

PRME

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

Principles for Responsible Management Education

Sharing Information on Progress Report – 2015

Prepared by:

Craig Hurley

Federation Business School

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1 Introduction

Executive Dean's Commitment to the Principles for Responsible Management Education

I am very pleased to renew the Federation University Business School's commitment to the UN Principles for Responsible Management Education (UN-PRME) initiative. It is a core principle of the Faculty as articulated in our Mission, Vision and Values Statement....." *We are committed to embedding the principles of ethical practice, sustainability and social responsibility in our curricula, research, processes and practices*".

Our aim is to produce graduates who will be tomorrow's leaders who will make a positive difference to society. We do this through our education programs, the impact of our research and through meaningful engagement with business, government and the community.

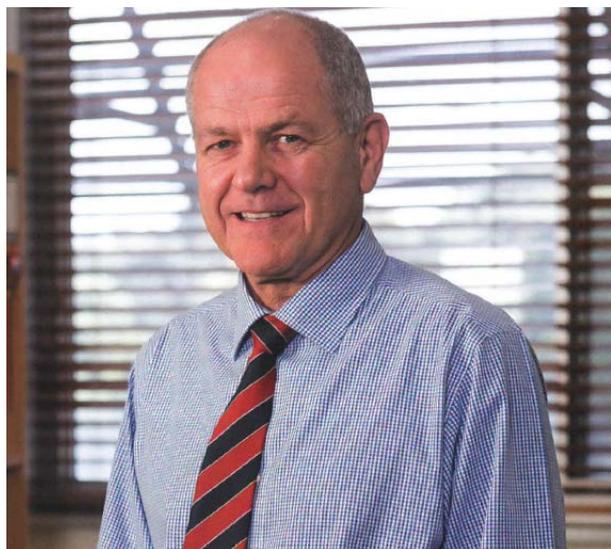
We also aim to *'practise what we preach'* through our own personal and corporate behaviour such that the Federation Business School is seen as a role model for the principles of responsible management.

To help ensure that these goals and values are not mere rhetoric, we have spent considerable time during 2015/16 developing a 5 year strategic plan for the implementation of our commitment to PRME – a roadmap which sets out our targets, strategies and milestones. Importantly we have created a funded senior position within the faculty reporting directly to the Executive Dean to spearhead this initiative and allocated resources to support a Standing Committee reporting to the Board with its own specific Terms of Reference.

The following pages detail our recent activities as examples of our commitment to this far sighted United Nations initiative.



Associate Professor Bob O'Shea
Executive Dean
Federation Business School
Federation University Australia



2 Summary

Federation Business School (FBS) at Federation University Australia has been a signatory to the United Nations Global Compact and Principles for Responsible Management Education since January 2012, and earlier this year committed to the PRME as an Advanced PRME Signatory.

We renew our enthusiastic commitment to these principles and describe below the ways in which we acted upon them in 2015. Over the past 12 months, we have made significant progress in embedding the PRME's six principles into everything we do as a Business School.

This progress has been underpinned by the faculty leadership's creation and funding of a PRME Coordinator role and the establishment of a PRME Committee, reporting directly to the Faculty Board. The FBS has also developed and endorsed a PRME Strategic Plan 2016-20, that maps the school's PRME priorities for the next five years and how the school intends to meet its PRME obligations.

The PRME Strategic Plan 2016-20 aims to build on the school's progress from previous years, while also identifying gaps and opportunities for us to more effectively embed the PRME into the faculty. By 2020, the FBS aims to have successfully implemented this plan, to be recognized as a thought and action leader around the principles of the PRME, United Nations Global Compact and the Sustainable Development Goals. FBS plans to provide this leadership through our engagement with all of our stakeholders, including our Federation University Australia colleagues and students, business, government and community groups in our regions, and our collaborating partners in the PRME Australasian Chapter.



In 2015, Federation Business School engaged finalists in the Federation Business School Business Excellence Awards in a free workshop program that included sessions on business planning, human resource management and sustainability for small businesses.

