Principles for Responsible Management Education

Sharing Information on Progress 2016

Waikato Management School
Introduction

Waikato Management School remains committed to its vision to include sustainability as a key component of its purpose. As a signatory of PRME we continue to remain committed to this vision. The PRME principles align with the journey we have taken and the strengthening of our commitment and opportunities for future success in this area.

Sustainable business is at the core of our purpose and our goal is to become a world-leading business school in this area. We recognise that long-term business success depends not just on profit, but on responsiveness to resource and social and environmental issues. As a global business school competing in a global market for education and research, our focus is both international and national.

Management education must be sustainable. We focus on training future business leaders - students who learn to develop leadership capabilities necessary for their future. Our curriculum focuses on education that provides the necessary tools to deal with challenges and take advantage of opportunities in order to become leaders. Management Education must not only benefit individuals and the business community, but also serve the public, be contextually relevant and address challenges of the region, the nation and the world. Worthwhile management education helps us address the many challenges and assist business, government and leaders to become part of the solution and not part of the problem.

The Waikato Management School seeks to live the principles of PRME through the management education it provides, the impact of its research excellence and its service contributions.

In this report we highlight some of our contributions to the achievement of the principles over the 2014 to 2016 period.

Ngā manaakitanga

Professor Deborah Willis
Acting Dean, Waikato Management School
Introduction from the Waikato Management School Sustainability Coordinator

The Waikato Management School Sustainability Committee was formed to ensure the sustainability activities we engage in relating to teaching, research and operations are transparent to internal and external stakeholders. The Sustainability Committee follows best practice of organisations engaged in sustainability, that is, to bring together stakeholders from a variety of levels within the organisation to “connect the dots,” to leverage current activities and set priorities for additional ones.

Preparing this report has allowed us to acknowledge investments in sustainability that we have made and to sharpen our focus on what we hope to achieve. Waikato Management School’s success is bolstered by its sustainability profile; we look forward to strengthening that brand and creating new opportunities for success.

Associate Professor Eva Collins
Waikato Management School Sustainability Coordinator
## Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction from the Acting Dean</td>
<td>2</td>
</tr>
<tr>
<td>Introduction from the Waikato Management School Sustainability Coordinator</td>
<td>3</td>
</tr>
<tr>
<td>Waikato Management School at a Glance</td>
<td>5</td>
</tr>
<tr>
<td>Principle 1</td>
<td>Purpose</td>
</tr>
<tr>
<td>Principle 2</td>
<td>Values</td>
</tr>
<tr>
<td>Principle 3</td>
<td>Method</td>
</tr>
<tr>
<td>Principle 4</td>
<td>Research</td>
</tr>
<tr>
<td>Principle 5</td>
<td>Partnership</td>
</tr>
<tr>
<td>Principle 6</td>
<td>Dialogue</td>
</tr>
<tr>
<td>The Future</td>
<td>32</td>
</tr>
</tbody>
</table>
Waikato Management School at a Glance

Founded in 1972, Waikato Management School is one of six faculties and one school that make up the University of Waikato. It accounts for approximately one quarter of the total student population. In 2016, it had 3,332 students enrolled in its programmes, 814 of which were postgraduate students, including 113 students in its doctoral programme. Students’ citizenship included 73 countries and 884 students were classified as international students. It has 104 academic staff.

In 2004, the School made sustainability a central part of its positioning and teaching and research programmes. At the heart of our business is transformation - our purpose is to transform minds, careers and organisations. Our international connections mean our teaching and research is always at the cutting edge of best practice and our engagement with our commercial and professional stakeholders means our students are learning practical knowledge and skills.

Our students go on to become leaders in the public and private sectors, graduating with essential business skills and knowledge. They have the ability to think critically and carefully, and to act responsibly and ethically.

The School is a member of an elite group of business schools that have earned Triple Crown status - an international acknowledgement of excellence in business education. We’re accredited by the world's oldest assessor of business education, AACSB International (the US-based Association to Advance Collegiate Schools of Business), EQUIS (European Quality Improvement System), and AMBA (The Association of MBAs). Only 1% of the world's 14,000 business schools have met the strict standards of all three accreditation bodies.
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.

