Business School
Sharing information on progress 2017

PRME Principles for Responsible Management Education

The University of Auckland
To Where We’re Going, To Where We’re Going, New Zealand
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.
It is with pride that I report on the progress that the University of Auckland Business School has made since 2015 towards the Principles of Responsible Management Education (PRME). The University of Auckland is New Zealand’s most highly ranked research-led university and is positioned among the leading institutions in the Asia-Pacific region. The Business School is one of a small number of schools worldwide that has achieved and maintained the triple crown of accreditations through association with AACSB International, EQUIS and AMBA.

In our first SIP report we highlighted how the Principles of Responsible Management Education are embedded in our strategies, teaching, research, and disseminated through dialogue and partnerships. Since then the University of Auckland Business School has progressed a number of initiatives that have fostered the implementation of PRME. Activities such as our highly successful 2016 Sustainability Dialogue and Sustainability Week provided opportunities to engage with our broader communities. We have initiated a number of new activities to ensure the Principles are being practised across campus, and students are encouraged to develop a mindset that they will carry into their future endeavours as responsible and ethical leaders.

The world faces serious environmental and social challenges such as climate change and poverty, and educational institutions have a crucial role to play in enabling future generations to address these. Our responsibility lies in ensuring we prepare our graduates with the knowledge, personal skills and attributes required to provide the necessary leadership, to understand the nuances of the issues and to be proactive in finding innovative solutions.

The University of Auckland Business School is well aware of the privilege and responsibilities associated with being a triple-accredited Business School and a signatory of the PRME initiative. We congratulate PRME on its 10th anniversary and confirm our continuing commitment and effort to promote social responsibility, sustainability, and ethics under PRME guidance.

PROFESSOR JAYNE GODFREY
Dean, The University of Auckland Business School
The search for socially and environmentally sustainable business practices in the global fashion industry

Dr Maureen Benson-Rea, Senior Lecturer, Management and International Business, and Dr Michael Lee, Senior Lecturer, Marketing, with Doctoral Candidate Miriam Seifert, Faculty of Business and Economics.

The global fashion industry creates NZ$3.3 billion in sales, yet thousands of its workers have been injured or killed and it is one of the world’s most polluting industries. We are researching how firms are responding to the need for social and environmental sustainability. A recent book co-edited by Maureen, with a chapter from Mike and Miriam, highlighted the need for socially responsible governance. Maureen and Mike co-supervise Miriam’s PhD research on the slow fashion industry, which shows firms are aware of environmental and social issues caused by over-consumption and production. This connects to research into why consumers choose not to consume. We are interested in how consumer choices against unethical and unsustainable brands affect the market, and why some are unwilling to pay extra for ethical or sustainable products. This will help uncover how firms can contribute to the UN’s Sustainable Development Goals and enhance their dynamic capabilities by attacking environmental and social problems.
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. In 2017 the University had approximately 42,000 students (33,365 Equivalent Full-time Students (EFTS)) and is New Zealand’s most comprehensive, cosmopolitan and multicultural university.

The Business School is the second largest of eight Faculties. In 2017 it enrolled 5,828 EFTS in bachelors, masters and doctoral degrees, diplomas and certificates. Of these, 74 percent were domestic and 26 percent international students. The majority of the students were enrolled in undergraduate programmes (84 percent).

The Business School has undergone a sustained period of rapid growth and expansion over the last decade. The School has focused on raising its international profile through the quality of research and teaching, and the expansion and consolidation of its partnerships and networks. In doing this it has capitalised on the diversity of culture, ethnicity and global experience of the faculty and student body.

The external orientation of the Business School has been strengthened by 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.

Institutional strengthening has cultivated a collegial structure of inquiry and innovation in which personal integrity, leadership, teamwork and ethical behaviours are highly rated; augmenting external funding and philanthropy through professional and community partnerships and affiliations; and delivering programmes and events that contribute significantly to interaction, interconnectedness and an exceptional learning experience.

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. It signed up to the Principles of Responsible Management (PRME) in November 2013 committing to the six principles of PRME and to the establishment of an holistic programme that integrates sustainability across the curriculum, develops distinctive research strengths and engages external audiences. In its 2015 SIP report the School reported on initial progress made in sustainability and responsible management education and on planning undertaken to develop a Faculty-wide programme on sustainability across teaching, research and outreach. It also articulated a set of initiatives for the next reporting cycle.

During the 2016-2017 period the School further developed its sustainability/CSR agenda. This report provides details of the initiatives undertaken during this period. A more detailed description and review of the teaching and research activities, industry linkages and community outreach programmes in relation to each of the six PRME principles follows. A final section outlines a set of goals that will assist with implementation of the six PRME principles during the 2018-19 cycle.
Economies of wellbeing: leadership and organisational resilience

Dr Rachel Maunganui Wolfgramm, Senior Lecturer, Management and International Business, Faculty of Business and Economics, with Dr Mariaelena Huambachano, Visiting Research Fellow from Brown University.

Scientists, politicians, academics, artists, activists and citizens alike are now focusing on the decline and deterioration of the planet – and the part we all might play in its recovery to advance economies of wellbeing.

In business, there is universal interest in how we might scale up innovation that impacts positively on the environment, communities and societies. This plays out as the pursuit of group over individual wellbeing, an emphasis on relationships and trust-building and long-term, multi-generational outlooks.

Our networks extend around the world. Rachel is principal investigator with Associate Professor Chellie Spiller of a project funded by Ngā Pae o te Māramatanga which investigates exemplars and conduits for collective wisdom so people are confident and affirmed and see a pathway forward. We are especially interested in “generative leadership” that supports transformation to advance economies of wellbeing. Mariaelena also focuses on indigenous economies of wellbeing and sustainable development, specifically the good living philosophies of Māori and Quechua people that also have implications for food security and sovereignty.
Summary of progress during the 2016-17 period

The Business School identified the need to strengthen its agenda with respect to the integration of sustainability/CSR in teaching, research and service and is engaged in implementing a number of strategic initiatives. These initiatives have been carefully planned to align with the vision and mission of the School.

