of global and cultural issues.
- *Self-development* requires students to participate in activities that will develop their personal and professional skills and aid their overall employability.

Reflection and employability workshops underpin the pillars of leadership and enterprise, global and social engagement, and self-development. Students are able to complete the requirements across the whole duration of their degree and can choose the activities that will be most relevant to their desired career. Students who complete the requirements are included on the Pro Vice Chancellor's commendation list, receive a certificate from the Vice Chancellor and attend an awards ceremony. *unisa.edu.au/unisaplus*

UniSA Leadership Program

The UniSA Leadership Program aims to produce leaders who will contribute to a cohesive, sustainable society. UniSA students are future change-makers, tomorrow's business, political and community leaders. Students can develop their personal strengths and understanding of how to use these in study, work, and life.
unisa.edu.au/leadership

The program is made up of three tiers, allowing students to shape their own unique leadership journey. Activities across all three tiers can be counted towards UniSA+.

- ASPIRE - Available to all enrolled UniSA students and provides an insight into different styles of leadership, builds self-awareness and assists students to develop the skills needed to work effectively in leadership teams.
- UNITE - Offered by application to current student leadership groups at UniSA, taking leadership development a step further by focusing on more in-depth self-awareness and self-management strategies, team building, consensus building and more.
- LEAD - By invitation only, LEAD is a capstone program which is offered to exceptional leaders identified through ASPIRE, UNITE and other UniSA leadership roles/programs. It provides an opportunity to gain an in-depth understanding of their strengths, weaknesses and values, while also collaborating towards a major initiative at UniSA. Students receive ongoing coaching, mentoring and support as they seek to be a change leader on behalf of other students at UniSA.

Flexible Learning

UniSA students have been able to study without traveling to a physical campus since 1991. We established a Distance Education Centre more than 25 years ago (one of only eight in Australia) and played a leading role in establishing OUA (Open University Australia) where we continue to offer programs. The tradition continues through the implementation of the UniSA Digital Learning Strategy 2015-2020, which ensures we deliver engaging curriculum, support our students, expand our flexible learning arrangements, develop our faculty, and inspire the entire UniSA community through lifelong learning.

A key component of the strategy is the launch of UniSA Online and the delivery of a suite of high quality, fully online undergraduate programs from January 2018. Undergraduate programs will be offered flexibly to students based locally and nationally and will be supplemented by a suite of tailored learning, well-being and extra-curricular services, and online resources.

UniSA Business School has made a major contribution to the project through the development of five programs that have been specifically designed for online delivery. These include Accounting, Human Resource Management, Management, Marketing, and Criminal Justice degrees. The development of specialised curricula has required the intensive participation of faculty to ensure our offerings are fit-for-purpose, distinct and of the highest quality.

UniSA is proud to have developed a strong commitment to engaging with and developing tertiary education in the state's regional communities. Our two regional campuses in Whyalla and Mount Gambier have high-speed fibre optic and are now among the most connected regional cities in Australia. Programs offered at our regional campuses reflect the needs and priorities of the regional community.

Students have fast access to online resources, ensuring they receive access to the same curriculum, resources and faculty as students in the city. Both campuses feature collaborative teaching and learning facilities so lecturers, tutors and students can instantly display their work on large screens for discussion and debate.

Scholarships

Each year more than 2500 UniSA students from all walks of life benefit from scholarships and grants worth millions of dollars. There are over 150 different grants and scholarships available to support both new and continuing students in the UniSA Business School. Many of these have an equity focus and we are particularly proud of our Aboriginal MBA (AMBA) and Women in MBA (WiMBA) scholarships. These actively address leadership inequality and champion Aboriginal Australians and women with leadership potential, to advance their careers into senior management roles.

MBA scholarships are offered in partnership with employers who contribute 50% of the tuition fees. To maximize success, employers are also required to provide flexible working arrangements to support study, a career mentor and supportive career pathway options. Organisations that partner with us on this initiative show their commitment to addressing diversity in leadership and foster growth of their talent pipeline and business. *unisabusinessschool.edu.au/mba/scholarships*

Aboriginal MBA Scholarship

UniSA Business School is committed to advancing leadership diversity, championing business growth, sustainable economic development and prosperous communities in our State with the AMBA Scholarship. Demonstrating our commitment to leadership diversity, we are honoured to offer the AMBA Scholarship, working in partnership with employers. It is an active move to address leadership inequality and to strengthen UniSA's role as Australia's Aboriginal and Torres Strait Islander University of Choice. The scholarship enables Aboriginal Australians to undertake our 5-star MBA program, to advance and transform their management career and prepare them to think, and act, as a global business leader.

Women in MBA program

UniSA Business School has joined four of Australia's leading business schools Macquarie Graduate School of Management, Curtin University, Monash Business School and Sydney Business School, in a landmark partnership agreement designed to tackle the gender imbalance in MBA - WiMBA. Together, the network of top business schools have committed to raising funds to attract 320 new women into MBA programs over three years (2016-2018). WiMBA aims to generate national opportunities for women to grow their influence and leadership, and help rebalance leadership gender diversity.

> *"Because WiMBA is about a partnership with business to develop female leadership it does two things – it gets business and industry thinking in the right way about women's potential and then it gets them to back women to achieve that potential. UniSA Business School is proud to be part of a network that will support enterprising women in their career progress." Professor Marie Wilson.*

21.9%

OF DIRECTORS IN THE ASX 200 ARE WOMEN.

AUSTRALIAN INSTITUTE OF COMPANY DIRECTORS, JANUARY 2016

12%

OF ASX COMPANIES DO NOT HAVE A WOMAN ON THEIR BOARD.

AUSTRALIAN INSTITUTE OF COMPANY DIRECTORS, JANUARY 2016

17.3%

THE FULL-TIME AVERAGE WEEKLY ORDINARY EARNINGS FOR WOMEN ARE LESS THAN MEN.

AUSTRALIAN BUREAU OF STATISTICS, JANUARY 2016

52.8%

AVERAGE SUPERANNUATION BALANCES FOR WOMEN AT RETIREMENT ARE LESS THAN THOSE FOR MEN.

ASSOCIATION OF SUPERANNUATION FUNDS AUSTRALIA, DECEMBER 2015

Aboriginal Engagement



Pictured: Irene Watson, a Tanganekald, Meintangk-Bunganditj woman, solicitor, representative for First Nations Peoples at the United Nations and UniSA Business School Professor, was appointed as Pro Vice Chancellor for Aboriginal Leadership and Strategy, and Unaipon Chair. Professor Watson has responsibility for leading the development of a whole-of-institution approach to the recruitment, support, retention and success of Aboriginal people at the University and meeting its ambition to be Australia's University of Choice for Aboriginal people.

UniSA was the first university in Australia to make a stated commitment to reconciliation between Aboriginal and Torres Strait Islander Australians and non-indigenous Australians. The University was subsequently the first in South Australia to launch a Reconciliation Action Plan. The plan provides a framework for building relationships, deepening respect and providing more opportunities for Aboriginal and Torres Strait Islander people. We are committed to strengthening our position as the University of Choice for Aboriginal Peoples by creating an environment where Aboriginal students and staff can learn, grow and define the future in a place that acknowledges, respects and learns from Aboriginal wisdoms, and celebrates the pursuit of knowledge in all its diverse forms. UniSA understands that this requires true partnerships with Aboriginal communities and organisations.

In 2017, UniSA committed to the objectives of the new Universities Australia Indigenous Strategy, 2017-2020 and set clear targets for Aboriginal engagement including student recruitment and completion rates, employment numbers, and ensuring that Aboriginal cultural content is an integral part of the curriculum.

Through our programs and courses, we educate the community about the cultures, languages, history and contemporary experiences of Australia's Indigenous peoples. UniSA is committed to Indigenous education, and have developed an Indigenous Content in Undergraduate Programs guide. Through this, we have supported the development of a series of focused workshops to assist academic teachers with competency approaches and Indigenous or Aboriginal content in courses. We provide a well-rounded, inclusive and informed learning experience so our graduates can make a real difference. We support cultural change that will deliver better opportunities and outcomes for Aboriginal and Torres Strait Islander people, and empower our communities and cities.

Indigenous content is included in the curriculum and Aboriginal and Torres Strait Islander leaders are invited to lecture in many UniSA Business School courses, such as Business and Society; Management Principles; Policy and Planning for Sustainable Tourism; Land Use, Planning and Sustainability; Property, People and Place; and Business Operations. The incorporation of Indigenous content in our compulsory core course Business and Society since 2010 has also ensured that all students receive meaningful content on Indigenous issues facing business.

Some examples of UniSA's Aboriginal engagement strategies include:

- ***Wirringka Student Services*** - Wirringka is a Kaurna word meaning 'together and in common with'. The role of Wirringka Student Services is to help 'build the capacity of Aboriginal people through education to improve the cultural, social, economic and environmental wellbeing of Aboriginal individuals and communities'. *i.unisa.edu.au/students/student-support-services/wirringka-student-services*

- ***Aboriginal Tutoring Program*** - The Aboriginal Tutoring Program offers Aboriginal students free access to qualified tutors with skills and experience in a wide range of study and research areas. Tuition includes areas including program content, time management, academic writing, essay planning and referencing skills.

- ***Aboriginal Pathway Program*** - Aboriginal Pathway Program is a one and a half year program that supports students with no previous qualifications for university study. The program is open to all people who identify as Aboriginal and can lead to entry into a university degree at the University of South Australia.

- ***Indigenous Defence Consortium*** - UniSA and the Indigenous Defence Consortium are collaborating to create opportunities and pipelines for Aboriginal students to enter the Aboriginal business sector. Through this partnership, UniSA is supporting skills development in areas such as science and systems engineering, business administration, supply chain management, business marketing and growth and entrepreneurship.

- ***Indigenous Employment Strategy*** - UniSA has a long-standing aim that at least 2% of its workforce will be Australian Aboriginal and Torres Strait Islander people. This target is guided by the Indigenous Employment Strategy; Yaitya Warpulai Tappa (Indigenous work path).

- ***Aboriginal Cultural Safety/Awareness*** - Faculty and professional staff are also encouraged to attend Aboriginal Cultural Safety/Awareness workshops. UniSA Business School is leading the way, by including this as an integral part of our staff development and has doubled staff attendance in 2017.

Australian Indigenous Mentoring Experience

Since 2013, UniSA has partnered with the Australian Indigenous Mentoring Experience (AIME) providing a dynamic educational program that gives Aboriginal and Torres Strait Islander high school students the skills, opportunities, belief and confidence to finish school at the same rate as their peers. AIME is a mentoring program based at universities where we build a bridge to local high schools and mentor the most disadvantaged kids out of inequality. UniSA's long-term commitment to the partnership with AIME was consolidated through the signing of a 10-year Mutual Statement of Commitment in 2015. AIME has proven to dramatically improve the chances of Indigenous kids finishing school. AIME also connects students with post Year 12 opportunities including further education and employment.
unisa.edu.au/Study-at-UniSA/UniSA-College/AIME-mentoring



2016 Images of Research: Engaged Research, Enterprising Researchers photography competition Finalist: Professor Carol Tilt Image Title: Accounting for Environmental Impact

CHAPTER 3

RESEARCH

Research at UniSA is inspired by challenges and opportunities, partnered with end-users and communities, and underpinned by excellence. Our initiatives are focused on real-world impact, entrepreneurship and commercialisation, through an interdisciplinary approach to research and research outcomes.

UniSA's strong commitment to cutting-edge research and engagement with industry has been well recognised, with 97% of our research rated at or above world standard (Excellence in Research for Australia 2015). This is an impressive result for a young university and we are proud of our achievements. As a university, we are focused on extending our global reach and influence. We are building enduring and mutually beneficial relationships with our international partners and have a globally diverse research community.

Our researchers are actively encouraged to work with international academic partners and our transformed PhD also draws participation from leading international researchers into postgraduate research training.

Research themes

The rapid pace of global change is driving many new social, economic and environmental challenges. Research at the University of South Australia has been positioned around six key themes to ensure we can deliver innovative and sustainable solutions that respond to the most pressing needs of our world today.

AN AGE FRIENDLY WORLD

We will shed light on how individuals at every stage in the life course can achieve their potential. Our research will empower governments, community agencies, private businesses, care providers, regulators, the young, the middle aged and the old, to create a better, healthier and more productive society.

TRANSFORMING INDUSTRIES

Australian competitiveness needs innovative industries and services that are focused, agile, high value-add, transformative and fully integrated into global supply chains. By prioritising the sustainable use of our resources and by adding value where we have a competitive advantage, we will optimise long-term economic, social and environmental benefit to the community.

SCARCE RESOURCES

Australia needs to develop management systems, capacity and know-how to support sustainable living under the conditions of changing demographics and demand for constrained natural and human resources; fragile and threatened ecosystems; commoditised cultural resources; and extreme climatic changes. We work with communities to create and implement sustainable strategies and solutions that restore, protect and optimize social, cultural, economic and environmental resources.

CANCER

Our research is focused on reducing the burden of cancer and its progression. This includes prevention, diagnosis and the impact of cancer and its treatment on physical, psychosocial/ spiritual and economic wellbeing. Collaborators include the wider community, government and non-government organisations.

HEALTHY FUTURES

We take a holistic view of physical, mental, social, environmental, and community health research. We are focused on sharing insights about health, educating individuals and communities, and providing a framework for wellbeing across the lifespan. We do this across multiple research disciplines, from investigation at the cellular level to the analysis of populations.

TRANSFORMING SOCIETIES

Societies are in constant flux. Our research examines and evaluates changes in the world and how it impacts our lives as individuals, families, organisations and communities. The outcomes will challenge current thinking. They will guide and inform decision making to approach transformation for the benefit of all, especially the most vulnerable.

UniSA Business School's delivers engaged research that is inspired by contemporary challenges and has a particular focus on **Scarce Resources**, **An Aging Friendly World**, and **Transforming Industries**. By working closely with academic and industry partners, we address real-world problems and link our disciplinary expertise with broad, multi-disciplinary research initiatives. We encourage researchers to cross boundaries in order to facilitate breakthrough research that impacts industry, organisations and communities.

