Sharing Information on Progress Report
2015-2017

FACULTY OF BUSINESS
THE HONG KONG POLYTECHNIC UNIVERSITY

Submitted to

PRME Principles for Responsible Management Education

November 2017
Words from the Dean

The Faculty of Business lives up to The Hong Kong Polytechnic University’s motto of ‘To learn and to apply, for the benefit of mankind’ and the University’s promise of ‘Opening Minds, Shaping the Future’. Since signing up to PRME in 2013, the Faculty has been committed to providing responsible management education and implementing the Six Principles.

This report presents an overall picture of how we served the above purposes in the last two years and looks to the future with foreseeable challenges and possible solutions. We look forward to sharing intelligence and working together with other PRME signatories and all stakeholders of the global community to create a healthier and happier tomorrow.

From 2015 to the present, the Faculty has been striving for the 17 Sustainable Development Goals (SDGs) through our education, research and service to the community. With greater coordination of effort and full exploitation of resources, our SDG-related activities are now more coherent and organized. With an updated curriculum and active out-of-the-classroom learning, extensive and collaborative research in addition to promoting innovativeness and positive social impact, our students, staff and partners have now a broad understanding of greenness, collective responsibility and sustainable development.

Looking ahead, the Faculty will continue to pursue the SDGs in the long term with particular emphasis on building platforms for joining forces with individuals and organizations from around the world and encouraging creative ideas about fostering sustainability.
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Introduction

“It was the best of times, it was the worst of times, it was the age of wisdom, it was the age of foolishness, it was the epoch of belief, it was the epoch of incredulity, it was the season of Light, it was the season of Darkness, it was the spring of hope, it was the winter of despair ..., we had nothing before us, we were all going direct to Heaven, we were all going direct the other way ...”

Charles Dickens, A Tale of Two Cities

The above quote can surely describe the state of the world during the period 2015-2017 quite accurately. On one hand, the awareness that the world needs some rebalancing between sustainability and single-minded economic development has gone up. In 2015, leaders from around the world got together to recognize a set of common challenges – or common targets – in the 17 Sustainable Development Goals (SDGs). In 2016, world leaders again gathered to reach the Paris Climate Agreement. More critically, all around the world, individuals have taken initiatives to tackle world issues ranging from hunger, poverty and inequality, to climate, the environment and world peace – one step at a time, from the grass root up.

On the other hand, this short period has also seen growing polarization across the world. Wars and unrests have created massive refugee crises. The mass migration of these tired, poor, and huddled masses of modern days, combined with the uneven distribution of wealth and opportunities set off by technological changes and globalization, exacerbate intergroup prejudices and conflicts. As more people are lifted from poverty to join the ranks of the middle class, more consumer goods need to be produced, more housing is to be constructed, and more vehicles get onto the roads. Unchecked and unprincipled economic development has strained resources for humankind – both the current and future generations. Clearly, the world still has a lot of work to do.

Since 2013, upon signing up for PRME, the Faculty of Business at The Hong Kong Polytechnic University has embarked on a journey to become a proactive participant in our collective rebalancing act. Our report in 2015 highlighted what we had done and what more we could do. Now, once again, we take this opportunity to revisit our journey in the past two years, and train our eyes to the future.
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.

TO LEARN; TO SERVE

The motto of The Hong Kong Polytechnic University (PolyU) is “to learn and to apply, for the benefit of mankind”. This motto finds its root in the Chinese classic, Book of Change. From the very beginning, PolyU has taken the serving of the community, the nation, and the world through education, research, and partnership as its core responsibility. The arrival of the 17 SDGs allows us a new and clear interpretation of how we can serve.

OPENING MINDS · SHAPING THE FUTURE

In recent years, PolyU has committed to the promise of opening minds and shaping the future. This promise is, in fact, a reiteration of what learning and serving means to us. At the heart of this explicit recommitment to learn and to serve are such concepts as applying knowledge to serve the less fortunate among us, as well as innovating through research and entrepreneurship for social good. The future-focused promise highlights the motivation of the university to work for a sustainable world. Through our education programs, we strive to develop leaders with the capabilities to tackle future challenges, including the SDGs.
INNOVATION-DRIVEN EDUCATION AND SCHOLARSHIP (IDEAS)

At the Faculty of Business (FB), we emphasize the spirit of IDEAS in everything we do, be it education, research, service to the community, or our daily operations. A good innovation requires one to immerse oneself in the problem at hand. That is precisely the spirit we embrace – engage our stakeholders, and through partnership, bring about positive social impact through knowledge exchange and innovation.

At FB, we believe that good businesses make positive social impact, and sustainable positive social impact relies on good business sense. In other words, business is the necessary component if we are to work fruitfully and sustainably toward the achievement of SDGs.

OUR ACCOMPLISHMENTS (2015-2017) ...

In our previous report, we highlighted the need to restructure our various initiatives such that we could present a more coherent set of activities focusing on SDGs. We have achieved gradual improvements in the following aspects:

- Research activities related to SDGs have become more coherent and structured with the maturing of related research and specialist centers.
- More visibility and resources have been given to SDG-related teaching activities beyond the more conventional business ethics and corporate social responsibility subjects.
- Student development activities related to SDGs have moved from being relatively ad hoc to relatively more coordinated, allowing better use of resources.

OPPORTUNITIES AND CHALLENGES AHEAD

Despite the improvements, the future is not without challenges:

- Many faculty members and students still have very vague ideas about SDGs – even if they are working on related research and participating in related activities.
- Other “hot topics”, such as Artificial Intelligence, may compete for attention and resources.

An agenda for education, research, service, and operation with SDGs in mind is an ambitious and long-term project that PolyU FB has committed to pursue. Instead of viewing the above as challenges, taking them as opportunities allows us to build a stronger foundation for such an agenda.
Principle 2: Values

We will incorporate into our academic activities, curricula, and organizational practices the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

ENGAGED RESEARCH

A large part of the IDEAS spirit is to keep our research activities closely aligned with the concerns and demands of businesses and the world. In other words, as knowledge creators for applied fields, we need to actively engage our stakeholders in investigating topics that concern them.