The awareness and understanding of Sustainability/CSR among faculty in the Business School have been substantially increased through engagement in a series of activities.

Strategic initiatives undertaken since 2015 included:

- continued engagement of a consultant with expertise in sustainability to coordinate a programme of Business School sustainability activities
- mapping research related to sustainability, and supporting new research initiatives
- funding research projects that contribute to the delivery of the objectives of the School’s strategic research theme: Productivity and Sustainability
- a strengthening of the focus on sustainability in programme-level graduate profiles to motivate more explicit specification of course-level learning outcomes and aligned assessment practices
- initiation and delivery of a Sustainability Symposium to engage faculty in a forum to explore and share perspectives on current and future sustainability research, teaching and service
- sponsoring the organisation of Sustainability Week comprising 20 events, speeches from sustainability leaders, debates and panel discussions
- encouraging a Sustainability Dialogue with business and external organisations showcasing the School’s research in key areas of innovation, supply chains, energy, Māori economy, market shaping and accounting

These initiatives have been supplemented by a wide range of other supporting activities including:

- research on best practices in leading Business Schools internationally and on international networks of Business Schools on sustainability/CSR
- research in Asia and New Zealand on student demand for sustainability/CSR education in business degrees (ongoing)
- a Sustainable Business Programme webpage as a portal for the programme
- relationships with key actors in the business community and a contacts database
- reports, media, a business survey and events that have engaged external audiences and positioned the Business School as a credible actor in sustainable business
- engagement with the PRME network, largely through the involvement of Dr Ross McDonald who was appointed as the University of Auckland Business School’s inaugural PRME representative (succeeded by Professor David Sundaram in late 2016)

Activities undertaken across the 2016-2017 cycle have established a solid foundation for the formal establishment of a sustainability/CSR programme at the Business School and the development of an initial set of development goals. The School has received strong support from students, academic and professional staff and the sustainability community. The challenge is to now take this programme forward as part of the Business School’s ongoing research, teaching, service, and operations.
Improving decisions about water management and accountability by using understandable, reliable and objective information

Professor Jayne Godfrey, Dean, Faculty of Business and Economics.

Water volumes and quality are imperative to the sustainability of life, the environment and the economy. But decisions about water will only be sound and accountable if decision-makers and stakeholders use understandable, reliable and objective information. A general purpose water accounting system, informed by sound research, can provide that information. This research, conducted together with academic colleagues, has influenced Australia’s adoption of the system, and further study has shown that the information it provides is useful for predicting the future profitability of water-dependent businesses. This system could help inform decision-making to improve the quality of New Zealand’s waterways.
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 is dedicated to critical inquiry and intellectual discourse, to scientific discovery and a sustainable future, to social and cultural development, to social justice and equity, and to innovation and wealth creation (The University of Auckland Strategic Plan 2013-2020).

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. The University is a signatory to the Universitas 21 Statement on Sustainability and as such recognises the important role it plays in researching solutions to problems surrounding sustainability and the environment.

The Business School is fully committed to the University’s Sustainability Policy (the key principles of the policy are summarised in the following box), and is 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 encouraged to fully engage in sustainability related practices such as recycling and reducing energy use and emissions, and well supported in event management.

The University of Auckland is an institutional member of the UN Sustainable Development Solutions Network (SDSN), which brings organisations together to develop and promote solutions, policies and public education for sustainable development. It is undertaking work to increase the visibility of the United Nations Sustainable Development Goals (SDGs) in its research, teaching and thought leadership. A number of activities were initiated across the University to mark the United Nations Sustainable Development Goals Awareness Week in early March 2017. These included the launch of a major project to map the research capabilities across the University which relate to the goals.

The mapping exercise, managed through the University’s Research Office, is expected to provide insights on the extent to which capabilities of research active staff coincide with the SDGs and the SDSN’s twelve inter-disciplinary thematic networks. The SDG research capability maps will assist the Business School in determining where there are strong nodes of relevant research, and assist in identifying gaps that would be strategically useful to fill in order to become more effective in its research, teaching, learning and service. A further phase of the project is focused on identifying the contributions being made by our professional staff and service divisions with the expectation that this will lead to a range of new and improved sustainable practices.

The Business School continues to progress implementation of the six principles for the UN-backed global initiative developed to promote corporate responsibility and sustainability in management education, and the alignment of its research, teaching, learning and service to the SDGs. The Coordinator of the Business School Sustainability Programme has conducted a preliminary assessment of the alignment of the University’s Strategic Planning Objectives 2013-2020 with the PRME Principles and United Nations SDGs for use in future programme planning exercises.

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

Students are encouraged to fully engage in sustainability related practices

The University of Auckland Business School: Sharing information on progress 2017
Creating business leaders who are informed, engaged and active in driving a more sustainable future

Andrew Eberhard, Professional Teaching Fellow, Information Systems and Operations Management, and Dr Parizad Mulla, Professional Teaching Fellow, Management and International Business, Faculty of Business and Economics.

Our Business School’s mission is to build a bridge to a better world. Our teaching is energised by our commitment to inspire our students and unleash the potential of future business leaders to drive a better future. We give our students the tools to understand how sustainable business practices can enhance social, environmental and economic stability and wellbeing.