Sustainable business growth is a key component of our mission and it finds expression in a number of ways in the scholarly activities of our faculty:

- Motivated by excellence; our global thought-leaders have expertise that can be applied across marketing, human resource management, applied finance and economics, tourism, international business, law, sustainability and governance.

- We have produced a substantial and highly regarded body of work on the management of scarce resources including water, with publications in high impact journals and the award of nationally and internationally competitive grants.
- The sustainability of corporate governance is central to the majority of our research, with weight given to both the transnational dimensions of corporate governance, and the ways in which social, economic and environmental objectives are embedded in business strategies and behaviours.

We support scholarship in all the professions represented in our portfolio and know that excellent results come from ethical and rigorous research.

Research Integrity and Ethics

UniSA is committed to creating an environment in which its researchers adhere to the highest of ethical standards. Integrity in the research enterprise is foundational to respecting the community's trust placed in our researchers as they seek to carry out work that can benefit us all. Honesty, accuracy, objectivity and efficiency mark every aspect of the research we undertake, and all our researchers have a responsibility and obligation to act in accordance with the Australian Code for the Responsible Conduct of Research. unisa.edu.au/research/integrity

All human interaction, including human research, has ethical dimensions. Responsibility for the ethical design, review and conduct of human research is exercised at many levels. While the processes of ethical review are important, individual researchers and the institutions within which they work hold primary responsibility for ensuring that their research is ethically acceptable. Research involving human participants also meet appropriate professional and cultural standards and legal requirements.

All staff and students who wish to undertake a research project involving humans (including direct collection of data, accessing data from databases and/or collection of human tissues/samples) must apply for ethics approval from the UniSA Human Research Ethics Committee (HREC). UniSA's research policies are consistent with sector guidelines and state and federal legislation. Under national guidelines the UniSA HREC is obliged to gather certain information before ethics approval can be granted.

Responsibilities of UniSA	**Responsibilities of Researchers**
The University will: • promote awareness of all its policies and procedures, and other guidelines and legislation relating to the conduct of research; and to make relevant documents readily available to researchers; • facilitate mutual cooperation with open exchange of ideas between peers respect and support freedom of expression and inquiry; • maintain a climate in which responsible and ethical behaviour in research is expected; • have a well-defined process for receiving and managing allegations of research misconduct; • train research staff and students in responsible and ethical research practice (1.3 of the Australian Code for the Responsible Conduct of Research) and as specified in related University policies; • promote appropriate mentoring and supervision of researchers and research trainees; • ensure, as far as practicable, a safe working environment in which to conduct research and, as far as practicable, the safety of all those associated with the research; and • ensure, as far as practicable, that agreements with contractors who conduct research on behalf of the University include a commitment to follow the general principles of the Australian Code for the Responsible Conduct of Research or another code that is consistent with these.	Researchers are expected to foster and maintain a research environment of intellectual honesty and integrity, and scholarly and scientific rigour. This requires researchers to: • search for knowledge and understanding; • conduct research honestly; • respect the rights of those affected by their research; • manage conflicts of interest so that ambition and personal advantage do not compromise ethical or scholarly considerations; • adopt methods appropriate for achieving the aims of each research proposal; • follow proper practices for safety and security and comply with relevant legislation, standards and University policy; • cite awards, degrees conferred and research publications accurately, including the status of any publication, such as review or in press, when giving information about themselves or others; • promote the adoption of responsible research practice; • ensure, as far as practicable, that agreements with contractors that they engage to conduct research under the auspices of the University of South Australia include a commitment to follow the general principles of the Australian Code for the Responsible Conduct of Research or another code that is consistent with these; • report suspected research misconduct, in accordance with the Australian Code for the Responsible Conduct of Research or University policies; • conform to the policies adopted by their institutions and bodies funding the research; and • disseminate research findings responsibly.

Research Strengths

UniSA Business School is recognised and respected for a comprehensive research program inspired by the contemporary challenges facing local, national and international communities. Our focus is always on finding practical solutions and creating new knowledge.

Numbers tell part of the story. Our per capita research funding is more than twice the Australian average, and over the past four years our research income has doubled, and we have seen a 50% increase in the number of articles our researchers published in top-tier journals.

The real story is about our impact, however. We work with more than 200 companies, governments and organisations, and many of these are long-standing relationships built on common goals and shared values. Whether it's identifying the potential impact of public policy or under taking cost benefit analysis on key investment decisions, we are equipped to partner on a wide range of issues that affect our communities and provide evidence that can help enact change. We are proud that we have helped many partners change the way they make decisions, develop policies and do business.

In the 2015 ERA rankings, all of our research was assessed as world-class or above. We have particular strengths in Marketing and Management and are one of only three business schools globally with an academic focus on SME business growth.

We have strong links, individually and collectively, with leading and like-minded research institutions in North America, Europe and the UK and are building equally exciting new relationships in Asia.

Centres and Institutes

We align our research and other intellectual contributions with our mission through investment in our research concentrations:

- **Australian Centre for Asian Business (ACAB)** produces high-quality research on Asian business and encourage the development of collaborative partnerships between Australian and Asian scholars, businesses and institutions. *unisa.edu.au/Research/ACAB*
- **Australian Centre for Business Growth (AUCBG)** provides business growth programs to Chief Executive Officers and executive teams of small and medium companies. AUCBG collects company data and uses diagnostics, expert presentations, facilitated group discussions, peer-to-peer learning and action planning to facilitate behavioural changes in company leaders. *unisa.edu.au/research/cbg*
- **Centre for Applied Finance and Economics (CAFE)** are at the forefront of emerging social issues with implications for the broader economy, such as the rising cost of health care, how to adjust to an ageing society, the need for greater financial inclusion and financial literacy, and workplace diversity and reform. Providing structure and focus for multi-disciplinary research looking at the dynamics of the global economy. *unisabusinessschool.edu.au/research/cafe*
- **Centre for Business Ethics and Responsible Leadership (BERL)** supporting research in the areas of ethics, governance, sustainability, corporate social responsibility, and responsible leadership. BERL, is a global leader in scholarship relating to responsible leadership, contributing a significant number of publications in Financial Times Top 50 (FT50) outlets, including the Journal of Business Ethics. *unisabusinessschool.edu.au/research/BERL*
- **Centre for Sustainability and Governance (CSG)** makes impactful intellectual contributions in areas of corporate sustainability and related areas. CSG is a recognised leader in water governance and policy, and a forerunner in such emerging areas as environmental finance and sustainability accounting. CSG members also founded and edit Accounting Forum and the multidisciplinary International Journal for Educational Integrity. *unisabusinessschool.edu.au/research/CSG*
- **Centre for Tourism and Leisure Management's (CTLM)** mission is to conduct quality research to facilitate and inform management practices in the tourism and leisure industries. CTLM supports organisations operating in these dynamic industries, providing applied knowledge and research insights to local, national, and international stakeholders. Unique to the center is the CERM Performance Indicators® (CERM PI) a leading performance measurement and benchmarking entity servicing a variety of industries. *unisa.edu.au/Research/TourismLeisure*

- **Centre for Workplace Excellence (CWeX)** Through CWeX and its outreach activities, we provide access to cutting-edge research on human resource management and organizational behaviour to bring value to public and private sector enterprises. CWeX's progressive, world-class research is built on four pillars essential for employee and organisational effectiveness – employee diversity and well-being, organisational culture and change, leadership, and people management practices. *unisabusinessschool.edu.au/research/cwex*
- **Ehrenberg-Bass Institute for Marketing Science (Ehrenberg-Bass Institute)** promotes the principles of evidence-based marketing, dispelling marketing myths to show how brands grow and how buyers behave. They provide specialist research services and have a Corporate Sponsorship Program that offers exclusive access to a multi-million-dollar research program. The work of Ehrenberg-Bass Institute across marketing and brand management is credited with accelerating the growth of many multinational corporations. *https://marketingscience.info*
- **Institute for Choice (I4C)** works with partners in government and private industry, applying economic models to better understand how citizens, customers and other stakeholders make choices and how this feeds back into institutional planning and decision-making. Dedicated to choice modelling, understanding the hundreds of choices we all make every day and the decision-making processes that drive them. *unisa.edu.au/Research/Institute-for-Choice*
- **King Sejong Institute Adelaide (KSI Adelaide)** is a hub for Korean culture, business and language education. In 2016, the Korean Government awarded UniSA the right to host KSI Adelaide, one of only 9 hubs in the world, and the only one in Australia. The institute supports Australian companies to be better equipped to do business in Korea, spearheads a local focus on the language and culture of what is one of the most innovative economies in the world today and builds upon ACAB's already productive research and student exchange relationships with Korea. Having successfully completed the 2016 trial period, UniSA has won a 3-year contract with the Korean Ministry of Culture, Sports and Tourism to manage KSI Adelaide, collaboratively operated by UniSA and the Korean Cultural Centre Australia. *unisabusinessschool.edu.au/research/king-sejong-institute*

In addition, In 2017 UniSA joined the Australian Housing and Urban Research Institute (AHURI) network. UniSA AHURI Research Centre is a joint centre of the Division of Education, Arts and Social Sciences and UniSA Business School. The centre works across multiple disciplines, with research strengths in ageing, housing, urban planning and finance matching with AHURI's key research themes of inequality, housing and welfare. *unisa.edu.au/ahuri-research-centre*

Supporting Policy and Influencing Change

Some examples of our recent research projects are provided below and a summary of publications in included in Appendix II.

A SMART USE OF SCARCE RESOURCES Our research into water economy is vital for the efficient use of scarce resources. We are informing new sustainable practices for the local fishing industry in Laos and supporting farmers' effective use of water in East India. We also have experts focussing on sustainable and equitable water storage and delivery, water-sensing irrigation to enhance agriculture, and water governance law, both nationally and internationally. Lin.Crase@unisa.edu.au

THE ECONOMY OF WATER Professor Lin Crase, Head: Commerce, is working with the Victorian Government and Melbourne Water authorities to clarify the link between the benefits of waterways and measurement techniques used by economists, which in turn inform management choices. The project aims to fill an important gap between the psychology and economics disciplines and the outputs should significantly improve the way waterways are valued and managed. Professor Crase has also received funding by the Australian Centre for International Agricultural Research to research and work with local policy makers and irrigation officials in regional India and Pakistan to improve analytical skills and understanding of policy makers and officials to result in improve water irrigation practices. Lin.Crase@unisa.edu.au

INTERNATIONAL AGRICULTURAL RESEARCH Professor Henning Bjornlund, a Research Professor in Water Policy and Management in the School of Commerce, participated in the review of a four-year research project funded by the Australian Centre for International Agricultural Research (ACIAR), increasing irrigation water productivity in Mozambique, Tanzania and Zimbabwe through on-farm monitoring, adaptive management and agricultural innovation platforms. As a direct outcome, Professor Bjornlund was granted funding by ACIAR to lead a delegation of three African collaborators to the 2017 World Water Congress in Mexico and organise a special session reporting the main results of the project. Henning.Bjornlund@unisa.edu.au

NATIONAL WATER FORUM UniSA Business School, School of Commerce hosted The National Water Forum 2016: Are integrated decisions about water management better than stand-alone choices? The forum focussed on what information is needed to make better decisions about water management and how that information can be integrated. A free event supported by the University of South Australia, SA Water, Essential Services Commission of South Australia (ESCOSA), Uniting Communities, the Murray-Darling Freshwater Research Centre and La Trobe University. #UniSAwaterforum16

UNDERSTANDING AND SHIFTING RISKY BEHAVIOUR Our researchers are world leaders in the economic application of discrete choice modelling, pioneering techniques to identify and understand individual and group preferences. Partnering with the Motor Accident Commission in Australia, we used research techniques to understand why drivers use their mobile phones when driving, and what sorts of messages are most influential in reducing texting and calling while driving. Akshay.Vij@unisa.edu.au

LABOUR MARKET INTERVENTIONS I4C is working with the World Bank to develop a job preferences and program assessment tool to improve the identification, design and implementation of labour market interventions for young people. The pilot was conducted in Lebanon with two follow-on projects replicated in Kenya and West Bank/Gaza. Maria.Lambides@unisa.edu.au

PATIENT DRIVEN HEALTH CARE In the health sector, I4C is working with large pharmaceutical companies to develop a formalised framework for health care decision-making that incorporates a broader patient-driven perspective. This important work will ensure that patients' responses to treatment will inform drug design, delivery and regulation in the future, and will improve patients' access to medicines and devices that suit their health care needs. Elisabeth.Huynh@unisa.edu.au

TACKLING WORKPLACE DISCRIMINATION Our research confirmed Australian Human Rights Commission findings that workers as young as 45 have experienced job-related discrimination. This research formed a blueprint of strategies to address and reduce workplace discrimination – particularly providing insights for employers on how to maximise their mature-age workforce, manage organisational change, and improve leadership and industrial relations. Carol.Kulik@unisa.edu.au

A CREATIVE TURN FOR TOURISM 2017's UN International Year for Sustainable Tourism Development. While tourism may be in a unique position to connect commerce with people, culture and place, there are lessons to be learned across industries. Dr Freya Higgins-Desbiolles is a researcher with our Centre for Business Ethics and Responsible Leadership. Her research focuses on social justice and human rights in tourism. She serves on the Tourism Research Information Network Advisory Board and is an affiliate of Equality in Tourism. Freya.HigginsDesbiolles@unisa.edu.au

BANNING THE BAG FOR A SUSTAINABLE FUTURE Our buyer behaviour research was the basis of a review by the South Australian Government that measured the impact, and endorsed the ban, of single-use plastic bags. We have also used our knowledge to identify how price promotion framing techniques influence consumers' choices and identify groups that are most vulnerable to such manipulations. The results will inform government policies to increase transparency of retail practices and improve Australian consumer literacy. Anne.Sharp@unisa.edu.au

THE NEUROSCIENCE OF GOOD ADVERTISING We are taking advertising research to a whole new level have analysed the neuroscience behind what makes a good TV ad. The aim is to create an ad that captures and holds our attention, triggers our emotions, and stays in our mind. The application ranges from big brands looking to increase sales to public service campaigns looking to change behaviours. Magdalena.Nenycz-Thiel@unisa.edu.au

