



THE UNIVERSITY OF
AUCKLAND
Te Whare Wānanga o Tāmaki Makaurau
NEW ZEALAND

BUSINESS SCHOOL

2015

SHARING INFORMATION ON PROGRESS

PRME Principles for Responsible
Management Education





Contents

Commitment to Principles for Responsible Management Education

From the Dean	3
Introduction	5
Principle 1: Purpose	6
Principle 2: Values	7
Principle 3: Method	8
Principle 4: Research	10
Principle 5: Partnership	13
Principle 6: Dialogue	14
Contact us	15

Te Toka Kāmaka o Waipārūrū

The life essence of the University of Auckland Business School

This kohatu mauri, or mauri stone, standing in the entrance of the Owen G Glenn Building is the life essence of the Business School. The pounamu kahurangi, a rare form of jade or greenstone, is blessed with the name Te Toka Kāmaka o Waipārūrū and its wairua or spirit, protects traditional Māori values in all ceremonies that take place in the building and its environs and also the values associated with higher learning and knowledge. Te Toka Kāmaka o Waipārūrū represents the strength and solidity of the School, symbolically linking manuhiri or visitors, students, and staff,

the past and the present, and the North and South Islands.

The body of the sculpture, depicts "He tangata, he rangatira", a high ranking rangatira or leader wearing a ceremonial korowai or cloak, its shoulders of a softer serpentine stone support the treasured pounamu as the most sacred part of the human body, the roro or brain.

The sculptural piece was made by two Māori artists, a master pounamu carver, Mike Mason, and artist designer Carin Wilson.

You are encouraged to touch the Pounamu.

Commitment to Principles for Responsible Management Education



The University of Auckland Business School is keenly aware of its role as ‘the critic and conscience of society’ and takes seriously its commitment to promoting responsible management education. This includes developing relevant curricula to achieve entrepreneurial competency and integrity in a rapidly evolving global environment, engaging with the business world with which it has a powerful and symbiotic relationship, and participating in domestic and international partnerships that demonstrate its sense of social responsibility to the wider world. Aspirations and respect for the diverse elements of economic, social and environmental sustainability are addressed in teaching, research, international consultancy, our systems and structures.

These commitments to responsible management education have been built on a strong foundation of continued investment in teaching. Establishment of an innovative learning unit to design, develop and promote the use of innovative pedagogies and technologies has enhanced the effectiveness of learning and teaching. Ongoing review of curricula is providing further opportunities to embed the principles of social responsibility and ensure the development of transferable professional skills.

Targeted admission and scholarship schemes are in place to assist with the recruitment of identified equity groups. While remaining open to eligible Māori and Pacific students and to students with disabilities, they are now also open to eligible students from refugee backgrounds and students from low socio-economic backgrounds. The Business School’s recent strategy for Māori and Pacific engagement aims to increase student enrolment and completion rates, increase representation on the staff and strengthen engagement with the wider Māori and Pacific communities.

The introduction of strategic research themes provides a focus on issues of innovation, value creation and sustainability that are of strategic relevance to New Zealand industries, enterprises and organisations. The development of these themes will support enlightened leadership and governance of enterprises and organisations, encouraging them to innovate, create value, succeed in international markets and enhance productivity and sustainability.

The Business School has strengthened its outreach and engagement with external audiences, utilising the opportunities provided by our

contemporary building with facilities that have made the Business School a hub of learning, debate and discussion. Innovative partnerships and networks with businesses and other stakeholders have created benefits in teaching, research, and co-curricular student activities that focus on development of personal and professional skills.

The Business School is strongly committed to the principles of PRME and is pleased to offer this first report as a milestone in our development of an innovative and exciting approach to sustainability. We have plans for the further development of our work on sustainability and responsible management education and this year we have initiated the development of a faculty-wide programme on sustainability across teaching, research and outreach. We plan to formally launch the programme in 2016 and our next report will provide the specific benchmarks that can guide our progress and learning on responsible management education in the years ahead.