Since 2010 our course assessment and goals have been based on the United Nations Millennium Development Goals (and now the Sustainable Development Goals). By embedding sustainability into our course content, assessments and operational delivery, our staff and students have an increased awareness of sustainability and, more importantly, are actively looking for sustainable solutions to real world problems.
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 Business School aspires to promote the economic and social wellbeing of the nation and in this, its mission, vision and strategy are closely aligned with University strategy. The Business School’s commitment to sustainability is explicitly stated through its Purpose, Vision and Mission with the statements widely communicated through its website, prospectuses and handbooks. The Business School seeks to play a national role by positioning itself to provide leadership in the development of knowledge and ideas and delivery of high quality educational outcomes to sustainably grow New Zealand’s productivity and global competitiveness.

The Business School provides a stimulating environment conducive to quality teaching and research, enabling faculty to act as critic and conscience of society through its promotion of 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 in research and across curricula, experiential learning activities, and the wide range of co-curricular opportunities.

Recently the focus of the Business School’s sustainability programme has been on strengthening the integration of sustainability principles and themes in faculty research, learning and teaching, and partnerships with stakeholders. The Business School is committed to high quality research across all disciplines that is socially, culturally, economically and environmentally beneficial. It is recognised that developing the solutions to address the challenges faced in the pursuit of sustainability requires a commitment to promoting and encouraging researchers to collaborate across disciplinary boundaries to effectively generate and disseminate knowledge and ideas. Similarly, to enhance the capabilities of our graduates we need to deliver learning opportunities that enable students to develop an understanding of the role their chosen fields have to play in the pursuit of sustainability so that they are prepared to contribute towards sustainable societies. Cross-disciplinary opportunities enrich and enhance students’ learning experiences ensuring they are better equipped for their future roles as graduates.
Principle 3: Method

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

A number of realities shaped the Business School’s mission ‘to develop graduates, knowledge and ideas that enhance the sustainable growth and global competitiveness of New Zealand’. New Zealand is a small nation, geographically distant from major global markets and dominated by SMEs; we are confronted by significant demographic change through a decline in fertility, an ageing population and 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. The challenge facing policy-makers is how to enhance economic growth and productivity in a sustainable way.

In response to the economic challenges the School focused its agenda on four strategically relevant themes to inform its research and teaching agendas: innovation and value creation; sustainability and productivity; succeeding in international markets; and leadership and governance. Achievement of greater alignment of faculty research outputs with these recently adopted strategic themes is a longer-term goal for the School. This ongoing re-alignment is largely a consequence of the priority placed by most faculty on the achievement of the best individual Performance-Based Research Fund (PBRF) score possible, a score that is determined by an evidence portfolio listing research publications and is strongly influenced by journal rankings and citation indices. To proactively influence faculty in achieving the desired alignment with the strategic research themes, faculty are incentivised through a targeted research fund. The appointment of faculty with research interests that fit with the strategic research themes is also occurring as opportunities present themselves, e.g., through new hires to replace retiring faculty.

The first stage of a university-wide graduate profile project was completed at the end of 2016. This project focused on identifying a set of aspirations for all University of Auckland graduates and resulted in the development of a set of generic graduate capability themes. These themes address disciplinary knowledge and practice, critical thinking, solution seeking, communication and engagement, independence and integrity, and social and environmental responsibilities. During the 2017 academic year the Business School developed a set of programme-specific graduate profiles which interpreted the themes within each programme context and constructed a set of capability statements describing the expected attributes of business graduates. Particular emphasis was placed on developing specific capability statements to address the social and environmental responsibilities theme. These were tailored to provide sufficient scope to reflect the balance required in each programme type.

The Business School’s programme-based graduate profiles clearly identify ethics, responsibility and sustainability as desirable characteristics of graduates at both the undergraduate and postgraduate programme levels. Recent surveys and interviews undertaken to gather more detailed information about the emphasis placed on principles and issues in the last reporting period elicited responses that revealed that while ethics, responsibility and sustainability were being addressed in many courses there were not necessarily explicit statements made in terms of the expected course-level learning outcomes. As part of the curriculum mapping and refresh process the Business School is encouraging faculty to identify any current gaps and develop appropriate approaches to embedding ethics, responsibility and sustainability themes more explicitly in course outlines. Work is continuing to ensure a consistent approach to further strengthening sustainability and CSR across the curriculum is ongoing.

Courses delivered in Information Systems provide an example of recent development in the design and delivery of curriculum to embed Sustainability and CSR. A series of undergraduate and postgraduate courses is taught by a team of faculty who work together to embed ethics, responsibility, and sustainability across a multi-year sequence, providing scope to scaffold the learning. Students develop the competencies required to apply these concepts in the context of student projects and in the real world. At undergraduate level, the Business School delivers large-scale core courses that raise awareness and encourage sustainable enterprise, while also using a digital platform and on-line delivery of resources and assignments to eliminate paper consumption.

In one example, sustainability has been embedded into the course content, assessments and operational delivery – which has boosted the performance of the course itself, and lifted awareness of all dimensions.
of sustainability among students. Sustainability is explicitly addressed in each of the course’s four modules and interwoven into all topics. The main deliverable of the course is a project where students must identify a problem related to sustainability in their communities, propose how to use technology to solve it, and create an environmentally, economically, and socially sustainable enterprise to do so. The problem they select must relate to one or more of the United Nation’s 17 Sustainable Development Goals (SDGs). The team teaching this particular core course, taken by about 2,200 Business School students each year, was nominated in 2017 for the Vice-Chancellor’s Excellence in Environmental Sustainability Award.

A large number of courses and sections of courses at the advanced undergraduate and postgraduate levels maintain regular discussion of issues relating to sustainability and CSR. Social responsibility, identified in many forms, continues to be addressed across 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. The many dimensions of environmental sustainability are also incorporated with broad coverage evident across a range of economics, accounting and property courses. All postgraduate students complete research methods courses which expose them to consideration of issues relating to the ethics of research. In summary the current portfolio of programmes develops students’ awareness and sensitivity to sustainability related issues at a personal and global level and requires them to engage in exploring possible solutions and their potential trade-offs and consequences.