WORKING WITH SA'S AGED SERVICES SECTOR Researchers from UniSA Business School and Education, Arts and Social Sciences welcomed leading figures in SA's aged services sector to a workshop to hear the preliminary findings of a major data collection exercise into the state of ageing in South Australia. The study examined issues of labour supply and adequacy, the impact of land use planning laws, shifts in demand, the impact of Australian Government policy chances, expectations for the future and the impact of international investment. Andrew.Beer@unisa.edu.au

CHINESE GENDER EQUALITY Dr Xin Deng, Senior Lecturer, UniSA Business School, addressed the April 2017 United Nations Women China workshop in Beijing. Dr Deng spoke about how businesses in China can significantly benefit from greater gender equality initiatives. The first of its kind undertaken in China, the 'Chinese Case Studies on Gender Equality in the Business World' project was commissioned by UN Women China, as part of the Equal Opportunities of Women initiative designed to empower women in the business world, to set a path towards gender equality, poverty eradication, and inclusive economic growth. Xin.Deng@unisa.edu.au

Our Researchers in Action



Professor Andrew Beer is at the forefront of research into how Australia should shape its future, from housing markets and regional development to the impact of an ageing population. He believes there are no boundaries in the social, economic and behavioural sciences, and that business schools are made stronger and more relevant by the integration of new disciplines. Andrew.Beer@unisa.edu.au



People make sustainable decisions and purchases when they can see the value in doing so. Associate Professor Sharp helps companies and organisations understand human motivation and behaviour so they can use the knowledge to develop and market better products, ideas, campaigns and engagement strategies. Anne.Sharp@unisa.edu.au



Modern transport is evolving rapidly, with everything from the emergence of Uber to the imminent arrival of the driverless car changing how and where we choose to live. Dr Akshay Vij is at the forefront of research to help society plan for, shape and regulate a future that will be very different to the present. Akshay.Vij@unisa.edu.au



In today's world, water is a scarce commodity with an economic value and deciding how to use it can involve a complex process of trade-offs. Dr Bethany Cooper's research is helping water utilities understand consumer attitudes, expectations and willingness to pay so they can plan more effectively for future needs. Bethany.Cooper@unisa.edu.au



Director of the Ehrenberg-Bass Institute, Professor Byron Sharp is recognised internationally as authority on marketing. His first book How Brands Grow: what marketers don't know is an international bestseller and has been called one of the most influential marketing books of the past decade (Warc, 2015). Byron.Sharp@unisa.edu.au



Professor Carol Kulik's research focuses on the effective management of workforce diversity. Current projects are investigating strategies for closing the gender gap in salary negotiations, reducing stereotype threat among mature-age workers, and motivating organisations to invest in diversity management. Carol.Kulik@unisa.edu.au



As one of Australia's leading experts on corporate social and environmental reporting, Professor Carol Tilt understands the inextricable link between environmental and social issues. Her research focuses on the emergence of integrated reporting and on how western cultures define, understand and respond to the development of corporate social responsibility in developing economies. Carol.Tilt@unisa.edu.au



Sport management is now big business and requires a business-like approach. Dr Ian O'Boyle helps leading sports organisations maximise their performance by modernising their governance and streamlining their structures, and leads a team that provides operational benchmarking for sports, leisure and aquatic facilities across Australia. Ian.O'Boyle@unisa.edu.au



Professor Ingrid Fulmer is Director of the Centre for Workplace Excellence (CWeX). Her research is in the areas of human resource management, organisational behaviour, and business ethics. Ingrid's research focuses on how HR and managerial practices influence human and social capital and organisational performance. Her current research projects focus on pay communication and transparency, valuation of human capital, and alumni relationships. Ingrid.Fulmer@unisa.edu.au



Professor Jana Matthews is an international expert on entrepreneurial leadership and business growth. As the Director of the Australian Centre for Business Growth, Jana works with CEOs, corporate executives and boards to unlock their company's growth potential. Jana helps executives develop and execute plans for growth, attract and retain talent, develop products and services that meet customers' needs, and improve their leadership effectiveness. Jana.Matthews@unisa.edu.au



Professor Joffre Swait, Professor Joffre Swait is Research Professor and Director of the Institute for Choice, acknowledged as a global expert in choice set formation and a leading scholar in choice modelling research. His particular areas of expertise include choice modelling methods, stated preference methods (SP), choice data combination methods and brand equity measurement and management. Joffre.Swait@unisa.edu.au



Professor Mariana Sigala is Professor in Tourism and Director of the Centre of Tourism & Leisure Management (CTLM). Professor Sigala is a widely published authority in the area of Service Operations Management and Information and Communication Technology (ICT) applications in Tourism and Hospitality. She also has an interest in e-learning models and pedagogies. Marianna.Sigala@unisa.edu.au



Laws can make companies accountable but not necessarily responsible. Dr Mia Rahim is investigating whether an alternative approach would encourage and support the development of a socially responsible corporate culture for the simple reason that it makes good business sense. Mia.Rahmia@unisa.edu.au



Professor Nicola Pless' pioneering and award-winning work on responsible leadership lies at the interface of leadership and corporate responsibility and is focused on application in business practice. Her current research focuses on leadership and its development, responsible decision making in multicultural and top management teams, and micro foundations of strategy; specifically the relationship between RL and social and economic value creation and the roles of values, empathy and mindfulness within this process. Nicola.Pless@unisa.edu.au



Dr Ping Xiong's research interest is in the field of international economic law with a focus on intellectual property policy in international trade, and its implications for free trade agreements and for international human rights protection. She also maintains research interest in the comparative approach to Chinese trade secrets law and in researching the legal and investment challenges of Chinese State-owned Enterprises overseas. Ping.Xiong@unisa.edu.au



Dr Sukhbir Sandhu is UniSA Business School PRME Lead and her research focuses on corporate social and environmental strategies, and critically examining base of the pyramid business strategies. Sukhbir's research and teaching has a very strong sustainability focus, and centres on understanding the drivers that can steer business organisations towards sustainability. Sukhbir.Sandhu@unisa.edu.au



Festivals and events have the unique ability to bring communities together and build special connections between people and places. Dr Sunny Lee is investigating how events work on the corporate stage, how organisers, sponsors and participants can leverage their involvement, and the potential for events to support diplomacy and engagement between countries. Sunny.Lee@unisa.edu.au



Is a greater corporate focus on sustainability actually helping create a more sustainable society? Associate Professor Sumit Lodhia is leading research examining what informs and motivates decision-making, management and reporting around key environmental and social issues and whether this is evolving in a way that will make a difference to people's lives. Sumit.Lodhia@unisa.edu.au



Global migration is changing the face of global business. Professor Susan Freeman is at the forefront of research seeking to understand the nature and extent of these changes and to show companies and governments how to leverage new entrepreneurial activity and networks so they can transform and future-proof key industries. Susan.Freeman@unisa.edu.au



Most recently, Professor Tamer Cavusgil's research focus has been the evolution of middle-class in rapidly transforming economies. His other areas of specialisation include internationalisation of the firm, global strategy, emerging markets, and buyer-seller relationships in cross-border business. Tamer.Cavusgil@unisa.edu.au



Professor Thomas Maak is the founding Director of Centre for Business Ethics & Responsible Leadership and President of ISBEE - the International Society for Business, Economics, and Ethics. His research and teaching interests include business ethics, political CSR and the advancement of human dignity, shared agency, and the micro-foundations of strategy and responsible management. Thomas.Maak@unisa.edu.au



Dr Tony Cavoli keeps a watching brief on Asia's evolving economies, monitoring and analysing the interplay between market forces and regulatory intervention and the impact this has on economic growth and economic integration. His aim is to help policy makers develop approaches and interventions that will maximise their country's specific economic objectives. Tony.Cavoli@unisa.edu.au



Associate Professor Vikash Ramiah is a global pioneer in the new field of environmental finance, which is changing the way we assess the cost, benefits and impact of environmental policy. At its heart is a recognition that the stock market gives a fast and reliable assessment of how effective policies will be. Vikash.Ramiah@unisa.edu.au



Professor Ying Zhu is an Asia specialist determined to make things happen. As Director of the Australian Centre for Asian Business, he is developing exciting research and business relationships with key partner economies while also providing direct advice and support to companies and governments about business strategy and planning. Ying.Zhu@unisa.edu.au



Professor Jana Matthews, Director: Australian Centre for Business Growth and executives from our 2017 Growing South Australia's Companies Program graduating class

CHAPTER 4

EXTERNAL LEADERSHIP

World-class partners for a world-class university

We are a globally connected university with over 2,5OO industry and professional relationships that support student internships, research and community engagement.







Our commitment to deliver practical results through real-world research increasingly makes us industry's partner of choice. Our graduates lead changes in society, provide innovative solutions to global problems and are uniquely placed to contribute and shape careers of the future.

We are a member of the Australian Technology Network of Universities (ATN) which is recognised as a global leader of a new generation of universities focused on industry collaboration, real-world research with real-world impact and produce work-ready graduates to become global thinkers in business and the community.

ATN brings together five of Australia's most innovative and enterprising universities including: Queensland University of Technology; University of Technology Sydney; RMIT University; University of South Australia; and Curtin University. It is a leading voice in promoting partnerships between industry and research to deliver significant economic, social and cultural benefits to local and global communities.

Number

1

ATN IS THE WORLD'S LEADING NETWORK OF YOUNG UNIVERSITIES.

ALL ATN UNIVERSITIES ARE LISTED IN THE TOP 1OO OF THE TIMES HIGHER EDUCATION 15O UNDER 5O RANKINGS 2016

Top

10

ATN UNIVERSITIES FEATURE IN THE TOP 1O FOR AUSTRALIAN INDUSTRY INCOME.

2016 TIMES HIGHER EDUCATION RANKINGS

Top

100

ALL 5 ATN UNIVERSITIES FEATURE IN THE TOP 1OO UNIVERSITIES UNDER 5O YEARS OLD.

2016 TIMES HIGHER EDUCATION RANKINGS

Partnerships with Industry

UniSA Business School delivers flexible and evidence-based programs that maximise organisational and individual growth. Programs can be specifically developed to grow the business, grow the brand, expand the customer base, develop people, improve processes, increase productivity or develop leadership.

Innovation and Collaboration Centre

By leveraging world-class expertise in business growth, creative thinking, commercialisation and technology through UniSA and DXC Technology, the Innovation and Collaboration Centre (ICC) supports the business lifecycle from idea generation to growth and expansion. The collaborative working environment provides a physical hub for startups to test and validate their business models and ideas before taking them to market. icc.unisa.edu.au

Regular workshops and seminars are an accessible means for companies to learn from experts who deliver on practical topics relevant to those commencing the startup journey. Our Founder Talks and networking events bring together the startup community, providing valuable support through the sharing of knowledge.

A key component of this support has been partnering on a number of student, startup and entrepreneurial community events. In the past year, the ICC supported the Department of Premier and Cabinet A-Z Zero Waste Challenge, Mass Challenge, the SA Startup Pitch for Cash at Innovation Box during the Open State festival, Startup Weekend Adelaide and GovHack, all of which saw innovative startups receive support.

2016/2017 Founder Talks

Founder Talks, hosted by the ICC, are a forum for entrepreneurial leaders to impart their stories to the community creating a learning environment for those who are new to the startup scene. A series of evening "fireside chats" delivered by local and international entrepreneurs exploring success, leadership, failures and execution in a Q&A format while retelling their own personal journeys.

- Why Startups Fail with Kirk Drage (LeapSheep)
- How to Scale with John Herlihy (LinkedIn)
- What Investors Look For with Brad Feld and David Cohen (Techstars)
- Growing a Company Using Social Media with Andre Eikmeier (Vinomofo) and Ryan Gooding (Go Direct Mini Bus)
- Opportunities in Cyber Security with Mohan Koo (DTEX Systems) and Craig Davies (Australian Cyber Security Growth Network)

UniSA Venture Catalyst

ICC is proud to support entrepreneurship through the delivery of the Venture Catalyst program, which is an initiative run in partnership with UniSA and the South Australian Government. Venture Catalyst encourages the creation of local startups by providing seed funding for early-stage ventures founded by UniSA students or recent graduates. *icc.unisa.edu.au/venturecatalyst*

Venture Catalyst was awarded Best Entrepreneurial Support Initiative and People's Choice Award at the 2016 Knowledge Commercialisation Australasia (KCA) Research Commercialisation Awards. The KCA Awards celebrate the achievements of members, and highlight "top tier work" in Australasian tech transfer.

Australian Centre for Business Growth

Led by Professor Jana Matthews, an international expert on entrepreneurial leadership and business growth, the Australian Centre for Business Growth (AUCBG) delivers world-class Growth Assessment Clinics and Business Growth Modules that enable Chief Executive Officers (CEOs)/Managing Directors (MDs) and executives of SMEs learn how to build and lead companies that deliver sustained growth in revenue, profit, jobs and exports. In 2016, the State Government announced that it would fully subsidise the clinic fee for 240 South Australian CEOs/MDs. *unisa.edu.au/research/cbg*

UniSA Business School partnered with Solstice Media, Prescott Securities and the Adelaide Convention Centre for the second South Australian Business Index – a list of the State's top 100 companies. The leading company received a growth development package provided by Australian Centre for Business Growth.

Excellence in Practice

In 2017, the European Foundation for Management Development (EFMD) and its judging panel of 28 representatives of universities and corporations awarded the Australian Centre for Business Growth and ANZ a silver award, in recognition of their unique and very successful partnership. Through the collaboration, ANZ offers business leaders the chance to participate in tailored programs including, one-day clinics, three growth modules, face-to-face mentoring and coaching; all aimed at helping businesses grow.
efmd.org/images/stories/efmd/EIP/2017/SILVER/ANZ-Unisa-Exec_summary-EiP2017.pdf

Strategic Partnerships

Our Strategic Partnership unit help build organisational capability through customised education programs with flexible delivery modes. The programs can be full degrees or short Photo: The Australia Awards Papua New Guinea students meet with The Right Honourable The Lord Mayor of Adelaide, Martin Haese, 27 August 2017. courses, which count towards University qualifications and tailored to a specific sector, industry and/or organisation. *unisabusinessschool.edu.au/executive-education/industry-based-programs*

Strategic Partnerships has a long-standing relationship with the South Australia Police, having developed a senior management program for the organisation's future Superintendents, which equates to a Graduate Certificate in Business Administration. More recently the unit developed, in close consultation with the South Australia Police, a Bachelor of Management (Policing) to meet specific organisational learning requirements.