The establishment of the Center for Economic Sustainability and Entrepreneurial Finance (CESEF) allows the Faculty to take stock of the research done in the areas of Economic Sustainability, Energy Economics, Corporate Social Responsibility, and Entrepreneurial Finance from the perspectives of Accounting and Finance researchers. By focusing the intellectual resources already existent within the Faculty, CESEF provides some structure to guide future directions for such research areas.

Similarly, our research on green practices in supply chain management, shipping, as well as on gender equality and employment practices centered on employee well-being has also been a product of researchers keeping pulse on industry and social concerns. In fact, the increase in SDG-themed research reflects the increasing awareness among our stakeholders of SDG-related issues.

More on specific research will be reported under Principle 4.
ENGAGED EDUCATION

Under the IDEAS spirit, our education programs have also taken an engaged approach. Program and subject offerings stay close to stakeholder demands. For instance, with the increasing need for experts in green finance, PolyU FB has launched a Master of Finance program with an emphasis on Financial Economics in Energy and Environment. With the introduction of this program, related subjects are offered (more details under Principle 3).

Outside of the classrooms, we have also encouraged our students to be engaged in serving the community around them via internship, social enterprises, social innovation, service learning, and collaboration with non-governmental organizations (NGOs). A key philosophy behind this engagement is Glocal Sensitivity. We encourage our students to go into the community and understand issues from the local perspective, while learning about the global state-of-the-art solutions before adapting them to the issues at hand. This is very much in line with United Nations Global Compact’s aim to make global goals local business.

In the past two years, our students have indeed made global goals local business by providing a good number of innovative ideas, engaging local communities and stakeholders to help solve global problems.

More on the specific programs, subjects, and activities will be reported under Principle 3.
ORGANIZATIONAL PRACTICES WITH POSITIVE SOCIAL IMPACT

Of course, achievement of SDGs begins from within each of us. PolyU FB has taken several steps to make positive social impact part of its guiding principles whenever everyday practices are concerned. Specifically, we have:

- Cut down the use of bottled water in official events.
- Taken conscious actions to conserve water and energy.
- Cut down the use of paper in meetings and promotional materials.
- Set up a mechanism to collect kitchen waste after lunch for recycling/composting.
- Made use of recycled and/or environment-friendly materials to produce souvenirs.

In addition to the abovementioned green actions, PolyU is a committed equal opportunity employer. It also plays an active role in forming partnerships globally to help bring about quality education, economic development, and needed services to poor communities around the world. More about this will be elaborated, in part, under Principle 3.

OUR ACCOMPLISHMENTS (2015-2017) ....

- With the gradual awareness among faculty members, students, and stakeholders about SDGs and similar concepts, more research is done and more subjects are offered on related topics.
- A new SDG-related program is launched.
- Research and specialist centers in all three departments have been active in SDG-related events and activities. Specifics will be provided later in the report.
- More importantly, green organizational practices are formally and explicitly implemented over this period.

OPPORTUNITIES AND CHALLENGES AHEAD

The increased awareness notwithstanding, the focus has been largely on being green. The understanding that SDGs involve more than just green practices and poverty alleviation will be critical in further incorporation of SDGs into the research, education, and services provided by PolyU FB, as well as more internalized implementation of SDGs in our daily practices.
Principle 3: Method

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

OUR RESPONSIBILITY AS EDUCATORS

As a government-funded institution, PolyU has a responsibility to provide high quality education to qualified local students at a low cost. In addition, PolyU has provided a good number of merit-based scholarships for students around the world. Many of these overseas students would not have been able to study outside of their countries without such funding.

Accredited by both AACSB and EQUIS, PolyU FB has performed well in the Ethics, Responsibility, and Sustainability areas. We strive to use our research and education innovations to engage our stakeholders and achieve positive social impact.

SDGS INSIDE THE CLASSROOMS

In response to the increasing demand for financial professionals with good understanding of the energy and environment sectors, PolyU FB launched a Master of Finance program with a specialization in Financial Economics in Energy and Environment in 2016. Beside learning about basic financial tools and concepts, students in this program will also learn about the regulatory framework, the world energy markets, the economics of sustainability, and work on a project related to energy and environment. The first batch of students started their study in September 2017.

Existing programs within the Faculty have also undergone some changes towards more emphasis on SDGs. Notably, the Master of Business Administration program underwent a major revamp. Starting in the Academic Year 2017/18, Business Ethics turns from a 1-credit subject into a 3-credit one, reflecting the increasing importance of ethics and sustainability in leadership training. The MSc Management and MSc Marketing Management programs have also added a 1-credit Business Ethics subject to their curricula. Business ethics and
Corporate social responsibility have remained important topics, and instructors are encouraged to incorporate these topics in their subjects even if they are not ostensibly about these topics. The emphasis on business ethics in such programs is in line with the aim to prevent corruption through education.

PolyU FB continues to offer a plethora of SDG-related subjects, including: Business Ethics, Corporate Governance, Corporate Social Responsibility, Entrepreneurial Finance, Forensic Accounting and Advanced Auditing, Gender and Organizations, etc.