A number of student clubs at the Business School have evolved and responded to challenges relating to sustainability and social responsibility. These include clubs with agendas around social innovation, microfinance, financial literacy, youth leadership, entrepreneurship and volunteering. The clubs regularly initiate projects and events, including national and international case competitions, that frequently feature cases on sustainability themes, and enhance social networks.

Diversity and Treaty of Waitangi obligations also 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 whānau (family). This is an important national and educational responsibility and the School is implementing measures to achieve this objective. A new postgraduate programme, targeted at aspiring Māori leaders, is proposed and much of the planning and preparation to gain the necessary approvals has taken place over the last two years. The programme content has evolved from consultation with iwi, hapū and whānau, community and corporate leaders.

What is the extent of worker exploitation in New Zealand?

Associate Professor Christina Stringer, Management and International Business, Faculty of Business and Economics.

My research on worker exploitation in New Zealand was funded by the Human Trafficking Research Coalition which comprises the Pölsa Initiative, Stand Against Slavery, Hagar and ECPAT. The results leave little room for doubt that exploitation, or indeed modern slavery, is a pressing issue. Migrant workers required to work 90 hour weeks and being paid for 45 hours, working for as little as $5 an hour, and being verbally and physically abused.

In our response to modern slavery New Zealand is falling behind countries, such as Australia and the UK, both at home and in the supply chains of businesses. We challenged the Government to take the necessary steps to consider a modern slavery Act and further, to address why migrant worker exploitation has become embedded in certain industries. The contribution of migrant workers to New Zealand’s economy must be valued and their entitlement to decent work conditions respected.

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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 central to the University of Auckland Business School Mission and the School is aligning policies and practices to ensure that the School is recognised as one of 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 University of Auckland Business School’s research strategy focuses on
- 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 its strategy the Business School has developed four strategic research themes: innovation and value creation; succeeding in international markets; productivity and sustainability, and leadership and governance. These research themes align closely with the School’s efforts to encourage research and learning that focus on issues of national and international significance.

Strategic research themes at 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 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.
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 provides a dynamic for growth of relevant and impactful research outputs by focusing the School’s research centres and other clusters of researchers on the identification of projects that will enhance the School’s ability to attract external funding. To proactively influence faculty in achieving the desired alignment with the strategic research themes, faculty are incentivised through a targeted research fund.

The Sustainability Symposium revealed the depth and breadth of activity on sustainability

The Strategic Research Themes Fund (SRTF) has been established to award research grants to support projects which address a question of relevance and importance to the economy and society. Selection criteria include: potential for winning external research income from aligned domestic and international funders; the extent to which the project facilitates cross-departmental or cross-Faculty collaboration; the potential for high-quality academic and ‘translational’ publications, and/or capability-building programmes, so that there is high impact on both research and policy/practitioner communities; the degree of support from industry partners (in cash or in kind) and/or University of Auckland research groups; and the extent to which the project builds research capacity through Principal Investigators (PIs) working in collaboration with less senior colleagues and/or graduate students. The criteria reflect the intent of the current Government and the wider University to encourage research that focuses on issues of national significance.

To date there have been four rounds of Strategic Research Theme Funding with total allocations of at least $250k annually. There is a requirement for interim and final reports to be submitted by the principal investigator providing a summary of the research project activities undertaken and achievements, including a list of publications and details of any applications to external funding sources that have been initiated as a consequence.

To increase the impact of the School’s research theme in Productivity and Sustainability the School held an academic Symposium on Sustainability in late 2015 and a Sustainability Dialogue in July 2016. The aim of both events was to define research outcomes related to sustainability that would generate interest and funding from individual donors, businesses and research funding institutions. The symposium comprised a series of short presentations that provided a snapshot of ongoing and planned research around clusters of work on sustainability. The symposium was well attended with about 70 Business School and other academics participating, reflecting the increasing breadth, depth and relevance of research being undertaken across disciplines and departments. The Sustainability Dialogue engaged businesses with progressive sustainability agendas through ‘short and sharp’ presentations showcasing areas of exciting Business School research and partnership.

Building on the success of recent activities a set of proposals were made to the incoming Dean. These included a commitment to a regular cycle of symposia dedicated to each of the Business School Strategic Research Themes, and the appointment of ‘Strategic Research Themes Champions’ with responsibility for initiating and promoting activities to stimulate the engagement of colleagues in cross-disciplinary research that addresses externally-relevant priorities.

Attention is also being paid to identifying ways in which doctoral research can be better aligned with the strategic research themes. In 2017, the Barry Spicer and Owen G Glenn PhD Scholarship (which has been active since 2008) introduced a new criterion for potential topics that demonstrate ‘impact within one or more of the four Strategic Research Themes of the University of Auckland Business School’.

A range of sustainability research and related activities is undertaken within Departments and Research Centres. Evidence shows that this is already occurring in a wide range of sustainability related contexts ranging from retirement policy to Māori issues, to energy efficiency. However, while these are supported by an informal network, the Sustainability Research Group, the School recognises these remain primarily driven by the interests and commitment of individual academics and there is a need to build a more cohesive programme that will increase capacity and attract external funding.

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 Szászy Research Centre
- for Māori & Pacific Economic Development
- New Zealand Governance Centre (NZGC)
- Retirement Policy and Research Centre (RPRC)

An initial research mapping of faculty with sustainability interests was undertaken as part of the inaugural Sustainability Symposium held in late 2015. This project identified eight clusters of activity: 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. The strong expertise of the Business School in innovation and entrepreneurship was infused across each of the clusters. The strong attendance of staff from the Business School and wider University revealed the depth and breadth of activity on sustainability and resulted in the development of 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.
How do value and sustainability interact in the supply chain?