Papua New Guinea (PNG) is one of our closest neighbours. For 27 PNG public servants studying toward a Graduate Certificate in Human Resource Management (through a special program delivery arrangement between UniSA Business School Strategic Partnerships and the Australia Awards) – the opportunity to study in Australia is considered incredibly special. The participants were from government departments across PNG and received specialised coursework tailored for government human resource departments to improve human resource management skills, particularly in recruitment and selection, workplace learning and development and people leadership and performance. The group visited the South Australian Parliament on one of its field trips and met in the Upper House chamber with Mr David Speirs, MP for the Seat of Bright, and Shadow Minister for Environment.



Photo: Australia Awards Papua New Guinea students meet with The Right Honourable The Lord Mayor of Adelaide, Martin Haese, 27 August 2017.

Participants also benefited from a visit by their University of South Australia lecturers to some of their PNG provincial government departments. All 27 participants successfully completed their 12-week study program, and achieved their Graduate Certificate in Human Resource Management. They will be conferred with their degrees at the April 2018 graduation ceremony in Adelaide, with up to 19 participants travelling to Adelaide for this occasion. To date at least three participants have applied for Australia Awards scholarships to continue their studies in the Masters of Management (Human Resource Management) in 2019.

Leaders Institute of South Australia

In a move to boost innovation, leadership, creativity and a prosperous local economy, we have joined forces with the Leaders Institute of South Australia, which runs the Governor's Leadership Foundation and a range of other executive education and leadership development programs. The affiliation provides established CEOs and emerging business leaders with a wider professional development choice. This is a significant step in our mission to support the development of leaders in all sectors of the economy in growing their own careers as well as in growing South Australian companies and organisations to create a vibrant future for the region. *unisabusinessschool.edu.au/executive-education/leaders-institute-sa*

AICD Leaders' Edge Lunch

UniSA Business School are a sponsor of the AICD Leaders' Edge Lunch Series (since 2015). The series provides members and the South Australian business community with the opportunity to hear speakers of national and international standing share their experience and knowledge, offering a distinctive experience for the business community to discuss important trends integral to the current and future success of their organisations. Through this partnership, UniSA Business School staff and alumni are entitled to access the member rate for the AICD Leaders' Edge Lunch Series.

CEDA Women and Leadership Series

UniSA Business School is also a sponsor of the Committee for Economic Development of Australia (CEDA) Women and Leadership Series (since 2014). The series helps to advance the debate on gender equality and workforce diversity issues by engaging business and government executives with high profile national and international speakers. Through this partnership, UniSA Business School staff and alumni are entitled to access the member rate for the CEDA Women and Leadership Series.
ceda.com.au/Events/CEDA-event-topics-2018/Women-in-Leadership

SAGE Athena SWAN Pilot

The Australian Academy of Science, in partnership with the Australian Academy of Technological Sciences and Engineering, have established the Science in Australia Gender Equity (SAGE) initiative and are piloting the Athena Scientific Women's Academy Network (SWAN) Charter in Australia.

The Athena SWAN Charter is an accreditation program developed in the United Kingdom to address gender inequity within science, technology, engineering, mathematics and medicine (STEMM). It evolved in 1999 from the Athena Project, a small network of distinguished women in science who worked to advance the representation of women in STEMM, and who supported SWAN to create a charter to promote women into leadership roles within STEMM.

The pilot currently involves 40 institutions, who will apply for Athena SWAN Bronze awards in 2018 and 2019.UniSA has just started our journey, signing the Participant's Agreement with the Australian Academy of Science in August 2016 and aim to achieve Athena SWAN Bronze accreditation by June 2019.

As part of UniSA's commitment to workforce diversity and SAGE Athena SWAN principles of gender equity, UniSA is participating in 'Behind the Scenes' an Australian Research Council (ARC) funded linkage project. The objectives of the project are to identify factors that facilitate or hinder managing diversity. Whilst SAGE has primarily focussed on the STEMM disciplines, at UniSA we are taking a whole of University approach, reflecting our enterprise mindset and our commitment to developing the diversity of all our people.
unisa.edu.au/about/sage-pilot

UniSA Ventures

UniSA Ventures is the technology commercialisation arm of UniSA. They are an important conduit linking UniSA to industry whereby industry needs can be addressed using the world-class expertise and capabilities within the University. Providing faculty with advice on commercial assessment, intellectual property, funding and industry engagement, technology licensing, company formation and capital raising. UniSA Ventures is an independent but wholly owned company of UniSA to translate research outcomes into products and services that create a commercial return and have a positive impact on society. UniSA Ventures also works with the ICC to provide valuable support and advice to companies and startups working at the ICC.
unisa.edu.au/ventures

Partnership with Community

UniSA is committed to making a difference in the local, national and international communities in which it serves through cultural, sporting and community partnerships. Ranging from public lectures on campus to delivering practical solutions in developing countries, we are a globally connected and engaged university determined to support education, growth and development of our communities.

Islamic Leader's Advisory Forum

In 2016, UniSA Business School, School of Law hosted the second in a series of community consultations, delivered by the Australian Federal Police's (AFP) Community Liaison Team and South Australia Police (SAPOL). Since its inception, we have continued to support and host the community meetings. The successful initiative has assisted the AFP and SAPOL to build positive relationships with key leaders of Adelaide's Islamic community including Professor Mohamad Abdalla, Director of the UniSA Centre for Islamic Thought and Education.

Sharing of Knowledge

Each year UniSA hosts and supports a vibrant program of lectures, which bring the work of its senior faculty to the public including the annual Hawke Lecture and Nelson Mandela Lecture series.

The Bob Hawke Prime Ministerial Centre, known as the Hawke Centre, is a community-focused centre devoted to generating ideas and solutions to achieve cohesive, sustainable societies. The centre engages with local and international communities through public learning activities including lectures, seminars, alliances and research projects. *unisa.edu.au/Business-community/Hawke-Centre/Annual-Hawke-Lecture*

UniSA Nelson Mandela Lecture series promotes freedom, truth and reconciliation, it is jointly presented by the Bob Hawke Prime Ministerial Centre and UniSA Business School. The series established in 2008 honours Nelson Mandela, the Hawke Centre's first International Patron (2001-2013). *unisa.edu.au/Business-community/Hawke-Centre/Nelson-Mandela-Lecture*

The purpose of these lecture series is to promote the fundamental rights and freedoms of individuals and the value of truth and reconciliation in life and public affairs. The ideal of justice for common humanity underpins all the lectures presented

2016: Wealth of a different kind, delivered by Geraldine Cox AM

Geraldine Cox is often described as an Australian living legend. She gave up a life of excess and luxury to live in Cambodia and look after some of the poorest people on the planet. After 22 years as President and Founder of Sunrise Cambodia, Geraldine knows that community development with a focus on education and health is the only way to truly enable some of the poorest people in the world to create this tangible, lasting, wealth of a different kind.

2017: The Mandela Factor – The Centrality and Universality of Human Rights Norms both Internationally and within Australia, delivered by Geoffrey Robertson QC In Conversation with The Hon Michael Kirby AC CMG

This was a unique opportunity to hear from two of the world's leading human rights commentators and defenders. Geoffrey Robertson QC and The Hon Michael Kirby explored the world's most pressing human rights issues, offering their perspective and potential solutions

WOMADelaide Planet Talks

As the education partner of WOMADelaide in 2016 and 2017, UniSA were proud to present the Planet Talks program, which offered a stimulating line up of artists and speakers in six thought-provoking panel discussions. The Planet Talks program focused on how we can live more sustainably and harmoniously on our planet. WOMADelaide brings together more than 500 artists and speakers from 25 countries, and the Planet Talks series takes fans' experiences beyond the sounds, sights and flavours of this iconic outdoor event.

The 2016-2017 Planet Talks program included speakers such as:

- David Suzuki, internationally acclaimed award winning broadcaster, author, scientist and environmentalist
- John Hewson, economics, politics and finance expert
- Cecilia Woolford, founder member and Chief Executive of the climate change body EPICCA
- Professor Tanya Monro, Deputy Vice Chancellor and Vice President: Research and Innovation, UniSA
- Dr Karl, the Julius Sumner Miller Fellow at Sydney University
- Kyle Wiens iFixit Founder/CEO
- Carmel Johnston, Crew Commander of University of Hawaii (HiSEAS) 365-day Mars Simulation mission
- Sir Tim Smit, UK's Eden Project founder
- Karen Obrien, internationally respected University of Oslo Geographer and founder of cCHANGE.no

In 2018, Associate Professor Anne Sharp, Associate Professor: Marketing Science, UniSA Business School will take part in the WOMADelaide Planet Talks expert panel to discuss the scale of the world's addiction to plastic and the possible solutions, Is Plastic Pollution as Great a Threat to Humanity as Climate Change?.

Catherine House

Catherine House offers a range of services for women including supported accommodation and emergency housing to South Australian women experiencing homelessness. Their Sagarmatha Women's Centre provides activities and education opportunities including health and wellbeing, self-development, arts and craft activities, and educational, vocational and pre-employment courses.

UniSA Business School chose Catherine House as our philanthropic partner in 2013. The Sagarmatha program specifically aims to help more women be 'educated out of homelessness' and is well aligned with our values of social justice, our efforts to advance gender equality, and our support for women affected by domestic violence. UniSA Business School donates funds raised through our corporate events to Catherine House, and is major sponsor of a triennial art exhibition which celebrates the creative talent of those women experiencing homelessness who come to Catherine House. In 2016, UniSA added Catherine House to the list of external charities that staff can support through their pre-tax donations. *catherinehouse.org.au*



Arts for Social Change

Sponsored by UniSA Business School and Bob Hawke Prime Ministerial Centre

Since 2007, art has been an integral part of Catherine House's work, and aims to provide women experiencing homelessness with creative opportunities to tap into their unknown artistic gifts and talents, with the CHart Exhibitions providing intense development opportunities, and an avenue to acknowledge the artistic skills and talents of women that use Catherine House publicly. At the same time, it creates wider community awareness and understanding of the issues that bring women to homelessness.

UniSA Red25 Program

Many staff, students and friends of UniSA across Australia promote and contribute to UniSA's Red25 team to enable us to reach our corporate donation target - currently 1200 per year through the Australian Red Cross Blood Service.

2016

1360 Donations

Over 4000 lives!

2017

1431 Donations

Over 4200 lives!

In 2016, UniSA recorded the highest blood donation tally in South Australia under the community category – earning us a regional award.

The Red Cross Mobile Donor Unit regularly visits our Whyalla and Mount Gambier campuses, while city donors can visit their closest donation centre. UniSA staff can donate blood during work hours under the 'Special Leave Procedure' with their manager's approval.

Students Participate in Unique Social Media Challenge

UniSA was one of only two universities in Australia and 95 worldwide to participate in **#stopISILation**, a global social media campaign designed to combat violent extremism. 'Peer 2 Peer Challenging Extremism' was commissioned by the US State Department and backed by Facebook. The idea behind #stopISILation is to connect young people who are at risk of engaging in violent extremism to proper support networks and educational resources.

In 2016, 16-strong UniSA team brought together students from different academic disciplines, including journalism, marketing, graphic design and information technology. They developed a social media agency called 'The Link Collective'. Working closely with News Limited, the team created and delivered a detailed communications and social media strategy aimed at overcoming community segregation and social isolation – recognised as key causes of the popularity of the global militant movement known as ISIS or ISIL.

Free Advice from Emerging Experts

UniSA operates a number of clinics that are open to the public, providing professional and cost-effective services (in some cases free) in the areas of health, law and marketing. Students work in a supervised environment to apply theory and practical skills to a professional setting as some of their final preparations before entering their professions full-time.

- UniSA Business School's Marketing Clinic offers an important service to our community – free, confidential marketing advice to small and medium-sized businesses The Clinic offers and provides an opportunity for undergraduate business and marketing students to use their marketing knowledge and develop their professional skills. The student-run, in-house Clinic equips students with the business skills and knowledge required for the practice of marketing.
  unisa.edu.au/Campus-Facilities/community-clinics/Marketing-Clinic

- UniSA Business School's Legal Advice Clinic offers an important community service – free legal advice across a range of matters. The Clinic is staffed by law students who offer advice under the supervision of qualified legal practitioners providing an opportunity for undergraduate law students to use their legal knowledge and develop their professional skills. The student-run Clinic equips students with the clinical legal skills and knowledge required for the practice of law.
  unisa.edu.au/Campus-Facilities/community-clinics/Legal-Advice-Clinic

"Working at the Elizabeth Magistrates Court was one of the most beneficial and educational experiences I have had throughout my law degree. Being amongst the action in a real Court, with real people needing our help was incredibly rewarding. It was somewhere I could finally put three years of legal education into practical application. I'll never forget the gratitude shown by members of the community who would ordinarily struggle to afford legal advice. The experience introduced me to different areas of law that I am now looking to pursue further. Overall the placement was truly worthwhile." Jemima, Student Advisor



Walk for Justice 2016

Pictured: The Legal Advice Clinic participated in the Walk for Justice on Tuesday 17 May, as part of the University of South Australia School of Law team. Several students and staff registered for the walk and/or donated to JusticeNet, an independent not-for-profit organisation that provides pro bono legal assistance to low-income and disadvantaged clients in our community. The Legal Advice Clinic also held a 'Bake Sale' on 10 May with all proceeds going to JusticeNet.

SA Shelter Homeless Connect Expo

The Legal Advice Clinic participated in the Shelter SA Homelessness, Health and Housing Expo held on Thursday, 20 October 2016 at Whitmore Square, Adelaide. The annual Expo is funded by the Adelaide City Council and Housing SA and brings together services from across the homelessness, health and housing sectors with the aim of improving health and well-being in some of SA's most marginalized and disadvantaged citizens and assisting them to overcome housing and health problems. Clinic staff and students handed out brochures, liaised with the community and worked alongside students from other UniSA Clinics.