UNIVERSITY OF WAIKATO 2014-2016 HIGHLIGHTS

2016 University of Waikato Awarded
International Green Gown Award for Student Engagement

University of Waikato Sustainability Manager, Rachael Goddard (centre) at the Green Gown Awards.

Student Engagement film submitted for award: https://youtu.be/S2HMG0vA3Hk
In 2015, we had 46 Toyota Prius C’s in our car fleet (32% of our fleet).

Carbon emissions in the car fleet reduced 6% from 2014-2015.

Our fleet cars went through approximately 120 tyres, all of which were sent for recycling.

We drove 2,024,302 million km in our fleet cars.

Our new Waste Minimisation & Management Programme and commitment to waste reduction was approved by the VC.

Over 368 tonnes of waste went to landfill.

We recycled over 18 tonnes of cardboard, and over 40 tonnes of paper (606 wheelie bins).

We recycled around 435 tonnes of green waste.

We recycled 370kg of fluorescent tubes and lamps, and 395kg of batteries.

25 indoor recycling stations were set up (100 bins) for cans, glass and plastic (1&2).

Approximately 750 computers were recycled via the HP Planet Partners Recycling Programme.
Around 6 tonnes of second hand furniture, carpet and equipment were gifted to the community.

350 refillable subsidised mugs were sold, which prevented thousands of throw away cups going to landfill each week.

We used 13,567,124 kWh of electricity 30,320 GJ of gas, costing $1,881,090.00

We flew 30,648,070 km.

Our carbon emissions rose approximately 17% from 2013-2015.

We made a series of quirky educational waste videos.
https://www.youtube.com/channel/UC4D0asNBfNoVFTfWAafP7Jg/videos
The Purpose of the Waikato Management School centres on “Connecting, Learning and Transforming.” As noted in its Mission, the School seeks education that transforms through programmes and learning experiences that prepare for management careers of the future; research that has impact, that transforms management and business practice and education and research that recognises the importance of sustainability in all its dimensions.

An innovative conference on Just Climate Futures: Re-imagining Global Climate Justice held in Italy in July 2015, is an example of thought leadership and commitment to responsibility and sustainability by Professor Debashish Munshi (Department of Management Communication) and his collaborator Professor Priya Kurian (Faculty of Arts and Social Sciences). They obtained funding from the prestigious Rockefeller Foundation to host the three day international conference at the Foundation’s residential conference campus at Bellagio. The fully funded programme brought a diverse group of participants from Asia, Africa, Europe, the Americas and the Pacific to focus on issues affecting climate change. Climate justice looks at climate change but also takes into account its effect on people. As the most vulnerable and the most marginal people are the ones who bear the worst brunt of climate change, and they are the ones who have actually done the least to contribute to the problem, the aim of this symposium is to produce plans that will influence key policy makers to integrate the perspectives of these marginalised communities in climate action programmes.

See their TedTalk, Harmony Through a Clash of Ideas at: https://www.youtube.com/watch?v=cQrCzf4AnP8
Professor Graeme Doole was appointed in 2015 as a Chair in Environmental Economics, a new role jointly funded by the Ministry for the Environment and the University of Waikato’s Management School. Professor Doole will provide training and advice to regional and central government as they develop new policies to improve the water quality of New Zealand’s rivers, lakes and streams.

**Waikato Business 2025: A view to the future of business**

In October 2015, the Waikato Management School, in partnership with Waikato Chamber of Commerce, Waikato Regional Council and the Sustainable Business Network hosted Waikato Business 2025: A view to the future of business in the Gallagher Academy of Performing Arts Centre this morning.

The panel's speakers included; Xavier Black (Deloitte), Professor Juliet Roper (Waikato Management School) and Tama Potaka (Tainui Group Holdings) who took part in discussions and provided valuable insight about the economic, environmental and social conditions that the Waikato region will face over the next 10 years.
2015 Sustainability Symposium

More than 140 people attended the 2015 Sustainability Symposium on 24 February 2015. Co-organised by WMS Associate Professor Eva Collins, the Sustainability Symposium showcased the University and Waikato and the Management School’s depth and breadth of sustainability research. Over 50 University of Waikato academics presented representing all faculties. The presentations covered every aspect of sustainability, from food and transport through to the dairy industry, sustainability practices and community engagement.