PROFESSOR GREG WHITTRED
BCom(Hons) Qld, MEc Syd., PhD UNSW, FCA, FCPA
Dean, The University of Auckland Business School



Introduction

The University of Auckland is New Zealand's most highly ranked, research-led university positioned among the leading institutions in the Asia-Pacific region. Situated in New Zealand's largest city and the country's commercial capital, the University offers a comprehensive range of research-based programmes of study for domestic and international students. Growth in student numbers has accelerated rapidly in the twenty-first century. Currently the University has about 42,000 students and is New Zealand's most comprehensive, cosmopolitan and multicultural university.

The University aspires to:

- be a community of highly accomplished and well supported academic and professional staff
- create a diverse, collegial and scholarly community in which individuals are valued and respected, academic freedom is exercised with intellectual rigour and high ethical standards, and critical enquiry is encouraged
- attract students of high academic potential and give them an outstanding university experience so that they become successful and influential graduates and loyal alumni
- benefit society by conducting and applying research of the highest quality
- benefit Māori and the University through partnerships that acknowledge the principles of the Treaty of Waitangi
- develop strong partnerships with key organisations and communities, nationally and internationally
- adhere to our core values and remain an autonomous, sustainable, equitable organisation
- be a public university of global standing that serves New Zealand, is distinctive, and reflects our place in the Asia/Pacific region

Since the Business School entered the new millennium it has undergone a sustained period of rapid growth and expansion. The School introduced strategies based on a comprehensive agenda for the development of a world-class business school and these have been achieved across a broad range. These include expanding our international perspective on all major activities such as recruitment of faculty and students, research and teaching, and the development of partnerships and networks, as well as capitalising on the diversity of culture, ethnicity and experience of the faculty and student body to enhance learning experiences.

The external orientation of the Business School has been strengthened through disseminating knowledge and promoting thought leadership through publications and dynamic public interaction, debate and reflection; developing sustainable partnerships and networks with enterprises, the professions, and indigenous communities; and enhancing the School's leading contribution to the University's innovation and entrepreneurship ecosystem.

The University of Auckland Business School has achieved and maintained the triple crown of international accreditations.

Institutional strengthening has included cultivating a collegial structure of inquiry and innovation in which personal integrity, leadership, team work and ethical behaviours are highly rated; augmenting external funding and philanthropy through professional and community partnerships and affiliations; and maintaining a distinctive, leading-edge venue accommodating programmes, events, facilities and technologies that contribute significantly to interaction, interconnectedness and an exceptional learning experience.

All Business School departments, activities and services are located centrally on the City Campus in the Owen G Glenn Building – a state-of-the-art facility incorporating well-equipped lecture theatres, case rooms, computer labs, study rooms, offices and large spaces for events. In 2014, about 7,200 students were enrolled in Business School programmes.

The University of Auckland Business School is one of a small number of schools worldwide that has achieved and maintained the triple crown of accreditations.

This initial report provides a summary of the activities that encouraged us to seek PRME membership and establishes a benchmark for future reference on each of the PRME principles.



Principle 1: Purpose

We will develop the capability 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.

The University of Auckland Business School adheres closely to the University's values and aspirations in the practice of ethics, responsibility and sustainability. These are fully embedded in a statement of Mission and Values in the University's Strategic Plan 2013-2020. Specific objectives emphasise ethical practice especially in teaching and research; adoption of responsible behaviour professionally and socially, with particular regard to the indigenous Māori population; and sustainability in all facets of the institution's activities locally, nationally and internationally.

Our objectives emphasise ethical practice, responsible professional and social behaviour, and sustainability in all facets of the institution's activities.

The focus in the Business School and across the University is on the contributions that can be made to the wider community institutionally and nationally, as well as globally. The level of commitment embraced in partnership with a global network of research-intensive universities is summarised in the Statement on Sustainability of Universitas 21 to which the University of Auckland is a signatory. The Universitas 21 document affirms the recognition that universities play an important part in researching solutions to problems surrounding sustainability and the environment, ensuring we leave a sustainable world to future generations.

The Business School is fully committed to the University's recently revised Sustainability Policy (the key principles of the policy are summarised in the following panel), and an active participant in University-wide programmes for reducing environmental impacts and enhancing the contribution of the University to Auckland's social, cultural and natural environment. Students are deeply involved in sustainability work around recycling, event management and reducing energy use and emissions.