3 Principle 1 | Purpose:

We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

FBS continues to embed the principles of sustainability, values and ethics and corporate social responsibility into the university experience of all staff and students undertaking FBS programs. FBS has continued its participation in programs that engage staff and students in activities for an inclusive and sustainable global economy.

These programs and activities have included:

3.1 ENACTUS Program

Enactus is an international nonprofit organization dedicated to inspiring students to improve the world through entrepreneurial action. This program creates a platform for teams of outstanding university students to create community development projects that put people's own ingenuity and talents at the center of improving their livelihoods. Guided by educators and supported by business leaders, our students take the kind of entrepreneurial approach that empowers people to be a part of their own success. Our work transforms both the lives of the people we serve, and in turn, the lives of our students as they develop into more effective, values-driven leaders (Enactus, 2016). For more information about this program, please [CLICK HERE](#).

In July 2015, the Federation Enactus team (pictured below), led by Business School lecturer Debbie Lord, won the Australian New Team award at the Enactus National Conference, held in Melbourne. The team's projects explored education in South Africa and the introduction to the university of an informal 'Chat Club' to assist International students with their English language skills.



3.2 New Colombo Plan

The New Colombo Plan is a signature initiative of the Australian Government which aims to lift knowledge of the Indo Pacific region in Australia by supporting Australian undergraduates to study and undertake internships in the region. For more information, please [CLICK HERE](#).

Federation University's participation in the New Colombo Plan has included:

3.2.1 Cultural/Industry Tour – Singapore Jan/Feb 2015

In January 2015, five Federation Business School students were awarded New Colombo Plan scholarships to attend a three week Industry, Cultural and Educational Study Tour of Singapore. These students were accompanied by Debbie Lord (Lecturer in Management & HRM) and this study tour was supported by FBS Singapore partner, Nanyang Institute of Management.

The tour consisted of industry and educational visits to major Singaporean events. The group visited the National University of Singapore - one of the top 20 Universities world-wide, and the Fullerton group of hotels, as well as many educational and cultural museums. The three week tour exposed the students to the cultural, historical and political aspects of Singapore.

3.2.2 Cultural/Industry Tour, South Korea, Jan/Feb 2016

In January 2016, FBS Head of School – Commerce, Assoc. Prof. Philippa Wells, accompanied eight students from the Federation Business School on a cultural/industry tour of South Korea, as part of the Australian Government's New Colombo Plan. This three week tour took the students to Seoul and Busan, where they gained insights into aspects of Korean culture, politics and history as well as the business environment, policy and practice.

3.3 PRME Award

For its 2015 Student Awards, FBS introduced a PRME Award for the student with the most meritorious performance in *Principles of Responsible Business*.

Principles of Responsible Business is one of the dedicated PRME courses introduced by FBS in 2013. This is one of the compulsory courses that must be undertaken by every student enrolled in a Federation Business School undergraduate program.

The 2015 award recipient was Bachelor of Commerce (Accounting) graduate, **Arlene Anglo**, pictured (right) with award sponsor and 2015 Student Awards Keynote Speaker, **Ben Brown**, of **Mason Brown IT**.



4 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.

FBS has continued to embed the Principles for Responsible Management Education and the United Nations Global Compact into all School activities. This has been supported by FBS staff and their enthusiasm for the School to 'practise what we preach'. These activities have included:

4.1 School Mission & Values

Throughout 2015/16, FBS has invested substantial time and effort into redefining who we are, what we do and what we stand for. In April 2016, FBS held a faculty-wide workshop to define a set of Faculty values, which along with the PRME, represent our School. At Federation Business School, we value:

Federation Business School

Values Statement

RESPECT

We recognise the inherent dignity and worth of every person in our community.

ETHICAL BEHAVIOUR

For us, valuing Ethical Behaviour goes beyond upholding professional standards and incorporates our commitment to the environment.