Attendees included academics and PhD students from every Faculty across campus, as well as representatives from Hamilton City Council, Waikato District Council, Waikato Museum, Fonterra, the Sustainable Business Network, and community groups such as EcoQuest and Anglican Action.

Presentations, such as Economics Professor Les Oxley’s talk on “Why Sustainability Is Not Enough,” were recorded and made publically available at: http://www.waikato.ac.nz/events/research/sustainability/
A unique partnership between Waikato Management School and local businesses aims to create 1000 great leaders over the next 10 years, for the social and economic benefit of this region. The Community and Enterprise Leadership Foundation (CELF) is a nine-month leadership course, whose participants are an equal mix of business employees and not-for-profit community workers; from organisations such as Gallagher, Habitat for Humanity, and Olympic cyclist/Te Awa trustee, Sarah Ulmer.

CELF turned out its first 21 graduates in July, and now a second cohort of students have begun classes, thanks to the generosity of business sponsors. “Business has the resources to invest in leadership training,” says Associate Professor Peter Sun, from Waikato Management School. “But what about community organisations that are struggling from day-to-day. What about their leadership development?” “The question was, how do we bring all of these people together on this leadership journey, recognising that they can learn from each other?”

Read the full story online in Waikato Business News: http://wbn.co.nz/2016/08/17/creating-great-leaders/
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.

Not your typical business graduate

See full story at: http://pureadvantage.org/news/2016/02/04/not-yourTypical-business-graduate/

Sustainability, incorporating ethics and social responsibility, is an important part of the education programmes of the School. The School has always taken the position that sustainability should be a part of all aspects of its education programmes, in all subject areas and qualifications, rather than being concentrated in one or two specialist programmes. This also acts to ensure that students are exposed to a wide range of views on sustainability issues and approaches to them, providing a university education that introduces some of the key debates in the area.

Sustainability as part of the education programmes of the School shows in:

- A wide range of papers with significant sustainability content taught across the subject areas offered by the School.
- The inclusion of sustainability in the learning goals and objectives of qualifications. **Citizenship** is a learning goal for all bachelor degrees offered by the School. It requires that “(g)raduates have developed awareness and holistic understanding of their role as responsible citizens within their organisations and society more generally”.
The goal of Citizenship in turn requires the following objectives of these degrees: "(g)raduates understand the ethical roles and responsibilities of business and individuals in society" and "(g)raduates have an appreciation of sustainability and its implications." The Assurance of Learning programme used by the School seeks to provide indicators of the attainment of these objectives. Sustainability is also part of the learning goals of most of the School’s postgraduate qualifications.

- Specialised qualifications in sustainability including a Graduate Diploma, Postgraduate Diploma and Master of Managements Studies degree in Management and Sustainability, and a Postgraduate Diploma and Master of Management Studies degree in Social Enterprise.
- Involvement of the School in interdisciplinary masters programmes emphasising sustainability, the Master of Environment and Science and the Master of Environment and Society
- The large number of doctoral degrees involving research directly related to sustainability

Case: Educating for Sustainability

The Eco Emporium: A place to buy, donate, trade and learn new skills

Eco Emporium - He Kohinga Oruoru is the exciting new resource exchange and sustainability education space on campus. It is a place for people to swap things, pick up a bargain, and recycle
items they don’t need any more. The exchange space is collecting good quality unwanted items, such as clothes, shoes, small furniture, clean bedding, crockery, cutlery, garden tools, etc. Trading is on a koha (donation) system, with some items gifted to local charities.

Eco Emporium received start-up funding from Hamilton City Council. It had 30 student volunteers in the first half of 2016 and was established by Waikato Management School students who developed a business and marketing plan and volunteered as part of a post-graduate course on sustainability. The space provides learning with a focus on engaging students in sustainability initiatives, identifying student-focused solutions, leadership for sustainable change and stakeholder engagement and education.
Principle 3 | Method:
We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

Proposed Sustainability Framework- for further development
The University’s Environment and Sustainability Manager, Rachael Goddard, is developing the sustainability framework above in consultation with the University’s Environmental and Sustainability Committee, co-chaired by WMS Associate Professor Eva Collins.