Key principles

- **research towards a sustainable future**
- **teaching and learning for sustainability**
- **sustainable operating practices**
- **partnerships for sustainability**
- **capacity building and networking to advance sustainability**

Summary of the key principles addressed in the University of Auckland's Sustainability Policy

In November 2013, the University of Auckland Business School formally adopted the UN PRME principles and became a participant in the PRME initiative, identifying with other institutions of higher education involved in the development of current and future managers. In doing so the Business School declared its willingness to progress the implementation, within the institution, of the six principles for the UN-backed global initiative developed to promote corporate responsibility and sustainability in management education.

Following confirmation of membership, PRME co-ordinator Florencia Librizzi visited Auckland to welcome the School and discuss the principles underlying PRME and the opportunities for new international collaborations in advancing research and teaching. Shortly thereafter Dr Ross McDonald was assigned as our representative to maintain links with PRME. In 2015, the School commissioned a project manager who is charged with developing a work plan for capacity development of the sustainability programme, an initiative funded by the School out of endowments.



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.

The University’s mission and values are consistent with its profile as a research-led, international university that plays a strategic role in shaping the future of New Zealand through discovery, innovation, creativity and high-level involvement in local, national and international communities. The University seeks to play a national role positioned around leadership in intellectual ideas, as a source of the highest quality educational outcomes, and a rich source of enterprise and wealth creation.

The School has adopted a holistic approach to the various dimensions of economic, social, environmental and cultural sustainability.

The Business School aspires to promote the economic and social well-being of the nation and in this, its mission, vision and strategy are closely aligned with University strategy. These statements are reviewed on a regular cycle and revisions made as appropriate. In the 2013 review leading into the School’s next planning cycle, and as a precursor to the next re-accreditation round for AACSB International, EQUIS and AMBA in 2014, the School’s strategic direction was confirmed and a commitment made to place greater emphasis on sustainability as a central element in the School’s revised mission statement. This is viewed as a significant commitment since Purpose, Vision and Mission are an integral part of the School’s identity, appearing in School documents intended for public circulation such as prospectuses and handbooks, and on the School’s website.

In late 2014, substantive work was initiated on the development of a Business School sustainability programme by undertaking wide-ranging consultation across the School, assessing more comprehensively the

achievements to date and reviewing good practice amongst business schools in New Zealand and internationally. The review recommended a holistic approach to the different dimensions of economic, social, environmental and cultural sustainability. The initial focus for programme development has been on the extent of sustainability-related themes in the broad areas of learning and teaching, faculty research, business partnerships, student development and external engagement. The extent to which PRME-related topics are integrated across the Business School is presently being assessed and this is one of the main purposes for the sustainability initiative presently underway.

The Business School’s diverse community of academic staff, with strong cross-cultural expertise, is well placed to contribute to building a stimulating environment conducive to quality teaching and research, to act as critic and conscience of society, and to promote the values of collegiality and academic freedom. Ethics, responsibility and sustainability are regarded as fundamental values that underlie all interactions and relationships in the Business School. They are essential elements that are emphasised across curricula, experiential learning activities, and the wide range of co-curricular opportunities.

The University of Auckland Business School purpose, vision and mission

Purpose	Building a bridge to a better world.
Vision	To be one of Asia-Pacific’s foremost business schools, known for the relevance and impact of our research and scholarship and recognised for the quality of our people, our programmes and our partners.
Mission	To develop graduates, knowledge and ideas to sustainably grow the productivity and international competitiveness of New Zealand.



Principle 3: Method

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

A principal challenge facing New Zealand's economic policy-making is how to enhance economic growth and productivity in a sustainable way. This growth needs to occur in a nation confronted with a number of 'realities': New Zealand is a small nation, geographically distant from major global markets and dominated by SMEs; we are confronted by significant demographic change similar to that in most industrialised nations – but it is not just the 'ageing' challenge but also the challenge presented by a changing ethnic profile; the environmental impacts of primary production are damaging the environment and there has been little progress on reducing greenhouse gas emissions; and the country is unlikely to grow and prosper if Māori business and the significant assets under Māori control do not also grow and prosper.

These realities have shaped the Business School's mission 'to develop graduates, knowledge and ideas to sustainably grow the productivity and international competitiveness of New Zealand'. In order to do this, a radically different mindset is needed. Transformational change arises from a culture of creativity and risk-taking, a new way of thinking that nurtures innovation on a massive scale, fosters the necessary skills, resources and drive to take that innovation to market globally, and stimulates innovation for the benefit of New Zealand society and the sustainability of its environment. The School is focusing its agenda on four strategically relevant themes and seeking to ensure these inform both its research and teaching agendas: innovation and value creation; sustainability and productivity; succeeding in international markets; and leadership and governance.