INTEGRITY

Valuing Integrity means we each hold ourselves personally to the highest ethical standards and that we see Integrity as essential for personal and Faculty success.

DIVERSITY

We appreciate and value the differences inherent in our community. Differences should not separate us but rather bring us collective strength that can benefit all.

COURAGE

Having Courage means we are prepared to step into the unknown.

RESILIENCE

In a world of constant change we value our ability to meet and overcome challenges.

4.2 FBS PRME Strategic Plan 2015-2020

FBS has developed and endorsed a *PRME Strategic Plan 2015-2020*. The objectives of this plan align with the six principles of the PRME, and its key strategies detail how the school intends to meet these objectives.

Overall FBS PRME Objectives:

1. Ensure the Federation Business School (FBS) Mission, Policies & Procedures endorse the Principles of Responsible Management Education (PRME);
2. Embed the PRME into FBS operations, policies and procedures – for FBS to ‘walk the talk’;
3. Communicate effectively with stakeholders on the FBS’s commitment to the PRME;
4. Engage with the academic, government and business communities to support responsible approaches to business;
5. Continuously improve the embedding of the PRME into FBS programs and courses;
6. Undertake research that contributes to our understanding of responsible business in a sustainable world.

Faculty PRME priorities for 2016/17 include:

- **Strategy 2.2** - Identification of priorities (and targets) for actions to reduce environmental impacts of FBS operations and/or opportunities to offset detrimental impacts that cannot be avoided;
- **Strategy 2.4** - Development & delivery of Professional Development program explaining the Faculty’s commitment to the PRME and identifying target/priority actions;
- **Strategy 3.4** - Development of promotional tools and materials to inform stakeholders of the Faculty’s commitment to PRME;
- **Strategy 5.4** - Identify priorities and research opportunities for the development of new courses with a PRME-related focus;
- **Strategy 6.3** - Establishment of an annual scholarship program for HDR students researching PRME related themes.

4.3 PRME Coordinator Position

FBS has funded & appointed a PRME Coordinator position (0.3) for the next two years, with responsibility to oversee the implementation of the School’s PRME Strategic Plan. In early 2016, on-going academic staff were invited to apply for this new position through an Expression of Interest process. Craig Hurley (pictured below with fellow PRME lecturer, Dr. Helen Weadon) was the successful applicant and will continue in this role through 2016-17.

Craig’s background is in Education for Sustainability and he coordinates the delivery of the faculty’s post-graduate course *Business, Society & the Planet*.

Craig has a wealth of experience working in partnership with local government and government departments, community groups, business and industry on a range of education and research projects on themes such as sustainability, climate change adaptation, and energy and resource efficiency.



4.4 PRME Committee

Federation Business School has also established a PRME Committee & Terms of Reference, with representation from all areas of FBS activities. The PRME Committee provides The Faculty Board with guidance, advice and updates on progress, on the Faculty's commitments and obligations as a signatory to the PRME. The Executive Dean of the School and the PRME Committee recognise the responsibilities and strategies set out by the Faculty Board and the PRME Committee will undertake the following:

1. Prepare and update annually a Strategic Plan designed to ensure that Federation Business School meets its obligations and commitments to the United Nations PRME;
2. Position the principles and values of the PRME (and the United Nations Global Compact's Ten Principles) as the principles underpinning everything that we do in the Federation Business School;
3. Provide advice and guidance on the implementation of the Faculty's PRME Strategic Plan;
4. Prioritise, initiate and support initiatives that support the Faculty's continuous improvement in the delivery of its PRME objectives;
5. Engage all Faculty stakeholders in dialogue explaining and exploring the Faculty's commitment to PRME and opportunities to further embed these principles into our activities.