Most notably, PolyU FB, along with other Faculties on campus continues to develop its portfolio of Service Learning subjects. Subjects offered by FB include: Business Project Development and Implementation for Underprivileged Communities, Building Green Communities with Environmental NGOs, Financial Literacy for Low-income Youth in Hong Kong, and Accounting and Internal Control in the Elderly Centre through Service Learning. Service Learning subjects are 3-credit subjects that contain an academic component as well as a practical component, during which students take the knowledge they learn in classrooms to apply to the field. PolyU FB students can take Service Learning subjects offered by other faculties. Some such subjects include: Empowering Teenagers through Teaching Workplace English, Educating Rural Farmers on Healthier Food Production, and Preserving Cultural Heritage for Ethnic Minorities in Contemporary China, among others.
SDGS OUTSIDE THE CLASSROOMS

Perhaps more significantly, PolyU FB has channeled a significant amount of resources on promoting SDG-related activities outside of the classrooms. In the past two years, these activities have become better coordinated and structured such that more students can benefit from the resources and platform we provide. This trend is particularly evident for the undergraduate students although a number of postgraduate students have also joined them. Specifically, these activities can be categorized as follow:

**Work Integrated Education**

All undergraduate students enrolled in our BBA programs have to complete at least 100 hours of work/internship before they graduate. Since 2015, PolyU FB has made conscious effort to link up with Hong Kong Council of Social Service to provide relevant internships for our students via a program sponsored by Citigroup. Such internship opportunities allow students to make use of their technical knowledge (e.g., accounting and human resource management) in governmental or non-governmental organizations. Some students who have joined this program end up considering corporate social responsibility and sustainability as their potential career paths.

Between 2015-2017, 16 FB students have participated in this program, helping NGOs around Hong Kong to enhance the arts and culture activities, develop programs for marginalized children and women, help the hearing-impaired and reforming drug addicts, among others. We plan on developing this relationship further to encourage more students to participate in such meaningful internships.

**International Student Exchange**

In order to develop future leaders with global vision and local sensitivity, it is necessary for students to be exposed to different cultures and social contexts around the world. Therefore, PolyU FB builds student exchange relationships with partners all around the world, sending students to partner universities and receiving students from them in return. To encourage students with limited resources to take part in this invaluable experience, PolyU FB provides generous financial assistance.

Below is a snapshot of the student mobility at PolyU FB in the past two years:
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Generation.Next

PolyU FB continues to engage Dale Carnegie to provide leadership training for our undergraduate students. The centerpiece of this annual program is the social enterprise/innovation competition. Student teams are given six weeks to come up with a viable social enterprise/innovation ideas and implement them. The resultant ideas and projects are impressive. Many of these end up to be preludes for more ambitious ideas and projects later on. Each year, the 20 top individual competitors are chosen to take part in an intensive leadership training program. In 2017, this training took place in Tokyo, Japan, where students learn about SDG-related topics from scholars and executives in Japan. This added global component aims to broaden students’ perspectives so that they understand that global goals can take on different local interpretations.

Over the past two years, a number of impressive projects have been implemented by our students, including:

Eighth Continent: This project invited refugees in Hong Kong to share their unique stories. The human library project aimed to help them integrate and change the public opinions towards them.

BLAZERS: This project aimed to help the public and drug addicts to make their desired changes and start their new lives. People could write down words about their regrets or things that had chained them for a long time onto the “Letting-go Board”. They would then take an instant photo with the words for themselves. The photo would serve as an encouragement for them to let go the old and welcome the new.

Hopethic: This project is about second-hand smartphone collection for people with visual impairment. With the help of The Hong Kong Society for the Blind, the
smartphones were donated to visually impaired people, who would use them to tell
directions.

G2BIII: An organization that used 100% natural and organic ingredients to provide
products for people around the world. It aimed to share the message of Love & Peace
through the internet to people around the world. Its main supplier, MFL (Moringa
for Love) supported those who suffer from malnutrition, poverty, and deforestation
in Haiti.

Magpies: This project recycled earphones to create around 150 bracelets for sale.
Half of the profit was donated to charities to help the needy.

lol: This project developed a low cost attachable HEPA air filter box that can be
attached to most fans used in Hong Kong households, making the fight against air
pollution affordable for most households.

Trailblazer: This project designed a series T-shirt that promoted ethnic harmony
and equality in Hong Kong. The aim was to make a connection between the public
and ethnic minority children.

FB CARES

FB CARES is an umbrella under which the Faculty groups all its voluntary activities. During
recent years, FB CARES has shifted its focus to collaborate with a small number of NGOs to
provide services that are more substantial than mere charity and frontline voluntary
services. Specifically, FB students have collaborated with Médecins Sans Frontières and
Orbis International to bring awareness among youngsters to the refugee crisis and vision
impairment problems respectively. Through these activities, students bring their business
skills to the running of NGOs. This provides an added meaning to the concept that business is a force for good.

Smart-e Competition

With the support of an alumnus, Kino Law, via K&K Charitable Foundation, PolyU FB has organized the Smart-e Competition in collaboration with the Faculty of Construction and Environment in 2016 and 2017. The first edition of the competition focused on the redevelopment of a district into a smart city, while the second edition focused on the design of affordable youth housing in Hong Kong. Both editions contained a heavy component on sustainable development. Students applied green technologies and concepts of sustainable development of cities in building their proposals. Many of the proposals included innovative ideas to treat wastewater, deliver affordable and clean energy, employ accessible infrastructure, and create integrated communities that provide dignity to all.
PolyU Wellness Clinic

Since opening its doors in 2014, the student-run Wellness Clinic has served a good number of people in the community via its Fall Prevention Program, and the Neck and Back Pain Program. In 2017, the Wellness Clinic has begun a new journey to include Alzheimer’s patients and their caregivers as its targets. The student executives are currently raising funds from donors to support this new program while maintaining the Clinic’s existing programs.