Graduate profiles identify attributes relating to ethics, responsibility and sustainability as desirable characteristics of graduates from both undergraduate and postgraduate programmes. In undergraduate programmes, issues and values related to ethics, responsibility and sustainability are largely embedded in courses in the core and across required courses in most majors, with learning outcomes readily identified through the application of the rubrics adopted for the assurance of learning.

The emphasis on these values has been made more explicit in class delivery and assessment activities in recent years as a consequence of the explicit assurance of learning processes that have been undertaken to support the Business School's accreditations. The analysis of outcomes is used to derive learning for



improvements in the curriculum and teaching. Efforts have been made to frame formative learning experiences which challenge students to think through the implications of decision-making. The focus on sustainability is being further enhanced by encouraging departments

The Business School aims to develop graduates, knowledge and ideas to sustainably grow the productivity and international competitiveness of New Zealand.

to more consciously embed relevant themes within their existing curricula. Further actions to strengthen sustainability in the curriculum are being considered in the development of plans for the overall sustainability programme.

At more advanced undergraduate and at postgraduate levels, a large number of

courses and sections of courses are devoted to more detailed discussion of issues such as sustainability; business and society; ethics of research activities; culture, ethics and gender in leadership and governance; energy and resource economics; environmental economics; labour economics and human resources; health care delivery systems; Māori business development; land-use planning and controls; and many others.

These themes, embedded in the School's curriculum, commonly treat values as a cluster rather than providing a siloed approach, and there is considerable overlap even where the focus is primarily on one of them. The awareness and sensitivity of students to these issues is increasingly being challenged in a range of contexts and at many different levels from the personal to the global. Many courses employ case studies as the basis for exploring the complex relationships that characterise these values in different cultures across societies around the globe.

Ethics constitutes an issue that frequently arises at the interface between business, society and culture where behaviour is expected to be based on the values of honesty, equity and integrity. For the Business School, the focus is on the practice of appropriate standards of behaviour amongst staff and students. Principles of intellectual and scholarly integrity (as enunciated, for example, by accounting

professional bodies) are expected to be observed in the preparation, presentation, attribution, publication or commercialisation of all forms of work; in attitudes to and involvement in business enterprises; and in participation in activities and events whether individual, group, academic or co-curricular (such as case competitions). A number of courses address these issues.

The School places high priority on Treaty of Waitangi obligations and the engagement and achievements of Māori and Pacific students.

Social responsibility, identified in many forms, is addressed by the School's academic programmes in the context of public policy as well as business policy and practice, often with gender, ethnic, social or economic overtones (notably in courses offered in Marketing). Such courses deal with labour force participation, investment in education, unemployment, immigration, employment law, equal employment opportunity, equity issues in employment relations, behaviour of trade unions, collective bargaining and wage dispersion, discrimination, market failure, the welfare state, welfare and tax reform, and applied poverty issues. Other public policy issues reflecting social responsibility include equity, social and health insurance, ageing population, pensions, annuities and old-age care, and intergenerational and intra-generational equity issues.

Environmental sustainability is viewed across the curriculum in such diverse contexts as sustainable consumption, consumer dynamics, branding, sustainable supply chains, integrated accounting, corporate social responsibility, resource use, energy security, energy and carbon markets, electricity markets, pollution taxes, renewable and non-renewable resources, climate change, technological and ecological relations, population growth, stewardship, systems thinking and the diverse institutional, organisational and cultural environments in which these issues occur (themes addressed for example in the Property programme). At the global scale there are issues related to sustainable development, corporate leadership, globalisation, foreign aid and migration.

These broad issues are brought together in many of the School's courses such as organisational ethics and sustainability that consider how organisations can responsibly negotiate the complex demands of changing cultural values, ethical perspectives and strategic planning for

a sustainable future. Strategic human resource management combines issues of responsibility and sustainability by debating best practice and the resource-based view of the firm given competition for human capital in the knowledge-based economy.