Federation Business School PRME Committee membership:

- PRME Coordinator - Chair
- Executive Dean of School (ex-officio)
- Program Managers (4) – (two undergraduate and two graduate)
- PRME Course Coordinators:
 - BUGEN 2630 – Principles of Responsible Business
 - BUGEN 3711 - Applied Principles for Responsible Business Practice
 - BUGEN 5930 – Business, Society & the Planet

Additional members may be co-opted or invited as follows:

- Academic staff – or as recommended by Executive Dean
- Professional staff – or as recommended by the Faculty Business Manager
- Research staff - or as recommended by Associate Dean - Research
- Student representative
- Partner Provider representative
- Federation University Sustainability Officer

5 Principle 3 | Method:

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

FBS has consolidated the delivery of the PRME themes in all education programs offered by the School. These activities have included:

5.1 Dedicated PRME Courses

Dedicated PRME courses for graduate and undergraduate programs continued to be delivered as core courses for all Business School students in 2015. These courses embed the themes of sustainability, corporate social responsibility, values and ethics into every program offered by FBS and these themes are reinforced throughout each student's academic experience.

Over the last 12 months (July 2015-July 2016), FBS has enrolled just over 1500 students into these courses; up from 1063 students in the previous period.

Course Code	Course Name	Students Enrolled
BUGEN 1530	Principles of Responsible Business	556
BUGEN 3711	Applied Principles of Responsible Business Practice	229
BUGEN 5930	Business, Society & the Planet	723
	Total	1508

5.2 PRME Education Sub-Committee

In addition to the formation of the FBS PRME Committee, a PRME Education Sub-Committee has been established to focus on the continuous improvement of the delivery of the PRME core courses. Key themes for this committee have included:

- Refining Course Descriptions to customize courses to specific program levels;
- Working with Library and Student Support staff to develop tools to assist students with the course requirements for reflective writing and critical thinking around the PRME-related themes;
- Development of resources to assist with the 'internationalisation' of the PRME courses;
- Development of strategies for more effective/authentic group assessment tasks;
- Development of approaches to deal with negative student experiences that may be revealed through class discussions (especially around issues such as discrimination and exploitation of students in various workplaces in Australia).

5.3 PRME in business courses

Through the membership of the FBS PRME Committee, FBS has begun a process of identifying PRME-related content and themes embedded in existing courses and programs;

5.4 Collaboration with other faculties

FBS continues to collaborate with the Faculty of Science & Technology and the Faculty of Education & the Arts to support the delivery of the business component of Bachelor of Science course, *SCS1000 – Sustainable Practice*.

5.5 Participation in Federation University Australia sustainability initiatives

FBS is an active member of the FedUni Sustainability Committee and supports a range of university-wide actions to reduce the environmental footprint of its operations.

Key sustainability achievements for 2015 at FedUni have included:

- greenhouse gas emissions (GHG) reduced by 10% or 2,200 tonnes
- electricity consumption reduced by 9%. (A 9% saving equates to 96 years of electricity consumption for a typical household of 4 occupants)
- gas consumption reduced by 1.5%
- water consumption reduced by 11% or 10 million litres. (it would take a typical household of 4 occupants 27 years to consume 10 million litres of water)
- recycled waste increased by 25 tonnes, an 11% improvement
- waste to landfill reduced by 38 tonnes, an 8% improvement
- FedUni recycled 38% of all waste, up from 34% last year
- fuel consumption for the vehicle fleet reduced by 12% or 26,700 litres
- Spend on V/Line (train) travel was consistent with 2014 at \$79K
- paper consumption reduced by 14% or 2,400 reams.

For more information on Sustainability@FedUni, please [CLICK HERE](#).

6 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.

FBS has several researchers with a strong background in researching PRME-related themes. Some of the PRME-related research activities from 2015 include:

6.1 East Gippsland: Organic Waste Management Opportunities

Federation University researchers (from FBS and the Faculty of Science & Technology) have collaborated with the East Gippsland Food Cluster, East Gippsland Shire and East Gippsland Water to deliver a study to evaluate scenarios for converting the East Gippsland region's organic waste streams into commercially and environmentally sustainable products.