Clinton Global Initiative University

As a member of the Clinton Global Initiative University (CGI U), PolyU FB consistently sends students to the US to share with their counterparts from around the world ideas to solve the world’s most pressing issues. Below are ideas submitted to and shared at the annual CGI U conferences in the past two years:

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<tr>
<th>Project Name</th>
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<td>Pink Run</td>
<td>Public Health</td>
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<td>Social Enterprise Engage You (SEEU): A Way to Sustain SE</td>
<td>Education</td>
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<td>P2P Scholarship</td>
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<td>SMART HOME DESIGN - FOR YOU AND ME!</td>
<td>Environment and Climate Change</td>
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<td>LHM shoe-pads</td>
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<td>Public Health</td>
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<td>ReFillWe</td>
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<td>Set up Toy Library With Learning Purpose in Refugee Camp</td>
<td>Education</td>
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<td>We Come, We Give, We Serve</td>
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<td>Protect Left-behind Children - No More Silence!</td>
<td>Peace and Human Rights</td>
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<td>Job creation for Craftsmen: Culture Programme in 2017-2019</td>
<td>Poverty Alleviation</td>
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</table>

**Miscellaneous Ad Hoc Activities**

In addition to the structured activities above, PolyU FB students also engage in various ad hoc activities that may contribute to SDGs. For instance, in 2016, the Faculty linked up with a local think tank, Civic Exchange. Our students supported their Walk21 HK Conference and participated in a Youth Walker Program to promote the concept of walkability in cities.

Some of our students also took part in social entrepreneurship, setting up social enterprises before graduation and sustaining them afterwards. One notable example is the Second Box, which aims to improve the earnings of elderly scavengers through the up-cycling of cardboard boxes that they collect on the street.

**OUR ACCOMPLISHMENTS (2015-2017) ....**

- A new Master of Finance program was launched, training professionals well versed in green finance and green energy.
• We have continued to inject elements of SDGs into our programs and subjects. The focus has moved from merely dealing with business ethics to include more elements of social responsibility.
• Many student development activities are now explicitly structured around social responsibility and sustainability. Student awareness has gone up.

OPPORTUNITIES AND CHALLENGES AHEAD

Despite the strides we have taken, many more steps lie ahead of us:

• We need to move beyond the language of business ethics and corporate social responsibility to promote the 17 SDGs explicitly, thereby broadening the attempts to view sustainability as something much larger than just a green environment.
• Platforms need to be provided such that students can collaborate with their counterparts and organizations from around the world in coming up with innovative ideas to handle global goals.
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.

OUR RESPONSIBILITY AS KNOWLEDGE CREATORS

As a research university, PolyU has a unique background – it started its life as a technical institution with close ties to the industry. As such, keeping abreast of the demands and needs of stakeholders is in our DNA. At FB, our role as applied researchers is quite clear. Over the past two years, FB researchers have increasingly taken up topics that are related to SDGs – topics that used to be outside of the mainstream a while back.

Faculty Research

Although there is no formal channel to audit all the SDG-related research projects our faculty members have conducted, we can trace a good number of published articles.


In recent years, with the development of shipping industry, the mass of greenhouse gases (GHG) emissions originating from ships is also increasing rapidly. To reduce the GHG emissions from ships, designing the optimised routes with higher energy use efficiency is becoming more important for ships navigating in short seas. Based on the innovative application of energy efficiency operational index (EEOI), a route optimisation model is established. To solve the model, we divide one single voyage into several voyage segments and consider the variable speed across voyage segments. Then the navigation strategy is used to find out the sailing route of the minimum EEOI value, this sailing route is called as the green route. Finally, numerical experimental results show that the EEOI values of the experimental groups which used the optimised navigation method are 4.67%-16.95% lower than that of the control group. The results demonstrate that the green route designed in this paper can effectively improve the energy use efficiency of ships.

This article employs panel data from 28 Chinese provinces over the period 1999–2011 to analyze the effects of industrial waste reuse (IWR) on carbon emissions. The extant studies mainly consider the direct effects that individual firms garner from IWR while ignoring other possible indirect effects in a more macroscopic context. Considering this research void, this article examines the potential indirect effects of IWR on carbon emissions through economic growth as the mediator. The results show that the direct effect of IWR on carbon emissions is negative and significant, but the positive indirect effect, through economic growth, is present. From the perspective of total effect, IWR is beneficial for both economic growth and carbon emission reduction (CER). However, the benefits for CER are mitigated when the economy is less developed, because the emission reduction could be compromised through the indirect effect of economic growth. Nevertheless, the indirect effect on compensating carbon emission is decreased with an increase in the economic growth. When the growth reaches a higher level, the indirect effect of IWR will alter to contribute to CER. The turning point in China is around 7,000 to 9,000 renminbi gross domestic product (GDP) per capita in 1999 constant price.


Sustainability has become an important issue in container terminal operations. However, relatively little research has been conducted to assess its association with sustainable supply chain management (SSCM). In this study, SSCM consists of internal sustainability practices and external sustainability collaboration. We empirically examined the effects of internal sustainability practices and external sustainability collaboration on sustainability performance in container terminal operations at the Port of Kaohsiung in Taiwan. We developed a model adopting the SSCM construct, which consisted of two dimensions: internal sustainability practices and external sustainability collaboration. Several research hypotheses were formulated from the theory and the hypotheses were tested using survey data collected from 141 employees who worked with container terminals. We found that internal sustainability practices and external sustainability collaboration positively affected sustainability performance, whereas external sustainability collaboration had a positive influence on internal sustainability practices. There is a discussion of the implications of these findings for developing sustainability and improving sustainability performance in container terminals and ports.

The book edited by Bamber et al. (2016) had its first edition published in 1987, thirty years back when the world was very different from the one we are facing today. The popularity of the book as an important text and reference in the field of comparative and international employment relations is not by accident as the editors captured in various editions of the book how significant shifts in the global context have impacted on the relationships between employers and employees. In this sixth edition, the Varieties of Capitalism (VoC) perspective (Hall and Soskice, 2001) continues to be adopted (starting from the fifth edition) as the framework to structure the comparison of the patterns of employment relations of 12 countries, four of which (the United States, the United Kingdom, Canada and Australia) are Liberal Market Economies (LMEs), and three others (Germany, Denmark and Japan) are Coordinated Market Economies (CMEs) as classified under the VoC framework. Liberal Market Economies solve various coordination problems, including those in employment relations, through market mechanisms (e.g. using enterprise-level bargaining), and CMEs, by contrast, tackle such coordination problems through a greater use of non-market mechanisms (e.g. through strong employers’ associations). Besides these seven countries, which can be subsumed under the VoC framework, the book also examines an additional five countries, including Italy and France as two European developed economies, South Korea as an Asian developed economy, and China and India as two important Asian emerging economies (as are categorized by the editors, p. 19).