For the purpose of the Framework, sustainability is defined as: ensuring the University of Waikato is a successful organisation now and in the future. This includes ensuring economic success, while at the same time taking responsibility for: our environmental impact; connecting with communities; growing our workforce and student numbers through equality, diversity and access; and providing society with the necessary leadership, research and innovation to drive effective policies and provide learning and knowledge to the people of the region, nation and world.
The purpose of the Sustainability Framework is to:

1. Provide a framework for supporting and achieving the University Strategy;
2. Provide a coherent model of sustainability at the University, for staff and students;
3. Deliver on our commitment to sustainable practices for higher education institutions (via United Nations-UoW commitment made in 2012);
4. Connect the social, economic, cultural and environmental dimensions of sustainability across the University to inform decision-making;
5. Provide the basis for holistic monitoring and reporting on sustainability; and
6. Develop a repository/database of sustainability activities to enhance research, teaching, community engagement and reporting.

Anticipated outcomes from adopting the Sustainability Framework include:

1. Increased attractiveness of the University to staff, students, funders, collaborators, partners and communities;
2. Increased opportunities for education and marketing;
3. Enhanced reputation as a leader in sustainability; regionally, nationally and internationally;
4. A culture of organisational and individual responsibility for sustainability;
5. Having a foundation for an online, layered and interactive University sustainability profile and portal;
6. Being recognised with other universities as a regional and global citizen;
7. A stocktake of current sustainability activity; and
8. Enhanced engagement with, and connection to, our communities.

WAIKATO MANAGEMENT SCHOOL LEADING BEST PRACTICE

Teaching practice is an important catalyst to enhancing sustainability. Waikato Management School scholarship contributes to enhanced teaching philosophy and practice. A key part of our approach is sustainability case studies which have been internationally recognised.

Recent international case writing awards:


Cases are used in our capstone strategy course for a case competition, giving students real world/real time experience applying sustainability strategy.

Recent Examples of Sustainability Related Pedagogy Journal Articles


McKie, D; Willis, P (2015), Advancing tendencies? PR leadership, general leadership, and leadership pedagogy, *Public Relations Review*, 41, 5, 628-635.


Lawrence, J; Bowden, S (2014), Introduction from Guest Editors, Special Issue on Cases in Sustainability, *Case Research Journal*, 34, 3.

---

**PHD RESEARCH AND RESPONSIBLE MANAGEMENT**

Waikato Management School is committed to the values of global social responsibility as in the United National Global Compact as shown by PhD research profiles below:

**Examples of recently completed PhD student theses:**


Cox, Anna (2014). Co-creating a Local Food Economy Based on a Holistic Development Paradigm and Relational Ethic.


Examples of current PhD student theses.
Hamza Koya, Ninitha (2015 – 2019). How are Corporations in India Managing CSR Communications through the Largely Unregulated Social Media?
Shirley, James (2016 – 2019). The Potential Contribution of Climate Smart Agriculture to Climate Change Mitigation - Challenges for Farm Practice, Farm Reporting and NZ ETS.
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.

Researcher Profiles

Moving beyond the green and purple: People I’ve known and places we’re going

Accounting Professor Grant Samkin insists that “nobody ever wrote a TV show about accountants”, because it’s “too boring”. But he does an excellent job of disproving that staid image of the profession through his own diverse body of research.

Although he entered the profession almost by accident, Professor Samkin has been a chartered accountant for the past 26 years, and an academic for the past 17.

A major theme of his research is non-financial, narrative reporting – how commercial and public organisations use annual reports to not only report on their financial performance to shareholders, but also as a public relations tool to present themselves in the best possible light and respond to media criticism.

“It’s very interesting to examine the stories that organisations tell about themselves, because you get a much better sense of what they’re about than you do through the financial back-end numbers,” says Professor Samkin.

He is currently developing a new accounting framework that will help external stakeholders measure a company’s performance against biodiversity and natural capital targets.
Professor Juliet Roper

Juliet Roper is Professor and Chair of Management Communication at the University of Waikato Management School and the Sustainability Coordinator. Her research interests encompass social and environmental aspects of sustainability, including cross sector engagement, public relations, influences on public policy, government and corporate discourses on sustainability and social responsibility. She has been a finalist for the US based Aspen Institute's Beyond Grey Pinstripes Faculty Pioneer award and leader of several externally funded research projects, including analysis of business and government responses to the Kyoto Protocol; dialogue for public engagement in controversial issues; and the political, commercial, social and environmental context of New Zealand’s national sustainability policies and practices.
A different business approach

Business can change the world, according to Professor of Strategic Management, Kathryn Pavlovich. The professor believes people and businesses can work collaboratively to make change and improve the lives of others. In her lecture, she gave examples where that is already happening, in New Zealand and overseas.