Professor Tava Olsen, Head, and Mahsa Boroushaki, Doctoral Candidate, Information Systems and Operations Management, Faculty of Business and Economics, with Professor Mark Ferguson, Visiting Research Fellow from University of South Carolina.

The sustainable supply chain focuses on social, environmental and economic performance measures as the main pillars of sustainability. In addition, climate change has become a key New Zealand environmental concern, for which transportation is a significant contributor. The use of air freight for food exports is growing rapidly – especially in New Zealand – but has higher CO2 emissions per tonne than other transport modes, such as shipping.

A recent report from the Ministry of Economic Development argued that, because of the limited land available for increased production of agricultural commodities, there is more opportunity for increasing the value of production rather than the volume. Often adding value to agriculture products means exporting them fresh by air rather than shipping them frozen. This research tries to understand the interrelationship between value-adding processes and sustainability for New Zealand’s clean and green environment.
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.

The Business School has established close links with some major networks on business responsibility and sustainability. The University of Auckland is a member of the Sustainable Business Network, and Business School faculty are active in their work programme and events. The Business School has also developed a close relationship with both the Sustainable Business Council and the Pure Advantage initiative.

To build further initiatives around the Business School’s sustainability/CSR research cluster a Sustainability Dialogue was held in July 2016 with business and policy-maker audiences to communicate the areas of Business School strengths, review business needs for research and learning around sustainability, and seed discussions around potential partnerships.

Strategies for Market Shaping (SMASH) was an initiative completed by Associate Professor Suvi Nenonen and Professor Kai Storbacka in 2016 and funded through a prestigious Marsden Fund grant from the Royal Society of New Zealand. This convened up to ten businesses in an intensive programme of learning and sharing on market shaping and provides an exemplar of the direction in which the School is moving. 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.

To ensure consultation with as broad an audience as possible a Sustainable Business Leaders Survey was also conducted during July to September 2016. This was aimed at identifying concerns, objectives and challenges faced by New Zealand businesses and to guide the Business School in focusing on areas of research which would contribute the most value to the business community. While the survey achieved only a 22 percent response rate (150 business leaders were invited to participate) and the results cannot be generalised some interesting observations were made.

Few businesses reported significant investor, stakeholder or staff pressure to lift their game, and results also suggested that the impetus for action around a sustainability agenda was driven primarily by the executive team and through the boardroom. Respondent businesses also indicated they recognised possible competitive benefits from adopting more sustainable practices through the likely impact on product and process innovation. Many were aiming to establish sustainable practices that would enable them to take leadership roles within their sectors and grow employee engagement.

The survey sought suggestions from businesses about how they thought the Business School might contribute to the development of more sustainable business practices. In addition to recognising the role that universities played in ensuring all graduates gained an awareness of sustainability and CSR it was suggested that universities might: provide students with more experiential learning opportunities through internships, projects and cases; produce graduates who are specialists in the field; and engage in research partnerships with industry.

Findings from interviews with key business and civil society networks on sustainability also identified a lack of understanding about pathways for engagement between business and universities, and enthusiasm for exploring the potential for research. Views, however, placed more emphasis on the potential for the University to engage in the delivery of executive and short course programmes around the sustainability theme.

The School’s Sustainability Programme plans to organise further Symposia 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. The aim is not only to develop partnerships on specific sustainability concerns, 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. The School has recognised the need to build greater understanding about pathways for engagement between business and universities, and explore the potential for research, executive programmes and innovative partnerships around sustainability themes.
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.

The Business School recognises the importance of maintaining regular dialogue with business networks, government departments and local government, social enterprise and civil society, researchers and the media community through forums, seminars and symposiums on sustainability. The Business School maintains 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 were supplemented by a symposium in 2016 that showcased the sustainability research being undertaken in the Business School, inviting feedback and dialogue from external audiences. The Sustainability Dialogue 2016 showcased areas of current Business School research and included informal round-table discussion that focused on a range of themes including: shaping markets for sustainability; sustainable supply chains; renewable energy, social and environmental accounting; Māori economic development; and innovation and entrepreneurship for sustainability.

Sustainability Week in April 2016 aimed to engage and inspire students and staff about the role of business in society, providing opportunities for them to hear from and talk to business, community and political leaders. It brought together business leaders, researchers, policy-makers and the community to define issues and identify possible solutions.

The programme was organised around a series of themes including food systems; finance and investment; social sustainability and diversity; environmental footprint, transport and waste; and energy and climate change. A total of twenty events were held during the week, blending inspiration with debate and student competitions. A number of the activities were run by the School’s Management Consulting Club and these included a case competition with Pure Advantage. Social Innovation New Zealand (SINZ) and Making a Difference through Economics (MADE) organised an Amazing Race with quiz questions on sustainability. AIESEC

2016 Business School Sustainability Week objectives:

- Building awareness of sustainability issues and highlighting the range of activities offered across the Business School and University.
- Encouraging engagement in clubs, campaigns, initiatives, courses and issues associated with the theme of sustainability.
- Connecting staff and students with socially responsible companies, social enterprises, NGOs, researchers and campaigners.
- Building an active community, and providing opportunities for engagement in ongoing sustainability activities across the Business School and wider University.
- Engaging students, staff, alumni, and business with the Business School’s sustainability programme.
- Increasing awareness of sustainability issues and engaging students and staff in identifying and implementing solutions.
organised a panel on cross-cultural meaning of sustainability, and the Auckland Microfinance Initiatives (AMI) ran a fundraising pitch competition for renewable energy in Nepal.