Prizes and Awards

We had over 70 individual prizes and awards donated from corporate partners and individual donors in 2016. Our array of awards recognises individuals who have exceptional ability and demonstrated leadership. Sponsorship of our awards not only helps us to support students and recognise outstanding ability but also enables organisations to access emerging talent and connect with future leaders.
unisa.edu.au/Study-at-UniSA/Scholarships/prizes/Business-School

Some examples of our 2016 grants and prizes include:

Bendigo and Adelaide Bank Prize for Sustainability Accounting and Reporting
Awarded to the full-time Commerce student who obtains the highest mark for the course Sustainability Accounting and Reporting.

Joshua McDowell Law Grant
Awarded to the Law students who are new to higher education and enrolled in the Bachelor of Laws or Laws Double Degree. Students are selected based on the applicant's school results with preference given to applicants with financial hardship.

Dean of Law Grant
Awarded to the full-time Law students who are new to higher education and are from a background currently under represented in the local South Australian legal profession.

Robyn Layton Prize for Human Rights Law
Awarded to the Law student with the highest cumulative mark achieved for Human Rights Law.

McGraw-Hill Australia Prize
Awarded to the Commerce student who obtains the highest mark for the course Economic Analysis of Business Decisions.

Savills Prize
Awarded to the Commerce student who obtains the highest mark for the course Land Use, Planning and Sustainability.

The Economic Society of Australia (SA) Prize
Awarded to the Commerce student who obtains the highest average mark in the courses Economics of Public Policy and International Economics.

Paul Anderson Law Grant
Awarded to the Law student, who has completed at least eight law courses, is at a financial disadvantage or has a disability, and has good standing academic merit.



This academic award can serve as one of the key climaxes in my MBA story. The MBA program definitely helps you stand out from the competitive talent pool and is a powerful platform to help you achieve that dream role. But what's most important is the network and experiences that you make use of that can really make a substantial impact; proof that the MBA has done its job.

This award is also a symbol of the essential talent attributes that the UniSA MBA brought out in me: patience, humility, leadership, strategic thinking, compassion and most of all, the profit of team-spirit.

Ashley Collins
Graduate: Master of Business Administration



University gives you the tools you need to be successful. Without the endless support and assistance my lecturers provided I would have struggled. There was never a closed door, I felt that they were invested in my success and they went beyond what I ever expected.

This award is an excellent addition to my professional profile, but it's also more. For me, this award means that if I put my mind to something, I can achieve it, and that hard work does reward itself!

Antonella Rodriguez
Graduate: Bachelor of Laws (Honours)

In all areas of endeavour, we work closely with industry, to achieve outstanding graduate career outcomes, and to deliver engaged research that benefits business, and the community. We are grateful for the support of our corporate partners and individual donors, and acknowledge their generosity, which reflects a sustained commitment to equity and enterprise.

ALUMNI

Our UniSA Business School graduates belong to an elite group of 60,000+ international business leaders, practitioners, and scholars. *unisabusinessschool.edu.au/alumni*

Our monthly online Business and Law Alumni Update and bi-annual business insights magazine unisaBusiness enable our alumni to keep informed with the latest news, events, seminars and achievements. unisaBusiness provides an analysis of topics of interest to managers and leaders, providing access to expert advice from UniSA Business School's world-class research scholars. It features thought-provoking articles, quick guides and top tips, and interviews with alumni and industry leaders. *unisabusinessschool.edu.au/magazine*

Our LinkedIn group allows our Business and Law alumni to maintain their professional connections. *linkedin.com/groups?gid=4128031*

Many of our UniSA Business School alumni are based in the not-for-profit sector, including but not limited to:

- Asian Centre for Sustainable Development, Hong Kong
- Asian Youth Ambassadors Network Bhd (AYA), Malaysia
- Black Dog Institute, Australia
- Bodossaki Foundation , Greece
- Cancer Council ACT & SA
- Conservation Council of Australia
- London Youth Games Foundation, United Kingdom
- National Centre for the Performing Arts of China, China
- North Australian Aboriginal Family Legal Service
- Oxfam Australia
- Royal Flying Doctor Service of Australia
- State Library of South Australia
- United Nations Development Programme, USA
- United Nations Office for Project Services, China
- Women's Legal Service of South Australia
- World Vision Australia.

UniSA Business School alumni includes entrepreneurs and professionals in over 100 different countries such as:

- Dr Jeremy Cheng - CEO, Elite Credentials Ltd (Hong Kong)
- Alison Dodd - CEO and President, Moorepay Ltd (UK)
- Andrew Pridham - CEO, Moelis & Company and Chairman of the Sydney Swans (Australia)
- Andrew Wong - Founder, Strike Petroleum Pte Ltd (Singapore)
- Angelica Cheung - Editor in Chief, Vogue China (China)
- Liliana Fernandez Perez - CEO, El Hato Y El Garabato Winery (Spain)
- Raul Leal - Executive Director at Groupo Culinaria (Mexico)
- Rob Chapman - Chair, State's Inaugural Investment Attraction Agency (Australia)

Deadly Alumni

The Deadly Alumni is an initiative led by the Dean: Indigenous Scholarship, Engagement and Research, Professor Peter Buckskin, and is for Aboriginal and Torres Strait Islander graduates of the University of South Australia. The Chapter builds on the University's strong social inclusion agenda by engaging with and supporting Aboriginal and Torres Strait Islander students to connect with the University and pathways into higher education and forms part of the University's strategic plan and commitment to becoming the Aboriginal and Torres Strait Islander University of Choice.
unisa.edu.au/business-community/alumni-network/alumni-networks/aboriginal-and-torres-strait-islander-alumni-chapter-

Faculty and Alumni Recognition

External Appointments and Membership

UniSA Business School employs highly qualified, internationally orientated, teaching and research active faculty who engage extensively throughout Australia, Asia Pacific and the world. One of the ways our engagement is validated is through external leadership positions, appointments and memberships such as:

Prof Carol Kulik, Fellow, Academy of Management

Prof Christine Helliar, Research Director, Australian Accounting Standards Board

Prof David Parker, Acting Commissioner, New South Wales Land and Environment Court

Prof Henning Bjornlund, Board Member, International Water Resources Association (2016-2018)

Prof Ingrid Fulmer, Program Chair/Incoming Division Chair HR Division, Academy of Management

Prof Jennifer McKay, Commissioner, Environment, Resources and Development Court for Natural Resources

Prof John Bruwer, categorized 'internationally acclaimed researchers' National Research Foundation

Prof Julie Ratcliffe, Visiting Professorship, Institute for Health and Wellbeing, University of Glasgow

Prof Marianna Sigala, Co-editor, Journal of Hospitality & Tourism Management

Prof Marie Wilson, Board Member, Catherine House (2014-2017)

Prof Nicola Pless, Co-editor, Frontiers in Sustainable Business

Prof Rick Sarre, Advisory Board Member, College of Law (South Australia Chapter)

Prof Roman Tomasic, Member, Australian Academy of Law

Prof Ruth Rentschler OAM, Member, Multicultural Arts Victoria's Emeritus circle

Prof Susan Freeman, Editorial Board Member, Journal of International Entrepreneurship

Prof Thomas Maak, President, International Society of Business, Economics and Ethics (2016–2020)

Prof Wendy Lacey, Advisory Committee, Australian Law Reform Commission's (Inquiry into Elder Abuse)

Assoc Prof Sumit Lodhia, Member, South Australian Chartered Accountants Diversity Advisory Panel

Assoc Prof Svetlana Bogomolova, Board of Directors, Barossa Co-op

Assoc Prof Tracey Bretag, Council Member, Committee on Publication Ethics

Assoc Prof Vikash Ramiah, Adjunct Professor, Ton Duc Thang University, Vietnam

Dr Janine Pierce, Publication Panel, International Society for Professional Innovation Management (Blue Economy, Sustainability)

Dr John Medlin, Fellow, Chartered Accountants Australia and New Zealand

Dr Kartick Gupta, Member, Compliance Connection for Chartered Financial Analyst Institute

Dr Nico Neumann, Member, New Marketing Institute (NMI) advisory board of MediaMath

Dr Peter Balan OAM, "Member at Large" of the Team-Based Learning Collaborative

Dr Rachel Spencer, Committee Member, SA Department for Health and Ageing Human Research Ethics

Dr Sunil Savur, Executive Committee Member, Australian Association for Professional and Applied Ethics Dr

Suop Owoeye, Member, Brooklyn International Business Law Scholar's Roundtable

Dr Wei Qian, Editorial Advisory Board Member, Accounting, Auditing and Accountability Journal

Dr Yoshio Yanadori, Editorial Board Member, Journal of Management

Australia Day Honours

The following UniSA Business School Staff and Alumni who received 2016 and 2017 Australia Day honours:

Member of the Order of Australia (AM)

- Reginald Williams AM Bachelor of Management (Marketing), Bachelor of Business (Marketing) - for significant service to youth through Scouting at the local and national level, historical organisations, and the community, 2016.
- Mr Graeme Martin AM Graduate Diploma in Business Administration - for significant service to the real estate industry through executive roles, to professional property institutes, and to education, 2017.

Australian Police Medal (APM)

- Chief Superintendent Douglas Barr APM Graduate Certificate Business Administration, Bachelor of Social Science (Justice Administration), 2016.

Ambulance Service Medal (ASM)

- Phillip Knight ASM Graduate Diploma Management, Bachelor of Teaching (Education & Training of Adults), 2016.

Emergency Services Medal (ESM)

- Mr Shane Daw ESM, Graduate Diploma in Management, 2017

Medal of the Order of Australia (OAM)

- Mr John Kennedy OAM, Associate Diploma in Business (Management) - for service to local government, and to the community of Campbelltown, 2017.
- Mr Graeme Stratford OAM, Diploma of Technology in Accountancy - for service to higher education administration, and to the community, 2017.

In addition, Dr Peter Balan OAM, Senior Lecturer, UniSA Business School, received a Medal of the Order of Australia (OAM) on the Queen's birthday 2016 honours list in the General Division in recognition of his service to tertiary education, and to the community of South Australia.

POWERFUL PARTNERSHIPS

Our learning is influenced by industry, and the latest trends and demands. UniSA collaborates with over 2,500 companies worldwide to bring our students placement, project, research and work opportunities.



































City West Library, located in the Jeffrey Smart building. Collection strengths include Business, Law, Art and Indigenous studies

CHAPTER 5

CULTURE AND OPERATIONS

Adelaide, one of Australia's best kept secrets

South Australia's reputation as “Australia in a nutshell” has earned the nation's only listing on the influential Lonely Planet world guide for top 10 places to visit in 2017.

lonelyplanet.com/australia/south-australia

Fast facts

Capital city:
Adelaide

State population:
1.67 million

Adelaide population:
1.3 million

Language:
English

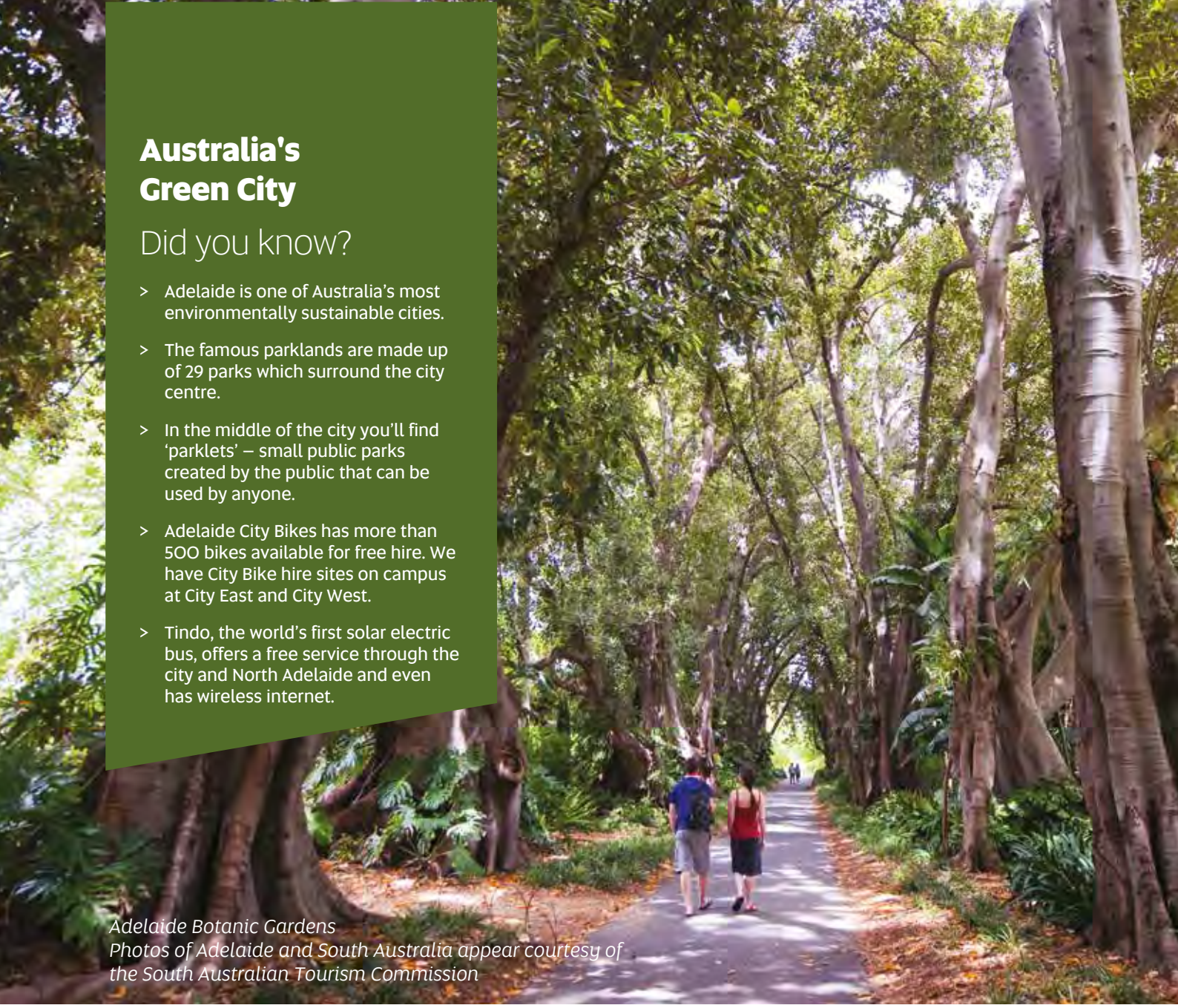
Currency:
AUD$

Area:
984,377 square kilometres

Coastline:
3,700 kilometres

Major exports:
Metals, wine, education





Australia's Green City

Did you know?