"Leaders need to think about their purpose, their legend, what they want to be known for," she said. "It's more than self-awareness ... it's about self and other."

Kathryn says before we can lead effectively, we have to understand ourselves; what she calls noetic wisdom, which involves inner wisdom, direct knowing and understanding of ourselves, "a combination of science, spirituality and consciousness".

Such a perspective activates the parasympathetic system that enhances our immune system and well-being, which she says makes us more resilient – a combination of mindfulness, reflexivity and empathy.

She teaches her students this, and while it may sound soft, she had testimonies from students who were successfully practising in their day-to-day work what they had learnt in her lectures.

Kathryn advocates meditation and yoga, "it helps mediate emotion", she gets her students to keep reflective journals – to examine situations and their responses and subsequent actions, "which leads to better decision making", and she has them creating art as a form of expression.

She has also written widely about her research. Her book, Organising through Empathy is published by Routledge New York, and she has published numerous articles on her subject.
Professor John Oetzel

John Oetzel is a Professor in the Department of Management Communication. He teaches courses in conflict management, intercultural communication, health communication, research methods, and high performance teams. He has consulted with a number of for-profit and governmental organisations including Intel, Los Alamos National Laboratory (U.S.), the New Mexico Department of Infectious Disease, and the New Mexico Human Services Department. The topics include applied research, workplace and team relations, conflict, and health services.

His research investigates conflict in teams and across cultures, health service delivery, and partnerships to between communities and academics to address health outcomes. “I am particularly interested in challenging conversations between people who have different group identities. These conversations have the opportunities for growth, creativity, and problem-solving, but also the chance to destroy relationships and teams.”


He is currently working on a research team examining kaumātua, whanau, and health service workers perspectives about communication issues in palliative care in order to improve service delivery. The project is funded by the Health Research Council and is a partnership between Rauawaawa Kaumātua Community Trust, Te Runanga O Kirikiriroa representatives from the Communication Department and Te Kotahi Research Institute of the University of Waikato the Waikato DHB and the University of Auckland’s, Waikato Clinical School.
Recent examples of responsible management and sustainability refereed journal articles:


Lockwood, S; Weaver, CK; Munshi, D; Simpson, M (2016), The self-organising of youth volunteers during the Rena oil spill in New Zealand, *New Zealand Journal of Marine and Freshwater Research*, 50, 1, 28-41.

Kurian, P; Munshi, D; Kathlene, L; Wright, J (2016), Sustainable citizenship as a methodology for engagement: Navigating environmental, economic and technological rationalities, *Journal of Environmental Studies and Sciences*, 6, 617-630.


Mohsin, A; Ramli, N; Alkhulayfi, BA (2016), Halal tourism: Emerging opportunities, *Tourism Management Perspectives*, 19, 137-143.

Nurhayati, R; Taylor, G; Rusmin, R; Tower, G; Chatterjee, B (2016), Factors determining social and environmental reporting by Indian textile and apparel firms: a test of legitimacy theory, *Social Responsibility Journal*, 12, 1, 167-189.

Lucero, J; Wallerstein, N; Duran, B; Alegria, M; Greene-Moton, E; Israel, B; Kastelic, S; Magarati, M; Oetzel, J; Pearson, C; Schulz, A; Villegas, M; White Hat, ER (2016), Development of a Mixed Methods Investigation of Process and Outcomes of Community-Based Participatory Research, *Journal of Mixed Methods Research*, online.

Deng, X; Li, Z; Gibson, J (2016), A review on trade-off analysis of ecosystem services for sustainable land-use management, *Journal of Geographical Sciences*, 26, 7, 953-968.
Deng, X; Gibson, J; Wang, P (2016), Management of trade-offs between cultivated land conversions and land productivity in Shandong Province, *Journal of Cleaner Production*, online.