The research forms part of a broader project to develop a regional collective organic waste management strategy and incorporated findings from a study of local waste characteristics and an anaerobic digestion trial.

6.2 Publications – Books

Backer, E. & King, B. (Eds). (2015). *VFR Travel Research: International Perspectives*. Channel View.

Bilney, C. & Pillay, S. (2015). *Public Sector Organisations and Cultural Change*. Palgrave, USA.

Lawton, A., van der Wal, Z and Huberts, LWJC (eds). (2015). *Ethics in Public Policy and Management: A Global Research Companion*. Routledge.

Pillay, S. (2014). *Development Corruption in South Africa*, Palgrave, USA.

6.3 Publications – Book Chapters

Clark, ID. (2015). Colin and Frances Campbell and their relationships with the Djabwurrung Aboriginal people of the Buangor district, 1840-1903. In F. Cahir, A. Beggs-Sunter, A. Inglis (Eds.) *Scots Under the Southern Cross*, (pp. 23-32). Ballarat Heritage Services, Ballarat.

Earl, C., Taylor, P. and McLoughlin, C. (2015) Recruitment and selection of older workers. In Pachana, N. (ed) *Encyclopedia of Geropsychology*, Springer.

Morgan, D. (2014). A public health approach to injury prevention in commercial adventure tourism activities. In R. Black and K. Bricker (eds.). *Adventure Programming and Travel for the 21st Century*. USA: Venture Publishing.

Taylor, P., Earl, C., Brooke, E. and Williams, R. (2015). Falling between the cracks: Older women and organizational policy-making. In Bimrose, J., McMahon, M. and Watson, M. (eds) *Women's career development throughout the lifespan: An international exploration*. Routledge.

6.4 Publications – Journal Articles

Courvisanos, J., Jain, A. and Mardaneh, K. (2016). Economic Resilience of Regions under Crises: A Study of the Australian Economy. *Regional Studies*, 50(4): 629-643.

Colombage S. R.N., Maslyuk, S., Taha, R. (2015). Stock market and tax revenue as determinants of economic growth: Panel data evidence from Developing Asia, *Journal of Developing Areas*, Vol 49 (4), PP. 1-19

Doraisami, A. (2015). Has Malaysia really escaped the resource curse? A closer look at the political economy of oil revenue management and expenditures. *Resources Policy*, 45: 98-108.

Elhawary, H. M. A. and B. West (2015). All for Nothing? Accounting for Land under Roads by Australian Local Governments. *Australian Accounting Review*, 25(1): 38-44.

Fonseka, M., Yang, X., Tian, G., Colombage, S. (2015). Political connections, ownership structure and private-equity placement decision: evidence from Chinese listed firms. *Applied Economics* 47(52): 5648-5666.

Halabi, A. K. (2015). Australian Rural Accountants' Views on How Locally Provided CPD Compares with City-based Provision. *Accounting Education*, 24(6): 539-554.