- Adelaide is one of Australia's most environmentally sustainable cities.
- The famous parklands are made up of 29 parks which surround the city centre.
- In the middle of the city you'll find 'parklets' – small public parks created by the public that can be used by anyone.
- Adelaide City Bikes has more than 500 bikes available for free hire. We have City Bike hire sites on campus at City East and City West.
- Tindo, the world's first solar electric bus, offers a free service through the city and North Adelaide and even has wireless internet.

Adelaide Botanic Gardens
Photos of Adelaide and South Australia appear courtesy of the South Australian Tourism Commission

Introduction

UniSA Business School is South Australia's largest business school and part of the University of South Australia (UniSA), Australia's University of Enterprise. We operate with a significant degree of autonomy, yet benefit from being part of a larger institution.

UniSA is based in the heart of Adelaide, Australia's leading learning city and the capital of South Australia. Adelaide is a beautiful city, surrounded by parklands and within reach of white beaches, and the lush green hills and valleys of Australia's premier wine district, ranked as the world's fifth most liveable city by the Economist Intelligence Unit's Liveability Report. Many international students choose to study in Adelaide because it is the cheapest city to live in among the major Australian cities and rated highly liveable. Welcoming and supporting students from across the globe, UniSA is ranked among the top 10 institutions in Australia (#9) in the Times Higher Education (THE) World Rankings and ranked among the top 100 institutions in the world for its international outlook (#51) in the THE World Rankings.

UniSA has four metropolitan campuses and two regional campuses. Two of our metropolitan campuses are located in the heart of Adelaide – these campuses are known as City East and City West – whilst the others are located in the inner suburbs of Magill and Mawson Lakes. Our regional campuses can be found in Whyalla and Mount Gambier.

Our Environmental Management Plan is recognised as delivering significant results with UniSA rated the second most energy efficient university in Australia by the Tertiary Education Facilities Management Association (TEFMA) benchmarking calculator.

City West Campus

UniSA Business School is located in the newly refurbished Yungondi building at the City West campus, which is in the health and innovation precinct of Adelaide. The campus has state-of-the-art teaching and learning spaces, library, student services/support (e.g. careers, disability and IT), student lounge, childcare centre, community clinics, art gallery, museum, post office and cafés with indoor/outdoor dining. The campus is well serviced by public transport (bus, tram and train) and is a short walk from the arts, business and shopping precincts.

UniSA manages its campuses as important public spaces, designed to attract and engage the community in the University's culture of learning and sharing knowledge. Breathing new life into the City West campus with gardens and greenery including tree planting, vertical gardens, raised planters and more is a key part of the UniSA Enterprising Spaces Campus Projects 2015–2018 plan. All new facilities are developed according to environmental standards such as compliance with Green Star best practice guidelines, 90% construction waste landfill diversion targets and ISO 14001 Environmental Management System. Recent City West campus developments include:

- ***Jeffrey Smart*** building, completed in 2014, is 5-star Green rated and won three South Australian Architecture awards for Sustainable Architecture. The building is a cutting-edge facility providing integrated learning spaces, library resources and support services. To assist students in quiet individual study, the building includes multiple quiet zones and a dedicated silent zone.

- ***Yungondi***[2] building, completed in 2017, is the new home of the UniSA Business School. It has a modern design that improves space utilisation and re-establishes our presence on campus. Yungondi is an inspiring place to study and work, providing collaborative spaces that stimulate and foster creativity and innovation in all facets of our operation (including supporting new models of learning). Features include: a concierge for visitors, our Business Student Hub as well as the Enterprise Suite for executive education and IRESS[3] Trading Room (SA's first simulated Australian Stock Exchange (ASX) financial trading room).

- ***Pridham Hall***, scheduled to complete in early 2018, will include over 2000 plants in the green wings at the entrance of the building and provision of an 80kW solar photovoltaic (PV) array to reduce electrical demand and supplement grid supplied electricity. Sculpted into the surrounding streetscape with green terraces and sloping facades, the hall's folded landscape will complement existing structures and a one-stop shop for students and the local community, featuring a sports complex, 25m swimming pool and facilities for graduations, corporate and cultural events.

- ***Cancer Research Institute*** building, on track to open in 2018, will house Adelaide's first major science public outreach initiative, the Museum of Discovery along with the ICC and facilities for the Centre for Cancer Biology and School of Pharmacy and Medical Sciences. The 14-level building will offer around 31,000m2 of floor area and has been designed to achieve the LEED Gold Star (International Green Building rating equivalent of the Australian 5-Star Greenstar rating) for design and construction. *usgbc.org/projects/unisa-health-innovation-building*

[2] Yungondi is a Kaurna word meaning 'to give, impart, educate and communicate', as a reflection of UniSA's respect for Australia's Indigenous heritage.
[3] IRESS is a global leader in innovative technologies for the financial sector and sponsor of the IRESS Trading Room.

PRIDHAM HALL / Opening in 2018, this will become the new heart of the University hosting graduations, functions and sporting events. See the building come to life by downloading the Pridham Hall App in Google Play or the iTunes App Store.



JEFFREY SMART BUILDING / The award-winning Jeffrey Smart Building features the very best in modern learning facilities. It boasts over $8 million in new technologies and has a 5 Green Star Rating. *Take a virtual tour at unisa.edu.au/jsb*



Health, Safety and Wellbeing

UniSA is committed to diversity and inclusion among our students, faculty and professional staff. This commitment is consistent with our founding legislation, vision and values, and our obligations under equal opportunity and anti-discrimination legislation. UniSA's governance framework incorporates policies and plans that specifically address these factors from our student admissions policies through to our employment strategies and campus development projects. For example, we have an Aboriginal and Torres Strait Islander Employment Strategy, Disability Action Plan and Women's Development Program.

UniSA is committed to providing and maintaining a safe and healthy workplace and study environment for our for our employees, students, contractors, labour hire, volunteers, visitors and other community members. The Safety and Wellbeing Strategic Plan 2016-2018 aims to create an environment that supports and nurtures the wellbeing of our students and staff so that they can thrive and perform at their best.

At UniSA we take our duty of care to our staff and students very seriously and remain committed to doing all that we can to ensure their safety and wellbeing, including supporting the Respect. Now. Always. campaign **#respectnowalways** launched by Universities Australia in 2016. The campaign aims to: raise awareness of sexual assault and sexual harassment and lift the visibility of support services for students; obtain data to guide further improvement in university policies and services; and assist universities in sharing global best practice resources across the sector.
i.unisa.edu.au/students/student-support-services/wellbeing-at-unisa/respect-now-always

We know that health and wellbeing will lead to a much more satisfying and fruitful experience whilst at university and beyond. There is a wealth of resources available to help achieve and sustain good physical, mental and emotional wellbeing. This includes a confidential and free counselling service for staff and students at the University's Psychology Clinic. *unisa.edu.au/wellbeing*

UniSA has also engaged Human Psychology to provide an Employee Assistance Program for staff and their immediate family members. Assistance is available for a variety of personal, emotional or work-related problems including management support through Manager Assist, which can assist with consulting and mediation services for managers. *w3.unisa.edu.au/safetyandwellbeing/IM_Wellbeing/wellbeing.asp*

In 2017, UniSA launched a new fund to provide UniSA researchers who are also new mothers with the opportunity to access additional support to maintain the momentum of their research. Professor Tanya Monro, UniSA Deputy Vice Chancellor: Research and Innovation, is making a personal donation to establish the scheme, Research Momentum During Maternity Leave. The fund is designed to cover a range of ad hoc expenses that will make it easier for women to manage their research commitments and the demands of a new baby.

We continue to promote healthy living and support our community by maintaining smoke-free campuses (including e-cigarettes) since 2014 and providing how-to-quit resources to students and staff.

SafeZone App

All UniSA staff and students can download the free SafeZone App, providing additional security and support when on campus. The app allows staff and students to get help quickly in a personal emergency or if someone else needs first aid or general assistance. Staff and students can also check-in when working alone, after hours or in high risk areas, which shares their status with an on-site response team. The app can also receive notifications so they know what to do in an emergency situation.

SafeZone *unisa.edu.au/safezone*



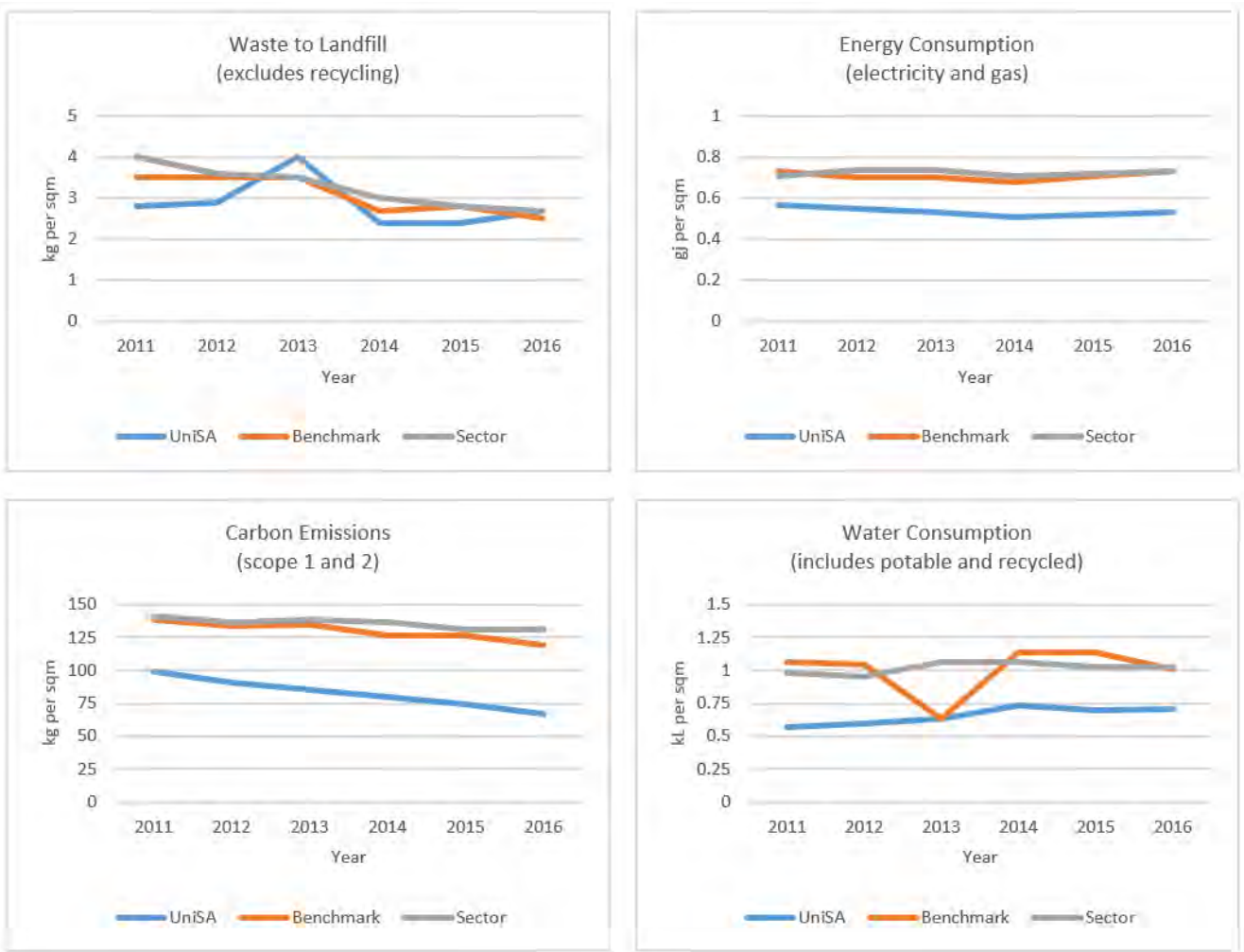
Environmental Sustainability

At UniSA we have a strong commitment to environmental, economic, social and cultural sustainable development, as articulated in our Vision, Mission and Values. *unisa.edu.au/About-UniSA/University-vision*

In addressing environmental issues, we lead by example. Our Facilities Management Unit (FMU) actively monitors energy consumption across the University and has implemented a range of strategies to reduce both consumption and the resultant carbon emission impact and water consumption programs implemented since 2002 have significantly reduced our annual consumption of potable water, reducing our reliance on the ailing River Murray.

UniSA's FMU has developed an Environmental Management Plan for the period of 2010 to 2020. The plan addresses a range of strategies on the environmental themes of Energy Management, Water Management, Waste Management, Sustainable Transport and Ecological System. In addressing environmental issues, we lead by example. A number of projects undertaken by FMU are making sure our facilities operate in environmentally responsible ways.

Annually UniSA participates in the Tertiary Education Facilities Management Association (TEFMA) Benchmark Survey. In 2011, an Environmental Survey was added, capturing additional data related to energy, water, waste, capital development, space management and facility condition and functionality. In 2016, 58 institutions participated in the survey, from Australia (38), New Zealand (14) and Hong Kong (6). Over the last six years, UniSA has reduced carbon emissions by 25% and has the second lowest Scope 1 and 2[4] Carbon Emissions Intensity of all Australian Universities[5].