Hanley, N; Boyce, C; Czajkowski, M; Tucker, S; Noussair, C; Townsend, M (2016), Sad or happy? The effects of emotions on stated preferences for environmental goods, *Environmental and Resource Economics*, Online.


De Weerdt, J; Beagle, K; Friedman, J; Gibson, J (2016), The challenge of measuring hunger through survey, *Economic Development and Cultural Change*, online.


Harris, C; Gibb, J (2016), Strategies to prepare and plan for market shocks: A study from New Zealand businesses, *Journal of Asia Entrepreneurship and Sustainability*, 12, 1, 77-111.


Gibson, J (2016), Poverty measurement: We know less than policy makers realize, *Asia & The Pacific Policy Studies*, online.


**Significant Research Grants Pertaining to Sustainability**

Waikato Management School staff and postgraduate students received research funding for sustainability for a diverse range of team projects. Funding has been received from the prestigious Marsden Fund (managed by the Royal Society) as well as government departments and agencies.

Examples of the Waikato Management School’s key externally funded research programmes and consultancy projects are listed in the tables below:
### EXTERNAL RESEARCH GRANTS (2014-2016)

<table>
<thead>
<tr>
<th>Research Programme</th>
<th>Principal Investigator</th>
<th>Source</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Price is Right?</td>
<td><strong>Professor John Gibson</strong></td>
<td>Marsden</td>
<td>2015-17</td>
</tr>
<tr>
<td>SSAA and Alcohol Outlet Density</td>
<td><strong>Dr Michael Cameron</strong></td>
<td>Health Promotion Agency</td>
<td>2014-16</td>
</tr>
<tr>
<td>Accessible Tourism in the Hawkes Bay</td>
<td><strong>Professor Alison McIntosh</strong></td>
<td>Ministry of Social Development</td>
<td>2014-15</td>
</tr>
<tr>
<td>Testing the Validity and Robustness of National Wellbeing and Sustainability Measures</td>
<td><strong>Professor Les Oxley</strong></td>
<td>MOTU</td>
<td>2013-16</td>
</tr>
<tr>
<td>Nitrogen Allocation and Trading Mechanisms</td>
<td><strong>Dr Dan Marsh</strong></td>
<td>Dairy NZ</td>
<td>2013-14</td>
</tr>
<tr>
<td>The Impact of Behavioural and Environmental Change on Health: Indoor and Outdoor Pollution and Immigrant Asthma in New Zealand</td>
<td><strong>Professor John Gibson</strong></td>
<td>Marsden</td>
<td>2012-15</td>
</tr>
</tbody>
</table>

### CONSULTANCY PROJECTS (2014-2016)

<table>
<thead>
<tr>
<th>Dates of Project</th>
<th>WMS Investigator</th>
<th>Title of Project</th>
<th>Sponsor</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>Professor Graeme Doole</td>
<td>Healthy Rivers – Farm Cost</td>
<td>Waikato Regional Council</td>
</tr>
<tr>
<td>2015</td>
<td>Professor Riccardo Scarpa</td>
<td>Impact of Climate Change on Wine Production</td>
<td>Centro Interdipartimentale per la Ricerca in Viticoltura ed Enologia (CIRVE)</td>
</tr>
<tr>
<td>2014</td>
<td>Professor Graeme Doole</td>
<td>Healthy Rivers – Plan for Change/Wai Ora</td>
<td>Waikato Regional Council</td>
</tr>
<tr>
<td>2013 – 2015</td>
<td>Professor Riccardo Scarpa</td>
<td>An Integrated Hydro-Electrical and Socio-Economic Model of Environmental Flow Delivery to Wetlands: A Case Study of Macquarie Marshes in Australia</td>
<td>University of Canberra</td>
</tr>
</tbody>
</table>
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.*

**Imagine Sustainability 15 July 2016**

The University’s inaugural *Imagine* Sustainability event, run in collaboration with Waikato Regional Council, brought hundreds of people onto campus to learn, share and celebrate what a more sustainable future could look like.

The day was attended by representatives from local and central government, iwi representatives, staff, students and members of the community.

Representatives from Waikato Management School were on the organising committee and involved as keynote speakers.

DVC Research Professor Bruce Clarkson speaks about urban ecology.