- Halabi, A. K. and B. Carroll (2015). Increasing the usefulness of farm financial information and management: A qualitative study from the accountant's perspective. *Qualitative Research in Organizations and Management: An International Journal*, 10(3): 227-242.
- Holm, E. (2016). The Role of the Refrigerator in Identity Crime? *International Journal of Cyber Security and Digital Forensics* 5(1)
- Iddon, C., Hettihewa, S. and Wright, CS. (2015). Value Relevance of Accounting and Other Variables in the Junior-Mining Sector. *Australasian Accounting Business & Finance Journal*, 9(1): 25-42.
- Millmow, A. (2015). John Maynard Keynes and the Keynes of the Commonwealth, Douglas Copland. *Australian Economic History Review*, 55(1): 1-19.
- Morgan, D. and J. Ozanne-Smith (2015). Measurement of a drowning incidence rate combining direct observation of an exposed population with mortality statistics. *International Journal of Injury Control and Safety Promotion*, 22(3): 209-214.
- Padlee, S. F. and V. Reimers (2015). International student satisfaction with, and behavioural intentions towards, universities in Victoria. *Journal of Marketing for Higher Education*, 25(1): 70-84.
- Pillay, S. and R. James (2015). Examining Intercultural Competency Through Social Exchange Theory. *International Journal of Teaching & Learning in Higher Education*, 27(3): 320-329.
- Pillay, S. and James, R. (2014). The Pains and Gains of Blended Learning-Social Constructivist Perspectives. *Education + Training*, 56(4), 254-270.
- Pillay, S. and Kluvers, R. (2014). An Institutional Theory Perspective on Corruption -The Case of a Developing Democracy. *Financial Accountability & Management*. 30(1),95-119.
- Pillay, S., et al. (2015). Predictors of Whistle-Blowing Intentions: An Analysis of Multi-Level Variables. *Administration & Society*.
- Pillay, S. and S. Abhayawansa (2014). Work-family balance: perspectives from higher education. *Higher Education*, 68(5): 669-690.
- Rayner, J. and D. E. Espinoza (2016). Emotional labour under public management reform: an exploratory study of school teachers in England. *The International Journal of Human Resource Management*, 27(19): 2254-2274.
- Reimers, V. (2014). A consumer definition of store convenience (finally), *International Journal of Retail & Distribution Management*, Vol. 42, No. 4, pp. 315-333.
- Reimers, V., & Clulow, V. (2014). Intra-centre spatial convenience: Bridging the gap between shopping malls and shopping strips. *International Journal of Retail & Distribution Management*, Vol. 42, No. 10, pp. 864-883.
- Reimers, V., & Chao, F. (2014). The role of convenience in a recreational shopping trip. *European Journal of Marketing*. Vol. 48, No. 11-12, pp. 2213-2236.
- Yousuf, M. and E. Backer (2015). A content analysis of Visiting Friends and Relatives (VFR) travel research. *Journal of Hospitality and Tourism Management*, 25: 1-10.

7 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.

FBS has continued to support the development of sustainability in our regions through several partnership projects involving local government, community groups, business and industry. These projects have included:

7.1 Glenelg SAVES (Glenelg Seniors Achieving Valuable Energy Savings)

In partnership with the Western District Health Service and the Glenelg Shire Council, the FBS continued its support of a training and research program to assist Home and Community Care clients in the Glenelg Shire (South-West Victoria) to identify opportunities and implement strategies to save energy in their homes. For more information, please [CLICK HERE](#).

7.2 Sustainable Resources, Sustainable Agribusiness

The FBS's National Centre for Sustainability (NCS-FedUni) has partnered with a local sustainable agribusiness group, Cultivate Agribusiness, to deliver a program to assist local agribusinesses to identify the main areas of their energy and resource usage, and to develop opportunities to use the resources more efficiently. The NCS-FedUni team developed a farm energy & resource efficiency guide for agribusiness and mentored farmers from a range of agribusiness sectors in the Victorian Central Highlands (including dairies, wineries, piggeries, and nurseries, grazing and broad acre cropping farms) to apply efficiency strategies to their own agribusiness operations. For more information (including the *Your Resource Efficient Farm* workbook and local case studies), please [CLICK HERE](#).

7.3 Towards reducing bather exposure to water pollution

Damian Morgan has been working with the Environment Protection Authority Victoria since 2012 to better understand bather behaviour in response to water quality messages. This research study has supported and directed the development of a water quality website, water quality signage, plus developed new methods to measure and predict bather behaviour including population level exposure to water pollution.

7.4 Business awards

In 2016, Damian Morgan was a judge for the Baw Baw Shire Business Awards. A key criteria for these awards was the development and implementation by businesses, both large and small, for environmentally responsible practices and management.

7.5 Commerce Ballarat – Business Excellence Awards

In 2015, Federation Business School signed on as the naming rights sponsor of the Commerce Ballarat – Business Excellence Awards.