The MBA provides an example of a programme that is designed to provide participants with opportunities to engage in global thought processes. Participants are engaged in developing an understanding of the various interdependencies, social value and impact of setting commercial goals and leading organisations. The programme achieves this through the delivery of a curriculum which develops themes in business framing, business decision-making and business shaping. The approach is intended to embed values and assist in developing leaders in sustainability values who will have impact through shaping sustainable organisations.

The School's Executive Education programme makes an important contribution to companies, the business community and interested individuals. The content of the Executive Education portfolio is largely determined by the customer. Typically themes relating to ethics, responsibility and sustainability are embedded and threaded through programmes, rather than explicitly addressed as the key purpose of objective of a course. One recent example of a course directly related to sustainability is the

course delivered on Lean Thinking which was introduced in conjunction with New Zealand Trade and Enterprise. The approach adopted attempts to assist in developing managers and future leaders of organisations who will not only be effective but will also have impact through shaping sustainable organisations and promoting ethical practice.

In the University context, diversity and Treaty of Waitangi obligations come into play with particular concern for Māori and Pacific student engagement. The Business School places high priority on contributing to strategic planning for Māori not only at the national scale but also within Māori society, for communities and whanau (family). This is an important national and educational responsibility and the School is implementing measures to achieve this objective. The University has set goals around Māori and Pacific participation (i.e., to match the University's regional population catchment) and achievement (to achieve parity in retention and completions). As noted in the School's Strategic Plan (Shaping Our Future 2014-2020) the Business School has improved Māori participation, retention and completion rates. Further improvements are expected as a result of a new initiative on increasing enrolment, staff representation and external engagement developed in 2015.



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.

Research is fundamental to the Business School and sets a strong foundation for the School's activities. It is a central theme in the School's Mission Statement as well as in the University's Mission Statement. The challenge is to align policies and practices to ensure that the Business School is recognised as one of the Asia-Pacific's foremost research-led business schools, known for excellence and innovation in research. This approach is consistent with the New Zealand Government's Tertiary Education Strategy framed around national goals for sustainable economic and social development.

The School's broad research strategy is based on three linked imperatives:

- building and supporting strong disciplines and disciplinary-based research and teaching in business and economics
- developing multidisciplinary and interdisciplinary programmes of research, development and innovation relevant to the needs of New Zealand in its international context
- meeting the learning and research needs of individuals, industries, enterprises and public sector organisations, especially through contract research

As part of this strategy the School has developed four strategic research themes: innovation and value creation; succeeding in international markets; productivity and sustainability, and leadership and governance. The research themes were adopted in mid-2011 following wide consultation with faculty and other stakeholders. These research themes emphasise depth and breadth that will achieve a broad spectrum of outputs ranging from theoretical to applied; provide a dynamic for growth and project development by the School's research centres and other clusters of researchers; and attract external funding. The themes align closely with University efforts to encourage research and learning that focus on issues of national and international significance. Each research theme leverages an existing capability in the School, and collectively the themes provide a framework for guiding investment decisions in people and programmes – both teaching and research. Their adoption aims to focus research and increase the output of quality publications.

In addition to research undertaken within academic departments, research institutes and research centres address issues that relate directly or indirectly to both social responsibility and sustainability. This occurs in a wide range of contexts ranging from retirement policy to Māori issues, to energy efficiency.





Strategic research themes adopted by the Business School

Innovation and value creation:

How New Zealand enterprises can create superior value through innovation. Projects under this theme address questions about innovation that are of strategic relevance to New Zealand firms and industries, including the business, managerial and infrastructure dimensions of innovation, and the financial, ethical, legal, regulatory and policy framework that relates to them. Social responsibility and sustainability is increasingly a driver of innovation, and is reflected in thematic research.

Succeeding in international markets:

How New Zealand and its enterprises can succeed internationally. Research projects under this theme address New Zealand's international trade, marketing and management, and attempt to answer questions of strategic relevance to the export (or foreign-exchange earning) performance of New Zealand companies and organisations, and the policy framework.

Productivity and sustainability:

How New Zealand industries, enterprises and organisations can enhance their performance against world-class benchmarks and grow in sustainable ways. Research projects under this theme address to the productivity and sustainability of New Zealand's enterprises, their contributions to society, the environment and the economy, and the policy framework.