Sustainability Week was well received with especially positive feedback from the student clubs that participated, and a commitment was made to run a similar event on a regular basis. A social media report and analytics showed strong results. The profiles of keynote speakers on Facebook, supported by interview content were effective in building Facebook traffic. The twitter feed during the week was one of the busiest experienced by the Business School – a tribute to the activity of the audiences as well as the panelists.

Two further sustainability related research symposia offered by the School during 2016-2017 were the New Zealand Management Accounting Symposium ‘Extending the Boundaries of Management Accounting’ on 24-25 November 2016, and the Centre for Supply Chain Management Symposium which focused on ‘The Future of Local and Global Supply Chains and Sustainability’ on 6 September 2017.

A 2017 Sustainability Week (2-6 October) was organised as a University-wide event to which the Business School contributed. It included a week of activities that showcased sustainability-related research, teaching, and operations across the University as part of an ongoing programme to highlight the United Nations Sustainable Development Goals (SDGs) and the University’s membership of the UN-initiated Sustainable Development Solutions Network (SDSN). Activities included an exhibition of shortlisted entries from the Showcasing Sustainability Photography Competition; a special screening of True Cost, a ground-breaking documentary about the clothes we wear, the people who make them and the clothing industry’s impact on our world, an interactive ‘Know your Goals’ session which offered an opportunity for participants to engage with the SDGs, and explore, celebrate and extend the contributions that staff and students already make in their personal and professional lives. A range of workshops took place which engaged attendees in subjects such as zero waste, composting at home and on campus, bee keeping and a thought-provoking game that highlighted the role that infinite and finite values play in relation to interactions with the natural world. Staff and students participated in a working bee to revive on-campus community gardens, and enjoyed a special Market Day focusing on sustainable goods and produce.

Two interactive forums for professional staff from faculties and service divisions across the University took place in December 2017 and were offered as part of the 2017 Leadership Conversations Programme. These focused on the SDGs and explored how staff can help foster support and action on sustainability. Senior professional staff from the Business School participated, extending their understanding of the SDGs and enabling them to explore ideas for ways in which they could engage and take a lead on sustainability within the Business School and wider University.

The Business School recently launched its online UABS Knowledge Hub. This draws on Business School research and expertise to deliver timely analysis and comment on major issues facing New Zealand and the global economy. The website is updated regularly with new research-informed articles, studio interviews, event invitations, course announcements, and videos of internationally-renowned visiting speakers. The University, research centres and individual academics are also active in the media, providing commentary on a wide range of issues related to the role of business in society.
Beyond Social Investment; Summit held 8 September 2017

The Retirement Policy and Research Centre and the Centre for Applied Research in Economics partnered with the Child Poverty Action Group and the Centre for Applied Research in Economics (CARE) to present the Summit 2017 ‘Beyond Social Investment’. Social investment is used increasingly to develop government social policy in health, education, care and protection of children, mental health and housing, and in funding decisions for not-for-profits working in these and other areas.

Speakers at the summit examined and critiqued the social investment view of welfare provision. They discussed what a social welfare system that genuinely puts the well-being of children into focus would look like, and investigated the changes to policies and budgets that would make the difference required for all children to thrive.

AMI – Auckland Microfinance Initiative

The Auckland Microfinance Initiative (AMI) is a student-led charitable organisation that aims to provide students with opportunities to gain experience in the field of microfinance. This concept is an exciting development that utilises financial services, such as micro-loans, to help low-income individuals in some of the poorest areas of the world lift themselves out of poverty and generate income for their local communities. AMI partners with microfinance institutions around the world to establish projects that students can participate in.

Research café on indigenous food sovereignty in the context of climate change

Food security is a global policy objective inseparable from the challenges of climate change. For indigenous peoples, food, the climate and environment are sacred gifts. There cannot be food security without control over food production and ownership, care of the environment and monitoring of climate and seasonal variations. The requirements and preferences of indigenous peoples, their contribution to and conceptualisation of food production and security are often overlooked in scholarly literature and policy making. The Research Café was hosted by the Mira Szászy Research Centre, which is developing a research programme on food and health, and explores issues of food security in Aotearoa, particularly for Māori, and in relation to Tribal First Nations of the United States and Aboriginal communities of Australia. The project presented and debated food security/sovereignty issues from local and global perspectives.

Ageing and the economics of caring

Working paper by Claire Dale, March 2017

This paper explores the economic and social issues of our ageing population for the New Zealand care industry and for care-workers in particular. The Department of Labour (2009) estimates that the number of paid care-workers needs to almost triple from just under 18,000 in 2006 to 48,200 in 2036. The Productivity Commission (2015) states that Government agencies quite often pay less than full cost when contracting providers to deliver the Government’s goals and commitments. Such underpayment is unreasonable. The Human Rights Commission’s report, Caring Counts Tautiaki tika (2012) included recommendations for pay parity between health care assistants working in District Health Boards and in-home and residential care-workers; introduction of a fair travel policy; support for and access to qualifications for care-workers; and the instruction of compulsory safety standards to protect care-workers and the people they care for.
The high-cost chromosome – XX retirement: lower pay, less savings, longer lives

Research forum at the Retirement Policy and Research Centre (RPRC); 15 July 2016

Women are paid 18% to 25% less than men through their working lives, and often take time out of the workforce to raise children. Consequently their median savings for retirement are significantly less than the median man’s retirement savings. Then women live from age 65, on average, three years longer than men, and are more likely to need rest home care so must stretch out their smaller retirement pot over those extra years. Gender equality is a Sustainable Development Goal agreed in September 2015 by 193 governments, including our own and by the University of Auckland Business School as a signatory. This forum explored what can be done to increase well-being in retirement for New Zealand women.