8 Principle 6 | Dialogue:

We will facilitate and support dialogue 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.

In 2015, FBS has engaged with local, national and international stakeholders on a range of social responsibility and sustainability themes. FBS continues to support the development of social responsibility and sustainable business in regional Victoria through its membership of and contributions to:

8.1 Social Responsibility Research Network Conference 15th International Conference on Corporate Social Responsibility and 6th Organisational Governance Conference

In September 2016, the Federation Business School will host this international conference on CSR and organizational governance, in Melbourne, Australia. For more information about this conference, please [CLICK HERE](#).

8.2 2016 PRME Australasian Chapter Forum

Coinciding with Social Responsibility Research Network Conference, the FBS is also hosting the 2016 meeting of PRME members from the Australasian Chapter on Sunday 4 Sept. 2016.

This forum will be held at the Vibe Savoy Hotel in Melbourne and will feature a Keynote address from Professor David Crowther, Professor of Corporate Social Responsibility, De Montfort University, UK and Chair of the Social Responsibility Research Network.

Themes to be explored at this forum will include:

- PRME Global
- Review of the Business Academic Survey data Aus/NZ - 2015
- PRME Champion Project/s
- Integrating Sustainable Development Goals business curriculum
- Prof. David Crowther - The importance of future leader education in responsible management
- SIP Reporting
- PRME Conference - 2017/2018

8.3 Ignite Your Business

In February 2016, FBS invited local Ballarat businesses to participate in a free workshop program *Ignite Your Business*. This program featured sessions on business planning and responsible/sustainable business and was attended by more than 40 participants.

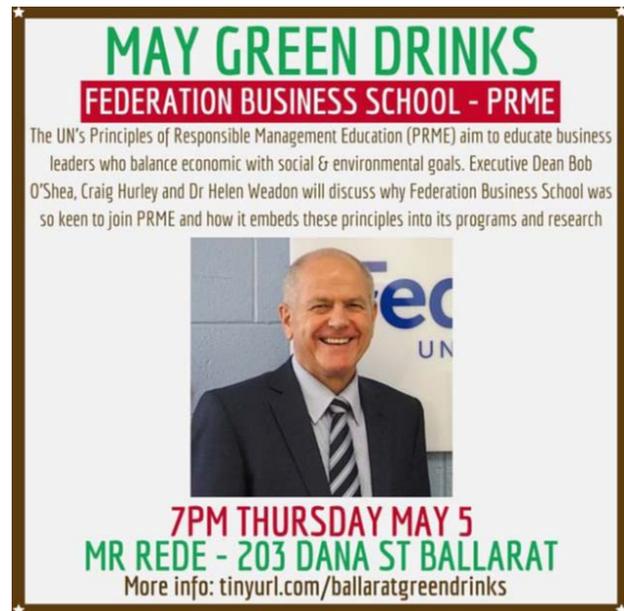


8.4 Ballarat Green Drinks

In May, 2016, the Federation Business School presented to the Ballarat Green Drinks group on its commitment to the PRME and responsible business.

Green Drinks is an organic, self-organising network of people working in NGOs, government, academia, community groups, business and industry, that meets once a month, over a few drinks, to discuss a wide range of environmental and sustainability-related themes. There are over 530 registered Green Drinks groups around the world, and several FBS staff have joined the Ballarat Green Drinks network.

For more information, please [CLICK HERE](#).



8.5 Enterprise Magazine article

FBS contributed an article on the school's commitment to the PRME to the June 2016 edition of Enterprise Magazine – Ballarat's premier business review publication. To view the article, please [CLICK HERE](#).

8.6 Supporting local organisations

FBS supports and promotes the PRME in our communities by contributing to the following committees:

- Committee for Ballarat – Sustainability Task Team member
- Regional Sustainability Alliance Ballarat (RSAB)
- Australian Campuses Towards Sustainability (ACTS)
- Federation University Sustainability Committee