Leadership and governance:

This theme underpins and infuses the other three. It is concerned with how leadership and governance can assist enterprises and organisations to innovate, create value, succeed in international markets, and enhance productivity and sustainability. Research projects under this theme address issues beyond the enterprise, to include the role of leadership in enhancing the contribution of business to societal aims.



Sustainability programme

There has been a strong record of research on sustainability undertaken by academic staff and students, primarily driven by the interests and commitment of individual academics. An analysis of postgraduate theses showed that sustainability research has featured strongly over the past three years. Data on postgraduate research will be tracked in future as a key measure of the inclusion of sustainability related issues in Business School research. The research undertaken within Departments and Research Centres has been supported by an informal network, the Sustainability Research Group, but there have been limited opportunities for development of a cohesive programme. Research has been undertaken either as an aspect of the work of research centres or as individual research projects, primarily for publication in academic journals, rather than as a thematic body of research that would build capacity and attract funding. A project in 2010 identified strong support amongst staff for a research centre on sustainability at the university level. Funding was not available to implement the recommendations at the university level, but the initiative has created momentum for the follow up initiatives being undertaken in the Business School and Faculty of Science.

The initial focus of the sustainability programme has been on strengthening the integration of sustainability into research and partnerships. As part of a research mapping project, interviews


A research symposium in November 2015 enabled the identification of clusters of interest that will form the starting point for a more focused research programme.

were undertaken with over 70 academic staff with sustainability interests. The project revealed that there has been more research undertaken in these areas than was apparent from the available data. The interviews provided the basis for a research symposium in November 2015 that presented research under the heading of

eight different clusters. These were selected on the basis of Business School strengths in related research areas.

The following clusters will form the starting point for the development of focused research programmes: Sustainability and Market Advantage, Sustainable Supply Chains, Sustainable Energy, Indigenous Approaches to Sustainability, Social Enterprise, Responsible Leadership, Measurement of Performance on Sustainability, and Systems Approaches to Sustainability. In addition, the strong expertise of the Business School in innovation and entrepreneurship will be infused across each of the clusters.

The research symposium has also helped to establish a wider community of researchers on sustainability, both within the Business School and in other faculties of the University. The programme will develop an intranet site for research publications related to sustainability, Masters and PhD theses, resource materials, project development opportunities and a hub for community building and events.

A photograph of four men walking along a paved path in a park-like setting with lush green trees in the background. The man on the far left is wearing a dark blue button-down shirt and light-colored trousers. The second man from the left is wearing a dark blazer over a blue and white checkered shirt and dark trousers. The third man is wearing a light grey blazer over a light blue shirt and light grey trousers. The man on the far right is wearing a white button-down shirt and dark trousers, with his hands clasped in front of him. They are all smiling and appear to be in a pleasant conversation.

New Zealand-Germany research project on the integration of renewable energies

Emission trading and environmental policies in Germany and New Zealand

In 2013, Professor Basil Sharp and the Energy Centre were awarded a grant by the New Zealand Royal Society and German Federal Ministry of Education and Research for a project to enhance the integration of renewable energies and to build a cooperative research alliance focusing on the interdependencies between emission trading and environmental policies in Germany and New Zealand.

The project is exchanging knowledge in energy planning and market design, including mechanisms promoting renewables in both countries. It brings together four research entities, two from New Zealand (the Business School's Energy Centre and the University of Otago's Centre for Sustainability) and two from Germany (based at Technische Universität, Dresden).

Labour and human rights abuses in the fishing industry



Foreign Fishing Vessels in New Zealand Waters

One notable example of social responsibility in research is the recent project undertaken by Dr Christina Stringer (Department of Management and International Business) and Dr Glenn Simmons (New Zealand Asia Institute) with Darren Coulston (2011) first reported in a working paper of the NZ Asia Institute entitled 'Not in New Zealand's Waters, Surely? Labour and Human Rights Abuses Aboard Foreign Fishing Vessels' (Working Paper 11-01, NZ Asia Institute).

These research findings contributed significantly to the ongoing debate over the crewing of foreign charter vessels that led to the New Zealand Parliament introducing a Fisheries (Foreign Charter Vessels and Other Matters) Amendment Bill 2014. The impact of the research has extended far beyond New Zealand to a global audience through media appearances and coverage; invited talks, seminars and workshops; and confidential presentations and briefings. In 2012, the South Korean Government set up an inquiry to investigate abuse aboard South Korean vessels fishing in New Zealand waters.