Shifts in the philosophy of the “state” and a growing emphasis on the “Big Society” have placed an increasing onus on a newly emerging organizational form, social enterprises, to
deliver innovative solutions to ease societal issues. However, the question of how social enterprises manage the process of social innovation remains largely unexplored. Based on insights from both in-depth interviews and a quantitative empirical study of social enterprises, this research examines the role of stakeholder relationships in supporting the process of social innovation within social enterprises. We find that social enterprises are adept at working with their stakeholders in the ideation stage of social innovation. In contrast, they often fail to harness knowledge and expertise from their partners during the social innovation implementation phase. Consequently, we propose a social innovation–stakeholder relationship matrix that provides social enterprises in particular with insight for developing stakeholder relationships to achieve their social innovation missions.


Inequalities between men and women are common and well-documented. Objective indexes show that men are better positioned than women in societal hierarchies—there is no single country in the world without a gender gap. In contrast, researchers have found that the women-are-wonderful effect—that women are evaluated more positively than men overall—is also common. Cross-cultural studies on gender equality reveal that the more gender egalitarian the society is, the less prevalent explicit gender stereotypes are. Yet, because self-reported gender stereotypes may differ from implicit attitudes towards each gender, we reanalysed data collected across 44 cultures, and (a) confirmed that societal gender egalitarianism reduces the women-are-wonderful effect when it is measured more implicitly (i.e. rating the personality of men and women presented in images) and (b) documented that the social perception of men benefits more from gender egalitarianism than that of women.

We have also located a handful of research projects not pertaining to published work.


Doctor of Business Administration Research

Recommendations in research articles often get translated into actions in a rather indirect manner. Our researchers create positive social impact more directly through the supervision of Doctor of Business Administration (DBA) candidates. These DBA candidates are leaders in their fields seeking to develop themselves into “scholar leaders” – leaders who can apply the latest research and scientific inquiry to solve pressing issues they encounter in their fields. In the past two years a number of their dissertations are on SDG-related topics.

The Impact of Multiple Fundraising Goals on Charitable Donations, Y.-M. Yam (Class of 2016)

Would it be better to have a single fundraising goal in a donation appeal, or would it be more effective to have multiple fundraising goals? This thesis uses the elaboration likelihood model to predict that the effectiveness of the number of fundraising goals depends on whether potential donors use the central or the peripheral route to process the appeal.

Three experiments were conducted to test the three hypotheses of this thesis. The results show that when people use the peripheral route, it is better to have multiple fundraising goals in a donation appeal because more goals signal greater competence, which makes people less uncertain about how a charitable organization will use their donations. However, when people process the appeal more deeply using the central route, it does not matter whether the appeal uses one or multiple fundraising goals, as long as they are equal in strength. Whether the appeal is processed peripherally or centrally depends on the relevance of the donation appeal to the self. Self-irrelevant appeals are processed peripherally whereas self-relevant appeals are processed centrally.

This study advances research on charitable donation by identifying a novel heuristic used in assessing donation appeals: potential donors believe that the more fundraising goals a charitable organization mentions, the more competent the organization is in terms of using people’s donations. The second contribution of this research is that it extended the study
context of the elaboration likelihood model. Although the elaboration likelihood model has been studied in a variety of contexts, the number of fundraising goals as a type of argument used in a persuasive message has never been investigated. The present study demonstrates that potential donors use the number of goals as a heuristic under peripheral processing in the same way that regular arguments are used in a generic persuasive message.

Patients’ Treatment Verification Behavior and their Final Participation in Medical Treatments, L. Ma (Class of 2016)

Treatment verification behavior (TVB) refers to patients’ proactive information verification behaviors towards their doctors surrounding the themes of injury and disease, treatment, health and etc. during their communication with their doctors. Treatment verification behavior has the following characteristics: (1) proactive; (2) technical; (3) multi-way. Patients initiate treatment verification behavior for the purpose of strengthening their sense of control over their disease and finally actualizing a more equal relationship with doctors. Based on the theory of power dependency, the current research proposes the concept of treatment verification behavior. Furthermore, using social exchange theory and power dependency theory as overarching theoretical framework, this research attempts to explore the relationship between patient’s treatment verification behavior and patient’s participation in treatment and delineate the mechanism of this relationship. Moreover, this research enriches the connotation and further analyzes the extant problems of doctor-patient relationship under the condition of information asymmetric. Finally, the research makes contributions to the extant studies and theories of patient-doctor communication and information exchange.

Helping Behavior Under Uncertainty: An Empirical Study Based on the Car-Pooling Scenario, Y. Wang (Class of 2016)

Individuals' helping behavior has comprehensive influence on the well-functioning of the whole society and has thus been a perennial topic in social psychology studies. However, compared with the abundance of experimental studies conducted in the laboratory in extant
research, there has been a dearth of field studies conducted under specific context. Thus, some really powerful influencing factors in a certain context have been neglected. Moreover, previous studies have been so disperse.

To address these gaps, the present study aims to study helping behavior in the car-pooling scenario and to explore how it is shaped by individual characteristics, social circumstances, and specific context. Moreover, I operationalized helping behavior into the number of times that car owners have actually provided for passengers so as to improve the ecological validity of the present study.