[4] Scope 1 are the emissions released to the atmosphere as a direct result of an activity, or series of activities at a facility level. Scope 2 are the emissions released to the atmosphere from the indirect consumption of an energy commodity. http://www.cleanenergyregulator.gov.au/NGER/About-the-National-Greenhouse-and-Energy-Reporting-scheme/Greenhouse-gases-and-energy [5] TEFMA 2016 Benchmark Report

UniSA is continuously exploring options to find the most environmentally friendly and cost-effective transport solutions for students and staff. Current initiatives include:

- UniSA subscribes to the 'Greenfleet' Vehicle program, offsetting 129 tonnes of greenhouse gas emissions each year including carbon emissions that result from UniSA's Fleet Vehicles and travel with Hughes Chauffeured Limousines (UniSA's provider of passenger transport services within metropolitan Adelaide). The program plants native trees to offset the vehicle fleets carbon emissions on an annual basis.

- Fleet Vehicles are located on all University campuses. LPG powered vehicles are purchased when existing petrol and diesel powered vehicles come up for renewal.

- Cycling is a great way to get to your campus. It is fun, cheap, good for the environment, and an excellent form of exercise. Staff and students can hire Adelaide Free Bikes from Security at City East or City West to get around during daylight hours and shower facilities and secured bike storage are available on all campuses.

- Benefits of public transport include health benefits involved in walking from door to bus stop and bus stop to destination at either end, not to mention the lower carbon footprint of public transport users. There are bus stops near each campus and train stations close to the city and Mawson Lakes campuses. Students are also entitled to discounted tickets once enrolled. UniSA offers a free bus service that runs between Magill and Mawson Lakes campuses, departing every hour from 8:10am to 5:10pm, Monday to Friday, during Study Periods 2 and 5.

At UniSA we aim to use Information Technology in a 'green' way (Green IT), recent Information Strategy and Technology Services initiatives include:

- Significant energy savings by effectively utilising existing servers through server virtualisation. UniSA has 152 Physical Servers and 1054 Virtual Servers which means that 87.40% of servers are virtualised. Virtualisation is where a group of very large hardware servers are able to run 10 'virtual' servers on each box which requires only 250% of the hardware versus 10 physical servers at 10000% (assuming most physical servers only run at 25% capacity). Consolidating servers into common data centres also maximises our use of climate-controlled facilities and eliminates extra cooling costs.

- Reducing power consumption by introducing sleep settings of two hours for monitor blanking and three hours for sleep mode in teaching pools. For staff PCs the screen will lock and blank the screen after 15 mins and go to sleep after 30 minutes.

- Staff and student PCs that are no longer able to fill its original role are either auctioned off so that they get an extended life or donated. Old equipment which is broken or faulty and cannot be resold is recycled as e-Waste.

UniSA library has adopted a digital preferred collection strategy as a way of providing timely access to an expanded range of information resources. This ensures a more equitable and sustainable business model with resources available from any location with internet access. In parallel, the library is reducing its print collections to make room for new student spaces. Print items have either been moved to an offsite warehouse, made available free to patrons or recycled. The result of these combined projects means that the number of digital resources available to UniSA students and staff is now significantly larger than the print collections.

2016/2017 Library Snapshot:

- 95% of book expenditure allocated to ebooks
- Over 8.9 million ebook chapters and 5.7 million ejournal articles accessed from the Library
- Print collections reduced by 160,865 items across all four campus libraries to make room for more student spaces
- 13,298 Open Access outputs now available in the Library's Research Outputs Repository ensuring that UniSA research is made freely available around the globe and not hidden behind publisher 'paywalls'. search.ror.unisa.edu.au

UniSA Business School

In addition to UniSA wide initiatives, UniSA Business School has made significant inroads throughout 2016-2017 in reducing our environmental impact through the adoption of e-books, removing and recycling 160 single-use printers, introducing paperless committees, establishing a sustainable registration and ticketing process for events, implementing a 'one electronic device' policy to reduce e-waste, and increasing green purchasing. We also advocated for removing hard copy course outlines for students throughout UniSA, which has significantly reduced paper and printing usage.

Supporting Social Enterprise

UniSA Business School was accredited as a Fairtrade workplace in 2016 and a successful campaign saw products from Who Gives a Crap and Thankyou. stocked with UniSA's preferred consumables and office products supplier.

The Fairtrade movement is a socially innovative response to address wage injustice, maintain environmental standards in developing countries and provide fair access to markets for smaller communities. The Fairtrade minimum price ensures farmers, workers and their communities can organise into cooperatives and improve their positions in the supply chain, while Fairtrade helps give farmers access to organic training and premium markets.
http://fairtrade.com.au/

Thankyou. is an Australian social enterprise. Thankyou. employ an unusual business model; 100% of profits from the sales of its water, body care, baby care and food products given to help end global poverty, providing access to a safe childbirth, healthcare, water and sanitation services and food. It is unorthodox and contrary to traditional business models but it works. Thankyou. products include tasty snacks, bottled water, body care lines and baby products.
https://thankyou.co/

Who Gives a Crap (WGAC) donate 50% of profits to help build toilets for those in need. 2.3 billion people (roughly 40% of the world's population) don't have access to a toilet and WGAC think that's pretty crap. Poor sanitation causes diarrhoea related diseases that fill over half of sub-Saharan African hospital beds and kill 900 children under five every day. Luckily, toilets are a proven great solution – they provide dignity, health and an improved quality of life. WGAC are determined to prove that toilet paper is about more than just wiping bums. WGAC make all of their products with environmentally friendly materials, products include toilet paper, paper towels and tissues.
https://au.whogivesacrap.org/



Jeffrey Smart building – a state-of-the-art student learning and information centre with a Five Green Star rating

CHAPTER 6

BEYOND THE UNISA BUSINESS SCHOOL

UniSA's mission is inherently inter-disciplinary and this is reflected in our enterprising culture, partnered approach and engagement with our communities. We pride ourselves on our capacity to create cross-organisational teams that can tackle significant real-world challenges and make a difference outside the world of academe.

Research Concentrations

In addition to the UniSA Business School's Ehrenberg-Bass Institute, UniSA's flagship institutes and strategic alliance includes the Future Industries Institute (FII), Sansom Institute for Health Research and the Centre for Cancer Biology.

- Division of Information Technology, Engineering and the Environment has a proud history of furthering education and research in the fields of science and technology to promote innovation locally, nationally and internationally. Established in 2015, FII brings together the research activities of the established Ian Wark Research Institute, Mawson Institute and Centre for Environmental Risk Assessment and Remediation. *fii.unisa.edu.au*

- Division of Health Sciences executes enterprising research that contributes practical solutions to address local, national and international health-related challenges across a number of concentrations within the Sansom Institute for Health Research and the Centre for Cancer Biology. Through a range of strategic research partnerships, we engage in collaborative research at the highest level, networking with the community, government and industry in a way that is making significant change for a better future.
  ccb.unisa.edu.au
  unisa.edu.au/Research/Sansom-Institute-for-Health-Research

UniSA is also home to the internationally renowned Hawke Research Institute, with a mission to help create sustainable and just societies, and to a number of specialist research centres:

- Advanced Computing Research Centre
- Alliance for Research in Exercise, Nutrition and Activity
- Asia Pacific Centre for Work Health and Safety
- Australian Centre for Child Protection
- Barbara Hardy Institute
- Behaviour-Brain-Body Research centre
- Centre for Cognitive and Systems Neuroscience
- Centre for Drug Discovery and Development
- Centre for Industrial and Applied Mathematics
- Centre for Islamic Thought and Education
- Centre for Population Health Research
- Centre for Research in Education
- Centre for Social Change
- Centre of Research Excellence for the Prevention of Chronic Conditions in Rural and Remote High Risk Populations
- China-Australia Centre for Sustainable Urban Development Conservation
- Defence and Systems Institute
- Hawke EU Centre for Mobilities, Migrations and Cultural Transformations
- Institute for Telecommunications Research
- International Centre for Allied Health Evidence
- International Centre for Muslim and non-Muslim Understanding
- Medicine and Device Surveillance Centre for Research Excellence
- Natural and Built Environments Research Centre
- Phenomics and Bioinformatics Research Centre
- Psychology and Applied Animal Behaviour Centre
- Quality Use of Medicines and Pharmacy Research Centre
- Research Centre for Languages and Cultures

Some examples of UniSA's recent research initiatives include:

- **ADVANCES IN TREATMENT FOR BRAIN CANCERS** New research from UniSA and SA Pathology's Centre for Cancer Biology could support more effective chemotherapy treatment for one of the most lethal brain cancers, Glioblastoma. In 2016 the research received funding from the Neurosurgical Research Foundation, allowing leading brain cancer researcher, Professor Stuart Pitson, to take his work one-step closer to clinical application. Stuart.Pitson@unisa.edu.au

- **WATER WASTE MANAGEMENT PROJECT** Product Design lecturer Andrew Whittaker is part of a team working to develop a new water purification system for use where clean water is hard to access. The PuriBag project also involves UniSA's FII and Adelaide-based company Vinnovate. The concept is water could be obtained from a contaminated source and placed into a flexible, reusable bag for processing in a two-stage process of flocculation and sterilisation. Andrew is developing a concept to use plastic film with special custom components to create the bag, seal and outlets. Andrew.Whittaker@unisa.edu.au

- **UniSA-INDUSTRY PARTNERSHIP SEEKS VACCINE FOR ZIKA VIRUS** The Experimental Therapeutics Laboratory within the Sansom Institute for Health Research is working with Melbourne-based biotech company Sementis Ltd to develop a vaccine to combat the Zika virus. The collaboration between UniSA and Sementis developed a protective vaccine for Chikungunya virus late in 2015. It is now finalising a contract for manufacturing clinical grade material, which will be tested in toxicity studies and early phase clinical trials, with a full vaccine development process taking many years.

- **NEXTGEN RATING TOOLS PROJECT** UniSA, through the Research Node for Low Carbon Living, launched the RP1024 NextGen Rating tools Project, funded by the Cooperative Research Centre (CRC) for Low Carbon Living with CSIRO (Commonwealth Scientific and Industrial Research Organisation) and industry partner Energy Inspection. UniSA will conduct research that will underpin revisions to the assumptions and behaviour profiles contained within house energy rating tools. The new tools will revolutionise the building industry by enabling designers, builders and homeowners to evaluate all of the major energy consuming activities, delivering a comprehensive understanding of how to minimise energy usage.

- **LAUNCH OF NBERC** UniSA's new Natural and Built Environment Research Centre (NBERC) has four research strands: Natural and Built Environment Education; Environmental Stewardship; Smart and Healthy Communities; and Water and Natural Resources, encompassing two commercial research and consultancy units: Australian Flow Management Group and SMAG - Specialised Testing & Research Unit.

- **CONTRIBUTING LOCALLY AND GLOBALLY TO MENTAL HEALTH** Professor Nicholas Procter is a member of an international consortium of researchers from Norway, Germany, Kosovo, Sweden and Serbia looking at mental health and quality of life among refugees and asylum seekers. He has also been appointed to the National Mental Health Commission's Advisory Group on Suicide Prevention, established to provide advice, expertise and strategic support on suicide prevention in Australia. Nicholas.Procter@unisa.edu.au

- **UNISA TEAMS WITH CRANIOFCIAL SURGEON IN WORLD-FIRST RESEARCH PROJECT** A world-first collaboration between UniSA and Australian Craniofacial Unit could provide a significant global breakthrough for people born with small jaws, sparing affected children surgery. Dr Quenten Schwarz and Dr Sophie Wiszniak will spend the next three years working alongside Adelaide craniofacial surgeon Professor Peter Anderson to explore the role that blood vessels play in the normal development of the jaw. Quenten.Schwarz@unisa.edu.au Sophie.Wiszniak@unisa.edu.au

- **HOW SCHOOLS FOSTER REFUFEE STUDENT RESILIENCE** A project looking at how schools create the social and educational conditions that enhance resilience in refugee children is set to overturn some stereotypes about the refugee experience. Awarded an Australian Research Council linkage grant and partner funding, researchers hope to unpack which policies and practices schools are using that nurture the best outcomes for some of our most vulnerable school students. Partners in the project include South Australian Department for Education and Child Development, Queensland Department of Education and Training, Catholic Education South Australia, Brisbane Catholic Education, and Australian Refugee Association. Bruce.Johnson@unisa.edu

- **FREE LIBRARY ON WATER AND ENVIRONMENT DATA (FLOWED) PROJECT** A partnership between NBERC, SA Water and Australian Water Quality Centre; in collaboration with Goyder Institute for Water Research, Water Research Australia and Water Environment Research Foundation USA. UniSA has expanded on its open access database to aggregate high value water data developing a national and international focus. The team presented "Metadata Framework - Building a Data Platform for Asset Management Decision Support" at the OzWater 2017 Conference. angelica.healey@unisa.edu.au

Working with Communities

There are also a range of examples of other UniSA divisions working with communities locally and overseas:

- On the City West campus, a New Health and Medical Clinic opened its doors in August 2017. The clinic provides staff, students and the public with a unique range of free or low-cost allied health and General Practitioner services including exercise physiology, midwifery, physiotherapy and podiatry. The majority of the allied health services are provided by UniSA students under the supervision of highly qualified and experienced health professionals.

- In South Australia, twenty-two community organisations now have new websites thanks to the 2016 Sustainable Online Community Engagement (SOCE) Project, a joint initiative of our School of Communication, International Studies and Languages and the State Government's Office for Volunteers. Web design students were matched with organisations that had neither the skills nor the resources to produce the digital tools necessary to support their communities. The successful SOCE program has been running since 2001, with 650 UniSA students benefiting from being exposed to a real client/developer project relationship while working with one of 400 different community groups.

- In Vanuatu, the School of Art, Architecture and Design is engaging with the Port Resolution community on Tanna Island to help build low impact eco-tourism accommodation as part of the Division's Design and Construct Program. The Port Resolution Community Project was initiated in 2012 by the island's Chiefs to generate income for youth education and help communities retain ownership of their land. Our students made three trips to Tanna in 2016 to work on the first three bungalows. They raised the funds to pay for materials and local contractors.