Research Institutes, Research Centres and Centres for Entrepreneurship at the Business School

Research Institutes

New Zealand Asia Institute (NZAI)
New Zealand Leadership Institute (NZLI)

Centres for Entrepreneurship

Centre for Innovation and Entrepreneurship (CIE)
The ICEHOUSE

Research Centres

APEC Study Centre
Centre for Supply Chain Management (CSCM)
Centre of Digital Enterprise (CODE)
Energy Centre
Mira Szász Research Centre for Māori and Pacific Economic Development
New Zealand Governance Centre (NZGC)
Retirement Policy and Research Centre (RPRC)

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.

Business Partnerships

The Business School has close links with some of the major networks on business responsibility and sustainability. The University of Auckland is a member of the Sustainable Business Network, and Business School staff are active in their work programme and events. The Business School also has a close relationship with both the Business New Zealand's Sustainable Business Council and the Pure Advantage initiative, and has initiated discussions about closer links in future.

Strategies for Market Shaping (SMASH), is a Business School initiative that convenes up to ten businesses in an intensive programme of learning and sharing on market shaping.

There is a wide range of business partnerships related to sustainability between the Business School and New Zealand business. One Business School initiative, Strategies for Market Shaping (SMASH), convenes up to ten businesses in an intensive programme of learning and sharing on market shaping. The School has also developed strong relationships with Māori organisations on indigenous forms of stewardship and sustainability, around the conservation and use of forests, fisheries and other natural resources.

The School's Sustainability Programme plans to build on existing projects to introduce further initiatives around the Business School's research clusters within the sustainability theme. Following the Research Symposium in November 2015, the Business School will organise a follow-up Symposium in 2016 with business and policy-maker audiences to communicate the areas of Business School strength, review business needs for research and learning around sustainability, and invite partnerships. Interviews with key business and civil society networks on sustainability have identified a lack of understanding about pathways for engagement between business and universities, and there is enthusiasm for exploring the potential for research, executive programmes and innovative partnerships around the sustainability theme.



Pathway to a low emissions economy

The not-for-profit Pure Advantage initiative emerged from a group of business leaders who see the opportunities for economic opportunities arising from strong action on climate change. The University of Auckland Business School's Energy Centre partnered with Vivid Economics and Professor Lord Nicholas Stern in late 2012 in undertaking leading research opportunities for New Zealand business in the pathway towards a low emissions economy. The report, 'Green Growth: Opportunities for New Zealand' identified priority themes for sustainable business development that have guided the subsequent programmes of the Pure Advantage initiative, and influenced public understanding about potential economic opportunities and the role of business in tackling climate change.

Innovation and entrepreneurship ecosystem

Sustainability is recognised as a driver of innovation for many of New Zealand's companies, and entrepreneurs with a strong commitment to social entrepreneurship are well-represented in the Business School's efforts to promote innovation and entrepreneurship. Spark is a flagship programme within the Schools' innovation and entrepreneurship 'ecosystem' that supports and rewards the next generation of entrepreneurs with awards of seed funding for their ventures. Social entrepreneurs regularly feature amongst the top teams in the challenge. The MIT Skoltech Report on entrepreneurship at universities worldwide identified the University of Auckland (and more specifically UniServices, the University's commercialisation arm, and the Business School) as one of the most highly-regarded university-based ecosystems operating in a challenging environment. Subsequently the University was selected by MIT as one of four case studies to provide a platform to help other universities to become more entrepreneurial.

PRME Network

In 2012, the UN Global Compact/PRME Global Competition provided the opportunity for the design of a course by a Business School faculty member for innovative curriculum design – Managing Change for a Better World – developed to meet the objectives of the Rio+20 sustainability competition. The Business School representative to PRME (Dr Ross McDonald) and two of his students focused explicitly on pedagogical matters related to educating for responsibility both within and outside the PRME framework. Earlier, Dr McDonald had contributed to the training of teachers in the Royal University of Bhutan system, designing and delivering foundation courses in values and responsibility in line with Buddhist values, sustainability and social responsibility. He was also consultant to the Royal Government of Bhutan in their work on Gross National Happiness on which he produced a book of dialogues on Gross National Happiness involving many of the local lead figures.