The survey was conducted via the internet and I invited former participants in the car-pooling campaign to answer the questionnaire and I used a cross-sectional design. Analysis of the data reveals that moral identity predicted helping behavior via the mediation of empathy and intolerance of uncertainty negatively moderated the relationship between empathy and helping behavior.

The present study has some theoretical and practical implications. First, the significant relationship between moral identity and empathy validated the influence of social cognitive processes. Second, the predictive effect of moral identity on helping behavior showed the influence of social identification process. Third, it reveals the mediation role of empathy in the relationship between moral identity and helping behavior. Fourth, the negative moderating effect of uncertainty intolerance on the relationship between empathy and helping behavior indicated the unique influence of the car-pooling scenario and highlighted to us the importance of contexts. As for the practical implications, first, this study may be helpful in publicizing the car-pooling campaign and thus help protect the environment and promote the public welfare. Second, the predictive effects of social identity and social emotional support on empathy enlighten us the importance of the construction of institutional ethical environment. Finally, intolerance of uncertainty may weaken the relationship between empathy and helping behavior. Limitations and further research direction were discussed in the end.


Adopting the theoretical lens of social identity and social exchange theories, this study examined the effect of both customers’ and employees’ perceived firm’s Corporate Social Responsibilities (CSR) on customer’s citizenship behaviors and employees’ organizational
citizenship behaviors toward customers respectively. This research investigated the underlying identification mechanism and the boundary condition of customer participation for the impact of CSR.

A cross-sectional survey study with data from 228 customers and 200 employees of an international airline were collected to understand the views of customers and employees in this dyadic relationship. This study found supports to the proposition that customers will be motivated to reciprocate the firm’s CSR activities with their citizenship behaviors through forming a strong identification with the firm. The effect of their perception of the firm’s CSR activities on their formation of customer-firm identification gets stronger when their participation is high. Likewise, employees will reciprocate their firm’s CSR activities with their citizenship behaviours toward customers through forming a strong identification with the firm but such mediating mechanism gets weaker when customers’ participation in those activities is high.

This study contributes with insights to managers in maximizing the positive impacts of CSR actions by deploying effective strategies attributable to their corporate sustainability. It uncovers a double-edged sword effect of customer participation by showing that involving customer participation in CSR activities will strengthen the positive effect of CSR activities on customer-firm identification but also weaken the effect on employee-firm identification, i.e. a contrasting effect of customer participation on firm identification. It enriches our understanding about the impacts of a firm’s CSR practices by bridging literatures from the fields of CSR, Citizenship Behaviours and Customer Participation. Moreover, it enriches the social exchange theory by bringing in the social identity theory to explain the predictions of citizenship behaviours pertaining to the mediation of firm-identification.

Ascending to the Top: What can Female Executives do to Earn Respect?, M.-K. Siu (Class of 2017)

Female executives face difficulties in ascending to senior positions due to unfavorable gender-related schemas held by significant others at work. To rise to a higher rank, female executives have to adopt a prestige strategy (Cheng, Tracy, Foulsham, Kingstone, & Henrich, 2013) to earn respect. This study attempts to identify the schemas for female executives to gain respect from their subordinates and test if respect mediates the effect of certain respect-conducive schemas to attain ‘promotability’. Based on the exploratory factor analysis of this study, three female leadership schemas (FLS) for respect were identified, i.e., dedication, understanding, and mentorship. The three FLS are tested to determine if they have a positive relationship with respect for female executives and if respect constitutes a
predictor of ‘promotability’ of the female executives, and whether respect mediates the relationship between the three FLS and ‘promotability’. In addition, the study also tests if a strong male hierarchy will weaken the relationship between the three FLS respect schemas and respect for the female executives. A quantitative research was conducted to test these hypotheses in the research model. This study contributes to the extant literature focusing on leadership theory by extending the concept of respect on female leadership and by deriving the relational schemas for respect for female leaders. This study also contributes to the literature by empirically examining how female executives can exploit a third way, i.e., by earning respect apart from being feminine or masculine/dominance, to enhance the chance for promotion. Practically, female executives can learn to equip themselves with the schemas to earn respect from their subordinates to attain a better opportunity for career advancement, and understand if they should continue developing their career in an organization with a strong male hierarchy should they desire to advance their career to senior positions in that organization.

**IDEAS Projects**

Each year, PolyU FB set aside some funds to sponsor projects that are innovative. In addition to innovativeness, stakeholder engagement and social impact are the other two key criteria. Since the second half of 2015, we have sponsored the following SDG-related projects:

**Do Good Well and Social Venture Capital Platform**

**Shaping Hong Kong as a Platform for Green Finance**

**Building an Open On-Line Platform for Business Sustainability Assessment**

It is worth noting that these projects have made up 75% of all IDEAS projects funded, reflecting the Faculty’s commitment in the area.
Activities by Research and Specialist Centers

Our research and specialist centers continue to engage in SDG-related activities, organizing conferences, symposia, and seminars for experts to exchange ideas to achieve these ambitious global goals. In particular, with the continuous development of the Center for Economic Sustainability and Entrepreneurial Finance (CESEF) and the Sustainability Management Research Center (SMRC), more meaningful and fruitful exchanges have taken place.

In 2016, CESEF organized a Green Bond Conference, where over 100 government officials, prospective issuers, investors, financial professionals and academics got together to discuss the future of Green Finance in Hong Kong and Mainland China. Following that success, in 2017, CESEF organized a Green Finance Symposium, focusing the discussion on Green Energy and Green Bonds.