Auckland rooftop solar potential – Energy Centre Research Project

This project is the result of collaborative research involving the Energy Centre, Auckland Council and the Centre for eResearch. With the LiDAR data provided by Auckland Council, it was possible to develop a digital 3D model of the city with its topography, trees and buildings. This model was used to calculate the slope and aspect of Auckland rooftops at a spatial resolution of one square metre, and the annual solar radiation on all the roof areas. A web-tool was developed to make these results publicly available, together with an educational tool to estimate annual solar power output and economic feasibility. The calculator allows homeowners to determine the best spots to place panels and also gives them an indication of how much solar power they would use and how much they could sell back to the grid.

Transport Infrastructure Challenges – Energy Centre Forum 12 June 2017

The event was hosted by the University of Auckland Business School and the Energy Centre, a multidisciplinary research and education centre supported by the Energy Education Trust and industry partners. The discussion’s starting point was that transport is a key challenge for a rapidly-growing Auckland metropolitan area and finding solutions calls for collaboration between a wide range of stakeholders.

Attended by university staff and students and representatives from across the public and private sectors, the discussion featured experts from the Energy Centre and Faculty of Engineering, as well as Auckland Transport and the Ministry of Transport. Solutions touched on the role of automated and electric vehicles, congestion charging and other forms of transport demand management, along with the need to grow public transport, cycling and walking and long-term planning and investment in transport infrastructure.

Growing New Zealand businesses (GNZB) – NZ Asia Institute

GNZB explores growth and innovation in New Zealand SMEs, based on survey and interview evidence, with a view to helping SMEs achieve their potential and contribute to New Zealand’s socio-economic well-being. The group seeks to establish an evidence-based knowledge core to generate a statistically robust holistic picture of New Zealand SME business growth and innovation. A key part of the Growing New Zealand Businesses project is the GNZB survey, developed in collaboration with researchers at the University of Cambridge and the University of Queensland Business School. The group is led by Professor Hugh Whittaker, [previously] Director of the New Zealand Asia Institute.
Haere Whakamua: growing indigenous social enterprise – Mira Szászy Research Centre

This is an Indigenous social enterprise programme in collaboration with Auckland Council Auckland marae. The programme aims to build the capacity of tangata whenua organisations to undertake economic development projects and forge strong partnerships with both the public and private sectors, enhancing the capacity of Māori to drive economic growth, and improve the living standards and social wellbeing of Māori.

Auckland – The Innovative City: Ballot Box Series 7 September 2016

Innovation and entrepreneurship are key drivers of economic growth and are critical to delivering a prosperous society. Innovation-driven businesses typically grow quicker, employ more skilled staff and engage faster with international markets. Auckland is already the innovation hub of New Zealand and home to the majority of the country’s entrepreneurial community. Yet, while great strides have been made over the past ten years, the city continues to face a number of challenges. Business investment in research and development is low by OECD standards – the equivalent of just 0.5% of GDP. And, as ATEED notes, Auckland’s strong entrepreneurial culture is hindered by a deficit of skills, capability constraints, and a lack of true collaboration.

In the second of three events in the Ballot Box series, organised by the University of Auckland Business School, a panel of experts examined what can be done to overcome these shortfalls. In particular, they discussed how the city’s current talent void can be addressed and innovation can be harnessed to support Auckland’s growth and help New Zealand to develop a high-wage, high-skills knowledge economy.

Panelists: Dr Mary Quin, Inaugural CEO of Callaghan Innovation; Shaun Hendy, Director of Te Pūnaha Matatini, a New Zealand Centre of Research Excellence; Nick Shewring, Co-founder and Chief Entrepreneur at BizDojo.

Māori values guiding decision-making in the thriving Māori economy – Mira Szászy Research Centre

A three-year Business School research project launched in 2017 funded by Ngā Pae o te Māramatanga, New Zealand’s Māori Centre of Research Excellence (CoRE), aims to study how Māori leaders generate and enact leadership – and especially how they embody traditional values – to generate wealth and advance wellbeing. Among those values are: kaikākaitanga (guardianship of the environment), whanaungatanga (nurturing of communities), iwiatanga (expression of cultural qualities), wairuatanga (spiritual dimensions), manaakitanga (caring for others), and humarietanga (humility). In a business context, they play out as the pursuit of group wellbeing over that of the individual, an emphasis on relationships and trust-building as a foundation for doing business, and a long-term, multigenerational outlook.

Solve It Challenge - innovative solutions to environmental and social problems

The Solve It Challenge, run by the Centre for Innovation and Entrepreneurship at the University of Auckland Business School, sought innovative solutions to environmental and social problems posed by four sponsors: $32,000 in prizes were offered for innovative solutions; sponsors picked winners and second-place-getters based on a final pitch, with a first prize of $5000 per team, and second prize of $3000 per team.

Foundation North asked for solutions for high sediment and nutrient levels, overfishing and plant and animal welfare in the Hauraki Gulf. Healsands Family Wines sought ideas for sustainably disposing of the three percent of posts that break in their vineyards every year. Fonterra invited sustainable packaging ideas. Teach First New Zealand invited ideas for building their brand awareness from eligible students. A range of novel solutions was posed and forceful arguments made for their adoption.

Auckland – The Sustainable City: Ballot Box 22 September

Auckland is currently generating more emissions per person than London or New York. Over the next 25 years, global energy consumption is expected to increase by one third, while over the same period Auckland’s energy demand is projected to increase by twice that amount. In the third and final Ballot Box 2016 event, organised by the University of Auckland Business School to inform debate about top issues in the lead-up to the local body elections, a panel discussed the steps needed to reduce emissions, and the multisector collaboration required for Auckland to address the broader consequences of climate change. They highlighted the challenges of transitioning to a high-growth, low-carbon eco-economy, along with the many economic and social benefits such a transition will bring, including job creation and an improved quality of life.