With respect to engagement with PRME networks, the Business School has contributed largely through the involvement of Dr Ross McDonald who was appointed as the University of Auckland Business School's inaugural PRME representative.



Recent Contributions by Dr Ross McDonald

- 2012, won the UN Global Compact/PRME Global Competition for Innovative Curriculum Design
- 2013, *A Practical Guide to Educating for Responsibility in Management and Business*, 170pp., Business Expert Press, New York
- 2013, Inspiring Responsibility through the Use of Positive Experiential Exercises, in *Inspirational Guide for the Implementation of PRME*, second edition, Greenleaf Press, Sheffield, UK
- 2013, participated in the PRME faculty development group at the PRME Summit in Bled, Slovenia, working towards piloting an international collaboration based around pedagogical approaches (on social responsibility and ethics) developed at the University of Auckland Business School
- 2014, participated in a PRME professional development workshop at the Academy of Management meeting in Philadelphia, Responsible Management: From Just a Word to Educational Frameworks for Action
- 2014, participated in PRME regional capacity-building workshop in Malaysia
- 2015, Encouraging Effective Interactions across Courses, in *Reflections on Rethinking the Classroom: Interactive Teaching and Learning*, Centre for Learning and Research in Higher Education (CLear), The University of Auckland, pp.29-35
- 2015, invited speaker at the Sixth United Nations Supported PRME Asia Forum, a regional capacity-building workshop, Goa Institute of Management



Principle 6: Dialogue

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



The modern, purpose-built Owen G Glenn building, which was completed and opened early in 2008, has provided the School with a building specifically designed to facilitate interaction not only between staff and students but also with New Zealand business and public. Since its opening, the new building has served as a focal point for a wide range of groups in society to come together to hold meetings, seminars and conferences across business, civil society, the media and government.

A number of student clubs at the Business School have a focus on sustainability and social responsibility, including clubs on social innovation, microfinance, financial literacy, youth leadership, entrepreneurship and volunteering. The clubs initiate projects and events, including national and international case competitions that regularly feature cases on sustainability themes, and enhance social networks. The Sustainability Programme will initiate a Sustainability Week, planned for April 2016, with different themes each day, featuring visiting speakers, engagement with socially-responsible businesses, student-led activities and seminars. This will provide an opportunity

to build a critical mass of engagement around a particular week to raise awareness and galvanise student action.

In 2016, a research symposium will invite feedback and dialogue from business and business networks, government and local government, social enterprise and civil society, researchers and the media.

Engagement with external partners will also be undertaken through forums, seminars and symposiums on sustainability. The Business School already has an active series of events around issues such as energy, supply chains,

regulation and international relations, many of which have a strong sustainability theme. The ongoing forums will be supplemented by a symposium in 2016 that showcases the sustainability research being undertaken in the Business School, inviting feedback and dialogue from external audiences, including business and business networks, government departments and local government, social enterprise and civil society, researchers and the media. The aim is not only to develop partnerships on specific sustainability issues, but also to introduce themes for future forums where the Business School can play a role in convening or contributing to processes that address sustainability issues of importance to New Zealand society and the international community.

A review of Business School publications over the past decade has shown that articles and news on sustainability feature in external communications, including in-depth articles in the University of Auckland Business Review. The University, research centres and individual academics are active in the media, commenting on a wide range of issues related to the role of business in society.



Contact us:

Barry Coates

Project Manager,
Sustainability Initiative

Phone: +64 9 923 4722

Email: b.coates@auckland.ac.nz

Warwick Neville

Accreditation Coordinator

Phone: +64 9 923 9721

Email: w.neville@auckland.ac.nz

Susan Laurenson

Associate Dean,
Academic Programmes and International

Phone: +64 9 923 7617

Email: s.laurenson@auckland.ac.nz



JOHN HOOD PLAZA



The University of Auckland Business School

Owen G Glenn Building

12 Grafton Road

Auckland

Phone: 373 7599 (followed by extension number)

Reception: 923 3300 (within Auckland)

Phone: +64 9 923 3300 (overseas)

Email: comenquiry@auckland.ac.nz

Web: www.business.auckland.ac.nz