Meanwhile, SMRC focuses its attention on the continuous development of the Business Sustainability Index. Every year, businesses are scored according to their economic, social, and environmental sustainability. Results are announced at an event where top performers are recognized. An online corporate sustainability reporting platform has been developed for the ease of reporting and data compilation.
In addition to large meetings, CESEF also organizes smaller scale research seminars, such as:

Cost Stickness and Sustainability Performance: Integration of Cost Management and Performance Management, by Zabihollah Rezaee (The University of Memphis), on December 14, 2015

CESEF also serves as a virtual gathering place for SDG-related research and projects. Several projects are under way.
CSR and the Law: A Comparative Case Study of Canada and Hong Kong

The concept of corporate social responsibility (CSR) has attracted considerable attention and controversy in recent years. Commentators have referred to CSR as a “contested concept” (e.g., see Shamir, 2004). A 2008 article reviewed 37 definitions of CSR by 27 different authors from around the world (Dahlsrud, 2008). The article revealed several common elements to these definitions, including social, environmental and economic components, as well as stakeholder and voluntary dimensions. It is the voluntary dimension which at first instance attracts our attention here: if CSR is voluntary, then does this mean that there are no legal dimensions to CSR? The major research objectives of the proposed project are to better understand the interplay of CSR and the law in two jurisdictions that share a common legal background (i.e., the English common law approach), and that have a common experience in that they are both in the shadow of and are neighbours to major world powers (USA, in the case of Canada, and China, in the case of Hong Kong) and hence are potentially influenced by such powerful neighbours, and have some similarities in terms of the economy (e.g., both have strong financial sectors) yet at the same time Canada and Hong Kong have major differences (e.g., a strong extractive sector role in Canada, compared to a small Hong Kong-based extractive sector). What are the similarities and differences in terms of how the law is used to address CSR issues? Are there similarities and differences in terms of the role of governments, the private sector and civil society in addressing CSR issues? If so, in what ways? Are there gaps? Are there particular law/CSR challenges in the two jurisdictions? Ultimately, the objective is to contribute to better understanding of different styles and approach to CSR and the law in two jurisdictions, with a view to understanding upcoming trends of relevance in both jurisdictions and making recommendations for reform, and examining the broader regional CSR and law variations.

Corporate Environmental Risk and the Customer-Supplier Relationship

Environmental risk can generally be defined as the actual or potential threat of adverse effects on living organisms and the environment by, e.g., effluents, emissions, waste, or resource depletion that arise from an organization’s activities. As urbanization and industrialization have increased, companies’ levels of exposure to environmental risk have received concurrently increasing amounts of public and political attention. There is scant empirical evidence on whether and how corporate environmental risk exposure influences product market relationships, especially supplier firms’ relationships with their principal customers. This project takes an initial step toward closing this gap, in order to confirm that
supplier firms with high environmental risk are less likely to have principal customers, particularly publicly listed principal customers. Then, the project takes principal customers’ perspectives, and explore whether their supplier decisions are affected by the suppliers’ environmental risk levels.

Corporate Environmental Liabilities and Capital Structure

The U.S. Environmental Protection Agency define environmental liabilities as “legal obligations to make future expenditures due to the past or ongoing manufacture, use, release, or threaten release of a particular substance, or other activities that adversely affect the environment” (EPA 1996). Both anecdotal evidence and empirical studies suggest that environmental liabilities are staggering. For instance, according to a study by the United Nations, the annual global environmental expenses are around US$6 trillion in 2010, which amounts to 11% of the global GDP. Barth and McNichols (1994) estimate firms’ environmental liabilities under Superfund and find that the average amount of unrecognized environmental liabilities is roughly 28.6% of the market valuation of equity. What are the capital structure implications of corporate environmental liabilities? While companies keep most of environmental liabilities as off-balance-sheet liabilities, do they treat environmental liabilities as a substitute for financial on-balance-sheet liabilities? Do companies’ observed financial leverage ratios vary according to their environmental liabilities? This project would like to address these questions.

OUR ACCOMPLISHMENTS (2015-2017) ....

• Increasing attention on SDG-related research, particularly in the areas of Green Finance, Corporate Social Responsibility, Green Production, and to a lesser extent, Social Innovation.
• Very active research and specialist centers focusing resources and energy on SDG-related projects.
• The hosting of a number of SDG-linked conference, symposia, seminars, and fora.
OPPORTUNITIES AND CHALLENGES AHEAD

Nevertheless, we are still a great distance from immersing ourselves in thinking about SDG-related problems. There are several challenges to tackle:

- Lack of awareness among researchers about SDGs.
- The pressure to publish in top journals is extremely high, and not all SDG-related research will make it to these journals.
- Lack of a general encouragement to conduct SDG-related research.
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.

OUR RESPONSIBILITY AS A PUBLIC INSTITUTION

As a public institution, we have an obligation to serve the society-at-large. In the past two years, PolyU FB has leveraged on its relationships with its key stakeholders, namely students, alumni, businesses, and NGOs, to serve the community, the nation, and the world.

Partnerships with Students and Alumni

PolyU FB students are always encouraged to serve the society with their technical skills and creativity. And indeed, they have been ready to heed the call and take up the challenges. We have already detailed under Principle 3 how our students have worked toward the achieving of positive social impact by engaging the society.

Upon graduation, our students’ passion to create positive social impact does not decrease. In fact, they now have more resources and even stronger social networks to make bigger impact. Our MBA Alumni Association (MBAAA) is a good example. In addition to giving back to the Faculty in the form of scholarship, mentorship, etc., MBAAA also takes part in many SDG-linked activities on their own. In the past two years, they have organized tours to learn about green living, set up seminars on sustainability, participated in events that supported social enterprises, and backed other charitable events. The Faculty and its alumni supported each other in these activities.
Partnerships with Businesses

As discussed under Principle 4, our research and specialist centers work closely with businesses in tackling issues surrounding SDGs in different sectors. Without the participation of businesses, for instance, the Business Sustainability Index by SMRC would not be a success. CESEF has also set up extensive corporate network to exchange and help implement ideas related to Green Bonds, Green Finance, and Entrepreneurial Finance.