- In Fiji, a group of UniSA students worked as part of a project to establish permanent biodiversity monitoring sites and build capacity for biodiversity and environmental risk assessment in 2016. Funded by the Australian Government through the New Colombo Plan, the project is a joint initiative between UniSA, Flinders University and the University of the South Pacific.

- In the Cook Islands, a group of nursing students worked alongside local health professionals and nursing students to screen children for Rheumatic Heart Disease in 2016. This gave students valuable experience in population health screening, collation and analysis of screening activity, and public health programs to reduce the incidence and consequences of this disease, whilst delivering an invaluable service to the community.

- In Vietnam, the Hue Citadel Project brings together Australian and Vietnamese architecture and urban/regional planning students to address real-world development and management issues in the Hue Citadel UNESCO World Heritage Complex. With support from the Hue Monuments Conservation Centre, student projects directly contribute to the development of better management practices and governance models.

- In Vietnam, midwifery students worked alongside local health professionals to provide antenatal, intrapartum and postnatal midwifery care. Students provided a range of quality health services for mothers including breastfeeding advice, which was very much in demand. A group of final year physiotherapy students visited rural India to provide free musculoskeletal physiotherapy services to patients unable to access or afford treatment. In collaboration with Volunteering India, students worked alongside local physiotherapists; helped children at a special needs school in Palampur and provided services to local communities in need.

- In Beijing, China, a group of architecture students completed a study tour and short-course Masterclass design studio as part of a Student Mobility Project supported by five Australian Government-funded Endeavour Mobility Grants. They worked students from Beijing University of Technology to research the streets around Beijing's 'old' city to better understand the social plight of displaced low socio-economic and migrant groups in the area.



Artist's Impression: Pridham Hall will become the heart of our community, including a purpose built amphitheater to host graduations, exams and functions, and a sports complex with 5-lane swimming pool - Scheduled for completion early 2018

CHAPTER 7

CONCLUSION AND FUTURE OBJECTIVES

The United Nations adoption of the SDGs was a key component of the 'Transforming our world: the 2030 Agenda for Sustainable Development'. The 17 SDGs and 169 related targets help prioritise and guide decisions in order to address many social, environmental and economic challenges of our global community.



We recognise that UniSA is in a unique position and plays a critical role in achieving the SDGs through our ethical, responsible and sustainable education, research and innovation, and community engagement. This is part of a long-standing commitment that is core to our mission and embedded throughout. This SIP report summarises our key initiatives, efforts and achievements over the past two years and has provided an opportunity to review and revitalise our commitment to the UN PRME.

Future Objectives

Title	Objective	Owner(s)
Integration with our strategy and values.		
University Commitment to the SDGS	Affirm university-wide commitment to the SDGs through membership of and participation in the Australia/Pacific Regional Network of the Sustainable Development Solutions Network (SDSN).	Pro Vice Chancellor (Business and Law)
Strategic Plan 2025	Ensure Ethics, Responsibility and Sustainability (ERS) are explicit and integrated components of the UniSA Business School Strategic Plan 2025 and that it cascades through business/portfolio planning and into individual performance objectives.	Pro Vice Chancellor (Business and Law)
PRME Working Group	Strengthen the PRME working group in order to advise UniSA Business School Executive on: our approach to sustainability and responsible leadership; progress made and challenges faced; and future short, medium and long-term strategies.	PRME Lead
Progress Reporting	Monitor progress against initiatives, project milestones and key performance indicators for inclusion in the Sharing Information on Progress (SIP) and other reports related to ethical action and social responsibility.	Accreditation and Quality Assurance Manager
Social Enterprise	Establish a social business centre that delivers cross-disciplinary teaching and research relevant to poor and marginalised communities.	Dean: Academic

Title	Objective	Owner(s)
Integration in curriculum, student participation and assessment (including career placement).		
Curriculum Mapping	Develop more detailed mapping of 'ethical action and social responsibility' graduate qualities through all programs including scaffolding through introductory, development and mastery phases. Review each of the teaching and assessment requirements from a programmatic perspective (across modes/locations) and manage continuous review/improvement cycle.	Dean: Academic
Enterprise Skills	Communicate the importance of ethical action and social responsibility as part of an employability skills framework and develop a suite of supplementary learning resources to support its development.	Dean: Academic
Course Review	Review suite of core and elective courses across program levels that specifically deliver content focussed on ethical action and social responsibility in a range of contexts.	Course Coordinator(s)
Work-Integrated Learning	Ensure the business placements and internship program incorporates opportunities with charities, benefit corporations, not-for-profit and/or non-government organisations.	Partner Engagement Manager: Internships
Equity Groups	Review equity group access, participation and achievement. Ensure there is sufficient pathway and support opportunities in place and further promote relevant scholarships such as Aboriginal MBA and Women in MBA scholarships.	Pro Vice Chancellor: Student Engagement and Equity & Pro Vice Chancellor: Aboriginal Leadership and Strategy

Title	Objective	Owner(s)
Staff development in ethics, responsibility and sustainability.		
Competency Framework	Support the integration of core attributes and competencies with a focus on ERS into faculty and professional staff development.	Manager: Business Partnerships (People, Talent and Culture)
Aboriginal Cultural Safety/Awareness	Promote Aboriginal Cultural Safety/Awareness workshops as a key component of Reconciliation Action Plan, our Aboriginal and Torres Strait Islander Employment Strategy and our ambition to be the University of Choice for Aboriginal and Torres Strait Islander peoples.	Manager: Business Partnerships (People, Talent and Culture) & Pro Vice Chancellor: Aboriginal Leadership and Strategy

Title	Objective	Owner(s)
Research strategy and impact.		
Thematic and Interdisciplinary Approach	Further develop our thematic and interdisciplinary approach to research that continues to be inspired by challenges and opportunities related to: an age friendly word; transforming industries; cancer prevention and management; scarce resources; healthy futures; and society and global transformation.	Dean: Research and Innovation

Title	Objective	Owner(s)
Stakeholder communications, engagement and partnerships.		
Communications Plan	Develop a communications plan to better engage stakeholders in activities and provide progress updates including student/staff email communications and development of a dedicated webpage.	PRME Lead
PRME Chapter Australia/New Zealand	Participate and support the PRME Chapter Australia/New Zealand as a focal point for coordination and communication across the region and to facilitate the growth and engagement with PRME.	PRME Lead
Global Cross-Sector Partnerships	Champion PRME, exchange effective practices and foster collaboration in ERS across our network of partner institutions and the global network of universities with social enterprise initiatives.	PRME Lead
Stakeholder Feedback	Research stakeholders to gain a better understanding of current levels of knowledge and feedback on the progress being made (potentially utilising Sulitest).	PRME Lead
Prizes and Awards	Review UniSA Business School Awards for Student and Staff Excellence (faculty and professional) and include a category for ethics, responsibility and sustainability.	Pro Vice Chancellor (Business and Law)

Title	Objective	Owner(s)
Co-curricular and extra-curricular activities.		
Student Engagement	Ensure the initiatives and services delivered through the Student and Community Engagement team. continue to exemplify our values and commitment to PRME (e.g. Community Gardens and Spiced).	Coordinator: Community Engagement
Industry Engagement	Ensure our industry engagement guest lecture, seminar and networking series include charities, benefit corporations, not-for-profit and/or non-government organisations.	Senior Consultant: Careers and Alumni
Volunteering Opportunities	Further develop international volunteering opportunities to apply and develop skills whilst increasing awareness and contributing to local communities and cultures.	Manager: Academic Operations

Title	Objective	Owner(s)
Environmental and social impact of organisational practices.		
Sustainability Framework	Review the UniSA Business School Sustainability Framework and role of the Sustainability Working Group in the context of the new PRME Working Group.	PRME Lead
Fairtrade Certification	Continue to demonstrate our commitment to environmental and social responsibility through a review of the availability and support for Fairtrade products in the workplace.	Manager Strategy and Services
Employer of Choice for Gender Equality	Further our commitment to gender equality in the workplace through recognition as an Employer of Choice for Gender Equality (EOCGE) with the Australian Government Workplace Gender Equality Agency (WGEA).	Manager:Business Partnerships (People, Talent and Culture)

APPENDIX I: STUDENT PERSPECTIVE

A workshop was held in 2016 with a cross section of students to discuss their experiences of Ethics, Sustainability and Responsibility at the UniSA Business School. The content below is taken from the report which UniSA Business School Executive considered as part of our continuous improvement (for example improving communication to students about initiatives and services in place).

Extra-Curricular Activites and Community Outreach

Students indicate that the UniSA Business School offers and actively promotes many opportunities to engage in both extra-curricular and community outreach programs. The UniSA Student Association is the central hub for more than 100 clubs, and the School actively encourages students to make use of the University-wide support. Other examples the School encourage students to participate in are:

- Australian Indigenous Mentoring Experience, which allows students to develop mentoring skills and contribute to the community through mentoring Aboriginal and Torres Strait Islander students, supporting them to complete high school.
- Community Connect, a student-led organisation that not only gives students the opportunity to volunteer, but also to take the challenge of creating and running a project themselves.
- The Legal Advice Clinic, a student-run clinic which over the last four years has provided more than one million dollars in free legal advice to people who may not be able to get this crucial support anywhere else.
- The UniSA Community Gardens, a free weekly program that promotes healthy and sustainable eating, and the effort to further the focus on sustainability on our campuses.

Students feel the School's encouragement to engage with University-wide and School-based opportunities allows them to learn unique lessons in Ethics, Responsibility and Sustainability (ERS), benefiting the student's education whilst positively impacting the communities they serve in. Many of the students who contributed to this report are active in these programs or know students who have participated.

Students were also aware of UniSA+Plus which is a University-wide initiative looking to incentivise and engage students with opportunities both internal and external to the University, focusing on leadership and enterprise, social and global engagement and self-development. The program looks to establish growth in student engagement by offering exclusive benefits for those who demonstrate an exemplary commitment to extra-curricular activities and community outreach programs throughout their years at the University. This program, along with many others soon to be available to students, demonstrates the School is not only currently a leading example of the promotion of ERS, but also aims to continue being as much of a leader in the years to come.

Value in the Management Profession

The Students believe that the UniSA Business School is highly committed to fostering ERS behaviour in students and staff.

The School's commitment to incorporating ERS into education is apparent in the numerous courses that focus on these issues. For example, the Business and Society course is a core course in introducing students to the importance of understanding issues of ERS. The course is aimed at developing students' understanding of the relationship between society, business, government and the not-for-profit sector. Through specialised topics, the course covers ethical issues arising in various professions, related to professionalism, environmental and social sustainability. The School's commitment to ERS behaviour is also reflected in intended Learning Outcomes and Graduate Qualities; the School is focussed on developing students who are 'committed to ethical action and social responsibility as a professional and citizen'.

Students identified ways that the School practically demonstrates its concern for ethical, responsible and sustainable behaviour. Commitment to environmental sustainability is seen through the University's Environmental

Management Plan mission statement; the School 'contributes to environmentally, economically, socially and culturally sustainable development, and aims to reduce its own environmental impact'. Similarly, students were aware that Corporate Social Responsibility, Ethics and Sustainability is a strong feature of the School's Strategic Action Plan.

Students reflected on other ways that the School demonstrates concern for the value and development of ERS behaviour. The School coordinates a Business Peer Mentors program which allows new students to be mentored and guided by experienced students through the initial part of the undergraduate studies, thus nurturing socially responsible and caring behaviour amongst students. Further, there are a variety of equity scholarships available to disadvantaged students to ensure they have the necessary support. In addition, the School's staff provide support to students regarding all issues, especially issues with an ethical or moral underpinning arising from interactions with others students and colleagues.

The School is focussed on encouraging students to keep an awareness of ERS at the forefront in their minds. The School reminds students of volunteering opportunities through events such as the Volunteering Expo. Students value volunteering opportunities as they provide an opportunity to think of the social context of their studies and allow them to engage with the community at large, hence building ethical and socially responsible behaviour.

Connections with the Corporate World

Students reported that the UniSA Business School is well connected to the corporate world and they are able to point to numerous ways that those connections are brought into the learning experiences for the students. More than 2OO partnerships with professional businesses and government organisations have been developed. Students identified the CareerShop as a one-stop-shop for finding job vacancies, internships and resources for career-related workshops, seminars and expo.

The School is seen to be proactive in recognising opportunities to maximise communication with employers and professional organisations about how the School designs the programs it offers. Students were aware that the School recently formed a partnership with Australian Institute of Company Directors for the Masters of Business Administration. All of the discipline schools and research centres in the Business School provide opportunities for students to gain experience from real industry interactions. Partnerships are utilised by students in the form of volunteer or paid internships, such as the Experience Business Program, the Business Career Mentor Program and the CEO for a Day program. These programs are highly competitive; generally students who have already developed professional communication skills as well as a high GPA are successful in being accepted to participate. Students are able to undertake work experience in a diverse range of industry organisations, from accounting firms to professional sporting clubs, through work placement electives or by utilising the many networking opportunities presented to them throughout their studies. Placements are known to often lead to permanent employment.

In the classroom, students gain experience with the corporate perspective through more than just the course content material. The Ehrenberg-Bass Institute for Marketing Science, the world's largest centre for research into marketing, invites top performing undergraduate students to attend marketing masterclasses. These interactive seminars focus on how academic knowledge can be applied in industry using the latest research findings and real world data. All of the research centres in the School actively encourage students to collaborate with senior researchers and their industry partners to produce industry relevant research and invaluable experiences for the student. Furthermore, conferences featuring guest lectures by industry leaders allow students to learn from industry professionals, as well as get involved in the networking event that follows. These are attended by many industry contacts and allow students to connect with them in a friendly, professional setting. Though some of these opportunities are invitation only, as the School develops, students hope that all industry guest lectures will become open events.

Overall, the students are positive about the School's focus on creating and maintaining its corporate connections and the impact these connections have on student learning experiences. Moreover, students recognised that the School's continued development of its Alumni network will be an important factor in gauging employer expectations of graduates' skills and knowledge and an opportunity to secure employment outcomes for graduates across all levels of business from global corporations to local small business.

APPENDIX II: RESEARCH SUMMARY 2016-2017

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