Waikato Regional Council Chair Paula Southgate speaks about water.
Waikato Management School Key Sustainability Partners
Waikato Management School focuses on four key partnerships related to sustainable business.

We are signatories to PRME and report every two years. Participation in PRME makes us internationally accountable to make continuous improvements related to sustainability.

We are long-term members of the Academy of Business in Society ([http://www.abis-global.org/](http://www.abis-global.org/)), which is a global network working for a more sustainable future.

Domestically, we are founding partners of both Sustainable Business Council (SBC) and Sustainable Business Network (SBN). SBC ([https://www.sbc.org.nz/](https://www.sbc.org.nz/)) is an executive-led organisation and Global Network Partner of the World Business Council for Sustainable Development.

SBN ([https://sustainable.org.nz/](https://sustainable.org.nz/)) is a network of businesses and organisations helping improve sustainable practices. SBN hosts the national sustainability awards. WMS has sponsored the awards and been active on the judging panel.
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.

In addition to the contributions that follow from the School’s education and research programme, and formal School commitments outlined above, the collaboration and consulting activities within the School are also important in advancing the principles of sustainability globally and locally. These activities are undertaken by a range of individual academics and groups. The following provides an outline of some of these:

- **Consulting projects in sustainability areas** undertaken include work for: Asian Development Bank (food security); Centre for Economic Policy Research (food security); World Business Council for Sustainable Development (country report); National Institute for Business and Demographic Analysis and Manukau City (alcohol impact); Chartered Institute of Management Accountants (sustainability and the role of accountants); Ministry of Business Innovation and Employment (age subsidies, impact of job loss); Institute of Business Research (forestry economic impact assessment); and Eastlands Wood Council (forestry impact).

- **Research Grants**: New Zealand India Research Institute (land loss and food security); Royal Society of New Zealand (pollution and immigrant asthma); Health Research Council (what counts as healthy food); Royal Society of New Zealand (New Zealand’s global environmental positioning); Royal Society of New Zealand (public engagement and new and emerging technologies); Health Research Council (Māori health literacy); Foundation for Research Science and Technology (engaging seniors); MOTU (infrastructure and sustainable development); and Foundation for Research Science and Technology (pastoral industries and sustainable outcomes).

Case: Network for Community Hospitality [https://cms.mngt.waikato.ac.nz/nch/Home.aspx](https://cms.mngt.waikato.ac.nz/nch/Home.aspx)
In 2014 the University of Waikato established a Network for Community Hospitality hosted by the Department of Management Communication in the Waikato Management School. The establishment of this network was led by Professor Alison McIntosh and Dr Cheryl Cockburn-Wootten supported by Professor Alison Phipps a University of Waikato Distinguished Visitor from the University of Glasgow. The objectives of the Network are to:

- Establish an internationally recognised research forum for Community Hospitality relating to issues of advocacy and care for vulnerable groups in the community
- Promote knowledge exchange, and capacity building, between practitioners and researchers
- Encourage, strengthen and promote interdisciplinary research on care management for vulnerable groups
- Establish collaborative research and development links between the University and partners in policy making, churches and the Third Sector, including those working in the fields of humanitarianism, and intercultural and international development
- Create opportunities for obtaining collaborative research grants
- Provide a supportive forum where connection, compassion and creativity for Community Hospitality can flourish

The Network now works with 29 community organisations. Since its initiation the Network has been involved in 15 community engagement events and has received $85K in funding for research initiatives. For its first major event in 2014 the Network organised an influential Town and Gown event that saw representatives from community organisations present three minutes “calls to action” for business leaders and academics. In 2015 the Network has received funding to develop an on-line short course on Disability and Accessibility in the Workplace. Professor Alison Phipps of the University of Glasgow has been appointed as an Adjunct Professor of the University of Waikato in support of her work with the Network.

The Future

The University and Waikato Management School are undergoing a time of change. Both the University and Faculty are engaged in a Curriculum Enhancement Project with courses and qualifications being reviewed and changed. In addition, the strategy at the University level is currently being reviewed and a new Dean will begin at Waikato Management School in 2017. Examining how the UN’s 17 Sustainable Development Goals can inform our teaching, research and practice is also ongoing. What is certain about the future is that sustainability will remain part of our DNA.