One good example is CESEF’s collaboration with School of Management, Fribourg to study Swiss niche small and medium enterprises (SMEs) specialized in technologies for sustainable development. Its central objective is to study how Swiss niche SMEs use business networks & services concentrated in global cities (Hong Kong, Singapore, Shanghai) to access East Asian markets for sustainable development. The project team will identify and make quality profile of public/private and financial/non-financial enabling services accessible or not to Swiss niche SMEs targeting East Asian markets in sustainable development.

Another good example is the collaboration with K&K Properties, a local property developer run by our alumnus, Kino Law. Through its K&K Charitable Foundation, he has sponsored the two editions of Smart-e Competition, allowing our students to explore the application of sustainable development concepts and ideas in urban planning and construction.

Partnerships with NGOs

More importantly, we have provided a platform for local and international NGOs to reach out to our youth. Making this connection has been challenging for these NGOs. We mobilize the passion and human capital of our students to help connect selected NGOs to the younger generation, and educate the public about important (and opt-misunderstood)
issues such as the refugee crisis and visual impairment. Whereas our previous linkages with NGOs were more in an ad hoc manner for short-term events, our partnerships with NGOs since two years ago are planned ahead of time, more long-term, involving a coherent series of events and activities through the academic year. This new partnership model allows for more in-depth interactions, which are fruitful for both the NGOs, our students, and other participants in the related activities.

Partnerships with United Nations Global Compact Local Networks

PolyU FB first came into contact with the United Nations Global Compact China-Japan-Korea (UNGC CJK) Local Networks in 2016. This allows PRME Chapter East Asia universities, which PolyU FB is currently coordinating, to work with UNGC businesses towards the achievement of the 17 SDGs. The interaction is currently in the nascent stage, with a lot of potential for growth in the near future.

OUR ACCOMPLISHMENTS (2015-2017) ....

- More focused and targeted collaboration with alumni and NGOs.
- Started our connection with the UNGC CJK Network.
OPPORTUNITIES AND CHALLENGES AHEAD

Partnership-wise, much is yet to be done:

- The partnerships with all stakeholders, especially with businesses, are still very much focused on career development and mentorship for our students. The linkage to SDGs remains at the level of business ethics and corporate social responsibility.
- The relationship with UNGC is in its nascent stage. Potentially, many projects – both research and education – can grow out of this set of partnerships.
Principle 6: Dialog

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

OUR RESPONSIBILITY AS A CIVIC PLATFORM

As an ambitious university seeking to be a positive force in our world, it is our responsibility to facilitate and support dialogs and debates about SDGs and their role on the tremendous economic development in the region. In the past two years, PolyU FB has strived to do so through multiple channels.

Linking up Universities in the Region and Beyond

During the past two years, PolyU FB has taken up the task to coordinate the emerging PRME Chapter East Asia, bringing universities in China, Japan, and Korea into the PRME family. To jump-start this, in July of 2016, we hosted the PRME Asia Forum, in conjunction with our fellow PRME signatory in Hong Kong, Hang Seng Management College. The Forum brought together not only educators from East Asia but also those from South Asia and the ASEAN region. During the Forum, participants heard from policy makers, businesses, educators, researchers, students, and NGOs about bringing SDGs to Management Education.

PolyU FB has also been represented in the PRME Advisory Committee, holding the position of Incoming Chair until the end of 2017. In this capacity, we have participated in the shaping of the strategic direction for PRME. Throughout this period, PolyU FB has been a regional ambassador for PRME, introducing the organization to universities in the region.
Bringing SDG-related Issues to the Public

As applied researchers and educators, it is not enough for us to keep our SDG-related conversations within universities. Thus, in the past two years, we have sought every possibility to bring our messages out to the general public via conferences, symposia, fora, and seminars – these have been mentioned under Principles 4 and 5.

Another way to communicate about SDGs to the public is through the mass media and social media. On the local South China Morning Post, several such articles were published:

Finding a Balance between Economic and Environmental Sustainability (May 27, 2016), by David Broadstock

Safety first: building a ‘safety climate’ is key to avoiding marine accidents (April 21, 2017), by Chin-shan Lu

Going Green: The Changing Face of Corporate Finance (September 22, 2017), by David Broadstock

Through PrimeTime, the PRME blog, we have also discussed the achievements, opportunities, challenges, and lessons faced by our student-run Wellness Clinic (https://primetime.unprme.org/2017/01/03/2016-good-practices-in-responsible-management-education-part-1/).

OUR ACCOMPLISHMENTS (2015-2017) ....

- More proactive involvement with PRME and UNGC.
- More proactive in sharing knowledge with the general public.
OPPORTUNITIES AND CHALLENGES AHEAD

It is a good beginning but, once again, much more can be done:

- The next step for PRME Chapter East Asia is to grow both in quantity and participation quality. To do that, an online platform needs to be set up for resource sharing.
- Playing public intellectual takes time from research. Many faculty members would resist. We need to think of an innovative idea to handle this.
Conclusion

“There is a crack, a crack in everything. That’s how the light gets in.”

Leonard Cohen, Anthem

There is no doubt that we live in interesting times. All around us, we see cracks showing – in strifes across and within borders, in depletion of resources above land and under water, and in inequalities among supposed equals. We can sit around and lament a glass half empty. However, we can also pay attention to the light that gets in through the cracks. Without noticing that we are on the verge of losing our planet, we would not have thought of setting the Millennium Development Goals and then the SDGs.

What we have can be a glass half full.

In the past two years, PolyU FB has engaged its students, alumni, corporate connections, policy makers, NGOs, and the general public in an effort to make the glass just a little bit fuller. The IDEAS spirit, centered around innovation, is about the creation of positive social impact. Through educational programs, research, services to the community, and everyday practices, FB has taken a significant step forward in fulfilling its responsibility as a PRME signatory. This report has also highlighted the challenges and opportunities ahead.

Much is left to be done. Let the light that gets through the cracks be our guide.