Auckland – The Sustainable ‘Silver tsunami or golden years: Innovative solutions for ageing communities’

The Business School is uniquely placed to spearhead discussion around innovations in aged care, social policy, use of big data, and facilitating an environment better suited to an older population. The Workshop organising committee comprised Dr Claire Dale and Associate Professor Susan St John, Retirement Policy and Research Centre; Professor David Sundaram, ISOM Department; and Professor Paul Rouse, Accounting and Finance Department.

The workshop was attended by representatives from the Business School; Engineering; Māori and Pacific Development, School of Counselling, Human Services and Social Work; Population Health; Medical and Health Sciences; and Social Sciences as well as representatives from Age Concern and District Health Boards. A brainstorming session facilitated by Associate Professor Christine Woods, MIB Department, scoped the issues and ideas, and was followed by a discussion exploring a conference in late 2018.
Sustainability in fisheries: research by Glenn Simmons

In 2016, Glenn Simmons, leading a multidisciplinary team, released a second report revealing wide-scale under-reporting and dumping of marine fish in New Zealand waters over six decades, an issue at the heart of the Business School’s interest in productivity and sustainability. The report led to the Minister for Primary Industries launching a review of fisheries management.

This work informs the project ‘Value Adding in the Seafood Industry’ which assists seafood businesses sustainably create, deliver and capture more value from their activities. Glenn is also managing the ‘Charting the Uncharted project’ – a collaboration of global significance that brings together a multidisciplinary team of researchers to create solutions to the challenges facing the global fishing industry. The goal is to understand the root causes of environmental and human rights abuses on fishing vessels operating on the high seas.

Auckland – The Inclusive City: Ballot Box Event 30 August 2016

In 2015, the OECD highlighted inequality as one of the key risks facing New Zealand. Nowhere is this inequality more visible than in Auckland. For many people the growing income gap is one of the most pressing issues facing the city today.

In the first event of the Ballot Box Series, speakers with diverse perspectives and expertise examined the issue of inequality in Auckland. An increasingly divided Auckland of “ghettos and gated communities” is what lies ahead if the city and nation fail to tackle the widening gap between rich and poor. Solutions must come from all quarters – local and central government, iwi, community grassroots, business and philanthropy – and start with empathy, caring, and aroha. Stark warnings and possible solutions were raised in a panel discussion on how to make Auckland more inclusive.

Whāngaia te mauri o te ngahere – forestry; research at the Mira Szászy Research Centre:

Building the business case for the economic resilience of Northland: a new forest industry Te Tai Tokerau Forestry Cluster has a vision to create new sustainable forest systems in Northland that are based on both exotic and indigenous forest species, and that deliver high-value wood products.

This project will identify new Māori-based forestry systems for Northland that meet the aspirations of local Māori groups. An economic analysis to estimate likely returns over various medium and long-term scenarios will also be conducted. This research will support and underpin an investment case for the development of a new forest industry in Northland. The project has received funding from the Sustainable Farming Fund, Ministry of Primary Industries, and also the Faculty Research Development Fund, University of Auckland Business School.

List of research exemplars:

- Sustainable business practices in the global fashion industry 4
- Economies of wellbeing 6
- Improving decisions about water management 8
- Creating business leaders to drive a sustainable future 10
- Worker exploitation in New Zealand? 13
- Value and sustainability in the supply chain 16
Future directions

The Business School is committed to progressing implementation of the six principles for the United Nations-backed global initiative developed to promote corporate responsibility and sustainability in management education and ensuring the alignment of its research, teaching, learning and service to the United Nations Sustainability Development Goals (SDGs). These frameworks will continue to provide a useful guide for our planning, progress reporting and reflection in the 2018-2019 period.

Our activities will be focused on achieving the following specific goals for the 2018-19 reporting period:

- Adopt and embed the strategic research themes as strategic education and research themes
- Appoint Principal Advisor for Business Productivity and Sustainability to work across the Business School connecting faculty, students, the business community and other stakeholders
- Deliver a series of learning and teaching workshops to assist faculty in the design and delivery of curriculum aligned with developing graduate capabilities in environmental and social responsibility
- Offer experiential learning opportunities focused on deepening the student learning experience in sustainability and CSR
- Determine the viability of designing and delivering a range of short course programmes for executives focused on sustainability themes
- Commit to the delivery of a regular cycle of symposia and other events to engage with business, government and local communities in dialogue around sustainability and CSR issues
- Direct strategic research funding to research projects focused on Productivity and Sustainability
- Introduce Business School teaching and research excellence awards to incentivise faculty to pursue activities in sustainability and CSR
- Engage in partnerships with business and other external organisations to grow research activities related to sustainable practices.
Endangered tree a symbol of hope

An endangered Bartlett’s rata, *Metrosideros bartlettii* has found a home in the University’s Business School garden.

The idea to plant a tree came after Business School group services coordinator Dinah Towle decided that as this year’s Asia Savvy conference was focused on sustainability, a tree would be a gesture of commitment to the environment and biodiversity.

Head groundsman Stanley Jones suggested the Bartlett’s rata, because of its endangered status, longevity and its attractiveness to bees and birds.

The blessing of the tree was presided over by the Business School’s Associate Professor Manuka Henare and kaumatua Rereata Makiha, known for his special karakia relating to the natural world.

Professor Natasha Hamilton-Hart encapsulated the gesture of doing something small but making a difference by quoting a Māori proverb: ‘He iti te kōpara ka rērere i te puhi o te kahikatea’. (Although the bellbird is small, it can reach the crown of the kahikatea).